

Job Satisfaction among Licensed Tourist Guide in
Malaysia

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A research project submitted in partial fulfillment of the
requirement for the degree of

Master of Business Administration

Universiti Tunku Abdul Rahman

Faculty of Accountancy and Management

April 2015

Job Satisfaction among Licensed Tourist Guide in Malaysia

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ACKNOWLEDGEMENT

I would never have been able to finish my research project without the guidance of my colleague members, help from friends, and support from my family and partner. I am using this opportunity to express my gratitude to everyone who supported me throughout the course of this MBA research project. I would like to express my deepest gratitude to my supervisor, Mr. Low Chin Kian, for his excellent guidance, caring, patience, invaluable constructive criticism and friendly advice during the research project work. His guidance helped me in all the time of research and writing of this research project.

Besides my supervisor, I would like to express my warm thanks to my colleague members for their encouragement, insightful comments, and hard questions. I am sincerely grateful to them for sharing their truthful and illuminating views on a number of issues related to the project.

I would also like to thank Malaysian Tourist Guide Council (MTGC) for their support by providing the list of contact of licensed tourist guides in Malaysia. My research would not have been possible without their informative helps.

I would also like to thank my parents and brother. They were always supporting me and encouraging me with their best wishes. Finally, I would like to thank my partner, Heng Teong Wei. He was always there cheering me up and stood by me through the good times and bad.

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ABSTRACT

This study focuses on current issues in the tourism industry, that is licensed tourist guide job satisfaction in West Malaysia. The main purpose of this study is to investigate the relationships between intrinsic reward, extrinsic benefit, training, work stress, tenure of service and job satisfaction of licensed tourist guide in Malaysia. Furthermore, this study also aims to confirm the developed hypothesis. In this study, the main aim is typically observed the level of job satisfaction among the licensed tourist guide and the factors that cause to job satisfaction. In order to address this objective, quantitative approach was employed. A descriptive research of survey method was created to examine the level of job satisfaction among the licensed tourist guide in the Malaysia. The quantitative element adapted in this study is a self-completed online questionnaire. The designed questionnaire was distributed to a sample of 250 licensed tourist guide. A total of 238 sets of questionnaires were completed responds accordingly within two months time frame. Few statistic analysis included descriptive analysis, correlation analysis, regression analysis and coefficient analysis was done to prove the hypotheses. From obtained result, intrinsic reward, extrinsic benefit, work stress and training are significant related with job satisfaction, while the moderating role of tenure of service was confirmed in this study, which support the hypothesis. Generally, licensed tourist guide reported a high level of job satisfaction. According to the analysis result, the main predictor for job licensed tourist guide job satisfaction is training. Despite of this, it is recommend that the policy maker, travel industry focus on training by investing resources to higher satisfaction licensed tourist guide, in order to lead to higher service performance.

Key words: job satisfaction, licensed tourist guide, intrinsic reward, extrinsic benefit, training, work stress, tenure of service

CHAPTER 1

INTRODUCTION

Tourist guides play an important role in the tourism industry. Tourist guides are able to bring satisfaction to tourists that visit a country or region by making practical and effective use of their knowledge to deliver information and interpretation of a country or region's culture. Well-communication skills, ensuring the safety and well-being of the tourist, and presenting a good image of the country are the key to the success of attracting tourists. The responsibility of the tourism industry is to ensure tourists' satisfaction with its services and products provided. This responsibility can be carried out through high-quality service by frontline service personnel, specifically the tourist guide. Tourist guides act as front liners; they have the opportunity of direct interaction with the visiting tourist. Regarding this, tourist guides are responsible to ensure the good image of the country or region.

Studies have shown that job satisfaction is highly related to employee performance and more committed to job as concluded by Karen S (2001), thus offering high-quality service to customers. In service industries such as tourism, high performance of front liners brings customer loyalty and satisfaction. The importance of analyzing and investigating the factors that affect tourist guide job satisfaction to be measured and discussed in this research in order to increase the level of job satisfaction, especially in the tourism industry.

1.1 Background of the Study

Malaysia is one of the countries in Southeast Asia. It situated on partly on Asian mainland and joint with Thailand, which called Peninsular Malaysia (West Malaysia). Another part of Malaysia located on the island of Borneo, which neighboring with Brunei and Indonesia, namely East Malaysia. West Malaysia and East Malaysia are separated by the South China Sea. Malaysia has a total landmass of approximately three hundred thirty square kilometers, is the 67th largest country in the world. Malaysia has total of thirteen states and three federal territories. The thirteen states are Perlis, Kedah, Penang, Perak, Selangor, Negeri Sembilan, Malacca, Johor, Pahang, Terengganu and Kelatan, which are located at West Malaysia. East Malaysia consists of two states, which are Sabah and Sawarak. Meanwhile, three federal territories include Kuala Lumpur, Putrajaya and Labuan. (Ministry of Tourism and Culture Malaysia, 2014)

Malaysia is a multicultural, multiethnic and multilingual country. The main ethnic is Malays; follow by Chinese, Indian and others indigenous peoples. Multiethnic makes Malaysia a special country that has colorful cultures, religions and languages. These factors also make Malaysia a unique country attracting tourist to discover and experience the uniqueness of Malaysia. In year 2010, Malaysia is awarded as the ninth most visited country in the United Nations World Tourism Organisation's (UNWTO) list, with 24.6 millions international tourist arrival (UNWTO, 2010). Over the years, extensive promotional campaign have been engineered both locally and oversea to attract tourist by Malaysia government in the hard work to diversify the country economy to ensure Malaysia less dependent to others economic sectors such as manufacturing, export and agriculture.

In order to increase the contribution income of tourism, Malaysia government has formed a government agency to promote Malaysia tourism industry, which is Tourism Malaysia . The setup of Tourism Malaysia is to make the tourism industry a main incomesource of the nation. Additional, Tourism Malaysia also aims to promote Malaysia as a first choice destination in the region. (Ministry of Tourism and Culture Malaysia, 2014)

A worldwide marketing campaign namely "Malaysia Truly Asia" was launched since year 1999 by Tourism Malaysia. This campaign was successfully in attracting 7.93 millions tourist arrivals that brings 12.3 billion ringgit Malaysia revenue in year 1999. With "Malaysia Truly Asia" slogan, Malaysia tourism industry remains strong growth. According to statistic study by Minister of Tourism Malaysia, the industry accounted for a total receipts of RM65.44.6 billion in 2013 from over 25.72 million tourist arrivals, contributing to nearly 13% of the national GDP. (Ministry of Tourism Malaysia, 2014). From the statistic data obtained, it is believe that tourism industry will become one of the main contributors for the economic well-being of Malaysia.

As per Table1, there shown a positive growth of total tourist arrival and receipts to Malaysia. In year 2014, Malaysia launch the fourth Visit Malaysia Year with the theme of "Celebrating 1 Malaysia Truly Asia" and sub theme of "We are the Host" to boost up the economic receipts. Malaysia government target this tourism celebration event would boost up total tourist arrivals and contribute to nation GDP Under Malaysia Tourism Transformation Plan (MTTP), Malaysia government target this tourism celebration event would contribute 36million tourist arrivals and RM168 billion revenue by 2020 (Ministry of Tourism and Culture Malaysia, 2014)

Table 1: Tourist Arrival and Receipts to Malaysia (1998-2013)

TOURIST ARRIVAL AND RECEIPTS TO MALAYSIA		
YEAR	ARRIVALS (Million)	RECEIPTS (Billion RM)
2013	25.72	65.44
2012	25.03	60.6
2011	24.71	58.3
2010	24.58	56.5
2009	23.65	53.4
2008	22.05	49.6
2007	20.97	46.1
2006	17.55	36.3
2005	16.43	32
2004	15.7	29.7
2003	10.58	21.3
2002	13.29	25.8
2001	12.78	24.2
2000	10.22	17.3
1999	7.93	12.3
1998	5.56	8.6

Note: Adapted from http://corporate.tourism.gov.my/research.asp?page=facts_figures

From the above statistic, the career of tourist guide is having bright future with the current Malaysia policy in attracting visitor from all around the world. As the front liner of tourism industry, tourist guide plays an important role in delivers professional service to tourist from all around the world. To meet the demand and opportunities growth of Malaysia tourism industry, licensed tourist guide numbers has been increased to suite the market demand. As per table 2 below, we can see that the growth rate of licensed tourist guide increase 9.65% over 1 year from March 2013 to May 2014.

Table2: Statistic of Licensed Tourist Guide in Malaysia (March 2013-May 2014)

STATISTIC LICENSED TOURIST GUIDE IN MALAYSIA			
STATE	MAR 2013	JAN 2014	MAY 2014
Kuala Lumpur	2422	2524	2580
Selangor	2132	2229	2294
Sabah	1418	1548	1681
Penang	970	1050	1100
Johor	865	931	953
Pahang	562	599	610
Kedah	546	580	594
Perak	377	430	474
Malacca	342	369	383
Sarawak	275	292	301
Negeri Sembilan	252	281	294
Terengganu	193	200	203
Kelantan	127	133	137
Perlis	61	61	66
Putrajaya	10	10	10
Labuan	2	2	2
TOTAL	10554	11239	11682

(Source: <http://www.motac.gov.my/en/download/viewcategory/statistik-pelesenan.html>)

1.2 Research Problem

There are huge opportunities in tourism industry in Malaysia. Tourist guide play a very crucial roles in helping attract tourist arrival to Malaysia. Study on level of job satisfaction of tourist guide enable employers and government enhancing related factor for better performance. Meanwhile, this study also aims to test the roles of tenure of services on the overall job satisfaction of the tourist guide profession in Malaysia. Although there are many studies on job satisfaction among different profession such as Muhammad et al. (2009) on secondary school teacher,

Sivakami & Thomas (2007) on pharmacist and Mohani et al (2009) on executive, there are very little study on tourism industry related profession, especially tourist guide.

Satisfied tourist guide will be more committed and productive and would be performing in their best capabilities. The demand of tourist guide profession remains high, as the total number of licensed tourist guide hits 11682 in May, 2014 (Ministry Tourism and Culture Malaysia, 2014). Investigation on factors motivate tourist guide towards job satisfaction been discussed in this study. Moreover, this study also examines relationship between intrinsic rewards, extrinsic benefits, work stress and training towards tourist guide job satisfaction.

1.3 Research Question

This study seeks to answer following question:-

- i) What is the level of job satisfaction of licensed tourist guide in Malaysia?
- ii) What is the effect of intrinsic rewards and extrinsic benefits on licensed tourist guide job satisfaction?
- iii) How would work stress affect the job satisfaction of licensed tourist guide in Malaysia?
- iv) Does training affect the job satisfaction of licensed tourist guide in Malaysia?
- v) Does tenure of service moderate the relationship of job satisfaction?

1.4 Research Objective

The objectives of this study are as following:-

- i) To examine if there a positive relationship between intrinsic rewards and licensed tourist guide job satisfaction.
- ii) To investigate if there a positive relationship between extrinsic benefits and licensed tourist guide job satisfaction.
- iii) To find out if there a negative relationship between work stress and licensed tourist guide job satisfaction.

- iv) To investigate if there a positive relationship between training towards licensed tourist guide job satisfaction.
- v) To test the moderating roles of tenure of service towards licensed tourist guide job satisfaction.

1.5 Hypothesis

Based on above research objectives, hypotheses are developed as follow:-

- H1: There is a significant positive relationship between intrinsic rewards and licensed tourist guide job satisfaction..
- H2: There is a significant positive relationship between extrinsic benefits and licensed tourist guide job satisfaction.
- H3: There is a significant negative relationship between work stress and licensed tourist guide job satisfaction
- H4: There is a significant positive relationship between training and licensed tourist guide job satisfaction
- H5: Tenure of service will moderate the relationship of job satisfaction.

1.6 Organization of Chapters

Chapter one will focus on the background of the study, research problem statement, research questions, objectives of the research and develop relevant hypothesis for this study.

The relevant literature will be reviewed in chapter two to get a clearer picture of the importance of job satisfaction. This chapter consists of a literature review from various past researcher which will highlight the definitions of job satisfaction. Secondly, the chosen and studied factors that influencing job satisfaction or job dissatisfaction discussed and reviewed. Hypotheses development was developed in this chapter according to the literature review and a proposed conceptual frame work was discussed.

Chapter three will focus on the research methodology and research design which include the study population and sampling, design of the questionnaire, data

collection, method. Statistical procedures adapted to analysis obtained data will further explain in this chapter.

Chapter four will include discussions and presentations on the study result and findings. The study result will present in a form of statistical chart for a clearly picture and better understanding.

The final chapter five will focus on discussion of the result and finding and recommendations, limitations and conclusion.

CHAPTER 2

INTRODUCTION

This section will attempt to construct the theoretical framework of the determinant of job satisfaction by reviewing past research study on job satisfaction. Various job satisfaction models will review in this chapter to understand more on the concept and theories developed by past researcher. By reviewing the correspondent past research, it contribute to more ideas to carried out this research. Sources of this past studies reference will collect and analyzed from academic journal, online journal, case studies, conference paper, books as well as other secondary data such as newspaper, magazine and online statistic data. By reviewing past studies, there were distinctive opinion and judgment from various researchers. From collected secondary data, there are four factors being discussed which are intrinsic reward and extrinsic benefits, training and work stress. Moreover, the moderating role of tenure of service will discuss in this study. In conclusion, chapter two will focus on discuss the definitions and theories of these independent variables and dependent variable.

2.0 Literature Review

2.0.1 Job Satisfaction

Job satisfaction represents the workplace and employees' perceptions of their job, is the overall measurement of working attitudes of the reception, happiness, and pleasure in the job (Edward and Scullion, 1982). Locke (1976) identified the meaning of job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences and job satisfaction directly or indirectly affects a person behavior. Lawler (1973) described job satisfaction as the discrepancy between what individuals expect to receive out of their jobs and what they actually received. The term job satisfaction refers to an individual's general attitude toward his or her job (Robbins, 1989). Judge and Hulin (1993) and Judge and Watanabe (1993) present job satisfaction as the degree to which a person feels satisfied by their job, which has an impact on personal wellbeing and even on the life satisfaction of the employee. Muhammad et al (2010) expressed that job satisfaction is somewhat how people think and feel about their work place and different aspects regarding it.

Additionally, job satisfaction is defined as the degree to which employees enjoy their jobs (McCloskey & McCain 1987). Simply says, job satisfaction represents the degree to which employees like their job. Various factors like mentally challenging work, equitable rewards, supportive working conditions and colleagues are significant contributors to job satisfaction (Smith et al., 1969; Cooper et al., 1988). Meanwhile Cranny, Smith, and Stone (1992) defined job satisfaction as whether employees find their employment sufficiently satisfactory to continue in it, either permanently or until they have prepared for greater responsibilities. In the tourism industry, not much of a difference was discovered. According to Mitchell and Lasan (1987), it is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied attitude. In the past decades, employer has been put in much effort through various human resource practices to retain employees' loyalty. However, if employee have low job satisfaction and commitment, the investment of all these human resource practices may be futile.

According to Robbins (2003), job satisfaction refers to an individual's general attitude toward his or her job. Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what's the job supply to an employee (Hussami, 2008). In sum, job satisfaction view as response of employee toward his job to what he expect from the job in related his own feeling and values. Over the past researches and studies, economists and researchers have given job satisfaction increasing attention (Benjamin 2009). Job satisfaction is negatively related to job turnover (Freeman, 1978) and absenteeism (Clegg, 1983), and positively related to productivity (Mangione and Quinn, 1975). Most past studies concluded that employee job satisfaction can have huge impact on overall business and job satisfaction is the key component of the success of a business (Freeman, 1978; Diaz et al, 2005; Hussami, 2008).

2.0.2 Tourist Guide

Tourist guide is a job profession that obtain license from Ministry of Tourism and Culture Malaysia to guide tours within the region or destination of Malaysia. Tourist guide can lead business tour, education tour, outdoor adventure tour, medical tour and other tour related activities. Under Malaysia Tourism Industry Act 1992, licensed tourist guides were defined as a person licensed under subsection 24(1) to act as a tourist guide; while tourist guide means a person who renders service to tourists or any other persons by guiding them on tours for remuneration (Tourism Industry Act 1992, 2006). In Malaysia, licensed tourist guide were divided into two categories, which are local nature tourist guide and city tourist guide. A licensed local nature tourist guide means a person who attends and passes the Local Nature Tourist Guide Course organized by Malaysia Department of Wildlife and National Parks and obtains a local nature tourist guide license. Licensed local nature tourist guide only can lead tourists within the natural areas they chose. In another hand, city tourist guide means a person who attends and pass the Basic Tourist Guide Course that organized by any tourism training institutions registered with the Ministry of Tourism and Culture Malaysia to obtain a city tourist guide license.

A certified and licensed city tourist guide can only do their guiding job in cities throughout Malaysia. (Ministry of Tourism and Culture Malaysia, 2014)

The European Federation of Tourist Guide Associations (EFTGA) defined that a tourist guide is a person who guide groups or individual visitors from abroad or from the home country around the monuments, sites and museums of a city or region; to interpret in an inspiring and entertaining manner, in the language of the visitor's choice, the cultural and natural heritage and environment (EFTGA, 1998). Additionally, Professional Tour Guide Association of San Antonio prescribe a tourist guide refers to a person with an effective combination of enthusiasm, knowledge, personality qualities and high standards of conduct and ethics who leads groups to the attraction in specific region sites while providing informative interpretation and commentary. Furthermore, World Federation of Tourist Guide Associations (WFTGA) described a licensed tourist guide means "a person who guides visitors in the language of their choice and interprets the cultural and natural heritage of an attraction or region which the person generally own an region specific qualification normally issued and recognized by the appropriate authority. (WFTGA, 2003)

Ting et. al (2012) defined tourist guides as the key service personnel in tourism industry. The roles of tourist guide includes as a teacher by giving information and answer questions with skill of teacher; as a psychologist that tourist guide fully understand and meet tourist's demands, depended on each personality; as an ambassador that tourist guide responsible to present good image of the region or country for making good relationship; as a actor to create an amusing atmosphere when travel around and lastly as well as a speechmaker by communicate and comprehend artistically and be a peacemaker. (Tourism Authority of Thailand.1993). Furthermore, some researchers explained tourist guide roles as a information providers, path finder's, hosts, fascinators, mentors, history and natural interpreters, teachers, animators, mediators, intermediaries, sales person and representatives. (Cohen, 1985; Black and Weiler,2005; Zhang and Chow,2004; Pond. K, 1993)

2.0.3 Job Satisfaction Model

Job satisfaction theories were widely discussed and related with human resources management studies. Over past decade, many models and theories of job satisfaction were developed by researcher. The most well known and prominent theories of job satisfaction includes Maslow's hierarchy of needs theory, Herzberg's two factor motivator-hygiene theory, the job characteristics model and equity theory. This section will briefly explained and discuss these job satisfaction theories.

2.0.3.1 Maslow's hierarchy of needs theory

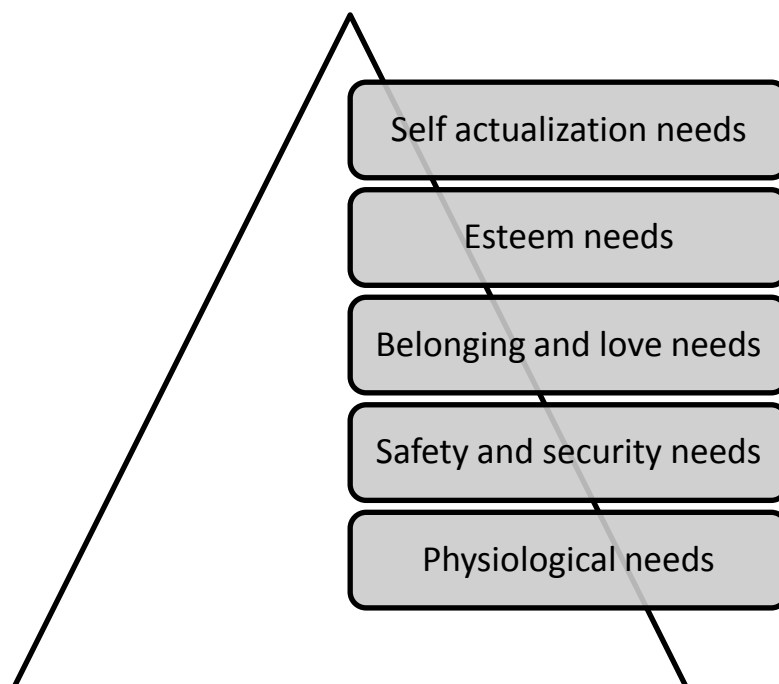
Maslow's hierarchy of needs theory (Maslow, 1943) was developed by Abraham Maslow to explain human motivation and basic needs in common. Maslow's hierarchy of needs theory was one of the earlier theories to examine the main factors that contribute to job satisfaction. Maslow's theories divided human basic needs into five main categories depicted as hierarchical levels within a pyramid that ascend in definite order. These include physiological needs, safety and security needs, belonging and love needs, esteem needs and lastly self actualization needs. (Maslow, 1943)

In this theory, assumption was made which human must basically achieve satisfaction with their essential needs first which is physiological needs, which is food, water and air. After these physiological needs are met, human will seek for safety and security needs. When they are satisfied, human will go for higher level needs, namely belonging and love needs. Maslow noted that human must satisfy lower level basic needs before satisfied to higher level needs. Maslow further explained that once these three basic needs have been fully satisfied, therefore human will be further on motivated by esteem needs and he or she may be able to fulfill the highest level needs, which call self-actualization. (Maslow, 1943)

Human basic physiological needs could be satisfy thru extrinsic benefits such as pay, healthcare, compensation and allowance. While security and safety needs can be achieve by providing job security, a comfortable working environment to make human feel physically safe and good feeling with their job. When human met

satisfaction on security and safety needs, they will feel they belong to the organization or working place. Maslow stated that human achieve satisfaction on love and belonging needs by obtain affection and love from work group , well communication, good relationships with colleagues and superior. Oncethey satisfied and feel they are a part of the entire work group or team, human tend to look for esteem needs. In this level, reorganization and appreciated by colleagues, supervisor and management on one’s effort will cause to satisfaction. The highest level in Maslow’s hierarchy of needs theory is where the human seeks to achieve self actualization needs. Maslow (1995) explicitly defines self-actualization to be "the desire for self-fulfillment, namely the tendency for him the individual to become actualized in what he is potentially.

Figure 1: Maslow’s hierarchy of needs theory



Note : Maslow, A. H. (1943). A Theory of Human Motivation. *Psychological Review*, 50(4), 370-96.

2.0.3.2 Herzberg’s two factor motivator-hygiene theory

Herzberg’s two factor motivator-hygiene theory was developed by Herzberg, Manusner, Peterson and Capwell that explain satisfaction and motivation in the workplace. (Herzberg, 1966) This theory suggested that job satisfaction and job dissatisfaction are driven by two different factors respectively named motivation

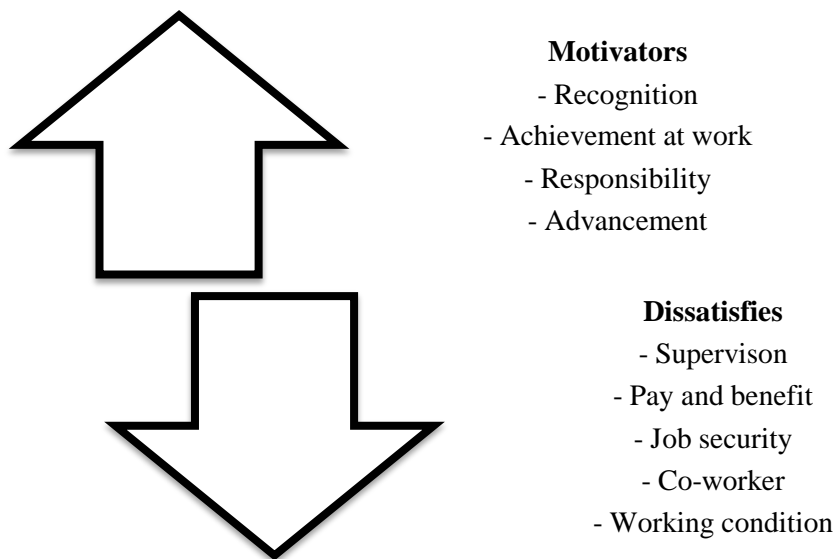
and hygiene factors. Hoskinson et. al (1998) recognized that the internal force that that direct a person to achieve personal and organizational goals is motivation. Motivation factors such as pay and benefits, promotion opportunities, recognition and achievement in work need to be met in order for an employee to be satisfied with work(Hoskinson et. al, 1998). Hackman et al (1976) concluded that these motivating factors are considered to be intrinsic to the job or the work carried out by employee to job satisfaction. On the other hand, hygiene factors such as organization policies and structure, job security, relationship with colleagues, working conditions, quality of management and supervisory are significant associated with job dissatisfaction. (Herzberg, 1966; Hackman et al, 1976) Motivator-hygiene theory stated that organization should divided rewards into intrinsic and extrinsic rewards (Herzberg 1966).Intrinsic and extrinsic rewards are not directly related to job satisfaction. The relationship between intrinsic and extrinsic reward are moderated by different expectation of each individual (Hackman et al, 1976).In Mohani et.al (2009) study on job satisfaction among executives of Japanese electrical and electronic manufacturing companies, Malaysia found that the intrinsic rewards are more important than extrinsic rewards. Mohani et.al (2009) further explained that main factor that lead employee to perform well is intrinsic reward, such as work itself.

Herzberg stated that both the hygiene and motivational factors are viewed as two independent factors, so there is possibility that employees are neither satisfied nor dissatisfied (Herzberg 1966). Herzberg identified few factors as satisfiers and dissatisfies. Satisfier's factors include achievement at work, advancement, recognition and responsibility. In two factor theory, the presence of satisfier's factor causes job satisfaction. However, Herzberg also stated that the absence of satisfier's will not lead to dissatisfaction.Furthermore, Herzberg et.al (1959) identified factor such as supervision, pay, benefits, job security, co-worker and working condition are dissatisfies. The lack of these factors will lead to job dissatisfaction. However, Herzberg also stated that the presence of these factors does not cause in job satisfaction. Despite with this, researchers criticized Herzberg's two factor motivator-hygiene theory does not include individual differences factors that this model conversely predicted all individual will

responding in a same way to switching motivating or hygiene factors (Hackman et al, 1976). Hackman (1976) further criticize that Herzberg's two factor theory does not specify how these two factors are to be calculated that assume individual can achieve both satisfaction and dissatisfaction together, which is not reasonable for the studies.

The application of Herzberg's theory for management and human resource practices regards with employee job satisfaction is management must prevent hygiene factors exists in the workplace to maximize the employee satisfaction. Manager should take note on motivators as it lead employees to more productivity. Hackman et al (1976) further support this theory that organization should use motivators as tools to maximize employee satisfaction, thus lead to higher performance.

Figure 2: Herzberg's motivator-hygiene theory (1959)



Note: From Herzberg F., Mausner B. and Snyderman B.B. (1959). The motivation to work. 2nd edition. New York: John Wiley.

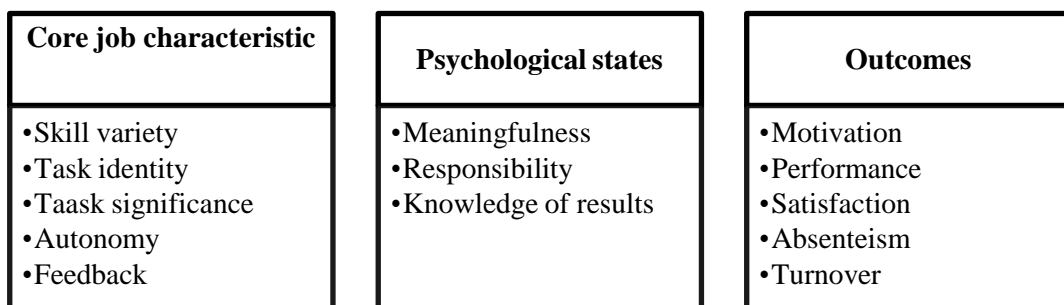
2.0.3.3 Job characteristics model

The Job Characteristics Model (JCM) developed by Hackman and Oldman. This theory was developed based on the idea that the task itself is prime contributor that cause to employee motivation (Hackman and Oldman ,1976). According to Hackman and Oldman (1976), a challenging job enhances motivation, whereas variety, autonomy and decision authority are three ways of adding challenge to a job in which job enrichment and job rotation are the two ways of adding variety and challenge. Hackman and Oldman (1976) explain that job satisfaction occurs when the work environment encourages intrinsically motivating characteristics. In Job Characteristics Model, there are five core job characteristics namely skill variety, task identity, task significance, autonomy and feedback, influence three psychological states which impact three critical psychological states which are experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results that will directly influencing work outcomes such as job satisfaction, absenteeism and work motivation.

Job Characteristics Model stated that autonomy and feedback are the most important factors in deciding motivating potential compared to skill variety, task identity, or task significance. A formula designed to further explain this model which called motivating potential score (MPS) to calculate the motivating potential of a employee's attitudes and behaviors as following:-

$$\text{MPS} = (\text{Skill Variety} + \text{Task Identity} + \text{Task Significance}) \div 3) \times \text{Autonomy} \times \text{Feedback}$$

Figure 3: Job Characteristics Model five core job dimension



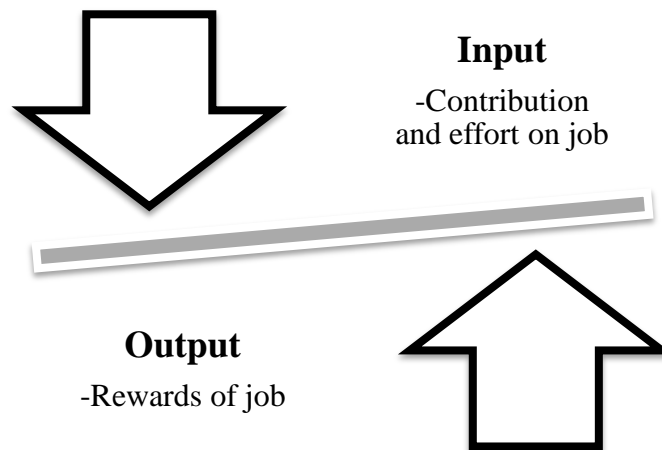
Note: From J. R. Hackman; G. R. Oldham; (1976). "Motivation through design of work". *Organizational behaviour and human performance* 16 (2): 250–279.

Based on above model, job satisfaction can be achieved through three psychological states. The Job Characteristics Model has received more empirical support on its influences on job satisfaction (Robert et. al, 1981; Loher et. al, 1985 and Fried, 1987). In addition, Behson and his research team studies on the role of critical psychological states concluded that psychological states to play a crucial practical and theoretical role within the Job Characteristics Model, which further lend support to the model(Behson et. al, 2000). In order to achieve high job satisfaction, the need of enhancing five core job dimensions is important. A better work environment will result to higher job satisfaction (Behson et. al, 2000).

2.0.3.4 Equity theory

Equity Theory was developed by John Stacey Adams in 1963. This job motivation theory acknowledges that subtle and variable factors affect an employee's assessment and perception of their relationship with their work and their employer. (Adams, 1963)Based on equity theory, the key components that motivated a person towards job satisfaction are fairness and equity. The idea in equity theory is an individual seek to adjust their input to achieve their perceived fairness. Adam's equity theory suggested that high level of motivation can be expected when only an individual receive a fair treatment when compared with their reference group. Individual indentify the amount of input (things gained) from a relationship compared to the output (things given) to produce an input or output ratio. Individual decided whether or not they have an equitable relationship by comparing the ratio to the ratio of other people in their reference group. (Adam, 1965; Walster et al, 1973) If the balance treatment lies too far in favor of the employer, individual may work to bring balance between inputs and outputs on their own, by request for more benefit, compensation and recognition. Equity theory stated that the higher an individual's perception of equity, the more motivated an individual will be. If individual feels he or she being treated unfair, they will be de-motivated and seek for alternative employment.

Figure 4: Equity Theory



Note: From Adams. J.S.(1963). Toward an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67(5), 422-436.

2.0.4 Intrinsic Reward

Kalleberg(1977) defined rewards as intrinsic and extrinsic benefits that employee obtained from the workplace. Commonly, past researchers suggested that job satisfactions are affected by intrinsic and extrinsic rewards (Kalleberg, 1977; Timothy & Ryan, 2008). Timothy & Ryan(2008) further explained that pay and promotions are categorized as extrinsic benefit, while coworkers, supervision and the work itself are categorized as intrinsic rewards. Both rewards were proven as predictor that causes employees job satisfaction (O'Reilly and Caldwell, 1980).

Herzberg et. al. (1959) mentioned that intrinsic rewards means how's a person react with work itself. According to Herzberg (1959), the two factor theory of job satisfaction, intimated that both satisfaction and dissatisfaction are separate element. Recognition, achievement, workplace environment, empowerment are the intrinsic reward that motivated individual toward job satisfaction. Intrinsic reward included nonfinancial or non-cash reward(Clifford,1985). These rewards such as achievement, accomplishment feelings, recognition, job satisfaction and growth will impact individual job satisfaction. Intrinsic reward is defined as one that is self-administrated by the person, provides the individual with a sense of satisfaction or gratification, and

often a feeling of pride or of work well done (Ivancevich et al., 2005). Kemp and Dwyer (2001) further explained that employees are motivated and perform by achievement and valued contribution to workplace. By giving more autonomy, employee tends to be more satisfied with their job. When employees are motivated with these intrinsic rewards, it will result to job satisfaction as intrinsic reward and job satisfaction are positively correlated (Tymon et al., 2010). Non-monetary rewards are important in the perception of the employee regarding the reward climate in the workplace (Khan et al., 2013) and this supported by Maslow's theory that non financial rewards are more important to job satisfaction as compared to financial rewards. A positive relationship was found by Hayati and Caniago (2012) study between intrinsic rewards and job satisfaction.

Organization tend to use recognition as the tools to enhancing employee satisfaction (Sun, 2013). If reward and recognition exists with a better working environment, it will motivate individual to be more productive and perform well, thus results in high job satisfaction (Danish and Usman, 2010). Recognition of an individual's efforts is important to job satisfaction (Kaye & Jordan-Evans, 1999). Recognition is a subtype of intrinsic rewards. Researcher found that recognition has significant relationship with job satisfaction, thus intrinsic reward is related to job satisfaction (Ahmad Faisal et al, 2012). Sara et al (2006) concluded that when recognition increases, employee satisfaction will be increases. Based on the past studies reviewed above, it can be said that intrinsic reward is a critical component in motivate employee job satisfaction and have significant importance.

2.0.5 Extrinsic Benefits

Extrinsic benefits include all financial reward and promotional opportunities the workplace award to an individual (Ivancevich et al., 2005). Herzberg (1959) stated that extrinsic benefit factors named 'hygiene factors' were found to be job dissatisfies, included company rules, regulations, policies, hierarchy, supervision, salary, workplace environment and interpersonal relations.

According to Landy (1989), extrinsic benefits refer to factors that are outside of the work itself such as pay. Higher pay will lead to higher job satisfaction. However, in Leontaridi and Sloane (2001) study, they found that lower pay employees are more satisfied than high pay employees. Extrinsic benefit means monetary rewards or payment such as salaries, fringe benefits, incentive type payments, pay, promotion (Clifford, 1985; Ivancevich et al., 2005).

According to Kathawala et al (1990), monetary reward was discovered as the most important contributor for the job satisfaction. Research findings showed that compensation is the main predictor for job satisfaction (Kathawala et al, 1990). Compensation means a visible, tangible rewards factor including salaries, promotions, benefits, job security and working environment. Pay is a very valuable tool and a motivator for an employee in commitment with the organization which in result enhances job satisfaction (Moncarz et al., 2009). In Shagufta and James (2013) study on the influence of rewards and job satisfaction on employees in the service industry, findings shown that there is a positive relationship between higher rewards and higher job satisfaction of employees,

Nasurdin and Ramayah (2007) reported that job satisfaction among the Malaysian workforce was derived particularly from extrinsic factors such as salaries, promotion and supervision. Seta et al. (2000) also suggested that high level of job satisfaction can be achieved if the reward is fairly given to employee accordingly. Based on past research, it can be concluded there is no doubt that extrinsic benefits are the main factor in determining job satisfaction.

2.0.6 Work Stress

Work stress can be defined as a psychological condition which results from an imbalance between job demands and the subject's ability for coping those demands (Stranks, 2005). Work stress or so called job stress is "the extent to which employees not feel happy working in the organization (Gill and Shachar, 2006). Generally, job stress has been viewed as an antecedent of job satisfaction (Stanton et al, 2002). Stress is one of the factors that lead to employees'

dissatisfaction with their job. Job satisfaction has been found significant relationship with job stress (Stamp & Piedmonte, 1986). Many past studies reported that work stress and job satisfaction are interrelated (Bruke, 1976; Keller, 1975; Rizzo et. al, 1970). Job stress has a strong impact on job satisfaction and has negative correlation between job satisfaction and job stress (Muhammad et. al., 2010). Work stress and job satisfaction correlate with commitment which impacts on one's decision to leave or stay with his job (Tan et. al. 2007). Igharia and Greenhaus (1992) concluded that job stress affects job satisfaction and career satisfaction negatively. Moreover, this further support by Noordin et. al, 2010 studies that occupational stress has a direct negative effect on job satisfaction.

Furthermore, the lack of satisfaction can be sources of stress, while high satisfaction can lighten the effects of stress. Study have also emphasized that job stressors are predictive of job dissatisfaction (Cummins, 1990). The study of Landsbergis (1988) showed that high levels of work stress are associated with low levels of job satisfaction. Higher level of job stress cause lower level of job satisfaction and vice versa (K. Chandraiah et. al, 2003; Muhammad et. al, 2010; Muhammad et. al, 2012). The lack of satisfaction can be a source of stress, while high satisfaction can lighten the effects of stress, these means that both of job stress and job satisfaction are interrelated (Fletcher & Payne 1980). Wong and Wang (2009) study on Taiwanese tourist guides found that the job of tourist guide involved a high degree of work stress because the tourist guides were required to keep visitors satisfied by entertaining them and dealing with their problems and complaints. In addition, Lalita (1989) suggested that a better mentality and less work stress results to more effective work and better performance. This will directly result to more satisfied tourist guide as according to Lalita (1989), job satisfaction relates to positive mentality: In sum, based on past studies, it can conclude that individuals under excessive stress tend to find their jobs less satisfying.

2.0.7 Training

Training is normally defined in terms of a period off-the-job either at the workplace or off the premises and can be measured as the proportion of workers receiving training over a defined period of time (Peter et. al, 2007). Training is a systematic development of the knowledge, skills, and expertise required by a person to effectively perform a given task or job (Patrick, 2000). Training have many advantages as it helps employees develop new skills and knowledge. Siebern Thomas (2005) found that job satisfaction tended to be higher where there was access to workplace training. Job training satisfaction is related to job satisfaction among employees. Better trained result to more satisfied employees, who are more valuable to the organization (Steven, 2004). Training contributes to satisfaction by getting away from the daily routine and putting variety into the workaday life, even though might only be temporary effect (Claudia and Katja, 2011).

Learning helps people improve their overall performance rather than just enhancing their job skills (Gerbman, 2000). Utilizing employee development programs are experiencing higher employee satisfaction with lower turnover rates (Wagner, 2000). Training provides opportunities to learn, challenge of new responsibilities and the prospect of personal and professional growth. Therefore, by satisfying these intrinsic needs helps build trust, morale, loyalty, and overall satisfaction in employees (Nunn, 2000).

In other hand, Choo and Bowley (2007) found that training positively impacts productivity, which results in higher level of customer and employee satisfaction. In Steven (2004) past study, a significant relationship was discovered between job training and overall job satisfaction based on survey date obtained from 301 respondents of customer and technical service employees. He suggested that satisfaction with job training should be viewed as an aspect of overall job satisfaction; focus on job training as a way to improve job satisfaction. Companies that offer employee development programs enjoy the luxury of higher employee satisfaction and lower turnovers than those that do not invest in such endeavors (Karen S, 2001). Bartlett (2001) suggested that future research should investigate training

factors as predictors of job satisfaction. Moreover, training can make positive differences and personal development which provide people intrinsic motivation to work and do a good job, thus lead to satisfaction. Training programs shall be invested by service industry in order to increase their employees' performance and job satisfaction (Karen S, 2001). Based on discussed previous research, it has shown that employees who are able to improve their skills thru workplace training that they had the opportunity to improve their knowledge, skills, and abilities are more satisfied at work. To conclude, training has been found to increase employee job satisfaction

2.0.8 Tenure of Service

Tenure, as used in industrial or organizational psychology literature refers to the number of years that a person has been formally employed in an organization (Trimble, 2006). Tenure was positively related to job satisfaction and they differ significantly among their respective groups (Denton & Kleiman, 2001). An employee's satisfaction with an organization is also closely related to length of service. Smith (1996) stated that there was a significant differences in overall job satisfaction based on tenure in companies in the service industry. Similarly, the positive correlation of job satisfaction with respondents length of service was found that higher working experience employee is more knowledgeable and easier to handle task. (Locke, 1976; Kalleberg et al, 1983)

Wright and Hamilton (1978) identified that advancing age and experience gained will increase level of confidence, thus results to a higher level of job satisfaction as employees are typically more satisfied their jobs when their tenure of service longer. Arthur and Gerald (1992) concluded that longer tenure of service workers tend to be more satisfied with their job when they get older and more experience. Job satisfaction tends to increase with experience, which the relationship between tenure of service and job satisfaction is related (Daniela Veronica, 2011). Senior employees are tend to be more confidence and experience in deliver their job task, thus result to higher job satisfaction. (Locke 1976; Kalleberg et al, 1983). Hence, it may be fair to consider tenure of service as a moderating factor that drive towards job satisfaction.

Factors influencing job satisfaction vary in nature as there are personal factors and expectations involved, which tend to generate exceptions. Therefore it is important to find out which job characteristics and factors that determine job satisfaction among tourist guide so that employers can enhance the contribution factor to increase their performance for future goal achievement. The literature shows that what contributes to job satisfaction or dissatisfaction is not only the nature of the job but also the expectation of what an individual perceives the job should provide. In addition, this study also aims to investigate the interrelationship between tenure of service and job satisfaction. The moderating roles of tenure of services also been tested toward job satisfaction among licensed tourist guide in Malaysia.

2.1 Hypothesis Development

H1: There is a significant positive relationship between intrinsic rewards and job satisfaction.

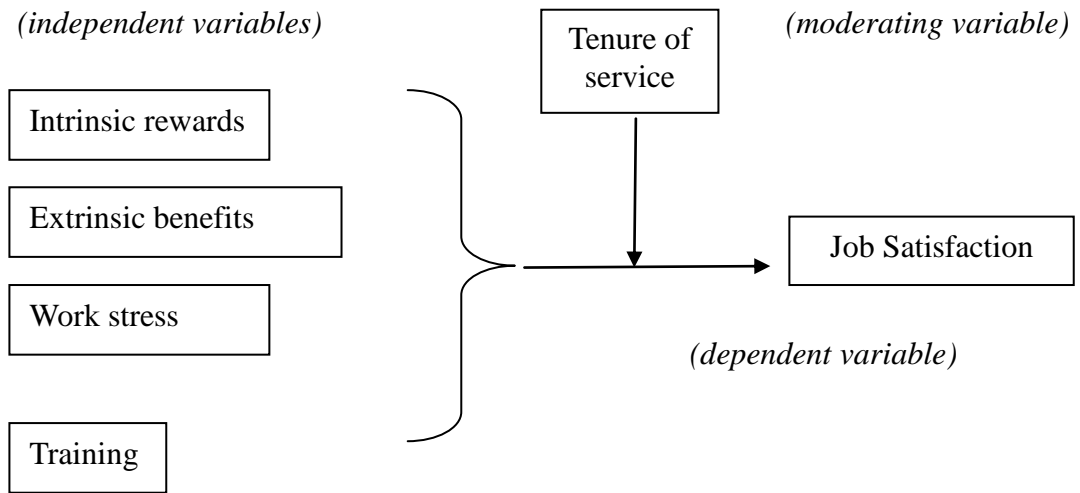
H2: There is a significant positive relationship between extrinsic benefits and job satisfaction.

H3: There is a significant negative relationship between work stress and job satisfaction.

H4: There is a significant positive relationship between training and job satisfaction.

H5: There is a significant positive relationship between tenure of service and job satisfaction.

2.2 Proposed Conceptual Framework



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CHAPTER 3

INTRODUCTION

This chapter will briefly explain the research method used to carry out this study, including the geographical area where the study been conducted, the method used to identify the target respondents; the population and method of sample selection are described. The study design and the means of communication with the respondents, including the instruments used to gather data are explained. The methods used to ensure validity and reliability of the questionnaire also been discussed in this chapter.

3.0 Research Method

3.1 Research Design

This study was based on a quantitative approach. Quantitative research was defined as a formal, objective, systematic process to describe and test relationships and examines cause and effect interactions among variables (Burns and Grove, 1993). A descriptive research of survey method was created to study on the state of job satisfaction among the licensed tourist guide in the Malaysia. Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied to answer the questions who, what, where, when and how(Mouton 1996). The designed survey is used to collect primary data for describing a population too large to observe directly (Mouton 1996). A descriptive survey was selected because it provide an accurate portrayal or account of the characteristics, for example behavior, opinions, abilities, beliefs, and knowledge of a particular individual, situation or group (Burns and Grove, 1993).

3.2 Study Population and Sampling

A study population is defined as all elements (individuals, objects and events) that meet the sample criteria for inclusion in a study (Burns and Grove,1993). The target population for this study are licensed tourist guides which guiding in Malaysia. For the convenient of data collection, the samples of this study will only focus on licensed tourist guide that guiding in West Malaysia without categorized the type of licensed tourist guide. Licensed city guideand local nature guide that guiding in West Malaysia are included in this research. From the research statistic obtained (Table 2), there are 83% of licensed tourist guide which are guiding in West Malaysia, the population of sample size is large enough to describe the licensed tourist guide which guiding in Malaysia.

Taylor (2005) defined sample as a subset of a population. Convenient sampling technique was chosen in this study. Convenience sampling categorized as non probability sampling and respondent been selected because of they are convenient to access and proximity to the study(Paul, 2008). Convenient sampling technique was adapted in this study because this method is quick, cost saving, easy and the samples are readily available.

3.3 Data Collection

Primary and secondary data will be use in order to complete this study to examine the state of job satisfaction among the licensed tourist guide in the Malaysia. A set of structured questionnaire was adapted and modified from past research (Locke, 1976; Mohani et. al, 2009; Lew, 2005; Muhammad et. al., 2010;Thareethip,1999) to collect primary data. Whereas, secondary data were collected from available books, publications, research studies, journal articles and websites. A set of self-administered questionnaire was designed by Google form and distributed through email to selected samples.

A list of the names of the licensed tourist guide in West Malaysia with email address was provided by Malaysian Tourist Guide Council (MTGC). According to Leary (1995), there are distinct advantages in using a questionnaire as

questionnaires are less expensive and easier to administer compare to personal interview and allowed confidentiality to be assured. Email surveys are efficient at providing information in a relatively short time and very economical to the study. By distributing questionnaire through email, it can allow large numbers of sample to be reached without geographical area barrier issue, as long as internet and email is accessible for the selected sample.

3.4 Method

Over the years, researchers have developed various types of rating scales to measure attitudes directly. The most common rating scale is the Likert Scale. Likert Scale defined as a psychometric response scale primarily used in questionnaires to obtain participant's preferences or degree of agreement with a statement or set of statements(Dane Bertram, 2006). Likert (1932) developed the principle of measuring attitudes by asking people to respond to a series of statements about a topic, in terms of the extent to which they agree with them, and so tapping into the cognitive and affective components of attitudes. A Likert-type scale assumes that the strength of experience is linear and assumes that attitudes can be measured.

According to Dane Bertram (2006) report, Likert scale is simple to construct, likely to produce a highly reliable scale, most importantly it is easy to read and completed by respondents. A 5-point Likert scale was chosen as it is the most common seen in research studies. Respondents are asked to express their level of agreement (1-Strongly Disagree; 2-Disagree; 3-Neither Agree nor Disagree; 4-Agree; 5-Strongly Agree) with items that were phrased by way of an ordinal scale.

The designed questionnaire comprise of two sections, namely Section 1 and Section 2. Section 1 relates with the respondent's demographic background, such as gender, age, tenure of service and income level. Section 2 consisted of a list of 24 items to measure the independent variables (intrinsic rewards, extrinsic benefits, work stress and training) related to job satisfaction. Lastly, respondent's overall level of job satisfaction was measure by three items.The questionnaire included a total of thirty one questions in Section 1 and Section 2 and the

respondent are require to answers all of the question accordingly by select respective answer based on their level of agreement.

Intrinsic rewards were measured with six selected items. The item are as below:-

1. I have enough control over how I do my job.
2. My job gives me feelings of accomplishment and pride.
3. Other people view my job as a valuable profession.
4. I enjoy my relationship with my colleagues.
5. The work I do is interesting and I am motivated to do well.
6. I largely programmed my daily work activities by own.

Extrinsic benefits were measured with six selected items. The item are as below:-

1. My earnings is fair for my responsibilities.
2. I am satisfied with the bonuses or incentives available.
3. I am satisfied with the benefits offered to me.
4. I make pretty good money compared to others.
5. I am happy with my pay level and pay fairly for my contribution.
6. I am happy with current earning and future earning opportunities

Work stress was measured with six selected items. The items are as below:-

1. I often seems like I have too much work to do.
2. The performance standards on my job are too high.
3. I have to buck a rule or policy to carry out an assignment.
4. I know what my responsibilities are.
5. I feel unable to cope in my work.
6. I find it difficult to control emotion in work.

Training was measured with six selected items. The items are as below:-

1. I have opportunities at work to learn and grow.
2. I am satisfied with the amount of training received.
3. I am fully able to use skills and knowledge obtained from training in my job.
4. Training received is meaningless and useless.
5. My boss offer on job training frequently.

6. Time spent in training is reasonable.

Lastly, the respondent overall job satisfaction was measure with three selected items. The items are as below:-

1. I am generally satisfied with the kind of work I do in this job.
2. I am optimism with my career as tourist guide.
3. Overall, I am satisfied with my job.

The respondents in this study are asked to answer the above items in the questionnaire along a 5-point Likert scale. All the questions were reverse coded, the higher the score means that the more satisfied respondents were with the measured items.

3.5 Pilot Test

To ensure that the questionnaire is reliable, a pilot test was conducted out among twenty randomly selected respondents. The designed questionnaire was emailed to twenty randomly selected respondents. According to collected data, validity tests were carried to make sure the validity of the designed questionnaire. Cronbach's Reliability Test was conducted to determine the internal consistency reliability of the questionnaire. Internal consistency should be determined before a questionnaire can be used in this study to ensure validity. Nunnaly (1994) has indicated 0.7 to be an acceptable reliability value. The result of the Cronbach's Reliability Test is 0.847, which support that the variables measure is reliable and acceptably. Hence, the set of questionnaires is reliable. The designed questionnaire was distributed to a sample of 250 licensed tourist guide which were convenient choose by emailing to licensed tourist guide which guiding in West Malaysia. A total of 238 sets of questionnaires were completed responds accordingly within two months time frame, which giving a response rate of 95.2%.

3.6 Data Analysis

The obtained data were entered and analyzed using the Statistical Package for Social Science (SPSS) version 17.0 for Windows. Coding of variables in quantitative research is very critical for better interpretation of results. Respondent's gender, age, tenure of service and annual income all coded and were entered for the analysis purposes. The questions and responses were coded and entered using Microsoft Excel software. Data that obtained from the respondents were processed and few statistical analyses were done to test the variables. For data analysis estimation, the confidence level of this study is set to ninety five percent, that means only five per cent error were allowed in the statistical analysis to support the hypothesis testing.

Few analysis tools were used in this study to obtain the results. The used statistical methods include The Pearson's correlation coefficients, correlation analysis, regression test and descriptive analysis. The Pearson's correlation coefficients were applied to analyze the association between each of the variables. In addition, correlation analysis on the four independent variables (intrinsic rewards, extrinsic benefits, work stress and training) were also obtained and ranked accordingly to identify the importance factor that lead to job satisfaction. The moderating roles of tenure of service also tested in this study. Regression test were used also in investigate the relationship between independent variables and the job satisfaction.

CHAPTER 4

INTRODUCTION

This chapter will summarily illustrate the result of analysis obtained from respondents. Including the demographic of the respondents, result of job satisfaction level, results on correlation analysis and regression analysis.

4.0 Research Result

4.1 Demographic of Respondents

Based on data collected as shown on table 3, respondents gender are nearly equal with 50.4% are female with 120 respondents, whereas 49.6% of the respondents are male . Respondents differ from 18 years old to 35 years old with 62.6%, 38.2% are from 26 years old to 35 years old and a total of 79 respondents are 36 years old to 55 years old. Only 10 out of 238 respondents are above 55 years old.

Those tenure of service above 10 years shows 30.7%, with a total of 73 respondents; follow by 1 to 3 years, 57 respondents (23.9%); 3 to 5 years, 52 respondents (21.8%); less than 1 year, 30 respondents (12.9%) and lastly 5-10 years, 26 respondents (10.8%).

Most of the respondents earned middle to high annual income RM50000 to RM69999, consists of a total 82 respondents (34.5%); follow by 79 respondents (33.2%) earned RM30000 to RM 49999 annually. In addition, 46 respondents

(19.3%) earned less than RM30000 annually compared with 24 respondents (10.1%) earned high income which is RM70000 to RM89999 annually. Only 2.9% of the respondents received annual income of RM 90000 and above.

Table 3: Respondents Background

		Frequency	Percentage (%)
Gender	Male	118	49.6
	Female	120	50.4
Age	18-25 years	58	24.4
	26-35years	91	38.2
	36-45years	45	18.9
	46-55years	34	14.3
	Above 55years	10	4.2
Tenure of Service	Less than 1 year	30	12.6
	1-3 years	57	23.9
	3-5 years	52	21.8
	5-10 years	26	10.9
	Above 10 years	73	30.7
Annual Income	Less than RM30000	46	19.3
	RM30000-RM49999	79	33.2
	RM50000-RM69999	82	34.5
	RM70000-RM89999	24	10.1
	Above RM90000	7	2.9

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4.2 Job Satisfaction Level

In this study, levels of job satisfaction were categorized into two categories, which is low satisfaction and high satisfaction. The levels of job satisfaction are mostly towards high job satisfaction as per result in Table 4. Majority of 86.6% of the respondents were highly satisfied with their job as tourist guide, while only 13.4% of the respondents were experiencing low job satisfaction.

Table 4: Job Satisfaction Level

Job Satisfaction Level	Frequency	Percentage (%)
Low Satisfaction	32	13.4
High Satisfaction	206	86.6

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Table 5: Descriptive Statistic of Job Satisfaction vs Tenure of Service

Tenure of Service	Mean	N	Std. Deviation
Less than 1 year	3.5417	30	.50036
1 to 3 years	3.8114	57	.60186
3 to 5 years	4.1298	52	.54117
5 to 10 years	4.1346	26	.72536
Above 10 years	4.1096	73	.79929
Total	3.9737	238	.68751

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From table 5 above, job satisfaction level increase when tenure of service longer. Licensed tourist guides who work less than 1 year reported the lowest job satisfaction (Mean value 3.5417), followed by those who service 1 to 3 years (Mean value 3.8114). For those tenure of service 3 to 5 years, licensed tourist guides experienced more towards high job satisfaction with mean value 4.1298, while tenure of service 5 to 10 years shown the highest job satisfaction (Mean value 4.1346). However, job satisfaction for those tourist guide tenure of service above 10 years slightlydeclined with mean value 4.1096. Overall, the level job satisfaction remains high with average mean value of 3.9737.

4.3 Correlation Analysis

Table 6: Correlation of Variables

** Correlation is significant at the 0.01 level (2-tailed).

Pearson Correlation	Mean	Intrinsic Reward	Extrinsic Benefit	Work Stress	Training	Job Satisfaction
Intrinsic Reward	3.8340	1	.674**	-.440**	.576**	.651**
Extrinsic Benefit	3.7535	.674**	1	-.487**	.461**	.582**
Work Stress	2.9580	-.440**	-.487**	1	-.475**	-.506**
Training	3.7052	.576**	.461**	-.475**	1	.701**
Job Satisfaction	3.9737	.651**	.582**	-.506**	.701**	1

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The correlation analysis result showed that job satisfaction is positively and significantly related to three tested independent variables with intrinsic reward (0.651**, $P < 0.05$), extrinsic benefit (0.582**, $P < 0.05$) and training (0.701**, $P < 0.05$). Based on the result, training is the most important predictor that result to job satisfaction (0.701**), follow by intrinsic reward (0.651**) and lastly extrinsic benefit (0.582**). In another hand, job satisfaction is negatively and significantly related work stress (-0.506**, $P < 0.05$).

4.4 Regression Analysis

As shown in Table 7, the value of R is 0.783, while the value of R Square is 0.613. The tested regression model is significant with P value <0.05. The value of R reflects a strong relationship between four independent variables (intrinsic reward, extrinsic benefit, work stress and training) and dependent variable (job satisfaction). Thus, it can conclude that intrinsic reward, extrinsic benefit, work stress and training are predictor of job satisfaction.

Value of R Square 0.613 indicates that Model 1 as shown in Table 7 explains 61.3% variance in overall job satisfaction. The remaining of the variance is demonstrated by other variables, which is not included in Model 1. Moreover, the value of adjusted R Square 0.607 means the correct R Square which expose more closely suit of the model in the target population. The regression analysis results support study hypothesis (H1, H2, H3, H4) which assumed significant positive relationship between independent variables and dependent variable.

Table 7: Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.783a	.613	.607	.43108

a. Predictors: (Constant), Intrinsic Reward, Extrinsic Benefit, Work Stress, Training

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Table 8: Regression Model with Moderating Variable of Tenure of Service

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
2	.791b	.625	.617	.42529

b. Predictors: (Constant), Intrinsic Reward, Extrinsic Benefit, Work Stress, Training, Tenure of Service

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Table 8 reported the regression model with moderating variable of tenure of service accounted R value of 0.791 and R Square value of 0.625. The tested regression model 2 is significant with P value <0.05 . As a result of the inclusion of the moderating variable, tenure of service, the regression analysis reflects a 62.5% change in the relationship. There is a positive change in the regression result after included the moderating variable, tenure of service (R Square value increase from 0.613 to 0.625) which is significant at 95 percent confidence level. Thus, this can conclude that tenure of service is a significant moderating variable since the R Square value is greater in Model 2 compare to Model 1 (as shown in Table 7 and 8 respectively).

4.5 Coefficient Analysis

Coefficient represents the degree to which one or more independent variables are related to the dependent variable. Based on the result, three independent variables are positive related to the dependent variable, which are intrinsic reward, extrinsic reward and training with significant value less than 0.05. Coefficients of evaluation as .474 shows that 1 unit change in training will bring about .474 unit changes in job satisfaction in a positive direction, which report the highest changes among the tested independent variables. The second highest change is intrinsic reward (.274), follow by extrinsic benefit (.152) as shown in Table 9.

Work stress is negative related to job satisfaction, means that coefficients of evaluation as -.151 shows that 1 unit change in training will bring about -.151 unit changes in job satisfaction in a negative direction. This means the highest the work stress, the lower the job satisfaction.

Table 9: Coefficients

Model 1	Unstandardized Coefficients		Standardized Coefficient	t	Sig,
	B	Std. Error	Beta		
(Constant)	1.043	.374		2.792	.006
Intrinsic Reward	.274	.069	.240	3.974	.000
Extrinsic Benefit	.152	.053	.164	2.855	.005
Work Stress	-.151	.065	-.115	-2.327	.021
Training	.474	.057	.433	8.275	.000

Dependent Variable: Job Satisfaction

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CHAPTER 5

INTRODUCTION

The last chapter explains the discussion and interpretation of the research results. Hypotheses accepted will be discussed in this chapter with further implications and recommendations are then given accordingly. The limitations or weaknesses of this research study will be identified and discussed. Lastly, conclusion of research study with that includes predictions, future trends, suggestion of further research will be present.

5.0 Discussion and Conclusion

This study examines factors that impact job satisfaction among licensed tourist guide in West Malaysia. The tested results highlighted overall satisfaction of their profession as tourist guide. The finding of a moderate to high satisfaction (Mean value range between 2.9 to 3.9) within the independent variable is similar with the results of Lew (2005) that studied employees worked in the tourism industry in East Malaysia.

Result indicates that most of the respondents were moderate to high satisfied with intrinsic reward and training provided in work place. In addition, respondents reported a moderate to low satisfaction with extrinsic benefit. Employees' needs and motivators vary from one to another person. It is important to find out the factors that motivates employee to perform and satisfied with their job. In past studies, factors such recognition, achievement and training in work place were tested to have a positive relationship with job satisfaction. These findings are matched with the Herzberg two-factor theory. The low satisfaction on extrinsic

benefits in this study were also support with the hygiene factors responsible for job dissatisfaction, such as pay and working conditions.

Findings showed that more than eighty six percent (86.6%) of participants were highly satisfied with their profession as a licensed tourist guide. Only a few of respondents, amounted thirteen percent (13.4%) were reported not satisfied with their job. These results were supportive with the findings of Lew (2005) that found high level of job satisfaction among workers in tourism industry of East Malaysia. Dissatisfaction with monetary reward, stressful working conditions and dissatisfaction with training are identified in this study. Similar reasons that lead to job dissatisfaction were observed in the job satisfaction study among executive in Malaysia. (Lew, 2005; Abdullah & Wan, 2013)

The findings from the study indicate that training is the most important factor that driven to licensed tourist guide job satisfaction in a positive direction. This means the higher satisfaction in work place training, the greater the job satisfaction level. The findings support with Poulston (2008) study which showed that as employee satisfied with training received, he or she will be more satisfied with the job. This also matched with Herzberg's two-factor theory which skills development and learning may increase job satisfaction. Well trained human resources needed to support the tourism industry give all visitors memorable and satisfaction vacation experience. The policy maker and employer should consider training satisfaction as an aspect overall job satisfaction. Host destination policy maker and tourism industry players shall increase their awareness of the urge need of improve overall tourist guide service quality by invest in various training programme. Despite training is themain predictor in licensed tourist guide job satisfaction, employer is recommend to focus on training as a tool to increase job satisfaction.

In this study, the second important factor that leads to job satisfaction is intrinsic rewards. Herzberg's two-factor theory suggests that intrinsic rewards such as recognition, interpersonal relationship and job involvement will increase job satisfaction (Herzberg, 1966). This study found that intrinsic rewards have positive relationship with licensed tourist guide job satisfaction. It is suggest that

employee shall be given more control at work place and recognition to enhance licensed tourist guide job satisfaction.

This study also indicated higher rewards and higher job satisfaction are interrelated. Licensed tourist guide that satisfied with extrinsic benefit such as pay resulted to high job satisfaction and vice versa. This study reported extrinsic benefit minimally influenced job satisfaction compare to other tested variables. These findings are similar with Brown et al (2007) study that indicates monetary reward positively related with job satisfaction but not the major predictor. Curtis (2007) research also supported that monetary reward have less influence to job satisfaction compared with other factors. A reasonable and balance reward shall provide to tourist guide in order them to achieve higher job satisfaction.

The results of this study found that work stress is negative related with job satisfaction. Those licensed tourist guide that encounter high degree of work stress reported a low level of job satisfaction. Employee under excessive stress will result to lesser job satisfaction. The organizational and policy maker shall consider the effect of job stress by find suitable ways to overcome the stress level among licensed tourist guide. The managerial shall also aware and monitor licensed tourist guide stress level by trying to satisfying their psychological needs.

In present study, tenure of service found to be a moderating variable with licensed tourist guide job satisfaction. The finding matched with Sathasivam et al (2009) study that carries in Sri Lankan hospital that service period moderates the relationship with job satisfaction. In explanation, longer service period lead to higher maturity and work experience, thus meet licensed tourist guide expectations to a more realistic level. The research findings supported with Thareethip (1999) study on Bangkok tourist guide job satisfaction that tourist guides who have longer tenure of service with 5 years working experience or more is the more satisfied to their career as tourist guide. Thareethip (1999) further explained that higher working experience tourist guides are very self-confident and feel proud of their job because of the enough accumulative experience, learning and development, exploration and life enjoyment. To conclude, the longer the tenure of service, the more satisfied licensed tourist guide with their job.

5.1 Limitation

This aim of this study is to investigate the factors that contribute to licensed tourist guide job satisfaction in Malaysia. Based on the finding results, some observations about the possible limitations of this study and problems should be addressed as following:-

1. This research only focus on licensed tourist guides that guiding in West Malaysia.
2. This research does not difference the type of licensed tourist guide.
3. The analysis procedures and tools are limited in this study.
4. There are limited studies on licensed tourist guide in Malaysia context. Further studies on different dimension are needed as there are various problems to be explore regards with tourist guide profession in Malaysia.

5.2 Recommendation for Future Research

Based on the possible limitation found in this study, some recommendation for future research should be addressed as following:-

1. It is recommended that further study shall include licensed tourist guide that guiding in East Malaysia.
2. This research discuss on five factors that contribute to licensed tourist guide job satisfaction which are extrinsic benefits, intrinsic rewards, training, work stress and tenure of service. For further study, it is recommend that to study about other factor, which might influence job satisfaction of tourist guide, such as cultural difference.
3. It is suggest that further studies can focus on investigate job satisfaction of other kind of tourist guide which include nature guide, city guide and outbound guide separately.
4. For more effectiveness and reliable, it is suggested that further studies should have used more other procedures to analyze data.
5. Further studies on different dimension are needed as there are various problems to be explore regards with tourist guide profession in Malaysia.

5.3 Conclusion

High job satisfaction helps increase service quality and maximizes performance. In this circumstance, Tourism Malaysia has turned their urge attention to design mix of facilities in order to maximize licensed tourist guide job satisfaction. This study tested variables that affecting job satisfaction for tourism industry. Based on collected data and analysis, it is suggested that the Tourism Malaysia and tourism industry players should play attention on the most important variable that brings to licensed tourist guide job satisfaction, which is training. According to the results, it is very clear that intrinsic rewards, extrinsic benefits, work stress, training and tenure of service are significant related to licensed tourist guide job satisfaction.

According to the finding result, it is confirmed that training contributes most job satisfaction among licensed tourist guide. In this study, it can conclude training is significant positive with job satisfaction. A proper and consistent training provided will result to high job satisfaction. The policy makers need to monitor the impact of various types of training provided in order to enhance the levels of licensed tourist guide job satisfaction, to maximize the potential positive benefits through continuous learning and development.

The factor of intrinsic rewards is also proving significant impact the licensed tourist guide job satisfaction. When employee feels his job being recognized, it will increase job satisfaction. Danish and Usman (2010) affirm that when recognition is properly implemented, it will motivate employees to achieve high performance. Hence, intrinsic rewards shall provide to boost employee's motivation to perform their job better, increase service quality and enhance satisfaction with their jobs.

Extrinsic benefits play an important role in determining employee job satisfaction. Extrinsic benefits such as pay are a good motivator, where a reasonable salary and fair compensations are the prime factors to achieve job satisfaction among licensed tourist guide in Malaysia. In present study, results shown that extrinsic benefits are less important in determine licensed tourist guide job satisfaction compared to others tested variable. The policy maker shall review pay and

compensation of licensed tourist guide in order to motivate them to increase the service quality and well perform.

In this study, there is no doubt that work stress will reduce one's job satisfaction. From the results, it is proven that there is a significant negative relationship between work stress and licensed tourist guide job satisfaction. Job stress will affect performance and service quality. It is a believed that when there is well designed work condition, work stress can be potentially reduced to maximize employee's job satisfaction. After this consideration, a good working environment and flexibility can increase licensed tourist guide job satisfaction, thus lead to better performance and better serve to tourists.

The main objective of this research was to find out the predictors of licensed tourist guide job satisfaction in West Malaysia. In sum, the H1, H2, H3, H4 and H5 hypotheses were accepted in this study. Job satisfaction of licensed tourist guide is also a necessary part of securing best quality service provided to tourist arriving. Tourist guide plays important role as a front line tourism employee, their service quality, image and performance will directly influence the standing of tourism industry, the images of regions and even the whole nation. Customer focused service must be a window for the tourists to have a feel of the culture and standards the country has, hence the important key to satisfaction of the demanding tourist expectations. Dissatisfied tourist guide is believe not only serve poor quality, it also affect the image of the nation as tourist guide plays important roles in attracting more and more tourist arrival.

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Appendix 1: Questionnaire

Job Satisfaction among Licensed Tourist Guide in Malaysia

I am currently pursuing MBA at University Tunku Abdul Rahman. As part of the fulfillment of my MBA Final Year Project, I am required to conduct this research and I appreciate your co-operation in order to complete the survey.

Enclosed with this is a brief questionnaire that asks a variety of questions about your opinion. Only licensed tourist guide that guiding in West Malaysia are applicable to participate in this survey. You are invited to complete the questionnaires and your kind participation are truly appreciated. This survey consists only TWO sessions, which should take 10-15 minutes to complete.

Your perception in this survey will provides a clear picture on the level of job satisfaction among the licensed tourist guide. The finding of this research may provide an insight to tourism organization to produce higher job satisfaction and performance tourist guide in the tourism industry.

The questionnaire is anonymous and your answer will be kept PRIVATE and CONFIDENTIAL and used solely for academic study purpose. I truly appreciate it very much if you could complete the survey and these are important for academic purpose and further reference.

Thank you for your precious time and participation in this survey.

For further enquiry, kindly contact me Ivon Thoo at ivonthoo@lutar.my or ivon_thoo@yahoo.com or 012-681 5808.

*** Required**

Section One

Instruction: Please read each question carefully. Kindly answer the question by tick on the box that represents your response.

Gender *

- Male
- Female

Age *

- 18-25
- 26-35
- 36-45
- 46-55
- Above 55

Tenure of service as a tourist guide *

- Less than 1 year
- 1-3 years
- 3-5 years
- 5-10 years
- Above 10 years

Annual income *

- Less than RM30,000
- RM30,001-RM49,999
- RM50,000-RM69,999
- RM70,000-RM89,999
- Above RM90,000

*** Required**

Section Two

This section required respondents to indicate the level of agreement of the following statement based on five-point Likert scales.(1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree).Kindly tick on the answer on the number that reflects your opinion most precisely/accurately.

A) Intrinsic Reward

I have enough control over how I do my job. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

My job gives me feelings of accomplishment and pride. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

Other people view my job as a valuable profession. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree

- 5=Strongly Agree

I enjoy my relationship with my colleagues. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

The work I do is interesting and I am motivated to do well. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

I largely programmed my daily work activities by myself. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

B) Extrinsic Benefits

My earnings are fair for my responsibilities. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

I am satisfied with the bonuses or incentives available. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

I am satisfied with the benefits offered to me. *

- 1=Strongly Disagree
- 2=Disagree

- 3=Neutral
- 4=Agree
- 5=Strongly Agree

I make pretty good money compared to others, *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

I am happy with my pay level and pay fairly for my contribution. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

I am happy with current earning and future earnings. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

C) Work Stress

It often seems like I have too much work to do. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

The performance standards on my job are too high. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

I have to buck a rule or policy to carry out an assignment. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

I know what my responsibilities are. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

I feel unable to cope in my work. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

I find it difficult to control emotion at work. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

D) Training

I have opportunities at work to learn and grow. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

I am satisfied with the amount of training received. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

I am fully able use skills and knowledge obtained from training in my job. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

Training received is meaningless and useless. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

My boss offer on the job training frequently. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

Time spent in training is reasonable. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

E) Job Satisfaction

I am generally satisfied with the kind of work I do in this job. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

I am optimistic with my career as tourist guide. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral

- 4=Agree
- 5=Strongly Agree

I am happy in my job. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

Overall, I am satisfied with my job. *

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Agree
- 5=Strongly Agree

PERSONAL DATA PROTECTION STATEMENT

Please be informed that in accordance with Personal Data Protection Act 2010 (“PDPA”) which came into force on 15 November 2013, Universiti Tunku Abdul Rahman (“UTAR”) is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

Notice:

1. The purposes for which your personal data may be used are inclusive but not limited to:-

- For assessment of any application to UTAR
- For processing any benefits and services
- For communication purposes
- For advertorial and news
- For general administration and record purposes
- For enhancing the value of education
- For educational and related purposes consequential to UTAR
- For the purpose of our corporate governance
- For consideration as a guarantor for UTAR staff/ student applying for his/her scholarship/ study loan

2. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.

4. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

1. By submitting this form you hereby authorise and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.

2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfil our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

3. You may access and update your personal data by writing to us at

Acknowledgment of Notice

[] I have been notified by you and that I hereby understood, consented and agreed per UTAR above notice.

[] I disagree; my personal data will not be processed.

.....

Name:

Date:

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Benerdetta Ngieng Kie Ngo	1730	
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