THE RELATIONSHIP BETWEEN WORK ENVIRONMENT AND JOB SATISFACTION IN HOTEL INDUSTRY

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DECLARATION

We hereby declare that:

(1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the reference to ALL sources of information be they printed, electronic, or personal.

(2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

(3) Equal contribution has been made by each group member in completing the research project.

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This dissertation is dedicated to:

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Ms. Siti Fazilah binti Abdul Shukor

Who lead us and provide us precise knowledge throughout the whole process

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For the money support, spirit support, motivation and encouragement.

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LIST OF ABBREVIATIONS

A	Agree
CCTV	Closed-Circuit Television
CNN	Cable News Network
D	Disagree
DOSH	Department of Occupational Safety and Health of Malaysia
DV	Dependent Variable
F&B	Food and Beverage
GDP	Gross Domestic Production
H_0	Null Hypothesis
H_1	Alternative Hypothesis
HR	Human Resource
HRM	Human Resource Management
IV	Independent Variable
JS	Job Satisfaction
KL	Kuala Lumpur
LMX	Leader-Member Exchange
M	Motivation
MAH	Malaysian Association of Hotel
MEF	Malaysian Employers Federation

N	Neutral
NES	New Enumeration System
OCB	Organizational Citizenship Behaviours
OPM	United States Office of Personal Management
OSHA	Occupational Safety and Health Administration of United States
PHD	Doctor of Philosophy
R^2	R Square
RBCW	Relationship between Co-Workers
S	Safety
SA	Strongly Agree
SAS	Statistical Analysis Software
SD	Strongly Disagree
STPM	Sijil Tinggi Persekolahan Malaysia
UK	United Kingdom
US	United States
WLB	Work-Life Balance

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PREFACE

It is compulsory to carry out this research in order to accomplish our study of Bachelor Degree of Business Administration (Hons). The topic of this research is "The Relationship between Work Environment and Job Satisfaction in Hotel Industry". This study is conducted due to the fact that hotel employee plays a crucial role in the operation of Hotel Industry. The front office employees hold responsibilities to deal with different customers; back office employees assist in managing the hotel.

In Malaysia, Hotel Industry is considered as one of the major contributor to the nation in terms of economic. The hotel employees are perceived as the most valuable asset for a hotel to achieve both financial and non-financial goal of the hotel. However, the hotel industry has shown in a low productivity among the service industry and high turnover rate. Hotel employees with low job satisfaction tend to show low productivity, low commitment and high turnover rate. Thus, this research provides a more comprehensive understanding on the work environment and job satisfaction among hotel employees in Malaysia.

In short, this research outlined the four independent variables, which are the safety, relationship with co-workers, work-life balance, and motivation that may affect the job satisfaction of hotel employees in Malaysia. It was believed that this research is beneficial for the future research.

ABSTRACT

The aim of conducting this research is to study the relationship between work environments and job satisfaction for employees in the hotel industry of Malaysia. The elements of work environment that may influence job satisfaction included safety, relationship with co-worker, work-life balance, and motivation. The relationship between work environment and job satisfaction of hotel employee had been discussed in this research.

The researchers focus on the employees who are working for hotels in Wilayah Persekutuan KL, Penang and Johor. In this research, a total of 430 questionnaire had been distributed and 389 of them had been collected back successfully. The researcher adapted Statistical Analysis System Enterprise Guide (SAS) Version 7.1 to analyze the data. Pearson Correlation Coefficient Analysis and Multiple Regression Analysis are used to test the relationship between the independent variables (safety, relationship with co-workers, work-life balance, and motivation) and dependent variable (job satisfaction).

In conclusion, all the independent variables (safety, relationship with co-workers, work-life balance, and motivation) are found to be having a positive significant relationship with the dependent variable (job satisfaction). Lastly, a summary on the major findings, implications of the research, limitations of the research, and some recommendations are indicated in this study.

Keywords: Work Environment, Safety, Relationship with Co-Workers, Work-Life Balance, Motivation, Job Satisfaction

Chapter 1: Introduction

1.0 Introduction

First of all, the main objective for the researchers to carry out this research is aiming to examine the relationship between work environment and job satisfaction of employees in the hotel industry of Malaysia. The elements in work environment that may influence job satisfaction included safety, relationship with co-workers, work-life balance, and motivation.

For this chapter, the researchers provide a clear introduction for this research starting with the research background and problem statement. After that, it will be continue with the research objectives, research questions and research hypothesis. The chapter will be end with the significance of study and chapter layout. In short, this research study provides further comprehension about the relationship between work environment and hotel employees' job satisfaction. Ultimately, this research will be beneficial in enhancing the management implications for the hotels and the other industries as well.

1.1 Research Background

Hotel is an important component for any of the tourist destination. According to Travel & Tourism Economic Impact 2016 World (2016), Hotel Industry is the sub-industry under Travel and Tourism Industry. It provides accommodation facilities based on tourist demands (Balint & Pop, 2015). Aminudin (2013) and Emiroğlu, Akova, and Tanrıverdi (2016) stressed that the experience-based and service-oriented hotel industry is extremely people-intensive. According to the research conducted by Vetráková and Mazúchová (2016), the important points that lead a hotel to its success and achieve its goals are employees' loyalty and job satisfaction.

Hotel employees' satisfaction towards their job will critically affect their efficiency of performing and completing their task.

Hotel industry is one of the main source of income for Malaysian government (Lahap, Ramli, Said, Radzi, & Zain, 2016). Receipt from tourists is a vital source of income for Malaysia and have been directed the nation's economy to a higher growth. Starting from the early 90's, numbers of hotel in Malaysia have been expanding continuously (Aminudin, 2013). World Tourism Organization (2012) revealed that Malaysia is one of the favourite travel destinations for worldwide tourists. Malaysia also has been ranked number 10th in the list of CNN's Irresistible cities: World's 25 top tourism destinations (2017). According to Malaysian Ambassador, Datuk Seri Ibrahim Saad, Malaysian should be proud seeing that Malaysia is the smallest country on the list but the tourist arrivals are almost as high as the population (M'sia is Ninth Most Visited in the World in UNWTO List, 2012). As Malaysia's tourism is getting more recognition, local hotels are striving for success under intense and competitive condition. Therefore, Malaysia's hotels keep on providing innovative services and constantly improve its quality (Hussain, Konar, & Ali, 2016).

Table 1.1: Tourist Arrivals & Receipts to Malaysia by Year

Year	Arrivals (RM 'million)	Receipts (RM 'billion)
2016	26.80	86.1
2015	25.70	69.1
2014	27.44	72.0
2013	25.72	65.4
2012	25.03	60.6
2011	24.71	58.3
2010	24.58	56.5
2009	23.65	46.1
2008	22.05	49.6
2007	20.97	53.4
2006	17.55	36.3
2005	16.43	32.0

Source: Tourism Malaysia

Based on Table 1.1, the total arrivals and receipts received increased significantly from 2005 to 2014. During 2005, the arrival was 16.43 million. In the span of nine years, Malaysia's tourism industry had built up a strong base which able to increase the arrival by 11.01 million arrivals, make it 27.44 million arrivals in 2014. The receipts had also improved significantly from MYR 32.0 billion in 2005 to MYR72.0 billion in 2014, indicating a positive change of MYR40.0 billion. Although the arrival and receipts had dropped to 25.7 million and MYR 69.1 billion respectively in 2015, but there are signs of recovery in 2016. In 2016, there are 26.8 million tourists and total receipts of RM82.1 billion.

Figure 1.1: Hotel and Room Supply
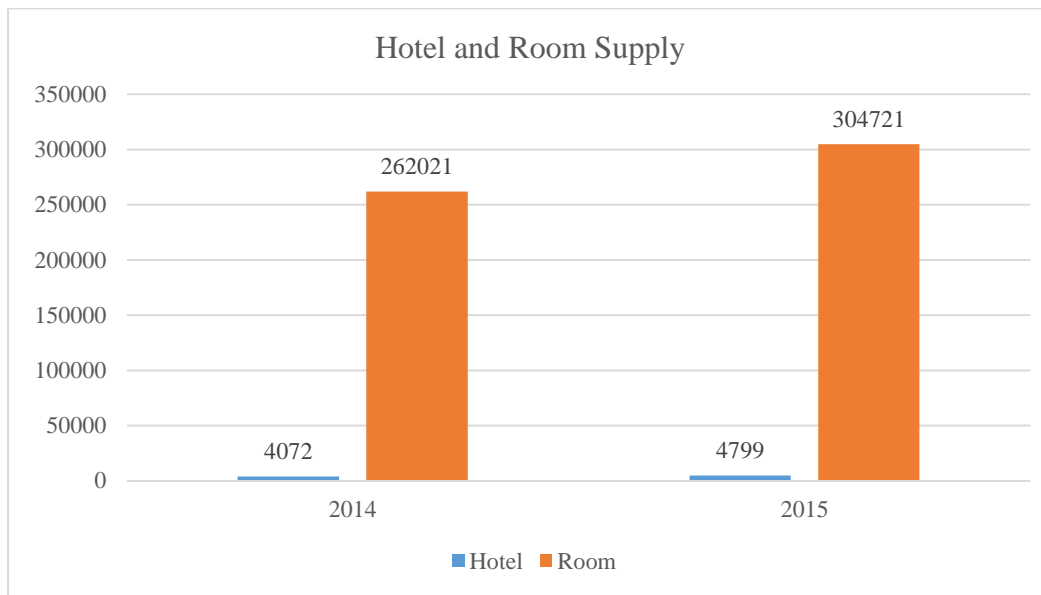
Source: Tourism Malaysia

Based on the figure above, there is a significant increase for both the hotel and room supply in Malaysia. In 2014, 4,072 hotels are registered and these hotels rendered 262,021 rooms. In 2015, registered hotels increased to 4,799. The total rooms provided are accumulated up to 304,721 rooms.

Job is a necessary element for majority working-age person to fulfil their needs from the aspect of physical, social and material (Yildirim, Gulmez, & Yildirim, 2016). It occupies a huge space in one's life (Devi & Rani, 2015). Job satisfaction is defined as the inner peace and pleasure felt by an individual in the workplace. According to Bari, Fanchen, and Baloch (2016), job satisfaction is closely linked to the work environment, organization practices and management. Employees' job satisfaction tends to reflect on the overall happiness they experienced in workplace (Ganiron, 2013).

Positive attitude toward the work environment increase potential in elevating job satisfaction of employees. Meanwhile, negative attitudes toward the work environment lead to job dissatisfaction. Employee that is satisfied with their job tends to stay with the organization longer and will be highly productive (Bayarçelik & Findikli, 2016). In contrast, employees with poor job satisfaction have poor

productivity, and thus, causing workplace conflict, stress, reduced loyalty, increased absenteeism rate, higher intention to quit, and reduced commitment. These consequences will influence employee turnover rate, reputation and performance as well (Neog & Barua, 2014; Munir & Rahman, 2016; Abiyev, Saner, Eyupoglu, & Sadikoglu, 2016).

Workplace is defined as a physical location where someone is employed and carry out their jobs. In general, different infrastructure, resources and other working factors can be found in workplace (Manyisa & van Aswegen, 2017). Hanaysha and Tahir (2016) described workplace as the factor that placed significant impacts on employees' job satisfaction. In the 21st century, people living an unbalance work-family life tend to stay longer in their workplace. It is hard for them to associate with equilibrium between the quality of work and family life (Sukalova, Ceniga, & Janotova, 2015).

Work environment is defined as interrelationship of employees in their workplace which can be separated into the elements of social, technical and economic. The three aspects consist of a range of factors including the organization culture, organization structure, management styles, and so on so forth (Salunke, 2015). Based on Razak, Ma'amor, and Hassan (2016), organizations must provide a healthy work environment to ensure that there is a positive working condition for employees thereby it can improve their job satisfaction and guarantee a better work quality from employees.

Kaya (2015) indicated that work environment does not only consist of physical items such as design, tools, devices, but also in the form psychosocial environment. In refer to Spector (1997) as cited in Raziq and Maulabakhsh (2015), work environment consist of workplace safety, security of job, authorization in decision making, co-workers relationship, and recognition. Work life balance is also an element of work environment (Lazar, Osoian, & Ratiu, 2010; Al Sumaiti, 2010). The researchers stated that in order for an organization to satisfy its employees and sustain itself in the competitive market, they have to put effort in ensuring a positive work environment for its employees. Under the Maslow Theory of Needs, physiological needs are perceived as the most basic need that is essential for any of

the human beings and thereby, it is placed at the lowest level of the hierarchy. Subsequently, the needs that need to be achieved were the safety needs, belongingness, and esteem needs. These needs of employees have to be fulfilled in the workplace. It help to increase their job satisfaction that will eventually improve their commitment and productivity (Maslow, 1943; Salunke, 2015).

1.2 Problem Statement

Hotel serves as a crucial element in relation to a country's tourism sector. The significant growth in Malaysia's hotel industry is observable according to Samori and Sabtu (2014). The reasons behind the popularity of Malaysia as a tourism destination are due to the multicultural environment and its strategic geographical area. In refer to Tourism Malaysia (2017), Malaysia are formed up of diversified races and ethnics with different religions that live together in peace and harmony. The well-preserved heritage sites have been taken in its attempt to attract tourists as well (Ng & Karim, 2016). Besides, Samori and Sabtu (2014) also mentioned that Malaysia is leading the way on the halal tourism industry. For instance, tourist from Saudi Arabia is expected to increase in Malaysia (Tourism Malaysia, 2017). Beyond doubt, Malaysia is one of the top choices for Muslim tourists around the world, such as tourists from the Middle East.

Employees are the most critical and influential asset for a company. Adopted from Service Statistic Accommodation 2015, which is the latest update from Department of Statistic Malaysia, there are 112,670 workforces in the hotel industry as of 2014. The labour pool are formed by 104,770 paid full-time employees, 5,860 paid part-time employees and 2,040 working proprietors and unpaid family workers. According to Malaysian Association of Hotel (MAH), there are 887 registered hotels in Malaysia as of March, 2017.

The issue of employees' turnover in hotel industry have been critically discussed in many studies. According to Jung and Yoon (2012) as cited in Kozako, Safin, and Rahim (2013), hotel employees' turnover rate is high. Hotel is continuously losing

its employees (Aminudin, 2013). Researchers such as Faldetta, Fasone, and Provenzano (2013) and Emiroğlu, Akova, and Tanrıverdi (2015) also agreed on the statement that the major problem in the hotel industry is high employee turnover rate. During 2010, the Labour Shortage Issues Forum was held in Penang. One of the main issue addressed at the forum included the high turnover rate of local employees especially in hotel industry and manufacturing industry that are the major GDP contributors (Lee & Ho, 2010).

In general, employee turnover is to be defined as the rate at which employees leave their employers, in either voluntary or involuntary (Salunke, 2015). Munir and Rahman (2016) mentioned that poor work environment is the direct reason behind the increase of job dissatisfaction that eventually causes the increase of turnover rate. Job satisfaction influences employees' turnover intention (Zulbahari & Alias, 2014). Moy (2015) supported the statement and further justified that when the satisfaction towards job is perceived as low, turnover intention or decision to quit shall increase due to the low job satisfaction can lead to the mind-set of uncertainty whether they are able to retain their job (Ismail, Muhammad, Yusoff, & Shariff, 2016). Eventually, more training is needed for new employees after resignation of another.

Employees' job satisfaction relate directly to the desirability to leave (Markey, Ravenswood, & Webber, 2012). In refer to Argyris and Schon (1996) as cited in Nielsen (2014), when employee perceived low safety in their workplace, turnover rate is likely to increase, thereby the organization will be able to senses dissatisfaction with the current state of affairs to warrant a change. Besides, relationship with co-worker is a strong predictor of job satisfaction (Brough & Pears, 2004). Poor relationship with co-workers will be affecting personal job satisfaction negatively that directly lead to quit (Sangaran & Garg, 2012; Olaniyan & Hystad, 2016). According to March and Simon (1993), poor work life balance is a factor that is powerful enough to lowered employees' job satisfaction that can accelerate turnover rate. Other than that, motivation such as achievement, acknowledgement and personal development are in a relation of reciprocity with job satisfaction. The former often trigger the later (Anghelache, 2015). Eventually, turnover of employees affect customers' perception of service quality degradation, reduction of

employees' morale, increase organization's cost to train new staffs, and personal improvement (Cho, Johanson, & Guchait, 2009; Emiroglu, Akova, & Tanriverd, 2015).

Aon Hewitt carried out the Hotels & Hospitality Industry Survey in 2015 and the result found that the employee turnover rate in hotel industry was very high. In short, the overall turnover rate for hotel industry was 18%. Aon Hewitt further explained that the turnover rate of hotel industry was actually double the general workforce in the country. The top three reasons leading to this scenario are due to employees demand for work-life balance, opportunities and further studies. Executive Director of MEF, Shamsuddin Bardan previously mentioned that, high turnover rate will eventually causes additional cost for employers as they have to replace those who leave by constantly recruiting new joins (Ng, 2016). These indicated that the issue of job satisfaction in hotel industry needs to receive more attention in order to minimize turnover rate and the costs caused by it. The mission of retaining employees is never a simply task for any organization and industry.

Hotel employees' integrity and behaviour and the criminal acts are the issues that receive increasing attention from the hotel industry and public. In refer to Pretto (1988), other than biological abnormalities and psychological disorders, those acts can be a product of unfavourable socio-economic conditions, social tension and weaken social bonds. This indicated that job satisfaction is critical in justifying the issue. Clark and Hollinger (1983) argued that work environment and practices are largely responsible for the commission of most employee crimes since it directly influence employees' job satisfaction. According to Vitell and Davis (1990), Othman et al., (2014) and Hoboubi, Choobineh, Kamari Ghanavati, Keshavarzi, and Akbar Hosseini (2017), employees with low job satisfaction will have lower integrity that can lead to the occur of criminal.

Pretto (1998) provided that organizations should encourage teamwork among employees by improving communications in order to enhance the relationship within co-workers. Additionally, it was mentioned that motivation explains delinquent employee behaviours in most of its many ramifications. Meeting employees' social needs is vital in increase employees' motivation so that they will

be better satisfied on their job. Poor relationship with co-worker and lack of motivation reduce job satisfaction, and thereby, the low job satisfaction eventually influence employees' integrity and increases the potential of criminal act. Thus, employees that enjoy good relationship with co-worker and are positively motivated have higher possibility to eliminate unethical behaviours such as corrupting, employee theft, fraud and other illegal activities (Othman et al., 2014).

Literally, there are many relevant real time situations that can be used to support the issue mentioned. In Georgetown, a hotel employee was sentenced to 12 years' jail and five strokes of the cane for raping his colleague in workplace storeroom (12 Years' Jail and the Rotan for Bangladeshi, 2017). In Taiping, a hotel employee hit his colleague, robs, and then set the housekeeping store on fire before escaping (Hotel Worker Nabbed for Attempted Robbery in Taiping, 2017). From these cases, it shows that hotel employees' job satisfaction need to be emphasized in order to minimize the current issue regarding on employees' integrity.

Following on the immense growth of the hotel industry, hotel employees' productivity has gained attention from the public. It is important to keep employees productivity high (Amdan et al., 2016). People believe that employees' job satisfaction is directly affecting their productivity. A dissatisfied employee tends to be less creative and productive (Othman et al., 2014). Consequently, it causes an added cost to the expenses of an organization. The necessity to improve productivity of employee in hotel industry is as important as improving its safety according to Hoboubi et al., (2017). In refer to Böckerman and Ilmakunnas (2012), relationship with co-worker is especially important in jobs that required social interaction with customers. When the poor co-workers relationship affects the employees, it reduces job satisfaction. This will lead to low productivity. Moreover, they may also have negative spill over effects on the performance of other employees.

In Wilayah Persekutuan Kuala Lumpur (Wilayah Persekutuan KL), employees from different hotels protest over management's attempt in taking away the service charge entitlements that was listed under the collective agreement in order to make the wages meet with new legal minimum requirement and maintain the hotel's profit using employees' service charge (Malaysia: Hotel Workers Protest Service

Charge Theft, 2015). Pay or reward is the primary factor concerned by employees that will affect work motivation (Amabile, Hill, Hennessey, & Tighe, 1994; Amdan et al., 2016). When the salary is reduced, motivation of employees eventually gets lower. Thus, low motivation lead to job dissatisfaction. The employees do protest during their working hour reduced productivity and dragged hotel's reputation.

Table 1.2: Statistic by Service Sub-Sectors, 2015

Sub-Sectors	Productivity (RM)
Utilities	212,710
Wholesale & Retail Trade	65,965
Food & Beverage & Accommodation	26,188
Transportation & Storage	58,665
Information & Communication	271,786
Finance & Insurance	200,687
Real Estate & Business Services	42,620
Government Services	55,485
Health	33,729
Education	49,922
Other Services	74,922

Source: MPC 23rd Productivity Report 2015/2016

In refer to Table 1.2, even though the hotel (accommodation) industry is categorized as the same sub-sector with food beverage, the productivity is only RM 26,188, which is the lowest among all the service sub-sectors despite it is one of the biggest service industry (Malaysia Productivity Cooperation, 2017). Therefore, the issue of hotel employees' poor job satisfaction need to be solved in no time to improve the productivity.

Various studies were conducted to examine work environment and hotel employees' job satisfaction respectively, but how these two variables are interrelated with each other is still scarce. In specific, not many previous researches were carried out to study the relationship between work environment and job satisfaction of employee working in hotel industry (Rumman, Jawabreh, Alhyasat, & Hamour, 2014;

Yildirim, Gulmez, & Yildirim, 2016). Aminudin (2013) mentioned that not much academic research uses hotel as the target of their study despite its importance. Hence, it has nothing to show hoteliers how strong the impact of work environment on job satisfaction is. Therefore, this research is important in the way that the researchers can contribute in exploring the relationship between work environment and job satisfaction. In fact, this research is conducted in purpose to fill the research gap.

1.3 Research Objectives

In order to create a goal for this research, a general objective and its specific objectives are formulated as below:

1.3.1 General Objective

To examines the relationship between work environment and job satisfaction of employees in hotel industry of Malaysia.

1.3.2 Specific Objectives

1. To determine whether there is a significant relationship between safety and job satisfaction of employees in hotel industry.

2. To determine whether there is a significant relationship between the relationship with co-workers and job satisfaction of employees in hotel industry.

3. To determine whether there is a significant relationship between work-life balance and job satisfaction of employees in hotel industry.

4. To determine whether there is a significant relationship between motivation and job satisfaction of employees in hotel industry.

5. To determine whether there is a significant relationship between work environment (safety, relationship with co-workers, work-life balance, and motivation) and job satisfaction of employees in hotel industry.

1.4 Research Questions

Before proceeding to the following chapter of this research, the research questions are provided as below:

1. Does safety have a significant relationship with job satisfaction of employees in hotel industry?

2. Does relationship with co-workers have a significant relationship with job satisfaction of employees in hotel industry?

3. Does work-life balance have a significant relationship with job satisfaction of employees in hotel industry?

4. Does motivation have a significant relationship with job satisfaction of employees in hotel industry?

5. Does work environment (safety, relationship with co-workers, work-life balance, and motivation) have a significant relationship with job satisfaction of employees in hotel industry?

1.5 Hypotheses of the Study

Before proceeding to the following chapter of this research, the hypotheses of this study are provided as below:

Hypothesis 1

H_0: There is no significant relationship between safety and job satisfaction of employees in hotel industry.

H_1: There is a significant relationship between safety and job satisfaction of employees in hotel industry.

Hypothesis 2

H_0: There is no significant relationship between relationship with co-workers and job satisfaction of employees in hotel industry.

H_1: There is a significant relationship between relationship with co-workers and job satisfaction of employees in hotel industry.

Hypothesis 3

H_0: There is no significant relationship between work-life balance and job satisfaction of employees in hotel industry.

H_1: There is a significant relationship between work-life balance and job satisfaction of employees in hotel industry.

Hypothesis 4

H_0: There is no significant relationship between motivation and job satisfaction of employees in hotel industry.

H_1: There is a significant relationship between motivation and job satisfaction of employees in hotel industry.

Hypothesis 5

H_0: There is no significant relationship between work environment (safety, relationship with co-workers, work-life balance, and motivation) and job satisfaction of employees in hotel industry.

H_1: There is a significant relationship between work environment and job satisfaction of employees in hotel industry.

1.6 Significance of the Study

The primary aim of conducting this research is to study how work environment will be affecting job satisfaction of employees in hotel industry. For the individual readers and future researchers, it is useful for them to get a detailed understanding on the how work environment can be affecting an individual's job satisfaction in their work place. For the individual readers, they could gain some common knowledge from this research to have the basic ideas and concept on the topic discussed. Meanwhile, the future researchers are encouraged to use the results of this research as their reference.

Ultimately, this research is especially beneficial for the hotel industry as it provides further understanding on the importance of job satisfaction and direction on how the hotels could improve the employees' job satisfaction by enhancing the work environment such as safety, relationship with co-workers, work-life balance, and motivation. Therefore, hotel managers could follow the information and guidelines provided to boost employees' job satisfaction.

It is known that the issue of job satisfaction occurred in every industry. Moreover, different industries are actually correlated with one another. Thus, this research can

also be served as a reference to the Human Resource (HR) Department and management side of the other industries such as manufacturing industry and healthcare industry. Moreover, it is necessary for every industries to realize the importance of employees' job satisfaction and be aware of the way to improve it. Therefore, this research allows them to have a comprehensive understanding on the importance of the relationship between two variables and its importance so that they are able to avoid the possible consequences of disregarding it. Managers that provide a satisfying work environment for the employees will eventually help to improve employees' job satisfaction, performance and the service quality.

Since that job satisfaction is an important issue that has a significant impact towards organizational growth and profitability, the knowledge regarding the relationship between work environment and job satisfaction is important for the policy makers and government. Any organization must not disregard its employees' job satisfaction. Thus, this research is significant in serving as a reference for the policy makers and government to modify or create laws and regulations in related to work environment that organizations and industries need to obey in order to protect the labours in Malaysia.

1.7 Chapter Layout

Generally, a total of five chapters will be involved for a research study. The purpose and content of these five chapters are explained as below:

Chapter 1: Research Overview

The very first chapter prepares a general review in detail for the research study. It started off with the research background for the research topic and the problem statement solidified the purpose of conducting this research. In order to provide a better understanding for the readers, the research objectives, research questions, research hypotheses, and significance of the study were identified. A chapter layout is used to summarize the content required for each of the chapter.

Chapter 2: Literature Review

The second chapter of the research contains definition and discussion of literature related to work environment, job satisfaction and their relationship. The contents of this chapter are retrieve from the secondary sources of information such as journal articles, theses and text books. Besides, some relevant theoretical frameworks that are supporting the variables are provided and a conceptual theoretical framework proposed by the researchers will be introduced in this chapter.

Chapter 3: Methodology

The third chapter justifies how the research was carried out. It focuses on the implementation of research design at first. Data collection methods of the research will be provided after that. Sampling design, construct instrument and research instrument used will be explained as well. The researchers will also explain for the method involved in data processing and analysis.

Chapter 4: Research Result

The forth chapter describe the results computed through SAS software (Version 7.1). It interprets the results of descriptive analysis, scale measurement and inferential analyses in detail. Descriptive analysis shows the summary regarding demographic profile of the respondents involve in the survey. The purpose of scale measurement is to analyse and provide explanation for the reliability of the survey. Meanwhile, inferential analysis consisted of results from both of the Person Correlation Analysis and Multiple Linear Regression Analysis.

Chapter 5: Discussion and Conclusion

Last but not least, the final chapter will be summarizing the entire research by delivering a summary for the statistic analysed and the major findings. The managerial implication, limitation and recommendation for future research are used to conclude the study.

1.8 Conclusion

In short, Chapter 1 provided a detail comprehension for the research by starting off with the research background and problem statement. In order for the researchers to provide a better understanding on the research, the research objectives, research questions and hypotheses were developed. Besides, the chapter also provides the significance of study aiming to benefits the readers, future researchers, HR managers, employers, and government. The chapter layout is used to end the first chapter by summarizing the content required for each of the chapter. The following chapter will be providing a deeper understanding on the definition and the relationship between the dependent variable and independent variables.

Chapter 2: Literature Review

2.0 Introduction

Mainly, the second chapter provides the definition and explanation on the dependent variable which is job satisfaction, and the independent variables of work environment that included safety, relationship with co-workers, work-life balance, and motivation. Relevant theoretical frameworks will be provided to enhance the comprehension regarding the correlation between the dimensions of work environment and job satisfaction. Additionally, a conceptual framework will be constructed and the hypotheses developed for the variables will be discussed as well.

2.1 Review of Literature

The definition for the dependent variable (job satisfaction) and all of the four independent variables of work environment (safety, relationship with co-workers, work-life balance, and motivation) for this research are justified as below:

2.1.1 Job Satisfaction (Dependent Variable)

Job satisfaction is known as a person's feeling towards the job. Employees are the greatest asset for an organization to run the business. If an organization is intended to operate effectively, it must satisfy the employees at first, because "Happy employees are productive employees." (Saari & Judge, 2004). From the perspective of Salunke (2015), the term "job satisfaction" can be justified as a working person's attitude or his or her internal state. The researcher further explained the different aspects or dimensions of job satisfaction included individual, social, cultural, organizational, and environmental elements. Firstly, individual elements such as the inherited personality, age, marital status, and also education level play an important

role in affecting the individual's job satisfaction. Secondly, social elements are referred to the relationship with co-workers and the communication or informal engagement with the peers. Thirdly, cultural elements are referred to an individual's belief, value, attitude, and religious. Fourth, organizational elements are the Leader-Member Exchange (LMX), management capabilities, leadership styles, organization size, organization hierarchy, and so on. Lastly, environmental elements refer to the technical, social, economic, and political factors.

The concept of job satisfaction can be defined in various ways since different authors tend to have different point of views. According to Locke (1976) as cited in Singh and Jain (2013), working individuals tend to appraise their job and job experiences before they can sense and recognize their own job satisfaction. According to Spector (1997), job satisfaction is actually regarding how people feel, think, and perceive about their jobs. Ellickson and Logsdon (2002) supported the opinion and mentioned that job satisfaction shows the extent to which the employees like their job. Reilly (1991), Armstrong (2003) and Robbins (2007) as cited in Rajput, Mahajan and Agarwal (2017), stated that job satisfaction is the ultimate attitude of the employees toward their job. Statt (2004) as cited in Aziri (2011) described his definition for job satisfaction as whether a worker felt pleased with the outcome he gets in reciprocate to his job.

Job satisfaction is mainly influenced by both of the internal factors how employees feel their job and the external factors such as the work environment (Aziri, 2011). In 1935, Hoppock's studied on job satisfaction and explained that, job satisfaction of a person can be described as the combination of three conditions. For instance, there are psychological, physiological and environmental conditions. A person will normally consider about these conditions before he or she truthfully tells that "I am satisfied with my job". According to Cranny, Smith, and Stone (1992) as cited in Aydin and Ceylan (2009), job satisfaction is actually a mix of affective responses to different perceptions of what an employee wants to receive as the outcomes and compared with the actual return the employee received.

Saxena and Kaur (n.d.) mentioned that job satisfaction can be separated into two major types including the global job satisfaction and also the job facet satisfaction.

First of all, the global job satisfaction can be justified as the overall feelings the employees experienced regarding their jobs. Whereas, job facet satisfaction is defined as the feelings that experienced by the employees regarding some particular job aspect. For instance, there are work environment and management. Porter and Lawler (1968) divided the factors of job satisfaction into two. Firstly, the internal satisfactory factor is defined by the job nature itself. In other words, the examples are such as self-esteem, self-achievement, accomplishment, authorization, empowerment, and so on. External satisfactory factors consist of factors that are related to the work indirectly. For examples, the relationship with co-workers, incentives, well-being, and utilities (Wadhwa & Wadhwa, 2011).

Numerous studies done by several researchers such as Hulin, Roznowski, and Hachiya (1985) and Kohler and Mathieu (1993) stressed that, dissatisfied employees have the higher possibility to quit or absent from their job as compared to the employees who are well-satisfied. According to Aziri (2011) and Lease (1998), when employees are highly satisfied with their job, they tend to present at work more often, has high organizational commitment, satisfied with their lives (Singh & Jain, 2013) and has low absenteeism. Moreover, employees have high loyalty and productivity when they are satisfied (Hunter & Tietyen, 1997). It is important to understand that employees' job satisfaction is critical in influencing customers' satisfaction as well (Potterfield, 1999; Aydin & Ceylan, 2009).

Job satisfaction is important as an indicator of the organizational effectiveness. It measures how well an organization is doing in fulfilling the demands of employees (Rothmans & Coetzer, 2002; Salunke, 2015). Job satisfaction can be described using three theories which are shown below:

2.1.1.1 Fulfilment Theory

The Fulfilment Theory explains that employees' satisfaction is measured in terms of rewards they receives or the extent to which their needs were fulfilled and satisfied. Employees feel satisfied if their needs are were

fulfilled. The more the employees gained as they wish, the higher their satisfaction (Lawler, 1973).

2.1.1.2 Discrepancy Theory

Discrepancy Theory described that job satisfaction is determined by the disparity between what the employee expect to get and what the employee is actually getting. It also considers what an employee thinks the others should get and what they actually get. When the actual satisfaction derived is less than the expected satisfaction, it triggers their job dissatisfaction (Lawler, 1973).

2.1.1.3 Equity Theory

The Equity Theory emphasized on the equality. Employee considers and compares his contribution to his work and what is his job outcome. When an employee gains more for his contribution, he might feel guilty; in another way round, when an employee gain less than what he deserves as he perceived, he tends to feel injustice (Lawler, 1973).

2.1.2 Work Environment (Independent Variable)

Salunke (2015) defined work environment as the physical aspect of a workplace that is influential towards job satisfaction, health, concentration and productivity as well. Therefore, the researcher justified that maintaining a good work environment is the most practical way to reduce sick leaves, minimizing turnover rates and enhance individual efficiency employee's activities, job satisfaction and performance. In refer to Jones (1999) and Robbins (2001) as cited in Neog and Barua (2014), because of poor working environment, employees might feel dissatisfied.

Kohun (1992) defined work environment as the bridge between the employees and the workplace. It is referred to the setting, situation, condition, or circumstances where employees perform their job. Devi and Rani (2016) justified that work environment have direct effect in job satisfaction and stress level of the employees. Productivity of employees tend to increase if the organization is able to provide a good working environment. According to Spector (1997), work environment includes job security, safety of employees, interpersonal relations, recognition, and opportunity to involve in decision making. Employees are likely to have high job satisfaction when they perceived that they are appreciated by the organization.

According to Salunke (2015), there are four main characteristics for work environment. Firstly, it is about the apparent and communication. In short, work environment addresses how the employees feel that they are suitable to the organization. It is necessary for the employees to understand the philosophy, mission and values of the organization. Secondly, work environment is about the stability of work and personal life. Ultimately, an organization with the culture that promotes work-life balance will create a labour pool that is high satisfied with their job. Thirdly, work environment should be impartial. Literally, employees must be aware of the logic that they are being rewarded impartially in accordance to their performance. For the fourth characteristic, the work environment should promote consistency. Under a particular situation, employees usually make prediction on the response or reaction of their manager based on the manager's style of leadership.

In refer to Opperman (2002) as cited in Taiwo (2010), work environment is consisting three sub-environments. Firstly, the technical environment indicated the physical elements people normally found in a workplace that enable the employees to carry put their duties, such as tools, equipment and technical infrastructure. Secondly, the human environment is important to encourage sharing of knowledge, information and ideas through informal workplace interaction. The examples for human environment included peers, work team, leadership, and management. Whereas, the third sub-environment is organizational environment. It is the type of environment where the management's control over the work environment lies. For instance, there are organizational philosophies, values, system, procedures, and practices.

In refer to Herzberg (1966) as cited in Prabhakar (2016), the researcher stated that work environment consist of ventilation, lighting, equipment, tools, facilities, space and so on. In addition to what as mentioned by Herzberg (1996) and Pitaloka and Sofia (2014) further stated that work environment includes the elements of fair treatment at the workplace, communication, culture, rules and procedures. From the perspective of Chandrasekar (2010), work environment includes the space and facilities required when employees are carrying out their job, relationship with superiors, the culture of equality, communication system adopted, factors that encourage a person to works in the specific organization, and the approaches for hazards control.

Meanwhile, according to Jain and Kaur (2014) and Salunke (2015), work environment can be divided into three classifications. The three classifications included physical, mental, and social environment. Physical environments are such as temperature, noise, infrastructure, and amenities. Mental Environment includes factors such as exhaustion, boredom, relationship between co-workers as well. Social Environment refers to the sense of belongingness of the employee feels on the social group they joined.

2.1.2.1 Safety

According to Badekale (2012), safety in the workplace is to be defined as the way organization protects their employees away from any danger and threat of harm. The researcher stated that organizations need to take care of employees' safety because it will be directly influencing the wealth of the organizations and industries. Hinsz and Nickell (2015) explained that the reason for organizations to practices appropriate safety behaviour is to ensure that the potential negative outcomes can be avoided.

Safety has been defined as the risk of danger, injury, loss, and the threat of any harm either causes by accident or deliberately (Ajibola, 2008). According to the researches done by Salminen (1995) and Hofmann (1996), employees with negative

perception regarding on the workplace's safety tend to engage in unsafe acts. This indicated that employees that are perceived to be having job anxiety, stress and insecurity will have negative thought and show in negative act (Probst, 2002; Gyekye, 2005).

Akwue (2011) believed that workplace safety must be maintained for a specific standard in order to control the recognized hazards and improve the organization's ability to cope with unidentified safety issues. Safety procedures and regulations is important to be obeyed by all the members of the entire organization regardless of their position, which are the top management, middle ranking managers and lower ranking employees (Nordlöf, Wiitavaara, Winblad, Wijk, & Westerling, 2015).

According to Aswathappa (2000), safety in workplace means that the employees need to be free from risk of injury or loss. Besides, safety could be defined as the absence of injury during interaction between employees and their work environment (Lucas, 2001). Kreitner (2007) described that, a safe working environment is a crucial factor influencing job satisfaction. In order to satisfy the safety need of employees, some organizations imply safety need into their policy as a strategy to ensure that their employees are able to work under a safe environment.

Maslow (1954) explained that safety is a basic human needs under the theory of Hierarchy of Needs. The researcher stated that in order to define safety needs, it is necessary to identify the conditions that are able to satisfy employees' safety needs and also the types of threats that will degrade the workplace safety. Organizations should initiate to improve safety in the workplace by encouraging employee participation on safety training (Rosow & Zagaer, 1985; Wood, 2004).

In spite of the concept that safety is an important aspect that most of the employees are concerning, Nordlöf et al., (2015) found that employees that is eager to achieve a specific goal or target tend to prioritize the reward or bonus over the safety in workplace. This causes the employees to conduct unsafe act. Goh and Kong (2016) mentioned that employee theft is a critical issue in any businesses especially for hotel industry. This happened due to the fact that the employees working under this industry are usually exposed not only cash, but also tangible gifts and food and

beverage (F&B) items (Kennedy, 2016). Therefore, organizations need to emphasize on the workplace safety to minimize or avoid potential unethical or criminal act from the employees.

2.1.2.2 Relationship with Co-workers

The interrelationship exists within workers and the environment where they work is the element of work environment (Taiwo, 2010). Co-workers are defined as individuals who work together in the workplace and hold positions or ranks similar to each other in the workplace (Yoon & Thye, 2000; Hain, 2005). Lin and Lin (2011) indicated that co-workers' relationship is a type of interpersonal relationship. It can be divided into two dimensions such as leader-member relationship and co-workers interaction. The leader-member relationship included the relationship between vertical pair as well as horizontal pair among co-workers, other groups or within whole organization.

From the study of Hussin (2011), the researcher defined co-workers as someone who is sympathetic, helpful, concern and give advice to their colleagues. According to Fiedler, Chemers, and Mahar (1976) as cited in Lin and Lin (2011), it was well stated that the relationship with co-workers is the friendship, acceptance and loyalty between group members. Co-workers' relationship is referred to the degree of trust, confidence and respect of subordinates to their leaders (Chen, 1989; Lin & Lin, 2011).

Co-workers' relationship is an interpersonal nature and it is maintained through interpersonal communication (Madlock & Booth-Butterfield, 2012). Most of the time, employees stayed at the workplace and thereby, there are a lot of opportunity for them to develop interpersonal relationships and friendships with each other in the company. Relationship with co-workers is an important source of support for the employees. Employees who develop friendly and positive relationship with their co-workers tend to feel secure and confident in the workplace. Moreover, the relationship with co-workers is considered as an important source of friendship,

support and high job satisfaction (Bridge & Baxter, 1992; Ray, 1987; Madlock & Booth-Butterfield, 2012).

In refer to the Maslow's Theory of Social Needs, social support is critically important. Social needs are defined as the needs for affiliation which focuses on the relationship with co-workers. For example, social support of employees is vital to increase employees' performance and maintains a good interpersonal relationship with co-workers within the organization (Abdullah, 2002; Luddy, 2005). Study conducted by Cahill and Sias (1997) stated that employees usually establish relationships with their colleagues to provide them with a source of social support and friendship. When there are some friendly and supportive co-workers in the workplace, employee's job satisfaction will be improved.

The study of Hodson (1997) as cited in Hain (2005) revealed that co-worker relationships have four main objectives. The first objective of co-worker relations is for occupational socialization because they can screen apprentices and approve as membership into an occupation. Secondly, when there is a good relationship among employee, they will be united as one to protect each other within an organization. Thirdly, when there is an existence of supportive co-worker relationship, they tend to help each other to fight back those who have higher power in the organization. Lastly, co-workers relationship helps in recognizing group identities through participation and involvement in events such as birthday party.

Furthermore, co-workers will communicate and develop relationships with each other to meet their job requirements in the company as well as personal needs. Good relationship between employees in the organization often generate positive outcome for the organization and its employees (Hain, 2005). Ultimately, the interaction patterns between co-workers are significantly important as well. Relationship with co-workers had become very important for every organization especially in some areas of management scholarship. The relationship with colleagues has been shown in reciprocate. For example, an employee tends to seek for assistance from his co-workers to solve his problems and vice versa (Byington, 2013).

Based on the Equity Theory, employees make social comparison of output-input ratio from other employees in the company which could affect their job satisfaction and job performance (Adams, 1995; Takeuchi, Yun, & Wong, 2011). Employees often compare the benefits they received with their co-workers. If employees feel that their output and input ratio is unfair as compared with their peers, it could trigger their feeling of jealousy and negatively affecting the relationship between employees under an organization.

Cummins (1990) found that employees who had good relationship with co-workers tend to be successful and productive. Co-workers could provide mental support to each other during critical times or when anyone is in need for encouragement (Yang et al., 2015). Thus, relationship with co-workers will lead towards job satisfaction.

2.1.2.3 Work-Life Balance

Each individual's needs and expectation for work-life balance are usually different. For example, a single and a married person tend to have different perspectives for an ideal work-life balance. In this era, a culture of good work-life balance that is able to create a highly productive and highly satisfied labour pool is the key to organization success. In contrast, poor work life balance could actually lead to stress and work-family conflict (Al Sumaiti, 2010). According to Frame and Hartog (2003) as cited in Saif, Malik, and Awan (2011), work-life balance is where an employee is able to use his or her flexible working hours to balance their work and personal activities such as travelling with family, further study, and social events.

According to the research of Agha, Azmi, and Irfan (2017), the researchers defined work-life balance as the way individual seek for an appropriate balance between the aspect of work and life. The researchers as mentioned stated in another way that, work life balance can be also be defined as the personal's feeling of satisfaction between work and family commitment. Basically, work-life balance indicates a balance between three elements, which are including paid work, non-paid work and personal time. (Johansson, 2002 as cited in Agha, Azmi, & Irfan, 2017).

Byrne (2005) as cited in Agha et al., (2017) explained that work-life balance is important in five aspects of a working person's life. These five aspects include work, family, friends, health and oneself. Yadav and Dabhade (2014) mentioned that an employee-oriented culture increase employee's productivity and job satisfaction. In opposite, when an organization promotes the culture of imbalance work-life such as work overload, employees' time to spend with their family will be reduced. They might be absent from important events such as family member's birthday.

In addition, work-life balance can be described as the individuals' equilibrium of time and effort that they spend at work and their roles to maintain a harmony lifestyle. It is important for individuals in knowing how to allocate their time for work and personal life respectively. Lazar, Osoian, and Ratiu (2010) and Arif and Farooqi (2014) mentioned that some organizations promote work-life balance practices as their culture or improve the welfare and satisfaction of their employees by implementing some programs to strengthen their work-life balance. For example, Family-Friendly Policies is effective in enhancing employees' work-life balance by allowing flexible work time or reducing the working hours so that they could have more time to spend with their family (Lazar, Osoian, & Ratiu, 2010).

Dhas and Karthikeyan (2015) stated that work-life balance is refers to employees' dilemma in managing between their work obligations and family responsibilities. An appropriate balancing between employees' work and life placed positive outcomes to the employees as well as the organization itself. For the employees, work-life balance tends to reduced their work-family conflict and improve their job satisfaction. For the organizations that encourage work-life balance, they are able to attract and retain talented employees (Deery & Jago, 2015; Dhas & Karthikeyan, 2015).

Susi and Jawaharrani (2011) mentioned that work-life balance is important in determining major organizational management issues. Most of the companies understand that work-life balance will be directly affecting employees' job satisfaction, employee retention, work-family conflict, stress, and more.

2.1.2.4 Motivation

Motivation is a basic psychological process (Taghipour & Dejban, 2013). It serves as the driving factor of the personality growth of an individual and is determined by the system of internal and external causes. In refer to Luthans (1998) as cited in Rahim and Daud (2012) motivation is defined as the process that arouses, energizes, directs, and sustain an individual's behaviour and performance. According to Santisi, Magnano, Hichy, and Ramaci (2014), maintaining employees' work motivation is essential to increase their satisfaction and performance. Positive motivation improves employees' capabilities towards the increasing job complexity (Sidorova, 2015). Some of the techniques used in motivating employees are such as money, training and communication (Tella, Ayeni, and Popoola, 2007).

Researchers from different field have been extensively defined the term "motivation". According to Platonov (2004) as cited in Sidorova (2015), social psychology defined motivation as a system of factors that triggers individual to perform some specific actions or goals. In management, Anghelache (2015) justified that motivation is the human activity's internal condition, the needs and rationales that provoke, support and affect the human activity. Motivation served as the driving force for every individual to pursue and satisfy their own needs. In business, Linder (1998) as cited in Chatzopoulou, Vlachvei, and Monovasilis (2015) referred motivation as an inner force that is able to lead an individual to accomplish both personal and organizational goals. Motivation can also be defined as a process that produce intensity, objectives and perseverance of an individual in order to achieve goals (Robbin and Judge, 2009).

Generally, there are positive motivation and negative motivation. Positive motivation occurs when someone uses the possibility in giving rewards to influence the other individuals to do something. Individuals that are motivated by the positive motivation will perform some desired attitudes, behaviours and actions hoping for the reward in reciprocate. Meanwhile, negative motivation takes place when someone used their power in order to influence the others not to do something.

Frankly speaking, individuals are motivated by the negative motivation in order to avoid unwanted consequences or punishments (Furiady & Kurnia, 2015).

Mladkova, Zouharova, and Novy (2015) stated that, there are many models studied on the motivation factors. Three of the most well-known theories are described as below:

2.1.2.4.1 Self-Determination Theory

Based on Ryan and Deci (2000), in the fields of organizational behaviour and human resource management, there are two categories of motivation in nature which are often being mentioned as intrinsic and extrinsic motivation. Firstly, the intrinsic motivation is defined as the feeling or the sense of competence a person experienced that are derived during the moment when the individual is carrying out a job. For instance, some of the popular intrinsic motivation included decision making ability, competence and participation in work (Arayesh, 2015). This motivation is a feeling of self-accomplishment and self-fulfilment and will leave impact in on an individual's job satisfaction (Arasli, Daskin, & Saydam, 2014). Intrinsic motivation is the internal motives of an individual that attached with personal need, attitude and also values. This type of motivation is most likely to increase in a higher autonomous working condition. Intrinsic motivation encourages individuals to carry out some actions by their own for the sake of personal enjoyment and self-satisfaction. Individuals who are motivated intrinsically tend to show positive attitudes and behaviours in consequence, such as increasing responsibilities, self-actualization and self-sustaining (Kuranchie-Mensah & Amponsah-Tawiah, 2016).

Secondly, Vetrakova and Mazuchova (2015) explained that, extrinsic motivation is the use of external sources to encourage individuals in achieving desired performance or behaviour. According to Kuranchie-Mensah and Amponsah-Tawiah (2016), this type of motivation reduces work efforts of an individual due to the conflicting moral values and choices.

The extrinsic motivation included all the motivation came from external motives, such as the atmosphere of competition and appraisal or evaluation (Sidorova, 2014; Masari, Muntele, & Curelaru, 2013; Chatzopoulou, Vlachvei, & Monovasilis, 2015; Arayesh, 2015).

Literally, the extrinsic motivation can be divided further into four subtype of motivation. Firstly, external regulatory motivates an individual to perform some behaviours to fulfil demands in order to obtain reward or avoid punishment. It is the least autonomous kind of motivation. Secondly, introjected regulation motivates some behaviour to be performed in purpose to avoid guilt and anxiety, or to achieve ego enhancement and pride. Thirdly, identification described that a self-determined individual will be motivated by identifying the importance of the behaviour to him or her, thereby, the individual chooses to accept the regulation as his or her own. Last but not least, integrated regulation occurs when the perceived regulations are assimilated with self. It is the most autonomous type of motivation (Ryan & Deci, 2000).

2.1.2.4.2 Maslow's Hierarchy of Needs Theory

According to this theory, people are motivated to achieve five levels of needs, which are the physiological needs at the bottom of the hierarchy, then followed by safety needs, belongingness, and esteem needs accordingly. In addition, the need for self-actualization rank on top of the hierarchy. Maslow's Hierarchy of Needs is often being described in the form of pyramid. Human beings' essential and basic needs are placed at the lowest levels. Self-actualization is placed on the highest level of the hierarchy. Once the lower level of need is fulfilled, the next higher level of need is what that will motivate the individual (Maslow, 1943; Wu, 2012).

2.1.2.4.3 Herzberg's Theory of Two Factors

According to the Herzberg's Theory of Two Factors, the two groups of factors of motivation included hygiene factors and motivators. First of all, hygiene factors serve as the extrinsic factors in workplace. These factors will not lead to a better satisfaction in long-term, but however, but they tend to reduce job dissatisfaction. For instance, pay, status and company policies are categorized under the hygiene factors. While, motivators are the psychological needs that can improve an individual's job satisfaction intrinsically, such as recognition, self-achievement and career growth opportunity (Herzberg, Mausner, & Snyderman, 1959; Tesavrita & Suryadi, 2012). These theories mentioned need to be emphasized and implement in human resource policies in order to motivate the employees and fulfil their needs at the same time.

2.2 Review of Relevant Theoretical Framework

Figure 2.1: Conceptual Framework of Raziq and Maulabakhsh (2015)

Working Environment	**Job Satisfaction**
• Working hours • Job Safety & Security • Relationship with Co-workers • Esteem Needs • Top	• Employee loyalty • Sense of ownership • Level of Commitment • Efficiency & Effectiveness
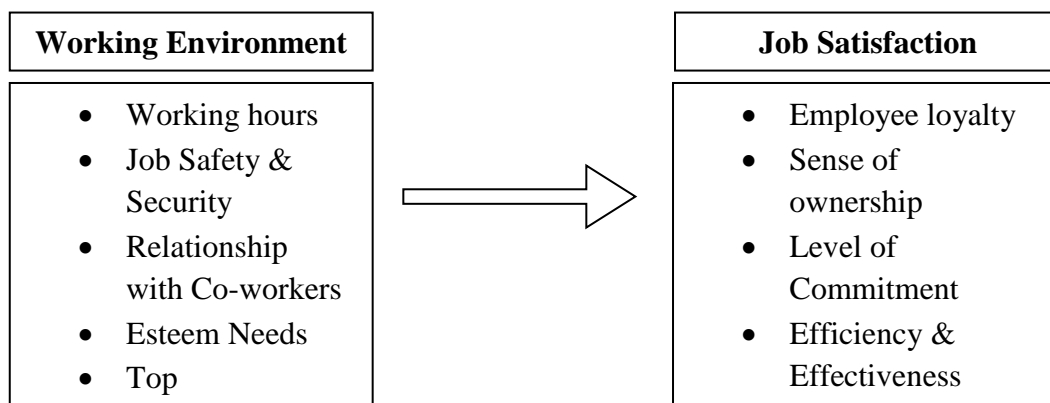
Adapted from: Raziq, A., & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. *Procedia Economics and Finance 23,* 717 − 725.

The model shown in Figure 2.1 described how Raziq and Maulabakhsh (2015) explain the relationship between work environment and job satisfaction. Work environment as mentioned in above included not only job safety and relationship with co-workers, but also working hours, job security, esteem needs, and support from the top management. There are a total of 210 employees from the industries of banking, telecommunication and universities participated in this research study.

The researchers identified that both of the safety and relationship with co-workers has a positive and significant influence on the job satisfaction. This suggested that employees who feel satisfied with the work place safety and having a friendly relationship with their co-workers within the organization are more likely to have high job satisfaction (Raziq & Maulabakhsh, 2015).

Hackett and Guion (1985) and Bass and Stogdill (1990) as cited in Lin and Lin (2011) suggested that leader-member relationship and co-workers interactions will influence employees' job satisfaction in either positive or negative way. The research outcome of Raziq and Maulabakhsh (2015) regarding good relationship with co-workers is an important factor that will leads to high employee's job satisfaction is in line to the research done by Friedlander and Margulies (1969) as cited in Parvin and Kabir (2011), Rad and De Moraes (2009), and Pandey and Khare (2012) as cited in Akhter, Hussain, Bhatti, Shahid, and Ullah (2016).

Raziq and Maulabakhsh (2015) stated that every employee is the important element that aid the implementation of organization vision and mission. Organizations need to ensure that employees are working under a safe environment. The researchers suggested that organizations need to be considerate and create a safe working environment to improve employees' job satisfaction. The previous research done by Bakotic and Babic (2013) also found to be supported the research outcome of Raziq and Maulabakhsh (2015). Bakotic and Babic (2013) mentioned that employees who work under unsafe work environment tend to reduce job satisfaction that eventually causes poor performance.

Figure 2.2 Conceptual Framework of Saeed and Farooqi (2014)
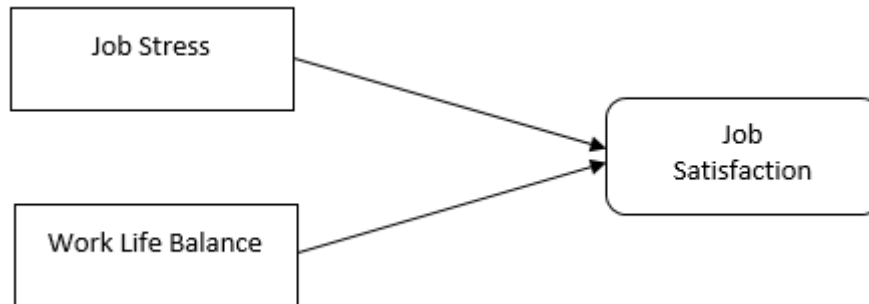
Adapted from: Saeed, K., & Farooqi, Y. (2014). Examining the Relationship between Work Life Balance, Job Stress and Job Satisfaction among University Teachers. *International Journal Of Multidisciplinary Science And Engineering*, *5*(6), 9-15.

The model above explained the relationship of work-life balance and job stress towards job satisfaction. For the research done by Saeed and Farooqi (2014), job stress and work-life balance are the independent variables that were used to test on their influence on job satisfaction. A total of 171 respondents within 21 years old to 50 years old involved in the study.

According to the research result, the researchers found that there is a positive relationship between work-life balance and job satisfaction. They explained that increase in work life-balance as perceived by an individual will be eventually increasing his or her job satisfaction. This research outcome is in accordance to the findings of Varatharaj and Vasantha (2012), Nadeem and Abbas (2009) and also Saif, Malik, and Awan (2011).

Therefore, it is important to integrate and maintain a good work-life balance in every working person's lives. It could make a person to be satisfied and feels happier (Veenhoven, 1991). Grover and Crooker (1995), Thompson, Beauvais, and Lyness (1999), Bloom and Van Reenan (2006), and also Al Sumaiti (2010) stated that good work-life balance is a vital reason for an organization's success because

it leads to higher job satisfaction, commitment, productivity, and employee retention.

Figure 2.3 Conceptual Framework of Ismail, Gani, Sinring and Mapparenta (2015)
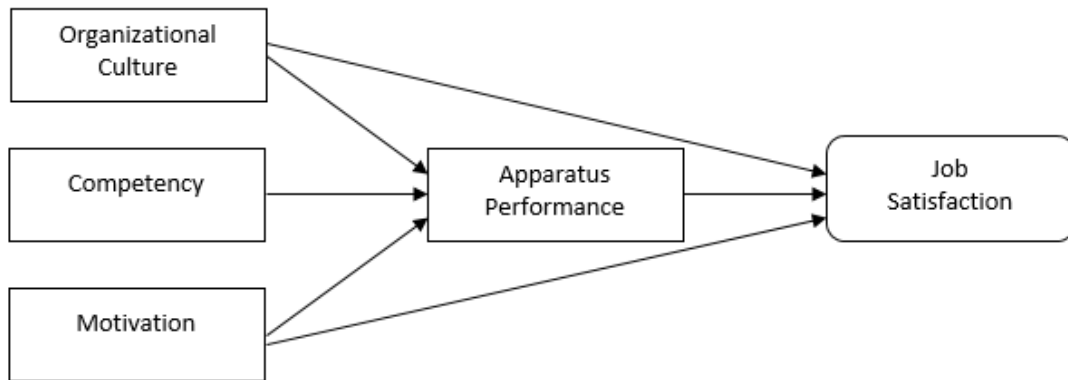
Adapted from: Ismail, R. H., Gani, M. U., Sinring, B., & Mapparenta. (2015). Factors influencing job satisfaction: A conceptual framework. *International Journal Of Humanities And Social Science Invention*, *4*(5), 28-31.

The model shown above described the relationship between organizational culture, competency, motivation, apparatus performance, and job satisfaction respectively. The apparatus performance which also been described as the employee performance by Ismail, Gani, Sinring, and Mapparenta (2015) is served as both the independent variable and the mediator between organizational culture, competency and motivation to job satisfaction.

There are total samples of 322 employees of UK companies took part in the study. From the result of this study, it was shown that the relationship for the organizational culture on employee performance and job satisfaction; competency on employee performance and job satisfaction; motivation on employee performance and job satisfaction are positive and significant. Most importantly, the result of this research proven that there is a positive and significant relationship between motivation and job satisfaction.

Ismail, et al., (2015) claimed that the higher the work motivation received by the employees, the higher the job satisfaction will be resulted. The researchers for this study reported that motivation has to be emphasized because employees' job satisfaction is depend strongly on the motivation they received (Biegger, De Geest, Schubert, & Ausserhofer, 2016). Research done by Alnıaçık, Alnıaçık, Akçin, and Erat (2012) is able to support this result and the researchers explained that HR managers need to put effort to enhance, develop and support job motivation of the employees. Therefore, certain strategies must be carried out in order to satisfy employees' needs, so that a company is able to develop higher motivated pool of employees (Griva, Panitsidou, & Chostelidou, 2012).

2.3 Proposed Theoretical / Conceptual Framework

Figure 2.4: Proposed Theoretical Framework
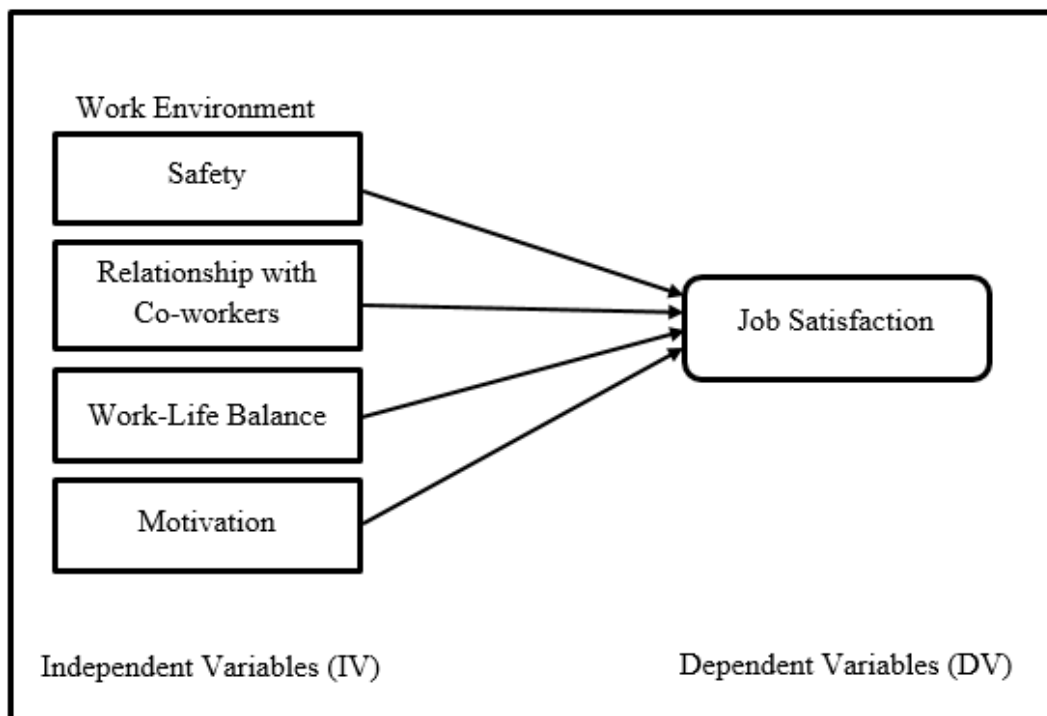
Source: Developed for the research

The theoretical framework proposed by the researchers as shown above consisted of the independent variable of work environment (safety, relationship with co-workers, work-life balance, and motivation) and the dependent variable which is job satisfaction.

In specific, this research aims to determine whether there is a significant relationship between work environment and job satisfaction of the employees in hotel industry, Malaysia. Since that there is not much study emphasizing on this research topic (Rumman, Jawabreh, Alhyasat, & Hamour, 2014; Yildirim, Gulmez, & Yildirim, 2016), thereby, the researchers aim to explore more on this field and provide a better understanding on the relationship between these variables.

2.4 Hypothesis of Development

The hypotheses developed for this research will be explained in detail.

2.4.1 The Relationship between Safety and Job Satisfaction

Employers need to ensure the workplace safety is satisfying so that the function of the organization is able to goes smooth. Safety is an integral part of the work environment, thereby, organizations need to put efforts to diagnose and maintain the safety level of the workplace (Rachmawati, 2008). Tait and Walker (2000) as cited in Yusuf, Eliyana, and Sari (2012) demonstrated that a safe workplace provides a sense of security to the employees and improve employees' job satisfaction.

According to Benjamin (2014), some employees considered safety in the workplace is the most vital factor that affects their job satisfactions. Organization that considered safety in the work environment will eventually reduce or even prevent the occurrence of any safety risk, harm and danger that employees might face in the workplace (Hayes, Perander, Smeko, & Tack, 1998; Yusuf, Eliyana, & Sari, 2012).

Regarding on the research done by Huang, et al., (2004), the researchers found that safe workplace will be able to increase employees' job satisfaction.

Furthermore, Gyekye (2005) also found that safety is positively link to job satisfaction. When the workplace safety tend to by high, the employees under the circumstances are more likely to have a higher job satisfaction. Other than that, organizations that practice excellent safety policies will reduce their operating cost, since there are less unsafe events will be occurred.

Besides, safety trainings are significantly essential for any organization because it provides acknowledgement for employees to understand to what extent the standard of safety of the organization should be. It also allows employees to learn how they can help themselves from any safety issue (Osterman, 1995; Spellman, 1998). Zohar (1980) and Ikeogu, Uwakwe, and Chidolue (2013) stated that organizations need to comply with every regulations set by the government in purpose to govern the workplace safety. It must not be disobeyed in order to guarantee that the employees are protected from working under an unsafe environment.

According to Spector (1997), managers need to raise their concerns in three key areas to ensure that the workplace is safe. The key areas included observing, communicating and correcting. The managers need to observe the safety of the workplace so that they are able to improve the workplace safety or even diagnose any potential unsafe events before it happen. Then, communicating is important to transmit information regarding workplace safety within the employees under the organization. Correcting need to be done by modifying practices and policies, constructing reparation and renovation, and improve the way to monitor and avoid possible unsafe events such as by installing closed circuit television (CCTV).

In spite of that, Nordlöf et al., (2015) found that when employees are eager to achieve a specific target to gain some incentives in reciprocate, they are likely to prioritize the potential incentives over the workplace safety. This mind-set will be causing the employees to conduct unsafe act without giving a second thought on the consequences of the unethical conduct. Due to the fact that there are contrasting

opinions from different researchers, this study is carried out to examine the relationship between safety and job satisfaction.

H_0: There is no significant relationship between safety and job satisfaction of employees in hotel industry.

H_1: There is a significant relationship between safety and job satisfaction of employees in hotel industry.

2.4.2 The Relationship between Relationship with Co-Workers and Job Satisfaction

The co-workers relationship and employees' job satisfaction have been actively investigated by different researchers and it has been a popular topic among them. According to Ting (1997), there are empirical evidences showing that there is a positive relationship between relationship with co-workers and job satisfaction of employees. A study conducted by Berta (2005) showed similar result stating that an organization that its employees have good relationship with each other and communicate in good terms tends to produce a pool of employees that are highly satisfied about their job.

The study of Akhte et al., (2016) concluded that the relationship between co-workers has a positive and significant relationship with job satisfaction. Besides, the study of Parvin and Kabir (2011) provided that relationship with co-workers is one of the strongest determinants that will be influencing job satisfaction. When employees feel happy working with their co-workers, they tend to have high job satisfaction. In contrast, when employees feel unhappy working with their co-workers, they will have low job satisfaction.

In addition, the research done by Bojadjiev, Petkovska, Misoska, and Stojanovska (2015) showed a similar result as what the other researchers found from their research regarding the same topic. The researchers emphasized that employees that

are satisfied with the workplace factor such as recognition, salary, responsibility and relationship with co-workers are having a greater tendency of experiencing a higher level of job satisfaction. In other words, good relationship with co-workers will lead to high employees' job satisfaction. Regarding on the study conducted by Lin and Lin (2011), the researchers mentioned that the better the leader-member relationship and peers' interactions, the better the level of job satisfaction will be experienced by the employees.

Furthermore, the research done by Dotan (2007) regarding how relationship with co-workers can influence job satisfaction came out with the same result that are in line with the results of the other researchers as mentioned previously. When co-workers develop friendship with each other in workplace, it helps to foster good relationships among them and could easily seek for help or advice from their co-workers within the organization when they are in need. Therefore, by maintaining a good relationship with co-workers, the comfortable interactions and communication will be able to improve their job satisfaction.

Based on Tsao (1990) as cited in Lin and Lin (2011), the researcher mentioned that the quality of the relationship with co-workers indicates the effectiveness of exchange between the two parties and the representation of mutual coordination between the two sides. The behaviour of co-workers could affect the relationship between the co-workers. If an organization has good coordination between employees, it tends to improve job satisfaction among the employees. Eventually, the work performance will increase as well.

Last but not least, some of the researchers think that human interaction is a vital indicator affecting job satisfaction. The interactions between all levels of employees in organization play important roles to create a harmony working environment. It is beneficial to the employees as well as to the organization as a whole.

H_0: There is no significant relationship between relationship with co-workers and job satisfaction of employees in hotel industry.

H_1: There is a significant relationship between relationship with co-workers and job satisfaction of employees in hotel industry.

2.4.3 The Relationship between Work-Life Balance and Job Satisfaction

Nowadays, employees' job satisfaction is closely related to the business operation. As a result, many organizations have begun to focus on programs and policies aiming to improve the quality of employees' work life (Rani, Kamalanabhan, & Selvarani, 2011). Well-managed organizations are normally aware of the importance of work-life balance in order to improve employees' productivity and job satisfaction. The study done by Hosboyar (2012), Rama Devi and Nagini (2013), and Arif and Farooqi (2014) found that work-life balance has a notable linkage to job satisfaction. Therefore, it was known that employers that encourage and promote a balance work-life enable them to gain highly job satisfied employees and these employees will eventually carry out their job in an efficient way (Hassan & Lee, 2017).

According to Ueda (2012), when organizations practices work-life balance culture and policies, employees tend to feel satisfied with their work and family status. Based on the study done by Ueda (2012), there are differences perspective between men and women on the work-life balance. Generally, women tend to expect for a better work-life balance than men. Besides, married person are also prioritize work-life balance better than single. Those married person that needs to work for long hours are prone to work-life contradiction and conflict. It was found in many studies that it is not easy for employees who is also a parent to maintain a balance work-life (Malik, 2015). Additionally, when employees spend most of the time on their work, there will be a negative impact on the relationship with their families. This can be elaborated by explaining that due to fact that the time employees spent on their work is more than the time they devoted to their families. Thus, the family bonding time reduced, which is going to weaken the bond between them and their families such as parents and children (Al Sumaiti, 2010).

Organizations that encourage employees to practices work-life balance are likely to build a labour pool that is highly satisfied with their job. Eventually, the employees tend to has high loyalty to the organization, voluntarily improve their performance, and enhance their productivity (Shujat, Cheema, & Bhutto, 2011). Hence, HR staff should understand the work-life issue of the employees and provide flexible changes that help in ensuring a balance between working life and personal life of the employees. In order to have employees that are able to achieve high productivity and performance, the organization should make sure that the policies regarding work-life balance is competent. This also assist the organizations to encourage existing employees to work harder, retain existing talents and attract more talented employees at the same time (Al Sumaiti, 2010).

In accordance with Bloom et al., (2006), a good work-life balance is the most important factor for an organization to achieve success due to the fact that it improve employees' job satisfaction. It is known that there are a lot of organizations that are expecting high productivity from the employees to improve the organizations' profitability but neglected the wellness of the employees, especially regarding their work-life balance. Therefore, conflict of interest between the employer and his or her employees might occur. This causes employees' job dissatisfaction when the employers did not treat them as the way they desired. Eventually, employees' productivity went low after the increase of job dissatisfaction, which is going to frustrate the employer. Therefore, organizations must understand the possible consequences of neglecting employees' work-life balance.

However, Nadeem and Abbas (2009) as cited in Adikaram and Jayatilake (2016) argued that inflexible work arrangement will not influence job satisfaction. The research done by Shujat, Cheema, and Bhutto (2011) are in line with the research outcome of Nadeem and Abbas (2009) as they found that poor work-life balance does not have much impact on the employees' job satisfaction. People nowadays tend to feel that they should prioritize their job activities over non-job activities. Due to the fact that there are contrasting opinions from different researchers, this research is conducted to test on the relationship between work-life balance and job satisfaction.

H_0: There is no significant relationship between work-life balance and job satisfaction of employees in hotel industry.

H_1: There is a significant relationship between work-life balance and job satisfaction of employees in hotel industry.

2.4.4 The Relationship between Motivation and Job Satisfaction

Nowadays, issues regarding motivation that employees received in work place and their job satisfaction gained huge interest from numerous fields of studies. Motivation is served as the major element in achieving organization objectives (Barzoki, Attafar, & Jannati, 2012). Employees with high motivation show positive attitudes and behaviours while carrying out their jobs. Research done by Taylor and Westover (2011) found that motivated employees are more likely experienced satisfying workplace attributes. The intrinsic attributes included are such as interesting jobs and autonomy given during job performing; extrinsic workplace attributes that contribute to a more significant outcome in making the employees highly motivated included higher pay, better job security and better promotion opportunities. Barzoki et al., (2012) and Achim et al., (2013) did the similar research and simultaneously concluded that financial incentive is the number one element that significantly motivated employees, while promotion came second. Ankudinov et al., (2015) also justified that financial elements such as salary, allowance and bonus are the most powerful motivations influencing employees' job satisfaction (Chatzopoulou, Vlachvei, & Monovasilis, 2015).

Researchers contributed to the topic of job satisfaction justified that, motivation is the indicator for an individual to feel satisfied towards their jobs. They stressed that employees who are highly motivated tend to show high job satisfaction (Hayati & Caniago, 2012). Anghelache (2015) believed that motivation would triggers employees' job satisfaction as this two are in reciprocated. Kuranchie-Mensah and Amponsah-Tawiah (2016) justified that both of the intrinsic and extrinsic motivation is significant enough to leave impact on employees' job satisfaction.

According to Karsli and Iskender (2009), the major motivational factors that lead to low job satisfaction are such as lower salary and less appreciation received as compared to the employees' expectations. Thus, maintaining job satisfaction of employees is vital for every organization because employees are able to decide whether to stay or leave the workplace depending on their satisfaction level toward the company they are working for (Anghelache, 2015).

Ismail et al., (2015) mentioned that employees who are highly motivated by their company will produce good performance. Thus, organizations have to make sure that the HR Managers pay effort to implement a sound motivational strategy. Top management have to permit some sort of freedom to the employees so that both of the employees' personal goals and organization's objectives can be achieved. Organizations that put efforts in ensuring their employees to have high job satisfaction are likely to create a motivating work environment (Vetrakova & Mazuchova, 2015). Salanova and Kirmanen (2010) believed that job satisfaction level is strongly affected by both of the intrinsic and extrinsic motivating factors. Chatzopoulou et al., (2015) supported the statement and provided that when employees is motivated to devote themselves in the jobs, they appear to develop positive work-related attitudes and behaviours, such as improved performance, highly engaged and being faithful to the organization, develop organizational citizenship behaviours (OCB), lower absenteeism, and is less likely to leave their job. All these positive outcomes are believed to be creating the pool of highly job satisfied employees.

In spite of that, there are some researchers provided their opinions that motivation does not affect much on one's job satisfaction. For instance, Ahmed et al., (2010) found that the relationship between these two variables is not significant, especially for the extrinsic factors (hygiene factor) of motivation. Alnıaçık, Alnıaçık, Akçin, and Erat (2012) mentioned that the research that is carried to test on the influence that motivation has on job satisfaction is still scarce. Therefore, this research is vital and need to be carried out in order to explore on the relationship between motivation and job satisfaction

H_0: There is no significant relationship between motivation and job satisfaction of employees in hotel industry.

H_1: There is a significant relationship between motivation and job satisfaction of employees in hotel industry.

2.5 Conclusion

The second chapter provided a comprehensive literature review and a detailed explanation for each of the independent variables (safety, relationship with co-workers, work-life balance, and motivation) and dependent variables (job satisfaction) by adopting the knowledge and information from previous studies of different researchers. This chapter also provided theoretical frameworks that are adopting from the other researchers. After then, a conceptual framework was proposed. To conclude this chapter, hypothesis for the independent variables (safety, relationship with co-workers, work-life balance, and motivation) and dependent variables (job satisfaction) had been discussed. The following chapter will disclose the research methodology implied for this research.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

For the third chapter, the implementation of research design will be discussed at first and the data collection methods will be provided after that. The sampling design, research instrument and instrument measurement involve in this research will be provided and explain in detail. Lastly, the researchers will be explaining on method used for data processing and data analysis.

3.1 Research Design

Generally, in research design, it shows the appropriate way to collect and analyze relevant information for the research (Sekaran & Bougie, 2013). Burns and Grove (2003) define research design as a "blueprint" to control the factors that may interfere with the effectiveness of the study with maximum limits. Therefore, it provides a comprehensive understanding regarding the relationship between different dimensions of work environment and job satisfaction of employees in hotel industry. The type of research methods which included qualitative and quantitative research. In addition, there are also three different types of research designs, such as exploratory, descriptive and also causal research design.

Quantitative research method required the researchers to collect data that can be quantified to analyze the research results (Bryman & Bell, 2007). This research selected quantitative research method to describe, test and examine the research objectives through questionnaires distribution. The style of how quantitative research method presents its information is by concentrating on the use of statistical, mathematical and computational way in order to show the numbers orderly. The researchers did not choose to use qualitative research method due to the fact that this method emphasized on descriptive expressions such as in the form of visual,

textual and narrative. The ways of how qualitative research method collects data are such as face-to-face interviews and observations.

Causal research design is applied for this research study because it is suitable to use for identifying cause-and-effect relationships. Causal research allowed the researchers to measure the relationship between the dependent variable (job satisfaction) proposed by the researchers and the four different independent variables (safety, relationship with co-workers, work-life balance and motivation) for a better understanding of the phenomena being studied. Causal research focuses on analyzing a particular situation or problem to explain the relationship between variables. Descriptive research design will not be included in this research since this research design is better to use on defining the view, manner or behaviour of a particular group and it is more suitable to described ambiguous situation rather than to use to illustrate conclusively that how the two variables are causally related. Moreover, the exploratory research design is also not suitable to be used for this research study since it is normally being used to applied in the situation with less information and or with higher degree of unknown (Sekaran & Bougie, 2013)

3.2 Data Collection Methods

In order to conduct this research, both of the primary sources and secondary sources are used in purpose to collect valuable information and data. Besides, it also ensure that the accuracy and validity of the study is high.

3.2.1 Primary Data

First of all, the primary data is to be justified as the very original data that researchers collect directly in first-hand. Researcher collected the primary data from respondents working in both of the front-office and back-office of hotels. 430 self-administered questionnaires are distributed to the hotels which are 3-stars and above

that registered under MAH in Penang, Wilayah Persekutuan KL, and Johor. The questionnaire consists of a range of questions by using straightforward language and sentences to ease the respondents in answering them.

The reasons the researchers use questionnaire to carry out the survey are due to the fact that it allows the researchers to reach their target respondent efficiently, and involved less cost. Besides, seeing that questionnaire promotes anonymity for the target respondents, the reliable of the data collected have higher reliability. Following on that, the demographical data collected are quantified by the researchers, while the data regarding the independent variables and dependent variable are quantified by using Statistical Analysis System (SAS) software.

3.2.2 Secondary Data

In general, secondary data can be explained as the data which has been collected, organized and analysed by someone else and is readily available for the readers. For examples, there are journal articles, text books, internet, publications, and so on. The researchers look for past studies that described the variables proposed for this research study, such as the four independent variables (safety, relationship with co-workers, work-life balance and motivation) and the dependent variable (job satisfaction). The researchers have collected the relevant information through secondary resources such as journals articles, resources from internet and textbooks. The secondary data is suitable to use for this research study because it required less cost, is able to be collected easily, less time is needed to collect the relevant information, and it is providing a comprehensive understanding on the research topic.

3.3 Sampling Design

Ultimately, the target population will be explained based on the statistic done by the government. In order to carry out this research, the researchers need to select on

the appropriate sampling location, sampling frame, sampling elements, sampling technique, and the sampling size.

3.3.1 Target Population

First of all, target population is justified as the complete group of people that the researchers have desire to carry out their investigation on them (Sekaran & Bougie, 2016). Due to the fact that the objective for this research is to examine the relationship between work environment and job satisfaction of employee working in hotel industry of Malaysia, thereby the relevant target population will be the hotel employees working in Malaysia. According to the Department of Statistic Malaysia (DOSM), there are a total of 112,670 hotel employees in Malaysia as of 2014.

3.3.2 Sampling Location and Sampling Frame

It will never be an easy job for the researchers to collect the data needed from every element. Sampling helps to save time, cost and human resources (Sekaran & Bougie, 2016). For this research, Penang, Wilayah Persekutuan KL and Johor are the sampling locations that got selected to represent the target population in Malaysia. The purpose of selecting different locations as the sampling location is to ensure that the result's generalization and its accuracy are as high as possible. Additionally, these three locations are significantly representing the northern region, central region and southern region of West Malaysia.

Table 3.1: Number of Hotel Employees by State

State	Number of Hotel Employees
Johor	7,977
Kedah	8,273
Kelantan	2,044
Melaka	4,442
Negeri Sembilan	3,945
Pahang	10,725
Pulau Pinang	7,344
Perak	5,171
Perlis	222
Selangor	12,137
Terengganu	4,422
Sabah	11,081
Sarawak	7,996
Wilayah Persekutuan KL	25,628
Wilayah Persekutuan Labuan	711
Wilayah Persekutuan Putrajaya	522
Total	112,670

Source: "Services Statistics Accommodation 2015", 2016

Table 3.2: Number of Registered Hotel by State

State	Number of Registered Hotels
Johor	86
Kedah	46
Kelantan	17
Melaka	63
Negeri Sembilan	33
Pahang	54
Pulau Pinang	75
Perak	64
Perlis	4

Selangor	102
Terengganu	32
Sabah	73
Sarawak	75
Wilayah Persekutuan KL	152
Wilayah Persekutuan Labuan	7
Wilayah Persekutuan Putrajaya	4
Total	887

Source: Malaysian Association of Hotels (MAH), 2017

In refer to Table 3.1 and Table 3.2, Penang has a total number of 7,344 person working in the 75 registered hotel. Both of the figures was the highest for northern region. Based on Table 3.1, the total number of hotel employee in Wilayah Persekutuan KL was recorded as 25,628 persons. Table 3.2 shows that Wilayah Persekutuan KL has the most number of registered hotel, which recorded as 152 which is the highest among the central region and also entire Malaysia. According to Table 3.1, there are 86 registered hotels in Johor. Meanwhile, Table 3.2 shows that there are 7,911 employees working in Johor's hotel industry. The number of hotels in Johor shows that the state has the highest number of hotel and hotel employees in southern region. Hence, it is appropriate for Penang, Wilayah Persekutuan KL and Johor to be selected as the location to represent the entire target population in Malaysia.

Due to the strict protection over the private and confidential personal details of hotel employees, it was a constraint for the researchers to get the full list of hotel employees. As a result, the sampling frame is unable to identify for this research. Regardless of how, the researchers are managed to get the complete list of registered hotels, the address of these hotels and its contact number from the official portal of MAH.

3.3.3 Sampling Elements

Basically, the sampling element is referred to the set of elements from which the sample can be drawn (Sekaran & Bougie, 2016). The sampling element for this research is the hotel employees working in Penang, Wilayah Persekutuan KL and Johor, Malaysia. Hotels in Peninsular of Malaysia were excluded under the consideration of time and cost constraint. Moreover, majority of the hotels in Malaysia are concentrated in West Malaysia. The hotels selected are rated 3-star and above considering that employees who work for lower rating hotels may perceive the requirement of work environment differently from those employees working in higher rating hotel.

The questionnaires were distributed to the front office and back office of hotel employees. Front office included reception, bellhop and security; while back office consisted of reservation, kitchen, housekeeping, and also the management. However, personnel working at executive level such as the Chief Executive Officer and Chief Operation Officer, along with the General Manager and Resident Manager will be excluded. This is due to the purpose for the researchers to carry out the questionnaire survey is to study on how the work environment will be affecting job satisfaction of the hotel employees that work under the work environment decided by the top management. The hotel employees participated in the questionnaire surveys are distinct in age, gender, job position, income level etc.

3.3.4 Sampling Technique

The sampling techniques can be differentiated into probability and non-probability sampling. Ultimately, probability sampling will be suitable to use only under the situation where the chance for every of the elements within the population to be selected as the sample subjects is known. Meanwhile, the non-probability sampling is implied when the chance for the elements to be selected as the sample subject is unknown (Sekaran & Bougie, 2016).

For this research, the researchers adopted convenience sampling, which is one of the technique under the non-probability sampling. The primary reason for the researchers to use non-probability sampling is due to the unavailable of detailed list of employees working in each of the hotels. In refer to Sekaran and Bougie (2016), convenience sampling can be explained as the sampling method where the information are collected from the members of the population that are conveniently available to provide the information needed. Perhaps, this should be one of the best way of getting information in a shorter time efficiently. Convenience sampling technique is appropriate to be used in this research since the hotel employees are normally having heavy workload and inflexible working hour. Moreover, some of the hotel employees might be unwilling to take part in the questionnaire survey even during the non-working hour that is precious as perceived by them. Therefore, the questionnaire was distributed to the hotel employees who are free or at will to sacrifice some of their time to take part in answering the questionnaire.

3.3.5 Sampling Size

Table 3.3: Sample Size for a Given Population Size

Population	Sample
30000	379
40000	380
50000	381
75000	382
1000000	384

Source: Krejcie, R. V. & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement.*

As mentioned in Table 3.1, there are 112,670 employees working in hotel industry, Malaysia. According to Table 3.3 that was adopted from Krejcie and Morgan (1970), 384 respondents are needed in order to conduct this research so that the result will be generalized to the population. However, in order to deal with problems like non-responsive bias, useless questionnaire and questionnaire that are unable to collect

back, 430 questionnaires will be distributed. In the end, 389 sets of questionnaire were successfully collected back.

3.4 Research Instrument

The researchers adopted questionnaire as the instrument for this research to collect primary data from the respondents (hotel employees). Literally, questionnaire consisting a certain number of questions that come with multiple-choice of answers. Respondents have to select the answer based on their own opinion. Questionnaire enables respondents to understand and answer it at ease. It is also a method that researchers use to collect primary data from the respondents for further analysis. Therefore, a well design questionnaire help researchers in getting accurate information and at the same time help to achieve research objective.

3.4.1 Questionnaire

The self-administered questionnaire was set by referring to the literature review to collect appropriate questions for all of the variables. Self-administered questionnaire is the most cost effective and simple way that researchers normally adopted to collect research data from a greater number of respondents within a limited or short period of time. Thus, it is the most suitable method for researchers to use it as data collection from respondents for this research.

The questionnaire consisted of a cover page that stated the research title, researchers' objective of conducting the research and details of the researchers. The details of researchers included their names, contact numbers, course and name of university where the researchers are currently studying at. There are also a statement of personal data protection explaining that all the information collected from the respondents is to be perceived as private and confidential. Any of the researchers will not disclose it to the third party, which indicated that it will be used for the research purpose only.

The researchers had distributed 430 sets of questionnaires in the states in Malaysia which are having the highest number of hotels, which are Penang, Wilayah Persekutuan KL and Johor. Moreover, questionnaires are distributed by two ways which included personally distributed and through online survey.

The survey questionnaire consists of two sections. The respondents need to answer to both of the Section A based on their individual background, and Section B based on their personal opinion and experience. First of all, there are five questions in Section A. The questions are regarding respondents' demographic profile. The demographic elements in the questionnaires are such gender, race, age, education level and years of employment in the hotel industry. Both of the nominal scale and ordinal scale were used in this section.

Section B consisting five parts of questions regarding the dependent variable (job satisfaction) as well as the independent variables (safety, relationship with co-workers, work-life balance, and motivation). Additionally, there are five questions for each part. Part 1 questioned about the dependent variable, which is the job satisfaction. Part 2, Part 3, Part 4, and Part 5 are the questions on regarding independent variables, which are safety, relationship with co-workers, work-life balance, and motivation. Researchers adopted interval scale in the questionnaires with Five Point Likert scale rating to evaluate all variables. The scales are ranging from number 1 to number 5. "Strongly Agree" is represents by "1", "Agree" is represents by "2", "Neutral" is represents by "3", "Disagree" is represents by "4", and "Strongly Disagree" is represents by "5". Therefore, researchers were able to assess the degree of respondents' perception to the questions through interval scale.

3.4.2 Pilot Test

For a proper research, a pilot test is important to determine the internal consistency reliability of the questionnaire before proceeding to the full study. It tested on the respondents' understanding towards the questions and the appropriateness of the questions in the questionnaires. In addition, the aims of conducting a pilot test are

to ensure that the questions will not be causing any confusion and to determine the average time that respondents need to complete in the questionnaire (Schade, 2015). From the pilot test, researchers are able to identify errors and bias that occur in the questionnaires. Besides, the results from pilot test help researchers to identify the accuracy, reliability and validity of questionnaires before conducting the actual survey.

According to Connelly (2008) as cited in Waweru and Omwenga (2015), sample size that is appropriate and suitable to use for the pilot study is 10% of the sample size involved in the actual research. Meanwhile, Hill (1998) and Isaac and Michael (1995) shared the same stand that 10 to 30 respondents are the most appropriate sample size that a pilot study need to have. In this research, the sample size is 384, 10% of the sample size will be around 30. This is also in line with the suggestion of Hill (1998) and Isaac and Michael (1995). Therefore, the researchers used 30 sets of questionnaires for pilot test.

The researchers distributed 30 sets of questionnaires to the hotel employees who are working in the front office and back office at hotels located in Penang, Wilayah Persekutuan KL and Johor. The respondents voluntarily participate in answering to all the questions and had given immediate return of questionnaires to the researchers. The average time for each respondent to answer the questionnaire is around 10 minutes. After the data collection was completed, the results were generated through running SAS software to examine the questionnaires' reliability and validity. The most familiar method used by the researchers to measure the internal consistency of variables is through Cronbach's Coefficient Alpha. Table 3.4 as provided below indicates the level of strength based on the alpha value.

Table 3.4: The Rule of Thumb of Cronbach's Coefficient Alpha

Cronbach's Coefficient Alpha (α) Value	Strength of Association
Less than 0.6	Poor reliability
0.6 to 0.7	Fair reliability
0.7 to 0.8	Good reliability
0.8 to 0.95	Excellent reliability

Source: Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010). Business Research Methods (8th ed.). New York: South-Western/Cengage Learning.

Table 3.5: Summary of Reliability Test Result (Pilot Study)

Variables	Number of Items	Cronbach's Coefficient Alpha	Strength of Reliability
Dependent Variable:			
Job Satisfaction	5	0.8376	Excellent
Independent Variables:			
Safety	5	0.8536	Excellent
Relationship with Co-Workers	5	0.8911	Excellent
Work-Life Balance	5	0.8854	Excellent
Motivation	5	0.8546	Excellent

Source: Developed for the research.

Table 3.5 shows the pilot test results for this research which is generated using the SAS software. The independent variable of Relationship with Co-Workers shows the highest reliability value among all the variables with Coefficient Alpha value of 0.8911. As for Safety, the Coefficient Alpha value is 0.8536. Meanwhile, the Coefficient Alpha value of Motivation and Work-Life Balance are 0.8546 and 0.8854 respectively. Moreover, for the dependent variable, the Coefficient Alpha value for Job Satisfaction is 0.8376. Since the Coefficient Alpha value for the dependent variable (job Satisfaction) and all the independent variables (Safety,

Relationship with Co-Workers, Work-Life Balance, and Motivation) are above 0.8, it indicated that all of the variables have excellent reliability.

In a nutshell, the questionnaire is reliable and appropriate to use in the full study depends on the pilot test result. Therefore, the researchers are able to do further research on a larger scale of respondents in the full study by using the questionnaires.

3.5 Constructs Measurement

The level of measurement included nominal, ordinal, ratio and interval scale. Nevertheless, the ratio scale is excluded in this research. The types of scale used in this research questionnaire will be discussed in specific.

3.5.1 Nominal scale

This type of scale can be viewed as the basic level of measurement that enables the researchers to categorize individuals or objects into different classes or groups. There is no ordering, distance, and unique origin to the categories (Sekaran & Bougie, 2010). According to Brown (2011), nominal scale is also known as dichotomous scale or categorical scale. Dichotomous scale provides only two categories to choose form such as gender (male or female) (Brown, 2011). Categorical scale has more than two categories to choose form such as hair colour (blonde, brown, brunette, red, etc.). Thus, the respondent can easily choose the answer among the mutually distinctive classes or groups. Nominal scale provides the researchers some basic and categorical personal data such as gender or department (Sekaran & Bougie, 2010). For this research, under Section A of the questionnaire, there are two questions that uses nominal scale, which are gender and race. The example of nominal scale is shown below:

Gender:

(   ) Male   (   ) Female

3.5.2 Ordinal scale

Basically, the ordinal scale is kind of similar to nominal scale that categorizes subjects into different classes or groups. The difference between the two is that there is an order or rank in the classes or groups in ordinal question (Sekaran & Bougie, 2010). Ordinal scale is served as a ranking scale that show order but will not be presenting the distance between the ranks (Brown, 2011). Under Section A of this research questionnaire, there are three questions that were categorized as ordinal scale. For instance, the respondent's age, education level, and years of employment. The following is the example of ordinal scale:

Education level:

(   ) STPM   (   ) Diploma
(   ) Bachelor Degree   (   ) Master
(   ) PHD   (   ) Others: _____

3.5.3 Interval scale

In general, an interval scale holds the characteristics for both of the nominal and ordinal scale as mentioned previously (Sekaran & Bougie, 2010). However, the difference is that, interval scale enables the researcher to show the order of groups by using equal interval between the points on the scale (Brown, 2011). The questionnaire for this research adopted Five Point Likert scale rating to show the degree of respondents' viewpoint. The questionnaire used the continuum from 1 to

5 to determine the extent to which the respondent feel agree or disagree. The five point scales are given as provided:

1=Strongly Agree (SA)

2=Agree (A)

3=Neutral (N)

4=Disagree (D)

5=Strongly Disagree (SD)

Appropriate number of scale to represent the answer for the interval scale questions is helpful in reducing confusion and burden of the respondents. The example of interval scale is shown as below:

Questions	SA	A	N	D	SD
If I could choose the career again I would make the same decision.	1	2	3	4	5

The types of scales used by the questionnaire are listed in the table below:

Table 3.6: Types of Scales used in Questionnaire

Section A		Number of Question	Type of Scales
Q1	Gender	1	Nominal Scale
Q2	Race	1	Nominal Scale
Q3	Age	1	Ordinal Scale
Q4	Education Level	1	Ordinal Scale
Q5	Years of Employment	1	Ordinal Scale

Section B			
Part 1	Job Satisfaction	5	Interval Scale
Part 2	Safety	5	Interval Scale
Part 3	Relationship with Co-workers	5	Interval Scale

Part 4	Work-Life Balance	5	Interval Scale
Part 5	Motivation	5	Interval Scale

Source: Developed for the research

Table 3.7: Sources of Questionnaire's Questions

Variables	Sources (adopted/ adapted)	Number of Questions
Job Satisfaction	Ramasodi (2010)	5
Safety	Milijic, Mihajlovic, Strbac, & Zivkovic (2013)	5
Relationship with Co-Workers	Tan & Waheed (2011)	2
	Bojadjiev, Petkovska, Misoska, & Stojanovska (2015)	3
Work-Life Balance	Al Sumaiti (2010).	5
Motivation	Mawoli & Babandako (2011)	5

Source: Developed for the research

3.6 Data Processing

The processing of data is one of the crucial part where the researchers transform input data collected from questionnaire into valuable information. Data processing need to be done before the researchers carry out data analysis (Sekaran & Bougie, 2010). Data processing includes four steps as shown below:

3.6.1 Data Checking

The initial step of data processing is data checking. Data checking is aimed to avoid error such as missing answer in the questionnaire. It also helps the researcher to ensure the entire questionnaire is accurate and completed by the respondent. The researchers check on every questionnaire collected to make sure that the incomplete

or unacceptable questionnaires are removed. The reason for doing so is to ensure the result is accurate.

3.6.2 Data Editing

Data editing can be explained as the step where the researchers need to do checking and editing for the data collected from the respondents. Adjustment of data is needed when there are problems regarding consistency, omissions and legibility. When there is a missing answer, the researcher can deduce a logical answer to the question according to the respondent's pattern of responses for the other questions (Sekaran & Bougie, 2010). This adjustment can improve the accuracy and consistency of the questionnaires (De Waal, Pannekoek, & Scholtus, 2011).

3.6.3 Data Coding

Data coding can be referred as the step where the researchers transform extensive data sets into smaller analysable units. Researchers assigning a character symbol or numerical score to the respondent's responses. Therefore, the researchers can easily entered the coded data into the database (Sekaran & Bougie, 2010). Under Section A of the questionnaire, the answer for each question is coded as below:

Table 3.8: Coding of Question in Section A

No.	Question	Coding
Q1	Gender	"Male" is coded as 1 "Female" is coded as 2 "Missing data" is coded as 99

Q2	Race Group	
		• "Chinese" is coded as 1
		• "Malay" is coded as 2
		• "Indian" is coded as 3
		• "Others" is coded as 4
		• "Missing data" is coded as 99
Q3	Age	
		• "Below 25" is coded as 1
		• "25-29" is coded as 2
		• "30-34" is coded as 3
		• "35 and more" is coded as 4
		• "Missing data" is coded as 99
Q4	Education Level	
		• " STPM" is coded as 1
		• "Diploma" is coded as 2
		• "Bachelor Degree" is coded as 3
		• "Master" is coded as 4
		• "PHD" is coded as 5
		• " Others" is coded as 6
		• "Missing data" is coded as 99
Q5	Years of employment	
		• "Below 5" is coded as 1
		• "5-9" is coded as 2
		• "Above 10" is coded as 3
		• "Missing data" is coded as 99

Source: Developed for the research

The dependent and independent variables in Section B of the questionnaire are
coded as below:

- "Job Satisfaction" is coded as JS
- "Safety" is coded as S
- "Relationship with Co-workers" is coded as RBCW
- "Work-life balance" is coded as WLB
- "Motivation" is coded as M

The answer for the question in section B of the questionnaire is coded as below:

- "Strongly Agree" is coded as 1
- "Agree" is coded as 2
- "Neutral" is coded as 3
- "Disagree" is coded as 4
- "Strongly Disagree" is coded as 5
- "Missing data" is coded as 99

3.6.4 Data Transcribing

Ultimately, data transcribing is the final step of data processing and the first step of data analysis. The coded data is then entered into SAS software in purpose for the further data analysis.

3.7 Data Analysis

The completed questionnaires that were collected back will be transform into a useful information that is easy to understand. For this research study, the researchers adopted SAS software to analyse the data. The major statistical techniques are shown as below:

3.7.1 Descriptive Analysis

The researchers summarize the responses received from respondents that serve as the representative of a population through a simple statistic (Zikmund, 2003). It is a process of transforming raw data into the form of information that enables the researchers and readers to have a clear interpretation. Then, the data collected will be presented in graphic, such as, table, histogram, pie chart, and bar chart.

In this research, the researchers used percentage analysis to analyze the data set. In the questionnaire, there are five questions of respondents' demographic information under Section A need to be analyzed. The field that will be tested are such as gender, race, age, education level and also the year of employment.

3.7.2 Scale Measurement

It is important for the researchers to determine the reliability that is use to indicate the internal consistency of the responses for the questionnaire. Reliability test measure whether the result of a survey is free from random error and whether the response is consistent (Chong, Eng, Gwee, Ooi, & Wang, 2013). The coefficient alpha (α) is to be defined as the reliability coefficient that is used to determine the reliability and consistency for both of the dependent variable and independent variables. Table 3.9 shows the Cronbach's alpha ranges and its interpretation.

Table 3.9: Cronbach's Alpha Range

Level of Reliability	Coefficient Alpha ranges, α
Poor reliability	Less than 0.60
Fair reliability	0.60 - 0.70
Good reliability	0.70 - 0.80
Excellent reliability	0.80 - 0.95

Source: Sekaran, U., & Bougie, R. (2012). Research methods for business: A skill building approach (6th ed.). Chichester, West Sussex: John Wiley & Sons, Inc.

According to Sekaran and Bougie (2012), when the coefficient alpha value is less than 0.60, the level of reliability is consider as poor. Coefficient alpha value ranged from 0.60 to 0.70 is perceived as fair reliability; coefficient alpha value range from 0.70 to 0.80 is perceived as having a good reliability; whereas, the coefficient alpha value that range within 0.80 to 0.95 is perceived as a very good reliability. It means that, the closer the Cronbach's alpha value is to 1, the higher the internal consistency reliability.

3.7.3 Inferential Analysis

According to Sekaran and Bougie (2012), Pearson Correlation Coefficient is adopted in order to demonstrate the directions, strength and significance of the linear relationship between two variables. In this research, the data generated through Pearson Correlation Coefficient is meaningful in examining the relationship between independent variables (safety, relationship with co-workers, work life balance and motivation) and the dependent variable (job satisfaction) of employee in hotel industry. The hypothesis are shown as below:

H1: There is a significant relationship between safety and job satisfaction of employee in hotel industry.

H2: There is a significant relationship between relationship with co-workers and job satisfaction of employee in hotel industry.

H3: There is a significant relationship between work-life balance and job satisfaction of employee in hotel industry.

H4: There is a significant relationship between motivation and job satisfaction of employee in hotel industry.

Besides, the Multiple Linear Regression (MLR) Analysis indicates how independent variable and dependent variable are interrelated (Higgins, 2005). It analyze and evaluate a few independent variable in purpose to justify the variance in dependent variable. MLR analyze additional factors in separate to predict the impact of each of the factors. The only hypothesis tested under MLR is shown as below:

H5: There is a significant relationship between work environment (safety, relationship with co-workers, work life balance and motivation) and job satisfaction of employee in hotel industry.

3.8 Conclusion

In short, the researchers discussed the general idea of the research methodology. First of all, the research design is used to start off the chapter. Next, the data collection method and sampling design has been discussed. The research instruments and constructs measurement explained how the researchers use questionnaire to collect data. Data processing and data analysis were discussed at last. Besides, the researchers also had described the sampling design and detail information found from the primary and secondary data. The findings of the result for this research will be emphasized in the upcoming chapter.

Chapter 4: Research Results

4.0 Introduction

The forth chapter focuses on analysing and describing the data of descriptive analysis, inferential analysis and scale measurement. The data are collected from 384 respondents in Penang, Wilayah Persekutuan KL, and Johor, Malaysia. The data is generated by using SAS software (Version 7.1). The results of the survey are interpreted in detail through pie chart and table. Thus, this chapter provide a comprehensive understanding about the relationship between the independent variables (safety, relationship with co-workers, work life balance, and motivation) and dependent variable (job satisfaction).

4.1 Descriptive Analysis

In Descriptive Analysis, researchers summarize and interpret the data collected by using simple graphics such as bar chart, pie chart and table to provide an easy understanding regarding the demographic profile of the respondents.

4.1.1 Respondent Demographic Profile

Respondents took part in the survey had provided the details of their demographic profile for this research, such as their gender, race, age, education level, as well as the years of employment.

4.1.1.1 Gender

Table 4.1: Respondent's Gender

Gender, 1= Male, 2=Female				
Gender	**Frequency**	**Percentage (%)**	**Cumulative Frequency**	**Cumulative Percentage (%)**
1	159	41.41	159	41.41
2	225	58.59	384	100.00

Source: Developed for the research

Figure 4.1: Statistics of Respondent's Gender
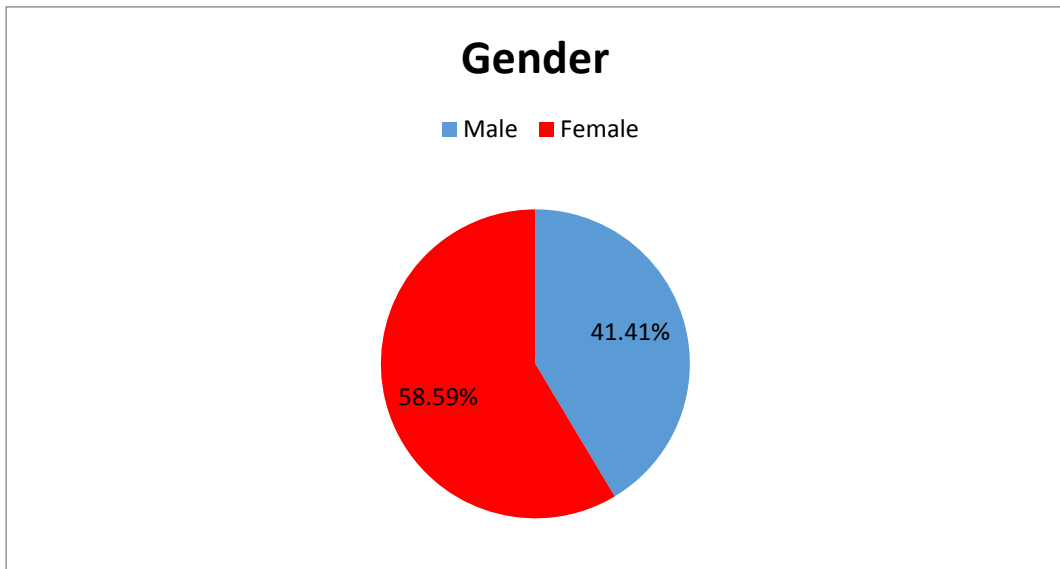
Source: Developed for the research

Based on Table 4.1 and Figure 4.1, 225 or 58.59% out of the total respondents of 384 are female, whereas 159 or 41.41% of the total respondents of 384 are male.

4.1.1.2 Race

Table 4.2: Respondent's Race

Race, 1= Malay, 2=Chinese, 3= Indian, 4= Others

Race	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
1	46	11.98	46	11.98
2	223	58.07	269	70.05
3	92	23.96	361	94.01
4	23	5.99	384	100.00

Source: Developed for the research

Figure 4.2: Statistics of Respondent's Race
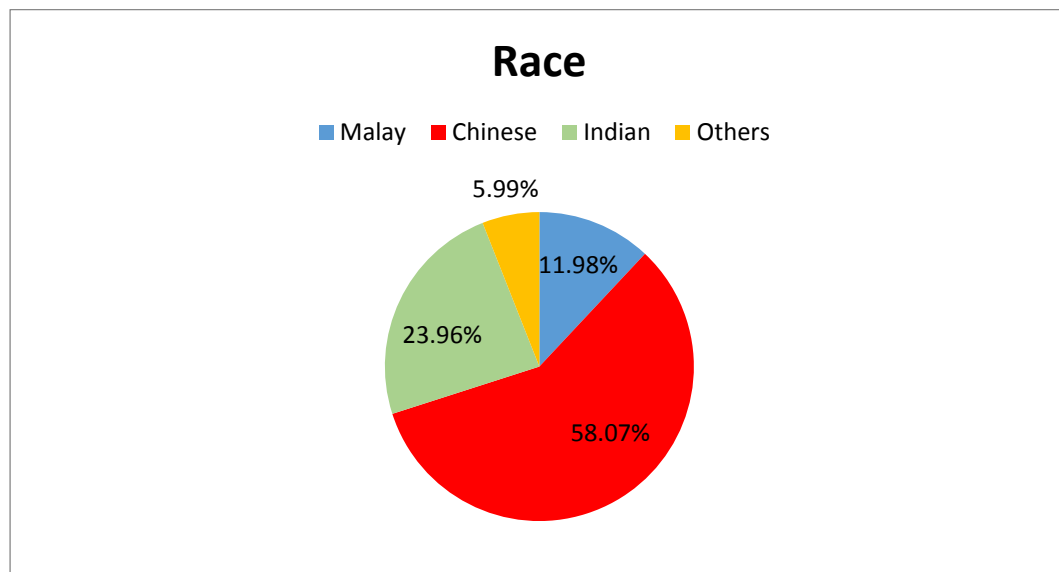
Source: Developed for the research

This research had categorized respondents' race into four different groups. By referring to Table 4.2 and Figure 4.2, 223 or 58.07% out of the 384 respondents are Chinese, 92 or 23.96% of the total respondents are Indian, 46 or 11.98% of the total respondents are Malay. Meanwhile, there are only 23 or 5.99% of the total respondent belongs to others races category.

4.1.1.3 Age

Table 4.3: Respondent's Age

Age, 1= Below 25, 2=25-29 years, 3=30-34 years, 4=35 years and above

Age	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
1	133	34.64	133	34.64
2	117	30.47	250	65.10
3	83	21.61	333	86.72
4	51	13.28	384	100.00

Source: Developed for the research

Figure 4.3: Statistics of Respondent's Age
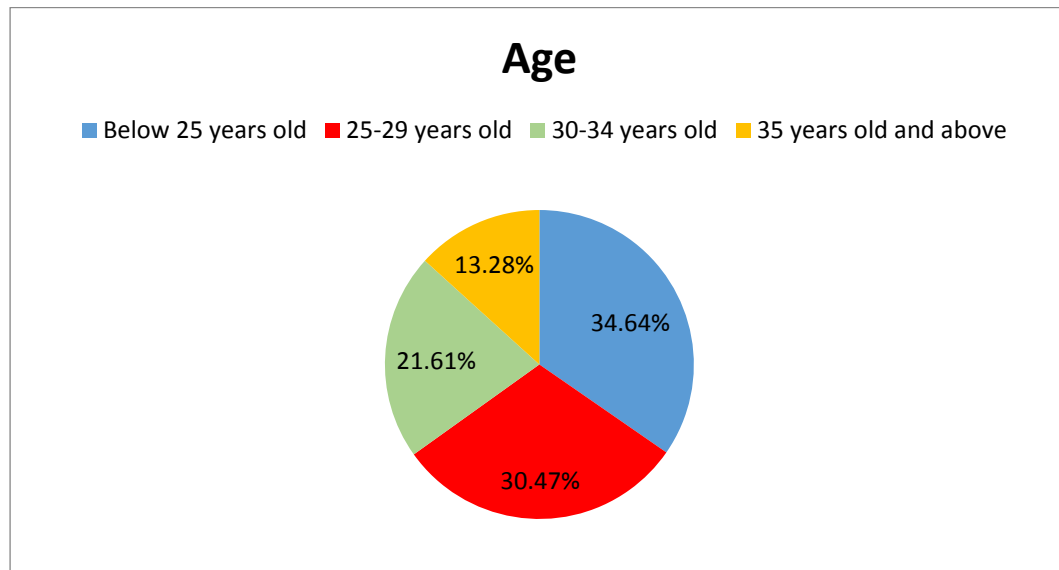
Source: Developed for the research

This research survey had categorized the respondents into different age groups. In refer to Table 4.3 and Figure 4.3 as shown above, 133 or 34.64% out of the total respondents of 384 are below 25 years old, 117 or 30.47% of the total respondents belong to the age group range within 25-29 years old, and 83 or 21.61% of the total respondents belong to the age group range within 30-34 years old. There are only 51 or 13.28% out of the total respondents age are 35 years old and above.

4.1.1.4 Education Level

Table 4.4: Respondent's Education Level

Education Level, 1= STPM, 2=Diploma, 3=Bachelor Degree, 4= Master, 5=
PHD, 6= Others

Education Level	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
1	29	7.55	29	7.55
2	85	22.14	114	29.69
3	112	29.17	226	58.85
4	6	1.56	232	60.42
5	0	0	0	0
6	152	39.58	384	100.00

Source: Developed for the research

Figure 4.4: Statistics of Respondent's Education Level
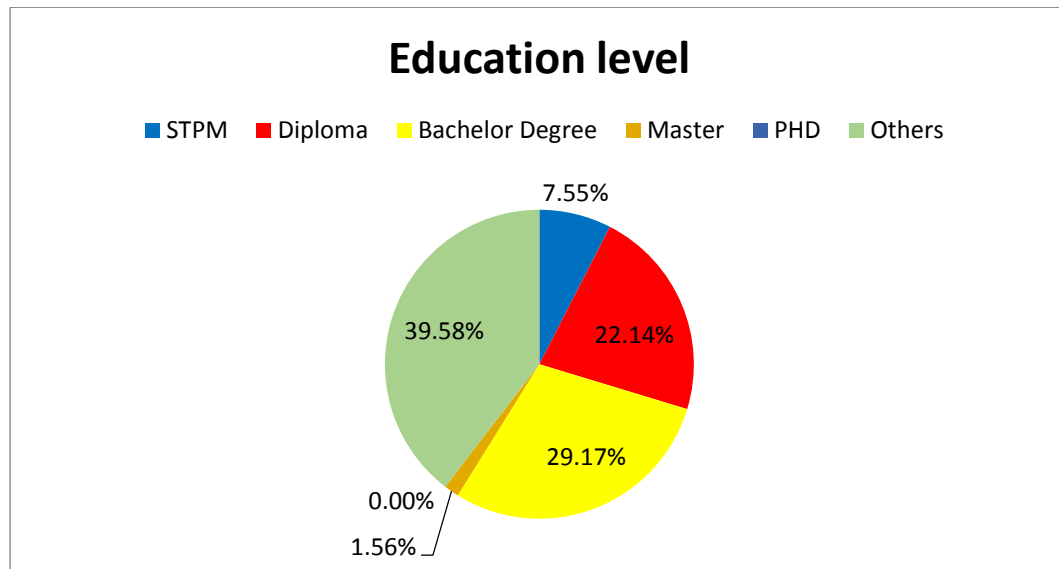
Source: Developed for the research

By referring to Table 4.4 and Figure 4.4, 152 or 39.58% out of the total respondents
of 384 belong to the category of Others, 112 or 29.17% out of the total respondents
hold Bachelor Degree, 85 or 22.14% out of the respondents' education level are

Diploma, and 29 or 7.55% out of the respondents' education level are STPM. Lastly, there is no any PHD holder get involved in this research survey.

4.1.1.5 Years of Employment

Table 4.5: Years of Employment

Years of Employment, 1= Below 5 years, 2= 5-9 years, 3= Above 10 years

Years of Employment	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
1	251	65.36	251	65.36
2	84	21.88	335	87.24
3	49	12.76	384	100.00

Source: Developed for the research

Figure 4.5: Statistics of Respondent's Years of Employment
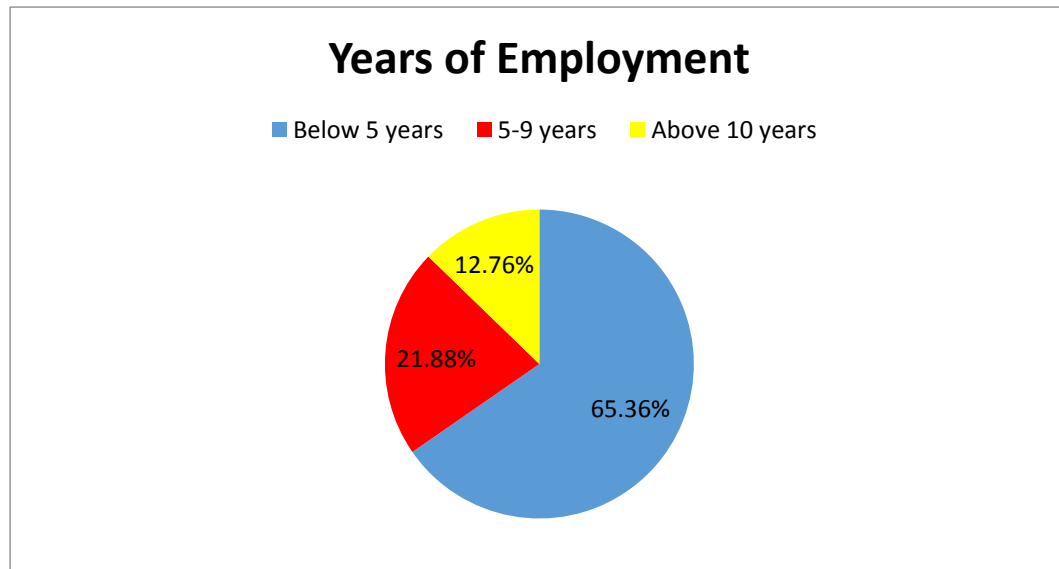
Source: Developed for the research

The years of employment of respondents in hotel industry had been categorized into three different groups. By referring to Table 4.5 and Figure 4.5, 251 or 65.36% out of the total respondents of 384 work for less than 5 years, and 84 or 21.88% of the

total respondents have their years of employment between 5 to 9 years. There are only 12.76% or 49 respondents in this research have worked in the hotel industry for 10 or more than 10 years.

4.1.2 Central Tendencies Measurement of Constructs

Central tendency measurement shows which majority of observations are clustered (Anilkumar & Samiyya, 2013). The central tendencies could represent the score as a whole (Saunders, Lewis, & Thornhill, 2007). In this research study, the researchers used SAS software (Version 7.1) to identify the mean as well as the standard deviation of the survey questions.

4.1.2.1 Job Satisfaction

Table 4.6: Central Tendency Measurement for Job Satisfaction

Question	Statement	Sample	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
JS1	If I could choose the career again I would make the same decision.	384	2.03906	1.18345	4	1
JS2	My job has more advantages than disadvantages.	384	2.03646	1.18022	3	2

JS3(R)	I would like to change my career.	384	1.95313	1.07080	1	4
JS4	I really enjoy my work.	384	1.99219	1.14369	2	3
JS5	In general I am satisfied with my work.	384	2.04688	1.06836	5	5

Source: Developed for the research

Based on Table 4.6, it is shown that question JS3(R) has the highest mean of 1.95313. Question JS4 ranked second with the mean of 1.99219, question JS2 placed third with the mean of 2.03646, question JS1 ranked fourth with the mean of 2.03906, whereas question JS5 has the lowest mean of 2.04688. In short, the mean for all the five questions are close to 2 indicated that generally, the responds are close to "Agree".

For the standard deviation, question JS1 has the highest standard deviation of 1.18345. Question JS2 has the second highest standard deviation of 1.18022, question JS4 placed third with standard deviation of 1.14369, question JS3(R) placed fourth with standard deviation of 1.07080, whereas question JS5 with 1.06836 has the lowest standard deviation. Since the standard deviation for all the questions somewhat more than 1, it indicated that the responds on average are slightly 1 point away from the mean.

4.1.2.2 Safety

Table 4.7: Central Tendency Measurement for Safety

Question	Statement	Sample	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
S1	I am clear about what my responsibilities are for the workplace safety.	384	2.36458	1.20590	5	2
S2	I understand the safety rules in my workplace.	384	2.28646	1.25838	3	1
S3	I can get safety information from the company.	384	2.24479	1.14142	1	4
S4	Management takes care of safety problems in my workplace.	384	2.28906	1.08264	4	5
S5	When I am at work, I think safety is the most important thing.	384	2.27604	1.16827	2	3

Source: Developed for the research

Based on Table 4.7, it is provided that question S3 has the highest mean of 2.24479. Question S5 came second with the mean of 2. 27604, question S2 ranked third with the mean of 2.28646, question S4 placed fourth with the mean of 2.28906, whereas question S1 has the lowest mean of 2.36458. The mean for all the questions generally fall slightly below "Agree".

For the standard deviation, question S2 has the highest standard deviation of 1.25838. Question S1 has the second highest standard deviation of 1.20590, question S5 placed third with standard deviation of 1.16827, question S3 placed fourth with standard deviation of 1.14142, whereas question S4 with 1.08264 has the lowest standard deviation. Since the standard deviation for all the questions somewhat more than 1, it indicated that the responds are averagely more than 1 point away from the mean.

4.1.2.3 Relationship with Co-Workers

Table 4.8: Central Tendency Measurement for Relationship with Co-Workers

Question	Statement	Sample	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
RBCW1	I respect my co-workers and I trust them.	384	2.29167	1.20197	5	2
RBCW2	I am consistently treated with respect by my co-workers.	384	2.17969	1.14782	1	4

RBCW3	My colleagues are helpful and friendly.	384	2.20313	1.14732	2	5
RBCW4	My unit or department collaborates effectively with other unit or departments within the organization.	384	2.26563	1.14817	4	3
RBCW5	It is easy to get along with my colleagues.	384	2.21094	1.25778	3	1

Source: Developed for the research

Based on Table 4.8, it is revealed that question RBCW2 has the highest mean of 2.17969. Question RBCW3 ranked second with the mean of 2.20313, question RBCW5 placed third with the mean of 2.21094, question RBCW4 ranked fourth with the mean of 2.26563, whereas question RBCW1 has the lowest mean of 2.29167. From the mean for all the questions, it can be concluded that on average, the responds to question RBCW1 to RBCW5 are slightly below "Agree".

For the standard deviation, question RBCW5 has the highest standard deviation of 1.25778. Question RBCW1 has the second highest standard deviation of 1.20197, question RBCW4 came third with standard deviation of 1.14817, question RBCW2 placed fourth with standard deviation of 1.14782, whereas question RBCW3 with 1.14732 has the lowest standard deviation. Since the standard deviation for every

of the questions are slightly more than 1, it indicated that the responds are averagely more than 1 point away from the mean.

4.1.2.4 Work-Life Balance

Table 4.9: Central Tendency Measurement for Work-Life Balance

Question	Statement	Sample	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
WLB1	It is easy to tell where my work life ends and my family life begin.	384	2.44531	1.20145	5	5
WLB2	In my life, there is a clear boundary between work and family.	384	2.30729	1.24927	1	3
WLB3	My current job allows me to get involved in my family as I should be.	384	2.35156	1.26773	3	2

WLB4	I feel that making a balance between my work, my family and other social responsibilities is easy.	384	2.34115	1.33277	2	1
WLB5	My job is enabling me to spare a suitable time for my family.	384	2.41146	1.21026	4	4

Source: Developed for the research

Based on Table 4.9, it is provided that question WLB2 has the highest mean of 2.30729. Question WLB4 placed second with the mean of 2.34115, question WLB3 placed third with the mean of 2.35156, question WLB5 placed fourth with the mean of 2.41146, whereas question WLB1 has the lowest mean of 2.44531. From the mean, it can be described that the average responds to question WLB1 to WLB5 are slightly below "Agree".

For the standard deviation, question WLB4 has the highest standard deviation of 1.33277. Question WLB3 has the second highest standard deviation of 1.26773, question WLB2 placed third with standard deviation of 1.24927, question WLB5 placed fourth with standard deviation of 1.21026. The standard deviation for question WLB1 is 1.20145, which is also the lowest standard deviation among the questions. Since the standard deviation for all the questions are slightly more than 1, it indicated that the responds are on average, slightly 1 point away from the mean.

4.1.2.5 Motivation

Table 4.10: Central Tendency Measurement for Motivation

Question	Statement	Sample	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
M1	My achievement on the current job is satisfactory.	384	2.51563	1.26811	2	3
M2	I am given due recognition at work.	384	2.48438	1.25570	1	5
M3	I am given due responsibilities at work to execute.	384	2.56510	1.26859	3	2
M4	My advancement (i.e. promotion) on the current job is satisfactory.	384	2.59115	1.25664	4	4

| M5 | Personal growth (i.e. skills acquired through training and development) on the current job is satisfactory. | 384 | 2.61719 | 1.26896 | 5 | 1 |

Source: Developed for the research

Based on Table 4.10, it is provided that question M2 has the highest mean of 2.48438. Question M1 placed second with the mean of 2.51563, question M3 placed third with the mean of 2.56510, question M4 placed fourth with the mean of 2.59115, whereas question M5 has the lowest mean of 2.61719. In short, the mean for question M2 is below "Agree", whereas the mean for question M1, M3, M4, and M5 are averagely above "Neutral".

For the standard deviation, question M5 has the highest standard deviation of 1.26896. Question M3 has the second highest standard deviation of 1.26859, question M1 placed third with standard deviation of 1.26811, question M4 placed fourth with standard deviation of 1.25664. The standard deviation for question M2 is 1.25570, which is also the lowest standard deviation. Since that the standard deviation for all the questions are slightly more than 1, it indicated that the responds are on average, slightly 1 point away from the mean.

4.2 Scale Measurement

Scale measurement provides reliability analysis for the survey conducted. Reliability analysis is useful to provide a better understanding on the relationships between independent variables (safety, relationship with co-worker, work-life balance, and motivation) and dependent variable (job satisfaction). It helps the

researchers to make sure that the survey result is reliable, accurate and consistent (Sekaran & Bougie, 2013)

4.2.1 Reliability Test

Through SAS Software, it is able to determine whether the result of the 384 sets of questionnaire is reliable. The Table 4.11 as shown below described the result for the variables. First of all, the Coefficient Alpha Value For the dependent variable (job satisfaction) is 0.924237. While for the dependent variables, the Coefficient Alpha Value for relationship with co-workers is the highest, which is 0.922027. The Coefficient Alpha Value for Motivation is 0.914290, the Coefficient Alpha Value for Safety has the Coefficient Alpha Value of 0.912553, while work-life balance has the lowest Coefficient Alpha Value, which is 0.907347, while. In conclusion, since the Coefficient Alpha Value for every variables is within the range of 0.80 to 0.95, it indicated that all of the variables have a very good reliability.

Table 4.11: Cronbach's Alpha Reliability Test

Question	Coefficient Alpha Value	Number of Items
Dependent Variable:		
Job Satisfaction	0.924237	5
Independent Variable:		
Safety	0.912553	5
Relationship with Co-Workers	0.922027	5
Work-Life Balance	0.907347	5
Motivation	0.914290	5

Source: Developed for the research

4.3 Inferential Analysis

The purpose of Inferential Analysis is to study the samples and make generalization about the population. The inferential analysis for this research study that are conducted through SAS software (Version 7.1) are shown below.

4.3.1 Pearson Correlation Analysis

Pearson Correlation Analysis helps to show the direction, strength and bivariate relationship of the variables in a study (Sekaran & Bougie, 2013). The Rule of Thumb as shown in Table 4.12 provided the coefficient range and its strength association.

Table 4.12: Alpha Coefficient Range Table

Coefficient Range	Strength
±0.91 to ±1.00	Very Strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	Small but Definite Relationship
0.00 to ±0.20	Slight or Almost Negligible

Source: Hair, J. F., Money, A. H., Samouel, P., & Page, M. (2010). *Research methods for business*. Chichester, West Sussex, England: Wiley, John & Sons.

4.3.1.1 Safety and Job Satisfaction (Hypothesis 1)

H_0: There is no significant relationship between safety and job satisfaction of employees in hotel industry.

H_1: There is a significant relationship between safety and job satisfaction of employees in hotel industry.

Table 4.13: Correlations between Safety and Job Satisfaction

		Job Satisfaction
Safety	Pearson Correlation	0.83932
	Significant (2-tailed)	<0.0001
	N	384

Source: Generated from SAS software (Version 7.1)

Table 4.13 shows the Pearson Correlation Analysis result for safety and job satisfaction. The correlation coefficient value of 0.83932 indicates that safety and job satisfaction has a positive relationship. Specifically, it means that when safety is perceived to be high, job satisfaction tends to be high in subsequent. The Cronbach Coefficient Alpha value of 0.83932 falls within ± 0.71 to ± 0.90 for the coefficient range explained that the strength of correlation coefficient is high. Safety and job satisfaction has a significant relationship since its p-value of <0.0001 is less than the alpha value 0.05. As a result, the null hypothesis (H_0) is rejected while alternate hypothesis (H_1) is accepted. Thus, it can be concluded that relationship between safety and job satisfaction is positive and significant.

4.3.1.2 Relationship with Co-Workers and Job Satisfaction (Hypothesis 2)

H_0: There is no significant relationship between relationship with co-workers and job satisfaction of employees in hotel industry.

H_1: There is a significant relationship between relationship with co-workers and job satisfaction of employees in hotel industry.

Table 4.14: Correlations between Relationship with Co-Workers and Job Satisfaction

		Job Satisfaction
Relationship with Co-Workers	Pearson Correlation	0.86672
	Significant (2-tailed)	<0.0001
	N	384

Source: Generated from SAS software (Version 7.1)

Table 4.14 provides the Pearson Correlation Analysis result for relationship with co-workers and job satisfaction. The correlation coefficient value 0.86672 explained that the relationship between relationship with co-workers and job satisfaction is positive. Thus, when the relationship with co-workers is perceived as high, job satisfaction tends to be high. The Cronbach Coefficient Alpha value of 0.86672 falls within $\pm$ 0.71 to $\pm$ 0.90 for the coefficient range explained that the strength of correlation coefficient is high. Since its p-value of <0.0001 is less than the alpha value of 0.05 (p<0.05), the relationship between the relationship with co-workers and job satisfaction can be concluded as significant. As a result, the null hypothesis (H_0) is rejected while alternate hypothesis (H_1) is accepted. Thus, it is concluded that the relationship between relationship with co-workers and job satisfaction is significant.

4.3.1.3 Work-Life Balance and Job Satisfaction (Hypothesis 3)

H_0: There is no significant relationship between work-life balance and job satisfaction of employees in hotel industry.

H_1: There is a significant relationship between work-life balance and job satisfaction of employees in hotel industry.

Table 4.15: Correlations between Work-Life Balance and Job Satisfaction

		Job Satisfaction
Work-Life Balance	Pearson Correlation	0.84875
	Significant (2-tailed)	<0.0001
	N	384

Source: Generated from SAS software (Version 7.1)

From the Table 4.15, the Pearson Correlation Analysis result for work-life balance and job satisfaction is provided. The correlation coefficient value 0.84875 indicates that the relationship between work-life balance and job satisfaction is proven to be positive. Thus, when work-life balance is perceived as high, job satisfaction tends to be high. The Cronbach Coefficient Alpha value of 0.84875 falls within ± 0.71 to ± 0.90 for the coefficient range explained that the strength of correlation coefficient is high. Since that its p-value of <0.0001 is less than the alpha value of 0.05 (p<0.05), thereby work-life balance and job satisfaction has a significant relationship. As a result, the null hypothesis (H_0) is rejected while alternate hypothesis (H_1) is accepted. Thus, it is concluded that the relationship between work-life balance and job satisfaction is significant.

4.3.1.4 Motivation and Job Satisfaction (Hypothesis 4)

H_0: There is no significant relationship between motivation and job satisfaction of employees in hotel industry.

H_1: There is a significant relationship between motivation and job satisfaction of employees in hotel industry.

Table 4.16: Correlations between Motivation and Job Satisfaction

		Job Satisfaction
Motivation	Pearson Correlation	0.82815
	Significant (2-tailed)	<0.0001
	N	384

Source: Generated from SAS software (Version 7.1)

From the Table 4.16, the result based on Pearson Correlation Analysis for motivation and job satisfaction is provided. The correlation coefficient value 0.82815 indicates that the relationship between motivation and job satisfaction is positive. Hence, when motivation is high, job satisfaction tends to be high. The Cronbach Coefficient Alpha value of 0.82815 falls within ± 0.71 to ± 0.90 for the coefficient range explained that the strength of correlation coefficient is high. Motivation and job satisfaction has a significant relationship since its p-value of <0.0001 is less than the alpha value of 0.05 (p<0.05). As a result, the null hypothesis (H_0) is rejected while alternate hypothesis (H_1) is accepted. Therefore, it is concluded that the relationship between motivation and job satisfaction is significant.

4.3.2 Multiple Linear Regression Analysis

In this research, MLR test has been used to measure a few independent variables to explain the variance in the dependent variable.

H_0: There is no relationship between work environment (safety, relationship with co-workers, work-life balance, and motivation) and job satisfaction of employees in hotel industry.

H_1: There is a significant relationship between work environment (safety, relationship with co-workers, work-life balance, and motivation) and job satisfaction of employees in hotel industry.

Table 4.17 Analysis of Variance

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	301.05300	75.26325	382.59	<.0001
Error	379	74.55659	0.19672		
Corrected Total	383	375.60958			

Source: Generated from SAS software (Version 7.1)

In refer to Table 4.17, the p-value of <0.0001 is less than the alpha value of 0.05. Thereby, it indicates that the F-statistic is significant. The model of this study is able to describe the relationship between independent variables (safety, relationship with co-workers, work-life balance, and motivation) and the dependent variable (job satisfaction). This indicates that every of the independent variables are able to explain the variance in job satisfaction significantly. Thus, the alternate hypothesis (H_1) is supported by the data.

Table 4.18 R-square Value's Model Summary

Root MSE	0.44353	R-Square	0.8015
Dependent Mean	2.01354	Adj R-Sq	0.7994
Coeff Var	22.02738		

Source: Generated from SAS software (Version 7.1)

The R-square illustrate the extent of the value or percentage to which the independent variables are able to describe the variation in the dependent variable. Based on Table 4.18, the R-square for this research study is 0.8015, can be interpreted as the independent variables (safety, relationship with co-workers, work-life balance, and motivation) are able to explain 80.15% of the variation in the dependent variable (job satisfaction). The remaining 19.85% is left unexplained in this research study.

Table 4.19: The Estimate of Parameter

	Parameter Estimates						
Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr > |t|
Intercept	Intercept	1	-0.06631	0.05910	-1.12	0.2625
Relationship between Co-workers	Relationship between Co-workers,1: Strong Agree, 2:Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree, 99: Missing Data	1	0.38191	0.05397	7.08	<.0001
Safety	Safety,1: Strong Agree, 2:Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree, 99: Missing Data	1	0.11893	0.05661	2.10	0.0363
Motivation	Motivation,1: Strong Agree, 2:Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree, 99: Missing Data	1	0.19201	0.04487	4.28	<.0001
Work-Life Balance	Work-Life Balance,1: Strong Agree, 2:Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree, 99: Missing Data	1	0.19608	0.05340	3.67	0.0003

Source: Generated from SAS software (Version 7.1)

By referring to Table 4.19, the independent variables (safety, relationship with co-workers, work-life balance, and motivation) are proven to be having a significant relationship with the proposed dependent variable (job satisfaction). Since the p-value for safety of 0.0363 is less than the alpha value of 0.05, safety is proven as significant to predict the dependent variable (job satisfaction). The p-value for relationship with co-workers is <0.0001, which is below the alpha value of 0.05. Therefore, the relationship with co-workers is proven as significant to predict the dependent variable (job satisfaction). Work-life balance is significant to predict the dependent variable (job satisfaction) as well since that its p-value of 0.0003 is less

than the alpha value of 0.05. Besides, motivation is proven to be significant in predicting the dependent variable (job satisfaction) as well since that the p-value for motivation of <0.0001 is below the alpha value of 0.05.

Regression Equation:

Y= a + b1X1 + b2X2 + b3X3 + b4X4

Where,

Y = Job Satisfaction

X1 = Safety

X2 = Relationship with Co-Workers

X3 = Work-Life Balance

X4 = Motivation

Job Satisfaction = 0.06631 + 0.11893 (Safety) + 0.38191 (Relationship with Co-workers) + 0.19608 (Work-Life Balance) + 0.19201 (Motivation)

In this research, the relationship with co-workers with its parameter estimate value of 0.38191 is the strongest predictor variable to the variation of the dependent variable (job satisfaction) as compared to the remaining predictor variables (safety, work-life balance, and motivation). Work-life balance has the second highest contribution with the parameter value of 0.19608. Subsequently, motivation with the parameter estimate value of 0.19201 has the third highest contribution among the four independent variables to the variation in the dependent variable (job satisfaction). Lastly, safety is the lowest contribution of predictor variable to the variation of the dependent variable (job satisfaction) since that its value of parameter estimate is 0.11893, which is the lowest as compared to the other predictor variables mentioned (relationship with co-workers, safety and work-life balance).

4.4 Conclusion

To conclude the forth chapter, the questionnaire has been distributed, collected, analysed specifically and explained. The demographic profile of the respondents participated in the questionnaire survey were summarized in a meaningful way. The mean score and standard deviation of the data were provided. A scale measurement was conducted to present the reliability for the questionnaire survey. The result from Pearson Correlation Coefficient and MLR Analysis that were computed using SAS software (Version 7.1) indicated the relationship between the four independent variables (safety, relationship with co-workers, work-life balance, and motivation,) and the dependent variable (job satisfaction). Further discussion, a brief conclusion and some useful implication for the findings will be presented in Chapter 5.

Chapter 5: Discussion and Conclusion

5.0 Introduction

The last chapter provide a brief summary as an overview for the statistical analysis, such as descriptive and inferential analyses. Some useful implications will be provided in refer to the major findings. Additionally, the researchers will discuss about the limitation of this research and some recommendation will be provided for the future researchers.

5.1 Summary of Statistical Analyses

The descriptive analysis and inferential analysis that had been discussed in depth in the previous chapter will be summarized to provide an overview.

5.1.1 Summary of Descriptive Analysis

In summary, there are 384 respondents participated in the questionnaire survey for this research. The respondents consisted of employees from hotel industry in Penang, Wilayah Persekutuan KL, and Johor, Malaysia. The respondents were formed up of hotel employees with different demographic background.

According to the results shown in Chapter 4, the female respondents that took part in this research survey are somewhat more than the male respondents. Among the total of 384 respondents, there are 225 (58.59%) female and 159 (41.41%) male.

The researchers categorized the respondents into four different groups of races including Malay, Chinese, Indian, and others. The result shown that a greater part of the respondents are Chinese, which is 223 or 58.07% out of 384 respondents.

There are 92 or 23.96% Indian respondents and 46 or 11.98% Malay respondents out of the total number respondents. There are only 23 or 5.99% of the respondent belongs to category of Others.

Moreover, the respondents of this study consist of hotel employees with different age groups. There are 133 or 34.64% respondents below under 25 years old. 117 or 30.47% of the total respondents are aged 25 to 29, while 83 or 21.61% of the total respondents were aged within 30 to 34 years old. There are only 51 or 13.28% of the total respondents who are 35 years old or higher got participated in this research survey.

For this research, the six educational levels used to categorize the respondents included STPM, Diploma, Bachelor Degree, Master, PHD and Others. Most of the respondents from this study belongs to the category of Others, which is 152 or 39.58% of the total respondents. There are 122 or 29.17% of the total respondents who are holding Bachelor Degree, 29 or 7.55% of the respondents graduate from STPM and only 6 or 1.56% of the total respondents have Master's degree. Lastly, there is no PHD holder get involved in the questionnaire survey.

Lastly, 251 or 65.36% of the total respondents have their working experience less than 5 years, which is. There are 84 or 21.88% out of the total respondents have 5 to 9 years working experience. However, there are only 49 or 12.76% out of the total 384 respondents in this study have been working for 10 years and above

5.1.2 Summary of Inferential Analysis

The details for the results from Reliability Test, Pearson Correlation Coefficient Analysis, and MLR Analysis will be summarized in the following parts.

5.1.2.1 Reliability Test

A total of 384 sets of questionnaire were being run for the reliability test. The results for independent variables (safety, relationship with co-workers, work-life balance and motivation) and dependent variable (job satisfaction) are more than 0.8. This indicated that there is a very good reliability for the questions of the survey questionnaire. As for the dependent variable, the coefficient alpha value of job satisfaction is 0.924237. For the independent variables, relationship with co-workers has the highest coefficient alpha value with 0.922027 among the independent variables. Meanwhile, motivation has the second highest coefficient alpha value with 0.914290. The coefficient alpha value for the safety and work-life balance are 0.912553 and 0.907347 respectively.

5.1.2.2 Pearson Correlation Coefficient Analysis

The relationship between the independent variables (safety, relationship with co-workers, work-life balance, and motivation) and the dependent variable (job satisfaction) is significant based on the Pearson Correlation Coefficient Analysis in Chapter 4. The r-value for relationship with co-workers is 0.86672 based on Pearson Correlation Coefficient test indicates that it has a high significant relationship with job satisfaction. Work-life balance has the r-value of 0.84875 indicates that it has a high significant relationship with job satisfaction. Safety has the r-value of 0.83932 which explained that safety has a high significant relationship with job satisfaction. Last but not least, motivation has the r-value of 0.82815 with job satisfaction also proven that it has a high significant relationship with job satisfaction. Concisely, due to the fact that the relationship between the dependent variable (job satisfaction) and independent variables (safety, relationship with co-workers, work-life balance, and motivation) is significant ($p<0.05$), thereby, all the alternative analysis (H_1) must be accepted.

5.1.2.3 Multiple Linear Regression Analysis

The p-value for each of the independent variables was shown. Safety has its p-value of 0.0363; relationship with co-workers with <0.0001; work-life balance with 0.0003; and motivation with <0.0001. This indicates that the relationship between safety, relationship with co-workers, work-life balance, and motivation towards job satisfaction are significant. As reported in the result of MLR Analysis, the value for R square is 0.8015. This provided that the independent variables for this research study which included safety, relationship with co-workers, work-life balance, and motivation are able explain 80.15% of the variation in dependent variable (job satisfaction) while the remaining 19.85% are left unexplained in this study.

5.2 Discussion of Major Findings

The researchers will identify the status of hypothesis based on the computed result. A positive sign of r-value indicates that the independent variable and the dependent variable has a positive relationship. The purpose of p-value is to evaluate whether the hypothesis should be accepted or rejected. When the p-value is less than 0.05 ($p<0.05$) based on the result, the null hypothesis (H_0) will be rejected and the alternate hypothesis (H_1) will be accepted. The lower the p-value the independent variable has, the more likely that it is a major contributor to the conceptual framework. This also indicates that a greater p-value (>0.05) shows that the variations in the independent variables tend to be not significant with the changes in the independent variables.

Table 5.1 The Summary of Pearson's Correlation Coefficient and Multiple Linear
Regression for the Independent Variables and Job Satisfaction

	Hypothesis	Results	Conclusion
H1	There is a significant relationship between Work Environment (Safety, Relationship with Co-Workers, Work-Life Balance, and Motivation) and Employees' Job Satisfaction in Hotel Industry in Malaysia.	p-value = <0.0001	The hypothesis (H1) is accepted.
H2	There is a significant relationship between Safety and Employees' Job Satisfaction in Hotel Industry in Malaysia.	r-value = 0.83932 p-value = <0.0001 (p-value = 0.0363)	The hypothesis (H2) is accepted.
H3	There is a significant relationship between Relationship with Co-Workers and Employees' Job Satisfaction in Hotel Industry in Malaysia.	r-value = 0.86672 p-value = <0.0001 (p-value = <0.0001)	The hypothesis (H3) is accepted.
H4	There is a significant relationship between Work-Life Balance and Employees' Job Satisfaction in Hotel Industry in Malaysia.	r-value = 0. 84875 p-value = <0.0001 (p-value = 0.0003)	The hypothesis (H4) is accepted.
H5	There is a significant relationship between Motivation and Employees' Job Satisfaction in Hotel Industry in Malaysia.	r-value = 0. 82815 p-value = <0.0001 (p-value = <0.0001)	The hypothesis (H5) is accepted.

Source: Developed for the research

5.2.1 Safety and Job Satisfaction

The finding that described safety has a positive impact on job satisfaction is in line with the result from the former studies of Gyekye (2005) and Benjamin (2014). Benjamin (2014) stated that relationship between safety and job satisfaction is positive. Gyekye (2005) found that safety and job satisfaction has an interrelated relationship while safety is served as the determinant. Employees will be highly satisfied especially when the safety policies are appropriate. According to the result shown in Pearson's Correlation Coefficient, the r-value of 0.83932 explained that the relationship between safety and job satisfaction is positive. P-value in Pearson's Correlation Coefficient is <0.0001 whereas the p-value in MLR is 0.0363. In overall, when p-value is less than the significant level of 0.05 ($p<0.05$), it explains that the relationship is significant. Therefore, the alternate hypothesis (H_1) is accepted and the null hypothesis (H_0) is rejected. When the perceived safety is high, the job satisfaction of the employees tends to be high. As a result of that, the hypothesis between safety and job satisfaction (H2) is accepted.

5.2.2 Relationship with Co-workers and Job Satisfaction

The finding described that the relationship with co-workers positively influence the job satisfaction and it is in line with the result from the former study of Lin and Lin (2011). According to the finding, relationship with co-workers is a powerful factor in influencing employee's job satisfaction. Employee's good relationship with co-workers increases their satisfaction towards their co-workers and supervisors in the workplace. This is going to improve their job satisfaction (Pizam & Neumann, 1988). Based on the Pearson's Correlation Coefficient for this study, the r-value of 0.86672 for relationship with co-workers explained the relationship with co-workers and job satisfaction has a positive relationship. The p-value from both Pearson's Correlation Coefficient and MLR are <0.0001. When p-value is less than significant level of 0.05 ($p<0.05$), it indicates that the relationship is significant. Therefore, the alternate hypothesis (H_1) is accepted and the null hypothesis (H_0) is rejected. As a result of that, when an employee has a better relationship with the co-

workers, the job satisfaction tends to be better. In other words, the hypothesis between relationship with co-workers and job satisfaction (H3) is accepted.

5.2.3 Work-Life Balance and Job Satisfaction

The finding that described work-life balance has a positive impact on job satisfaction is in line with the result from the former study of Rani et al., (2011) which explained that there is a positive relationship between work-life balance and job satisfaction. The r-value is 0.84875 according to Pearson's Correlation Coefficient. The positive sign of r-value indicates that relationship with co-workers has a positive relationship towards job satisfaction. The p-value as shown in Pearson's Correlation Coefficient is <0.0001, whereas, in MLR the p-value is 0.0003. P-value less than the significant level of 0.05 (p<0.05) indicates that the relationship is significant. Hence, the alternative hypothesis (H_1) is accepted accepted and the null hypothesis (H_0) is rejected. This shows that, when an employee has an improved work-life balance, his or her job satisfaction is likely to be improved as well. As a result of that, the hypothesis between work-life balance and job satisfaction (H4) is accepted.

5.2.4 Motivation and Job Satisfaction

The finding that described motivation has a positive impact on job satisfaction is in line with the result from the former study of Kim, Tavitiyaman, and Kim (2009). Motivation is a key element in influencing employees' job satisfaction. It acts as the psychological power that could determine employees' direction and behaviour in the workplace (Slimane, 2017). The r-value as shown in Pearson's Correlation Coefficient for motivation is 0.82815. The positive sign of r-value indicates that motivation has a positive relationship with job satisfaction. The p-value from both of the Pearson's Correlation Coefficient and MLR are <0.0001. P-value that is below the significant level of 0.05 (p<0.05) explains that the relationship between motivation and job satisfaction is significant. Accordingly, the alternate hypothesis

(H_1) is accepted and the null hypothesis (H_0) is rejected. When the motivation is high, the job satisfaction tends to be high. As a result of that, the hypothesis between motivation and job satisfaction (H5) is accepted.

5.2.5 Work Environment and Job Satisfaction

The finding described that work environment has a positive relationship towards job satisfaction is in line with the result from former study of Raziq and Maulabakhsh (2015). In refer to MLR, the p-value of work environment (safety, relationship with co-workers, work-life balance, and motivation) toward employees' job satisfaction is <0.0001. P-value that is below the significant level of 0.05 ($p<0.05$) explains that there is a significant relationship between work environment and job satisfaction. In conclusion, the alternate hypothesis (H_1) is accepted and null hypothesis (H_0) is rejected. To sum it all up, the better the work environment is, the higher the job satisfaction of the hotel employees. As a result, the hypothesis between work environment and job satisfaction (H1) is accepted.

5.3 Implications of the Study

Work environment is a crucial aspect that needs to be emphasized by not only the hotel industry but any other organizations and industries as well in order to maintain and enhance employees' job satisfaction. In Malaysia as well as in other countries, there are only a few studies been carried out to evaluate the work environment (Rumma et al., 2013) and job satisfaction (Yildirim et al., 2016) of hotel employee. Due to the fact that hotel industry is receiving less attention as compared to the other industry despite its importance, a research study regarding on how this two interact with each other is still in scarce (Aminudin, 2013).

The aim of this study is to fill the gap by presenting a comprehensive understanding for the topic mentioned in hotel industry. Based on the reliable finding as shown in previous chapter, the independent variables (safety, relationship with co-worker,

work life balance, and motivation) are proven to be significantly affecting the job satisfaction of hotel employees. The results of this research deliver meaningful information regarding the significance of providing a satisfying work environment and how will it affects employees' job satisfaction. Accordingly, it is useful for the policy makers, practitioners, human resource department and also the relevant personnel of hotel industry as well as the other industries. Additionally, the result is also useful as a reference for the future research.

5.3.1 Managerial Implications

Employees' job satisfaction is important for any organizations that are eager to achieve their mission, vision, goals, and objectives. Nevertheless, not all of the organizations consider the human capital as their primary asset and manage them properly (Dobre, 2013). Therefore, employer and the management have to imply useful practices and policies that help to enhance the work environment.

5.3.1.1 Safety

In order to ensure that the safety of employees is guaranteed, or at least be minimized, safety improvement interventions must be planned concomitantly (Pousette, Larsman, Eklöf, & Törner, 2017). Organizations could implement safety code to serve as a safety guideline for the employees. Choi and Loh (2017) mentioned that, in order to enhance the effectiveness of the safety code, training and education are essential. This helps to make sure that the employees have a certain degree of knowledge about the safety code set by the organization. Additionally, organizations should emphasize on the safety laws and regulations. Employees need to be aware of the consequences of conducting purposive workplace safety issues or even safety negligence. Safety and Security Department and its security guard are such a common yet vital element that helps in ensuring safety level in any organizations (Choi & Loh, 2017). Wu et al., (2016) suggested that organizations without a Safety Department need to establish one to strengthen

employees' safety and health structure. Other than that, organizations have to build a team of security guard that is committed to their task and acknowledge of their own responsibilities. Closed-Circuit Television (CCTV) and scheduled roster of the security guard need to be arrange in an efficient way so that each corner of the organizations will be monitored for 24 hours per day and improve the efficiency in detecting existing or potential safety problems (Choi & Loh, 2017). According to the Department of Occupational Safety and Health Malaysia (DOSH), the current limitation for occupational safety and health is the lack of awareness (Yusuf, n.d.). In order to protect labours from harm by other individual or groups and create a good work environment, government has a responsibility to implement effective measures that can increase the information disclosure to the public, especially for organizations' decision makers. The programmes that are applicable in Malaysia to improve workplace safety are such as Guidelines and Mentor Mentee (Frieden, 2013). Occupational Safety and Health Administration (OSHA) of United States (US) believed that implementing a combination of well-written violence prevention program, safety program, administration control, and training will help in lowering the safety issue in workplace. It is a must that all the employees are fully understand about the policy regarding illegal misconduct and its ramification. In addition, employers are encouraged to develop necessary approaches to protect their employees (Workplace Violence, 2017). Therefore, this can assist Malaysian's governmental department such as the DOSH under the Ministry of Human Resource to emphasize on improving workplace safety of Malaysian labours.

5.3.1.2 Relationship with Co-Workers

In refer to Ariani (2015), individual within a same workplace must be engaged physically, emotionally and cognitively so that they can increase the psychological meaningfulness and immerse themselves in their works. Regardless of the position, co-workers must bond positively with each other in order to foster the work effectiveness. Lin and Lin (2011) suggested that individual should makes attempt in building close relationship with their co-workers through either official or non-official way and create trust between them. Therefore, organizations need to

promote an open and fun workplace climate. For instance, welcoming ceremony for "newbies" is an initial approach that is common yet practical. It helps to improve the relationship among co-workers for most of the organizations (Allen, 2006). Team building activity is a useful strategy that encourages valued relationship among co-workers in workplace. Thereby, organization should organize these activities on an ongoing basis as an effort to enhance the relationship of its employees and cultivating an interactive work environment. Besides, organizations need to encourage and foster the organizational culture of friendly communication between their employees (Patricia, 2015). Communication in workplace is important not only to create positive relationship with co-workers, but also to minimize the chances of work errors and conflict (Patricia, 2015; Abu Bakar & Mustaffa, n.d.). Maintaining a healthy relationship with co-workers should not depends only on the effort of organization solely. It is because that the relationship with co-workers rely heavily on each individual's effort and willingness. It is nearly impossible that an individual can work independently or isolated within an organization. Therefore, employees need to learn to trust, be polite, listen effectively, speak carefully, and be flexible in order to coordinate with their leaders, peers and subordinates (Patricia, 2015). In Malaysia, Ministry of Human Resources has the authority on all the matters related to the labour market. They hold the responsibility to shape HRM policies and practices to promote good relations between employees and employers (Lu & Cooper, 2015). For the Hotel Industry in Malaysia, government must start to emphasize, enforce and strictly regulate the labour union in order to improve the relationship between employees within an organization; relationship between employees and their supervisors; the relationship between employees and their employers; and to protect the rights of employees as well. According to Lo (2015), hotels that doesn't have a collective agreement between them and the labour union had failed to manage the service charge based on the guidelines provided by the National Wages Consultative Council (NWCC). Some of the hotel employees kept quiet about how their employers are keeping 70% of the earning from the service charge received instead of the 10% as stated. Therefore, government needs to encourage the labour union that represent the employees of hotel industry to promote and practices a clean wage system.

5.3.1.3 Work-Life Balance

According to Kahn et al., (1964) as cited in Gözükara and Çolakoğlu (2016), employees that faced the problem of work-life balance such as extended working hours and work overload tend to exposed to the issue of work-family conflict due to the inter-role conflict. Therefore, organizations need to allow flexible arrangement of work. In refer to Poulose and Sudarsan (2014), flexible work arrangement aid employees in balancing their work and non-work activities. According to Christensen and Staines (1990), organizations that practice flexible work arrangement are likely to reduce work-family conflict, turnover, absenteeism and late comings. Besides, limiting working hours is believed to be an effective approach helping employees to attain a balance between the time for work and family. Hill, Erickson, Hoimes, and Ferris (2010), supported the approach and explained that fewer working hours is a good way to reduce work-family conflict since the employees have more time to manage their responsibility in both sides. Additionally, organizations that practice shift work could promote self-rostering to ensure that the employees feel satisfied about their work-life. Fapohunda and Tinuke (2014) identified that self-rostering is an option to relieve the burden of work-life balance. Through this approach, employees are allowed to arrange their shift roster as how they preferred. Employees within the same department and same job task should have their work time being schedule conveniently between work and non-work activities so that all of them could avoid being the next victim of work-life conflict. Moreover, Child Care provided by organization assuage burden of employees who have children. According to Vlems (2008) as cited in Fapohunda and Tinuke (2014), the demand for the benefit-in-kind of child care service is increasing because it could help the employees to achieve a better work-life balance. For instance, the child care services consist of day nursery and after school child care. Besides, parent care is also a good way to relieve the burden of employees that need to take care of their parents. Therefore, these approach help to reduce some of the concerns and work-life conflict faced by the employees. An organization's prospects and polices should always be supporting their employees in their work-life balance choices. Besides, government needs to strictly enforce the work policies regarding work hours. According to Thornthwaite (2004) and also McDonald,

Brown, and Bradley (2005) as cited in Lu and Cooper (2015), the so called 'Work-Life Balance Practices" are referring to the offering of flexible work time, dependent care, personal leave, and family leave from the employers. Lu and Cooper (2015) indicated that the policies that implemented to regulate work-life balance, especially for work hours, are not strictly enforced, many employers are disregarding it and employees work beyond these hours. By way of illustration, Employment Act 1955, Section 60A(1)(b) explained that employee shall not work for more than 8 hours per day; Section 60A(1)(c), employee shall not work in excess of a spread over period of 10 hours per day; Section 60A(1)(d), the maximum working hours are 48 hours per week. For employees engaged in shift work, Section 60D mentioned that the average work hours per day can be more than 8 hours and the average work hours per week can be 48 hours, but must not be in continuous for 3 weeks or more (Employee Act 1955, 2012). In order for the Malaysian government to enhance the work-life balance of the labour pool in Malaysia, they should mandate every sectors and industries to establish their very own work-life balance policies and practices. The policies tend to be more effective when both of the structural support and cultural support are aligned (Lu & Cooper, 2015). The work-life balance policies should emphasize on both work-family issue and non-work issue by emphasizing on gender, family needs, diversity, family configurations, and also socio-historical contexts.

5.3.1.4 Motivation

Motivation was described as a driving force that is able to makes an individual do their best (Saleem, Mahmood & Mahmood, 2010). Organizations need to ensure that the employees are motivated to complete their job effectively so that the organizational goals can be achieve collectively. Financial rewards are probably one of the most well accepted and effective tools to motivate the employees. Neog and Barua (2014) provided that financial rewards such as money is the main motivator for an employee. Dobre (2013) stated that financial rewards have the ability to motivate employees, increase their commitment and assist them in achieving better performance. Saleem, Mahmood and Mahmood (2010) suggested

that rather than motivational session, organizations should focus primarily on the incentive and reward structure to raise employees' job satisfaction level. However, Dobre (2013) taught that non-financial factors are as important as financial reward. An organization should not simply just concentrate on the financial reward. For instance, non-financial reward such as promotion, social recognition and performance feedback are as influential as well. Ganta (2014) supported the statement that organizations should provide opportunity for promotion to employees that performed well. Other than that, best employee of the month must be chosen and rewarded. This had been proven by the research done by Neog and Barua (2014). In refer to Jun, Cai, and Shin (2006) as cited in Manzoor (n.d.), social recognition is essential in enhancing employees' motivation as well as job satisfaction. Besides, organizations should also empower well deserved and capable employees in order to motivate them. Manzoor (n.d.) encourages empowerment as a motivation strategy and described that empowerment is not only beneficial to the organization, but will also create a sense of belongingness and pride towards the employee that being empowered, which lead to a Win-Win situation. According to Smith (1997), organizations that use empowerment to motivate its employees will experience constant organizational expansion and growth. Annamalai, Abdullah, and Alasidiyeen (2010) strongly agreed that empowered individuals will be highly motivated and tend to carry out their job effectively and efficiently (Manzoor, n.d.). Government should improve the policies and regulations regarding work environment as well. According to Onjoro, Arogo, and Embeywa (2015), government need to recognize the motivation needs of employees, such as salaries and remunerations. Earlier in 2002, government improvised and introduced a brand new evaluation system, which is the New Enumeration System (NES). Based on NES, employees are entitled to receive bonuses and more than one annual incremental if the employees were favourably evaluated by his or her supervisors. Besides, a maximum 5% of the total number of employees within an organization was eligible to receive the excellent work performance reward (Salleh, Dzulkifli, Abdullah & Ariffin, 2011). This shows that the government shows effort to provide Malaysian' labour pool for a higher work motivation. Therefore, in order to enhance the motivational factors of Malaysian labour force, design of monetary incentives should have been clearly deal with some motivational considerations (Perry & Porter, 1982). This included not only pay, but also the other factors such as leave,

work schedule and more. Malaysia should be constantly enhancing the motivational aspect of the work force and mandate the organizations to comply with the rules and regulations. Malaysian government need to disclose the information regarding these rules and regulations on their official website as well so that it could increase the awareness of the public. In example, the United States Office of Personal Management (OPM), an independent agency of the U.S. government that administer the quality of federal employees in the U.S., provides all the rules, regulations and policies of HR requirement including pay, leave, work schedule, recruitment, relocation and retention incentives. For instance, other than pay and leave, OPM established regulations on compensatory time off for authorized travel that may help in improving the employees' motivation (Work Schedules, 2017). As result, other than benefiting the organizations in gaining a high quality workforce, it also helps to improve the motivation of the employees.

5.4 Limitation of the Study

The researchers encountered several limitations during the process of conducting this research project. The main limitation encountered by the researchers was the restraint of getting the latest amount of workforces in hotel industry, Malaysia. The latest data updated on the government official website, Department of Statistic of Malaysia (DOSM) was the figure representing 2014. Therefore, the population involved for this research is 112,670 hotel employees as of 2014 from the website of Department of Statistic Malaysia. Moreover, the number of employees for different position could not be found as well. Since this research excluded the top level managers as the target sample, the population of the hotel industry should be excluding the number of top level managers. Nevertheless, the number for this group could not be found from the government official website. In order to find a solution for these limitations, the researchers had contacted the governmental departments included Ministry of Human Resource (MOHR), DOSM and also MAH for several times in purpose to inquire for the latest data. In consequence, this is perceived as an obstacle for the researchers to conduct the research efficiently and accurately.

Throughout the questionnaire distribution and gathering process, the researchers met a lot of respondents that gave a very welcoming response to the researchers, but however, some part of the respondents were noticed that they are not truthfully willing to take part in the questionnaire survey. In this research study, respondents consisted hotel employees from distinct background such as different age, education level, and so on. The researchers noticed that some respondents answer the questions without putting any efforts or just pick neutral as their answer. This reason might be some of the hotel employees could not focus or impatient want to quickly answer the questionnaire during the non-working hour such as break time that is precious as perceived by them. This problem was causing the falsification of answers. Therefore, this causes the problem of missing data for a few questionnaire collected. Those questionnaires with missing data were either rejected by the researchers or the researchers choose the appropriate answer for the particular respondent based on his or her pattern of answering the other questions. As a result, this will be reducing the validity and reliability of the research result.

Furthermore, some of the hotel employees are weak in English, especially for the Malay employees who worked as security guard and Indian employees who worked as cleaner. Researchers had to read and explain every question in the questionnaire for them since they could not fully understand the questions by themselves. Thus, this obstacle was time consuming as the researchers could actually carry out the survey process more efficiently. Averagely, a single respondent took around 10 minutes to a maximum of 15 minutes to complete the questionnaire survey. However, when the respondents ask for help from the researchers to explain the questions to them, it took an extra 10 minutes to end the surveying process. Nonetheless, majority of the employees working in the back office such as the managers or white-collar worker, and front office such as the receptionist and bellman can actually understand the questions without any problems.

Last but not least, all of these limitations are acknowledged while conducting the research, but it does not affect the overall comprehensive of findings. However, it acts as platforms for future research.

5.5 Recommendations

Although the researchers encountered several limitations during the process of conducting the research study, it is completed successfully due to the high commitment and extra efforts the researchers poured to complete the research. Several recommendations are provided for the future researchers who are conducting similar research or to use this research as their reference.

Government should provide the latest data in detail for all the industries on their official websites, or at least, the data can be provided for the researchers if the researchers contacted the government offices. When government provide the latest data on the government official website, such as DOSM, it is convenience to not only the researchers but also to the public who are seeking for the information. By doing so, the researchers are able to save their time and make use of it on the other part of the research efficiently instead of keep on contacting the governmental offices to make inquiry on the latest data. Besides, when the researchers are able to get the latest information, it reflects on the accuracy and reliability of the research as well. Thus, the latest data of workforce for each of the industry should be provided in order to fasten the research progress and enhance the efficiency of the researchers.

Besides, in order to improve response rate and reduce the falsification of answers, it was recommended that the researchers should offer some incentives in order to encourage the respondents involved to put effort when answering the survey question. The incentives may be a gift card or a discount coupon. Other than that, the strategic timing to distribute the questionnaire is also important. The time the researchers choose to distribute questionnaire may affect the reliability of the data as well. For instance, if the researchers choose to distribute the questionnaire during the busy operation hours, the respondents might feel burden and it can increase the possibility of error or falsification and causes incomplete questionnaires to be collected. Therefore, it was suggested that, the researchers must plan for a proper timing in distributing the questionnaire to increase the reliability of data. For

example, researchers should distribute the questionnaire during the break time of the respondents and repay their effort through the incentives in reciprocate.

Furthermore, in order to assure that all the respondents involved understand about the questions and reduce their possibility of refusing to answer due to the fact that they are facing difficulties in understanding the questions, it was recommended that the questionnaire should be prepared in dual languages or more. For example, other than English, when the questionnaire are available in Malay language, those respondents that are proficient in Malay language could answer it at ease. While for some Chinese respondent, they might not be able to understand English well. Therefore, a questionnaire prepared in Mandarin language will convenience the respondents who are proficient in Mandarin. When the respondents understand the question, it is easier for the researchers to do probing and at the same time, it encourage the respondents to elaborate their choice of answer, give suggestion and revealed extra information. Hence, when the researchers are able to get more relevant information during the survey process, it benefits the researchers since the extra information they gained are relevant due to the fact that it comes from the individual who experienced it personally instead of reading from the researches done by previous researchers.

Lastly, the researchers hoped that this research is useful to serve as a guideline for the employer and management side of organization in hotel industry and the other industries such as manufacturing industry and health care industry. Most importantly, this research will be beneficial for the future researcher that is conducting some sort of similar research in the field of hotel.

5.6 Conclusion

This research proven that the independent variables such as safety, relationship with co-workers, work-life balance, and motivation are significantly affecting hotel employee's job satisfaction. Therefore, organization need to pay more attention on all of these independent variables in order to create a good work environment that

will eventually enhance employees' job satisfaction. Highly satisfied employees tend to have high productivity and commitment. Therefore, this helps to cope with the organizational issues such as employee turnover, unethical conduct, productivity, and absenteeism.

In addition, this research provides useful information for the readers, future researchers, HR Managers, and government to have a deep comprehension on the work environment factors that can have significant impact on employees' job satisfaction. Other than that, this study also provides several recommendations for the future researchers to improve in their research.

Lastly, this research provides useful information for not only the hotel industry but the other industries as well with the purpose of improving employee's job satisfaction. The main objective of this research study was fulfilled. The researchers had successfully identified the linkage between the independent variables (safety, relationship with co-workers, work-life balance, and motivation) and the dependent variable (job satisfaction).

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APPENDICES

Appendix 1: Permission Letter

UNIVERSITI TUNKU ABDUL RAHMAN
Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

17th April 2017

To Whom It May Concern,

Dear Sir/Madam,

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

The students are as follows:

Name of Student	Student ID
Tay Yee Ning	14ABB06853
Cindy Tan Hui Ying	14ABB06371
Susan Lew	14ABB06516
Chea Siew Mun	14ABB06517
Tan Xin Wei	14ABB06450

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely,

....
Mr Choong Yuen Onn   Cik Siti Fazilah Binti Abdul Shukor
Head of Department,   Supervisor,
Faculty of Business and Finance   Faculty of Business and Finance
Email: choongyo@utar.edu.my   Email: sitifazilah@utar.edu.my

Address: Jalan Sg. Long, Bandar Sg. Long, Cheras, 43000 Kajang, Selangor D.E. Postal Address: P O Box 11384, 50744 Kuala Lumpur, Malaysia
Tel: (603) 9086 0288 Fax: (603) 9019 8868 Homepage: http://www.utar.edu.my

Appendix 2: Questionnaire

UNIVERSITI TUNKU ABDUL RAHMAN

Faculty of Business and Finance

BACHELOR OF BUSINESS ADMINISTRATION
FINAL YEAR PROJECT

THE RELATIONSHIP BETWEEN
WORK ENVIRONMENT AND JOB
SATISFACTION

Survey Questionnaire

Dear Respondent,

We are final year students of Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman, Perak Campus, Malaysia. The purpose of this study is to study the topic of "**Relationship between Work Environment and Employees' Job Satisfaction**" in order to complete our honours degree program.

This questionnaire is comprises of **TWO sections**. **Section A** is about your personal particulars and **Section B** which is your perception or opinion on the work environment affecting employees' job satisfaction based on the statements and scale given.

Your co-operation to answer those questions is very important helping in our research. Yours answers will be kept **PRIVATE and CONFIDENTIAL** and used solely for academic study purpose only.

If you have any enquiries, please do not hesitate to contact:

Name	ID	E-mail address
Tay Yee Ning	1406853	ynynyn94@gmail.com
Chea Siew Mun	1406517	csm08426@hotmail.com
Cindy Tan Hui Ying	1406371	cindy930525@hotmail.com
Susan Lew	1406516	susanlew06@gmail.com

Tan Xin Wei	1406450	tanxinwei94@hotmail.com

Thank you for your participation

Instructions:

1) There are **TWO** (2) sections in this questionnaire. Please answer ALL questions in ALL sections.

2) Completion of this form will take you approximately 10 to 15 minutes.

3) Please feel free to share your comment in the space provided. The contents of this questionnaire will be kept **strictly confidential**

Please be informed that accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, University 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.

Acknowledgement of Notice

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

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

Last but not least, please read the instruction carefully before answering these questions. Thank you your cooperation and willingness to answer the questionnaire. Your response will be kept confidential and used solely for academic purposes.

Section A: Demographic Profile
Please tick (√) according to the answers in the boxes that best represents you.

1. Gender:

(   ) Male   (   ) Female

2. Race:

(   ) Malay   (   ) Chinese

(   ) Indian   (   ) Other

3. Age:

(   ) Below 25   (   ) 25 - 29 years

(   ) 30 - 34 years   (   ) 35 years and above

4. Education level:

(   ) STPM   (   ) Diploma

(   ) Bachelor Degree   (   ) Master

(   ) PHD   (   ) Others: _____

5. Years of employment

(   ) Below 5 years   (   ) 5 – 9 years

(   ) Above 10 years

Section B: Work environment affect employees' job satisfaction in hotel industry

Under Section B, it consists of 5 parts. The number 1 to 5 represents a continuum with 1 being strong agreement and 5 being strong disagreement. Based on your experience, please circle the number that best represent your opinion about the statement.

SA= Strongly Agree

A= Agree

N= Neutral

D= Disagree

SD= Strongly Disagree

Part 1: Job satisfaction

No	Questions	SA	A	N	D	SD
1.	If I could choose the career again I would make the same decision.	1	2	3	4	5
2.	My job has more advantages than disadvantages.	1	2	3	4	5
3.	I would like to change my career.	1	2	3	4	5
4.	I really enjoy my work.	1	2	3	4	5
5.	In general I am satisfied with my work.	1	2	3	4	5

Part 2: Safety

No	Questions	SA	A	N	D	SD
1.	I am clear about what my responsibilities are for the workplace safety.	1	2	3	4	5
2.	I understand the safety rules in my workplace.	1	2	3	4	5
3.	I can get safety information from the company.	1	2	3	4	5
4.	Management takes care of safety problems in my workplace.	1	2	3	4	5
5.	When I am at work, I think safety is the most important thing.	1	2	3	4	5

Part 3: Relationship with Co-Workers

No	Questions	SA	A	N	D	SD
1.	I respect my co-workers and I trust them.	1	2	3	4	5
2.	I am consistently treated with respect by my co-workers.	1	2	3	4	5
3.	My colleagues are helpful and friendly.	1	2	3	4	5
4.	My unit or department collaborates effectively with other unit or departments within the organization.	1	2	3	4	5
5.	It is easy to get along with my colleagues.	1	2	3	4	5

Part 4: Work Life Balance

No	Questions	SA	A	N	D	SD
1.	It is easy to tell where my work life ends and my family life begin.	1	2	3	4	5
2.	In my life, there is a clear boundary between work and family.	1	2	3	4	5
3.	My current job allows me to get involved in my family as I should be.	1	2	3	4	5
4.	I feel that making a balance between my work, my family and other social responsibilities is easy.	1	2	3	4	5
5.	My job is enabling me to spare a suitable time for my family.	1	2	3	4	5

Part 5: Motivation

No	Questions	SA	A	N	D	SD
1.	My achievement on the current job is satisfactory.	1	2	3	4	5
2.	I am given due recognition at work.	1	2	3	4	5
3.	I am given due responsibilities at work to execute.	1	2	3	4	5
4.	My advancement (i.e. promotion) on the current job is satisfactory.	1	2	3	4	5
5.	Personal growth (i.e. skills acquired through training and development) on the current job is satisfactory.	1	2	3	4	5

Personal Data Protection Statement

Please be informed that in accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 20 September 2015, 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 purpose for which your personal data may be used are inclusive but not limited to :-

    - For assessment of any application to UTAR

    - For processing any benefit and services

    - For communication purposes

    - For advertorial and news

    - For general administration and record purposes

    - For enhancing 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 disclosure to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose 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 authorize 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 fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purposes.

3. You may access and updated your personal data by writing to us at ynynyn94@gmail.com

Appendix 3: Reliability Test of Pilot Study

Safety

Realibility Test (Safety)

The CORR Procedure

5 Variables: S1   S2   S3   S4   S5

Simple Statistics						
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
S1	30	2.30000	1.17884	69.00000	1.00000	5.00000	I am clear about what my responsibilities are for the workplace safety,1: Strongly Agree, 2: Agree,3: Neutral,4: Disagree,5: Strongly Disagree
S2	30	2.46667	1.16658	74.00000	1.00000	5.00000	I understand the safety rules in my workplace,1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree
S3	30	2.70000	1.17884	81.00000	1.00000	5.00000	I can get safety information from the company,1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree,5: Strongly Disagree
S4	30	2.53333	1.16658	76.00000	1.00000	5.00000	Management takes care of safety problems in my workplace,1: Strongly Agree, 2: Agree, 3: Neutral,4: Disagree, 5: Strongly Disagree
S5	30	2.43333	0.97143	73.00000	1.00000	5.00000	When I am at work, I think safety is the most important thing, 1: Strongly Agree, 2: Agree,3: Neutral, 4: Disagree, 5: Strongly Disagree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.853600
Standardized	0.854143

Cronbach Coefficient Alpha with Deleted Variable					
	Raw Variables		**Standardized Variables**		
Deleted Variable	Correlation with Total	Alpha	Correlation with Total	Alpha	Label
S1	0.675870	0.820925	0.671649	0.822809	I am clear about what my responsibilities are for the workplace safety,1: Strongly Agree, 2: Agree,3: Neutral,4: Disagree,5: Strongly Disagree
S2	0.729171	0.806268	0.732369	0.806700	I understand the safety rules in my workplace,1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree
S3	0.673904	0.821462	0.669400	0.823397	I can get safety information from the company,1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree,5: Strongly Disagree
S4	0.641027	0.830191	0.642772	0.830311	Management takes care of safety problems in my workplace,1: Strongly Agree, 2: Agree, 3: Neutral,4: Disagree, 5: Strongly Disagree
S5	0.619073	0.836345	0.619470	0.836291	When I am at work, I think safety is the most important thing, 1: Strongly Agree, 2: Agree,3: Neutral, 4: Disagree, 5: Strongly Disagree

Pearson Correlation Coefficients, N = 30 **Prob > |r| under H0: Rho=0**					
	S1	S2	S3	S4	S5
S1	1.00000	0.62185	0.61290	0.48143	0.45469
I am clear about what my responsibilities are for the workplace safety,1: Strongly Agree, 2: Agree,3: Neutral,4: Disagree,5: Strongly Disagree		0.0002	0.0003	0.0071	0.0116
S2	0.62185	1.00000	0.55665	0.54561	0.60653
I understand the safety rules in my workplace,1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree	0.0002		0.0014	0.0018	0.0004
S3	0.61290	0.55665	1.00000	0.54662	0.44867
I can get safety information from the company,1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree,5: Strongly Disagree	0.0003	0.0014		0.0018	0.0129
S4	0.48143	0.54561	0.54662	1.00000	0.51931
Management takes care of safety problems in my workplace,1: Strongly Agree, 2: Agree, 3: Neutral,4: Disagree, 5: Strongly Disagree	0.0071	0.0018	0.0018		0.0033
S5	0.45469	0.60653	0.44867	0.51931	1.00000
When I am at work, I think safety is the most important thing, 1: Strongly Agree, 2: Agree,3: Neutral, 4: Disagree, 5: Strongly Disagree	0.0116	0.0004	0.0129	0.0033	

Relationship with Co-Workers

Realibility Test (Relationship with Co-workers)

The CORR Procedure

5 Variables: RBCW 1 RBCW 2 RBCW 3 RBCW 4 RBCW 5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
RBCW 1	30	2.80000	1.09545	84.00000	1.00000	5.00000	I respect my co-workers and I trust them,1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree,5: Strongly Disagree
RBCW 2	30	2.93333	1.14269	88.00000	1.00000	5.00000	I am consistenly treated with respect by my co-worers,1: Strongly Agree, 2:Agree, 3: Neutral,4: Disagree, 5: Strongly Disagree
RBCW 3	30	2.86667	1.13664	86.00000	1.00000	5.00000	My colleagues are helpful and friendly,1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree,5: Strongly Disagree
RBCW 4	30	2.83333	1.11675	85.00000	1.00000	5.00000	My unit or department collaborates effectively with other unit or departments within the organization,1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree
RBCW 5	30	2.96667	1.21721	89.00000	1.00000	5.00000	It is easy to get along with my colleagues,1: Strongly Agree, 2: Agree,3: Neutral,4: Disagree, 5: Strongly Disagree

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.891105
Standardized	0.890816

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables Correlation with Total	Alpha	Standardized Variables Correlation with Total	Alpha	Label
RBCW 1	0.729523	0.868632	0.728864	0.868139	I respect my co-workers and I trust them,1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree,5: Strongly Disagree
RBCW 2	0.781276	0.856633	0.781434	0.856113	I am consistenly treated with respect by my co-worers,1: Strongly Agree, 2:Agree, 3: Neutral,4: Disagree, 5: Strongly Disagree
RBCW 3	0.700832	0.874862	0.699277	0.874785	My colleagues are helpful and friendly,1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree,5: Strongly Disagree
RBCW 4	0.662502	0.883072	0.661113	0.883229	My unit or department collaborates effectively with other unit or departments within the organization,1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree
RBCW 5	0.798892	0.852123	0.799006	0.852031	It is easy to get along with my colleagues,1: Strongly Agree, 2: Agree,3: Neutral,4: Disagree, 5: Strongly Disagree

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

	RBCW 1	RBCW 2	RBCW 3	RBCW 4	RBCW 5
RBCW 1	1.00000	0.70522	0.53173	0.56375	0.66721
I respect my co-workers and I trust them,1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree,5: Strongly Disagree		<.0001	0.0025	0.0012	<.0001
RBCW 2	0.70522	1.00000	0.68320	0.53143	0.69251
I am consistenly treated with respect by my co-worers,1: Strongly Agree, 2:Agree, 3: Neutral,4: Disagree, 5: Strongly Disagree	<.0001		<.0001	0.0025	<.0001
RBCW 3	0.53173	0.68320	1.00000	0.52521	0.64469
My colleagues are helpful and friendly,1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree,5: Strongly Disagree	0.0025	<.0001		0.0029	0.0001
RBCW 4	0.56375	0.53143	0.52521	1.00000	0.65533
My unit or department collaborates effectively with other unit or departments within the organization,1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree	0.0012	0.0025	0.0029		<.0001
RBCW 5	0.66721	0.69251	0.64469	0.65533	1.00000
It is easy to get along with my colleagues,1: Strongly Agree, 2: Agree,3: Neutral,4: Disagree, 5: Strongly Disagree	<.0001	<.0001	0.0001	<.0001	

Work-Life Balance

Realibility Test (Work-life Balance)

The CORR Procedure

5 Variables: WLB 1 WLB 2 WLB 3 WLB 4 WLB 5

Simple Statistics						
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
WLB 1	30	2.73333	1.08066	82.00000	1.00000	5.00000 It is easy to tell where my work life ends and my family life begin, 1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree
WLB 2	30	2.66667	1.26854	80.00000	1.00000	5.00000 In my life, there is a clear boundary between work and family, 1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree
WLB 3	30	2.73333	1.17248	82.00000	1.00000	5.00000 My current job allows me to get involved in my family as I should be, 1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree
WLB 4	30	2.86667	1.19578	86.00000	1.00000	5.00000 I feel that making a balance between my work, my family and other social responsibilities is easy, 1: Strongly Agree, 2: Agree, 3:Neutral,4: Disagree, 5: Strongly Disagree
WLB 5	30	2.83333	1.28877	85.00000	1.00000	5.00000 My job is enabling me to spare a suitable time for my family,1: Strongly Agree, 2: Agree,3: Neutral,4: Disagree, 5: Strongly Disagree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.885443
Standardized	0.885982

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables		
	Correlation with Total	Alpha	Correlation with Total	Alpha	Label
WLB 1	0.649866	0.876973	0.649615	0.878324 It is easy to tell where my work life ends and my family life begin, 1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree
WLB 2	0.736319	0.857912	0.737649	0.858262 In my life, there is a clear boundary between work and family, 1: Strongly Agree, 2: Agree,3: Neutral, 4: Disagree, 5: Strongly Disagree
WLB 3	0.765040	0.851309	0.760529	0.852917 My current job allows me to get involved in my family as I should be,1: Strongly Agree, 2: Agree, 3: Neutral,4: Disagree, 5: Strongly Disagree
WLB 4	0.769630	0.849953	0.771108	0.850428 I feel that making a balance between my work, my family and other social responsibilities is easy, 1: Strongly Agree, 2: Agree, 3:Neutral,4: Disagree, 5: Strongly Disagree
WLB 5	0.703874	0.866186	0.703625	0.866110 My job is enabling me to spare a suitable time for my family,1: Strongly Agree, 2: Agree,3: Neutral,4: Disagree, 5: Strongly Disagree

Pearson Correlation Coefficients, N = 30 Prob > |r| under H0: Rho=0					
	WLB 1	WLB 2	WLB 3	WLB 4	WLB 5
WLB 1	1.00000	0.58693	0.51346	0.61197	0.51169
It is easy to tell where my work life ends and my family life begin, 1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree		0.0007	0.0037	0.0003	0.0038
WLB 2	0.58693	1.00000	0.63370	0.67440	0.57652
In my life, there is a clear boundary between work and family, 1: Strongly Agree, 2: Agree,3: Neutral, 4: Disagree, 5: Strongly Disagree	0.0007		0.0002	<.0001	0.0009
WLB 3	0.51346	0.63370	1.00000	0.68702	0.69982
My current job allows me to get involved in my family as I should be,1: Strongly Agree, 2: Agree, 3: Neutral,4: Disagree, 5: Strongly Disagree	0.0037	0.0002		<.0001	<.0001
WLB 4	0.61197	0.67440	0.68702	1.00000	0.58923
I feel that making a balance between my work, my family and other social responsibilities is easy, 1: Strongly Agree, 2: Agree, 3:Neutral,4: Disagree, 5: Strongly Disagree	0.0003	<.0001	<.0001		0.0006
WLB 5	0.51169	0.57652	0.69982	0.58923	1.00000
My job is enabling me to spare a suitable time for my family,1: Strongly Agree, 2: Agree,3: Neutral,4: Disagree, 5: Strongly Disagree	0.0038	0.0009	<.0001	0.0006	

Motivation

Realibility Test (Motivation)

The CORR Procedure

5 Variables: M1 M2 M3 M4 M5

						Simple Statistics	
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
M1	30	2.83333	0.94989	85.00000	1.00000	5.00000	My achievement on the current job in satisfactory, 1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree
M2	30	2.66667	0.92227	80.00000	1.00000	5.00000	I am given due recognition at work, 1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree
M3	30	2.83333	1.17688	85.00000	1.00000	5.00000	I am given due responsibilities at work to execute,1: Strongly Agree, 2: Agree,3: Neutral,4: Disagree, 5: Strongly Disagree
M4	30	2.83333	1.14721	85.00000	1.00000	5.00000	My advancement (i.e. promotion) on the current job is satisfactory,1: Strongly Agree, 2: Agree, 3: Neutral,4: Disagree, 5: Strongly Disagree
M5	30	3.00000	1.11417	90.00000	1.00000	5.00000	Personal growth (i.e.skills acquired through training and development)on the current job is satisfactory, 1: Strongly Agree, 2: Agree,3: Neutral, 4: Disagree, 5: Strongly Disagree

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.854612
Standardized	0.856062

Cronbach Coefficient Alpha with Deleted Variable					
	Raw Variables		**Standardized Variables**		
Deleted Variable	Correlation with Total	Alpha	Correlation with Total	Alpha	Label
M1	0.624476	0.836017	0.624645	0.837960	My achievement on the current job in satisfactory, 1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree
M2	0.658121	0.829071	0.655571	0.830058	I am given due recognition at work, 1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree
M3	0.688873	0.819986	0.686538	0.822030	I am given due responsibilities at work to execute,1: Strongly Agree, 2: Agree,3: Neutral,4: Disagree, 5: Strongly Disagree
M4	0.772583	0.795198	0.772823	0.799042	My advancement (i.e. promotion) on the current job is satisfactory,1: Strongly Agree, 2: Agree, 3: Neutral,4: Disagree, 5: Strongly Disagree
M5	0.616317	0.838679	0.614943	0.840415	Personal growth (i.e.skills acquired through training and development)on the current job is satisfactory,1: Strongly Agree, 2: Agree,3: Neutral, 4: Disagree, 5: Strongly Disagree

Pearson Correlation Coefficients, N = 30 **Prob > |r| under H0: Rho=0**	M1	M2	M3	M4	M5
M1	1.00000	0.48546	0.49867	0.51157	0.55389
My achievement on the current job in satisfactory, 1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree		0.0065	0.0050	0.0039	0.0015
M2	0.48546	1.00000	0.55067	0.69528	0.40269
I am given due recognition at work, 1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree	0.0065		0.0016	<.0001	0.0274
M3	0.49867	0.55067	1.00000	0.66830	0.49965
I am given due responsibilities at work to execute,1: Strongly Agree, 2: Agree,3: Neutral,4: Disagree, 5: Strongly Disagree	0.0050	0.0016		<.0001	0.0049
M4	0.51157	0.69528	0.66830	1.00000	0.56653
My advancement (i.e. promotion) on the current job is satisfactory,1: Strongly Agree, 2: Agree, 3: Neutral,4: Disagree, 5: Strongly Disagree	0.0039	<.0001	<.0001		0.0011
M5	0.55389	0.40269	0.49965	0.56653	1.00000
Personal growth (i.e.skills acquired through training and development)on the current job is satisfactory,1: Strongly Agree, 2: Agree,3: Neutral, 4: Disagree, 5: Strongly Disagree	0.0015	0.0274	0.0049	0.0011	

Job Satisfaction

<div align="center">

Realibility Test (Job Satisfaction)

The CORR Procedure

5 Variables: JS 1 JS 2 JS 3 JS 4 JS 5

</div>

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
JS 1	30	2.80000	1.18613	84.00000	1.00000	5.00000	If I could choose the career again I would make the same decision,1: Strong Agree,2: Agree,3: Neutral,4: Disagree,5: Strongly Disagree
JS 2	30	2.70000	1.05536	81.00000	1.00000	5.00000	My job has more advantages than disadvantages,1:Strongly Agree,2:Agree,3:Neutral,4:Disagree,5:Strongly Agree
JS 3	30	2.93333	1.17248	88.00000	1.00000	5.00000	I would like to change my career,1:Strongly Agree, 2: Agree,3: Neutral,4:Disagree,5: Strongly Disagree
JS 4	30	3.06667	1.22990	92.00000	1.00000	5.00000	I really enjoy my work,1: Strongly Agree,2: Agree,3: Neutral,4: Disagree,5: Strongly Disagree
JS 5	30	2.96667	1.18855	89.00000	1.00000	5.00000	In geneal, I am satisfied with my work,1: Strongly Agree, 2: Agree, 3: Neutral,4: Disagree, 5: Strongly Disagree

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.837550
Standardized	0.837752

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables Correlation with Total	Alpha	Standardized Variables Correlation with Total	Alpha	Label
JS 1	0.580827	0.821098	0.585996	0.819727	If I could choose the career again I would make the same decision,1: Strong Agree,2: Agree,3: Neutral,4: Disagree,5: Strongly Disagree
JS 2	0.645092	0.804622	0.644758	0.803651	My job has more advantages than disadvantages,1:Strongly Agree,2:Agree,3:Neutral,4:Disagree,5:Strongly Agree
JS 3	0.541823	0.831320	0.537674	0.832609	I would like to change my career,1:Strongly Agree, 2: Agree,3: Neutral,4:Disagree,5: Strongly Disagree
JS 4	0.752150	0.771328	0.750000	0.773704	I really enjoy my work,1: Strongly Agree,2: Agree,3: Neutral,4: Disagree,5: Strongly Disagree
JS 5	0.688317	0.790892	0.687168	0.791763	In geneal, I am satisfied with my work,1: Strongly Agree, 2: Agree, 3: Neutral,4: Disagree, 5: Strongly Disagree

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

	JS 1	JS 2	JS 3	JS 4	JS 5
JS 1	1.00000	0.61154	0.33721	0.55312	0.38647
If I could choose the career again I would make the same decision,1: Strong Agree,2: Agree,3: Neutral,4: Disagree,5: Strongly Disagree		0.0003	0.0684	0.0015	0.0349
JS 2	0.61154	1.00000	0.34555	0.54727	0.54156
My job has more advantages than disadvantages,1:Strongly Agree,2:Agree,3:Neutral,4:Disagree,5:Strongly Agree	0.0003		0.0614	0.0017	0.0020
JS 3	0.33721	0.34555	1.00000	0.52927	0.54273
I would like to change my career,1:Strongly Agree, 2: Agree,3: Neutral,4:Disagree,5: Strongly Disagree	0.0684	0.0614		0.0026	0.0019
JS 4	0.55312	0.54727	0.52927	1.00000	0.68567
I really enjoy my work,1: Strongly Agree,2: Agree,3: Neutral,4: Disagree,5: Strongly Disagree	0.0015	0.0017	0.0026		<.0001
JS 5	0.38647	0.54156	0.54273	0.68567	1.00000
In geneal, I am satisfied with my work,1: Strongly Agree, 2: Agree, 3: Neutral,4: Disagree, 5: Strongly Disagree	0.0349	0.0020	0.0019	<.0001	

Appendix 4: Reliability Test of Actual Study

Safety

Reliability Test (Safety)

The CORR Procedure

5 Variables: S 1   S 2   S 3   S 4   S 5

Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
S 1	384	2.36458	1.20590	908.00000	1.00000	5.00000	I am clear about what my responsibilities are for the workplace safety,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
S 2	384	2.28646	1.25838	878.00000	1.00000	5.00000	I understand the safety rules in my workplace,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
S 3	384	2.24479	1.14142	862.00000	1.00000	5.00000	I can get safety information from the company,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
S 4	384	2.28906	1.08264	879.00000	1.00000	5.00000	Management takes care of safety problems in my workplace,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
S 5	384	2.27604	1.16827	874.00000	1.00000	5.00000	When I am at work, I think safety is the most important thing,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.912553
Standardized	0.913193

Cronbach Coefficient Alpha with Deleted Variable					
	Raw Variables		Standardized Variables		
Deleted Variable	Correlation with Total	Alpha	Correlation with Total	Alpha	Label
S 1	0.780968	0.892289	0.782257	0.892992	I am clear about what my responsibilities are for the workplace safety,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
S 2	0.768786	0.895547	0.768981	0.895727	I understand the safety rules in my workplace,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
S 3	0.820730	0.884244	0.820228	0.885083	I can get safety information from the company,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
S 4	0.738769	0.900967	0.738656	0.901917	Management takes care of safety problems in my workplace,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
S 5	0.783634	0.891665	0.782561	0.892929	When I am at work, I think safety is the most important thing,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data

Pearson Correlation Coefficients, N = 384 Prob > |r| under H0: Rho=0	S 1	S 2	S 3	S 4	S 5
S 1	1.00000	0.64848	0.71082	0.67303	0.69008
I am clear about what my responsibilities are for the workplace safety,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data		<.0001	<.0001	<.0001	<.0001
S 2	0.64848	1.00000	0.71452	0.63666	0.68489
I understand the safety rules in my workplace,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001		<.0001	<.0001	<.0001
S 3	0.71082	0.71452	1.00000	0.67153	0.73239
I can get safety information from the company,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001	<.0001		<.0001	<.0001
S 4	0.67303	0.63666	0.67153	1.00000	0.61591
Management takes care of safety problems in my workplace,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001	<.0001	<.0001		<.0001
S 5	0.69008	0.68489	0.73239	0.61591	1.00000
When I am at work, I think safety is the most important thing,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001	<.0001	<.0001	<.0001	

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Relationship with Co-Workers

Reliability Test (Relationship between Co-workers)

The CORR Procedure

5 Variables: RBCW 1   RBCW 2   RBCW 3   RBCW 4   RBCW 5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
RBCW 1	384	2.29167	1.20197	880.00000	1.00000	5.00000	I respect my co-workers and I trust them, 1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
RBCW 2	384	2.17969	1.14782	837.00000	1.00000	5.00000	I am consistently treated with respect by my co-workers,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
RBCW 3	384	2.20313	1.14732	846.00000	1.00000	5.00000	My colleagues are helpful and friendly,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
RBCW 4	384	2.26563	1.14817	870.00000	1.00000	5.00000	My unit or department collaborates effectively with other unit or departments within the organization,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
RBCW 5	384	2.21094	1.25778	849.00000	1.00000	5.00000	It is easy to get along with my colleagues,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.922027
Standardized	0.922284

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables Correlation with Total	Alpha	Standardized Variables Correlation with Total	Alpha	Label
RBCW 1	0.800107	0.903861	0.800467	0.904183	I respect my co-workers and I trust them, 1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
RBCW 2	0.818170	0.900452	0.817584	0.900774	I am consistently treated with respect by my co-workers,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
RBCW 3	0.773014	0.909145	0.772331	0.909733	My colleagues are helpful and friendly,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
RBCW 4	0.784669	0.906915	0.784645	0.907312	My unit or department collaborates effectively with other unit or departments within the organization,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
RBCW 5	0.814232	0.901333	0.814476	0.901395	It is easy to get along with my colleagues,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data

Pearson Correlation Coefficients, N = 384
Prob > |r| under H0: Rho=0

	RBCW 1	RBCW 2	RBCW 3	RBCW 4	RBCW 5
RBCW 1	1.00000	0.71701	0.69343	0.70616	0.70528
I respect my co-workers and I trust them, 1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data		<.0001	<.0001	<.0001	<.0001
RBCW 2	0.71701	1.00000	0.68398	0.71851	0.75134
I am consistently treated with respect by my co-workers,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001		<.0001	<.0001	<.0001
RBCW 3	0.69343	0.68398	1.00000	0.65463	0.70843
My colleagues are helpful and friendly,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001	<.0001		<.0001	<.0001
RBCW 4	0.70616	0.71851	0.65463	1.00000	0.69694
My unit or department collaborates effectively with other unit or departments within the organization,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001	<.0001	<.0001		<.0001
RBCW 5	0.70528	0.75134	0.70843	0.69694	1.00000
It is easy to get along with my colleagues,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001	<.0001	<.0001	<.0001	

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Work-Life Balance

Reliability Test (Work-Life Balance)

The CORR Procedure

5 Variables: WLB 1   WLB 2   WLB 3   WLB 4   WLB 5

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
WLB 1	384	2.44531	1.20145	939.00000	1.00000	5.00000	It is easy to tell where my work life ends and my family life begin,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
WLB 2	384	2.30729	1.24927	886.00000	1.00000	5.00000	In my life, there is a clear boundary between work and family,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
WLB 3	384	2.35156	1.26773	903.00000	1.00000	5.00000	My current job allows me to get involved in my family as I should be,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
WLB 4	384	2.34115	1.33277	899.00000	1.00000	5.00000	I feel that making a balance between my work, my family and other social responsibilities is easy,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
WLB 5	384	2.41146	1.21026	926.00000	1.00000	5.00000	My job is enabling me to spare a suitable time for my familym,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.907347
Standardized	0.907335

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables Correlation with Total	Raw Variables Alpha	Standardized Variables Correlation with Total	Standardized Variables Alpha	Label
WLB 1	0.694115	0.901398	0.694102	0.901803	It is easy to tell where my work life ends and my family life begin,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
WLB 2	0.794161	0.880877	0.792678	0.881155	In my life, there is a clear boundary between work and family,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
WLB 3	0.747160	0.890882	0.747137	0.890803	My current job allows me to get involved in my family as I should be,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
WLB 4	0.805694	0.878367	0.805417	0.878422	I feel that making a balance between my work, my family and other social responsibilities is easy,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
WLB 5	0.794123	0.881221	0.793783	0.880918	My job is enabling me to spare a suitable time for my familym,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data

Pearson Correlation Coefficients, N = 384
Prob > |r| under H0: Rho=0

	WLB 1	WLB 2	WLB 3	WLB 4	WLB 5
WLB 1	1.00000	0.59920	0.58949	0.62723	0.62424
It is easy to tell where my work life ends and my family life begin,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data		<.0001	<.0001	<.0001	<.0001
WLB 2	0.59920	1.00000	0.65699	0.75389	0.71226
In my life, there is a clear boundary between work and family,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001		<.0001	<.0001	<.0001
WLB 3	0.58949	0.65699	1.00000	0.66749	0.67977
My current job allows me to get involved in my family as I should be,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001	<.0001		<.0001	<.0001
WLB 4	0.62723	0.75389	0.66749	1.00000	0.70916
I feel that making a balance between my work, my family and other social responsibilities is easy,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001	<.0001	<.0001		<.0001
WLB 5	0.62424	0.71226	0.67977	0.70916	1.00000
My job is enabling me to spare a suitable time for my familym,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001	<.0001	<.0001	<.0001	

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Motivation

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Reliability Test (Motivation)

The CORR Procedure

5 Variables: M 1   M 2   M 3   M 4   M 5

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Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
M 1	384	2.51563	1.26811	966.00000	1.00000	5.00000	My achievement on the current job is satisfactory,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
M 2	384	2.48438	1.25570	954.00000	1.00000	5.00000	I am given due recognition at work,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
M 3	384	2.56510	1.26859	985.00000	1.00000	5.00000	I am given due responsibilities at work to execute, 1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
M 4	384	2.59115	1.25664	995.00000	1.00000	5.00000	My advancement (i.e. promotion) on the current job is satisfactory,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
M 5	384	2.61719	1.26896	1005	1.00000	5.00000	Personal growth (i.e. skills acquired through training and development) on the current job is satisfactory,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.914290
Standardized	0.914307

	Raw Variables		Standardized Variables		
Cronbach Coefficient Alpha with Deleted Variable					
Deleted Variable	Correlation with Total	Alpha	Correlation with Total	Alpha	Label
M 1	0.782389	0.894758	0.782359	0.894792	My achievement on the current job is satisfactory,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
M 2	0.799502	0.891259	0.799476	0.891263	I am given due recognition at work,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
M 3	0.764348	0.898465	0.764341	0.898479	I am given due responsibilities at work to execute, 1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
M 4	0.770926	0.897100	0.770937	0.897133	My advancement (i.e. promotion) on the current job is satisfactory,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
M 5	0.786508	0.893908	0.786619	0.893916	Personal growth (i.e. skills acquired through training and development) on the current job is satisfactory,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data

Pearson Correlation Coefficients, N = 384 Prob > |r| under H0: Rho=0	M 1	M 2	M 3	M 4	M 5
M 1	1.00000	0.68062	0.68833	0.67988	0.67952
My achievement on the current job is satisfactory,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data		<.0001	<.0001	<.0001	<.0001
M 2	0.68062	1.00000	0.68331	0.68510	0.72786
I am given due recognition at work,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001		<.0001	<.0001	<.0001
M 3	0.68833	0.68331	1.00000	0.65140	0.65375
I am given due responsibilities at work to execute, 1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001	<.0001		<.0001	<.0001
M 4	0.67988	0.68510	0.65140	1.00000	0.67934
My advancement (i.e. promotion) on the current job is satisfactory,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001	<.0001	<.0001		<.0001
M 5	0.67952	0.72786	0.65375	0.67934	1.00000
Personal growth (i.e. skills acquired through training and development) on the current job is satisfactory,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001	<.0001	<.0001	<.0001	

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Job Satisfaction

Reliability Test (Job Satisfaction)

The CORR Procedure

5 Variables: JS 1   JS 2   JS 3 (R)   JS 4   JS 5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
JS 1	384	2.03906	1.18345	783.00000	1.00000	5.00000	If I could choose the career again I would make the same decision,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
JS 2	384	2.03646	1.18022	782.00000	1.00000	5.00000	My job has more advantages than disadvantages,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
JS 3 (R)	384	1.95313	1.07080	750.00000	1.00000	5.00000	I would like to change my career,1:Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree, 99: Missing Data
JS 4	384	1.99219	1.14369	765.00000	1.00000	5.00000	I really enjoy my work,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
JS 5	384	2.04688	1.06836	786.00000	1.00000	5.00000	In general, I am satisfied with my work,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.924237
Standardized	0.924482

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables Correlation with Total	Alpha	Standardized Variables Correlation with Total	Alpha	Label
JS 1	0.824338	0.902737	0.823868	0.903167	If I could choose the career again I would make the same decision,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
JS 2	0.820075	0.903599	0.819575	0.904017	My job has more advantages than disadvantages,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
JS 3 (R)	0.802398	0.907335	0.803024	0.907277	I would like to change my career,1:Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree, 99: Missing Data
JS 4	0.801721	0.907149	0.799520	0.907964	I really enjoy my work,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data
JS 5	0.766828	0.913909	0.767704	0.914158	In general, I am satisfied with my work,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data

Pearson Correlation Coefficients, N = 384
Prob > |r| under H0: Rho=0

	JS 1	JS 2	JS 3 (R)	JS 4	JS 5
JS 1	1.00000	0.73550	0.73081	0.75255	0.68208
If I could choose the career again I would make the same decision,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data		<.0001	<.0001	<.0001	<.0001
JS 2	0.73550	1.00000	0.70999	0.74879	0.69440
My job has more advantages than disadvantages,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001		<.0001	<.0001	<.0001
JS 3 (R)	0.73081	0.70999	1.00000	0.68406	0.71628
I would like to change my career,1:Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001	<.0001		<.0001	<.0001
JS 4	0.75255	0.74879	0.68406	1.00000	0.64563
I really enjoy my work,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001	<.0001	<.0001		<.0001
JS 5	0.68208	0.69440	0.71628	0.64563	1.00000
In general, I am satisfied with my work,1: Strongly Agree, 2: Agree, 3: Neutral ,4: Disagree, 5: Strongly Disagree, 99: Missing Data	<.0001	<.0001	<.0001	<.0001	

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Appendix 5: Pearson Correlation Analysis

Correlation Analysis

The CORR Procedure

5 Variables:	Job Satisfaction	Relationship between Co-workers	Safety	Motivation	Work-Life Balance

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Job Satisfaction	384	2.01354	0.99030	773.20000	1.00000	5.00000	Job Satisfaction,1:Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree,99: Missing Data
Relationship between Co-workers	384	2.23021	1.03148	856.40000	1.00000	5.00000	Relationship between Co-workers,1:Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree,99: Missing Data
Safety	384	2.29219	1.00948	880.20000	1.00000	5.00000	Safety,1:Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree,99: Missing Data
Motivation	384	2.55469	1.09044	981.00000	1.00000	5.00000	Motivation,1:Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree,99: Missing Data
Work-Life Balance	384	2.37135	1.07042	910.60000	1.00000	5.00000	Work-Life Balance,1:Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree,99: Missing Data

Pearson Correlation Coefficients, N = 384
Prob > |r| under H0: Rho=0

	Job Satisfaction	Relationship between Co-workers	Safety	Motivation	Work-Life Balance
Job Satisfaction	1.00000	0.86672	0.83932	0.82815	0.84875
Job Satisfaction,1:Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree,99: Missing Data		<.0001	<.0001	<.0001	<.0001
Relationship between Co-workers	0.86672	1.00000	0.89070	0.83226	0.87281
Relationship between Co-workers,1:Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree,99: Missing Data	<.0001		<.0001	<.0001	<.0001
Safety	0.83932	0.89070	1.00000	0.84109	0.87734
Safety,1:Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree,99: Missing Data	<.0001	<.0001		<.0001	<.0001
Motivation	0.82815	0.83226	0.84109	1.00000	0.86670
Motivation,1:Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree,99: Missing Data	<.0001	<.0001	<.0001		<.0001
Work-Life Balance	0.84875	0.87281	0.87734	0.86670	1.00000
Work-Life Balance,1:Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree,99: Missing Data	<.0001	<.0001	<.0001	<.0001	

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Appendix 6: Multiple Regression Analysis

Linear Regression Results

The REG Procedure

Model: Linear_Regression_Model

Dependent Variable: Job Satisfaction Job Satisfaction,1:Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree,99: Missing Data

Number of Observations Read	384
Number of Observations Used	384

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	301.05300	75.26325	382.59	<.0001
Error	379	74.55659	0.19672		
Corrected Total	383	375.60958			

Root MSE	0.44353	R-Square	0.8015
Dependent Mean	2.01354	Adj R-Sq	0.7994
Coeff Var	22.02738		

Parameter Estimates

Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr > |t|
Intercept	Intercept	1	-0.06631	0.05910	-1.12	0.2625
Relationship between Co-workers	Relationship between Co-workers,1:Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree,99: Missing Data	1	0.38191	0.05397	7.08	<.0001
Safety	Safety,1:Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree,99: Missing Data	1	0.11893	0.05661	2.10	0.0363
Motivation	Motivation,1:Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree,99: Missing Data	1	0.19201	0.04487	4.28	<.0001
Work-Life Balance	Work-Life Balance,1:Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree,99: Missing Data	1	0.19608	0.05340	3.67	0.0003

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