# The Antecedents of Job Satisfaction and Job Performance towards a Five Star hotel in Yangon, Myanmar

Ms. Pan Wut Yee

A Thesis Submitted in Partial Fulfilment of the Requirements for the Degree of
Master of Business Administration
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# ABSTRACT

Employees are as a company's most precious of assets and strongly influence the success of their organization. Employee job satisfaction and employee job performance among hotel has been considered as a vital factor for the improvement of the hotel industry. Therefore, this researcher aims to investigate the antecedents of job satisfaction and job performance towards five star hotel in Yangon, Myanmar. In order to understand the influencing factors of different variables, relevant theoretical and concepts were reviewed and synthesized to form the conceptual framework to study the employee job satisfaction and employee job performance.

This study identifies seven independent variables as job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay and promotion, one intervening variable as job satisfaction and one dependent variable as job performance towards five star hotel in Yangon, Myanmar. The total of 480 respondents were chosen as accurate target population, which were completely answered. The data collected was analyzed by using descriptive statistics such as mean, standard deviations, frequencies and percentages were generated for all variables. Besides, the hypotheses which were examined by employing the multiple regression analysis and simple regression analysis and the findings indicate that two null hypotheses are rejected.

The result of this research found that there are a very strong relationship between each variable on job satisfaction and job performance. This study found that job training has the positively strongest influence factor on job satisfaction ($\beta$= 0.581) then followed by the influence of pay on job satisfaction ($\beta$= 0.524), the influence of job clarity on job satisfaction ($\beta$= 0.199), the influence of role ambiguity on job satisfaction ($\beta$=0.082), the influence of perceived organizational support on job satisfaction ($\beta$= 0.026), the influence of promotion on job satisfaction ($\beta$= 0.012) respectively. However, the role conflict negatively impact on job satisfaction $\beta$= (-0.383). Moreover, the researcher found that the influence of job satisfaction on job performance is very strong relationship and the unstandardized coefficient value is 0.923.

These findings would greatly assists in organizing uniform, effective and cost saving training programs to increase the level of employee job satisfaction and employee job performance for the mutual benefit of five star hotel at Yangon Myanmar.

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### 1.1 Introduction to the Study

In today's global competitive environment, world business plays a very important role in an economy. According to Juran (1993), globalization is requiring businesses develop faster. As a result of globalization, competition is increasing day by day. Economic globalization has changed the structure of the world economy. Modern enterprises are facing environment challenges globally and because of the effects it brings, many enterprises are developing better competitive strategies. As employees are a company's most precious strategic assets and strongly influence the operational success of the companies for which they work, the success or failure of any organization depends upon its employees.

An organization's success mostly depends on the employee performance. Poor performance will detrimental to organizational' success and great performance will make an organization successful in every industry. Employee performance is considered as the measure of the quality of human capital (Fauzilah, 2011). Employees are considered an important asset for good and effective performance in any organization. Armstrong (2009) stated that improved performance is achieved through the employees in the organization. According to Torrington et al. (2008), performance is usually interpreted as the output of a combination of ability and gain employee satisfaction and hence satisfied employees become a key component of most management work. Moreover, according to Lawler and Porter (1967), high levels of performance would lead to rewards for employees which would in turn motivate their satisfaction with the job. Besides, Anderson (2003) pointed out that instant feedbacks were closely related to how well employees perform. It is the function that an individual can successfully perform within framework of normal constraints and available resources (Jamal, 2007). If all employees are handled effectively, the results can be greater productivity and increased employee morale (Truong and Dustdar, 2012).

According Vass et al. (2004), employees should be knowledgeable, well-organized, encouraging, helpful, caring to employees' needs, approachable, experienced, and friendly and should have good communication skills. Western studies have focused on employees to increase their country's competitiveness and economic growth. Employee job performance is very important because it will reflect the performance of organizations and it is (Rogers, S.,

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Lohwater, K., and Hager, H., 2003)believed that employees are the backbone of the state government services with imperative role of ensuring that government policies and (Malhotra, 2004) programs in the new era of national development are implemented effectively and efficiently. There are many factors that affect the road to success. Exploring and understanding those factors that affect employee performance in the hotel industry is the purpose of conducting this research. Employee performance is one of the most important factors and has been studied for decades (Wall et al., 2004). Extensive research provides greater understanding behind the significant variation in job performance among employees. Factors such as job training (Sultana, 2011), role clarity, role ambiguity and role conflict (Shah, 2011), perceived organizational support (Eisenbergers, 2011), salary and promotion (Leiter, 2015) are directly affected on job satisfaction (Wang, 2013) and have been studied to determine the influence of these variables on job performance. This affect not direct, these variables are indirectly affected on job performance. Besides, it can be found several researches for the employees' job satisfaction are directly affected on job performance.

Employee satisfaction in an enterprise is an important indicator to determine its survival and development (Ebadan and Winstanley, 1997). Employee satisfaction plays a crucial role for an employee in terms of health and well-being (Khaleque, 1981) and it also serves as an important aspect for an organization in terms of productivity, efficiency, employee relations and turnover (Vroom, 1964; Locke, 1969; Khaleque, 1984). Job satisfaction is essential for every employee and it brings pleasure and enjoyment inside the organization and such employees create happiness and are satisfied in their life. Employees' satisfaction and feelings of achievement are derived from job satisfaction. If the organization provides a motivated workplace, employees will do their job better. As employees, job is a large part of their life, so job satisfaction can have an influence on total satisfaction of human beings (Bekele, 2011). Organization's reaction and response to these needs will produce negative or positive attitude among personnel toward their job. Employee job satisfaction shows the relation between human expectations and advantages taken from the job (Darvish and Shirazi, 2013).

Employee satisfaction illustrates the degree to which a person is pleased with their current occupation. There are several job related factors which can have an effect on employee satisfaction. Boyt et al. (2001) conducted a study on job satisfaction and categorized intrinsic and extrinsic factors affecting job satisfaction. According to the researcher, intrinsic sources originate from within the individual and have psychological value. Such type of satisfaction is essentially self-administered. Some of the intrinsic factors

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such as achievement, recognition, responsibility, advancement, growth, type of work, etc. contribute to intrinsic satisfaction. The extrinsic sources of satisfaction originate from outside the individual; they come from employees' environment. The forces beyond the individual's control determine the frequency and magnitude of extrinsic sources of satisfaction. Some of the intrinsic factors such as supervision, work conditions, co-workers, salary, policies, job security, job clarity, job training, etc. are sources of extrinsic satisfaction. However, while intrinsic forces may motivate the employees while extrinsic conditions can influence their job satisfaction and their desire to remain in their job throughout their career. Employees will have a job satisfaction when they are happy. Organization must be aware that employee job satisfaction plays an essential thing in order to bring best performance for their business. According to Ritter and Anker (2002), the positive employees' outcomes assured employees satisfaction towards their job and achieved the better firm performance. Therefore, job satisfaction is important for all employees and firms (Mueller et al., 2001).

Nowadays, service industry is growing very faster, according to economic survey (2011), service industry has grown by 21% in 2011. DSEC (2009) explains that the service industry requires more employee empowerment compared to the manufacturing industry because customers are in the direct relationships with employees. In order to have a competitive edge over their competitors, organizations should empower their employees. Siu (2002) indicated that employee satisfaction in the service industry is very importance because all employees deal directly with the customers. If employees are satisfied their job, it may get to enhance their job performance to customers so that it will definitely affect customer's satisfaction and business success. On the other side, bad employees or unsatisfied employees cost a lot to the organization (Wong, 2005). Hotel industry is a typical service industry, which is offering services to the customers. Customers need various services from hotel employees besides hotel physical facility. According to Juwaheer and Ross (2003), after understanding the customers' requirements, hotel operators are trying to fulfill the customers' needs and wants. The customers are likely to return or prolong to stay at hotel when they are more satisfied with service provided from hotel employees (Choi and Chu, 2001).

The luxury hotel has become a significant segment of the general hospitality industry and is undergoing expeditious expansions. In February 2016, the Forbes Travel Guide Star Awards announced that 154 Five-Star hotels, 56 Five-Star restaurants and 47 Five-Star spas. In September 2016, the Forbes Travel Guide Star Awards updated the information that the numbers of five-star hotels increased by adding new 22 five star hotels which indicated that the significant of increasing luxury hotels around the world within six months. Major

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economic records in the Asia-Pacific region indicated economic slowdowns over the past years. Despite these challenges, the luxury hospitality industry in the Asia-Pacific region revealed a significant growth of 18% in 2010 and 11% in 2011 (Timetric, 2013). This growth in global luxury travel is expected to continue over the forecast period to 2020 (Timetric, 2013).

According to Forbes travel guide's star rating criteria and expectations, the five star hotel exceptional properties provide a memorable experience through virtually flawless service and the finest of amenities. Hotel staff are intuitive, engaging and passionate, and eagerly deliver service above and beyond the guests' expectations. The hotel was designed with the guest's comfort in mind, with particular attention paid to craftsmanship and quality of product. The Luxury hotel sector is truly a breed apart in different ways when considering the lodging industry. These hotels provide guests top-line service and opulent facilities that are among the most complex to operate, and present a high degree of risk for developers and owners. Luxury hotels are generally among the most volatile in the industry, enjoying strong performance in good times and often suffering significantly in times of economic downturn.

Myanmar is emerging from five decades of isolation both economically and politically. Myanmar is a country with rich natural resources and a strategic location that has good potential for growth. Myanmar is seeing good prospects in tourism industry in 2016, with increasing number of tourists to be expected during the year. Myanmar attracted 2.64 billion U.S dollars' foreign investment in 47 projects in the sector of hotels and tourism in the year 2016. The tourism sector development in Myanmar in 2016 depends on the progress of the related investment in the previous year as well as the global and ASEAN country. After having a new government after 2015 elections, Myanmar is making brave new moves. Many of the region's high growth and transition economic decades earlier. It is more opening up to trade, encouraging foreign investment and deepening its financial sector. According to the ministry's master plan (2013-2020), tourist arrivals are estimated to hit 7.49 million in 2020 (http://www.hotelandtourism/myanmar accessed on 12/02/2017).

Ever since Myanmar embarked on its journey to Democracy in 2011, Yangon has seen a remarkable improvement in luxury hotel market performance as a result of lodging demand outpacing supply. According to the Myanmar Hoteliers Association, Myanmar's hotels are also sprouting up across the nation to give adequate accommodation to the increasing number of tourists. Once operational, total supply of international standard rooms as five star hotel in Yangon will more than double. Occupancy for the upscale and luxury segments increased from 45.8% in 2009 to a record 80.0% in 2013. Based on the information from the ministry

of hotels and tourism, tourist arrivals in Myanmar increased to 4.68 million in 2015 from 3 million in 2014, a significant increase of 52%. In 2015, revenues from tourism jumped to over $1.78 billion. With the increase of tourist number, the growing demands for a hotel. As the main gateway through which visitors arrive in Myanmar. There are about 1,300 hotels around the country in 2016. In 2015, Myanmar had a total 1279 registered hotels with a total of 49,946 rooms (http://www.myanmartourism.org accessed on 10/03/2017).

**Figure 1.1: Hotels in Myanmar (2010-2015)**

| Year | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|---|
| Hotel Supply by Number of Hotels | | | | | | |
| Number of Hotels | 691 | 731 | 787 | 923 | 1,106 | 1,279 |
| Annual Growth Rate | – | 5.8% | 7.7% | 17.3% | 19.8% | 15.6% |
| Hotel Supply by Number of Rooms (by City) | | | | | | |
| Bagan | 1,974 | 2,008 | 2,196 | 2,386 | 2,484 | 2,565 |
| Mandalay | 3,035 | 3,181 | 3,374 | 4,439 | 5,809 | 6,788 |
| Nay Pyi Taw | 1,596 | 1,763 | 2,111 | 4,030 | 4,884 | 5,122 |
| Ngapali | 480 | 480 | 619 | 790 | 826 | 863 |
| Taunggyi & Nyaung Shwe (Inle Lake) | 1,439 | 1,441 | 1,662 | 1,923 | 2,680 | 3,302 |
| Yangon | 7,658 | 7,934 | 8,915 | 10,175 | 13,146 | 15,424 |
| Others | 7,272 | 8,195 | 9,414 | 11,091 | 13,414 | 15,882 |
| Total | 23,454 | 25,002 | 28,291 | 34,834 | 43,243 | 49,946 |
| Annual Growth Rate | – | 6.6% | 13.2% | 23.1% | 24.1% | 15.5% |

**Source:** Ministry of Myanmar Hotels and Tourism (http://www.myanmartourism.org/index.php/publication/tourism-statistics accessed on 10/03/2017)

Figure 1.1 shows that Myanmar's largest city, Yangon, has 30 percent of the country's room count, driven largely by business travel. The second city, Mandalay comes next at 13 percent with a strong leisure presence and Nay Pyi Taw has 11 percent, driven solely by government-related demand according to the report from the ministry of Myanmar Hotels and Tourism. As the comparable data from 2014 to 2015, total rooms increased by 15.5 percent, adding over 6,700 rooms across the country. (Hersey, P., Blanchard, K. H., 1993)

The importance of an employee in the hospitality industry becomes more significant because huge amount of human resources utilized in this industry. In the hospitality industry

and especially in hotel sector, it is very important for organizations to stay focused on employee performance and track how to get enhancement in the employee performance.

In this research, the researcher studied about job related factors on job performance of employees, who are working at Sule Shangri-La hotel at Yangon, Myanmar. Sule Shangri-La, Yangon is currently employing with "480 employees" in "seven departments" based on their knowledge and physical ability including human resources and training development, food and beverage, sales and marketing, rooms service, maintenance and utility and finance departments. There are important reasons the researcher has chosen and evaluated studied the employees' job performance at this hotel.

### 1.1.1 Organizational Background

Riketta (2002) mentioned in a modern economy, tourism and travel have been a very important part of human life. Hotels are very important aspect of the tourism industry. Most hotels are located at tourist destinations. Shangri-La being all over the world, it is helping tourist to enjoy the tourist destinations. Shangri-La hotels are five star deluxe properties featuring extensive luxury facilities and services. This hotel is a Hong Kong based company that runs the "Shangri-La", "Kerry" and "Traders" brands of hotels. The five-star accommodation of the chain can be found across Australia, Canada, mainland China, Fiji, France, Hong Kong, India, Indonesia, Japan, Malaysia, Maldives, Mauritius, Mongolia, Myanmar, Philippines, Qatar, Singapore, Sri Lanka, Sultanate of Oman, Taiwan, Thailand, Turkey, the United Arab Emirates, the United Kingdom, the Middle East, North America, Oceania and Europe. The first hotel of the group was the "Shangri-La Hotel Singapore", opened in 1971. The name refers to the fictional place Shangri-La, described in the 1933 novel Lost Horizon by British author James Hilton. Up to now, there are over 95 hotels all over the world. Sule Shangri-La Hotel, Yangon, Myanmar was opened in 1996 (www.suleshangrila.com accessed on 10/03/2017). The 496- room's hotel, which is positioned in the city's central business district at Sule Pagoda Road near the landmark namesake pagoda that is over 2,000 years old, since it opened in November 1996. Nearly two-decades on, the hotel continues to be Yangon's most popular gathering and networking spot for business people and hotel guests.

Business is booming and with new changes in Myanmar, the Hotel and Tourism industry is also booming in conjunction with the current situation. As market demand has

increased for accommodation in Yangon and Sule Shangri-La Hotel was rebranded and upgraded from Traders to Shangri-La in early 2014, the hotel's room rate are increased to be in line with Shangri-La pricing strategy. Since the room rate of Shangri-La is getting high compared with last years, the guest's demands are getting high on the service providers and want to meet with the staff who can efficiently handle all the things as well as they want one stop shop service.

Therefore, the purpose of Sule Shangri-La Hotel, Yangon is to delight all of the guests each and every time and let the guest feel "value for money" of staying in Shangri-La Hotels. To satisfy the employees the hotel has the effective training program for all level of employees and set up detailed "Standard Operating Procedures" in each sessions as well as service sequence of people behavior. There is dialogue sessions for all departments once a month to speak out their difficulties in their daily operations as well as the group wide incentive program are consistently set up for sales people and up sellers.

On the other hand, the voice of customers are listened to and the hotel has adopted what the customers suggested to improve the service. The Shangri-La has Performance Monitor Post Online Survey since 2010 to get the feedback and comments of the guest of their overall stay experience in Hotel. Now the hotel has planned to start the Quick Response Code Performance Monitor Survey by using Android or I-Phone to receive the guest's feedback quickly so that the guest's complaints can be covered within 24 hours and can recognize the employee's performance promptly.

Sule Shangri-La hotel has been awarded the best performance award for foreign direct investment hotels by the ministry of Myanmar hotels and tourism in 2014 (http://www.shangri-la.com/yangon/suleshangrila/press-room/press-releases/sule-shangri-la-yangon-wins-the-best-hotel-performance-award/ accessed on 1/02/2017). Moreover, this hotel has been awarded "best hotel bar and nightlife" category in the Myanmar dining and nightlife awards in 2016 http://www.shangri-la.com/yangon/suleshangrila/press-room/press-releases/gallery-bar-at-sule-shangri-la-yangon-wins-best-hotel-bar-nightlife-at-myanmar/ accessed on 11/02/2017).

**Table 1.1: Comparison for the competitors of Sule Shangri-La hotel**

| Hotel | Investor's Nationalities | No; of Rooms | Ranking of Stars | Opening Year | No: of Customer's excellent review (Trip Advisor) |
|---|---|---|---|---|---|
| Sule Shangri-La hotel | Singapore | 496 | 5 stars hotel | 1996 | 1138 |
| ParkRoyal hotel | Singapore | 359 | 5 stars hotel | 1997 | 264 |
| Chatrium hotel | Thailand | 315 | 5 stars hotel | 1998 | 565 |
| Inya Lake hotel | Hong Kong/ Thailand | 239 | 5 stars hotel | 1995 | 155 |
| Sedona hotel | Myanmar | 450 | 5 stars hotel | 1996 | 231 |
| Novotel Yangon Max | Myanmar | 366 | 5 stars hotel | 2015 | 274 |
| Strand hotel | Singapore | 121 | 5 stars hotel | 1901 | 326 |
| Melia hotel | Vietnam | 430 | 5 stars hotel | 2016 | 65 |

**Source:** Myanmar Hotels and Tourism Association
(http://www.myanmartourism.org/index.php/publication/tourism-statistics accessed on 10/03/2017)

Table 1.1 shows that Sule Shangri-La hotel can offer more hotel rooms than other 5 stars hotels in Yangon and also has the highest number of reviews from the customers for "excellent" on Trip Advisor travel site (https://www.tripadvisor.com/ accessed on 25/01/2017). On the Sule Shangri-La hotel official website, the hotel stated that they has been awarded as a winner in the Luxury category of the 2015 "Trip Advisor Traveler's Choice" among other hotels in Yangon from the "Trip Advisor" which is the world's largest travel site, enabling travelers to plan and book the perfect trip (http://www.shangri-la.com/yangon/suleshangrila/press-room/press-releases/named-winner-at-the-2015-

tripadvisor-travellers-choice-awards-for-hotels/ accessed on 20/02/2017). Millions of customers' excellent reviews and opinions around the world obviously showed how hotel provides the remarkable service and value to their customers. Hence, it is obvious that Sule Shangri-La hotel is offering better performance and service to their customers than year by year. Therefore, the researcher decided to study employee's job performance at Sule Shangri-La hotel, Yangon, Myanmar.

## 1.2    Statement of the problem

Human resources are the most vital resources of any organization (Armstrong, 2009). For this research, Zaki (2003) stated that there were many studies conducted in the western country regarding job satisfaction and job performance. However, there is limited research in a non-western country such as Myanmar. Myanmar had been stopped communication from political, economic and trading in the past as it was not be able to contribute to the international economy. Nowadays, Myanmar is changing gradually and opening up for foreign direct investment. Most of the foreign investors are very interested to invest in Myanmar as it offers a large market.

Regarding to study job performance is an extremely important criterion that relates to organizational outcomes and success. If some employees do not perform their work properly, it may lead to the low benefits, high cost and also high turnover rate for the organization. The following are some business problems of Sule Shangri-La hotel;

**Table 1.2: Quarterly turnover comparison of 2014 and 2015**

| Turnover Rate | 2014 | 2015 |
|---------------|------|------|
| 1st Quarter | 2.8% | 5.50% |
| 2nd Quarter | 3.90% | 5.70% |
| 3rd Quarter | 11% | 11.70% |

 **Source**: www.Suleshangri-la.com (accessed on 10/01/2017)

Table 1.2 shows that the turnover rate of the hotel is higher in 2015 compared with last year 2014. The high turnover of employees in the organization increases the cost of hiring new workforce and decrease the productively. An organization can gain the competitive advantage due to retaining of qualified, productive and loyal work force. The employee

turnover is the outcome of the job dissatisfaction. Most of the reason of resignation is less job satisfaction and career development issues. Therefore, the employee job satisfaction is very vital for the organization to retain the employees for the longer period.

Another problem of Sule Shangri-La hotel is that there have some current competitors of international hotels in Yangon and another upcoming hotels will be entered to Myanmar in 2016 and 2017. The upcoming hotels such as Sedona Annex, Centre Point Hotel Yangon, Rose Garden, Pullman-Yangon (Myat Min), Hoang Anh Gia Lai (HAGL), Kempinski hotel. The current competitors' statuses are shown in Figure 1.2.

**Figure 1.2:** Current Competitors of Sule Shangri-La Hotel



Source: www.Suleshangri-la.com (accessed on 10.01.2017)

Figure 1.2 shows that product and facilities cannot be differentiated among the competitors' hotels and it is quite difficult to get the market leader position. Only service provided by employees can make the different to be the first choice of hotel's customers. Therefore, the employees of hotel should be well trained to be ready for 2016 and 2017. The researcher felt that there is nothing was done to avoid the above situation, the hotel may lose its position as best service hotel to their customers. Therefore, the researcher's curiosity and tried to explore the satisfaction of employees can offer higher performance and productivity or not, within the organization in the future.

From the problems, the researcher has developed two research questions

**Research Questions**

1. Are employee job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay, promotion influenced on job satisfaction?

2. Is employee job satisfaction influenced on job performance?

## 1.3    Research Objectives

The objectives of the research mainly emphasize to get a better understanding of the factors that will affect the employees' job satisfaction and employees' job performance at Sule Shangri-La hotel, Yangon, Myanmar. In this study, the researcher will identify on factors affecting employees' job satisfaction related to job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay and promotion and how influence employees' job satisfaction on employee job performance. Low level of job satisfaction can lead to the employee's turnover intension and absenteeism. Therefore, this research wish to get the improvement of employee job satisfaction and job performance to retain the employees by using the empirical evidences from Sule Shangri-La hotel's human resources. The main objectives of the research are stated detailed as follows:

1. To analyze the influence of job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay and promotion on employee job satisfaction towards Sule Shangri-La Hotel.

2. To identify the influence of employee job satisfaction on employee job performance towards Sule Shangri-La Hotel.

## 1.4    Scope of the Research

Descriptive research attributes are used to determine the satisfaction and job performance of employees who are working at Sule Shangri-La hotel. The researcher mainly emphasized on the major factors that can influence only this company. There are three types of variables in the conceptual framework: independent variable, intervening variable and

dependent variable. The independent variables are job training, job clarity, role ambiguity, role conflict, perceived organization support, pay and promotion. The intervening variable is job satisfaction and the dependent variable is job performance.

The population of the study are the all of "480 employees" who are working in all "seven departments" of this hotel such as HR and training development, quality improvement, food and beverages, sales and marketing, rooms, maintenance and utility and finance.

The researcher will analyze the results by testing hypotheses among independent variables and dependent variable. The research will use a questionnaire survey which is a Five point Likert scale as a main instrument to collect the data. The questionnaire consists of nine sections which represent seven independent variables, an intervening variable and a dependent variable.

## 1.5    Limitations of the Research

The research aims to study the factors affecting the employees' job satisfaction and employees' job performance at Sule Shangri-La hotel in Yangon, Myanmar. The researcher determined to examine all "480 employees" from this hotel. The research is geographically limited to this hotel only in Yangon, Myanmar. So, the result of this study cannot be generalized to employees' job satisfaction and job performance globally. Moreover, there are a number of factors that can affect employees' job satisfaction and job performance. The independent variables used in this study are job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay and promotion. Therefore, this study has limitation in the use of independent variables. The satisfaction level can differ with regards to the demographic factors such as gender, wages and work experience level. Job satisfaction with regards to demographic factors are not part of this study, thus, it has its own limitation.

Even though the researcher knows the total number of population for this study, due to time, all independent variables and dependent variable in this study were from literature review and related studies, therefore some crucial factors may be missing and overlooked. The data collection of this study will take place in the month of April 2017 which means that the results represent the situation of this period. Therefore, the result of the study may not be applied in the future study.

## 1.6    Significance of the study

The importance of this research is to identify the level of employees' job satisfaction and to improve the employees' job performance within the organization and also to understand the factors related to job satisfaction and how job performance influenced by job satisfaction. Therefore, the result of this study will be beneficial for both the organization and employees who are working in all seven departments. The organization could apply the fundamental information from this research to create a development and create employees' work interest in the workplace. Moreover, this research will be helpful for management team of this organization to create a better strategies and maintain the competitive advantage of the firm. The result of this study hopes to provide a deeper understanding of factors affecting job satisfaction and to improve job performance that can definitely contribute to the management team of this hotel to recruit, to promote and to train principals. Additionally, this study will be beneficial to the future researchers. The theories, information and the statistical result of the study can be referred and consulted by the researchers for their future study and research.

## 1.7   Definition of Terms

**Demographic factors:** Armstrong (2006) investigated that demographic factors are related to age, gender, income and working experience. Demographic factors are one of the elements which can measure the personal information of employees.

**Job training:** Landy (1985) defined as a set of planned activities on the part of an organization to provide job knowledge and skills of its members in a manner consistent with the goals of the organization.

**Job clarity:** According to Kim (2009), job clarity is the degree to which desired responsibilities and expectations of jobs are made clear to the employee.

**Job satisfaction:** Awokuse (2013) defined job satisfaction as an emotional reflection resulted by evaluation the outcomes of job according to expected ones and desired ones.

**Job performance:** Byars and Rue (2006) defined job performance as output measured from task or goal accomplishments in term of quantity and quality of individual or team.

**Perceived organizational support:** Eisenberger et al. (2002) stated that perceived organizational support refers to the employees' belief that the organization values their contribution and that the organization will help employees to complete their jobs.

**Pay:** According to Grebnern et al. (2013), payroll is a form of periodic payment from an employer to an employee, which may be specified in an employment contract. It is important that employees are satisfied with their overall pay because it may impact their attitudes and behaviors.

**Promotion:** De Souza (2002) stated that employees have greater satisfaction of their work, when organization offers higher chance of promotion within organization. Additionally, promotion is the organization reward for all employees within organization which encourage employees to perform better in their jobs and it may lead to achieve the organizational goal.

**Role ambiguity:** Gupta and Jenkins (1985) stated that role ambiguity as employees' insecurity when only little information is provided regarding the performance of their responsibilities related to the role. Role ambiguity can decrease employees' performance in work place, since employee do not have any clue to performance the assigned tasks or job effectively (Beehr et al., 1976).

**Role conflicts:** Lewis and Cooper (1988) defined that employee's confusion towards demands of a single role or among several roles. Moreover, employees may be experienced role conflict when they have been managing two or more demands take place at the same times and fulfilling one demand would cause fulfilling other demands harder or unfulfilling (Kumar and Pandey, 1994).

# Chapter 2
# Literature review

In this chapter, the study reviews the previous research relevant to this study. This provides the general concepts and comprehensive literature review of the research variables both dependent and independent. There are three parts: The first part is the theory on which the conceptual framework is based. This will describe the definition of each variable. The second part is related literature reviews that will explain the relationship between variables according to the hypotheses of this study. Finally, the last part will present a review of previous studies to create a strong foundation for this current study.

## 2.1 Literature review
## 2.1.1 Job training

Job training is a set of planned activities on the part of an organization to increase the job knowledge and skills of its members in a manner consistent with the goals of organization (Landy, 1985). Job training is very necessary for the organization because training need to be designed very carefully (Armstrong, 2001). The design of the training should be according to the needs of the employees (Ginsberg, 1997). The organizations which develop good training design according to the need of the employees as well as to the organization always get good results (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001). It means that job training design plays a very vital role for the employees' satisfaction and employees' performance in organizations. A bad training design is nothing but the loss of time and money (Tsaur and Lin, 2014). Job training reduces cost and saves time (Flynn,1998; Kaynak, 2003; Heras, 2006). Job training helps employees to get the knowledge of their job in a better way (Deming, 1982). People learn from their practical experience much better as compare to bookish knowledge. Moreover, according to Taylor & Bain (2005), it is better for the organizations to give their employees on the job training because it is cost effective and time saving. It is good for organization to give their employees on the job training so that their employees learn in a practical way (Baum et al., 2007). It is very necessary for any organization to give its employees training to achieve the overall goals of the organization in a better way (Flynn, 1998, Kayank, 2003; Heras, 2006).

Human resource is very important and is the backbone of every organization. It is the main resource of an organization. Nowadays, for the development and employees to achieve new knowledge and technology, culture building and improvement of staff performance, organizations hold different job-training courses. Satisfaction with job training should be considered as an aspect of overall job satisfaction. Practitioners interested in improving job satisfaction among their employees should focus on job training as a way to improve job satisfaction. Organizations provide several ways to improve human capital. Performance of human resource will ultimately increase the performance of organization. It is important to increase the growth and the productivity of an organization. According to Shieldsm and Wheatley (2002), job training is an important predictor of employee's positive attitude. It will also result in high levels of employee satisfaction and also the brand value of the organization. Besides, job training can reduce the probability of employees making mistakes, as job training improves performance, updates skills and increases the level of competence. Trained employees perform well as compared to untrained employees (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001).

Job training as availability of written materials for learning courses participation in seminars, and conferences for the employees in an organization. The basic function of theory is to gain knowledge, cooperation, incentive thinking and resolving problem (Kottke, 1999). Kleiman (2000) described that essential parts of a worthy employee training program are constructed on orientation, management skills and operational skills of employees. It includes a variety of teaching techniques, schedule and helping learning environment that ensure employee to improve their skills and later apply on their job (Graham et al., 2000).Training is a pathway towards learning and act as important factors for employees' satisfaction. Then, training is learning some new things for increment or development of the working personnel and becomes necessary for having skills and attitudes as a part of each individual's working life for higher performance. Training and development increases the overall performance of the organization (Jones et al., 2008). Although it is costly to give training to the employees but in the long run it gives back more than it costs (Flynn et al., 1998; Kaynak, 2003; Heras, 2006). Every organization should develop its employees according to the need of that time so that they can remain competitive (Carlos, 1995). Organizations can take advantage of this tool and the results will be better trained, more satisfied employees as well as employees who are more valuable to the organization.

**2.1.2 Job clarity**

Job clarity refers to the level to which jobs, rules and regulations and how to do a job are clearly communicated to the employees (Sarathy, 2012) as the degree of the understanding of employees about the detailed requirements of their specific jobs which are defined with a numerous expected behaviors by the organizations (Andreason, 2003). Job clarity is a process in which tasks, rules and regulations are clearly communicated to all the employees (Smerek and Peterson, 2007). It is related to the organizational structure and is usually having roots in how employees clearly see their expectations and roles in organization. Job clarity has link to employee's sense of knowing and what is expected from him or her to perform (Shah, 2011). According to Kim (2009), job clarity is defined as the degree to which desired responsibilities and expectations of jobs are made clear to employees that link to an employee's sense of knowing and what is expected of that employee in terms of performance.

Also, Teas et al. (1979) as job clarity is the degree to which required information is provided to do the job. Moreover, job clarity is the extent to which employees receive and understand the information required to do the job (Kelly et al., 1981). In enhancing employees work and organizational performance, job clarity plays an important role. Job clarity can be increased through additional job information. Workers who are confused with the requirements of their specific jobs cannot predict the results of their behaviors and their experience is less useful to make correct decision. People could predict their actions at workplace better when the jobs are clearer. In other words, job clarity is a construct that moves hand in hand with employee performance and is likely to enhance organization performance (Locke and Latham, 2002). The positive relationships between job clarity and job performance, job clarity and job satisfaction have been found by Bhaskar-Shrinivas et al. (2005). Additionally, it can also increase employees' job satisfaction and increase their job performance. Many authors have come up with many strategies which reduce misunderstanding and increase employee satisfaction ratings. Changes in role clarity can moderate job tension, job satisfaction and turnover rates. Job satisfaction and job clarity are highly correlated and job clarity can predict job satisfaction. High need for clarity workers are more innovative, more satisfied, and less tense and less inclined to leave than low need for clarity workers. Lower level of job clarity can raise job tension and decrease job satisfaction (Kelly et al., 1981; Keller, 1989). Rogers (2003) stated that role clarity and had an inverse impact on job satisfaction, which it will increase by enhancing the role clarity.

**2.1.3 Role ambiguity**

Different individuals in the organization can also experience different ambiguity types at unusual times. Zhao & Rashid (2010) defined as role ambiguity is the absence of satisfactory information which is required in order for persons to accomplish their role in a satisfactory manner. Moreover, role ambiguity refers to the feeling of uncertainty of occurs to employees when there is no sufficient definition of requirements to compete the assigned tasks (Rizzo et al., 1970). Role ambiguity arises when roles for a particular position are unclear, uncertain and poorly. Employees' confusion to performance the expectation of their tasks, without sufficient information. According to Boles et al. (2003), role ambiguity is the result of employees with unclear responsibilities and information to performance the tasks. Role ambiguity may be experienced when employees' received expected performances to fulfill their jobs without clarity.

Ahmed (1998) stated that without the role ambiguity, innovation is very difficult for the New Product Development (NPD), so in this condition the organization needs to encourage the culture for innovation and the organization must able to operate under the situation of ambiguity and managers must be able to accept and handle the situation. It is very important to recognize the nature of uncertainly for the NPD. Role ambiguity may occur when provided information differs from the information which is need to accomplish the assigned tasks. Role ambiguity may limit effectiveness and productivity and the ability to coordinate with other employees. Role ambiguity can lead to experience lower performance in assigned tasks, because the employees do not know how to put their efforts to performance their responsibilities effectively. Role ambiguity may often include to whom the position reports, specification such as the qualifications or skills needed by the person in the job.

Employees' role ambiguity occurs while no sufficient information is provided to perform the assigned tasks and unsure of expectation and satisfaction of outcomes of their tasks (Churchill et al., 1976). Role ambiguity as employees' uncertainty when only little information is provided regarding the performance of their responsibilities related to the role. Dougherty and Cordes (1993) found that when the individual lacks the information there will be role ambiguity. Lack of ambiguity is related to satisfaction to the extent that it facilitates reducing equivocality of behavior (Qi and Li, 1994). According to Muchinsky (1997), role ambiguity will lead to negative outcomes which such as anxiety, helplessness and confusion and depression among employees.

**2.1.4 Role conflict**

In an organization, employees experience several and different expectations both from others and themselves, in their effort to carry out their roles effectively. Incompatible or conflicting expectations lead to role conflict. Therefore, role conflict and ambiguity create problems of adjustment, leading to lower levels of job satisfaction (Kahn,Wolfe, Quinn, 1964). Role conflict has been defined as the incompatibility of requirements and expectations from the role, where compatibility is judged based on a set of conditions that impact role performance (Rizzo, 1970). In addition, Kopelman, Greenhaus, & Connolly (1983) defined role conflict as the extent to which a person experiences pressures within one role that are incompatible with pressures that arise within another role. Role conflict may be experienced when an individual has been handling two or more demands take place at the same time and fulfilling one demand would cause fulfilling other demands to become harder or unfulfilling the second demand.

Tidd and Friedman (2002) defined role conflict as the certainty of employee towards task objectives and performance. Conflict is inevitable in both teams and organizations, due to the complexity and interdependency of organizational design. Moreover, Kahn et al. (1964) stated that role conflict occurs when two or more role partners have simultaneous expectations, such that compliance with the expectations of one role partner makes it difficult or even impossible to fulfill the expectations of the other role partners. The individual would have confused how to perform the responsibilities and when to accomplish it. According to Gupta and Jenkins (1985), role conflict is the existence of conflicting demands within a single role or between multiple roles present. Role conflict is also considered to be responsible for increasing the incidence of adverse events and negative emotions at work. Reports of high levels of role conflict mean increased chances to show employees' unconventional and morally unacceptable behavior that causes feeling of anger, frustration, anxiety and fear (Fisher, 2002). Jones et al. (2008) reported some positive effects of role conflict. From the results of the investigation, it seems that people have developed practical and effective skills as an adjustment to the conflict of roles. More specifically, the process of conflict resolution reinforces teamwork, building alliances and cooperation between various groups of employees.

### 2.1.5 Perceived organizational support (POS)

Perceived organization support (POS) refers to the employees' belief that the organization values their contribution and that the organization will help employees to complete their jobs (Eisenberger et al., 2002). POS can be defined as employees' beliefs concerning the extent to which the organization values their contribution and cares about their well-being. Eisenberger et al. (1986) stated that perceived organizational support endeavors achieve organizational goals. Furthermore, Eisenberger et al. (2001) stated that perceived organizational support such as; monthly income, medical benefits and other employees' benefits package which are provided by organization, can create positive attitude and behaviors of employees and it is mainly shaped by human resources. POS is the sort of organizational activities and employees' beliefs of that it will support their socio emotional needs and which leads employees to have organizational commitment and reach the organizational goal. POS may be particularly potent in terms of maintaining or increasing organizational and individual outcomes (Eisenberger et al., 2002). Employees may interpret the support provided by their employer as a demonstration of commitment towards them which in turn tend to enhance their commitment to the organization (Eisenberger et al., 2002).

Perceived organizational support has aroused a great deal of interest among researchers in the fields of psychology and management (Eisenberger et al., 2002; Fuller et al., 2003; Stamper and Johlke, 2003; Aube et al., 2007; Allen et al., (2008). According to organizational support theory, in return for a high level of support, employees work harder to help their organization reach its goals (Eisenberger et al., 2002) because organizational support has a significant effect on job satisfaction and organizational commitment (Riggle et al., 2009).

Perceived organizational support has a positive relationship related to fair management, support of supervisors and favorable job conditions, which lead employees to have higher organizational commitment and reach the organizational goals (Eisenberger et al., 2002). POS is shaped by human resource which provides positive employees' attitudes and behavior. Employees help working harder to reach their organization's goals as one of the Perceived organizational support theory (Eisenberger et al., 2002). Perceived organizational support can be defined as the awareness of the organization to its employee performance values in their job. Perceived organizational support is how much the organization values employees' contributions and cares about them.

**2.1.6 Pay**

Pay is one of the most important job attributes to job satisfaction, giving the variable significant consideration when measuring satisfaction in the workplace (Lazear and Sherwin, 2000). It refers to a certain amount of compensation to employee as return of their working performance (Lawler, 1970). Pay satisfaction is a very important reward element for both employers and employees in every organization. Spector (2008) stated that fairness is vital for human resources process and decisions for pay rise and pay benefits. Management team communicates with employees about how their pay is allocated and determined by some firms (Scott et al., 2005). Poulston (2009) captured how respondents complained about being poorly paid, or being paid differently, even when duties and time in the job were comparable to other companies. Ghiselli et al. (2001) research supported the importance of salary and reported that salary affects job satisfaction as managers who received the highest salaries were more satisfied than those who had lower salaries. Pay satisfaction can be expressed as the perception that is the right proportion to work or input and comparing with other fellow co-workers (Salimaki, 2008).

According to Biggs et al. (2016), the benefit offerings are more influenced by tax policy and legislation than they are by employer. Employer pay practices are intended to provide "fair" pay. Luthans (2004) considered payment as a kind of combination between the amount of salaries and the demands of job. Payment is also stated as the direct compensation of employees' work, paid as wages or salary. People want a fair treatment according to what they put into the jobs and what they could get from the jobs. If people get treated fairly from the organizations towards their jobs, they will be happy to work in the organization and they will go on working hard at the same level.

Since pay is often seen as confirming of one's status in and value to the organization, the emotional and behavioral impact of misunderstanding compensation systems can be great (Rogers et al., 2003). Besides, ensuring that employees are satisfied with their remuneration is critical, pay dissatisfaction has been shown to influence cognitions and behaviors including performance, commitment, trust, job search, benefit choice, turnover, intention to quit, organizational effectiveness and tardiness (William et al., 2005).

**2.1.7 Promotion**

Promotion is an organizational reward which supports employees to compete and have a good chance to get a higher position or get higher incentives level in order to adjust organizational goals (Lazear and Sherwin, 1981). It is one of the factors which can influence the aspect of employee's life and it can carry significant changes in the pay of employees. Therefore, the value of promotion is identified to depend on the ability to perform the job which promotes a sense of fairness, relating to the job satisfaction of employees. Otherwise, employees' perceive promotion more as for those who have much higher ability to do their jobs to be satisfied with their work. A recent study was performed to estimate the effect of promotions opportunities on job satisfaction concluded that those employees demonstrated higher job satisfaction (Koustelios, 2001).

Promotion can happen when an employee makes a shift in the upward direction in organizational hierarchy and moves to a place of greater responsibility (Dessler, 1996). According to De Souza (2002), employees feel satisfied within the organization when employees perceive higher promotion. Firms can use promotions as a reward for highly productive workers, creating an incentive for workers to exert greater effort. Promotion will only be an effective mechanism for eliciting greater effort if workers place significant value on the promotion itself. Many researchers found that promotions lead to greater job satisfaction, even after controlling for payment system, supports the notion that workers value the promotion itself. The employees who realize they are not going to win a promotion this time around may decrease work effort and job performance. Employees will be more satisfied with their job when they have greater chance to be promoted within an organization (Pergamit and Veum, 1999).

Promotion can be used as an incentive tool. It can enhance the yield of an organization when an employee climbs a promotion ladder on the basis of his seniority and resultantly he gets an increased wage rate. Therefore, the value of promotion is pointed out by increasing the salary (Baker et al., 1994). The income of wage raise, a result of promotion is found to be more significant than fixed income on job satisfaction (Clark, 1996). Promotion can make a significant increase in the salary of an employee as well as in the span of authority and control. Shields (2006) suggested that the employees who are dissatisfied with the opportunity available for promotion show a greater intention to leave the organization. Pergamit and Veum (1999) established that greater the chances of promotion higher will be the job satisfaction of employees. Apart from job satisfaction, the employee satisfaction is

determined by satisfaction with promotion. When employees perceive that there are golden chances for promotion they feel satisfied for the respective place in the organization (De Souza, 2002).

**2.1.8 Job satisfaction**

Job satisfaction is a psychological sense of confidence and satisfaction to fulfill personal needs, desires and expectations with the work itself and the work environment and loyalty to work (Sarathy, 2012). It can be defined as an enjoyable moment consequential since the consideration of particular persons job; the effective response to a particular persons job and a feeling towards a particular persons job. According to Weiss (2002), employee satisfaction is a mind-set but mentions that investigators are supposed to vividly differentiate the matter of cognitive assessment which can have an impact on feeling values and manners. For every organization and corporation, it can be seen that one of that most precious and vital possession is the effective Human Resource Management. All of the resources are supposed to be consumed in an effective manner to gain objectives and goals of the organizations. In this case, the employees play a very important role since their talent, skills and knowledge will be assessed and used effectively for the organizations. In order to do so, the employees must be highly motivated and committed. To achieve motivation, the employees need to have satisfaction with the jobs they are doing. Employees are more productive and more stable and display a positive perspective of the objectives of the organization when they are satisfied (Aziri, 2008).

Brown and Peterson (1993) described two approaches to job satisfaction: a global approach and a faceted approach. The global approach perceives job satisfaction to include employees' feelings toward a job, while the facet approach recognizes job satisfaction to include growth, pay, benefits, supervisors, coworkers, the work itself, organization environment and work conditions (Fink & Kessler, 2010). It is a general or global effective attitude that individuals hold towards to their job. It can be considered from a global perspective such as the feelings and emotions perceived by the individual employee based on work experiences (Spector, 2008). Besides, it is an index of individual preferences for experienced jobs against other opportunities.

Job satisfaction can be represented by a feeling which appears the perception that the job enables and psychological needs (Aziri, 2014). This indicates the comparison between the real experience the employee gets and the rational experience outside the job. This definition

also compares the future experience of the current job and opportunities outside the organization. Employee satisfaction is a key variable that clearly explains the thinking behavior of employees about their workplace and job. Therefore, job satisfaction can be explained as what the employees are or expect from the organization. If the employees are satisfied with the work they do, then they surely will like the job and will have job satisfaction. Tsigilis et al. (2004) indicated that job satisfaction as a function to which one's needs are satisfied in the job. Job satisfaction is an affective reaction to a job that those that are desired, anticipated or deserved (Oshagbemi, 1992). Sempane (2002) analyzed job satisfaction of employees' values and opportunities which can impact employees' perception and implementation.

Satisfaction of a job to a particular person emotion with their job. There are so many variables that can affect or influence the satisfaction of a job. Payment and benefits is one of the most popular factors, followed by the perceived equality of the job-promotion scheme within an organization. In addition, the role, position, duties, responsibility and perceived organizational support are also important since most people want to have a nice and friendly working environment with quality. Employees who are satisfied with their job offer better performance to their duties together with better engagement to their customers, while their organizations have good company policy towards employees' pay level and working environment (Hanif and Kamal, 2009). Therefore, organization must be aware of employee job satisfaction as it plays an essential thing in order to bring their business best performance.

**2.1.9 Job performance**

Job performance is a degree of achievement and the completion of tasks based on employees' knowledge, skills and experience to work efficiently, which are required by the organization. Job performance reflects how employees and workers achieve or fulfill the requirements of the job (Dessler, 1996). It can be classified as the individual productivity at workplace evaluated in terms of relevant behaviors on job and outcomes (Babin and Boles, 1998). Job performance is also stated as outcomes of job related to the total time and energy employees spend on their jobs (Harrison and Shafferm, 2005). According to Luthans (2004), employees who are highly engaged in their organization produce high levels of customer care, retention, productivity and generate higher profits. Robbins and Judge (2009) stated that happy workers are productive workers. Based on the statement, Khan et al. (2011) defined job performance as the quantity and quality of work achieved from each employee,

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emphasizing whether the task has been achieved effectively. Harrison and Shaffer (2005) stated that job performance is the positive effects to employees gain from the time and energy, and then they put in certain tasks.

According to Motowidlo & Scotter (1994), there are two kinds of defined job performance: task performance that employees behave to support companies' technical core and contextual performance, which is related to employees' interpersonal skills to assist in the completion of companies' technical goals. Task performance is typical performance within a certain role and is one of the fundamentals for performance assessment. It appraises the result of the task in a direct way and also an association with the positive effects of task. Conway (1999) suggested that manager ratings should be aside from evaluations of task performance, incorporate ratings of contextual performance and that the effects of contextual performance on organizational performance and success are at least as great as those of task performance (Podsakoff et al., 2000). Knowledge is related to various aspects of job performance (Seibert et al., 2001). According to Nielsen & Gonzalez (2009), having education and getting higher knowledge can have a strong positive effect on employee job performance. Job performance measured the level of achievement of business and social objectives and responsibilities from the perspective of the judging party (Hersey, 1993). It as the level on which an employee fulfills their tasks and duties (Wetzels, 2000).

Job performance can be divided into three kinds of managers to evaluate. The first one is to measure the outcomes of job directly, such as monthly sales of the employee, the amount of the whole production line and so on. The second one is related to others' performance which is used to be an indicator to judge another employee whose performance is being considered. The third one is self-estimations which play a positive role to encourage employees to improve themselves (Lawler and Porter, 1967). Performing employees help leaders to create excellent organizations. If the person is in the right job, there is more commitment, satisfaction and motivation for the employee and better overall performance for the employee (Lin and Haung 2008). When employees serve to customers better and therefore, contribute more to the organization's ongoing profitability.

**2.2 Related Literature Review**

**2.2.1 Relationship between job training and job satisfaction**

Many different aspects of a job have been studied with respect to their relationship to job satisfaction. In literature, many authors have supported the relationship between job

training and employee job satisfaction. Most of the employees' dissatisfaction is due to non-availability of job training which they aspect to have from their job (Melymuka, 2000). It found that by Jones et al. (2008), job training has significant and has a positive relationship with job satisfaction. Similar finding have been reported by Sargent and Hannum (2003), from the sample of school teachers that job training is greatly influencing their job satisfaction. Blum and Kaplan (2000) have also identified the positive link between opportunity to learn new skills and employees' job satisfaction. From all of the above studies, job training was found most effective in helping employees to learn new things relating to job satisfaction.

The study developed by Sheilds and Wheatley (2002) found that the lack of job training opportunities has impact on employee job satisfaction. The study of job stress among health workers developed by Haq et al. (2008) reported that lack of effective communication and job training among health workers greatly affect their work and their job satisfaction. Siebern-Thomas (2005) concluded that job training with regard to skills and knowledge has a strong positive correlation with job satisfaction. Jones et al. (2008) investigated the association of job training affecting different aspects of job satisfaction, such as satisfaction with achievement, satisfaction with pay, satisfaction with job security or satisfaction with work itself. Besides, Georgellis and Lange (2007) reported that the correlation between job training and job satisfaction is significantly positive.

Senge (1990) suggested opportunities to educate, train, and learn present themselves on continual basis in all work place situations. Watkins and Marsick (1993) stated that "the need for lifelong learning is clear evidence in most people' jobs." The information that people need to perform effectively changes almost as quickly as it is produced. As job training provides employees with the skills that they need to do their job for both at present and in the future, to work successfully within teams and to continually improve their processes and procedures. In order to do their jobs, employees depend on the training that they receive from their employers and as the work place continues to evolve, and as demands on employees continue to increase, employees satisfaction with education received on the job will permeate all aspects of overall job satisfaction (Schmidt, 2004).

## 2.2.2 Relationship between job clarity and job satisfaction

Rogers et al. (1994) stated that job clarity had a strong impact on job satisfaction and an increase in job clarity enhances job satisfaction respectively. Authors also suggested that

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the strategies can improve job clarity to increase employees' job satisfaction. Kim (2009) suggested that employees should be clear about their duties and responsibility in the organization then only they can work hard towards the organization goals. Consequently, it will increase job satisfaction. While Smerek and Peterson (2007) in their study of public university administrative staff found that there is a positive correlation between job clarity and employees' job satisfaction. Moreover, Bhaskar-Shrinivas et al. (2005) found that there is a positive relationship between job clarity and job satisfaction.

The clarity of job reduces uncertainty in jobs and it helps employees adjust with their job and it has a strong correlation with employees' job satisfaction (Ting, 1997). Job clarity also has a key role in improving service quality to increase job satisfaction and organizational commitment (Mukherjee and Malhotran, 2006). The study of sales people's performance developed by Sarathy (2012) investigated that job clarity has a strong relationship to employees' job satisfaction. Furthermore, there have the positive relationships between job clarity and job performance, job clarity and job satisfaction have been developed by Bhaskar-Shrinivas et al. (2005). However, the study conducted by Halepota and Shah (2011) on employee job clarity towards job satisfaction in health public sector resulted a negative impact.

**2.2.3 Relationship between role ambiguity and job satisfaction**

Role ambiguity is insufficient information as a guide for employees within specific theme to achieve the expected outcomes Eys and Carron, 2001). According to Yousef (2000) that role ambiguity positively affects to the job satisfaction. Hairs (1998) studied that role ambiguity affects the level of resourcefulness in a negative way. Many authors have proven that there is an inverse relationship between role ambiguity and job satisfaction (Netemeyer et al., 2004). Moreover, Boles et al. (2001) stated that role ambiguity is negatively related to job satisfaction. According to Lankau et al. (2006), if role ambiguity is reduced, the level of job satisfaction will be increased. Eisenbenger et al. (2002) stated that job explanation and information for assigned tasks can increase the understanding of responsibilities and decrease the negative influence of role ambiguity. Furthermore, the study of "Understanding multifaceted job satisfaction of retail employees" developed by Chung et al. (2012) found that there is a negative relationship between role ambiguity and job satisfaction.

Role ambiguity was highly and significantly related to low levels of satisfaction with the work itself. The work itself was of a loosely-defined nature and ambiguity expectations

for performance came from the work. Hence, role ambiguity was negatively related to satisfaction on the intrinsic dimension of the work itself (Keller, 1997). Many researchers indicated that role ambiguity was related to intrinsic sources of job satisfaction, while role conflict was related to extrinsic satisfaction sources. Many researchers have found that employees are generally more satisfied with their jobs when expectations for performance are made clear and non-conflicting. Employees know what is expected of them in the performance of their organizational roles (Keller, 1997).

Employees have higher level of leaning to leave from an organization, when they have poor knowledge of terms and conditions or instructions to perform their tasks. Therefore, role ambiguity can be considered as an important long term organizational factor for both employees and organizations to perform a specific goal successfully. According to Wu and Norman (2006), there was the negative relation between role ambiguity and job satisfaction. Safari et al. (2011) found that the relationship between role ambiguities, role conflicts with job satisfaction is significant. In the study of Yousef (2000), it was established that role ambiguity has direct and negative relationship to job satisfaction.

### 2.2.4 Relationship between role conflict and job satisfaction

Role conflict as a factor to influence the employees' job satisfaction has been stated by some researchers. According to Robert and Karasek (1979), the role conflict and ambiguity as to how they correlate with job satisfaction and values. The researcher found that role conflict was significantly related to lower levels of satisfaction for the supervision, pay, and opportunities for promotion dimensions. Koustelios et al. (2001) stated that role conflict as employees' uncertainty towards requirement of assigned tasks or jobs and expectation to behave or perform. Many researchers have stated that role conflict are negatively related to job satisfaction (Churchill et al., 1974; Kelly et al., 1981, Walker et al., 1975). Masoud and Meredith (2013) studied the relationship between role conflict and job satisfaction of employees from a study of insurance companies and the researchers found that role conflict has an impact on the job satisfaction. Bettencourt and Brown (1997) investigated that role conflict has negative relationship on job satisfaction in the study of "Relationship among workplace Fairness, job satisfaction and social service behaviors". Besides, Brashear et al., (2003) stated that role conflict supports direct and indirect negative effects on employees' job satisfaction. The researchers suggested that reducing role conflict among employees' will increase job satisfaction and lead to better performance of organization. Furthermore, De-

Dreu and Van-Vianen (2001) investigated that conflict was inversely correlated to business performance and employees' satisfaction.

According to Keller (1995), role conflict was significantly related to low levels of satisfaction on three out of four of the extrinsic dimensions: satisfaction with supervision, pay, and opportunities for promotion. If there are too many conflicts, if will inevitably affect the enthusiasm of employee and relationships, it will influence job satisfaction and is bound to affect staff motivation and relationships which in turn will affect their job satisfaction. Similarly, Netemeyer et al. (2004) supported that there are negative effects of role conflict on employees' dissatisfaction with their works. Moreover, Beehr et al. (1976) stated that role conflict can lead to employees' dissatisfaction with their works. Therefore, Baron (1986) pointed that role conflict is the very common factor which impacts on employees' job satisfaction. According to Chen and Cunradi (2008), if properly managed conflict, can improve the satisfaction of interpersonal relationship satisfaction, creative problem-solving, and result in higher efficiency, creativity and profitability.

## 2.2.5 Relationship between perceived organization support and job satisfaction

Employees' conduct and well-being are greatly affected by perceived organizational support (POS). The employees' health and possession of high values are attended to and subsidized by the organizations. High levels of POS creates feelings of obligation, to the employers as well as makes them feel they have to return the employers' commitment by engaging in behaviors that support organizational goals. From the social exchange perspective, research has revealed that POS is positively related to job satisfaction and measures of job performance (Shore and Wayne, 1993). Perceived organizational support is set of beliefs about how much the organization cares for the staff well-being, whereas job satisfaction focuses on different sides or viewpoints of work and is the affective response to these different aspects of work situation.

Perceived organizational support, which is one of the organizational factors, can impact employees' job satisfaction and important for employees' performance and well-being. Eisenberger et al. (2002) stated that POS has quite a compelling connection with job satisfaction. All the aspects of job satisfaction can be influenced by POS. POS is the vital factor that can influence all employees to understand the organization. When employees feel comfortable with their jobs when they believe that organizational support is provided for cooperative employees at their work, since the employees are backed up by the organization

they feel satisfied. POS has been stated to make the employees' emotional responses into contentment and optimism. Employees' attitude and behavior depends on job conditions and human resources related to POS. According to Stamper and Johlke (2003), job satisfaction is how employees feel their jobs and aspects of their jobs and supported by POS. Eisenberger et al. (2001) described that POS should be prior to employees' feeling and attracting a positive mood. It can provide clear evaluation and perform the basic approach to employees' relationship of job satisfaction. Finally, the researcher decided that organizational support could carry out fundamental approach to employees' job satisfaction. Employees provide the organization by working hard to reach its organization goals as POS has a positive significance on job satisfaction (Riggle et al., 2009). In summary, many previous studies have shown that POS is positively associated with levels of job satisfaction, high level of POS resulted in a higher level of job satisfaction (Burke, 2003).

**2.2.6 Relationship between pay and job satisfaction**

From several empirical studies, the researcher found that pay and salaries significantly impact job satisfaction. Therefore it can be determined that the rate of replacement is influenced by job satisfaction and pay (Frisina et al. 1988, Fung-kam, 1998). According to Porter (1962), pay satisfaction is one of employees' comparison factors towards satisfaction with their job. Job satisfaction could provide by offering a pay system to have satisfied employees. Various organizations have various types of pay systems for employees within the organization. Job satisfaction level decreases if employees receive lower amount of pay but increased amount of pay level will cause high level of job satisfaction. A weak effect of rising income on job satisfaction is explored by Clark (1996). Pay satisfaction as an angle of overall job satisfaction has been studied for a long time. Clark (1996) found that the decline of wages or keeping income constant will decrease job satisfaction. There is another finding about positive relationship between temporary salary and job satisfaction stated by (Mekkelholt and Hartog, 1989).

When employees' current pay matches up or is more than their preferred pay, employees' satisfaction with pay and its can lead towards employees' job satisfaction. According to Kamal and Zul (2009), pay component is the major source of employees' job satisfaction. Satisfaction happens when what people really get exceeds what people desire. When the current payment exceed people's desired payment, employees tend to be satisfied (Locke, 1969; Porter, 1962). Heneman and Judge (2000) stated that pay is a very important

factors for employees and employers and also it's an organizational compensation which leads employees to achieve further rewards. A job with good income could satisfy the employees because that many things people need can be bought by only money (Roznowski and Hulin, 1992). Scott et al. (2005) stated that management team of some firms communicate to their employees regarding the allocation and determination of pay system. People with high income tend to be more satisfied with their payment (Pfeffer and Langton, 1993). In addition to being the most important component it is also connected component to promotional aspects such as work effort, which is related to pay satisfaction, and can be regarded as pay satisfaction (Nguyen et al., 2003). Rogers et al. (2003) stated that pay satisfaction is the outcome of comparison between oneself and other fellow employees. Moreover, pay satisfaction is an element which is very important for all organizations (Scott et al., 2005). Employees will be satisfied with their pay, if similarities are high in ratio. Otherwise, employees will not be satisfied with their pay, when there is lack of understanding towards their pay.

Pay satisfaction is not only one of the most important factors but also its related to other factors, which are promotion, work effort could be considered as the employees' job satisfaction (Nguyen et al., 2003). Heywood and Wei (2006) stated that pay is a crucial factor for job satisfaction, as well as job involvement, recognition and promotion. Job satisfaction, job commitment, job appreciation and endorsement are all outcomes of pay and salary. According to empirical studies, researchers have approved that pay factor is the main source of the employees job satisfaction in the banks of commerce in Pakistan (Kamal and Zul, 2009). From the numerous empirical studies, many researchers agreed that companies 'owners are not willing to offer proper pay so that employees may be dissatisfied to work hard in the workplace.

**2.2.7 Relationship between promotion and job satisfaction**

According to Murphy (1989), employees' pay will change significantly by promotion, which is an important factor and influences employee's life. Moreover, Baker et al. (1994) stated that promotion's value can be described with increasing salary. Promotion of the whole organization can influence employees (Oettingen et al., 2011). McCausland et al. (2005) stated that job satisfaction has an important connection with promotion and good communication. Each employee can be influenced differently by promotion, top management of organization expects the impact of job promotion amongst the employees. Job satisfaction

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is significantly related to promotion and positive interaction with opportunities of promotion and employees' job satisfaction. Lazear (2000) stated that employees who get promoted are employees with better job performances with higher level of effort. According to Paarsch and Shearer (2000), employees feel satisfied with promotion opportunities when the organization could support properly and regarding expectations for the future promotion within the organization. Most managers verified that employees feel content with promotion chances when the organization could support suitably and employees can look forward to future promotion chances in the organization (Paarsch and Bruce, 2000).

According to Pergamit and Veum (1999), the higher chance of promotion will lead to the higher level of employees' job satisfaction within an organization. Promotion is a factor that can affect the aspects of working experience of each employee. Top management of an organization predicts the impact of job promotion among the workers which is stated by most of the researchers. Iverson and Deery (1997) reported that job satisfaction increased when the person perceived advancement opportunities within the organization were available and that management should plan and develop career paths for top workers in order to increase satisfaction. Moreover, De Souza (2002) investigated that a higher chance of promotion within organization will lead to employees' satisfaction with their jobs perfectly.

## 2.2.8 Relationship between job satisfaction and job performance

Many researchers have investigated employees' job satisfaction as a factor to influence on job performance. In contrast to previous models, some researchers found that a significant, positive effect of job satisfaction on job performance. As part of job performance which is defined as an aggregate construct of effort, skill and outcomes that are important to the employee and outcomes are important to the firm (Behrman et al., 1984; Lusch and Serpkenci, 1990). Job satisfaction and strong performance for employees as well as engagement with the business. Job satisfaction can come from allowing employees to be self-directed and strong relationship with fellow workers (Lin, 2007). Sometimes this requires a tweaking of organization goals to boost employee motivation (Kivininiemi et al., 2002).

Aries and Rizqi (2013) studied the effect of attitude towards work, organizational commitment, and job satisfaction, on employees' job performance and the researchers found a significant positive effect of job satisfaction on the employee's job performance. On the other hand, according to Judge et al. (2001), there is uncorrelated relationship between job satisfaction and performance. Moreover, Laffaldano and Muchinsky (1985) concluded that

there was a correlation of 0.17 between job satisfaction and job performance, thus confirming that the supposed relationship between these constructs was largely illusory. Fisher (2002) emphasized that when correlations for unreliability and sampling error are applied, meta-analytic studies show moderate relationship between job satisfaction and both core and contextual performance (Lepine et al., 2002). According to Gu and Chi (2009), there is a strong connection between being satisfied at their job and their performance. The variable of job satisfaction is measured from the level of employees' satisfaction and the desire for the turnover rate of employees and the researcher found that there was a significant relationship between job satisfaction and performance (Ahmad, 2010).

**Table 2.1:** The relationship between variables

| Author(s) | Job related relationships |
|---|---|
| Jones et al. (2008) | **-Job training** has significant and has a positive relationship with job satisfaction. |
| Georgellis and Lange (2007) | -The correlation between **job training** and job satisfaction is significantly positive. |
| Smerek and Peterson (2007) | -There is a positive correlation between **job clarity** and employees' job satisfaction. |
| Halepota and Shah (2011) | **-Employee job clarity** towards job satisfaction in health public sector resulted a negative impact. |
| Yousef (2000) | **-Role ambiguity** positively affects to the job satisfaction. |
| Lankau et al. (2006) | -The researcher found that **role ambiguity** is reduced, job satisfaction will be increased. |
| Chung et al. (2012) | -The researcher found that there is a negative relationship between **role ambiguity** and job satisfaction. |

| | |
|---|---|
| Masoud et al. (2013) | -The relationship between **role conflict** and job satisfaction of employees from a study of insurance companies and the researchers found that role conflict has an impact on the job satisfaction. |
| Brashearm et al. (2003) | **-Role conflict** supports direct and indirect negative effects on employees' job satisfaction. |
| Eisenberger et al. (2001) | -**Perceived organizational support** should be prior to employees' feeling and attracting a positive mood. |
| Burke (2003) | -**Perceived organizational support** is positively associated with levels of job satisfaction, high level of POS resulted in a higher level of job satisfaction. |
| Clark (2005) | -The increased amount of **pay level** will cause high level of job satisfaction. |
| Mekkelholt and Hartog (1989) | -There is another finding about positive relationship between **payment** and job satisfaction. |
| Pergamit and Veum (1999) | -The higher chance of **promotion** will lead to the higher level of employees' job satisfaction within an organization. |
| De Souza (2002) | -A higher chance of **promotion** within organization will lead to employees' satisfaction with their jobs perfectly. |
| Aries and Rizqi (2013) | -The researchers found that a significant positive effect of **job satisfaction** on the employee's job performance. |

| Gu and Chi (2009) | -There is a strong connection **between job satisfaction** and their performance. |
|---|---|

## 2.3 Previous studies

This part is the previous empirical researches which have been collected and utilized as the secondary data for this study, where the researcher states that the factors affecting job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay, promotion are influenced on job satisfaction and job satisfaction on job performance.

Khan et al. (2011) investigated "Impact of Job Satisfaction on employee performance: An Empirical Study of Autonomous Medical Institution of Pakistan", The researchers developed a conceptual model mainly aimed to explore the job related factors which are pay, promotion, job safely and security, working conditions, job autonomy, relationship with co-workers, relationship with supervisor and nature of the work on job satisfaction and job performance, the effect of job satisfaction and job performance. The targeted population was doctors, nurses, administrative and accounts and finance staffs of the autonomous medical institution of Pakistan. The result by using regression line found that the relationship between job satisfaction and the job related factors of job satisfaction was more significant than job performance. This research paper could indicate that in order to enhance this employee performance in the autonomous medical institutions.

Susanty and Miradipata (2013) analyzed "The relationship between job performance and job satisfaction towards an electronic company." The objective of this study is to explore the effect of attitude towards works, organizational commitment, and job satisfaction, on employee's job performance. There was a positive attitude towards work and greater organizational commitment which increases job satisfaction which in turn enhances performance of the individual. A total 200 subjects were randomly selected and were managerial and non-managerial staff of the electronic company. Employees were given the same questionnaires, in which, respondents indicated their opinion about their attitude towards work, organizational commitment, job satisfaction and their performance. Fifty-one items were selected to test the relationship for this research. In this research, the researcher found that job satisfaction had a significant positive effect on the employee's job performance.

Arham et al. (2011) conducted a study about the relationship between job satisfaction and job performance with a sample of 150 respondents who worked in small and medium sized construction firms in Nigeria. The result showed that there was a relationship between job satisfaction and job performance. In this study, the researchers concluded that job satisfaction was significantly related to employees' job performance.

Qamar and Baloch (2011) investigated a comparative study of the job satisfaction and performance between private and public sector hospital of Peshawar with a sample size of 113 doctors, with 59 doctors working in the private hospitals. The result showed that there was a significance between job satisfaction and performance. Most of the doctors responded that the employee's satisfaction played a positive role on the performance of their duty.

Te et al. (2012) conducted the study of "Understanding multifaceted job satisfaction of retail employees". The objective of this study was to investigate the multifaceted job satisfaction of retail workers. There were seven facets of job satisfaction including supervision, overall job satisfaction, company policy and support, promotion, pay, co-workers, customers. The researcher distributed 466 questionnaires by using email invitation to an online survey. The result of this study indicated that perceived organizational support, role ambiguity and emotional exhaustion as the most important factors for retail workers. Besides, role conflict and work-family conflict have direct impact on employees' job satisfaction with promotion. The research used multifaceted job satisfaction to support the managers to get benefits. The result described gender differences with customers and also perceived organizational support, work-family-conflicts, family-work conflicts and emotional exhaustion to have different affects between men and women concerning customers.

By analyzing with the multiple regression, the result found that the perceived organizational support, role ambiguity and emotional exhaustion are the most effecting factors for job satisfaction respectively. This research paper can give suggestions to managerial aspects and it can clear that no perfect policy or regulation that meets or retails worker's expectations.

Halepota and Shah (2011) studied "An empirical investigation of organizational antecedents on employee job satisfaction in a developing country". The researchers investigated the strong relationship between the dependent variable which was employee satisfaction and the independent variables like justice, job training, esprit de corps and job clarity. This cross-sectional study which aimed to investigate the employee satisfaction and

organizational antecedence in a developing country like Pakistan. The researchers identified the 200 employees in the field of human resources management and can support public sector management to design policies that may help to enhance employee job satisfaction in the developing countries. There is a major point of finding for this study that job satisfaction has a positive impact on procedural justices, job training and esprit de corps. However, employees reported less job satisfaction with their jobs due to lack of job clarity in a developing country.

Azmi and Sharma (2012) explored "The empirical study on job related dimensions and faculty members' satisfaction at Indian business schools." The objective of this research was to examine the relationship between job related dimensions including pay, promotion, supervision, work schedule and flexibility with job satisfaction. This single cross-sectional survey was completed by 310 teachers of management institutes located in India. The result provided insights into the dynamics of job satisfaction. The findings also provided inputs to business schools on how to handle issues related to teachers' attributes, which is a serious problem in India. The findings of this study indicated that there is a positive relationship among pay satisfaction, satisfaction with supervision, satisfaction with work-schedule flexibility and teachers' job satisfaction. Promotion opportunities were not found to be an influential factor leading to teachers' job satisfaction.

Yousef (2000) investigated "The interactive effects of role conflict and role ambiguity on job satisfaction and attitudes toward organizational change in the manufacturing sector." The purpose of this research is that the joint effects of both role conflict and role ambiguity on job satisfaction in a multicultural work setting. The study used a sample of 397 employees from several manufacturing and service organizations in the United Arab Emirates. The result by using moderate regression analysis revealed that role conflict and role ambiguity have no interactive effects on job satisfaction and also independently and negatively affect job satisfaction.

All previous studies explain different researchers examines about job satisfaction and employee job performance in the organizations.

# Chapter 3
# Research Framework

All variables related to the dependent variable and independent variables are classified and summarized in this chapter. The conceptual framework is used to figure out the relationship between the independent and dependent variables of the research. For this study, independent variables are job training, job clarity, role ambiguity, role conflicts, perceived organizational support, pay, promotion. Job satisfaction is an intervening variable and job performance is a dependent variable which needs to be tested. This chapter consists of the four parts which are theoretical framework, conceptual framework, hypotheses and operationalization of variables. The first part provides theoretical framework shows as a basis reference, which can clarify and summarize relationship between variables. The second part mainly discusses a conceptual framework which can show how job related factors are influenced on job satisfaction and job performance in this present study. The third part consists research hypotheses will be listed based on the research purposes and questions and the last part explains the operationalization of the each variable will be described what they were divided into independent and dependent parts. Each part discusses the variables, operational definitional components and measurement scale in the operationalization. The researcher will show three theoretical frameworks from three articles that have factors related to the topic.

## 3.1 Theoretical framework

A theoretical framework will provide concepts, definitions, conclusive theories used for specific learning theory and layout the conceptual framework. In addition, it can support a basic approach to understand relationships of collected variables. With the help of theoretical framework and conceptual framework, this research shows the relationships. There are several factors that to have an effect on job satisfaction and job performance. The researcher can clearly learn how influence the independent variables of job training, job clarity, pay, promotion, work conditions, role ambiguity , role conflict on job satisfaction and how those factors are influenced on job performance. The research contribution model and theories will be explained subsequently.

The first research model was developed by Halepota and Shah (2011) who studied "An empirical investigation of organizational antecedents on employee job satisfaction in a developing country" (see Figure 3.1). The second research model is about "Impact if job satisfaction on employee performance: An empirical study of autonomous Medical Institutions of Pakistan" developed by Khan, Nawaz, Aleem and Hamed (2011) (see Figure 3.2). The third research model was built up by Te, Brian, and Jungkun, (2012) who studied "Understanding multifaceted job satisfaction of retail employees" (see Figure 3.3).

All details are as follows:

**Figure 3.1**: A research model of an empirical investigation of organizational antecedents on employee job satisfaction in a developing country.
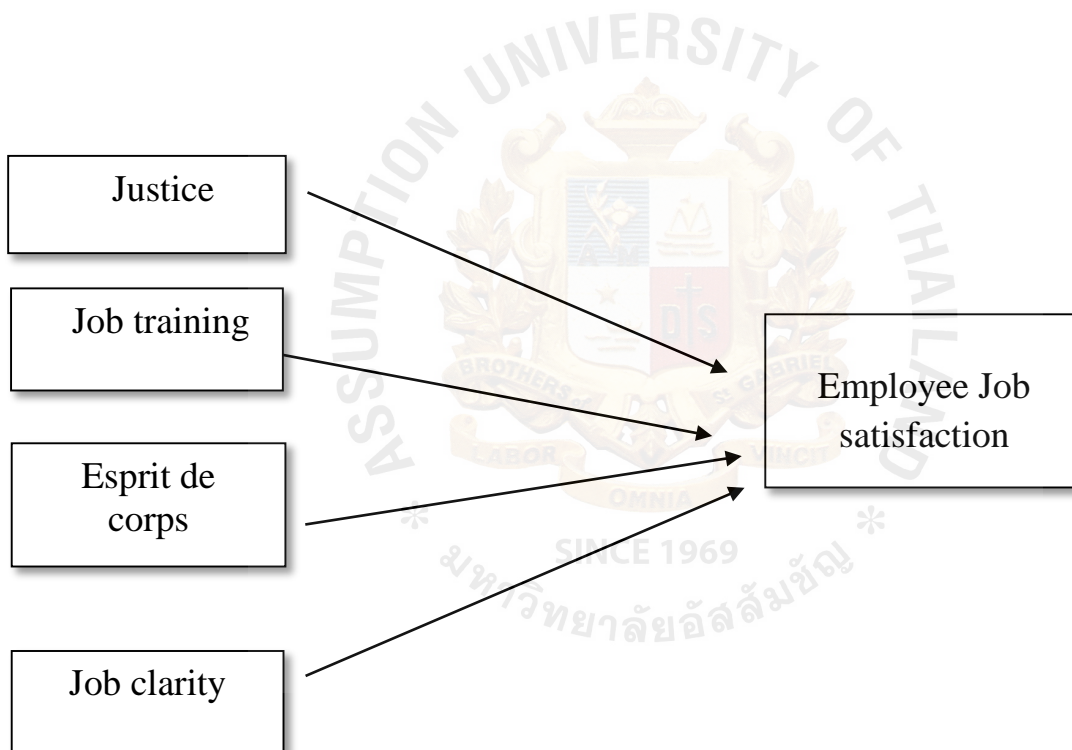


**Source**: Halepota J. and Shah N. (2011). An empirical investigation of organizational antecedents on employee job satisfaction in a developing country, *transforming government, People, Process and Policy*, 5(3), 280-29

Halepota and Shah (2011) explained about the relationship between the dependent variable which was employee satisfaction and independent variables like justice, job training, esprit de corps and job clarity. This research aimed to find out the employee satisfaction and

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organizational antecedence in public sector health organizations of Pakistan. This cross-sectional study which applied a self-administered survey questionnaire was distributed to 200 full time employees and was used random sampling for data collection. A Likert five point measurement scale was taken to analyze the questionnaire. And also these researchers used Statistical Package of Social Service (SPSS) 15.0 version software was used to analyze the data.

By using Cronbach's alpha for reliability, the results found that overall alpha test was 0.90. The hypotheses were tested using the hierarchical regression analyses techniques. A significant level is the critical probability associated with a statistical hypothesis test that indicates how likely it is that an inference supporting a difference between an observed and some statistical expectation is true. P-value is an acceptable significant level to test a hypotheses (Zikmund, 2003). Generally, the significant level is 0.05 but sometimes the acceptable amount of error is specified as 0.1 or 0.01. If p-value is less than 0.05, the hypothesis will be rejected. The highest significant path was observed between job satisfaction and procedural justice p=0.000 ($\beta$= 0.29, $p<0.001$) and the lowest one was between job satisfaction and job training p=0.003 ($\beta$= 0.2, $p<0.005$). There also had p=0.000 ($\beta$=0.27, $p<0.001$) which was between job satisfaction and esprit de corps. But the job clarity did not reach the minimum level of significant (i.e. $p< 0.005$) which had p=0.581 ($\beta$= -0.035, $p>0.005$). So, the findings showed there had significant and positive impact of procedural justices, on job training, esprit de corps on job satisfaction. However, employees reported less job satisfaction with their jobs due to lack of job clarity in a developing country.

This study contributed to literature in the field of human resources management and organizational behavior and can support public sector management to design policies that may help to enhance employee job satisfaction in the developing countries. This research paper with few limitation can provide empirical evidence of employee job satisfaction in a developing countries. The result of this research can indicate the need of consider these predictors in developing and planning strategies and policies to ensure support of employee with respect of their inputs.

**Figure 3.2:** A research model of Impact of Job Satisfaction on employee performance: An Empirical Study of Autonomous Medical Institution of Pakistan
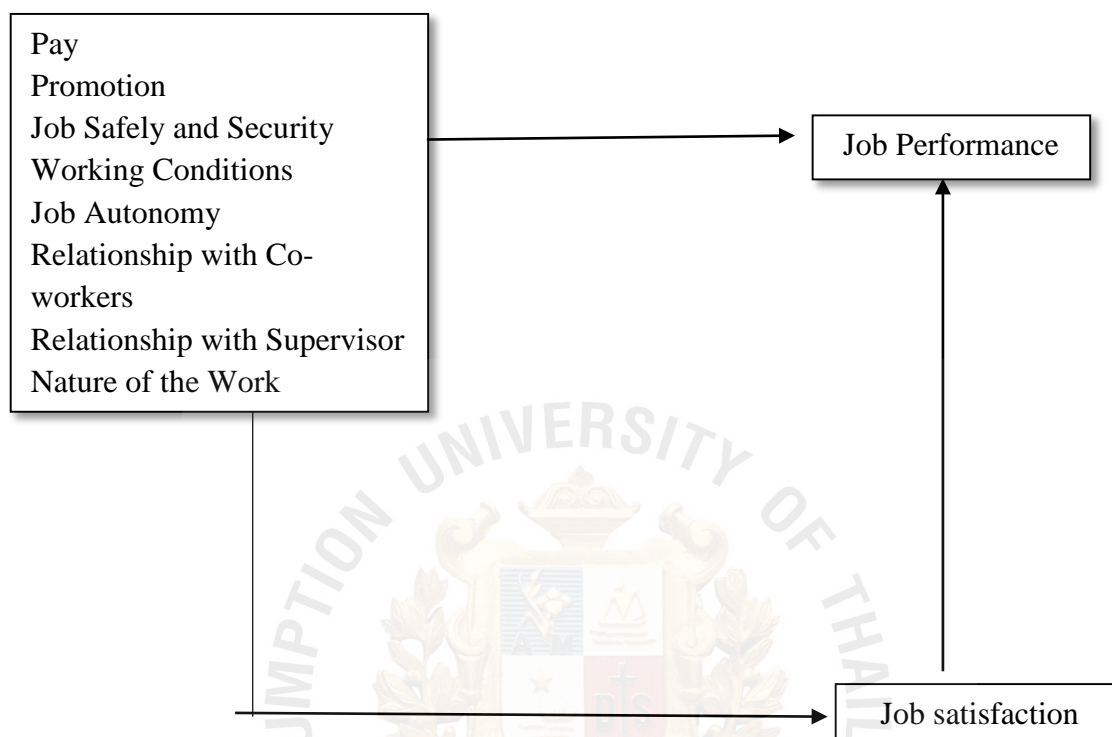


**Source**: Khan A. H., Nawaz M. M., Aleem M. and Hamed W. (2011), Impact of Job Satisfaction on employee performance: An Empirical Study of Autonomous Medical Institution of Pakistan, *African Journal of Business Management,* 6 (7), 2697-2705.

Khan *et al.* (2011) studied the several job related factors which are pay, promotion, job safety and security, working conditions, job autonomy, relationship with co-workers, relationship with supervisor and nature of the work on job satisfaction and job performance, the effect of job satisfaction and job performance. The study used a target population that are doctors, nurses, administrative and accounts and finance staffs of an autonomous medical institution of Pakistan and convenience sampling technique was used to collect the data. 250 questionnaires were distributed and 200 were received by hand and mail. There are two parts in questionnaires, the first part was used to quantify the effects of different factors on job satisfaction and performance and the second part was the demographic factors. SPSS16 version was used to analyze the data.

The result by using regression line showed that in the employee performance, β 0.057 was less than β 0.250 of job satisfaction and factors of job satisfaction. Therefore, the relationship between job satisfaction and the jobs related factors of job satisfaction was more significant than job performance. There were three regression equations that were used to figure out the mediating effect of job satisfaction and relationship of facets of job satisfaction and employee performance. This research provided how related the moderating role of jobs satisfaction in the relationship between those factors and job performance at the autonomous medical institutions of health department of Pakistan. This research paper could indicate that in order to enhance this employee performance in the autonomous medical institutions, the government should focus on all facets of job satisfaction and not only any one of these factors.

**Figure 3.3**: A research model of understanding multifaceted job satisfaction of retail employees

Figure 3.3
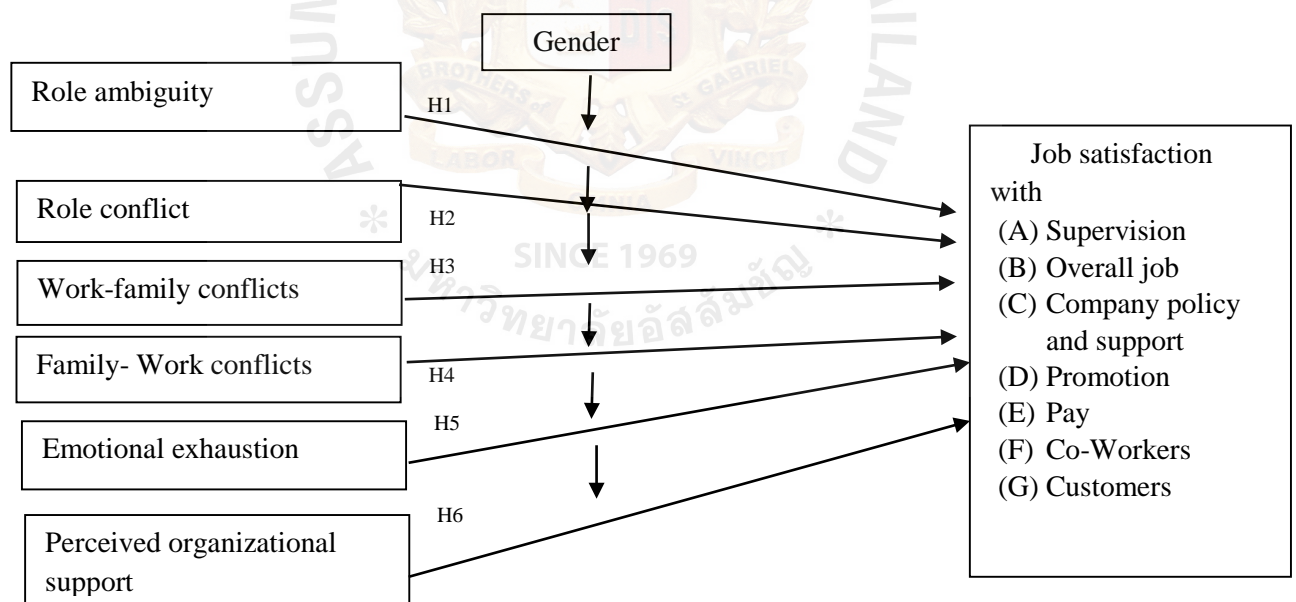


Source: Te, L. C., Brian, R., and Jungkun, P. (2012), "Understanding multifaceted job satisfaction of retail employees". *International Journal of Retail & Distribution Management,* 40(9), 699-716.

Te *et al.* (2012) studied multifaceted job satisfaction of retail employees. In addition, the moderating factor of gender examined the relationship between job satisfaction and multi-facets. This research study used the reduced 28-item INDSALES scale (Comer et al., 1989) because it can cover the most dimensions of job satisfaction for employees in boundary spanning positions. In this research, there are six dimensions namely role ambiguity, role conflict, work-family conflicts, family-work conflicts, emotional exhaustion and perceived organizational support and the correlations with job satisfaction were examined. This study clearly discussed that role ambiguity, role conflict and perceived organizational support have different impacts towards the employees' job satisfaction. This study also showed that the gender difference could show a part in satisfaction. The questionnaires were distributed online to complete the survey from a large scale of research firm conducted in the USA retail market and business-to-business (B-2-B) sector and in which subjects are salesmen from afore-mentioned sectors. 352 responses were usable from the total 466 respondents. Seven-point Likert scale was used to measure the items. This study used multiple regressions and SPSS to analyze the collected data.

This study found that there was a negative impact between work-family conflicts, family-work conflicts and overall job satisfaction. This study also indicated that the negative relationship between emotional exhaustion and job satisfaction. The role conflicts and role ambiguity negatively affected overall job satisfaction because the person does not have proper information to perform the required responsibilities and always has direct interaction with customers so they may have some conflicts from customers. But, perceived organizational support has a positive influences on multifaceted job satisfaction. By analyzing with multiple regression, the result found that the perceived organizational support, role ambiguity and emotional exhaustion are the most effecting factors for job satisfaction respectively.

## 3.2 Conceptual framework

Job satisfaction is employees' attitude and emotional actions about their work and positive attitudes toward the job (Armstrong, 2006). The researcher developed the conceptual framework to study how the job related factors are influenced on job satisfaction and job performance. Variables are chosen to analyze the factors affect the employee' job satisfaction and job performance related to the Sule Shangri-La hotel, Yangon, Myanmar.

According to Wilson. (1996), the researcher concluded that there are several variables that influence job satisfaction. Job clarity is the degree to which desired responsibilities and expectations of jobs are made clear to employee (Kim, 2009) and job training is an important predictor of employee positive attitudes (Shields and Wheatley, 2002; Schmidt, 2007a,b). For the conceptual framework of this present study, the researcher decided to adopt the job training and job clarity from the previous study given in the first theoretical framework (see Figure 3.1).

Job satisfaction is the key factor that leads to recognition, income, promotion and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007). For the conceptual framework of this present study, the researcher adopted two variables from the second theoretical framework (see Figure 3.2) which are pay and promotion as factors related on not only job satisfaction but also job performance.

According to the Rose (1994), management endeavors such as work participation and supervisor support positively affect job satisfaction by decreasing role conflict and role ambiguity. Besides, Perceived organizational support (POS) as an organizational factor that influences employees' job satisfaction and also employees believe their organization values their contributions and the organization will help employees to complete their jobs, which can impact job satisfaction .For the conceptual framework of this present study, the researcher decided to use role ambiguity, role conflict and perceived organizational support from the last theoretical framework (see Figure 3.3).

Finally, based on the aforementioned theoretical research models, the researcher developed the conceptual framework as shown in Figure 3.4.

**Figure 3.4**: The antecedents of *Job satisfaction* and *Job performance* towards a Five Star Hotel in Yangon, Myanmar
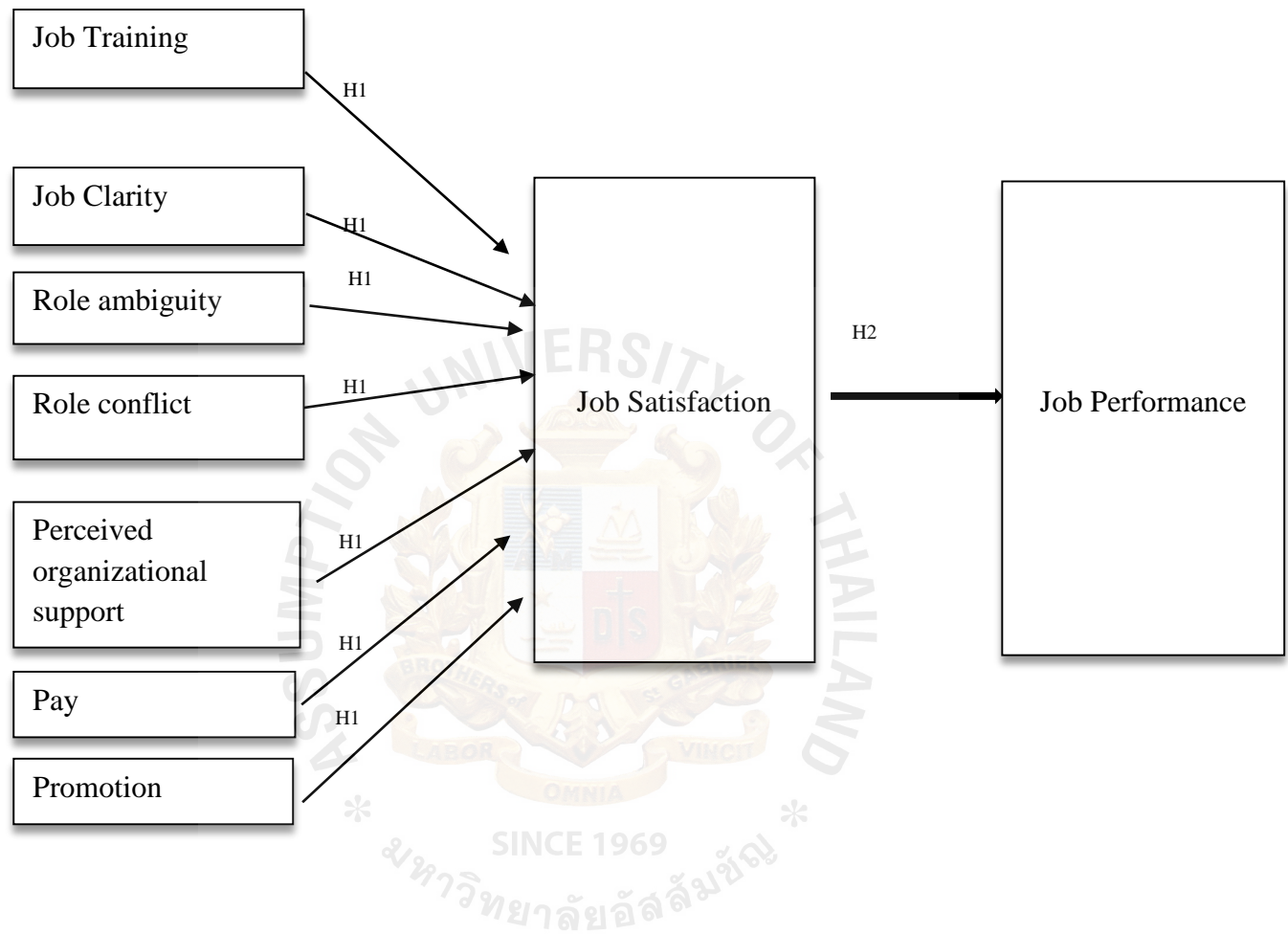
## 3.3 Research Hypotheses

According to the conceptual framework, hypotheses were developed by this researcher for this study. All these hypotheses will be tested to find the objectives of the study. A Hypothesis refers to the initial statement that tests the relationship among variables (Zikmund et al., 2003). Hypotheses testing will make an assumption through sample measurement method to decide whether to accept (the alternative hypothesis Ha) or refuse (the null hypothesis $H_0$) the assumption. The research hypotheses are as follow:

**Hypothesis 1**

$H1_0$: Job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay and promotion, have not influenced on employees' job satisfaction towards Sule Shangri-La Hotel.

H1a: Job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay and promotion have influenced on employees' job satisfaction towards Sule Shangri-La Hotel.

**Hypothesis 2**

$H2_0$: Job satisfaction has not influenced on employees' job performance towards Sule Shangri-La Hotel.

H2a: Job satisfaction has influenced on employees' job performance towards Sule Shangri-La Hotel.

## 3.4 Operationalization of the variables

**Table 3.1:** Operationalization of variables

| Variables | Concept of variables | Operational component | Measurement scale |
|---|---|---|---|
| Job training | Job training is a set of planned activities on the part of an organization to increase the job knowledge and skills of its members in a manner consistent with the goals of organization (Landy, 1985). | -I have received continued training to provide good service.<br><br>-I receive training on how to serve customers better.<br><br>-I receive training on dealing with customer problem.<br><br>-I am satisfied with job training provided by hotel.<br><br>-I apply practically, what I learnt from training. | Interval scale |

| Job clarity | Job clarity is used as the degree to which desired responsibilities and expectations of jobs are made clear to employee that link to employee's sense of knowing and what is expected from employee to perform (Kim, 2009). | -I am very clear about my duty and responsibility.<br><br>-Clarity of my job makes me comfortable to work with the institution.<br><br>-The instruction given to me is sufficient for me to do my work.<br><br>-I never feel lost on what I have to do. | Interval scale |
|---|---|---|---|
| Role Ambiguity | Role ambiguity refers to the feeling of uncertainty of occurs to employees when there is no sufficient definition of requirements to compete the assigned tasks (Rizzo et al., 1970). | -I know what my job responsibilities are<br><br>-I feel certain about how much authority I have.<br><br>-The job explanation of what has to be done is clear. | Interval scale |

| Role Conflict | Tidd and Friedman (2002) defined role conflict as the employee is not sure how to perform tasks, what kind of task should be accomplished and when to carry out the task. | -I receive an assignment with adequate resources and materials to execute it.<br><br>-I have more obligations than I can handle during the time that is available.<br><br>-I work on necessary things.<br><br>-My job requires me to do things on my better judgment. | Interval scale |
|---|---|---|---|
| Perceived Organizational Support | Perceived organizational support refers to the employees' belief that the organization values their contribution and that the organization will help employees to complete their jobs (Eisenberger and Rhoades, 2002). | -The organization cares about my well-being.<br><br>- The organization cares about my general satisfaction at work.<br><br>-The organization cares about my opinions.<br><br>- The organization is willing to help me when I need a special favor. | Interval scale |

| | | | |
|---|---|---|---|
| Pay | Pay refers to a certain amount of compensation to employee as return of their working performance (Lawler, 1970). | -I am paid fairly compared with other employees in this company.<br><br>-I am satisfied my salary considering the stress and the work load I have in my job.<br><br>-My income is adequate for normal expenses.<br><br>-I am paid well considering the responsibility and effort put by me in my work. | Interval scale |
| Promotion | Promotion is an organizational reward which supports employees to complete and have a good chance to get a higher position or get higher incentives level in order to adjust organizational goals (Lazear and Rozen, 1981). | -The company has a fair promotion policy.<br><br>-My opportunities for advancement are limited.<br><br>-I have a good chance of a getting promotion. | Interval scale |
| Job Satisfaction | Job satisfaction is a psychological sense of confidence and satisfaction to fulfill personal needs, desires and expectations | -I am satisfied with my work because it is interesting and is a challenge. | |

| | | with the work itself and the work environment and loyalty to work (Schultz, 2010). | -I am proud to work in my company.<br><br>-I am satisfied with the level of participation that the hotel allows me in the decision that affect my work.<br><br>-I am satisfied with the economic rewards financially that gives me the hotel.<br><br>-I plan to continue to work in Sule Shangri-La hotel. | Interval scale |
|---|---|---|---|---|
| Job Performance | Job performance is a degree of achievement and the completion of tasks based on employees' knowledge, skills and experience to work efficiently, which required by the organization. Job performance reflects how employees and workers achieve or fulfill the requirements of the job (Dalal and Hulin, 2008). | -I can apply knowledge, skills and experience in the work efficiently.<br><br>-I provide support and assistance to my colleagues when they needed.<br><br>-I create more distinction in performance with a high energy level. | Interval scale |

# Chapter 4
# Research Methodology

This chapter will present the overview of the research methodologies used in this study of factors affecting on job satisfaction and job performance at the Sule Shangri-La Hotel in Yangon, Myanmar. In order to obtain better understanding how the independent variables influence upon the dependent variables, appropriate research design is needed for collecting the data. This chapter consists of six parts: First part explain the research methods used in this study, second section describes the details of respondents and sampling procedures including target population, sampling units and sampling procedure, as applied in this study. Then, the instruments and questionnaire for the research, which contains the questions that are asked to the respondents and the methods to measure are provided in the third section. The fourth section describes the pretests of the study. The fifth section is the collection of data and gathering procedures while the last part explains the statistical tools of the data to check the reliability and validity of the study. This chapter basically intends to explain the integrated information and explains the methods used in this research.

## 4.1 Methods of research used

There are two kinds of descriptive research methods, qualitative research and quantitative research, in the empirical part of this study. The research used the quantitative research by having employees answer the questionnaires from Sule Shangri-La Hotel. Quantitative research is associated with the positivist paradigm. This involves collecting and converting data into numerical form so that the statistical calculations can be made and conclusions drawn. Researchers will have one or more hypotheses. These include predictions about possible relationships between variables in order to find the answers to these questions. There are paper or computer tests, observations check lists and so on which are the various instruments and materials to get a clear plan of action. This study was descriptive in nature and quantitative methods were effective for the hypotheses to be tested and differences between variables to be explored (Field, 2009). The quantitative approach was an appropriate method for determining employee job satisfaction. (Raub & Blunschi, 2014).

According to Zikmund et al. (2013), there are six stages of research process: 1) defining the research objectives, 2) planning a research design, 3) planning a sample, 4)

collecting the data, 5) analyzing the data, 6) formulating the conclusions and preparing the report. Decision making is the process of developing and deciding among alternative ways of resolving a problem or choosing from among alternative opportunities. For the research design, the researcher conducted the quantitative descriptive approach. The quantitative method can be classified into three ways: descriptive, exploratory and causal (Leedy and Ormrod, 2001). The descriptive research designed to describe the data and characteristics about the population studied in detail (Shields, 2006). As the name implies, the major purpose of descriptive characteristics is to describe characteristics of objects, people, groups, organizations or environments to paint a picture of given situation (Griffin et al., 2013). Unlike the exploratory research, descriptive studies are conducted after the researcher has gained a firm grasp of the situation being studied.  In addition, the method of description was utilized to gather, emphasize and describing information rather than determine the current situation (Creswell, 1994). The quantitative research model is preferred for testing the hypotheses and explaining the findings to answer the research questions.

For research technique, survey method was used to collect the data to process it further using statistical tools. A research technique in which a sample is interviewed in some form or the behavior of respondents is observed and described in some way (Zikmund et al., 2013). Survey is the research technique in which researchers make use of a questionnaire to obtain facts opinions and attitudes of the respondents (Mc Daniel and Gates, 1999). A distributed questionnaire will support to find out the factors affecting on job satisfaction and job performance of the employees. The data should be gathered based on the population and variables. Confidentiality of the respondents is assured. Survey research typifies a descriptive study. Although the researcher may have a general understanding of the company, conclusive evidence in the form of answers to questions of fact must be collected to determine the actual activities.

To collect the primary data, the researcher used self-administered questionnaire. Data gathering is the process of gathering or collecting information. Data gathered by human observes or interviewers or the researcher recorded by machines as in the case of scanner data and web-based surveys. This helps the research bring a conclusion to the study after, the questionnaires are collected back for further analysis (Varona, 2002). Primary data are the data gathered and analyzed for the special objective of the survey, interview and observation (Czinkota and Ronkainen, 2009).

Employee job satisfaction has played an important role in business development and has become an essential instrument to improve the effective management of the enterprise.

Therefore, scientific employee job satisfaction surveys support to companies that can manage to solve the problems, improve production efficiency and reduce the turnover rate. Hence, a descriptive survey research was appropriate for this study in order to find out the factors that influence employee performance at the Sule Shangri-La Hotel in Yangon, Myanmar. With the help of the questionnaire, the respondents are able to indicate their attitude and view about their job satisfaction in the Sule Shangri-La Hotel at Yangon, Myanmar.

## 4.2 Respondents and sampling procedures

### 4.2.1 Target Population

Malhotra (2004) stated that the target population includes the group of people or objects that possess the information that the researcher is seeking for. Windham (2008) stated that a target population is simply the group of individuals you have selected to study or research. A sample population is a subgroup of the target population. Sample populations are often used in research because of the near impossibility of polling or studying the entire group. Ideally, sample populations are a selection of individuals who more or less reflect the demographics of your chosen target population. The target population can be compared to a snapshot of the whole, or a slice of the pie. Different types of sampling have various methods for obtaining data. The population element is individual subjects on which the measurement is taken; hence population is the total collection of elements about which we wish to make some inferences (Cooper and Schindler, 2014). Target population is the specific, complete group relevant to the research project. Specifying the target groups involve the process to perform the objective of the study into a specific description of the right targets of this study. Without knowing the target population chosen for research, it is not obvious that these are the appropriate sampling population (Cooper and Schindler, 2014).

In this study, this research is interested in investigating job satisfaction and job performance of Shangri-La hotel. Therefore, this research took an opportunity to understand the view of employees of Shangri-La Hotel Yangon. To process the collecting of data, the researcher interviewed the hotel's manager to get the accurate population in Sule Shangri-La Hotel. According to the information from the senior manager of the Hotel, there are 480 employees at Sule Shangri-La Hotel at Yangon, Myanmar, who have been working at the entire sections of this hotel with different responsibilities. Therefore, within this targeted sample, the researcher has to figure out the answers. The researcher believes in order to

answer the questionnaires, the respondents who have the higher level of thinking with reasoning and they could judge and answer the questionnaires well based on the past experience. According to the Boreham et al. (2002), employees' working experience is very important to understand the job's nature and tasks. It can attain the understanding of working process and leads to judge their job tasks.

In order to collect the data based on the population, census survey is applied by the researcher. According to the Zikmund et al. (2013), a census survey is defined as an investigation of all the individual elements that make up the population. Also, a census is a study of every unit, everyone or everything in a population. It can provide a true measure of the population (no sampling error) and also detailed information about small sub-groups within the population is more likely to be available. It is known as a complete as a complete enumeration which means a complete count. Although it is impractical to use census survey for a large population, it is very attractive for a small population. A census takes out the sampling flaws and provides the data on all the individuals in the populations.

The researcher decided to study employees' job satisfaction and collect data from the Sule Shangri-La Hotel which located in No. 223, Sule Pagoda Road, , Yangon, 11182, Myanmar. Yangon is a business city and was the capital city of Myanmar from 1948 to 2006. Nowadays, the government officially proclaimed the new city of Nay Pyi Taw as the capital city of Myanmar. Yangon is located in the southern part of the country on the east bank of Yangon or Hlaing River (the eastern mouth of the Irrawaddy River which is one of the four main Rivers in Myanmar).

**Figure 4.1**: Sule Shangri-La Hotel location
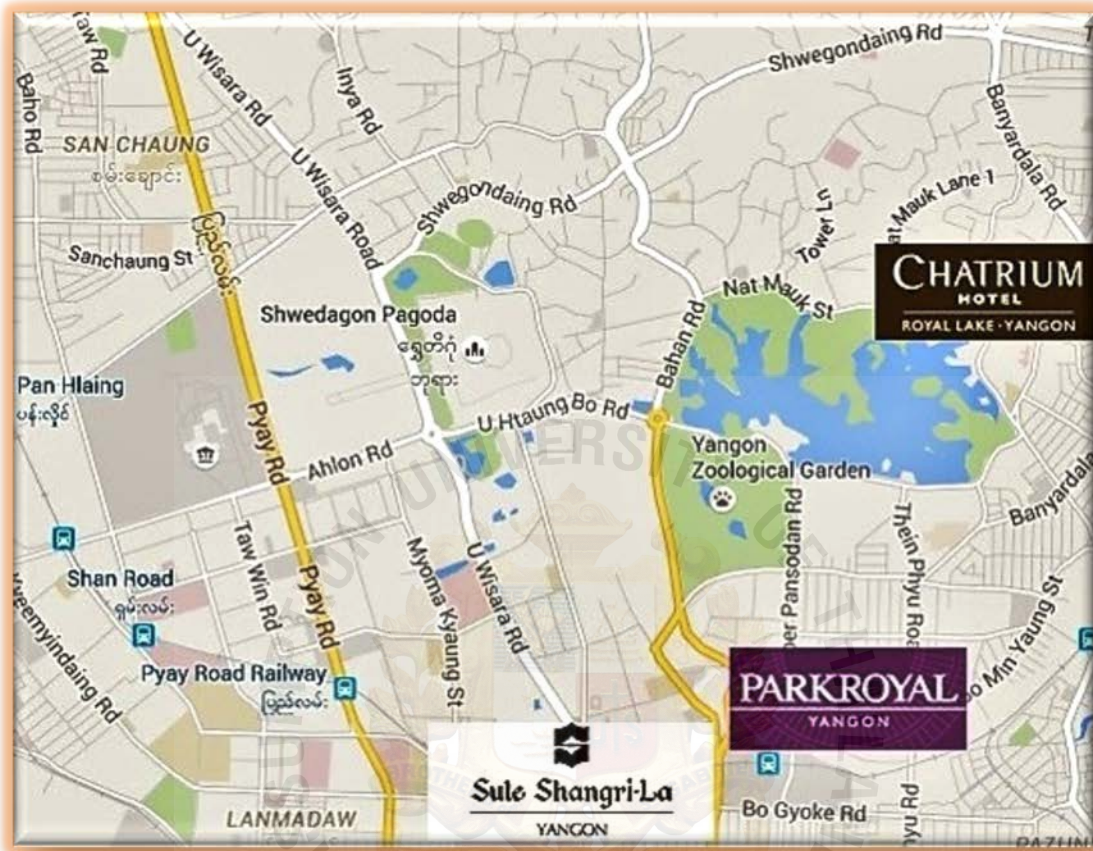
Note: According to the business booming and new changes in Myanmar, the hotel and tourism industry has also boomed in parallel with the current situation. As market demand increases for accommodation in in Yangon and Sule Shangri-La Hotel was rebranded from Traders to Sule Shangri-La in early 2014, the guest's demands are getting high on the service providers and want to meet with the staff who can efficiently handle all the things as well as they want one stop shop service.

**Figure 4.2: Organizational Chart of Sule Shangri-La Hotel**

Note: According to the information from the HR department of Sule Shangri-La Hotel, there are seven departments in the hotel. Table 4.1 shows the total employees in the hotel. In addition, interview method was adopted to get permission from the hotel manager and through statistics to determine the accuracy of the employees in the Sule Shangri-La Hotel at Yangon, Myanmar.

**Table 4.1:** Total population in the Sule Shangri-La Hotel

| No | Department | Number of employees |
|----|------------|---------------------|
| 1 | HR and Training Development and quality improvement | 11 |
| 2 | Food and Beverage-service | 91 |
|   | Food and Beverage-kitchen | 78 |
| 3 | Sales and Marketing- advertising and business promotion | 26 |
|   | Sales and Marketing- reservation | 32 |
|   | Sales and Marketing- rooms and catering sales | 15 |
| 4 | Rooms- front office | 39 |
|   | Rooms- housekeeping and laundry | 53 |
|   | Rooms- healthy club and gym | 20 |
| 5 | Maintenance and Utility | 32 |
| 6 | Finance | 31 |
| 7 | Minor operating staffs | 52 |
| | Total | **480** |

**Source:** Interview with the senior manager of HR and training development at Sule Shangri-La Hotel from 6th to 10th of February.

### 4.2.2 Sample Unit

According to Pinsonneault and Kraemer (1993), the researcher must decide whether the respondents to a survey will be individuals, offices or entire firms. It can be mentioned in the subset of the target population and represent the view of research objective (Hussey, 1997). According to Salant and Dillman (1994), sample selection depends on the population size, its homogeneity, the sample and its cost of use and the degree of precision required. The research sample will be chosen from the target population. As prior described, the target population is the employees of Sule Shangri-La Hotel. In order to get good and approximately very good results, the researcher designed to collect the data by using census survey from entire population.

### 4.2.3 Sampling Procedure

The selection of any research methodology model should be based on the nature of the research study, the availability of resources and the researcher's perspective concerning the topic of study (Tashakorri & Teddlie, 2010). Depending on the nature of the study, the research design and technique might vary. Surveys can collect the information by different methods of observation. Most survey prefer to use the questionnaire to measure the specific characteristics of the population. There are two main ways to gather this information. They are census survey method and sampling survey method. The researcher will not use the sampling survey for this present study. This study must survey the entire population by applying the census survey for the target population of this study which is the employees who are working at all departments at the Sule Shangri-La Hotel.

### 4.2.4 Census Survey

Census survey refers to the quantitative research method, in which all the members of the population are enumerated. It is a count of all the elements in a population. The sampling is the widely used method, in statistical testing, wherein data is collected from a large population, which represents the entire group (Cooper and Schindler, 2014). By using census survey, the research can collect complete information from all respondents in the population. According to Malhotra et al. (2004), a census is an exhaustive list of components of a

population or study objects. It is more practical to launch a census survey when the potential population is known and also small group of population. By using the census survey, it ensures that the individuals within a defined population are sufficiently expressed whereas other approaches for selection may not express it sufficiently. The result will be more reliable and accurate. Hence, the census survey, a quantitative approach is an appropriate method for investigating for the factors affecting of job satisfaction and job performance. The census survey provide detailed information about small sub-groups within the population is more likely to be available and also the benchmark data may be obtained for future studies. Then, in this study, the researcher designed to apply the census survey technique. Based on this technique, the researcher collected the data from all 480 employees at Sule Shangri-La Hotel.

## 4.3 Research instrument/Questionnaires

A series of information material used for the purposes of the analysis are known as data. Therefore, any research surely needs data as material for analysis. The data collection methods are one of the important factors for the success of the research. This relates to how to collect the data, sources and what tools are used. To collect data from respondents, a certain method can be carried out in accordance with its purposes (Hicks, 1996). There are two types of data gathered by the researcher; primary data and secondary data. The primary data come from the survey questionnaire. The survey method consists of a structured questionnaire, designed to obtain the information from the respondents. The questionnaire acquires respondents' mindsets, incentives, perceptions, motives and demographic factors (Hair et al., 2000). It is simple to carry out the questionnaire and the data are reliable since the responses are limited in the questionnaire. The secondary is data based on the various journals, articles and books in order to develop the conceptual framework and providing the literature review.

The researcher has defined the questionnaires based on the conceptual framework in order to investigate how factors influence job satisfaction using the following factors: job training, job clarity, role ambiguity, job conflicts, perceived organizational support, pay and promotion to explain job satisfaction and job performance in the Sule Shangri-La Hotel. A copy of the questionnaire that was sent to the participants can be found in Appendix A.

This research questionnaire is separated into two parts: the first part is based on the framework. The second part is demographic information contains six questions. The scale

used in the quantitative research form was made on the basis of Likert scale, which is rated on five point- Likert scale, which is 5 = strongly agree, 4 = agree, 3 = neither agree nor disagree, 2= disagree, and 1= strongly disagree. The Likert scale is one of the most widely used scales to measure attitudes (Ary et al., 2010). It assesses the attitude towards an object by presenting a set of statements related to the topic and asking the respondents to indicate their level of agreement or disagreement about each statement. The answers range from "strongly disagree" to "strongly agree". A numeric value is assigned to the different responses. The definition of a Likert scale could be broadened depending on the judgment of the researcher (Uebersax, 2006). For demographic part, questions contains information such as respondents' gender, monthly income, work experience and departments.

## PART 1: Factors affecting the job satisfaction and job performance at Sule Shangri-La Hotel

The first part of the questionnaire included the factors affecting the job satisfaction and job performance at Sule Shangri-La Hotel. The researcher developed total 35 questions to test the independent, intermediary and dependent variables of this current study which are job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay, promotion, job satisfaction and job performance. The researcher designed all of questions for this part by measuring five-points Likert-scale where 5 = strongly agree, 4 = agree, 3 = neither agree nor disagree, 2= disagree, and 1= strongly disagree. This part measures the relationship with job satisfaction through the several variables: job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay, promotion, job satisfaction and job performance. Totally 35questions were used in this part. The respondents will give their opinion about the question based on the Likert scale.

## Part 2: Demographic Factors

In this part, the researcher designed to use the category scale as a tool to measure the demographic information of the respondents. A simple category scale (also called a dichotomous scale) offers two mutually exclusive response choices such as male/female or yes/no (Cooper and Schindler, 2014). Expanding the response categories provides the respondents with more flexibility in the rating task and the ability to more precisely indicate

their attitudes. A nominal scale is composed of a set of categories representing different realizations of an underlying trait (Lewis-Beck, 1993). The category scale that consists of several response categories, often providing respondents with alternatives to indicate positions on a continuum (Griffin et al., 2012). This scale is a more sensitive measure than a scale that has only two response categories. It is an attitude measurement consisting of various categories to provide the respondents with a number of alternative ratings. By having more choices for a respondent, the potential exists to provide more information. In the current study, the respondents were asked for general information related to employees' of Sule Shangri-La Hotel. This part consisted of 6 kinds of information as following in details:

1. Gender           :   male and female
2. Monthly Income:   less than100$, 100$-300$, more than 300$
3. Work Experience:   less than 1year, between 1year and 5years, more than 5years
4. Departments   :   quality improvement, HR & training, maintenance, engineering, rooms, cleaning, sales & marketing, food & beverage and other.

   The demographic information was used to describe the employee's characteristics of Sule Shangri-La Hotel.

**Table 4.2**: Full summary of research instrument design

| Part | Variable | Questions | Number of items | Question Scale |
|---|---|---|---|---|
| Measuring variables | Job training | 1-5 | 5 | 5point Likert scale |
| | Job clarity | 6-9 | 4 | 5point Likert scale |
| | Role ambiguity | 10-12 | 3 | 5point Likert scale |
| | Role conflict | 13-16 | 4 | 5point Likert scale |
| | Perceived organizational support | 17-20 | 4 | 5point Likert scale |

| | | | | |
|---|---|---|---|---|
| | Pay | 21-24 | 4 | 5point Likert scale |
| | Promotion | 25-27 | 3 | 5point Likert scale |
| | Job satisfaction | 28-32 | 5 | 5point Likert scale |
| | Job performance | 33-35 | 3 | 5point Likert scale |
| Demographic Factors | Gender | 1 | 1 | Simple category scale |
| | Income | 2 | 1 | category scale |
| | Work experience | 3 | 1 | category scale |
| | Department | 4 | 1 | category scale |

## 4.4 Pretests

Pretesting is one of the most important steps in the research. According to Alan and Bell (2015), pre-test as a guide to discover whether there were any errors in questions. Pretesting helps in identifying the validity, reliability and strength of the questions in each variable. In this study, the researcher tested the reliability with Cronbach's Alpha and Statistical software. Pretest or pilot is the trial method to detect and solve the problem of the questionnaire design. With the help of pretesting, the researcher looks for evidence of ambiguous questions and respondents' misunderstanding and whether the questions mean the same things to all respondents in terms of wording, meaning of language question transforming, sequence and structure (Sekaran, 1992). If the correspondents have misunderstood the questions, it will influence the result. Therefore, a small number of people will be selected to answer the questionnaire. Cooper and Schindler (2014) defined that the number of pretest sample size ranges from 25 to 100 samples. It helps in identifying whether questions in each variables are valid and it also checks whether the answers for questions will represent the variables.

In this study, according to the definition of Cooper and Schindler (2014), the researcher decided to use 50 sets of questionnaires that were distributed to employees of Sule Shangri-La Hotel in Yangon, Myanmar. Reliably was tested for nine variables which were are job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay, promotion, job satisfaction and job performance. By using Cronbach's Alpha values, data were analyzed in the program Statistics software. Sekaran (1992) defined that if the Alpha test is greater than 0.6, it can be considered acceptable and reliable. However, if the reliable consistency is less than 0.6, it is to be considered unrelated.

**Table 4.3:** The result of the Cronbach's coefficient alpha test

| Variables | Alpha (α-test) |
|---|---|
| Job training | .826 |
| Job clarity | .754 |
| Role ambiguity | .613 |
| Role conflict | .861 |
| Perceived organizational support | .915 |
| Pay | .826 |
| Promotion | .754 |
| Job satisfaction | .689 |
| Job performance | .826 |

According to Cronbach (1951), the variables are consistent and reliable when the result from the Alpha test is above 0.6 or equal. According to Sekaran (1992), the value of reliability alpha value is considered as reliable, when it is equal to 0.6. It is mandatory to find the validity and reliability of the questions and helps in adding value to the research. Hence, the results shown from the table 4.3, the variables' questions are reliable and suitable for this study since the alpha values are more than 0.6. Therefore, all respondents were convenient and willing to answer for this research and also the questionnaire are suitable to measure the hypotheses for the relationship between job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay, promotion, job satisfaction and job performance.

## 4.5 Collection of Data/ Data Gathering Procedures

The purpose of data gathering is to achieve the study's goals. According to White (2000), there are three data collection methods, which are behavioral, observations, interviews and survey methods. For this research study, the researcher adopted survey method to get information by using the questionnaires. Therefore, the researcher gathers the data from both sources, which are primary data and secondary data. The following will explain about two kinds of sources in details.

### Primary data

Primary data as new data specifically collected in a current research project and the researcher is the primary user (Ticehurst and Veal, 2000). Primary data are data gathered and analyzed for the special objective of the survey, interview and observation. In this research, the primary data were collected by distributing the questionnaires and collect the data from the respondents. A total of 480 questionnaires were distributed by the senior manager of hotel to 480 employees who work at seven departments at Sule Shangri-La Hotel, Yangon. The questionnaires will be collected for ten days at April, 2017. Besides, the researcher has received a permission from the manager to collect the data in this hotel.

### Secondary data

Secondary data is the result of previous studies rather than the present studies. According to Sanders et al. (2000), secondary data can help to guide researchers to conduct research in the right direction. The purpose to use the secondary data for this study was to gather information for the conceptual framework to adopt for this research. Therefore, the researcher gathered the data from research articles, online journals (Google scholar, Emerald), magazines and text books, which provide the useful information in this study. Secondary data provide a favorable foundation to current research. To develop and support to create conceptual framework of this study, the researcher adopted three articles; first article is "An empirical investigation of organizational antecedents on employee job satisfaction in a developing country" by Halepota and Shah (2011), the second article is about "Impact of job satisfaction on employee performance: An empirical study of autonomous Medical Institutions of Pakistan" by Khan, Nawaz, Aleem and Hamed (2011), the third article is "Understanding multifaceted job satisfaction of retail employees" by Te, Brian, and Jungkun (2012).

## 4.6 Statistical Treatment of Data

Since the data collected is raw, data treatment becomes an important step in the research process. Statistical treatment of data gives more sense to the research paper. In order to come up to a conclusion for the research, the raw data collected should be analyzed using statistics. After collecting 480 questionnaires from the respondents, all the required data were decoded and inputted into the symbolic form by applying Statistical software to analyze and summarize the data into readable and easily interpretable form.

There are many methods to process the data, the researcher organized and summarized the raw data from the respondents to analyze and understand the data better or more accurately. Depending on the research, the researcher used descriptive statistics method, which implied a simple quantitative summary of a data set that has been collected. Therefore, in this research, the researcher used both inferential statistics and descriptive statistics to analyze the demographic factors, mean and standard deviation, reliability of all questions applied as the research instruments and find the difference among groups and the correlation between the variables of the conceptual framework (Frankfort-Nachmias & Leon-Guerrero, 2006). Descriptive statistics is the discipline of quantitatively describing the main features of a collection of data. Descriptive statistics includes statistical procedures that we use to describe the population we are studying. Inferential statistics are concerned with making predictions or inferences about a population from observations and analyses of a sample. Statistics can help understand a phenomenon by confirming or rejecting a hypothesis. It is vital to how we acquire knowledge to most scientific theories. It helps to understand the data set in detail and interpreting the results. In this study, multiple regression line will be used for hypothesis 1 and single regression will be used for hypothesis 2. The regression line method used provides statistically powerful tools to answer the researcher questions. Regression analysis explained the variance in the outcome measures due to the individual and combined contribution of the unique set of predictors that were used in this study. The following will explain in detail;

## 4.6.1 Descriptive statistics

Aaker et al. (2000) explained that descriptive statistics are expressed using percentage, frequency table, bar chart, histogram, graph, tabular form, etc. where it summarizes the collected data into clear and understandable form and the procedures of describing,

analyzing, classifying and interpreting the data. Descriptive analysis is mainly used to describe the calculation of the average frequency distribution, and the percentage distribution is the most common form of summarizing data. Descriptive analysis refers to the transformation of the raw data into a form that makes it easy to comprehend and interpret. This method typically describes the responses of observations. The mean, percentage and standard deviation are calculated from the mathematical formulas as follows:

Mean ($\bar{x}$) $\qquad = (\Sigma \, X) \, / \, N$

Percentage (%) $\qquad = X*100 \, / \, n$

Standard deviation (SD) $\quad = [\overline{\Sigma \, (X - X)}^{\,2} \, / \, (n - 1)]$

Where X $\qquad\qquad$ = Individual data values or frequency

$\overline{X}$ $\qquad\qquad\quad$ = Mean

n $\qquad\qquad\qquad$ = Sample size

N $\qquad\qquad\qquad$ = Population size

SD $\qquad\qquad\quad$ = Standard deviation

## 4.6.2 Inferential statistics for hypotheses testing

Inferential statistics is used in making judgment population into general information. This is used to test hypothesis and make estimations using sample data. According to Upton and Cook (2008), inferential statistics is the process of drawing conclusions from data that are subject to random variance, for example, observational errors or sampling variance. Hypothesis testing is the procedure for an explanation of the relationship between the studied variables. The purpose of this testing was to determine whether the hypotheses were accurate and the researcher mentioned the formulation and investigation of 2 hypotheses as presented in chapter three. In this research, the researcher used multiple linear regression analysis for hypothesis 1 and simple linear regression for hypothesis 2.

### 4.6.3 Multiple linear regression analysis

Multiple linear regression analysis is utilized to analyze the relationship between single dependent variable and multiple independent variables (Hair et al., 2006). Regression analyses are a set of statistical technique through which the relationship between one dependent variable and several independent variables could be assessed (Tabacnnik and Fidell, 2001). Aaker et al. (2000) defined that MLR is applied if the independent and dependent variables are metric and the data can be transferred appropriately. This is the procedure for predicting the level or magnitude of a metric-dependent variable based on the levels of multiple independent variables. There have some difference between the bivariate linear correlation and regression, X-Y relationship in correlation is both are symmetric ($r_{xy}=r_{yx}$) and Y is dependent and X is independent then regression of X on Y differs from Y on X in regression method. And also when the correlation method explains the common variance of X and Y, the proportion of variability of Y can explain by its least-squares regression on X in regression method (Cooper and Schindler, 2014). When we take the observed values of X to estimate or predict corresponding Y values, the process is called simple prediction. When more than one X is used, the outcome is a function of multiple predictors. Simple and multiple predictions are made with the technique called regression analysis (Cooper and Schindler, 2014).

In this study, the researcher applied the multiple linear regression to test how the independent variables, job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay and promotion influence on the dependent variable, job satisfaction. The equation of multiple linear regression is;

$$\acute{Y} = \beta_0 + \beta_1X_1 + \beta_2X_2 + \ldots\ldots \beta_nX_n$$

Where,

| | |
|---|---|
| $\acute{Y}$ | = dependent random variable, job satisfaction |
| $\beta_0, \beta_{1\ldots}, \beta_n$ | = regression coefficients to be estimated |
| $X_1$ | = value of first independent variable (job training) |
| $X_2$ | = value of second independent variable (job clarity) |
| $X_n$ | = value of $n^{th}$ independent variable |

### 4.6.4 Coefficient of Multiple Determinations ($R^2$)

The coefficient of determination, $r^2$ was examined as an evaluation of the goodness of model fit in regression analysis (Hair et al., 2006). The value of coefficient of determination generally determined the proportion of the variance that is predicted by other variables which can range from zero to one which an r-square of zero means dependent variable Y could not be predict dependent variable without any error. Therefore, the closer the r-square is one the more probably prediction. An equation for calculating coefficient of determination is given below:

$$R^2 = \frac{\sum (Y_i' - \overline{Y})^2}{\sum (Y_i - \overline{Y})^2}$$

Where,

$R^2$          =coefficient of determination

$\sum (Y_i'-Y)^2$ = sum of square of deviations between predicted value and the mean

$\sum (Y_i'-Y)^2$ = total sum of square that represents as sum of the square of the difference between actual value and the mean

### 4.6.5 Adjusted Coefficient of Multiple Determination ($R^2_{adj}$)

R-squared is a statistical measure of how close the data are to the fitted regression line. It is also known as the coefficient of determination, of the coefficient of multiple determination for multiple regression. In the standard multiple regression, the independent variables are put into the equation variables are put into the equation at the same time (Pallant, 2007). It illustrates the percentage of the variables of Y which is a dependent variable and that is explained due to the influence of independent variables in this model (Aaker et al., 2000). R-squared calculation is included the sample size and also the number of independent variables. This is attained by the calculation of adjusted coefficient of multiple determinations. The equation is as follow:

$$R^2 = 1 - \frac{(1 - R^2)(N - 1)}{N - p - 1}$$

Where,

$R^2_{adj}$     = adjusted coefficient of Multiple determination

$N$         = the number of observation

$p$          = number of estimated

$R^2$       = coefficient of Multiple determination

### 4.6.6 Estimated error of forecast in multiple regression

The standard error of the estimate is a measure of the accuracy of predictions made with a regression line. Standard error ($S_e$) is used to indicate the measure of accuracy of predication where it also shows the level of actual observations of the predicted values on the regression line (Aaker et al., 2000).

$$S_e = \sqrt{\frac{\sum (Y_i - Y')^2}{n - 2}}$$

Where:

$S_e$      = estimated standard error

$Y_i$      = estimated value

$Y'$      = actual value

$N$      = number of observation

### 4.6.7 ANOVA Table for Multiple Regression Analysis

Analysis of variance (ANOVA) involves the investigation of the effects of one treatment variable on an interval scaled of dependent variable. The main purpose of ANOVA is to find the difference between the mean of variables. The analysis of variance (ANOVA)

table can give the researcher the following information: 1. Degrees of Freedom (DF), 2. Sum of the Squares (SS), 3. Mean Square (MS), 4. F ratio (F).

1. Degrees of Freedom (DF)

DF (Factor) = r-1
Total        = $n_T$-1

Where;

$n_T$-1        = total number of observation
r            = number of factor level

2. Sum of the Squares (SS)

$$SS\ Factor\ =\ \Sigma n_i(\overline{y}_{i.} - \overline{y}..)^2$$
$$SS\ Error\ =\ \Sigma_i\Sigma_j(y_{ij} - \overline{y}_i)^2$$
$$SS\ Total\ =\ \Sigma_i\Sigma_j(y_{ij} - \overline{y}..)^2$$

Where;

$\overline{y}_i$        = mean of the observation at the $i^{th}$ factor level
$\overline{y}$        = mean of all observations
$y_{ij}$        = value of the $j^{th}$ observation at the $i^{th}$ factor level

3. The mean squares (MS)

$$MS\ Factor\ =\ \frac{SS\ Factor}{DF\ Factor}$$

Where;

MS    = Mean square
SS    = Sum of square
DF    = Degrees of freedom

4. F-ratio (F)

$$F = \frac{MS\ (Factor)}{MS\ (Error)}$$

Where;

$n_T$-1     = total number of observation
r          = number of factor levels

ANOVA table has the total sum of squares (SST), the regression sum of the squared (SSR) and the residual sum of squares (the error sum of squares). The calculation of the total sum of squares are given below:

$$SST\ =\ SSR\ +\ SSE$$

| Total Sum of Squares | Regression Sum of Squares | Error Sum of Squares |

$SST = \sum(Y_i - \overline{Y})^2$     $SSR = \sum(\hat{Y}_i - \overline{Y})^2$     $SSE = \sum(Y_i - \hat{Y}_i)^2$

The ANOVA table is given below

**Table 4.4**: ANOVA table

| Source | DF | SS | MS | F |
|--------|-----|-----|-----|-----|
| Regression | k | SSR | MSR = SSR/k | MSR/MSE |
| Error | n-(k+1)/ n-1 | SSE/SS total | MSE = SSE/ [m-(k+1)] | |
| Total | | | | |

**Uses of the ANOVA table**

MST in the ANOVA table is to the variance of y.

SSR/SST in the ANOVA table is the equal to the coefficient of multiple determination ($R^2$).

MSE in the ANOVA table is used to calculate the estimated standard error ($S_e$).

The F statistic in the ANOVA table with the degree of freedom K, N-K-1 can be applied to test the hypothesis that $p^2=0$ (or all the betas equal to zero).

There are three types of hypothesis testing which are conducted in multiple linear regressions. 1. Test for significance of regression, 2. T-test and 3. F-test. Based on the multiple regression (MLR) method, the researcher of this study will use to apply the F-test to test the hypotheses. This test is used to test individual coefficients and also to check the significance of a number of regression coefficients. Render (2006) stated that a statistical hypotheses must be applied to determine whether there is a linear relation between independent variable (X) and dependent variable (Y). If the value of β is 0, there is no relationship between X and Y and null hypotheses is accepted. If the β is not equal to 0, there is a relationship between X and Y and null hypotheses is rejected. Existence of a linear relationship can be observed by F-test and the following is the equation for F-test:

$$F = \frac{MSR}{MSE}$$

Where;

F  = F-statistics
MSR  = mean of squared regression
MSE  = mean of squared error

When the calculation F-value, a significance level has to be determined. The level of significance to conduct for F-test in this study is 0.05. If the significant level for F-test is lower, null hypothesis level for F-test is greater, null hypothesis is failed to reject and there is no relationship between X and Y.

## 4.6.8 Test on Individual Regression Coefficient (t-test)

According to Hair et al. (2000), t-statistics is a technique to test the significant of correlation. The correlation value has to be converted into t-test statistics for the statistical significant testing. Aaker et al. (2001) stated that if the t-value is greater than the critical value, the correlation test of the hypothesis provides the rule to reject the null hypothesis. On the other hand, if the t-value is less than the critical value, the null hypothesis failed to reject. Whether the relationship between two variables exists or not should be checked by significance. Significance can be tested with a t-test (Haan, 2002). The significance of a sample correlation depends on the sample size and also on the size "r". If a significant variable is added, the model becomes more effective but if added non-significant variable the model becomes ineffective (Proctor and Wang, 1997).

## 4.6.9 Simple linear regression

Simple linear regression is an analysis of the linear regression between two variables when one is considered to be the independent variable and other as the dependent variable. A straight line is fundamentally the best way to model the relationship between two continuous variables (Cooper and Singdler, 2014). In this study, the researcher used the simple linear regression for the dependent variable for employee job performance and independent variable for employee job satisfaction.

$$Y = \beta_0 + \beta_1 X$$

Where,

Y = dependent variable

$\beta_0$ = regression coefficients to be estimated

X = independent variable

## Method of Ordinary Least Squares

Least squares estimation technique can minimizes the least-squared error for all observation. Regression models are evaluated based on how much variance they explain (Griffin, 2012). The result of regression line will produce the least possible total error in

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using X to predict Y. When we predict values of Y for each $X_i$, the difference between the actual Yi and the predicted Y is the error (Cooper and Shindler, 2014). This method generates the straight line that minimizes the sum of squared deviations of the actual values from this predicted regression line and fit the line to minimize SSE (error sum of square). The OLS criterion is as follow:

$$\sum_{i=1}^{n} e^2_i \text{ is minimum}$$

Where;

$e_i$      = $Y_i$ - $\hat{Y}_i$ (the residual)

$Y_i$      = actual observed value of the dependent variable

$\hat{Y}_i$      = estimated value of the dependent variable

$n$      = number of observation

$i$      = number of particular observation

## 4.7 Summary of statistical tools used in testing hypotheses

In multiple linear regression models, the F-test and T-test are done to check the significance of individual regression coefficients. The following are the hypothesis statements to test the influence of dependent and independent variables. Whether the hypothesis is to be accepted or rejected, the significant value is used. This current study, if the significant level is more than 0.05 or 95 percent confidence level, the null hypothesis will be failed to rejected and at least one independent variable will not be influenced on the dependent variable. On the other hand, the significance level is less than 0.05 or 95 percent confidence level, the null hypothesis will be rejected. It can also be considered as at least one independent variable will be influenced on the dependent variable. The following are the hypothesis statements to test the significance of the regression coefficient, $\beta_n$:

**Table 4.5: Statistical method used in testing hypothesis**

| Hypothesis | Hypothesis statement | Statistical testing |
|---|---|---|
| $H1_0$ | Job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay and promotion have not influenced on employee job satisfaction towards Sule Shangri-La Hotel. | Multiple linear regression |
| $H2_0$ | Job satisfaction has not influenced on employee job performance towards Sule Shangri-La Hotel. | Simple linear regression |

# Chapter 5

## Presentation of Data and Critical Discussion of Results

In this chapter, the process of data analysis and examination of the results of analysis are presented. The researcher collected data from all employees, who work at the Sule Shangri-La hotel at Yangon, Myanmar. The 480 valid questionnaires are analyzed using SPSS program. There are two sections for generating the information. The first section is about the descriptive analysis of the demographic factors as well as the main variables in the form of the mean and standard deviation of each component of variables. The result of hypotheses testing will be described in the second section.

### 5.1 Descriptive Analyses of Demographic factors

In this study, the researcher made use of descriptive analysis in order to present the demographic profile of the employees of Sule Shangri-La Hotel such as gender, wage, working experience and departments. Descriptive statistics mean to define the fundamental state of the data. According to Zikmund et al. (2013), descriptive analysis can be defined as the elementary transformation of raw data in a way that describes the basic characteristics such as central tendency, distribution, and variability. Therefore, the descriptive analysis is used to describe a set of data in terms of its frequency of occurrence, its central tendency, its dispersion and finally, present the result in a convenient, usable, and understandable form (Ho, 2006).

This current study was specially designed to identify the antecedents of job satisfaction and job performance towards Sule Shangri-La Hotel. Totally, all 480 hotel employees participated cooperated in this research survey. The following are the detailed presentation of the result of the data analysis related to demographic factors.

**Table 5.1:** The Analysis of Gender by using Frequency and Percentage

**gender**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Male | 192 | 40.0 | 40.0 | 40.0 |
| | Female | 288 | 60.0 | 60.0 | 100.0 |
| | Total | 480 | 100.0 | 100.0 | |

**Figure 5.1:** The analysis of gender by using Frequency and Percentage
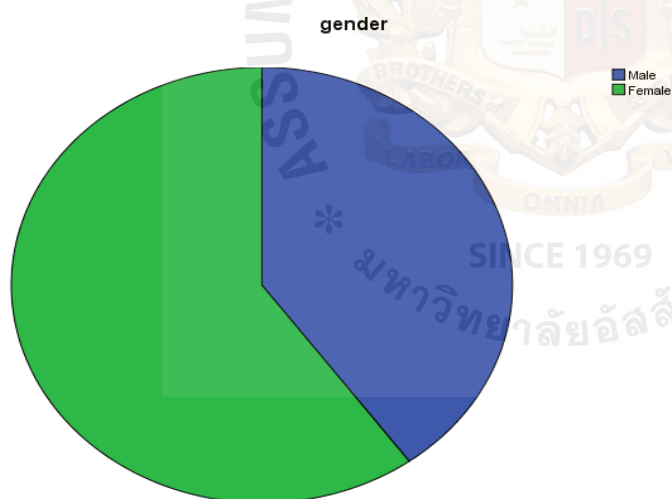


Table 5. 1 and Figure 5.1 indicates the gender of respondents in this study. The percentage of female respondents is greater than male by 20% of total percentage while male respondents account for 40%, which is 192 numbers out of 480 respondents in total.

**Table 5.2:** The Analysis of wage by using Frequency and Percentage

**wage**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | less than 100$ | 85 | 17.7 | 17.7 | 17.7 |
| | 100$-300$ | 227 | 47.3 | 47.3 | 65.0 |
| | more than 300$ | 168 | 35.0 | 35.0 | 100.0 |
| | Total | 480 | 100.0 | 100.0 | |

**Figure 5.2:** The analysis of wage by using Frequency and Percentage
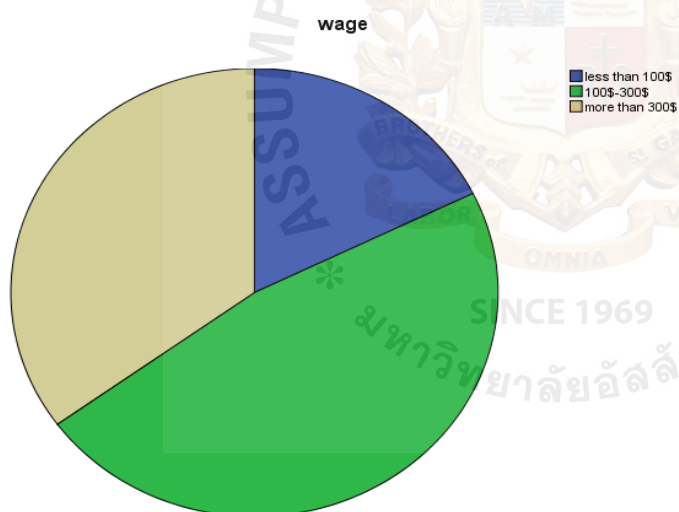


Table 5. 2 and Figure 5.2 show the range of respondents' wage in this study. The respondents who have among 100$ to 300$ per month incomes are the majority of the respondents. The percentage of the respondents is 47.3% of total and 227 out of 480 in number. The second higher percentage of respondents is the population of respondents whose wages is more than 300$ per month, meaning 168 number of 480 in total and 35% in percentage. Then, 85 number of 17.7% of the respondents who have less than 100$ wage per month is the lowest one.

**Table 5.3:** The Analysis of work experience by using Frequency and Percentage

**working experience**

|       |                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------------|-----------|---------|---------------|--------------------|
| Valid | less than 1 year     | 54        | 11.2    | 11.2          | 11.2               |
|       | between 1 to 5 years | 220       | 45.8    | 45.8          | 57.1               |
|       | More than 5 years    | 206       | 42.9    | 42.9          | 100.0              |
|       | Total                | 480       | 100.0   | 100.0         |                    |

**Figure 5.3:** The analysis of working experience by using Frequency and Percentage
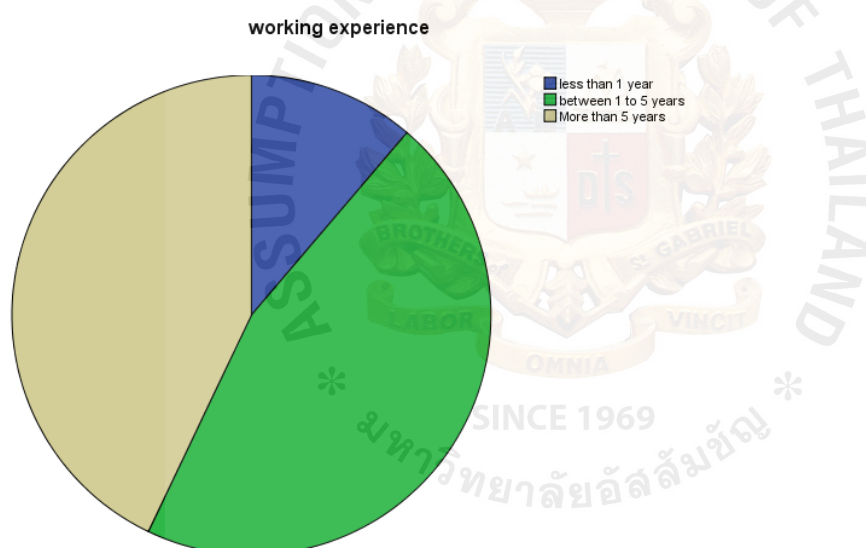


Table of working experience 5. 3 and Figure 5.3 indicate the percentage of the respondents among 1 to 5 years are the higher than other working experience level, which is 220 numbers of 480 respondents in 45.8% of total. Then, the second highest number of more than 5 years of the experience level is 206 out of 480 respondents and 42.9% in percentage. The number of less than 1 year working experience is only 54 out of 480 in total number and 11.2% of the respondents.

**Table 5.4:** The Analysis of departments using Frequency and Percentage

**departments**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Quality improvement | 5 | 1.0 | 1.0 | 1.0 |
| | HR & Training | 6 | 1.2 | 1.2 | 2.3 |
| | Food and Beverage | 169 | 35.2 | 35.2 | 37.5 |
| | Sales & Marketing | 73 | 15.2 | 15.2 | 52.7 |
| | Rooms | 112 | 23.3 | 23.3 | 76.0 |
| | Maintenance & utility | 32 | 6.7 | 6.7 | 82.7 |
| | Finance | 31 | 6.5 | 6.5 | 89.2 |
| | others | 52 | 10.8 | 10.8 | 100.0 |
| | Total | 480 | 100.0 | 100.0 | |

**Figure 5.4:** The analysis of departments by using Frequency and Percentage
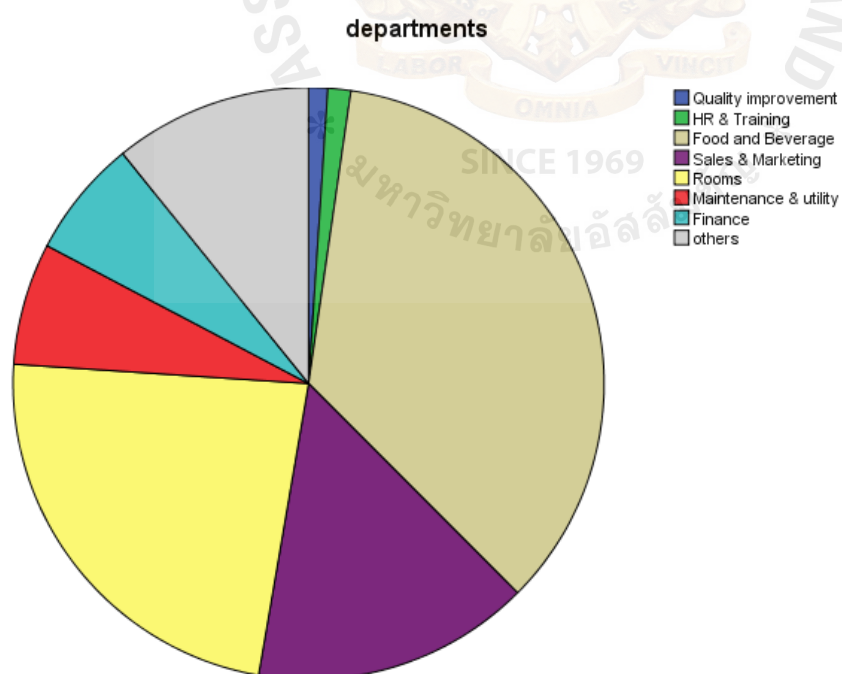
Table 5. 4 and Figure 5.4 show the respondents who are working in seven departments at Sule Shangri-La Hotel. The majority of the employees who are working in Food and beverage department account 35.2% of total, which is 169 out of 480 numbers. The second higher number is the employees who are working at Rooms department, which is the numbers of 112 out of 480 and 23.3% of the total. The employees of Sales of Marketing department are 73 number or 15.2% in total respondents. Then, the others or minor operating staffs are 52 out of 480 in number and 10.8% of total. Maintenance and Utility department has 32 employees out of 480 or 6.7% of total. In finance department, there are 31 out of 480 employees or 6.5% of total respondents. The number accounts 6 of total 480 and 1.2% of total. 5 number or 1.0% of quality improvement employees is the lowest number of respondents.

**Table 5.5:** Summary of Demographic factors by using Frequency and Percentage

| Variables | Frequency (ƒ) | Percentage (%) |
|---|---|---|
| Gender<br><br>-Male<br><br>-Female | <br><br>192<br><br>288 | <br><br>40<br><br>60 |
| Wage<br><br>-less than 100$<br><br>-100$ to 300$<br><br>-more than 300$ | <br><br>85<br><br>227<br><br>168 | <br><br>17.7<br><br>47.3<br><br>35 |
| Working experience<br><br>-less than 1 year<br><br>-1year to 5 years<br><br>-more than 5 years | <br><br>54<br><br>220<br><br>206 | <br><br>11.2<br><br>45.8<br><br>42.9 |

| Departments | | |
|---|---|---|
| -Quality improvement | 5 | 1.0 |
| - HR and Training Development | 6 | 1.2 |
| - Food and Beverage | 169 | 35.2 |
| - Sales and Marketing | 73 | 15.2 |
| - Rooms | 112 | 23.3 |
| - Maintenance and Utility | 32 | 6.7 |
| - Finance | 31 | 6.5 |
| -Others | 52 | 10.8 |
| Total | 480 | 100 |

## 5.2 Descriptive Analyses of Variables

In this study, the descriptive analysis of the variables is used to test each variable of questionnaire in the form of mean score, the number of sample size, and standard deviation. The mean is the frequently used for measuring the central tendency for grouped data, and standard deviation is the most important and useful measure of dispersion for grouped data. This study included 9 variables which are confirmed by conceptual framework such as job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay, promotion, job satisfaction and job performance.

**Table 5.6:** Descriptive Statistics of Job training by Using Mean and Deviation

**Descriptive Statistics**

|  | N | Mean | Std. Deviation |
|---|---|---|---|
| I receive continued training to provide good service | 480 | 3.69 | .789 |
| I receive training on how to serve customers better | 480 | 3.44 | .637 |
| I receive training on dealing with customer problem | 480 | 3.49 | .643 |
| I receive continued training to provide good service | 480 | 3.45 | .641 |
| I apply practically, what I learnt from training | 480 | 3.65 | .809 |
| Valid N (listwise) | 480 |  |  |

Table 5.6 describes that the highest mean is 3.69, which is for "I receive continued training to provide good service". The lowest mean is for "I receive training on how to serve customers better", which is equal to 3.44. At the standard deviation, the highest number at .809 is "I apply practically, what I learnt from training". Then, the lowest one is for "I receive training on how to serve customers better", which is equal to .637.

**Table 5.7:** Descriptive Statistics of Job clarity by Using Mean and Deviation

**Descriptive Statistics**

|  | N | Mean | Std. Deviation |
|---|---|---|---|
| I am very clear about my duty and responsibility | 480 | 3.61 | .782 |
| Clarity of my job makes me comfortable to work with the institution | 480 | 3.54 | .775 |
| The instruction given to me is sufficient for me to do my work | 480 | 3.45 | .641 |
| I never feel lost on what I have to do | 480 | 3.65 | .809 |
| Valid N (listwise) | 480 |  |  |

Table 5.7 describes that the highest mean is 3.65 for "I never feel lost on what I have to do" followed by 3.61 mean of "I am very clear about my duty and responsibility" and "Clarity of my job makes me comfortable to work with the institution" with mean of 3.54. The lowest mean is "The instruction given to me is sufficient for me to do my work" which is equal to 3.45. On the other side, the highest standard deviation is .809, which is for "I never feel lost on what I have to do". The lowest standard deviation is for "The instruction given to me is sufficient for me to do my work" which is equal to .641.

**Table 5.8:** Descriptive Statistics of Role ambiguity by Using Mean and Deviation

**Descriptive Statistics**

| | N | Mean | Std. Deviation |
|---|---|---|---|
| I know what job responsibilities are | 480 | 3.61 | .782 |
| I feel certain about how much authority I have | 480 | 3.53 | .772 |
| The job explanation of what has to be done is clear | 480 | 3.69 | .789 |
| Valid N (listwise) | 480 | | |

From Table 5.8, the highest mean is 3.69 for "The job explanation of what has to be done is clear" followed by 3.61 mean of "I know what job responsibilities are". The lowest mean is "I feel certain about how much authority I have" which is equal to 3.53. The highest standard deviation is .789, for "The job explanation of what has to be done is clear". The lowest standard deviation is "I feel certain about how much authority I have" which is equal to .772.

**Table 5.9:** Descriptive Statistics of Role conflict by Using Mean and Deviation

**Descriptive Statistics**

| | N | Mean | Std. Deviation |
|---|---|---|---|
| I receive an assignment with adequate resources and materials to execute it | 480 | 3.70 | .789 |
| I have more productive time to complete my job task | 480 | 3.45 | .647 |
| I work on necessary things | 480 | 3.49 | .646 |
| My job requires me to do things on my better judgment | 480 | 3.45 | .641 |
| Valid N (listwise) | 480 | | |

From Table 5.9, the highest mean is 3.70 for "I receive an assignment with adequate resources and materials to execute it" and there are same two lowest mean at 3.45, those are "I have more productive time to complete my job task" and "My job requires me to do things on my better judgment" which is equal to 3.53. The highest standard deviation is .789, for "I receive an assignment with adequate resources and materials to execute it". The lowest standard deviation is .641 for "My job requires me to do things on my better judgment".

**Table 5.10:** Descriptive Statistics of Perceived organizational support by Using Mean and Deviation

**Descriptive Statistics**

| | N | Mean | Std. Deviation |
|---|---|---|---|
| The organization cares about my well-being | 480 | 3.69 | .789 |
| The organization cares about my general satisfaction at work | 480 | 3.54 | .775 |
| The organization cares about my opinions | 480 | 3.45 | .641 |
| The organization is willing to help me when I need a special favor | 480 | 3.61 | .782 |
| Valid N (listwise) | 480 | | |

Table 5.10 show the highest mean is 3.69 for "The organization cares about my well-being" and the lowest mean is at 3.45, which is "The organization cares about my opinions". "The organization cares about my well-being" is the highest standard deviation is at .789 and the lowest standard deviation is .641 for "The organization is willing to help me when I need a special favor".

**Table 5.11:** Descriptive Statistics of Pay by Using Mean and Deviation

**Descriptive Statistics**

|  | N | Mean | Std. Deviation |
|---|---|---|---|
| I am paid fairly compared with other employees in this company | 480 | 3.69 | .789 |
| I am satisfied my salary considering the stress and the work load I have in my job | 480 | 3.61 | .782 |
| My income is adequate for normal expenses | 480 | 3.54 | .775 |
| I am paid well considering the responsibility and effort put by me in my work | 480 | 3.45 | .641 |
| Valid N (listwise) | 480 | | |

From Table 5.11, the highest mean is 3.69 for "I am paid fairly compared with other employees in this company". The lowest mean is "I am paid well considering the responsibility and effort put by me in my work" which is equal to 3.45. The highest standard deviation is .789, which is of "I am paid fairly compared with other employees in this company". The lowest standard deviation is "I am paid well considering the responsibility and effort put by me in my work" which is equal to .641.

**Table 5.12:** Descriptive Statistics of Promotion by Using Mean and Deviation

**Descriptive Statistics**

| | N | Mean | Std. Deviation |
|---|---|---|---|
| The company has a fair promotion policy | 480 | 3.63 | .734 |
| My opportunities for advancement are good | 480 | 3.90 | .772 |
| I have a good chance of getting a promotion | 480 | 3.84 | .756 |
| Valid N (listwise) | 480 | | |

From Table 5.12, the highest mean is 3.90 for "My opportunities for advancement are good". The lowest mean is "The company has a fair promotion policy" which is equal to 3.63. The highest standard deviation is .772, for "My opportunities for advancement are good". The lowest standard deviation is "The company has a fair promotion policy" which is equal to .734.

**Table 5.13:** Descriptive Statistics of Job satisfaction by Using Mean and Deviation

**Descriptive Statistics**

| | N | Mean | Std. Deviation |
|---|---|---|---|
| I am satisfied with my work because it is interesting and is a challenge | 480 | 3.70 | .792 |
| I am proud to work in my company | 480 | 3.61 | .782 |
| I am satisfied with the level of participation that the hotel allows me in the decision that affect my work | 480 | 3.54 | .775 |
| I am satisfied with the economic rewards that gives me the hotel | 480 | 3.45 | .641 |
| I plan to continue to work in Sule Shangri-La Hotel | 480 | 3.65 | .809 |
| Valid N (listwise) | 480 | | |

From Table 5.13, the highest mean is 3.70 for "I am satisfied with my work because it is interesting and is a challenge". The lowest mean is "I am satisfied with the economic rewards that gives me the hotel" which is equal to 3.45. The highest standard deviation is .809, for "I plan to continue to work in Sule Shangri-La Hotel". The lowest standard deviation is "I am satisfied with the economic rewards that gives me the hotel" which equal to .641.

**Table 5.14:** Descriptive Statistics of Job performance by Using Mean and Deviation

**Descriptive Statistics**

| | N | Mean | Std. Deviation |
|---|---|---|---|
| I can apply knowledge, skills and experience in the work efficiently | 480 | 3.61 | .782 |
| I provide support and assistance to my colleagues when they needed | 480 | 3.53 | .772 |
| I create more distinction in performance with a high energy level | 480 | 3.69 | .789 |
| Valid N (listwise) | 480 | | |

From Table 5.14, the highest mean is 3.69 for "I create more distinction in performance with a high energy level". The lowest mean is "I provide support and assistance to my colleagues when they needed" which is equal to 3.53. The highest standard deviation is .789, which is for "I create more distinction in performance with a high energy level". The lowest standard deviation is "I provide support and assistance to my colleagues when they needed" which equal to .772.

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**5.2 The analysis of cross tabulation**

**Table 5.15:** Cross tabulation of gender and wage by using frequency and percentage

**gender * wage Cross tabulation**

| | | | wage | | | |
|---|---|---|---|---|---|---|
| | | | less than 100$ | 100$-300$ | more than 300$ | Total |
| gender | Male | Count | 33 | 95 | 64 | 192 |
| | | % within gender | 17.2% | 49.5% | 33.3% | 100.0% |
| | | % within wage | 38.8% | 41.9% | 38.1% | 40.0% |
| | Female | Count | 52 | 132 | 104 | 288 |
| | | % within gender | 18.1% | 45.8% | 36.1% | 100.0% |
| | | % within wage | 61.2% | 58.1% | 61.9% | 60.0% |
| Total | | Count | 85 | 227 | 168 | 480 |
| | | % within gender | 17.7% | 47.3% | 35.0% | 100.0% |
| | | % within wage | 100.0% | 100.0% | 100.0% | 100.0% |

From the table 5.15, the cross tabulation result shows that male employee 95 (49.5%) of total 192 with the range of wage 100$ to 300$ gets the highest percentage 41.9% followed by 64 (33.3%) of female employees with the range of wage more than 300$ gets 33.3% and 33(17.2%) of total 192 with the range of wage less than 100$ gets 38.8%, respectively.

At the same time, female employee 132 (45.8%) of total 288 with the range of wage 100$ to 300$ gets the highest percentage 58.1% followed by 104 (36.1%) of female employees with the range of wage more than 300$ gets 36.1% and 52(61.2%) of total 288 with the range of wage less than 100$ gets 61.2%, respectively. The result indicated that 47.3% (100$ to 300$) of total 480 employees get the highest percentage and followed by 35.0% (more than 300$) of total 480 employees and 17.7% (less than 100$) of total 480 employees get the lowest percentage value.

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**Table 5.16:** Cross tabulation of departments and working experience by using frequency and percentage

**departments * working experience  Cross tabulation**

| | | | working experience | | | |
| | | | less than 1 year | between 1 to 5 years | more than 5 years | Total |
|---|---|---|---|---|---|---|
| departments | Quality improvement | Count | 0 | 1 | 4 | 5 |
| | | % within departments | .0% | 20.0% | 80.0% | 100.0% |
| | | % within working experience | .0% | .5% | 1.9% | 1.0% |
| | HR & Training | Count | 0 | 1 | 5 | 6 |
| | | % within departments | .0% | 16.7% | 83.3% | 100.0% |
| | | % within working experience | .0% | .5% | 2.4% | 1.2% |
| | Food and Beverage | Count | 22 | 78 | 69 | 169 |
| | | % within departments | 13.0% | 46.2% | 40.8% | 100.0% |
| | | % within working experience | 40.7% | 35.5% | 33.5% | 35.2% |
| | Sales & Marketing | Count | 8 | 35 | 30 | 73 |
| | | % within departments | 11.0% | 47.9% | 41.1% | 100.0% |
| | | % within working experience | 14.8% | 15.9% | 14.6% | 15.2% |
| | Rooms | Count | 13 | 52 | 47 | 112 |
| | | % within departments | 11.6% | 46.4% | 42.0% | 100.0% |
| | | % within working experience | 24.1% | 23.6% | 22.8% | 23.3% |
| | Maintenance & utility | Count | 4 | 16 | 12 | 32 |
| | | % within departments | 12.5% | 50.0% | 37.5% | 100.0% |
| | | % within working experience | 7.4% | 7.3% | 5.8% | 6.7% |
| | Finance | Count | 4 | 15 | 12 | 31 |
| | | % within departments | 12.9% | 48.4% | 38.7% | 100.0% |
| | | % within working experience | 7.4% | 6.8% | 5.8% | 6.5% |
| | others | Count | 3 | 22 | 27 | 52 |
| | | % within departments | 5.8% | 42.3% | 51.9% | 100.0% |
| | | % within working experience | 5.6% | 10.0% | 13.1% | 10.8% |
| Total | | Count | 54 | 220 | 206 | 480 |
| | | % within departments | 11.2% | 45.8% | 42.9% | 100.0% |
| | | % within working experience | 100.0% | 100.0% | 100.0% | 100.0% |

From the table 5.16, the cross tabulation result shows that the department of quality improvement 5 (1.0%) of total 480 with "more than 5 years working experience" gets the highest percentage 1.9% which is in total employees 4 followed by 1 with the range "between 1 year to 5 years working experience" gets 0.5% and there is no one "less than 1 year working experience" in this department.

Meanwhile, there are 6 employees of total 480 in HR and Training department with "more than 5 years working experience" gets the highest percentage 2.4% followed by 0.5% with the range "between 1 year to 5 years working experience" respectively.

In Food and Beverage department, there are 169 of total 480 employees with "less than 1 year working experience" gets the highest percentage 40.7% followed by 35.5% with the range "between 1 year to 5 years working experience" gets 35.5% and "more than 5 years working experience" gets 33.5% respectively.

At the same time, there are 73 of total 480 employees in Sales and Marketing department with the range of "between 1 year to 5 years" gets the highest percentage 15.9% followed by 14.8% with "less than 1 year working experience" and "more than 5 years working experience" gets 14.6% respectively.

Moreover, there are 112 of total 480 employees in Rooms department with " less than 1 year" gets the highest percentage 24.1% followed by 23.6% with the range "between 1 year to 5 years working experience" and "more than 5 years working experience" gets 22.8% respectively.

In Maintenance and Utility department, there are 32 of total 480 employees with "less than 1 year" gets the highest percentage 7.4% followed by 7.3% with the range "between 1 year to 5 years working experience" and " more than 5 years working experience" gets 5.8% respectively.

In Finance department, there are 31 of total 480 employees with "less than 1 year" gets the highest percentage 7.4% followed by 6.8% with the range "between 1 year to 5 years working experience" and " more than 5 years" gets 5.8% respectively.

For the last, there are 52 of total 480 employees with the range "between 1 year to 5 years working experience" gets the highest percentage 10.0% followed by 13.1% with "more than 5 years working experience" and " less than 1 year working experience" gets 5.8% respectively.

**5.3 Reliability Analysis**

A reliability test has been used to verify the reliabilities of questions for each variable. Alpha test results represent the least reliable to the most reliable and range from 0 to 1.0, respectively. It is an indicator of a measure's internal consistency (Zikmund et al., 2013). According to Ho (2006), reliability is defined as the consistency of the measures of each variable for testing the phenomenon designed in the research. It is a prerequisite for validity of a test. Sekaran (2013) stated that all the questions of each variable need to test the reliability which may use Cronbach's coefficient Alpha scale. If the result from calculation of Alpha test is above 0.6 or equal to 0.6, it means that all questions are consistent and reliable to be applied as the research instrument for this study. If the reliable consistency is less than 0.6 to be considered unrelated. In addition, it is mandatory to find the validity and reliability of the questions and helps in adding value to the research.

**Table 5.17:** The result of Reliability analysis

| Variables | Alpha test ( α-test) | No. of questions |
|---|---|---|
| Job training | .635 | 5 |
| Job clarity | .709 | 4 |
| Role ambiguity | .626 | 3 |
| Role conflict | .811 | 4 |
| Perceived organizational support | .769 | 4 |
| Pay | .709 | 4 |
| Promotion | .783 | 3 |
| Job satisfaction | .723 | 5 |
| Job performance | .815 | 3 |

The results shown from table 5.17, the variables' questions are reliable and suitable for this study since the alpha values are more than 0.6.

**5.4 Inferential Analysis: To test the Hypotheses**

Inferential statistics is used to determine an analysis about the population on the basis of the sample (Zikmund et al., 2003). On the basis of data obtained from the samples, inferential analysis could help the researcher to build better conclusions about the population. It includes the analysis of the hypotheses statements.

**5.4.1 Hypotheses testing results**

**Table 5.18:** R value and measure the strength of association

| R-value | The strength of association |
|---------|------------------------------|
| .81 to .99 | Very strong positive relationship |
| .61 to .80 | Strong positive relationship |
| .41 to .60 | Weak positive relationship |
| .21 to .40 | Weak positive relationship |
| .01 to .20 | Very weak positive relationship |
| 0 | No relationship |
| -.01 to .20 | Very weak negative relationship |
| -.21 to .40 | Weak negative relationship |
| -.41 to .60 | Weak negative relationship |
| -.61 to .80 | Strong negative relationship |
| -.81 to .99 | Very strong negative relationship |

**Source:** Hussey (1997), business research: a practical guide for undergraduate and post graduate students, 227, Macmillan, London

**5.4.2 Significance Test**

According to Lewis (2005), hypothesis testing is utilized to examine the probability of a stated hypothesis is true or not. A significant test is used to determine whether the observed value form the statistics is different enough from the hypothesis value of a parameter or the hypothesis and also to make a judgment whether the null hypothesis is true or not. This could help to determine the null hypothesis is correct or not correct which compare with the statistic collected from the population and the calculation of the probability that collected from the statistics. Therefore, a significant test also helps to measure whether the null hypothesis should be rejected of failed to reject.

**5.4.3 The Data Presentation of Regression Analysis**

Hypothesis testing is the methodology for which the hypotheses setting in the research are proved using statistical treatments (Lind et al., 2005). In this research, there are 2 hypotheses using simple linear regression and multiple linear regression line to be determine the antecedents of job satisfaction and job performance. Hypothesis one is tested by applying multiple regression and hypothesis two is evaluated by simple linear regression. If the significance value is less than the chosen level of the significance, the null hypothesis or $H_0$ is rejected. If not, the null hypothesis will be accepted. The following are the results of hypotheses testing;

**Hypothesis 1:**

$H1_0$: Job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay and promotion have not influenced on job satisfaction.

$H1_a$: Job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay and promotion have influenced on job satisfaction.

**Table 5.19:** Regression model summary of hypothesis one

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .998a | .995 | .995 | .03200 |

a. Predictors: (Constant), Promotion, Jobclarity, POS, Roleconflict, Roleambiguity, Jobtraining, Pay

According to Table 5.19, the result of the model summary shows that correlation coefficient (R) is equal to 0.998, which means that job training, job clarity, role ambiguity, perceived organizational support, role conflict, pay and promotion very strong influence on the job satisfaction. This $R^2$ equals .995 which means that if job training, job clarity, role ambiguity, perceived organizational support, role conflict, pay and promotion increase or decrease, it will affect the increase or decrease of job satisfaction by 99.5%.

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**Table 5.20:** ANOVA result for job training, job clarity, role ambiguity, perceived organizational support, role conflict, pay and promotion

**ANOVA[b]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 103.180 | 7 | 14.740 | 1.439E4 | .000[a] |
| | Residual | .483 | 472 | .001 | | |
| | Total | 103.664 | 479 | | | |

a. Predictors: (Constant), Promotion, Job clarity, POS, Role conflict, Role ambiguity, Job training, Pay

b. Dependent Variable: Job satisfaction

The table 5.20, ANOVA (Analysis of variance) result shows the significant of hypothesis 1 is equal to 0.000, which is less than 0.05 (0.000<0.05). It means that the null hypothesis is rejected and at least one variable will influence job satisfaction.

**Table 5.21:** The analysis of the influence of job training, job clarity, role ambiguity, perceived organizational support, role conflict, pay and promotion on job satisfaction by multiple linear regression coefficients

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | -.139 | .019 | | -7.272 | .000 |
| | Jobtraining | .581 | .018 | .564 | 31.482 | .000 |
| | Job clarity | .199 | .011 | .236 | 18.106 | .000 |
| | Role ambiguity | .082 | .012 | .086 | 6.876 | .000 |
| | Role conflict | -.383 | .018 | -.341 | -21.200 | .000 |
| | POS | .026 | .005 | .027 | 5.541 | .000 |
| | Pay | .524 | .018 | .512 | 28.423 | .000 |
| | Promotion | .012 | .004 | .011 | 3.127 | .002 |

a. Dependent Variable: Job satisfaction

Base on Table 5.21, the Regression Beta Coefficient table presents that the significant of job training, job clarity, role ambiguity, perceived organizational support, role conflict and pay are equal to 0.000, which are less than 0.05 (0.000<0.05) at the unstandardized beta coefficient are .581, .199, .082, .026, .524, .012, respectively. But, the significant of promotion is equal to 0.002 which is less than 0.05(0.000<0.05). However, the significant at the unstandardized beta coefficient of role conflict is (-.383) which means that role conflict is negatively impact on job satisfaction while other six variables are positively influence on job satisfaction. Therefore, the null hypothesis is rejected and it implies that job training has better influence on employee job training than other independent variables.

**Hypothesis 2:**

H2₀: Job satisfaction has not influenced on job performance.

H2ₐ: Job satisfaction has influenced on job performance.

**Table 5.22:** Regression model summary of hypothesis two

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-----|----------|-------------------|----------------------------|
| 1 | .877ᵃ | .770 | .769 | .23507 |

a. Predictors: (Constant), Job satisfaction

According to the Table 5.22, the result of the model summary shows that correlation coefficient (R) is equal to 0.877, which means that the job satisfaction very strong influence on the job performance. And .770 ($R^2$) means that if job satisfaction increases or decreases, it will affect the increase or decrease of job performance by 77.0%.

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**Table 5.23:** ANOVA result for job satisfaction

**ANOVA$^b$**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 88.328 | 1 | 88.328 | 1.598E3 | .000$^a$ |
| | Residual | 26.413 | 478 | .055 | | |
| | Total | 114.741 | 479 | | | |

a. Predictors: (Constant), Job satisfaction

b. Dependent Variable: Job performance

The table 5.23, ANOVA (Analysis of variance) result shows the significant of hypothesis 2 is equal to 0.000, which is less than 0.05 (0.000<0.05). It means that the null hypothesis is rejected and at least one variable will influence job performance.

**Table 5.24:** The analysis of the influence of job satisfaction on job performance by simple linear regression coefficients

**Coefficients$^a$**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .301 | .083 | | 3.607 | .000 |
| | Job satisfaction | .923 | .023 | .877 | 39.981 | .000 |

a. Dependent Variable: Job performance

Base on Table 5.24, the t-statistic table presents that the significant of job satisfaction is equal to 0.000, which is less than 0.05 (0.000<0.05). It means that the null hypothesis is rejected. The researcher also found that the unstandardized coefficient (Beta) value of job satisfaction is 0.923. Therefore, it implies that employee job satisfaction positively influence on employee job performance.

**Table 5.25:** Summary of Hypothesis Testing Results

| Null hypothesis Description | Statistical Tool | Unstandardized Coefficient (Beta) | Significant | Results |
|---|---|---|---|---|
| $H1_0$: Job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay and promotion have not influenced on job satisfaction. | Multiple Regression | | | |
| -Job training | | 0.581 | 0.000 | Reject $H1_0$ |
| -Job clarity | | 0.199 | 0.000 | Reject $H1_0$ |
| -Role ambiguity | | 0.082 | 0.000 | Reject $H1_0$ |
| -Role conflict | | -0.383 | 0.000 | Reject $H1_0$ |
| -Perceived organizational support | | 0.026 | 0.000 | Reject $H1_0$ |
| -Pay | | 0.524 | 0.000 | Reject $H1_0$ |
| -Promotion | | 0.012 | 0.002 | Reject $H1_0$ |
| $H2_0$: Job satisfaction has not influenced on job performance. | Simple Regression | | | |
| -Job satisfaction | | 0.923 | 0.000 | Reject $H2_0$ |

# Chapter 6

## Summary of the Findings, Conclusions and Recommendations

In this chapter, the conclusion of the variables that the antecedents of job satisfaction and job performance of hotel employees will be discussed as well as the recommendations and conclusions. In addition, future research will be discussed in the last part of this research.

### 6.1 Summary of Findings

The purpose of this research was to analyze and review the antecedents of employee job satisfaction and employee job performance towards Sule Shangri-La Hotel in Yangon, Myanmar. In this research, there are seven independent variables, job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay and promotion, job satisfaction is the intervening variable and job performance is the dependent variable. This researcher used inferential analysis, ANOVA, regression beta coefficient table, descriptive analysis, mean frequency, standard deviation and also cross-tabulation to test the data. The researcher analyzed all the influence by collecting the data from 480 hotel employees using SPSS software. The researchers has the following findings in terms of demographic factors, mean and standard deviation of research instruments of each variable and the result of hypotheses testing.

### 6.1.1 Summary of Demographic Factors

In this research, 480 questionnaires were distributed to hotel employees, who work at a Five Star Hotel, Sule Shangri-La in Yangon, Myanmar. The demographic factors taken into consideration in this study are gender, wage, working experience and departments. All the highest overall percentages of demographic factors of the respondents of this study are shown in table 6.1.

**Table 6.1:** Summary of findings of demographic factors

| Demographic factors | Majority group | Total of the respondents |
|---|---|---|
| Gender | Female | 60%(288) |
| Wage | 100$-300$ | 47.3% (227) |
| Working experience | 1year to 5 year | 45.8% (220) |
| Departments | Food and Beverage | 35.2% (169) |

Table 6.1 shows that 60 % of the respondents are females. The range of wage between 100$ to 300$ have the highest percentage among all the respondents, which is 47.3%. Among all the respondents, working experience level between 1 to 5 years have the highest percentage 45.8%. In addition, the largest group in seven departments is from the employees of Food and Beverage department, which is 35.2% of the total.

**6.1.2 Summary of Variables**

For this current research, 35 questions were used to test the antecedents of job satisfaction and job performance towards a five star hotel in Yangon, Myanmar. This study made use of a 5 point Likert scale to measure the influence of variables. The results of statistical treatment of data have shown that all the dependent and independent variables have significant influence on five star hotel employee job performance in the Yangon Myanmar. The researcher treated all the variables of this study with descriptive analysis by using mean and standard deviation. The summary of highest mean scored by the questions of each independent variable are shown in Table 6.2.

**Table 6.2:** Summary of highest mean score by independent variables

| Variables | Questions | Highest mean |
|---|---|---|
| Job training | I receive continued training to provide good service. | 3.69 |
| Job clarity | I never feel lost on what I have to do. | 3.65 |
| Role ambiguity | The job explanation of what has to be done is clear. | 3.69 |
| Role conflict | I receive an assignment with adequate resources and materials to execute it. | 3.70 |
| Perceived organizational support | The organizational cares about my well-being. | 3.69 |
| Pay | I am paid fairly compared with other employees in this company. | 3.69 |
| Promotion | My opportunities for advancement are good. | 3.90 |

Table 6.2 gives that the result of the highest mean scored by the question in seven independent variables. The result shows that the question "My opportunities for advancement are good" has the highest mean score of 3.90 while the lowest mean scored by the question "I never feel lost on what I have to do" by 3.65. The results which mean that the respondents feel that they are satisfied for their opportunities of promotion advancement. While the independent variable "job clarity" gets the lowest average mean of 3.65 which means that the respondents feel that they are unclear about job description of what they have to do. Therefore, job satisfaction level is low with regards to the job clarity they receive.

**Table 6.3:** Summary of highest mean score by intermediate variable

| Variables | Questions | Highest mean |
|---|---|---|
| Job satisfaction | I am satisfied with my work because it is interesting and is a challenge. | 3.70 |

Table 6.3 gives that the result of the highest mean scored by the question intermediate variable. The result shows that the question "I am satisfied with my work because it is interesting and is a challenge." has the highest mean score of 3.70. The result which mean that the majority of hotel employees agree to the fact that they are satisfied and interesting with their work in hotel.

**Table 6.4:** Summary of highest mean score by dependent variable

| Variables | Questions | Highest mean |
|---|---|---|
| Job performance | I create more distinction in performance with a high energy level | 3.69 |

Table 6.4 gives that the result of the highest mean scored by the question dependent variable. The result shows that the question "I create more distinction in performance with a high energy level" has the highest mean score of 3.69 which means that most of the respondents agree to the fact that they have a high energy to get enhancement of job performance.

**6.1.3 Summary of Hypotheses Testing**

In this research, there are two hypotheses to figure out the answers of other objectives of this research. These two hypotheses were tested by multiple linear regression (MLR) and simple linear regression (SLR). In order to accepted or rejected, the hypothesis significance value is used. This research applied the 0.005 significance level or 99 percent confidential level. When significant value obtained from the test is less than 0.005 or 99 percent confidence level, the null hypothesis ($H_0$) is rejected. The survey results and hypotheses are shown in table 6.5.

**Table 6.5:** Summary of the Hypothesis testing result

| Hypothesis Description | Variables | Unstandardized Coefficient (Beta) | Significant Level | Results |
|---|---|---|---|---|
| H1$_0$: Job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay and promotion have not influenced on job satisfaction. | Job training | 0.581 | 0.000 | Rejected H1$_0$ |
| | Job clarity | 0.199 | 0.000 | Rejected H1$_0$ |
| | Role ambiguity | 0.082 | 0.000 | Rejected H1$_0$ |
| | Role conflict | -0.383 | 0.000 | Rejected H1$_0$ |
| | Perceived organizational support | 0.026 | 0.000 | Rejected H1$_0$ |
| | Pay | 0.524 | 0.000 | Rejected H1$_0$ |
| | Promotion | 0.012 | 0.002 | Rejected H1$_0$ |
| H2$_0$: Job satisfaction has not influenced on job performance. | Job satisfaction | 0.923 | 0.000 | Rejected H2$_0$ |

**Source:** created by researcher

Table 6.5 shows the results of the hypotheses testing. Hypothesis one was tested by multiple linear regression. As per hypothesis one (H1), the result indicated that job training, job clarity, role ambiguity, role conflict, perceived organizational support and pay yield at significance level of .000 and promotion yields at the significance level of 0.002 all variables are less than 0.005 at 99% significance level. So, the null hypothesis was rejected. Therefore, it implies that all of seven independent variables have a significant influence on employee job satisfaction. The researcher also found that except role conflict, others variables were positively influenced on job satisfaction. But role conflict was negatively impacted on job satisfaction.

Job training, job clarity, role ambiguity, perceived organizational support, role conflict and pay are at the unstandardized beta coefficient are .582, .199, .082, .026, .524, .012, respectively. Therefore, the result get the highest beta value of job training which is

0.582 and followed by pay, job clarity, role ambiguity, perceived organizational support and promotion. However, the lower beta value of role conflict is (-0.383) which mean that Therefore, it implies that job training has better influence on job satisfaction than other variables.

Regarding hypothesis two (H2), the result indicates that job satisfaction yields at the significance level of 0.000 which means less than 0.005 at 99 percent confidential level. So that, the null hypothesis was rejected. Moreover, the unstandardized beta coefficient result get 0.923. Therefore, it implies that job satisfaction have a positively significant influence on employee job performance. Following are the results of hypotheses testing;

Hypothesis 1: Job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay and promotion have influenced on job satisfaction.

Hypothesis 2: Job satisfaction has influenced on job performance.

### 6.1.4 Discussion and Implications

This part is based on the data and the researcher findings of employee job satisfaction and job performance towards Sule Shangri-La hotel in Yangon, Myanmar. Descriptive analysis refers to utilize for identifying the demographic characteristics and inferential analysis was applied for hypothesis testing.

**Discussion and Implications of demographic factors**

The researcher had the target population of 480 respondents. Demographic factors such as gender, wage, working experience and departments were examined for the study. The demographic factor, in regard to gender showed that 60% were female and 40% were male. According to the result of cross tabulation test, which shows that male employee 95 (49.5%) of total 192 with the range of wage 100$ to 300$ gets the highest percentage 41.9% followed by 64 (33.3%) of female employees with the range of wage more than 300$ gets 33.3% and 33(17.2%) of total 192 with the range of wage less than 100$ gets 38.8%, respectively.

At the same time, female employee 132 (45.8%) of total 288 with the range of wage 100$ to 300$ gets the highest percentage 58.1% followed by 104 (36.1%) of female employees with the range of wage more than 300$ gets 36.1% and 52(61.2%) of total 288 with the range of wage less than 100$ gets 61.2%, respectively. The result indicated that 47.3% (100$ to 300$) of total 480 employees get the highest percentage and followed by 35.0% (more than 300$) of total 480 employees and 17.7% (less than 100$) of total 480 employees get the lowest percentage value. From this result, it is implied that there is sense of gender equality in Sule Shangri-La hotel in Yangon, Myanmar. The number of female employees is more than male employees because of needs of job nature in seven departments at the hotel.

With regards of working experience, the result of working experience level gets 1 year to 5 years as the highest percentage as 45.8% and followed by more than 5 years is 42.9% and less than 1 year get 11.2% of total. The result has the implication as in Sule Shangri-La, the majority have the more working experience level which mean that more beneficial for hotel management.

With regards to departments, the majority of the employees who are working in Food and beverage department account 35.2% of total percentage, which are 169 out of 480 numbers. The second highest number is the employees who are working at Rooms department, which are the numbers of 112 out of 480 and 23.3% of total. The employees of Sales of Marketing department are 73 number or 15.2% of total respondents. Then, the others or minor operating staffs are 52 out of 480 in number and 10.8% of total. Maintenance and Utility department has 32 employees out of 480 or 6.7% of total. In finance department, there are 31 out of 480 employees or 6.5% of total respondents. The number accounts 6 of total 480 and 1.2% of total. 5 number or 1.0% of quality improvement employees, respectively. It implies that every departments have enough employees which can serve to customers in hotel.

**Discussion and Implications of hypotheses**

The primary objective of the study is to identify the antecedents of job satisfaction and job performance of hotel employees. In order to do this, the researcher applied seven independent variables, one intervening and one dependent variable. The results of multiple regression show all the independent variables have statistical significance influence on job

satisfaction. Based on simple regression result, there is a very strong influence of job satisfaction on job performance.

Hypothesis 1

By using multiple regression method, hypothesis 1 was tested the influence of job related factors such as job training, job clarity, role ambiguity, role conflict, perceive organizational support, pay and promotion on job satisfaction. The researcher found that there is a very strong significant influence of job satisfaction on employee job satisfaction. Based on the results, job training has the highest unstandardized coefficient (Beta) value which is .581 while promotion has the lowest value which is 0.012. Moreover, except role conflict, other independent variables are positively influenced on job satisfaction but role conflict is negatively impact on job satisfaction by -0.383. Therefore, it implies that job training has better influence on employee job satisfaction than other independent variables.

The result of the study is also supported by a research done by (Burgard et al., 2011). This researchers investigated the job training positively influences on job satisfaction. This research result showed that there is a strong relationship between job training and job satisfaction. Moreover, Jawahar and Thomas (2010) supported that there is a relationship between payment and job satisfaction. This study suggests that Sule Shangri-La hotel has to pay attention to improve the quality of job training given to the employees and payroll of the employees to make them more satisfied.

The result of the study is also showed that role conflict is negatively related to job satisfaction. It means that a higher role conflict leads to lower job satisfaction. In other words, when role conflict occurs, employees will appear uncertain about their tasks objectives and performance. De-Dreu et al. (2001) supported that conflict was in the inverse correlation to business performance and employees' satisfaction. Masoud and Meredith (2013) found that role conflict has a negative impact on job satisfaction. Therefore, this study suggests that Sule Shangri-La hotel should think about avoiding role conflict to increase job satisfaction.

Hypothesis 2

By using simple regression method, hypothesis 2 was analyzed and there is a very strong influence of job satisfaction on job performance. Based on the result of the study, job satisfaction positively impacts on job performance. When the employees satisfied their work,

a higher job satisfaction leads to higher job performance. In other words, when employees get more satisfied they place an emphasis on outcomes match the expected goal. Ashill and Carruthers (2008) found that there is a positive influence of job satisfaction on job performance. Job satisfaction plays an important role on the employee's performance, people's attitude affect people's performance, satisfaction with the job and a positive attitude could bring a positive feedback on performance. This study suggests that Sule Shangri-La hotel can think about employee job satisfaction to get enhancement of employee job performance.

## 6.2 Conclusions

The objective of this research was analyzed and reviews the influence of seven independent variables such as job training, job clarity, role ambiguity, role conflict, perceived organizational support, pay and promotion on job satisfaction and job performance towards Sule Shangri-La hotel in Yangon, Myanmar.

The majority of all respondents were female employees with a monthly wage of 100$to 300$. For hypotheses testing, the data had been analyzed by using statistical software to test hypotheses and find the results for this research. The researcher tested the hypotheses with multiple regression analysis and simple regression analysis.

From interpretation of the data & analysis, conclusion must be drawn that the findings from all 480 employees indicated to reject the null hypotheses. Job training has the highest unstandardized coefficient (Beta) value which is .581 and followed by pay which is .524 and of job clarity is .199, of role ambiguity is .082, of perceived organizational support(POS) is .026, and of promotion is .012 respectively. These six variables are positively influence on job satisfaction, but role conflict negatively impact on job satisfaction with -0.383. Therefore, it implies that job training has higher influence on employee job training than other independent variables.

For hypothesis two, the researcher found that the unstandardized coefficient (Beta) value of job satisfaction is 0.923. Moreover, job satisfaction has a very strong significant influence on job performance.

## 6.3 Recommendations

In an organization, satisfied employees have positive attitudes regarding their jobs. Satisfied employees tend to attend work on time and are loyalty and committed and that will increase the quality of the employees' performance. This study has proved the important of

analyzing job satisfaction and job performance by summarizing the results of hypotheses testing. The researcher would like to recommend that Sue Shangri-La hotel should take into account these variables in order to make employees feel satisfied. The analysis of data from the survey gave the recommendations and suggestions to the Hotel. Some of the recommendations can be seen as follows:

The result of hypothesis 1 shows that the most influencing factor is job training by the highest beta value of beta 0.581 followed by pay which is 0.524 of job clarity is 0.199, of role ambiguity is .082, of perceived organizational support(POS) is 0.026, and of promotion is .012, respectively. These six variables are positively influenced on job satisfaction, but role conflict is negatively impact on job satisfaction with -0.380.

Therefore, the first recommendation is to focus on job training of employees. Some employees, just want to learn the working experience via on the job and off the job training programs. For them, learning is their job satisfaction. Therefore, organizations must aware that training & development programs can not only bring the job satisfaction but also the higher productivity of the employees. Moreover, organizations need to develop some overseas training if possible in order to achieve growth of their employees. Another way is to invite the people from head office (Hong Kong) to conduct training for the employees in Myanmar. It is found that many of these gifted skills and abilities are practiced in every day work life. It is in fact the duty of the company to identify appropriate skills and abilities needed in the work environment. Also, the company should look for ways and means for improve these skills. In this context, the employees will gain a significant knowledge of their job scope and they will feel more confident and aware of how things are done in other countries. The study proves that a high percentage of employees are satisfied when they get good training. In addition, all employees are pleased to get job training to enhance the job performance by well-trained trainers.

Furthermore, the second recommendation goes for the payment that most of the employees feel their pay is not the one they expect, they will probably expect better pay. In this perspective, company policies must include pay policies related to increased pay for increased contributions. A very few number of employees are satisfied with the pay as per their roles and responsibility. The majority have the feeling that the pay program is not fairly adjusted to their roles and responsibilities. Employers should make sure that employees are satisfied with pay satisfaction and reduce the intention to turnover, increase their trust, offer better job performance and create more organizational effectiveness. According to Jawahar et al. (2010), pay and job satisfaction are very important for an employee and for the

organization. Therefore, employee will feel motivated and satisfied with their job when they perceive that their organization is supportive and when there is a perception that the organization thinks about the well-being of employees.

The third recommendation is about the organization make sure to give a clear idea about responsibilities and duties to every hotel employees in hotel. By giving hand books every beginning of the year, this can improve the knowledge of employees with regards to organizational details. Selmer and Lauring (2011) who found that job satisfaction is influenced by job clarity. Positive influences of job clarity on job satisfaction based on the results of this research illustrate that hotel manager should specialize the tasks and avoid to be too much centralized. High job clarity could make employees feel confident and satisfied with their jobs.

Based on the result, the researcher also would like to recommend that role ambiguities in hotel management are encountered very often in hotel. It is important to understand their role and responsibilities within the organization. If the employees have less doubt on their duties what is expecting to be done. If employees who are clear with their role will satisfied with their job. Then, it can increase in role ambiguity and cause individuals will not spend any effort in order to perform the outstanding service.

Another recommendation is about the employees who have perceived organizational support are more satisfied with their job. The level of satisfaction with job will increase, when organizations treat employees well, provide good care and increase the sense of praise and good opportunities of approval then have higher job satisfaction and may reciprocate through effort exerted towards performing well on the job or serving the organization. Top management of hotel would like their employees to be willing to work on behalf of organization, accept the goals and values of the organization, having a strong sense of motivation to remain in their organization. If the organization supports the employees, increase the employees' trust towards organization, offer performance and generate more organizational success.

Furthermore, another recommendation is to reduce role conflicts in jobs in order to enhance smooth job satisfaction tends to job performance Van-Vainen and De Dreu (2001) who put forward that job conflict was in inverse correlation to job satisfaction. Hence, a lower conflict leads to a higher job satisfaction in hotel. Based on the questions of role conflict such as 1) I receive an assignment with adequate resources and materials to execute

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it, 2) I have more productive time to complete my job task, 3) I work on necessary things and 4) My job requires me to do things on my better judgment which mean that when role conflict occurs, employees will appear uncertain about their tasks objectives and it may lead less on job satisfaction. Therefore, firstly, the organization need to define acceptable behavior, having clearly defined job descriptions so that employees know what's expected of them will help avoid conflicts. Second, the communication is very important, take efforts to provide adequate materials required for job and make clear, accurate and timely communication of information will help to convenient to decrease role conflicts. Finally, the directives, instructions and guidance should be made as clear as possible so as to reduce role conflict.

Another recommendation is that to improve the promotion of the hotel employees. Top management needs to understand the employees feeling and think about the promotion system. Promotion gives the satisfaction to employees to move forward in their development. An organization should give an opportunity to their development to every employee for using their abilities, skills and creativeness. To retain the good and potential employees, management gives more preference to promote employees within the organizations. Moreover, the results of promotion opportunity which was positively relation with job satisfaction has also been proved by Usman and Rizwan (2010) who indicated that a positive significant relationship between opportunities for promotion and job satisfaction. Promotion opportunities are also an important aspect of a worker's career and life. More satisfied workers are less likely to leave their job, have lower rates of absenteeism and higher have productivity. Organizations must have the right person at the right place to do the right things at the right time. Hence, human resource management need to use promotion opportunities as a reward for highly productive workers to exert greater effort and finally to accomplish the goals and objectives of the organization.

For hypothesis two, there is a strong influence of job satisfaction on job performance. Khan et al. (2011) also found that job satisfaction affects job performance positively. There are many methods to improve job performance such as the organizations support employees in their work and growth, support employee growth by providing education and learning opportunities, coaching, and any other interactions that support employees' personal development. Then the satisfied employee leads to perform effectively at hotels. Therefore, the researcher would like to recommend that the hotel try to increase job satisfaction then the employees' job satisfaction to improve employee job performance and productivity.

**6.4 Future Studies**

Based on this research, the researcher mainly focuses on analyzing the antecedents of job satisfaction and job performance towards a Five Star hotel in Yangon, Myanmar. While developing the results of this result of this research, some future studies can be extended. The following are some suggestions for future research.

Firstly, future studies may use other instruments and variables to measure job satisfaction and job performance to cover other variables and review at different perspectives as this research only applied the few variables in this study. There are several factors such as working condition, leadership styles, and organizational commitment to get the better results. Secondly, because of the limitation of time, the researcher could not explore to analyze to other hotels in Yangon, Myanmar. Therefore, this survey may not cover all the hotel employees of Myanmar. For future study, the sample size can be extended to other hotels even to other 95 Shangri-La Hotels around the world.

The last suggestion for future studies is that it would be very valuable to know the findings of employees in many others fields in Myanmar. The researcher may use the qualitative method to get deeper inside to understanding of problems with interviews and focus groups. Different investigations may provide the better success of the organizational objectives and it would further increase the understanding of what employees care about in human resources within the organization.

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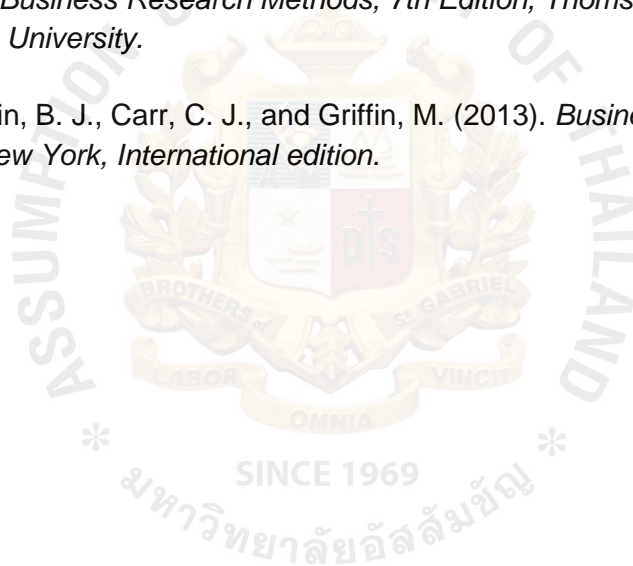
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**Appendix A**

**Questionnaires**

## Questionnaire

## Survey to the antecedents of job satisfaction and job performance

This survey will be confidential and the information obtained will only be used for the analysis for the fulfillment of the Master of Business Administration thesis at Assumption University. Please kindly complete the questions according to your experience. Thank you for your precious time and cooperation.

**Part I. Measuring variables**

| | | Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree |
|---|---|---|---|---|---|---|
| | **Job Training** | | | | | |
| 1 | I receive continued training to provide good service | 1 | 2 | 3 | 4 | 5 |
| 2 | I receive training on how to serve customers better | 1 | 2 | 3 | 4 | 5 |
| 3 | I receive training on dealing with customer problem | 1 | 2 | 3 | 4 | 5 |
| 4 | I am satisfied with job training provided by hotel | 1 | 2 | 3 | 4 | 5 |
| 5 | I apply practically, what I learnt from training | 1 | 2 | 3 | 4 | 5 |
| | **Job Clarity** | | | | | |
| 6 | I am very clear about my duty and responsibility | 1 | 2 | 3 | 4 | 5 |
| 7 | Clarity of my job makes me comfortable to work with the institution | 1 | 2 | 3 | 4 | 5 |
| 8 | The instruction given to me is sufficient for me to do my work | 1 | 2 | 3 | 4 | 5 |

| 9 | I never feel lost on what I have to do | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| **Role ambiguity** | | | | | | |
| 10 | I know what job responsibilities are | 1 | 2 | 3 | 4 | 5 |
| 11 | I feel certain about how much authority I have | 1 | 2 | 3 | 4 | 5 |
| 12 | The job explanation of what has to be done is clear | 1 | 2 | 3 | 4 | 5 |
| **Role conflict** | | | | | | |
| 13 | I receive an assignment with adequate resources and materials to execute it | 1 | 2 | 3 | 4 | 5 |
| 14 | I have more productive time to complete my job task | 1 | 2 | 3 | 4 | 5 |
| 15 | I work on necessary things | 1 | 2 | 3 | 4 | 5 |
| 16 | My job requires me to do things on my better judgment | 1 | 2 | 3 | 4 | 5 |
| **Perceived organizational support** | | | | | | |
| 17 | The organization cares about my well-being | 1 | 2 | 3 | 4 | 5 |
| 18 | The organization cares about my general satisfaction at work | 1 | 2 | 3 | 4 | 5 |
| 19 | The organization cares about my opinions | 1 | 2 | 3 | 4 | 5 |
| 20 | The organization is willing to help me when I need a special favor | 1 | 2 | 3 | 4 | 5 |
| **Pay** | | | | | | |
| 21 | I am paid fairly compared with other employees in this company | 1 | 2 | 3 | 4 | 5 |
| 22 | I am satisfied my salary considering the stress and the work load I have in my job | 1 | 2 | 3 | 4 | 5 |

| 23 | My income is adequate for normal expenses | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| 24 | I am paid well considering the responsibility and effort put by me in my work | 1 | 2 | 3 | 4 | 5 |
| **Promotion** | | | | | | |
| 25 | The company has a fair promotion policy | 1 | 2 | 3 | 4 | 5 |
| 26 | My opportunities for advancement are good | 1 | 2 | 3 | 4 | 5 |
| 27 | I have a good chance of getting a promotion | 1 | 2 | 3 | 4 | 5 |
| **Job Satisfaction** | | | | | | |
| 28 | I am satisfied with my work because it is interesting and is a challenge | 1 | 2 | 3 | 4 | 5 |
| 29 | I am proud to work in my company | 1 | 2 | 3 | 4 | 5 |
| 30 | I am satisfied with the level of participation that the hotel allows me in the decision that affect my work | 1 | 2 | 3 | 4 | 5 |
| 31 | I am satisfied with the economic rewards that gives me the hotel | 1 | 2 | 3 | 4 | 5 |
| 32 | I plan to continue to work in Sule Shangri-La Hotel | | | | | |
| **Job Performance** | | | | | | |
| 33 | I can apply knowledge, skills and experience in the work efficiently | 1 | 2 | 3 | 4 | 5 |
| 34 | I provide support and assistance to my colleagues when they needed | 1 | 2 | 3 | 4 | 5 |
| 35 | I create more distinction in performance with a high energy level | 1 | 2 | 3 | 4 | 5 |

**PartII: Demographic information**

1. Gender

☐ Male          ☐ Female

2. Wage ($/month)

☐ Less than 100 $          ☐ 100$ – 300 $          ☐ More than 300$

3. Work experience level

☐ Less than one year          ☐ Between 1 to 5 years          ☐ More than 5 years

4. Department

☐ Quality improvement          ☐ Sales & Marketing          ☐ Finance

☐ HR & Training          ☐ Rooms          ☐ Other

☐ Food and Beverage          ☐ Maintenance & utility

**Appendix B**

**Questionnaires**

**(Myanmar Version)**

<center>ဆန်းစစ်လေ့လာဖွယ်လ၁</center>

<center>လုပ်နားခြင့် စိတ်ဝင်စားနပွ်မှု နှင့် အလုပ်လုပ်ပြိုင်း အရည်အသွေးအား စစ်မှား</center>

ဤစစ်မှားမှု့ ရရှိလာသောကိုယ်ရေးအခက်းအလက်းများနှင့် အေျဖမ်းကို အထူး လျှို့ဝွက်ခွ်ကု အေျဖဝင့်းထားမည့်ဖြစ်ပြီး Assumption တက္ကသိုလ် (ဘန်ကောက်)၏ မဟာစီးပြားရေး(MBA)စာတမ်းျပီစုျျခင်းတြဲ့၁ အသုံးျပီမည့်ဖြစ်ပါသည်။ မေးခြန်းမ်ားကို မိမိတို့၏ အေတြ၂အဖုက်ခီအရ ေက်းဇူးျပီးး မှန်ုန်္ဖောျဖဆိုေပးပါရန် မေတ်ာရပ်အပ်ပါသည်။ မေးခြန်းမ်ားကို အေျဖဆိုျခင်းျဖင့် ပူးေပါင်းကူညီေပးဖုကသည့်အတြကု ေက်းဇူးအထူးတင်ရှိပါသည်။

## ေမးခြန်း(၁) ေမးခြန်း

| | | လုံးဝေက်နပွ်မရှိ | မေက်နပွ် | သင့် | ေက်နပွ် | အလွန်ေက်နပွ်းရှိ |
|---|---|---|---|---|---|---|
| | **လုပ်နားတြင့်း သင္ကားေပးမ်း** | | | | | |
| ၁ | လုပ်နားခြင်္ဝနေဆာင္မွ်းေကာင္းေပးနိုင္န္ုလုပ်နားတြင္းသင္ကားေပးမ်းရှိပါသည် | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၂ | ဆွေ့သည္မားအား လုပ်နားခြင့်ပိုမိ ေကာင္းမြန္က၁၀ဝနေဆာင္းေပးုိုင်ုရ္န္ သင္ကားေပးမ်းရှိပါသည် | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၃ | ဆွေ့သည္မား၏ ျပဿနာနွင့်ပတ္ကု၍ ေကာင္းမြန္က၁၀ဝနေဆာင္းေပးုိုင်ုရ္န္ လုပ်နားခြင္းသင္ကားေပးမ်းရှိပါသည် | ၁ | ၂ | ၃ | ၄ | ၅ |

| ၄ | ဟိုတယ်မွ လုပ်န်းခြင့်တွင့်တြင့်သည့် ...မးကို ေက်နပ္ပါသည္ | ၁ | ၂ | ၃ | ၄ | ၅ |
|---|---|---|---|---|---|---|
| ၅ | **မိမိသည္** လုပ်န်းခြင့်တြင္းသည့်ကားေပးမ်းမ်း ကို လက္ေတြ့အသံုးခံပါသည္ | ၁ | ၂ | ၃ | ၄ | ၅ |
| **အလုပ္ဝန ရွင္းလင္းျပဋ္ဌားမ္း** | | | | | | |
| ၆ | မိမိ၏တာဝန္င္ဝတ်ရားမ်းကို ရွင္းရွင္းလင္းလင္းသိပါသည္ | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၇ | မိမိ၏အလုပ္ဝန္၌ ရွင္းလင္းျပဋ္ဌားေ့ာ သိမ္းသည့္ မိမိအလုပ်**အတြက္** သက္ေတာင့္သက္ကာျဖစ္ေစသည္ | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၈ | မိမိအားေပးအပ္သည့္ တာဝန္ဒာအလုပ်ပီးစီးခိုင်**နှ** **အတြက္ လံုးေလာက္ပါသည္ | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၉ | မိမိအလုပ်ေပၚတြင္ မလုပ်ျမ္ိခိုင်တ ဘယ္ေတာ့မွ မရွိပါ | ၁ | ၂ | ၃ | ၄ | ၅ |
| **အလုပ္ဝန္ဌား ေရရာေသခ္ာမ္း** | | | | | | |
| ၁၀ | မိမိ၏ အလုပ္ဝန္ဌးကို ေသခ္ာသိပါသည္ | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၁၁ | မိမိတြင္ လုပ်ပိုင်ခြင့်မည့်ရွိသည့ို ေသခ္ာသိပါသည္ | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၁၂ | မိမိလုပ်ေဆာင်ရမည့် အလုပ္ဝန္ဌင္းလင္းခံက္ မ်းကို ျပတ္ျပဋ္ဌားသားသိပါသည္ | ၁ | ၂ | ၃ | ၄ | ၅ |
| **အလုပ္ဝန္ဋ္ေတြက္ ပ့ိပကရွဖစ္ဓ္** | | | | | | |
| ၁၃ | ေပးအပ္ေသာ တာဝန္ဋ္ေတြက္ လံုးေလာက္ေသာ အရာမ်းကို လက္ခံရရွိပါသည္ | ၁ | ၂ | ၃ | ၄ | ၅ |

| ၁၄ | အလုပ်ပြီးေျပာမှာ့ကုန္တန္ခို့နဲ့ လုံ့ေလာကြာရရှိပါသည္ | ၁ | ၂ | ၃ | ၄ | ၅ |
|---|---|---|---|---|---|---|
| ၁၅ | မိမိသည္ရိ့အပ္ပ္ေအရာမ်ားကိုလုပ္ပူသည္ | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၁၆ | မိ့မိ၏ဆံ့ုးျဖတ္ခ့က္ေကာင္းေ — င္းခံ့ဲင္ ျခင့္းသည္ အလုပ္တြင္ဲ့အပ္ပ္ | ၁ | ၂ | ၃ | ၄ | ၅ |

| အဖြဲ့အစည္းမွအေထာက္ကူပံ့ေပးမႈ | | | | | | |
|---|---|---|---|---|---|---|
| ၁၇ | ဝန္ထမ္းေကာင္းက်ိအိ့ြတက္ အဖြဲ့အစည္းမွ ေထာက္ပံ့ေပးမႈရှိပါသည္ | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၁၈ | ဝန္ထမ္း၏ေယဘုယ်စိတ့ေက်နပ္ြအတြ္က့ အဖြဲ့အစည္းမွ ဂရုတစိုက္ေစာင့္ေရှာက္ကြသည္ | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၁၉ | ဝန္ထမ္း၏ ေသဘာထားထင့္ျမင္ခ့က္ကို အေရးတယူ ဂရုစိုက္ကြပါသည္ | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၂၀ | သီးသန့္ၫုလိုအပ္ၫ့ရှိေသာဝန္ထမ္းကို အဖြဲ့အစည္းမွ အကူအညီေပးမႈ**ရှိပါသည္** | ၁ | ၂ | ၃ | ၄ | ၅ |

| လစာ | | | | | | |
|---|---|---|---|---|---|---|
| ၂၁ | မိမိ၏လစာသည္ ကုမၸဏီတြင္ၫ့ရှိ အျခားဝန္ထမ္းမ္ားႏွင္ၫ့ သာတူၫီမ့်ရ**ရှိပါသည္** | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၂၂ | မိမိ၏လစာသည္ အလုၱြဲ့ေးဖိအားႏွင္ၫ့ အလုပ်**၏**ဝန္ၫ့ားအတြ္က့ စိတ့ေက်နပ္ၫ့ေပးပါသည္ | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၂၃ | မိမိဝင္ေ္ၾၿသည္ သာမာန္ အသ့ုံးစာရိတ္ၱျ့တြ္က့ ေလာက္ၿပါသည္ | ၁ | ၂ | ၃ | ၄ | ၅ |

| | | ၁ | ၂ | ၃ | ၄ | ၅ |
|---|---|---|---|---|---|---|
| ၂၄ | မိမိ၏လစာအား အလုပ်ရွင့် တာဝန်ဝတ္တရားမ်ားနွင့် အားစိုက္ကထွေးကြ၍ ေကာင္းမြတ္ လကံ့ရရှိပါသည် | ၁ | ၂ | ၃ | ၄ | ၅ |
| | **ရာထူးတိုးျမွင့်ျခင်း** | | | | | |
| ၂၅ | ကုမ္ပဏီတွင္င့်ေတာ့ေသာ ရာထူးတိုးျမွင့်ျခင်း ရှိပါသည် | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၂၆ | ကုမ္ပဏီတွင္ မိမိအတြက် ပိုမိုေကာင္းမြနေသာ အဆင့်ျမွင့်ရာထူးမ်ား ရှိပါသည် | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၂၇ | ကုမ္ပဏီတွင္ မိမိအတြက် ရာထူးတိုးနိုင်သည့် အခြင့်အလမ်းရှိပါသည် | ၁ | ၂ | ၃ | ၄ | ၅ |
| | **လုပ်ငန္းခြင့် စိတ္ေက်နပ္မွု** | | | | | |
| ၂၈ | မိမိအလုပ်သည် စိတ္ဝင္စားမှုနွင့် စိန္ေခ်မွုမ်ားရှိသည့္ျတြကြိတ္ေက်နပ္မွု ရှိပါသည် | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၂၉ | ၍ကုမ္ပဏီတွင္ အလုပ်ပုပ်သည့် ဂုဏ္ယူပါသည် | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၃၀ | အလုပ်မ်ားတြင္င့်ေရာကွဲရှိ ေသာဆုံးရှုံးျဖတ္တင့္ မ်ားကို ဟိုတယ္မွ ေပးသည့္အတြက် မိမိအလုပ်ကို စိတ္ေက်နပ္ပါသည် | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၃၁ | ဟိုတယ္မွ ေပးသည္ ့်စီးပြားေရးဆိုင္ရာ ဆုေဖ်ကားေြနွင့် ပတ္ကုျပီး စိတ္ေက်နပ္ပါသည် | ၁ | ၂ | ၃ | ၄ | ၅ |

| ၃၂ | ဆူးေလရွန်ရီလာဟိုတယ်နှင့် ဆက္ကက္ က လုပ်ိုင္နှ္ီအစဉ်ပါသည် ရ္ | ၁ | ၂ | ၃ | ၄ | ၅ |
|---|---|---|---|---|---|---|
| | **အလုပ္ပ္ွေဆာင္ွ္း အရည္ေ္သ္း** | | | | | |
| ၃၃ | အလုပ္ြင္ ဗဟုသုတ၊ အရည္ေ္သ္းနွ္္ လုပ္ုန္းအေတ္ရ္အ္ဖုက္ီ္မ္းကို္ေကာင္ွ္းျမြ္ာ္ အသ္ံု္းခ္နို္ငပ္ါသည္ | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၃၄ | မိမိလုပ္ေ္ဖာ္ကို္ဖ္က္ွ္ာ္း လိုအပ်္မ္ွ္ရ္ိွ္လ္ြ္င္ ကူညီ္ပ္ံ္ပိုး္ေ္ပးပါသည္ | ၁ | ၂ | ၃ | ၄ | ၅ |
| ၃၅ | မိမိသည္ အလုပ္ွ္ပ္ေ္ဆာင္ွ္္ အရည္ေ္သ္းကို ျ္မ္န့္္ျ္မ္န္ွ္မ္ားမား္ေ္ဆာင္ရ္ွ္က္သည္ | ၁ | ၂ | ၃ | ၄ | ၅ |

**အပိုင္း(၂) ေျဖဆိုသူ ကိုယ္ေ္ရးအခ္ကၠလက္**

၁။ လိင္

☐  ေယာက္်ား      ☐  မိန္းမ

၂။ဝင္ေြ

☐ေဒၚလာ၁ဝေအာက္☐                    ေဒၚ☐၁ဝ  မွ  ၃ဝဝဖ္ကား

ေဒၚလာ၃ဝဝအထက္

၃။ လုဧ့ကု့ (လုပွနၖးအေတြၞၧအဖုကံၱ)

☐ တစၖ့ဝ့စၟေအာကု့    ☐ တစ့စွၚၚးနွဲစ့ကၞး         ☐ နစ့ထကု့

၄။ ဌာနမ်ၞး

☐ အရၧ့ေသဲၞးၡၝမဝ့ၚၛၞ့တၚၟ့ေရၚးဌၞ ☐ အေရၚၚ့ၚၛမဝ့ၚၛၞ့တၚၟ့ေ___

ဘၤၡ့ေရၚးဌၞ

☐ ဝန့မၞၚးေရၚၚ့ခံၞယၛ့ေရၚးနဲဲၚ့ၚၛ့ေလၚ့ၚၛ့ေရၚးဌ___  ☐ အခနၖးေရၚးၡၞဌၞ

☐ အစားေအသာကၚ့ၚၛ့ေအဖၚ့ၛ့ၚယမကၞဌၞ    ☐ အၚၠၚၟဒီၛၞဌၞ

☐ အၡဲၞးဌၞမ်ၞး

**Appendix C**

**Descriptive Analysis of Demographic Factors**

## 1. Gender

**gender**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Male | 192 | 40.0 | 40.0 | 40.0 |
| | Female | 288 | 60.0 | 60.0 | 100.0 |
| | Total | 480 | 100.0 | 100.0 | |

## 2. Wage

**wage**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | less than 100$ | 85 | 17.7 | 17.7 | 17.7 |
| | 200$-300$ | 227 | 47.3 | 47.3 | 65.0 |
| | more than 300$ | 168 | 35.0 | 35.0 | 100.0 |
| | Total | 480 | 100.0 | 100.0 | |

## 3. Work experience

**working experience**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | less than 1 year | 54 | 11.2 | 11.2 | 11.2 |
| | between 1 to 5 years | 220 | 45.8 | 45.8 | 57.1 |
| | More than 5 years | 206 | 42.9 | 42.9 | 100.0 |
| | Total | 480 | 100.0 | 100.0 | |

## 4. Departments

**departments**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Quality improvement | 5 | 1.0 | 1.0 | 1.0 |
| | HR & Training | 6 | 1.2 | 1.2 | 2.3 |
| | Food and Beverage | 169 | 35.2 | 35.2 | 37.5 |
| | Sales & Marketing | 73 | 15.2 | 15.2 | 52.7 |
| | Rooms | 112 | 23.3 | 23.3 | 76.0 |
| | Maintenance & utility | 32 | 6.7 | 6.7 | 82.7 |
| | Finance | 31 | 6.5 | 6.5 | 89.2 |
| | others | 52 | 10.8 | 10.8 | 100.0 |
| | Total | 480 | 100.0 | 100.0 | |

**Appendix D**

**Descriptive Analysis of Variables**

## 1. Job training

**Descriptive Statistics**

|  | N | Mean | Std. Deviation |
|---|---|---|---|
| I receive continued training to provide good service | 480 | 3.69 | .789 |
| I receive training on how to serve customers better | 480 | 3.44 | .637 |
| I receive training on dealing with customer problem | 480 | 3.49 | .643 |
| I receive continued training to provide good service | 480 | 3.45 | .641 |
| I apply practically, what I learnt from training | 480 | 3.65 | .809 |
| Valid N (listwise) | 480 |  |  |

## 2. Job Clarity

**Descriptive Statistics**

|  | N | Mean | Std. Deviation |
|---|---|---|---|
| I am very clear about my duty and responsibility | 480 | 3.61 | .782 |
| Clarity of my job makes me comfortable to work with the institution | 480 | 3.54 | .775 |
| The instruction given to me is sufficient for me to do my work | 480 | 3.45 | .641 |
| I never feel lost on what I have to do | 480 | 3.65 | .809 |
| Valid N (listwise) | 480 |  |  |

## 3. Role ambiguity

**Descriptive Statistics**

|  | N | Mean | Std. Deviation |
|---|---|---|---|
| I know what job responsibilities are | 480 | 3.61 | .782 |
| I feel certain about how much authority I have | 480 | 3.53 | .772 |
| The job explanation of what has to be done is clear | 480 | 3.69 | .789 |
| Valid N (listwise) | 480 | | |

## 4. Role conflict

**Descriptive Statistics**

|  | N | Mean | Std. Deviation |
|---|---|---|---|
| I receive an assignment with adequate resources and materials to execute it | 480 | 3.70 | .789 |
| I have more productive time to complete my job task | 480 | 3.45 | .647 |
| I work on necessary things | 480 | 3.49 | .646 |
| My job requires me to do things on my better judgment | 480 | 3.45 | .641 |
| Valid N (listwise) | 480 | | |

## 5. Perceived organizational support

**Descriptive Statistics**

|  | N | Mean | Std. Deviation |
|---|---|---|---|
| The organization cares about my well-being | 480 | 3.69 | .789 |
| The organization cares about my general satisfaction at work | 480 | 3.54 | .775 |
| The organization cares about my opinions | 480 | 3.45 | .641 |
| The organization is willing to help me when I need a special favor | 480 | 3.61 | .782 |
| Valid N (listwise) | 480 | | |

## 6. Pay

**Descriptive Statistics**

|  | N | Mean | Std. Deviation |
|---|---|---|---|
| I am paid fairly compared with other employees in this company | 480 | 3.69 | .789 |
| I am satisfied my salary considering the stress and the work load I have in my job | 480 | 3.61 | .782 |
| My income is adequate for normal expenses | 480 | 3.54 | .775 |
| I am paid well considering the responsibility and effort put by me in my work | 480 | 3.45 | .641 |
| Valid N (listwise) | 480 | | |

## 7. Promotion

**Descriptive Statistics**

|  | N | Mean | Std. Deviation |
|---|---|---|---|
| The company has a fair promotion policy | 480 | 3.63 | .734 |
| My opportunities for advancement are good | 480 | 3.90 | .772 |
| I have a good chance of getting a promotion | 480 | 3.84 | .756 |
| Valid N (listwise) | 480 |  |  |

## 8. Job satisfaction

**Descriptive Statistics**

|  | N | Mean | Std. Deviation |
|---|---|---|---|
| I am satisfied with my work because it is interesting and is a challenge | 480 | 3.70 | .792 |
| I am proud to work in my company | 480 | 3.61 | .782 |
| I am satisfied with the level of participation that the hotel allows me in the decision that affect my work | 480 | 3.54 | .775 |
| I am satisfied with the economic rewards that gives me the hotel | 480 | 3.45 | .641 |
| I plan to continue to work in Sule Shangri-La Hotel | 480 | 3.65 | .809 |
| Valid N (listwise) | 480 |  |  |

## 9. Job performance

**Descriptive Statistics**

| | N | Mean | Std. Deviation |
|---|---|---|---|
| I can apply knowledge, skills and experience in the work efficiently | 480 | 3.61 | .782 |
| I provide support and assistance to my colleagues when they needed | 480 | 3.53 | .772 |
| I create more distinction in performance with a high energy level | 480 | 3.69 | .789 |
| Valid N (listwise) | 480 | | |

**Appendix E**

**Cross tabulation test**

# Cross tabulation of gender and wage by using frequency and percentage

**gender * wage Cross tabulation**

| | | | wage | | | |
|---|---|---|---|---|---|---|
| | | | less than 100$ | 100$-300$ | more than 300$ | Total |
| gender | Male | Count | 33 | 95 | 64 | 192 |
| | | % within gender | 17.2% | 49.5% | 33.3% | 100.0% |
| | | % within wage | 38.8% | 41.9% | 38.1% | 40.0% |
| | Female | Count | 52 | 132 | 104 | 288 |
| | | % within gender | 18.1% | 45.8% | 36.1% | 100.0% |
| | | % within wage | 61.2% | 58.1% | 61.9% | 60.0% |
| Total | | Count | 85 | 227 | 168 | 480 |
| | | % within gender | 17.7% | 47.3% | 35.0% | 100.0% |
| | | % within wage | 100.0% | 100.0% | 100.0% | 100.0% |

**Cross tabulation of departments and working experience by using frequency and percentage**

**departments * working experience  Cross tabulation**

| | | | working experience | | | |
|---|---|---|---|---|---|---|
| | | | less than 1 year | between 1 to 5 years | more than 5 years | Total |
| Depart-ments | Quality improvement | Count | 0 | 1 | 4 | 5 |
| | | % within departments | .0% | 20.0% | 80.0% | 100.0% |
| | | % within working experience | .0% | .5% | 1.9% | 1.0% |
| | HR & Training | Count | 0 | 1 | 5 | 6 |
| | | % within departments | .0% | 16.7% | 83.3% | 100.0% |
| | | % within working experience | .0% | .5% | 2.4% | 1.2% |
| | Food and Beverage | Count | 22 | 78 | 69 | 169 |
| | | % within departments | 13.0% | 46.2% | 40.8% | 100.0% |
| | | % within working experience | 40.7% | 35.5% | 33.5% | 35.2% |
| | Sales & Marketing | Count | 8 | 35 | 30 | 73 |
| | | % within departments | 11.0% | 47.9% | 41.1% | 100.0% |
| | | % within working experience | 14.8% | 15.9% | 14.6% | 15.2% |
| | Rooms | Count | 13 | 52 | 47 | 112 |
| | | % within departments | 11.6% | 46.4% | 42.0% | 100.0% |
| | | % within working experience | 24.1% | 23.6% | 22.8% | 23.3% |
| | Maintenance & utility | Count | 4 | 16 | 12 | 32 |
| | | % within departments | 12.5% | 50.0% | 37.5% | 100.0% |

|  |  |  | 7.4% | 7.3% | 5.8% | 6.7% |
|---|---|---|---|---|---|---|
|  | Finance | Count | 4 | 15 | 12 | 31 |
|  |  | % within departments | 12.9% | 48.4% | 38.7% | 100.0% |
|  |  | % within working experience | 7.4% | 6.8% | 5.8% | 6.5% |
|  | others | Count | 3 | 22 | 27 | 52 |
|  |  | % within departments | 5.8% | 42.3% | 51.9% | 100.0% |
|  |  | % within working experience | 5.6% | 10.0% | 13.1% | 10.8% |
| Total |  | Count | 54 | 220 | 206 | 480 |
|  |  | % within departments | 11.2% | 45.8% | 42.9% | 100.0% |
|  |  | % within working experience | 100.0% | 100.0% | 100.0% | 100.0% |

**Appendix F**

**Reliability Test**

## 1. Job Training

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 480 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 480 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| .635 | 5 |

## 2. Job Clarity

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 480 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 480 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| .709 | 4 |

### 3. Role ambiguity

**Case Processing Summary**

|       |                       | N   | %     |
|-------|-----------------------|-----|-------|
| Cases | Valid                 | 480 | 100.0 |
|       | Excluded<sup>a</sup>  | 0   | .0    |
|       | Total                 | 480 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .626             | 3          |

### 4. Role Conflict

**Case Processing Summary**

|       |                       | N   | %     |
|-------|-----------------------|-----|-------|
| Cases | Valid                 | 480 | 100.0 |
|       | Excluded<sup>a</sup>  | 0   | .0    |
|       | Total                 | 480 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .811             | 4          |

## 5. Perceived organizational support

**Case Processing Summary**

|       |                       | N   | %     |
|-------|-----------------------|-----|-------|
| Cases | Valid                 | 480 | 100.0 |
|       | Excluded[a]           | 0   | .0    |
|       | Total                 | 480 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .769             | 4          |

## 6. Pay

**Case Processing Summary**

|       |                       | N   | %     |
|-------|-----------------------|-----|-------|
| Cases | Valid                 | 480 | 100.0 |
|       | Excluded[a]           | 0   | .0    |
|       | Total                 | 480 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .709             | 4          |

## 7. Promotion

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 480 | 100.0 |
| | Excluded<sup>a</sup> | 0 | .0 |
| | Total | 480 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| .783 | 3 |

## 8. Job satisfaction

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 480 | 100.0 |
| | Excluded<sup>a</sup> | 0 | .0 |
| | Total | 480 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| .723 | 5 |

## 9. Job Performance

**Case Processing Summary**

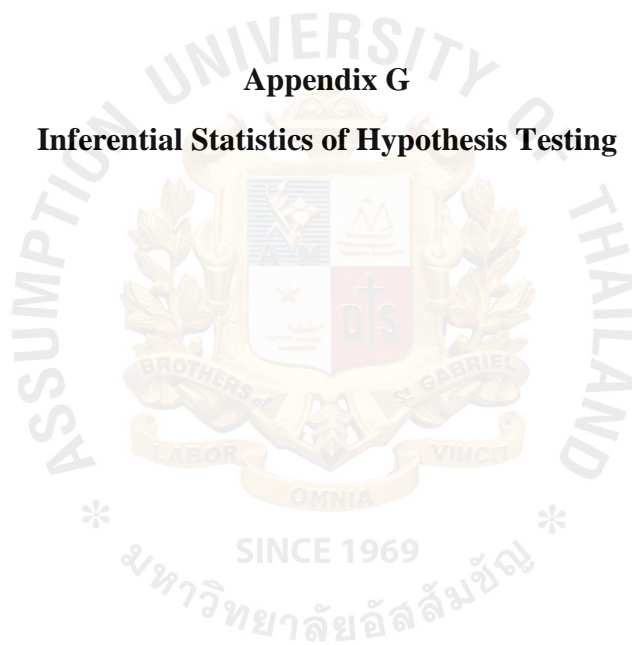|  |  | N | % |
|---|---|---|---|
| Cases | Valid | 480 | 100.0 |
|  | Excluded[a] | 0 | .0 |
|  | Total | 480 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| .815 | 3 |

**Appendix G**

**Inferential Statistics of Hypothesis Testing**

## 1. Hypothesis 1

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .998[a] | .995 | .995 | .03216 |

a. Predictors: (Constant), Pro, POS, JC, RC, RA, JT, Pay

**ANOVA[b]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 103.176 | 7 | 14.739 | 1.425E4 | .000[a] |
| | Residual | .488 | 472 | .001 | | |
| | Total | 103.664 | 479 | | | |

a. Predictors: (Constant), Pro, POS, JC, RC, RA, JT, Pay

b. Dependent Variable: JS

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -.139 | .019 | | -7.272 | .000 |
| | Jobtraining | .581 | .018 | .564 | 31.482 | .000 |
| | Jobclarity | .199 | .011 | .236 | 18.106 | .000 |
| | Roleambiguity | .082 | .012 | .086 | 6.876 | .000 |
| | Roleconflict | -.383 | .018 | -.341 | -21.200 | .000 |
| | POS | .026 | .005 | .027 | 5.541 | .000 |
| | Pay | .524 | .018 | .512 | 28.423 | .000 |
| | Promotion | .012 | .004 | .011 | 3.127 | .002 |

a. Dependent Variable: Job satisfaction

## 2. Hypothesis 2

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .877[a] | .770 | .769 | .23507 |

a. Predictors: (Constant), JS

**ANOVA[b]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 88.328 | 1 | 88.328 | 1.598E3 | .000[a] |
| | Residual | 26.413 | 478 | .055 | | |
| | Total | 114.741 | 479 | | | |

a. Predictors: (Constant), JS

b. Dependent Variable: JP

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .301 | .083 | | 3.607 | .000 |
| | Job satisfaction | .923 | .023 | .877 | 39.981 | .000 |

a. Dependent Variable: Job performance