

UNIVERSITI TEKNOLOGI MARA

**THE RELATIONSHIP BETWEEN EMPOWERMENT
AND JOB SATISFACTION AMONG FRONT-LINE
EMPLOYEES IN HOTEL INDUSTRY**

SITI NURULHANA BINTI ABDUL RAZAK

Dissertation submitted in partial fulfillment of the
requirements
for the degree of
Master in Hospitality Management

Faculty of Hotel and Tourism Management

November 2010

Author Declaration

I hereby confirmed that this dissertation was my own work and declare that this dissertation is not being submitted for any other academic award.

.....

Siti Nurulhana binti Abdul Razak

2009265594

Faculty of Hotel and Tourism Management

Universiti Teknologi MARA

ABSTRACT

Empowerment is the perception that workers can help determine their own work roles, accomplish meaningful work, competence in their work and can give impact to the important decisions. A half century of research suggests that empowerment strategies can offer real benefits like will make the employee perform well and also will get job satisfaction. In order to give empowerment to the employees, the manager needs to look at the job tenure of the employees. The dimensions of job tenure are skills and experiences. Hence, it may affect employees' job satisfaction. Research approach for this study is quantitative which is a set of questionnaires has been developed. This study was conducted to examine the relationship between empowerment and job satisfaction of front- line employees in Kuala Lumpur 3-star hotels. A total of 150 questionnaires were distributed at 10 hotels in Kuala Lumpur, Malaysia. Results showed that empowerment does have significant relationship through the dimensions of meaningfulness, competence self-determination and impact with job satisfaction of the front line employees. Managers certainly need to ensure that employees are satisfied and enjoy what they do at work. By developing creativity and rooms for employees to exercise empowerment, it can enhance their job satisfaction level and performance thus providing quality service to customers.

Keywords: Empowerment, Employee Performance and Job Tenure.

TABLE OF CONTENTS

	Page
Abstract	3
Acknowledgement	4
Table of Contents	6
List of Tables	9
Chapter 1: Introduction	11
1.0 Background of The Study	11
1.1 Problem Statement	14
1.2 Research Objectives	16
1.3 Importance of The Study	16
1.4 Research Questions	17
1.5 Theoretical Framework	18
1.6 Research Hypotheses	20
1.7 Definition of Terms	21
Chapter 2: Literature Review	24
2.0 Introduction	24
2.1 Empowerment	25
2.1.1 Meaningfulness, Competence, Self-Determination and Impact	41
2.2 Job Tenure	43
2.2.1 Skill and Experience	45
2.3 Job Satisfaction	46

2.4 The Relationship between Empowerment, Job Tenure and Job Satisfaction	51
Chapter 3: Research Methodology	59
3.0 Introduction	59
3.1 Research Design	60
3.1.1 Purpose of Study	60
3.1.2 Types of Investigation	60
3.1.3 Unit of Analysis	60
3.2 Sampling	61
3.3 Data Collection	62
3.4 Instrumentation	63
3.5 Data Analysis	64
Chapter 4: Results	70
4.0 Introduction	70
4.1 Frequencies	71
4.2 Reliability coefficient values of study variables	73
4.3 Descriptive Statistics	75
4.4 Correlation	77
4.5 Multiple Regressions	79
Chapter 5: Recommendation and Conclusion	89
5.0 Summary	89
5.1 Discussion	90
5.2 Implications of the study	92