UNIVERSITI TEKNOLOGI MARA

PSYCHOLOGICAL EMPOWERMENT, MOTIVATION AND JOB PERFORMANCE AMONGST 5-STAR HOTEL EMPLOYEES IN KUALA LUMPUR

DZIATUL NADIAH BT. DZIA-UDDIN

MASTER IN HOSPITALITY MANAGEMENT FACULTY OF HOTEL AND TOURISM MANAGEMENT

January 2013

CANDIDATE'S DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of

Universiti Teknologi MARA. It is original and the result of my own work. Unless otherwise

indicated or acknowledged as referenced work. This topic has not been submitted to any other

academic institution or non-academic institution for any other degree or qualification.

In the event that my thesis be found to violate the conditions mentioned above, I voluntarily

waive the right of conferment of my degree and agree be subjected to the disciplinary rules and

regulations of Universiti Teknologi MARA.

Name of Candidate : **Dziatul Nadiah Bt. Dzia-Uddin**

Candidate's ID No

: 2011246184

Programme

: Master in Hospitality Management

Thesis Title

: Psychological Empowerment, Motivation and Job

Performance Amongst 5-Star Hotel Employees in

Kuala Lumpur

Signature of Candidate:

Date

: 18 February 2013

ii

Psychological Empowerment, Motivation and Job Performance Amongst

5-Star Hotel Employees in Kuala Lumpur

ABSTRACT

Hospitality and tourism in Malaysia is growing as one of the major revenue contributor to the

country's economy and moving in line with vision to make Malaysia as a high-income country.

Overall, this achievement was due to effective tourism activities that have been planned by

Malaysia ministry of tourism until this industry became steady. Hotel industry plays a vital role

as complement to tourism as it provides accommodation to tourists. Nowadays, in an

increasingly competitive global economy make hotel industry became very competitive

especially in the big cities such as in Kuala Lumpur, Malaysia. In order to compete with other

competitors, the hotel management needs to find ways and acts fast in order to make its hotel to

be the best hotel in terms of satisfying the guests as well as the employees. One of the ways is by

adopting empowerment because this approach can allow the employees to fulfill all guests'

needs and wants, and at the same time the employees will have the feeling of ownership. This

study attempts to investigate the influence between psychological empowerment dimensions

(meaning and self-determination) and motivation and the implication on employees job

performance. The determinant of the study framework model of this study was adopted by

several researchers which are Thomas and Velthouse (1990), Haozhan (2010) and

Indradevi (2012).

Key words: *Psychological Empowerment, Motivation, Job Performance*.

iii

TABLE OF CONTENTS

| | | PAGES |
|-----------------|-----------------------------|-------|
| TIT | LE PAGE | i |
| AUT | THOR'S DECLARATION | ii |
| ABS | STRACT | iii |
| ACI | KNOWLEDGEMENTS | iv |
| TAE | BLE OF CONTENTS | vi |
| LIST | T OF TABLES | ix |
| LIST OF FIGURES | | xi |
| | | |
| СН | APTER ONE: INTRODUCTION | |
| 1.0 | Introduction | 1 |
| 1.1 | Background of the Study | 1 |
| 1.2 | Research Problem | 4 |
| 1.3 | Research Objectives | 5 |
| 1.4 | Research Questions | 6 |
| 1.5 | Study Framework | 7 |
| 1.6 | Research Hypotheses | 8 |
| 1.7 | Significance of the Study | 9 |
| 1.8 | Definitions of the Keywords | 10 |
| 1.9 | Structure of the Thesis | 10 |
| 1.10 | Scope of the Study | 11 |

CHAPTER TWO: LITERATURE REVIEW

| 2.0 | Introduction | 12 |
|-----|---|----|
| 2.1 | Measurement of Employee Performance | 12 |
| 2.2 | Employee Psychological Empowerment | 14 |
| | 2.2.1 Meaning | 18 |
| | 2.2.2 Self-Determination | 19 |
| 2.3 | Definitions and Theories of Motivation | 20 |
| 2.4 | Psychological Empowerment and Job Performance | 23 |
| 2.5 | Employee Motivation and Job Performance | 25 |
| 2.6 | Psychological Empowerment and Employee Motivation | 27 |
| 2.7 | The Mediating Effect of Motivation on Psychological | |
| | Empowerment and Job Performance Relationship | 31 |
| СН | IAPTER THREE: RESEARCH METHODOLOGY | |
| 3.0 | Introduction | 33 |
| 3.1 | Research Approach | 33 |
| 3.2 | Sample Size and Population | 34 |
| 3.3 | Research Instrument | 36 |
| 3.4 | Questions Used in the Questionnaires | 38 |
| 3.5 | Translation of the Questionnaire | 41 |
| 3.6 | Pilot Study | 41 |
| | 3.6.1 Pilot Study Result | 42 |
| 3.7 | Data Collection | 44 |
| | 3.7.1 Data Gathering Process | 44 |
| СН | IAPTER FOUR: DATA ANALYSIS AND RESULTS | |
| 4.0 | Overview | 46 |
| 4.1 | Response Rate | 46 |