

The Impact of Job Satisfaction Facets towards Employee Work Performance in Swiss Inn Hotel, Sungai Petani, Kedah.

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ABSTRACT

The objective of this study is to identify whether payment, work or advancement opportunities is one of the facets that makes employees improve their work performance and to identify which job satisfaction facets that mostly influenced employees work performance. The population of this study is the non-managerial employees in hotel service industry which is Swiss Inn Hotel. A total of 52 employees will be represented as the sample size of the study according to convenience sampling technique. The respondents will have to answer a questionnaire that consists of 5 sections that are: section A for demographic, section B for payment, section C for work, section D for advancement opportunities and section E for work performance. Through the questionnaire, the researcher will identify the facets of job satisfaction that give the most impact towards employee work performance. The research will be for one semester from December 2009 until April 2010.

Keywords: Advancement opportunity, Job satisfaction, Payment, Work, Work performance

INTRODUCTION

According to Euske *et al.*, (1980) cited from Crossman and Abou-Zaki (2003), the relationship between job satisfaction and performance is still open to question; it would be unwise to assume that high job satisfaction leads to high performance, or that high performers are satisfied with their jobs. Nevertheless, employee job satisfaction directly impacts the mood and manner in which the service is performed (Gu Z. and Siu R., 2009). According to Joseph M. Gravish, (2006) in Hotel Management/Employee Issues; Real Enemy Seldom the Employee, hotel manager viewed employees more as a labor expense than a capital asset. Employee appreciation efforts are frequent but disjointed. It was difficult to determine if these initiatives resulted in increased worker efficiency or loyalty. There was little feeling of long-term job and financial security on the part of employees. Standards (the “what”) for pay raises were in-place but the frequency (the “when”) was ignored. Pay raises, when awarded, were insufficient to positively impact the turnover rate and work performance.

The concept of work performance can be captured in a variety of ways. Performance adapted by Dyer and Reeves (1995) cited from Baptiste, (2008) refer to output measures (e.g. improved retention, reduced absenteeism, productivity, product and service quality). According to Boselie and Dietz (2003) cited from Baptiste, (2008) past research showed that productivity, financial measures, product and service quality and employee turnover appear to be the most popular performance indicator. This proved that organizational survival can be predicted on the work performance of its employee.

A number of studies indicate a weak link (Petty *et al.*, 1984; Iaffaldano and Muchinsky, 1985 cited from Moshavi D., and Terborg J., 2002) while others (Caldwell and O’Reilly, 1990; Spector, 1997 cited from Moshavi D., and Terborg J., 2002) suggest a potential relationship between satisfaction and performance. The cause and effect determinants are still unclear and it cannot be assumed that satisfaction lead to high performance, or that high performers are necessarily satisfied with their jobs (Euske *et al.*, 1980 cited from Moshavi D., and Terborg J., 2002). Besides that, meta-analysis indicates a weak-to-moderate but positive relationship between

employee job satisfaction and work performance (Iaffaldano and Muchinsky, 1985; Judge, *et al.*, 2001 cited from Moshavi D., and Terborg J., 2002).

In this research, we would like to analyze the three facets of job satisfaction and its influence towards the work performance itself. The three facets of job satisfaction are payment, work, and advancement opportunities.

Job satisfaction is generally conceived as a general attitude towards the job and defined as all the feelings that a given individual has about his/her job. Job satisfaction appears to make economic sense to consider and how job satisfaction among hotel employees can be improved (Gallardo E. & Sandra M., 2009). Some of the most common and most important facets of job satisfaction are those measured by the job descriptive index (JDI). The facets of satisfaction measured by the JDI are satisfaction with the work itself, satisfaction with pay, satisfaction with promotions, satisfaction with supervision, satisfaction with co-workers and job satisfaction in general. Job satisfaction and work performance correlate overall at about +.15. The relation between job satisfaction and absenteeism has also been studied. It would be expected that happy workers would turn up more often to receive the benefits which they enjoy at work. In fact, the average correlation is quite low: -.0.9 in one meta-analysis, and -.22 in another. However, there is a very skewed distribution of absenteeism- most people are not absent at all, which reduces the possible size of correlations. The relationship is greatest with satisfaction for pay and promotion, and for the work itself. Similar analysis has been made of job satisfaction and labour turnover, and the correlation is typically -.20 to -.30 and rarely greater than -.40. In a meta-analysis of forty-seven studies, found an overall correlation of -.23. Labour turnover correlates with different components of job satisfaction, but especially satisfaction with job content (Argyle, 1989).

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According Mitchell and Mickel (1999) cited from Hakonen, A and Salimaki, A (2007) pay is meaningful because it represents instrumental and symbolic values. It's also instrumental in buying goods and services of monetary value. Besides that pay symbolically, signals how important the work of employee is in the organization, and how influential the employee is. It also provides feedback on performances. Previous research has demonstrated that employees are more satisfied with their pay if they experienced that it is linked to work performance (Heneman et al, 1998 cited from Hakonen, A. and Salimaki, A. 2007). This occurs even when pay system is not directly connected to the performance management system (Giles and Mossholder 1990 cited from Hakonen, A. and Salimaki, A. 2007). This is an important point since as noted by Kohn (1993) cited from Hakonen, A. and Salimaki, A. 2007 , pay systems are strongly activity guiding, but often guide wrongly. According to Kerr (1995) cited from Hakonen, A. and Salimaki, A. (2007), this may be due to the fact that often the results wanted differ from the work actually being paid. Under the variable of payment we would like to see two characteristics. The first one is one perceived differently between actual and expected payment; and the second one is unequal pay ratio to work completed.

According to Oxford Advanced Learner Dictionary, the meaning of work can be defined as to do job or task. Work also is a physical or mental effort or activity directed towards the production or accomplishment of something. Job characteristic model (JCM) suggests that five core job dimensions affect certain personal and work-related outcomes, including work motivation and job satisfaction. The five core job dimensions they identified are autonomy, feedback, skill variety, task identity, and task significance. According to Hackman and Oldman (1980) cited from Argyle (1989), proposed that five features of works both motivate performance and provide job satisfaction. Many studies have found correlation between these features and job satisfaction, and a meta-analysis by Loher et al (1985) cited from Argyle (1989) found the following averages: (a) task identity (completing a clear and identifiable piece of work) +.32; (b) task significance (the degree to which the job has an impact on the lives of others) +.38; (c) skill variety +.41; (d) autonomy (the degree to which the job provides freedom, independence and discretion) +.46; (e) feedback (the extent to which information about effectiveness is available) +.41. In this particular independent variable of work, we would like to taps attributes of work as discussed above which are autonomy, feedback, skill variety, task

identity and task significance. All of these job dimensions would be studied in order to find out its link with work performance.

According to Greenhaus et al., (1990) cited from Carmeli A, shalom R, and Weisberg J, (2005), the likelihood for an individual to be promoted is a central concept of career advancements. Promotion prospect refers to a managerial estimation regarding the chances that a certain employee will be promoted within an organization. According to Selek (1997) cited from Aksu & Aktas (2005), personnel in touristy establishments want to have clear and transparent promotion system and possibilities for the future; and promotion decision making must be equitable. Equitable promotion will automatically increase job satisfaction. Status is also important for increase job satisfaction and it has important place among personnel (Bigliardi B. and Petroni A., 2005). In this research we want to see the attitudes of employee towards the organization promotion policy.

METHODOLOGY

The sample size of this study is 52 non-managerial employees in Swiss Inn Hotel, Sungai Petani, Kedah. The sampling technique for this research is Convenience Sampling. Convenience Sampling refers to the collection of information from members of the population who are conveniently available to provide it. The total population number is 60 and so the sample size itself is 52 according to Convenience Sampling technique. The objective of the study is to identify whether job satisfaction (payment) is one of the facets that makes employee improve their work performance, to identify whether job satisfaction (work) is one of the facets that make employee improve their work performance, to identify whether job satisfaction (advancement opportunities) is one of the facets that makes employee improve their work performance and lastly to identify which job satisfaction facets that mostly influenced employee work performance.

DATA COLLECTION

The data for this study will be collected through personally administered questionnaires. The advantage of this method is the completed data can be collected from the respondents in one time or period (Sekaran, 2006).

The questionnaire is divided into 5 sections which are:

Section A (Demographic Question)

This section is on the background of the respondents such as gender, age, education level, tenure with department (years), position, marital status and length of service (years).

Section B,C,D (Independent Variable Question)

This section is about dependent variables such as questions related to three facets of job satisfaction and their influence.

Section E (Dependent Variable Question)

This section is about dependent variable which is work performance.

Data Analysis

The data will be analyzed using statistical software tool (SPSS 16.0) with the uses of:

Reliability Test

The Cronbach's Alpha reliability coefficient of three independents and dependent variable will be obtained. For example, in measuring payment/ work performance will be assessed on a five-point scale.

The scale are based on range from 1 = strongly disagree, 2 = disagree, 3 =, 4 = agree and 5 = strongly agree).

Pearson Correlation

The researchers used Pearson correlation in order to look at the relationship between two variables in a linear fashion. The interrelationships between variables can be easily understood by using correlation. For example, in order to know the significant relationship between job

satisfaction and its facets variable like job satisfaction, motivation and commitment, Pearson correlation can be used to analyze it whereby the value of $p < 0.05$, must be below than 0.05.

Multiple Regression Analysis

The researchers used standard and stepwise regression analysis to obtain the most significant facets of job satisfaction. It is important to know which of the three facets bring most significance influence on employee work performance.

Descriptive Statistic

The researcher were discuss the background of the respondents such as gender, age, status, and education level, tenure with department (years), position, marital status and length of services by using descriptive statistics.

RESULT

The results that the researchers are hoping to find from this study are:

Employee

This research gives contributions to employees in terms of helping them to understand and increase the awareness as well as knowledge regarding the issues of work, payment and opportunity advancements in influencing work performance.

Human Resources Department

This research helps to reveal the problem that caused job dissatisfaction in organization to happen and find ways to address this issue immediately as it will affect the quality and work performance.

Organization: Swiss Inn Hotel, Sungai Petani, Kedah

This research can help Swiss Inn Hotel to know which facets of job satisfaction like payment, work and advancement opportunities had significant influence towards work performance. Hence, they can provide better initiative to maximize job satisfaction and work performance.

CONCLUSION

Work performance is described as the degree to which employees are carrying out their job in a given work setting. Work performance is resulted from having a job satisfaction. Job satisfaction is one criterion for establishing the health of an organization; rendering effective services largely depends on the human resource. The work performance of employees in hotel is important in order to ensure the service delivered by non-managerial employees to customers is adequate, friendly and importantly have quality. The work performances of employees will be analyzed in term of payment, work, and advancement opportunities to ensure which one is significant towards the work performance. The data will be gathered through the non-managerial employees from Swiss Inn Hotel. This study focuses on the non-managerial employees in Swiss Inn Hotel's work performance and job satisfaction facets are being influenced by pay, work or advancement opportunities.

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