

A STUDY OF JOB SATISFACTION AND ITS RELATIONSHIP WITH
TURNOVER INTENTIONS AND ORGANIZATIONAL CITIZENSHIP
BEHAVIOUR AMONG EMPLOYEES OF HOTELS IN MALAYSIA

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This piece of work is dedicated to my beloved parent, sisters and fiancé.

Love you forever!

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ABSTRACT

Employees' job satisfaction is always critical to hospitality industry that relies heavily on its employees as the service provider to achieve competitive advantage and long term success. Although there are many researches carried out to investigate the level of job satisfaction in multiple industries, the studies of job satisfaction among hotel employees are still scarce. Therefore, this research is aimed to determine the level of job satisfaction among employees in Malaysian hotels and the main factor affecting the level, as well as the impact of job satisfaction on employees' turnover intentions and Organizational Citizenship Behaviour (OCB). This report analyses the data collected from questionnaires that have been distributed to the respondents working at Everly Group Hotels, with response rate of approximately 74%. The findings indicate that that the employees of Malaysia's hotels are moderately satisfied with their job and the main factor affecting their level of job satisfaction is co-workers relationship. In addition, it has been revealed that employees' job satisfaction has strong negative relationship with turnover intention, and medium positive relationship with organizational citizenship behaviour. Recommendations for future research and suggestion for improvement are discussed at the end of this study.

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LIST OF ABBREVIATIONS

ERG	Existence, Relatedness, and Growth
JDI	Job Descriptive Index
JSS	Job Satisfaction Survey
MOAQ	Michigan Organizational Assessment Questionnaire
MSQ	Minnesota Satisfaction Questionnaire
OCB	Organizational Citizenship Behaviour
OCBC	Organizational Citizenship Behaviour benefitting the Customer
OCBI	Organizational Citizenship Behaviour benefitting the Individual
OCBO	Organizational Citizenship Behaviour benefitting the Organization
PhD	Doctor of Philosophy
PSZ	Sultanah Zanariah Library
SPSS	Statistical Package for Social Science
STD	Standard Deviation
UTM	Universiti Teknologi Malaysia

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter covers the introductory part of the research and a general overview of the entire research process. Employees' job satisfaction is always critical to every organization as it is one of the determinants of organizational success (Hussin, 2011). There were many researches carried out to investigate the level of job satisfaction in multiple industries, however, the studies of job satisfaction among hotel employees are still scarce (Yew, 2008). Therefore, this research is aimed to determine the job satisfaction's level among employees in Malaysian hotels and the main factor affecting the level, as well as the impact of job satisfaction on turnover and Organizational Citizenship Behaviour (OCB). This chapter discusses on the overall background of the study, statement of problem, research objectives, research questions, significance of the study, scope of the study, limitations of this study, and definition of terms (both conceptual and operational), followed by a summary of the discussion at the end of the chapter.

1.2 Background of the Study

As globalization, technology innovation and development continuously influence today's businesses, organizations are striving to attain competitive advantage in order to ensure long term success (Hussin, 2011). As organizations are human made entities that rely on human expertise to achieve its goals (Swanson & Holton, 2001), employees become the key asset to organizations in order to sustain its competitive advantage (Joo & Mclean, 2006). Employees are the most important resources and how they perceived their job will directly affect organizations (Milliman et al., 2008). Therefore, organizations began to look at their employees' job satisfaction to retain the key employees. The research on job satisfaction has been studied since many years ago (Shahu & Gole, 2008). Perhaps, the first method used to measure job satisfaction was developed back in 1955 by Kunin, which called the Faces Scale followed by Job Descriptive Index (JDI), currently the most used method, which was developed by Smith, Kendall and Hulin back in 1969 (Aamodt, 2010).

Job satisfaction has been and continues to be a popular area of research with many publications on the topic (Tracey & Hinkin, 2008b), which mostly attempts to explore job satisfaction in different industries, the antecedents of job satisfaction as well as its consequences (Wong, 2009). Likewise, globalization and competitive business environment have encouraged the hospitality industry to be proactive too, especially in dealing with human resources issues in order to deliver exceptional service to its customers (Hemdi, 2006a). Satisfied, highly motivated, trusted and committed workforces are therefore the key to the success of hotel businesses which its nature of operations are labour-intensive (Mullins, 1992). Job satisfaction has been placed great importance in hospitality industry and was well demonstrated by the 'Service Profit Chain', which showed the relationship between satisfied employees and organization's profitability (Yew, 2008).

In the Service Profit Chain, it is shown that satisfied employees will deliver better quality of services to customers and hence promote customer satisfaction loyalty, which later on leads to organization's performance (Heskett et al., 1994). Researchers also found a significant positive relationship between employees' job

satisfaction and customer perceptions of service quality performance (Yoon et al., 2001). This clearly indicates that the value of a hotel services depends greatly on its employees' satisfaction, especially the front-liners who deal with customers face to face every day. Frontline employees play a pivotal role in delivering high quality services to guests (Babakus et al., 2003) and turning the 'fussy' guests into the loyal ones (Gilly & Hansen, 1992). Hence, having loyal and satisfied guests within such a competitive business environment will boost revenues, decrease costs and increase market share (Nadiri & Tanova, 2010).

Satisfied employees are most likely to better serve the customers than those who are dissatisfied (Hemdi, 2006a). In hospitality industry that is based heavily on employees as the service providers, employers should attempt to meet their needs and expectations to increase employees' satisfaction (Spinelli & Canavos, 2000). However, the level of satisfaction among employees in hospitality industry is still reported to be low (Mokaya et al., 2013) which in turn caused high turnover and low performance (Pathak, 2012; Tracey & Hinkin, 2008b). The phenomenon of high employee turnover in hospitality sector is rather intimidating (Hemdi, 2006a) and has long plagued the industry (Tracey & Hinkin, 2008b). This scenario is well documented (Lam et al., 2002) and seems to be one of the features of hospitality industry across the world (Hemdi & Nasurdin, 2006b). According to Walker and Miller (2010), the turnover rate in the global hospitality industry is approximately range from 60 to 300 per cent annually, which is far higher than the 34.7 percent reported in manufacturing industry.

In Malaysia, the turnover rate of operational employees in hospitality sector was reported at 65.7 per cent in the year of 1998/1999 by Hotel Industry Employment Report (2000); (Hemdi, 2006a). The growth of hotel industry is impeded by the high turnover rates of its employees (Chan et al., 2012) and is detrimental to the morale, productivity, reputation and survival of the organizations (Hinkin & Tracey, 2000a). High employee turnover in organizations also increase the operational cost incurred. In hospitality industry, the two main implications of high turnover are reduced in profitability and inconsistent service quality delivered to the customers (Tracey & Hinkin, 2008b), resulting in damage to the reputation of the hotel. The reduced profitability may be due to higher expenses required to hire new

staff, provide training and others, as well as the cost of losing potential customers due to inconsistent services provided. Thus, employers should put more efforts to reduce economic impact of employee turnover by enhancing employees' job satisfaction and lowering the turnover intentions.

Another considered attention when competition of the market gets fierce is Organization Citizenship Behaviour (OCB), which is able to promote organizational performance in ample ways (Kim et al., 2009). Organizational citizenship behaviors (OCBs) have been intensively researched over recent years (Huang et al., 2012). The first scholars who recognized the importance of cooperative efforts for achieving organizational goals was Barnard (1938), in which these cooperative efforts were later on termed as OCB by Organ (1988) (Walz & Niehoff, 2000). Organ (1988) defined OCBs as discretionary and extra-role behaviour exhibited indirectly by employees but not recognized in formal reward systems of organization. Organ (1988) also categorized OCBs into five dimensions, which are altruism, conscientiousness, sportsmanship, civic virtue and courtesy. The individual's efforts and willingness to perform beyond formal role or duty are acknowledged as necessary for organizations sustainability (Katz & Kahn, 1966). Nevertheless, OCBs are equally important to hotels operations that depend on employees to deliver outstanding services to customers. OCBs greatly influence guests' service experience and organizations' success (Kim et al., 2009) as these behaviours improve co-workers relationship, promote better performance and effectiveness, resource procurement and enhance organizational communication (Walz & Niehoff, 2000).

In view of the above, hospitality organization relies heavily on its employees as the service provider to achieve competitive advantage and for long term success. Satisfied employees are able to enhance guests' satisfaction and increase the hotel's profitability, as portrayed in the service profit chain. It is also believed that satisfied employees able to reduce the turnover intentions and promote organizational citizenship behaviours. Therefore, this research is attempts to study employee's job satisfaction and its relationship with turnover intentions and Organizational Citizenship Behaviours among employees, in the Malaysian hospitality context.

1.3 Problem Statement

In Malaysia, hospitality industry has been recognized as one of the largest and fastest growing industry with abundant of foreign investment from year to year, and contributed 55.0 per cent (RM 105.7 billion) to the national GDP from 2010 to 2013 (MITI Weekly Buletin, 2013). The tourist receipts for 2012 increased by 3.9%, generating RM60.6 billion to the economy as compared to RM58.3 billion in 2011 (25th UNWTO Report, 2013). As part of a sector under the umbrella of tourism industry, the hospitality industry is entrusted to play a crucial role in assisting Malaysian government in realizing the vision of economic growth maturity (Kasim & Minai, 2009). Due to the prominence of hospitality sector in Malaysia, organizations of this industry should pay more attention to their employees as their business performance and survival rely heavily on its employees (Yeh, 2013).

In hotels, employees are the ones who play the major roles and make significant contributions to profitability (Hussin, 2011). Therefore, the satisfaction of the employees in this sector cannot be overlooked as they are the key contributors to the business success (Yew, 2008). However, employers often concentrate on the development of sophisticated marketing strategies to increase revenue instead of focussing on increasing employees' satisfaction to improve service delivered to customers, (O'Mahony et al., 2011). Also, even though hospitality industry in Malaysia has experienced tremendous growth over decades with increasing opulent and high star rating hotels, but the quality of service delivery is still lacking compared to international standards and expectations (Lau et al., 2005). This happened because employers failed to focus on developing strategies to increase employee's satisfaction, which will influence the quality of service delivered (O'Mahony et al., 2011). Thus, to enhance the service quality delivered to customers, the level of satisfaction among hotel employees and the main factor affecting the level have to be well delineated and understood (Naseem et al., 2011).

Due to the importance of employees' satisfaction in both service quality and profitability, organizations should be able to ascertain the job satisfaction of their key employees by determining what factors serve as the motivating drivers (Frye, 2012). Identifying the main factor contributing to employees' satisfaction also serve as a

guideline for management, practitioner or policy maker of this industry to focus on specific area for improving employees' satisfaction (Tourani, 2012). According to Spector (1994), factors to job satisfaction include pay, promotion, supervision, contingent rewards, fringe benefits, operating conditions, nature of work, communication and co-workers relationship. Although previous researches on factors contributing to job satisfaction in hospitality industry indicated that money or pay is the common factor (Hussain, 2008), further study should be conducted continuously at different time frame and context to better identify the factors of job satisfaction in this dynamic industry. Factors affecting the level of satisfaction can be differing in different time frame and across nation (Lee & Way, 2010).

As reported at the Malaysia Tourism Satellite Account (2005-2011), employment in the tourism-related industries registered a growth of 7.7% in 2011 as compared to 4.7 % in 2010. Despite the significant employment growth rate in the industry, high employee turnover and mobility in the hospitality are one of the major issues (Robinsons et al., 2014) that have been addressed from time to time. Managing a hospitality organization is somehow unique that make the process of hiring and retaining employees challenging (Burke et al., 2008). Research in tourism and hospitality industry found that majority of those who leave the sector was due to low job satisfaction (Griffeth et al., 2000; Kuslivan & Kuslivan, 2000). The consequences of turnover in hospitality industry can include both direct and indirect costs (Tracey & Hinkin, 2008b). Turnover also affect the profitability of the organizations and lower the quality customer service experience (Kuruüzüm et al., 2009). Therefore, the study of relationship between job satisfaction and turnover intentions is important and relevant (Gustafson, 2002). However, studies on this relationship within hotel industry were rather limited in Malaysia (Hemdi, 2006a). In addition, Holtom and Inderrieden (2006) argued that job satisfaction is often a poor predictor of actual turnover despite that increased job satisfaction predicted to lower the intention to quit. Hence, further study to clarify the relationship of job satisfaction and employees' turnover intentions is deemed necessary. Understanding of this relationship enables management to better deal with employees' turnover issues in the organizations.

Service is inseparable from its provider in hospitality industry (He et al., 2010). The survival of this service-oriented organization depends heavily on the employees to provide quality of service to its customers (Walker, 2004). Thus, it is best if employees especially the front liners provide unique or exceptional service to ‘WOW’ the customer and exceeds their expectations. Sophonsiri et al. (2008) also agreed that enhancing the service experience and developing remarkable host-guest relationship is the key to future sustainability and growth (simplify and more straightforward). To achieve this normally required the willingness of employees to perform extra than their original role or go extra step. These discretionary and extra role behaviours that promote positive outcomes to the organizations are labelled as Organizational Citizenship Behaviours (OCB) (Bateman & Organ, 1983). OCBs that greatly influence guests’ service experience and the organizations’ performance in hospitality industry has make OCBs so important in the industry (Walz & Niehoff, 2000). Study by Nadiri and Tanova (2010) also support that OCBs contribute to increased competitiveness of organizations in hospitality sector and leads to better future performance. Despite of OCBs has become major construct of studies recently across the globe (Foote & Tang, 2008), there are only few studies of OCBs in Malaysia’s hospitality industry (Hemdi & Nasurdin, 2007). Moreover, OCBs are always strongly linked to job satisfaction (Bateman & Organ, 1983; Ngunia et al., 2006; Organ, 1988; Williams & Anderson, 1991). Job satisfaction is frequently cited as antecedent to OCB (Ngunia et al., 2006). However, studies in the above mentioned relationship between job satisfaction and OCB is appearing to be doubtful still, and some have yielded opposing findings (Zeinabadi, 2010). Thus, this paper attempts to continue the investigation of the linkage but in different context of Malaysian hospitality industry.

As part of local chain hotels, Everly Group Hotels tries to remain competitive and increase its market share in the industry. To achieve that, having satisfied employees is crucial as they are the service provider which will satisfy the customers. Satisfied employees not only enable Everly Group Hotels to achieve long term and short term goals by offering high quality services to its customers, but also able to retain the key employees. This research tries to determine the current level of job satisfaction among Everly Group Hotels’ employees, as well as to identify the factors affecting the level. The relationship between job satisfaction and OCBs will

be studied too as OCBs are important to enhance guests' service experience. In addition, the Managing Director of Everly Group Hotels stated that the employee turnover was always high in their hotels. The Human Resource Manager also supports his statement by concluded that the average turnover rate of Everly Group Hotels for year 2013 was far higher than their competitors. In view of the situation, this research also attempts to identify the impact of job satisfaction on turnover intentions among employees in Everly Group Hotels.

1.4 Research Questions

Based on the problems identified at the problem statement, this study intended to answer the following research questions:

RQ1 - What is the level of job satisfaction among hotel employees in Malaysia?

RQ2 - What is the main factor contributing to level of satisfaction among hotel employees in Malaysia?

RQ3 - What is the relationship between job satisfaction and employee turnover in Malaysian hospitality sector?

RQ4 - What is the level of Organizational Citizenship Behaviour among hotel employees in Malaysia?

RQ5 - What is the relationship between job satisfaction and Organizational Citizenship Behaviour among employees in Malaysian hospitality sector?

1.5 Research Objectives

Addressing to the issues mentioned in 1.3, this research aims:

- i) To identify the level of job satisfaction among employees of Everly Group Hotels.
- ii) To identify the main factor contributing to level of satisfaction among employees Everly Group Hotels.
- iii) To investigate the relationship between job satisfaction and employee turnover intentions in Everly Group Hotels.
- iv) To identify the level of Organizational Citizenship Behaviour among employees of Everly Group Hotels.
- v) To investigate the relationship between job satisfaction and Organizational Citizenship Behaviour among employees in Everly Group Hotels.

1.6 Scope of Study

The purpose of this study is to investigate the level of job satisfaction among employees, and the main factors affecting the level. Job satisfaction level and its factors will be assessed based on Job Satisfaction Survey developed by Spector (1994). Additionally, job satisfaction and its relationship with turnover intentions and OCB among employees in the industry will also be studied. This study will be conducted in Malaysian hotel industry, specifically Everly Group Hotels.

The targeted respondents of this research include all employees working in Everly Group Hotels. All these employees are from six different departments, namely Front Office, Housekeeping, Food & Beverage, Maintenance & Security,

Admin & Accounts as well as Sales Department. The hotel's employees are chosen as the respondents of this study due to their significant role as service provider which will contribute to the profitability and success of the organization.

1.7 Significance of Study

Hospitality industry always faces the problem of insufficient staff due to low job satisfaction among employees which leads to high turnover (Kysilka & Csaba, 2013). Practically, this study contributes to hospitality industry in several dimensions. First, the findings will provide an overall picture to Everly Group Hotels regarding the current level of job satisfaction among its employees. Second, the main factors affecting the level of job satisfaction identified in this study also assist the management, practitioner or policy maker of this industry to narrow down the area of focus and better craft strategy tools to boost job satisfaction among its employees. Higher employees' satisfaction is beneficial to hotel in terms of profitability, effectiveness and sustainability. Third, by increasing job satisfaction among employees also lower the turnover intentions which later reduce the turnover rate and retain key employees. This will minimize the issues of insufficient staff to run a smooth operation in a hotel. Fourth, identifying the level of OCBs and its relationship with job satisfaction also assure the employers of the industry to nourish OCBs (the positive behaviours) among employees through their satisfaction. This is because satisfied employees are more likely to deliver exceptional services to customers, which in return create customer loyalty.

In terms of theoretical perspective, this study also provides additional insights and knowledge to the existing literature of job satisfaction, turnover intentions and OCBs, especially in the hospitality management field. Apart from that, this research also filling the gap of knowledge about the relationship between job satisfaction and OCBs in Malaysian hospitality context. It is hope that this study will initiates the interest of researchers to conduct more research on this subject in Malaysia. At the same time, the findings of this study will also serve as reference of future studies.

1.8 Limitations of Study

There are few limitations of this study. Firstly, to achieve a satisfactory survey rate of response was quite challenging due to the seasonal nature of hospitality businesses (Yang, 2010). This means that questionnaires can only be collected during off season or low occupancy period.

Secondly, this research only uses questionnaires as a method of data collection, in which the variables of this study were measured by means of subjects' self-reporting (Monica Hu et al., 2009), thus raise the issue of reliability of the outcomes.

Next, the author only chose employees of Everly Group Hotels as sample of study which might be too small to represent the entire hotels in Malaysia. Besides that, this study only focussed on local chain hotels as population, not included budget hotels and international hotels in Malaysia. This may raise the issue of generalizability (Monica Hu et al., 2009).

Last but not least, this research only focus on JSS factors to job satisfaction, which include pay, promotion opportunities, supervision, fringe benefits, contingent rewards, operating conditions, co-workers relationship, nature of work, and communication (Spector, 1994). There are still many factors to job satisfaction that can be studied, such as individual's attitudes, stressors, and others. Therefore, the limited factors affecting job satisfaction by JSS should be complemented with more factors leads to satisfaction.

1.9 Conceptual Definitions

1.9.1 *Job satisfaction*

Job satisfaction can involve both affective and cognitive part of a person when evaluating their job (Saari & Judge, 2004). In affective perspective, job satisfaction is about how an individual's feels about his/ her job (Spector, 1997), which can be positive or negative feelings or emotions (Schultz & Schultz, 1994). Positive feeling of job satisfaction normally leads to loyalty and commitment. Vice versa, negative feelings of job satisfaction will leads to stress, turnover and poor performance (Bellou, 2009). According to Robbins and Coulter (2002), job satisfaction can be explained as a workers' overall attitude towards their job.

In cognitive perspective, job satisfaction is about one's thinking or perception towards their work. When a person thinks, they will have feelings of what they think. Therefore, affective and cognitive perspectives are inseparable in assessing job satisfaction (Saari & Judge, 2004). There are many factors affecting job satisfaction, however, only nine facets of job satisfaction (in accordance to Job Satisfaction Survey) will be studied in this research, including pay, promotion opportunities, supervision, fringe benefits, contingent rewards, operating conditions, co-workers relationship, nature of work, and communication (Spector, 1994).

1.9.1.1 *Pay*

Pay is the actual amount of money received due to the effort or work done in the organizations. It can be either in hourly, daily, monthly or quarterly basis.

1.9.1.2 *Opportunities for Promotion*

Opportunities for promotion are the possibilities or chances to get promoted from lower ranked position to higher ranked position.

1.9.1.3 Nature of work

The nature of work covers the work environment and types of job responsibilities an employee faced in an organization. It includes the extent of fairness and equity of the salary given (Spector, 1985).

1.9.1.4 Supervision

Supervision is defined as arranging and manipulating the job scope of subordinates through direct contact (Kwong, 2011). In this study, supervision refers attitude of supervisors while instructing and guide their associates.

1.9.1.5 Fringe benefits

Fringe benefits are other non-wage compensations provided to employees in addition to their normal salary (Kwong, 2011).

1.9.1.6 Contingent rewards

Contingent rewards are non-financial rewards given to employees, such as sense respect, recognition, and appreciation which are valuable to employees (Murray, 1990).

1.9.1.7 Operating conditions

In this study, operating conditions is the policies and procedures, and the rules and regulations in the organization.

1.9.1.8 Communication

Communication refers to the clarity of information, level of sharing, and the quality of the communication with workers and superior.

1.9.1.9 Co-worker's relationship

Co-worker's relationship in this study refers to as the extent to which an individual is comfortable and able to work with others.

1.9.2 Turnover Intentions

Turnover intentions should be clearly understood before the research began. According to (Cammann et al., 1983), turnover intentions are defined as the extent to which employees intended to leave their current employment. It can be individual's concept to stay and leave their organization (Bigliardi et al., 2005). Turnover intention reflects the (subjective) probability that an individual will change his or her job within a certain time period (Sousa-Poza & Henneberger, 2004).

The literature indicated that turnover intention is a multi-stage process consisting of three components, included psychological, cognitive, and behavioural in nature (Takase, 2010). The psychological component of turnover intention was usually the starting point of the multi-stage turnover reaction (Takase, 2010). Psychological responses such as frustration and dissatisfaction were believed to trigger employees' emotional and attitudinal withdrawal intentions (Vigoda-Gadot & Ben-Zion, 2004).

While the psychological component was seen as the starting point, the cognitive component was seen as the core of turnover intention since many researchers framed turnover intentions as a cognitive manifestation of the decision to leave (Chang et al., 2006). In a narrower perspectives, turnover intention was defined as the final cognitive step leading to actual turnover (Bigliardi et al., 2005).

On the other hand, behavioural component was the one that form the core process of turnover intention. The behavioural manifestation to turnover

intention included day dreaming during working (Susskind, 2007), being less passionate at work (Chen & Francesco, 2000), coming late for work (Harris et al., 2005) or absent (Krausz et al., 1998). These behaviours were often being used as the indicator to explore employees' turnover intention in organization. (Takase, 2010)

Turnover intentions do not necessarily leads to actual turnover. However, if the employees intended to quit their job, it includes the intentions to leave the organizations (San Park & Kim, 2009). This is because turnover intentions are the instant connection to turnover behaviour which will cause actual turnover (Boles et al., 2007).

1.9.3 Organizational Citizenship Behaviour (OCB)

According to Organ (1988), Organizational Citizenship Behaviour (OCB) is defined as 'Individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system and that in the aggregate promotes the effective functioning of the organisation'. In hospitality industry, OCB refers to employees' willingness to perform above and beyond their respective job duties to satisfy the customers (Tsai & Wu, 2010).

Initially, OCBs are theorized into five dimensions of citizenship behaviours; Altruism, Courtesy, Conscientiousness, Sportsmanship and Civic virtue (Organ, 1988). Altruism is the act of helping and motivating another employee in work related problems whereas courtesy is the behaviours alerting others of problems that might affect their work (Walz & Niehoff, 2000). Next is conscientiousness which indicates the discretionary extra-role behaviours that exceed the task requirements, job, and work ethics (MacKenzie et al., 1993). Sportsmanship is being positive for any unexpected or less favourable circumstances without complaining (Jung & Hong, 2008), and lastly, civic virtue is the behaviour to participate organizational practices with the concern of the life of the company (Podsakoff et al., 1990).

Later on, these 5 dimensions of OCBs are further divided into two broad categories as proposed by Williams and Anderson (1991). The two categories are OCBO which is the behaviours that benefit the organization and OCBI which refers to behaviours that benefit specific individual in workplace and indirectly contribute to the organization (Organ et al., 2006). The framework of OCBO includes the Conscientiousness, Sportsmanship, and Civic virtue whereas OCBI includes Altruism and Courtesy dimension (Ma & Qu, 2011).

As for service industry, Bettencourt and Brown (1997) identified three dimensions of service-oriented OCB, which combine OCBO and OCBI developed by Williams and Anderson (1991) with OCBC. OCBC refers to the behaviours that benefit the customers such as being courteous and respectful to customers (Ma & Qu, 2011). This OCBC dimensions that paid more attentions to customers reflect better in service industry by addressing the service oriented citizenship behaviours (Bettencourt et al., 2001).

1.10 Operational Definitions

In this section of study, operational definitions are discussed and explanations on how does the study operationally defined the variables included in the study.

1.10.1 Job satisfaction

In this study, job satisfaction may be defined as the extent to which the employees in Everly Hotel satisfy or have positive feelings towards their job (Côté & Morgan, 2002), based on the nine work environment factors proposed by Spector (1994). The nine factors that influence the employee's level of job satisfaction including pay, promotion opportunities, supervision, fringe benefits, contingent rewards, operating conditions, co-workers relationship, nature of work, and communication (Spector, 1994).

The pay refers to the total amount of wages received by an employee per month, which include the service point and anniversary point. Whereas fringe benefits refers to other non-wage compensation provided to employees such as complementary meal, hostel, medical insurance, panel clinic, company trips, uniforms and annual dinner. Other than financial rewards, contingent rewards are non-financial rewards given to employees, such as gratitude, respect, recognition, or appreciation which are intrinsically valuable to employees (Kwong, 2011).

Promotion refers to the employees' opportunities of getting promoted while working with Everly Hotels. Meanwhile, supervision refers to the capability of the supervisor in giving operational instruction or guidance, as well as emotional support to the subordinate. Communication refers to the effectiveness of an employee's interaction with guest and colleagues in the organization. Also, communication in this study includes the effective exchange of information internally or externally (Wei et al., 2001).

In hotel industry, the nature of work also plays an important role in job satisfaction after pay (Lam et al., 2001; Nadiri & Tanova, 2010). It covers the employees' job responsibilities and the working condition (Spector, 1985), such as shift work, over time, long working hour, resolving customer's complaints and others. Next, operating conditions is the departmental Standard Operating Procedures (SOP) and the staff rules and regulations implemented in the hotel. Lastly, co-worker's relationship in this study refers to as the extent to which an employee is comfortable and able to work as a team.

The most commonly used instruments to measure job satisfaction were Job Descriptive Index (JDI), Minnesota Satisfaction Questionnaire (MSQ) and Job Satisfaction Survey (JSS). However, this study will utilize JSS to measure the level of employees' job satisfaction in Everly Hotel, based on the nine factors influencing the level. JSS was chosen over JDI and MSQ as JSS reflects better in service industry (Spector, 1985), which is also part of

hospitality industry. Therefore, JSS instrument is more relevant in this study and will show higher reliability compared to other instruments.

1.10.2 Turnover Intentions

Turnover intention in this study refers to the extent to which employees in Everly Hotels are intended to leave their current employment (Cammann et al., 1983). Takase (2010) categorized turnover intentions into three components, which are psychological, cognitive and behavioural aspects. As cognitive aspect of turnover intentions is the final and most important component that has the immediate causal effect on actual turnover (Bigliardi et al., 2005), this study will only focus on cognitive aspects of employees' turnover intentions in Everly Hotels.

The employees' cognitive intentions to leave include the thinking of leaving the current employment in the hotel, consistently looking for new job or attending for job interview in other organization, the idea of changing job in near future, and the possibilities of not staying in the current organization if there's other job alternatives available. These cognitive manifestations of turnover intentions usually lead to the final decision of leaving current employment (Chang et al., 2006).

These turnover intentions have significant effect on the high turnover rate of Everly Hotel. Thus, it is worthwhile to investigate the cognitive aspect of turnover intentions in order to solve the high turnover issue. To measure the cognitive aspect of turnover intentions among employees in Everly Hotel, the Michigan Organizational Assessment Questionnaire (MOAQ) will be used. MOAQ is chosen as it is the most commonly used measurement among researchers in assessing turnover intentions (Rafferty & Griffin, 2009).

The MOAQ comprises of three scales, which include "I often think of leaving my organization", "It is very possible that I will look for a new job

next year” and “If I may choose again, I will choose to work for the current organization”. As shown above, these scales assess the cognitive component of turnover intentions among employees in Everly Hotels. In chapter three, further details about these scales will be discussed.

1.10.3 Organizational Citizenship Behaviour

For this research, organizational citizenship behaviour (OCB) is defined as the discretionary and extra-role behaviours by employees that contribute to Everly hotels’ competitiveness (Nadiri & Tanova, 2010). OCB also refers to employees’ voluntary behaviours that will improve the overall quality of service delivered to the hotel’s guests. Hence, Everly Hotels always encourages its employees to perform beyond their responsibilities and provide exceptional service to the guests.

As suggested by Bettencourt and Brown (1997), service-oriented citizenship behaviour can be categorized into three dimensions, including OCBO, OCBI and OCBC which have different target of citizenship behaviours. OCBO refers to citizenship behaviours targeted on benefitting the Everly Group Hotels, OCBI refers to behaviours targeted on benefitting certain employees of the hotel, whereas OCBC are the behaviours that focussed on benefitting the hotel’s guests.

Since OCBO, OCBI and OCBC are all important and complementary to each other to achieve the hotel’s competitiveness, this study will focus on these three dimensions of citizenship behaviours among employees in Everly Hotel. These three dimensions of OCB will be measured using the instrument developed by Ma and Qu (2011). This instrument is chosen over other popular instruments to measure OCB (such as scales developed by Podsakoff et al., 1990 and Williams and Anderson, 1991) due to its relevancy in hotel industry, as it includes special OCBC dimensions related to dealing with customers.

1.11 Summary

As a summary, the overview of this research was laid down in this chapter. The entire problem encountered, research objectives and questions, scope of study for the research and significance of study are established in Chapter 1. The remainder of this study is organized into four chapters. The second chapter is a review of the literature related to provide better understanding of the study. Chapter 3 outlines the methodology used in this study. In chapter 4, results of the data analysis are presented. Last but not least, chapter 5 will discuss the major findings of the study and the implications of these findings. This thesis will be concluded with recommendations for future research.

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