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職能滿意調查-以越南芽莊大飯店為例

A STUDY OF JOB SATISFACTION OF FRONT LINE EMPLOYEES: EXAMPLING  
OF THREE TO FIVE STARS HOTELS IN NHA TRANG, VIET NAM

研究生：李月明

GRADUATE STUDENT: LE, LUU-NGUYET-MINH

指導教授：林倩綺 博士

ADVISOR: LIN, CHIEN-CHI Ph.D

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職能滿意調查 - 以越南芽莊大飯店為例

A study of job satisfaction of front line employees: Examplng of three to  
five stars Hotels in Nha Trang, Viet Nam

研究生：李 月 昀

經考試合格特此證明

口試委員：\_\_\_\_\_

方 文 昌

翁 頂 升

林 倩 綺

指導教授：林 倩 綺

系主任(所長)：

丁 誌 毅

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論文題目：職能滿意調查-以越南芽莊大飯店為例

研究生：李月明

指導老師：林倩綺博士

**論文摘要內容：**

工作滿意度是任何組織都關係的問題，為了維護人員的工作效率。本研究主要調查越南芽莊飯店前廳員工的工作滿意度。以工作滿意調查量表（Spector, 1985）為基礎資料，研究包括薪資、升遷、監督、福利、例外酬賞、工作條件、同事相處、工作性質與溝通等 9 個構面。問卷共有 39 題，採用里克特量表 5 等級做參訪者的同意程度。在 13 家在芽莊的 3 星級至 5 星級飯店之前廳員工，總收回 317 份問卷，有效問卷有 305 份，採用 SPSS 23 統計軟件來進行分析。研究結果發現只有 9 個構面之 5 個構面有正面影響到總體滿意度，包含薪資、福利、例外酬賞、工作性質與溝通。其中，溝通是最大影響到前廳員工對工作滿意度的因素。為了提高人員對各家芽莊大飯店的滿意度，本研究提出一些建議。

**關鍵字：**工作滿意度，員工，滿意度調查

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**Name of Student:** Le, Luu Nguyet Minh

**Advisor:** Lin, Chien Chi Ph.D.

## **Abstract**

Job satisfaction is a matter of great concern that helps organizations to maintain employee work performance. A major objective is to investigate the job satisfaction among front-line hotel employees in Nha Trang, Viet Nam. The Job Satisfaction Survey (Spector, 1985) has adopted as a major reference for this study, includes salary, promotion, supervision, benefits, rewards, operating procedure, co-workers, work itself, and communication. The questionnaire contained 39 question items using a 5-point Likert scale to evaluate the level of agreement from respondents. Data was collected from 317 front-line employees of 13 three to five stars hotels, of which 305 valid responses were used for further analysis through the SPSS 23.0. The analysis results indicated five out of nine dimensions have a significant positive impact on the overall job satisfaction, including salary, benefits, rewards, work itself and communication. Among these five factors, communication was found to have the strongest impact on the levels of job satisfaction among front-line employees. Several recommendations were presented to increase the level of job satisfaction among front-line employees.

**Keywords:** Job satisfaction, employees, Job Satisfaction Survey (JSS)

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# Chapter 1 Introduction

## 1.1 Background

Hospitality is a spearhead sector that provides massive profits to the development of service industries. It is a close interaction between service providers along with their service itself and customers. Because of its specific characteristics, hospitality has more competitive advantages to develop as compared to other service industries. The top priority is to bring back a perfect combination of useful features to meet customer expectations. Hotel organizations often focus on both service facilities and quality products. Customers really want a valuable quality commensurate with the amount of money they pay for service. To maximize profits, hospitality organizations should offer an excellent service that leads to customer satisfaction and loyalty. According to Heskett et al. (1994), the service profit chain is an equation that develops based on the relationship between profitability, customer loyalty, and employee satisfaction. Hunter and Tietyen (1997) proposed if only employees feel satisfied, they will devote their full potential to work, and these satisfied employees have significant impact on both customer satisfaction and organizational productivity (Potterfield, 1999). Therefore, employee satisfaction is a first critical element in business success. The manager who decides hotel strategies needs to be aware of the importance of this issue that elicits and reinforce employee satisfaction to achieve higher levels of performance.

Job satisfaction is a comprehensive term that describes employee emotions and attitudes at work. Fisher (2003) suggested that the happy-productive worker hypothesis can explain by job satisfaction. According to Davis et al. (1985), a

high job satisfaction has positively effected on employee work performance in the workplace. Shipton et al. (2006) mentioned that satisfied employees were more likely to effectively perform their job duties. A permanent job is a top priority for all employees. However, they tend to escape far from organizations that have long working hours and poor working environment (Kusluvan and Kusluvan, 2000). A paradigm for effective management should pay special attention to employees who intend to work longer in organizations to maximize business success, especially individual expectations.

Front-line employees are responsible for assisting the customer needs promptly as spokespersons directly in organizations. They are a critical element to decide an excellent service quality that offers to their customers (Karatepe and Uludag, 2008; Stamper and Johlke, 2003). Increasing job satisfaction will motivate employees to work more efficiently. Although aware of the importance of job satisfaction, it still remains an inevitable concern for most hospitality organizations. The satisfied employees will meet the customer expectations better than others. This requires organizations should be more interested in the level of employee satisfaction. The study is developed to measure factors influencing job satisfaction of front-line employees. Several solutions will be proposed to increase employee satisfaction based on the analysis results.

## **1.2 Problem Statement**

Nowadays, Vietnam is one of the fascinating and interesting destinations in Asian. The country is blessed with diverse and picturesque landscapes, a rich cultural heritage, a tasty and varied cuisine and friendly people. Moreover, Vietnam is best known for a long ocean coastline with lots of beautiful beaches.

Tourism business is considered as a promising prospect to the national economic development in Vietnam. Vietnamese government's determination is continuously interested in tourism investment to take a non-smoke industry into a key economic sector. Vietnam tourism industry is currently focused on expanding accommodations, infrastructures and transportations towards sustainable development. Hospitality is also an essential component that contributes to this development. Hospitality service is considered as one of the fastest growing industries in Vietnam during the past decade. The number of tourist accommodation establishments 3-5 stars has been constantly increasing over the years as shown in the table below:

Table 1.1: Number of three to five stars hotels in the period 2013-2015

Year	3-star		4-star		5-star		Total	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
2013	375	26,347	159	20,270	64	15,385	598	62,002
2014	381	26,500	187	22,569	72	17,659	640	66,728
2015	441	30,734	215	27,379	91	24,212	747	82,325

*Source: Vietnam National Administration of Tourism*

According to table 1.1, the number of officially tourist accommodations has increased steadily year by year. By the end of 2015, Vietnam National Administration of Tourism estimated 18,800 tourist accommodation establishments with a total of 355,000 rooms around the country, increasing by 2,800 tourist accommodations over last year. The number of 3-5 stars hotels were detailed as follows: 30,337 rooms in 441 three-star hotels, 27,379 rooms in 215 four-star hotels, and 24,212 rooms in 91 five-star hotels, respectively.

Besides the more rapid increase of accommodation establishments, these hotels were also interested in improving their service quality. Several hotels in Vietnam have been honored by popular social networks or travel magazines. InterContinental Danang Sun Peninsula Resort was nominated for World's Leading Luxury Resort over three consecutive years from 2014 to 2016 at the Gala Ceremony of the World Travel Awards. Furthermore, Hanoi Oriental Central Hotel, Hanoi Charming 2 Hotel, Hanoi Serene Hotel, Hanoi Meracus Hotel 2, and Essence Hanoi Hotel & Spa have been voted the best hotel quality services by the travelers of TripAdvisor.

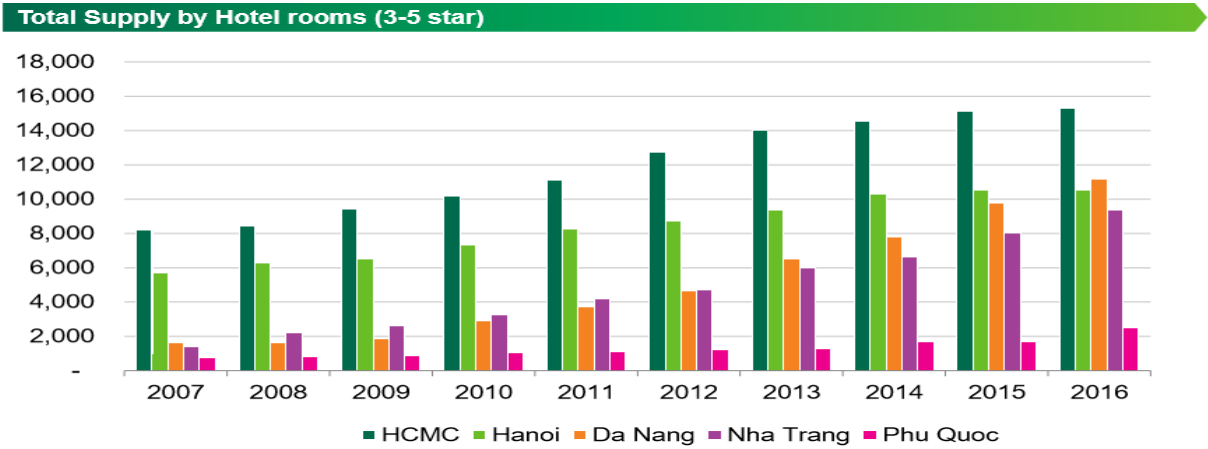
The number of visitors has also been increasing in recent years. According to Vietnam Annual Tourism Report 2014, Vietnam welcomed nearly 6.9 million visitors in 2012, nearly 7.6 million visitors in 2013 and more than 7.9 visitors in 2014. Furthermore, the General Statistics Office of Vietnam showed that approximately 7.9 million international visitors traveled to Vietnam in 2015, increasing 0.9% compared with 2014. Domestic travelers reached 57 million; up 48% from the previous year. Total tourism receipts estimated VND 337,830 billion, up 46.88% compared to the same period of 2014. These numbers indicated that the improvement of service quality in Vietnam tourism industry to deserve one of the leading industries in Vietnam's economic development over the past decade. It is also expected to continue growing better in the future.

Nha Trang is a popular coastal city located in the South Central Coast of Vietnam, also the capital of Khanh Hoa Province. Nha Trang is surrounded by a crescent-shaped coastline with a necklace of hills and numerous offshore islands. In May 2003, Nha Trang was officially recognized one of the 29 most beautiful bays in the world based on the perfect harmony of natural views with a turquoise

sea, golden sandy beaches, warm sunshine, a lush green coconut and palm trees in the central city. Nha Trang has been becoming the interesting destination thanks to the advantages of developing sea and island tourism.

Khanh Hoa News indicated that Khanh Hoa Province has a total of 20.619 rooms in 625 tourist accommodation establishments in the end of 2015 including 3.828 rooms in 12 five-star hotels, 2.968 rooms in 16 four-star hotels, and 4.188 rooms in 55 three-star hotels. According to the published research by Savills Vietnam, the number of visitors to Khanh Hoa Province achieved an average growth rate of 18% per year in the period 2011-2015. At the end of 2015, the number of visitors was estimated over than 4.1 million, increasing by 14% against 2014, of which Nha Trang contributed over 4 million visitors, accounting for 99% of the population. The international tourist arrivals reached 974,000 turns, increasing by 15% against 2014. The international travelers come from various countries, as Russia, China, Korea, The United State, Australia, Europe, etc. Tourism receipts reached VND 7,000 billion, up 16.8% since last year.

Figure 1.1: The number of 3-5 star hotel rooms in Vietnam top destinations



Source: CBRE Vietnam



To meet the rapidly rising visitors, Nha Trang is constantly striving to develop tourism in all aspects, especially accommodations. Figure 1.1 shows the tourist accommodations of three to five stars hotels in top destinations of Vietnam. According to CBRE Vietnam (2014), Nha Trang is one of five leading cities for providing a large number of 3 to 5 stars hotel rooms in Vietnam, only after three centrally controlled cities: Hanoi, Ho Chi Minh City, and Da Nang. The number of hotel rooms in Nha Trang tends to grow steadily year by year. The year 2015 also marked a positive sign for the growth of the luxury hotel chains in Nha Trang. Only in October 2015, Vietnam National Administration of Tourism (VNAT) has recognized three 5-star hotels in Nha Trang including Vinpearl Premium Nha Trang Bay, Best Western Premier Havana Nha Trang, Muong Thanh Nha Trang Centre.

The intensively competitive market requires hoteliers to constantly innovate to increase the competitiveness of companies in the local market. The quality of human resources is considered one of the critical elements contributing the success of hospitality business. In addition to creating job opportunities to millions of people, any hotels should pay special attention to job satisfaction of the whole employee to encourage them to work longer in organizations. Because of these reasons, research is mandatory to ensure job satisfaction among the employees in Nha Trang hospitality industry, especially front-line employees.

### **1.3 Motivation**

The tourist accommodation establishments in Nha Trang have grown rapidly in recent years. The hospitality industry is facing several difficulties and challenges in the aspect of human resource management. A shortage of qualified

employees often exists in many organizations. Furthermore, the extremely low percentage of professional personnel in hospitality field is causing disadvantages in the business process. Because of service characteristics, working shifts is inevitable. Besides, employees are under pressure from various aspects of working, especially for front-line employees. Therefore, they tended to jump into a new job after one to three years of working experience. This has a great impact of personnel policies in organizations.

Numerous researchers proposed that job satisfaction is the positive relationship with job performance, employee loyalty. Increasing the levels of job satisfaction among employees helps organizations to reduce recruitment costs but still ensure workplace productivity. For decades, there have been various studies to analysis on job satisfaction by different approaches. However, there are not many studies about the job satisfaction in Vietnam, especially hospitality industry. The study was conducted to elucidate factors influencing job satisfaction and its relationship to general satisfaction among front-line employees in Nha Trang hotels. Through research findings, hotel owners and hotel managers can understand deeply on job satisfaction to develop effective personnel policies and procedures.

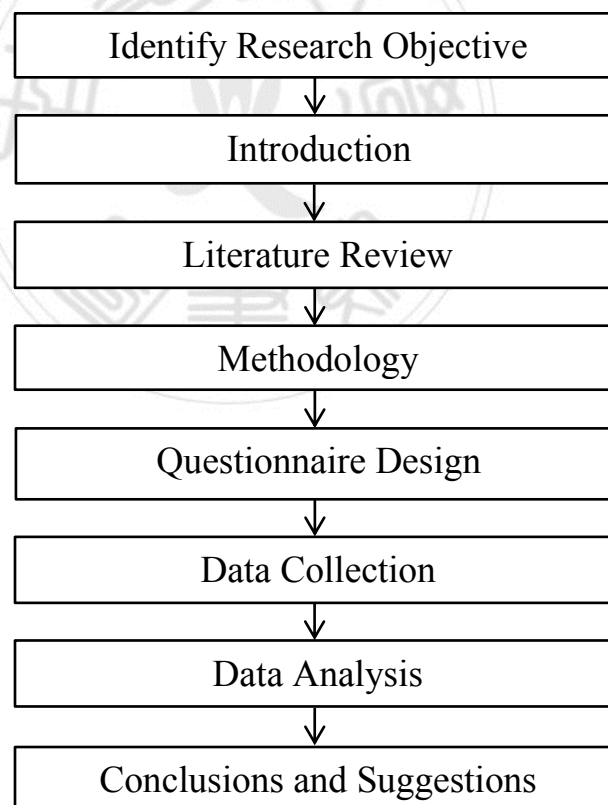
## **1.4 Purpose**

The study is designed to diagnose the factors affecting job satisfaction and identify the relationship between these factors and overall job satisfaction among front-line employees in Nha Trang hotels. Therefore, the main objectives of this study are shown as follows:

- Firstly, the study starts with establishing the analytical framework related to job satisfaction to set up the research model and hypotheses.
- Secondly, the study examines the factors influencing job satisfaction to identify the relationship between each component and overall job satisfaction, including salary, promotion, supervision, benefits, rewards, operating procedure, co-workers, work itself, and communication.
- Finally, this study presents several managerial implications and recommendations for hospitality business.

## 1.5 Research procedure

Figure 1.2: The research process



*Source: Developed by this study*

Step 1: The study focused on clarifying several following problems: the title of the topic, objectives, participants and scopes. The study examines the impact of factors that affect job satisfaction among hotel front-line employees in Nha Trang, Vietnam.

Step 2: Chapter one introduces some necessary background information of the thesis, includes an overview of the hospitality industry, job satisfaction, the tourism and hospitality industry in Vietnam, motivations, purposes and research process.

Step 3: Chapter two describes the theoretical foundations based on the antecedents and consequences of job satisfaction research, including definitions, theories, measures, determinants related to job satisfaction.

Step 4: Chapter three selects one of the most appropriate structures as the main reference for researching the job satisfaction. The Job Satisfaction Survey (Spector, 1985) is adopted to develop the proposed model and hypotheses. Besides, a series of steps to carry out data analyses are also presented.

Step 5: The questionnaire is developed based on the nine dimensions in the JSS measure (Spector, 1985). After completing the questionnaire, five of the professionals in Nha Trang hotels assist in examining the content items. The revised edition is used officially to collect data for research.

Step 6: A survey is carried out among front-line employees who work in three to five stars hotels located in Nha Trang by using online survey in Google forms or distributing directly in hotels. The collected data is cleaned up for conducting the research analysis.

Step 7: The SPSS Statistics 23.0 is used as the main tool for data analysis. Descriptive statistics, reliability analysis, factor analysis, correlation analysis, multiple regression analysis, and hypothesis testing are used to examine and measure the research findings.

Step 8: This is a final step of the research process. The study briefly summarizes the research conclusions and practical significance for hospitality managers who decide strategies in organizations. Suggestions are proposed for the stakeholders. Furthermore, the study also presents limitations for further studies.



## **Chapter 2 Literature Review**

### **2.1 Definition of job satisfaction**

For decades, the concept of job satisfaction has become popular in organizational behavioral research. Numerous studies have been examined to indicate a definition of job satisfaction by different approaches. However, there is still no a general definition about job satisfaction. Because of this reason, the study provides some popular definitions of job satisfaction in the text below.

According to Vroom (1964), job satisfaction is treated as natural affective responses of individuals toward his or her job duties. Job satisfaction is described as a presence of positive or negative feelings stemming from a comparison between individual needs, expectations and experiences with actual outcomes (Cranny, Smith, & Stone, 1992). Job satisfaction reflects a part of individual's behavior and attitude at workplace (Davis et al., 1985). Job satisfaction can maintain positive and favorable attitudes towards the job. Job dissatisfaction may be the cause of negative and unfavorable attitudes towards the job (Armstrong, 2006). Therefore, job satisfaction is the most effective approach to demonstrate performance at work (Mosadeghrad, Ferlie & Rosenberg, 2008)

Actually, job satisfaction is difficult to measure accurately because it is influenced by various intrinsic and extrinsic job elements (Howards & Frink, 1996). Job satisfaction represents the perfect combination of several work-related elements, including psychological, physiological and environmental circumstances (Hoppock, 1935). In this approach, job satisfaction is greatly

affected by many external factors. Moreover, Dawis (2004) added that feelings of job satisfaction can change based on time and circumstances. Besides, job satisfaction is a combination of many intrinsic job elements such as emotional, cognitive, and behavioral components (Bernstein & Nash, 2008).

Job satisfaction can also be defined as level of emotional intelligence of employees when they achieve the rewards from their work (Statt, 2004). Generally, it is a perception of the direct relationship between productivity and personal well-being. Job satisfaction is the most important element that lead to rewards related to performance and contribution, such as salary, recognition, promotion, achievement and so on (Kaliski,2007). In addition, job satisfaction is a set of beliefs and emotions among employees toward their current job. Employee feelings are influenced by various aspects related to the workplace, such as salary, the work itself, supervisors or co-workers (George et al., 2008).

## **2.2 Theories of job satisfaction**

### **2.2.1 Two-factor theory**

Herzberg (1959) developed Two-factor theory to find out factors that make people feel satisfaction or dissatisfaction with their job. He investigated a total of 203 knowledge workers (accountants, engineers and managers) at Pittsburgh, USA. Participants were required to describe the time period of job that they feel extremely happy or uncomfortable. From this survey, he pointed out that the factors that lead to job satisfaction or dissatisfaction are cannot be measured on the same continuum. He mentioned about the opposite of “Satisfaction” is “No satisfaction” and the opposite of “Dissatisfaction” is “No Dissatisfaction”. Therefore, he divided into two sets of needs in the work place: Hygiene factors

and Motivator factors. Hygiene Factors are a group factors that describe the external factors to work such as relationship between individual, work environment, and scope of job scope. These can be a cause of employee dissatisfaction at workplace. But if these factors are guaranteed, they will not lead to long-term satisfaction. Therefore, he postulates that only motivator factors have potential of increasing job satisfaction. Motivator factors are also known as internal factors related to job descriptions, recognition and psychosocial. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals (Hoskinson, Porter, & Wrench, 1998). These factors are suggested in order to motivate an employee into higher performance. Moreover, Herzberg pointed out that Hygiene Factors need to be available first to avoid employee dissatisfaction and then pay attention to the motivational factors can improve work-quality. The main components of the two factors are described in the table below:

Table 2.1: The factors influencing two-factor theory

Hygiene Factors ( <i>demotivate factor</i> )	Motivation Factor ( <i>motivator factor</i> )
Company policies	Achievement
Supervision	Recognition
Relationship with supervisor and peers	The work itself
Work conditions	Responsibility
Salary	Advancement
Status	Growth
security	
Leading to Dissatisfaction	Leading to Satisfaction

*Source: Herzberg (1959)*



### **2.2.2 Equity theory**

Equity theory was originally developed by Adams (1963). The main content refers to an individual perception of fairness in work environment (Walster, Berscheid & Walster, 1973). The nature of equity is multidimensional because each individual has a perception of fair and equal treatment in different ways. They tend to compare their salary and working conditions against other employees in organizations. A ratio of inputs to outputs is a basic tool used for comparison. Inputs include all things employees invest in their job such as time, cost, skills, effort, performance, experience, etc. Outputs are all of outcomes or rewards they receive from it against in organization including salary, benefit, sabbatical, recognition and so on. There are three types of comparison results: (1) the ratio of employees lower than other colleagues, they feel angry or humiliated (Unfairness), (2) the ratio of employees equal to other colleagues, they feel satisfied (Fairness), (3) the ratio of employees higher than other colleagues, they feel ashamed or guilty (Unfairness). The results of this comparison lead to more behavior change towards their job.

The positive emotions make a huge influence on employee performance, productivity, and turnover. When employees are involved in an equitable relationship, they are more satisfied with their job. Numerous researchers mentioned the positive relationship between job satisfaction and equity perceptions (Deconinck & Bachmann, 2007; McIntyre, Bartle, Landis, & Dansby, 2002; Lambert, Hogan, & Griffin, 2007). In fact, a proportional relationship between the magnitude of inequality and job dissatisfaction is available (Jain & Lall, 1996). When employees find evidence of inequality in organizations, they feel distressed or dissatisfied about unfair treatment (Huseman, Hatfield & Miles,

1987). Several common signs of inequality are that employees tend to lack work motivation, low performance or leaving the organization (Carrell & Dittrich, 1978). Besides the negative signs, employees would react against in different ways to reduce this problem (Walster et al., 1978).

### **2.2.3 Job characteristics theory**

Job characteristic theory (Hackman & Oldham 1976, 1980) is used to describe the relationship between job characteristics and psychological reactions in employees to their jobs. The individual difference variables are the main causes of this relationship. The theory also proposes a framework related to the task condition that is predicted to affect employee performance and job satisfaction (Schermerhorn, 1984; Hellriegel, Jackson & Slocum, 1999; Dugguh, 2008). The theory states five core job characteristics including skill variety – the combination of various skills and talents required for specific purposes jobs, task identity – the extent to which employees must start and complete a task process to get a visible outcome, task significance – the level of work involved in the well-being of others, job autonomy – the individual level of freedom, independence, and discretion within the scope of employment, and job feedback – the degree to which the job provides responses for employee performance.

The five core job characteristics have a significant impact on three particular psychological states including the meaningfulness of work, the responsibility to achieve actual results, and the knowledge of the work outcomes. The theory also predicts that these three critical psychological states may explain the reasons for differences in employee outcomes such as job satisfaction, intrinsic work motivation, and productivity (Cote & Morgan, 2002). Employees with low growth need strength are less responsive to job characteristics than

employees with high growth need strength. The five core characteristics are more influenced by the growth-need strength. Therefore, the needs of employees are to be able to attain a sense of psychological growth in his or her work.

## **2.3 Job satisfaction assessment**

To meet different research purposes, there are various types scales developed to measure job satisfaction in both theoretical and practical research. This study divided into two main approaches to assess job satisfaction: one regarding several specific dimensions or an overall job satisfaction. The first approach refers to employee satisfaction with several different aspects of the job to determine levels of overall job satisfaction. Some of the most popular measures have been adopted by this approach, including The Minnesota Satisfaction Questionnaire (Weiss et al., 1967), Job Descriptive Index (Smith et al., 1969), The Job Diagnostic Survey (Hackman & Oldham, 1975) and The Job Satisfaction Survey (Spector, 1985). The second approach takes only a single item measurement to measure overall satisfaction among employees, such as Job in General Scale (Ironson, Smith, Brannick, Gibson, and Paul, 1989).

### **2.3.1 The Minnesota Satisfaction Questionnaire (MSQ)**

According to Weiss et al. (1967), the Minnesota Satisfaction Questionnaire was developed based on the outputs from the "Work Adjustment Project" of the University of Minnesota. This is a self-reporting measure which examines vocational needs and values on job satisfaction. The MSQ consists of three available forms: a short form and two long forms 1967 version and 1977 version. Each form has a total of twenty proposed subscales rated on a 5-point Likert scale. Besides, this measure provides more detailed information, is appropriate to measure job satisfaction in specific dimensions than overall satisfaction. The

MSQ has been widely used in this research field being a well-known instrument and because of its extensive validation (Fields, 2002).

The MSQ short form is a popular instrument to measure job satisfaction in research field (Spector, 1997). According to Schmit & Allscheid (1995), the short form is designed to evaluate overall job satisfaction on each facet. Therefore, each item is the best represent one of the 20 original scales (Ahmadi and Alireza, 2007). One of the outstanding characteristics of this form can be separated into two distinct components: intrinsic satisfaction and extrinsic satisfaction. The intrinsic satisfaction with 12 items refers to employee feelings about the nature of their jobs and tasks. The extrinsic satisfaction includes the remaining items refers to employee feelings about company polices and the quality of working conditions. Intrinsic satisfaction animated by certain sentiments, whereas extrinsic job satisfaction does not (Moorman; 1993). Bouchard (1997) pointed that intrinsic satisfaction tends to be more affected by genetic factors than extrinsic satisfaction.

The MSQ long form consists of 20 subscales with five items per facet which are used to measure overall job satisfaction. The MSQ short form cites 20 key items from here (Fields, 2002). The first version of the MSQ long form is the 1967 version. It provided list of limited normative data in the MSQ manual. Only if normative data is not required, this version can offer the best results. For example, the 1967 version is often used for prediction studies or within organization comparisons without external norms .This is a reason why the 1967 version is used to measure job satisfaction. Besides that long form also has 1977 version, which was modified from the original 1963 edition. The normative data is designed for 25 representative occupations. The response in the short form

often has the same results as the response in the 1977 version. However, the MSQ long form contains a large number of items that require 15-20 minutes to complete. That may be why respondents often refuse to cooperate. Therefore, unless empirical research is necessary to provide more information in a short time required, the MSQ long form is available.

### **2.3.2 The Job Descriptive Index (JDI)**

The JDI was initially developed by Smith, Kendall and Hulin (1969) in their book entitled *The Measurement of Satisfaction in Work and Retirement*. Vroom's (1964) mentioned that the JDI is one of the most useful diagnostic instruments to measure job satisfaction among employees. The JDI is also the most widely used instrument to measure job satisfaction in the United States (DeMeuse, 1985). The dimensional structure of the JDI is considered to be stable for some occupational groups (Golembiewski and Yeager, 1978). The JDI focused on five distinct dimensions with a total of 72 items, including satisfaction with salary, promotion opportunities, work itself, leadership and colleagues. By 1972, the new version of JDI was modified by the JDI Research Group, of which the 11 original items being replaced. Roznowski (1989) has updated 3 new aspects to The JDI namely job content, work atmospheres and work technologies. Moreover, Crossman and Bassem (2003) added two different facets to this instrument, benefits and work environment.

Participants were asked to indicate their thoughts beside the description of the JDI scale by a descriptive word or phrase. Each item was three options: True (Y), Not True (N) or Unsure (?). The ratings of satisfaction with the facets can be combined into composite measure of job satisfaction.

Among some of facet satisfaction instruments that exist, the JDI is more widely used any other (Price, 1997; Spector, 1986; Rain, Lane, & Steiner, 1991), especially in business management and government (Hulin & Mayer, 1986; Waters & Waters, 1969; O'Reilly & Roberts, 1973). Besides, the JDI scale has been also used to translate into various foreign languages, such as French (Johns, 1978a, 1978b), Hebrew (Ronen, 1977; Hulin & Mayer, 1986), Spanish (Hulin, Drasgow, & Komocar, 1982) and so on. According to Dunham, Smith, & Blackburn (1977), the correlation between this JDI scale and job satisfaction has been confirmed through the comprehensive assessment of its construct validity. Besides, the review and meta-analysis (Mayer at al., 1995) pointed that the validity and reliability of the JDI scale are highly appreciated in both practice and theory.

### **2.3.3 The Job Diagnostic Survey (JDS)**

Hackman and Oldham (1974) has proposed The Job Diagnostic Survey (JDS) to measure individual perception of job characteristics. The JDS was developed based on theoretical foundations by Turner and Lawrence (1965) and by Hackman and Lawler (1971). The JDS model uses in the circumstances when organizations might be restructured to improve employee capabilities and work outcomes (Sharon & Toby, 1998). The aims of this JDS are: (1) for diagnosing current job status and developing specific plans to enhance employee capability, productivity and satisfaction, and (2) for evaluating the effectiveness of job changing toward employees.

The JDS includes not only overall job satisfaction but also facet specific job satisfaction. Overall satisfaction is measured in terms of three dimensions including general satisfaction (five items), internal work motivation (six items)

and growth satisfaction (four items). These dimensions are often combined into a single measure of job satisfaction. The JDS also measures satisfaction with the job facets of security, compensation, co-workers, and supervision. Satisfaction with these facets and growth satisfaction have also been combined to form a composite measure (Duffy, Ganster, and Shaw, 1998).

The JDS concerned about the presence of five core job characteristics that lead to significant impacts on three critical psychological states in work environment. Experienced meaningfulness of the work is enhanced primarily by three of the core dimensions: skill variety, task identity, and task significance. The five core dimensions mentioned are the basic requirements for human resources in work environment, includes those of skill variety, task significance, task identity, autonomy and feedback from the work itself. In addition, two other additional dimensions have been obtained in the JDS to measure working understanding and employee reactions, namely feedback from agents and dealing with others.

#### **2.3.4 The Job Satisfaction Survey (JSS)**

The Job Satisfaction Survey of Spector (1985) is a frequently used measure to examine job satisfaction (Liu, et al., 2004; Yelboga, 2009; Giri et al., 2010). This measure was originally developed through employee surveys in community health centers nursing homes, community health centers, state social service departments and state psychiatric hospitals. The selected participants was also administered a testing instrument to determine their level of job satisfaction. However, numerous studied have indicated that the measure was utilized in various types of organization with different cultures (Liu, Borg & Spector, 2004; Watson, Thompson & Meade, 2007; Giri & Kumar, 2010). Broadly speaking,

the JSS could be applied in specific organizations, namely human service, nonprofit, and public organizations.

The JSS instrument totally uses nine job subscales to examine job satisfaction among employees and their attitudes on some of specific aspects, corresponding to 36 items (each of the job subscales consists of four items). The nine job subscales mentioned are salary, promotion, supervision, fringe benefits, contingent rewards, operating conditions or procedure, coworkers, nature of work or work itself and communication. The survey responses are obtained on a Likert-type scale format with six choices for each item from “disagree very much” to “agree very much”. A total score of the JSS measure was computed based on the sum of all item scores.

The Job Satisfaction Survey was appeared more appropriate for analysis the constructs of job satisfaction survey because a total reliability alpha was reached 0.89 (Blau, 1999) based on a sample of 2,870 responses. Moreover, Spector (1997) proposed that the nine job subscales mentioned were all positively intercorrelated. Correlation of JSS scores with criteria of employee perceptions and behaviors for multiple samples were consistent with findings involving other satisfaction scales. The strongest correlation was the perceptions of job satisfaction related to supervisor. Besides, more modest correlation was found with co-workers.

### **2.3.5 Job in General Scale**

The Job in General (Ironson, Smith, Brannick, Gibson, and Paul, 1989) was developed to measure the levels of global satisfaction independent from



satisfaction with facets. This means participants are asked to think about whether or not satisfaction feeling to their jobs in a broad, overall sense.

The JIG scale job uses totally 18 items to describe global job satisfaction. Responses are obtained including three available options, namely “yes” if a respondent agrees that the item describes their job in general, “no” if a respondent does not agree with the item description in general, and “?” if a respondent is undecided with the item description. The JIG measure can be utilized alone or in conjunction with the Job Description Index (Smith, Kendall and Hulin, 1969) as an accompaniment to the full-length JDI. The combination between these two measures is still remains in its original 18 items format to assess satisfaction with five job dimensions.

## **2.4 The antecedents of job satisfaction**

In previous studies, researches divided job satisfaction into two groups of factors, namely personal determinants (includes age, gender, education level, job tenure and marital status) and organization factors (includes salary, promotion opportunities, supervision, autonomy, communication, relationships with co-workers, nature of work, working conditions, rewards and work-family conflict). These factors will be explained in detail below:

### **2.4.1 Personal determinants**

In general, researchers believe that there exist huge differences in job satisfaction between job satisfaction and age groups. Numerous investigations have been conducted to measure a relationship between age groups and job satisfaction. However, the results of these relationships have been very contradictory which often appears in the following categories: positive linear

(Rhodes, 1983); negative linear (Muchinsky, 1978); inverted U-shaped or inverted J-shaped (Saleh & Otis, 1964); U-shaped (Clark, Oswald, & Warr, 1996); and no significant relations (White & Spector, 1987). The results are suggested as sources of reference for researchers because the relationship between age and satisfaction depends on various factors, such as organization types or occupation types.

Gender is another element likely to affect job satisfaction in organizations. According to Sousa-Poza et al. (2000), he asserts that gender differences with regard to job satisfaction (Sousa-Poza et al., 2000) through meta-analysis that conducted in 21 countries. In general, women have more negative feedbacks on satisfaction as compared with men. Working hours and job conditions of female employees are less flexible than male employees in a workplace (Pinar et al., 2011). Besides, female employees often face more difficulties in promotion opportunities (McCuddy et al., 2010). Moreover, Okumus et al. (2010) found out that female employees have not enough time to take care of their families, friends and other personal interests. Therefore, female employees often feel they are treated unfairly in the workplace. However, in another approach, Clark (1996) discovered that the job satisfaction of women is rated higher than men when variables involved in survey were remained constant. In Great Britain or the United States, women tend to be more satisfied with their work than men (Sousa Poza et al., 2000). In addition, some studies have also shown that there was no significant relationship between gender and job satisfaction (Paul and Seok Kheng, 2011; Bilgic, 1998).

Education level is considered one of aspects that influence job satisfaction. It partly reflects employee competencies. Especially, employees in service

industries should to have certain expertise and skills to provide adequate service information for customers. According to Wright and Davis (2003), companies tend to accelerate the process of training to become more professional in working process, whereas a lack of training necessary skills can lead the cause of job dissatisfaction. In addition, Clark (1996) pointed that highly educated employees were more dissatisfied with their jobs than employees with lower levels of education. However, in other approach, Fabra and Camison (2009) suggested that employees with college degrees were generally more satisfied with their work.

Job tenure is the length of working time that employees stick to their jobs. It is also considered one of affecting factors related to employee satisfaction. However, job satisfaction researchers have focused less on job tenure or time in organization than on age as a time metric. Thus, organization should be more concerned with a functional relation between job satisfaction and tenure. In general, the natural of this relationship have remained unresolved in previous studies. The obtained results showed conflicting evidence about relations among job tenure and job satisfaction, such as positive (e.g., Ng & Feldman, 2010b), negative (e.g., Bedeian et al., 1992), nonlinear shapes (Herzberg et al., 1957; Bamundo & Kopelman, 1980); cyclical rises and falls (Shirom & Mazeh, 1988) and no relationship (Kalleberg & Loscocco, 1983; Hochwarter et al., 2001; Clark et al., 1996).

Another demographic characteristic that affects job satisfaction is marital status of employees. Marital status is the definition used to describe the state of current relationship of employees, whether married or unmarried. There is insufficient evidence to conclude that marital status is likely to be correlated with

job satisfaction. However, some previous studies pointed out single employees have lower levels of satisfaction with their work than married workers (Bowen, Radhakrishna and Keyser, 1994; Knerr, 2005; Watson, 1981; Austrom et. al., 1988). The reason may be marriage requires increased family responsibilities and hold a stable job that helps them avoid pressures in life. Besides, some studies have not yet shown evidence to prove the relationship between job satisfaction and marital status (Paul & Seok Kheng, 2011; Koustelios, 2001; Bilgic, 1998).

#### **2.4.2 Organization factors**

Researchers have a common belief that salary is an important predictor of job satisfaction, so most job satisfaction scales always consist of salary. Salary is a contractual agreement between an employer and employee. The employer agrees to pay periodically for employee performance at work, based on a fixed amount per month or year. It is considered as an imperative factor to determine the impact of employee satisfaction. Employees gain satisfaction with their expectations through the pay they receive (Milkovich and Newman, 2004). Till and Karren (2011) argued that pay satisfaction has a direct relationship organization fairness. In order to improve the levels of job satisfaction, employees should receive a salary commensurate with the work value they provide. Numerous studies have shown that there is a close relationship between salary and job satisfaction, such as Spector (1985); Judge, Piccolo, Podsakoff, Shaw, and Rich (2010).

According to Herzberg (1964), promotion opportunities are like a powerful motivation that might lead to job satisfaction. Promotion is a transfer of productive workers to a higher position based on an evaluation of organization. It is also significant fact that all employees strive to achieve in his or her career

development. Wan, H., Sulaiman, M., & Omar, A. (2012) found that promotion opportunities have a significant associated with employee perceptions of organizational commitment, job satisfaction, employee performance and intention to leave. Therefore, promotion is also a key component effect on employee satisfaction.

Locke (1976) indicated supervision has a strong impact on job satisfaction among employees. Supervision has responsible for assigning specific work tasks and overseeing or controlling work performance of employees at workplace (Mills, 1997). Supervision plays a very important role in organization because they directly affect employee perceptions of a job. Therefore, this facet included satisfaction with a leadership behavior and competence. Employees feel satisfied with their job when managers are a eligible person for essential qualities and skills, such as leadership, interpersonal and relationship building skills, problem solving, communication and so on (Robins et al, 2002). There are many practical studies pointed out that there is a positive relationship between supervision and job satisfaction such as Koustelios (2001), Puia & Sues (2003), etc.

According to Bekker & Demerouti (2006), autonomy may be a crucial element that leads to satisfaction. Autonomy is defined as an extent to which employees can use their substantial freedom, independence and initiative to control and carry out daily work tasks (Hackman and Oldham, 1975). According to previous empirical studies, there are generally two types of autonomy related to job satisfaction: control of time and control of task. A typical employee tends to feel more satisfied with job when their work process requires high levels of autonomy (Weaver, 1977). Many researchers have recognized a significant

relationship between autonomy and job satisfaction for number of years (Vroom, 1964; Parker & Wall, 1998; Davis & Werling, 1960).

Communication is a multi-dimensional factor that has significant influence on job satisfaction (Spector, 1997). Effective communication can make employees feel satisfied from various work aspects (Becker1993). According to Gray and Laidlaw (2004), communication plays a particularly important role in determining organizational effectiveness. Every organization has a different communication needs depend on a mission, technology and environment of an organization (Sampson, 2005). Downs and Hazen (1977) found out eight factors influencing communication satisfaction in organization through his analysis, including personal feedback, organizational perspective, organizational integration, communication climate, supervisory communication, subordinate communication, horizontal communication and media quality. Spector (1985) proposed eliminating few factors to narrow dimensions, which are following factors personal feedback, relationships to supervisor and subordinates. Besides, the findings of some empirical studies have shown that communication was significantly correlated with job satisfaction (Pincus, 1986; Liu et al., 2005).

Numerous studies indicated the role of relationships with co-workers on job satisfaction (Decker, 1997; Pittman, 2007; Delobelle et al., 2011). Co-workers are people who work together in an organization. They often keep in contact to support each other for work tasks when necessary at workplace. Besides, they also always share knowledge and expertise related to their job (Zhou & George, 2001). Hodson (1997) argued that a good working relation among employees can make a significant contribution to job satisfaction, productivity and well-being. La Rocco and Jones (1978) found clear evidence there was direct relationship to

demonstrate a direct relationship between colleagues and job satisfaction but it is still limited.

The nature of work can cause job satisfaction. Work itself is a specific type of natural characteristics of work that job performance requires. Employees only feel satisfied with their job when they find their work interesting, helpful, stable, or/and respected by others. Work itself has very significant implications because it helps employee believe that a task they do is important and meaningful. Managers often plan to set specific goals, remind, encourage and emphasize that their contributions can lead to positive outcomes and goal accomplishment for a success of the organization. It also makes employees know how their work is essential to the overall processes. Other studies also showed correlations between the job itself and job satisfaction (Koustelios, 2001; Na et al., 2011).

Working conditions are predicted positive affect job satisfaction in various ways. This multidimensional element can be referenced by external factors (climate, temperature, humidity, lighting, etc.), subjective factors (gender, age, etc.) and factors related to the organization (work shift, equipment, facilities, etc.). Robbins (1998) figured out that employees will feel more satisfied with non-hazardous and unpleasant working conditions. Besides, employees still like working conditions that make them feel similar in their homes. Researchers have found a relationship between working conditions and job satisfaction (Finnegan and Solomon, 1981; Brill et al., 2001; Leather, et al., 1998, Veitch et al., 2005; Newsham et al., 2009).

Rewards represent an achievement that an employee receives for their performance or behaviors at workplace (Chiang and Birtch, 2008). The term

rewards is often categorized in two ways. The first way defines reward as all intrinsic and extrinsic benefits that employees receive from their job (Herzberg, 1966; Kalleberg, 1977). According to Spector (1985), the other is defined in a narrower approach as a contingent rewards, including rewards for good performance, appreciation, recognition, etc. Organizations often use financial rewards to encourage employees (Deeprise, 1994). Milne (2007) implied that reasonable rewards are recognized as a significant factor to enhance employee efficiency and productivity and subsequently impact on job satisfaction. Some empirical studies showed a positive correlation exists between rewards and job satisfaction, such as Gonzalez (2004); Khawaja, Rasheed, and Rasheed (2012).

Work-family conflict is defined as a consequence of inconsistent behavior between work and family demands (Willis, O'Conner, & Smith, 2008). Work and family conflict exists when employees meet only one of the two requirements of work or family (Greenhaus, Tammy, & Spector, 2006). Some studies indicate that family and work have an interdependent relationship. Quality of family life is influenced by many factors related to work, and the reverse is also true for work (Namasivayam & Zhao, 2007; Trachtenberg, Anderson, & Sabatelli, 2009). Work-family conflict is a thorny issue that employees are facing, it tends to increase more and more in modern life (Burke & El-Kot, 2010). This factor may be a cause to lead job stress (Thomas & Ganster, 1995) and negative impact on job satisfaction and employee productivity (Ganster & Schaubroeck, 1991). Thus, it is necessary to establish a certain balance between work and family to improve job satisfaction.

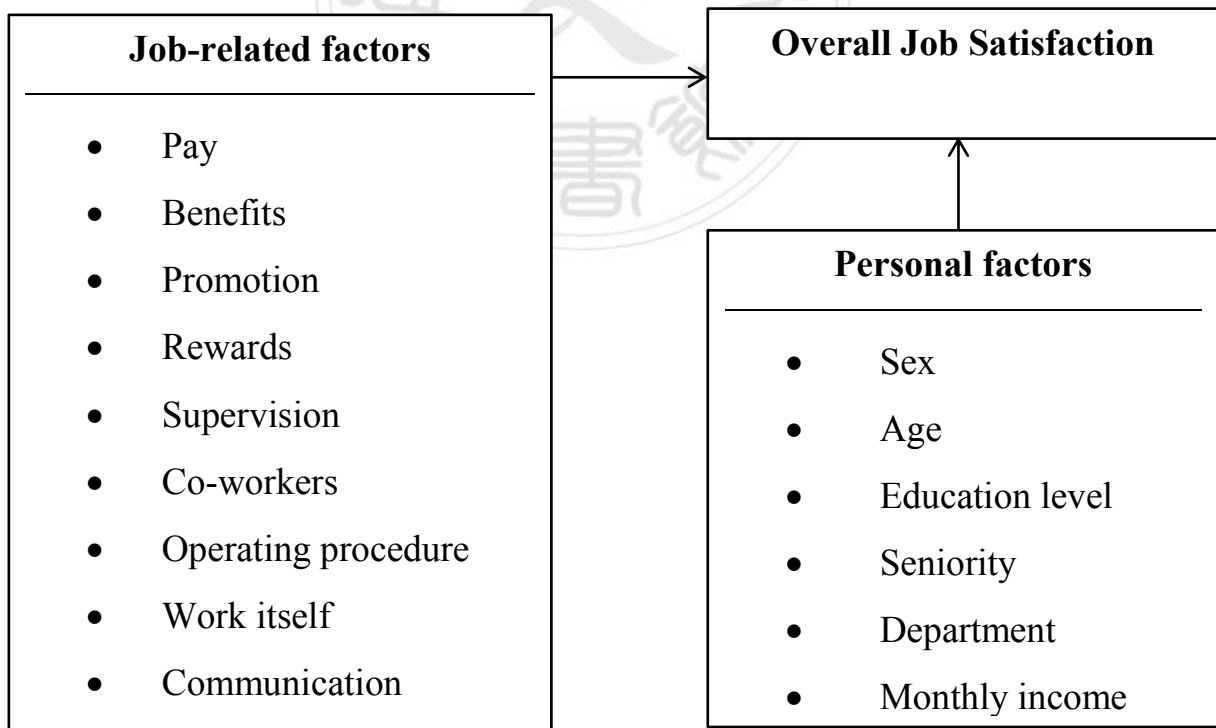


## Chapter 3 Methodology

### 3.1 Conceptual framework

To conduct the analysis, The Job Satisfaction Survey (Spector, 1985) has adopted as a major measure of job satisfaction for this study. The study has retained the main structure as the original model. The nine factors of job satisfaction include salary, promotion, supervision, benefits, rewards, operating procedure, co-workers, work itself, and communication. However, the content items of each dimension have been modified to ensure consistency with the current hospitality situation in Nha Trang. An integrated research model is proposed as below:

Figure 3.1: Propose Research Model through referencing The JSS (Spector, 1985)



*Source: Developed for this study*

This study proposed nine following hypotheses for the proposed model to investigate the impact of these influencing factors on overall job satisfaction among front-line employees:

- H1: There is a positive relationship between salary and overall job satisfaction.
- H2: There is a positive relationship between promotion and overall job satisfaction.
- H3: There is a positive relationship between supervision and overall job satisfaction.
- H4: There is a positive relationship between benefits and overall job satisfaction.
- H5: There is a positive relationship between rewards and overall job satisfaction.
- H6: There is a positive relationship between operating procedure and overall job satisfaction.
- H7: There is a positive relationship between co-workers and overall job satisfaction.
- H8: There is a positive relationship between work itself and overall job satisfaction.
- H9: There is a positive relationship between communication and overall job satisfaction.

### **3.2 Participants**

The main objective of this study is to overall job satisfaction among front-line employees in Nha Trang hotels. Therefore, the responses were collected

from front-line employees who were holding hotel jobs in Nha Trang. The participants comprised groups of front-line employees who were holding working in three to five stars Nha Trang hotels. Respondents were required to meet two criteria: (1) a full-time job in the Front Office Department or Food and Beverage Department, (2) excepting the following positions: Department Director, Managers, or Supervisor.

The hotels participated in this survey process, including the system of Vinpearl Nha Trang hotels, resorts and villas, Sheraton Nha Trang Hotel & Spa, Sunrise Nha Trang Beach Hotel and Spa, Novotel Nha Trang Hotel, Galina Hotel and Spa, Bavico International Hotel Nha Trang, Champa Island Nha Trang Resort Hotel and Spa, Liberty Central Nha Trang Hotel, Starcity Nha Trang Hotel, Evason Ana Mandara Nha Trang Resort, TTC hotel Premium – Michelia, Mia Resort Nha Trang, and Diamond Bay Nha Trang Hotel.

### **3.3 Sampling**

Recommendations about the optimal sample size for experimental study have been variously proposed by researchers. In general, a standard sample size requires four to ten times the number of question items in the proposed scale (Rummel, 1970; Schwab, 1978; Ho, 2006). Others recommended that the number of respondents for a social research using factor analysis should reach a minimum of 100 people (Barlett, Kotrlik, and Higgins, 2001). Guadagnoli and Velicer (1988) suggested that a sample size of 150 should be eligible for examining exploratory factor analysis in most cases. Moreover, Nunnally and Bernstein (1994) proposed that the study reached at least 300 samples that applied for factor analysis.

The database was collected by using a non-probability sampling technique from the internet and 13 three to five stars hotels in Nha Trang. The aim is to help the study easily obtain responses from research subjects. This approach can help to save time and costs for the study. After completing the survey, a total of 317 responses were collected in the survey process, of which 12 responses were not fully completed. These incomplete responses were excluded because of invalid. Therefore, a total of 305 responses were used for a sample size of this study. The study was appropriate to analysis with this sample size.

### **3.4 Procedures**

The study has developed a questionnaire to collect detailed factual information for the job satisfaction phenomenon. Based on the JSS measure and several other models related to job satisfaction, the 45 sets of question items were established. Because the job satisfaction research in hospitality sector is very limited in Vietnam, especially in Nha Trang, these content items were verified by the hospitality professionals in Nha Trang hotels. There were five participants in the discussion to assist the study in content verification, two works in the manager level, two are in receptionists and one is in waitress. After they confirmed the significance of question items, the study has proposed that some inappropriate items were eliminated from the questionnaire, include “I believe that my salary is competitive with other companies in this field”, “People get ahead as fast here as they do in other places”, “I do not feel that the work I do is appreciated”, “I feel my job is helpful to the community”, “There are too much bickering and fighting at work”, “My work gives me a feeling of personal accomplishment”. Addition to, some content were revised to make sure

respondents understand all details. The aim of this step was completed the questionnaire to conduct data collection.

The official questionnaire structure included 39 sets of question items: 36 sets of nine job-related factors items and 3 sets of overall job satisfaction items. The questionnaire was initially developed in English version, and translated into Vietnamese version to facilitate extensive investigations of respondent's perspectives about job satisfaction. The survey was carried out among front-line employees who work in three to five stars Nha Trang hotels over the period of January to April 2017. The study was conducted two approaches to gather and evaluate data. The first approach was distributed directly the questionnaire for front-line employees in three to five stars Nha Trang hotels. The second approach was designed the online survey by using Google form and then sent to potential respondents via Gmail, Facebook or other social networking tools. The information responses were directly delivered by Google form. In addition, the system has installed a program that reminded respondents to fulfill all of the questions in order to eliminate or reduce incomplete. The data collected from the survey was examined through the quantitative approach to identify the causality between these dimensions and overall job satisfaction.

### **3.5 Measures**

The study was inherited from the questionnaire construction of the JSS measure (Spector, 1985) as the main reference. Besides, some of the other measures has also referenced, included Job Descriptive Index (Smith, Kendall, and Hulin, 1969), The Minnesota Satisfaction Questionnaire (Weiss, Dawis, England, and Lofquist, 1967), and Overall Job Satisfaction (Taylor and Bowers, 1974). Furthermore, several studies on job satisfaction in Vietnam were

considered to develop the questionnaire, such as Tran Kim Dung (2005), Dao Trung Kien (2013). The content items have modified to suit the current situation among front-line hotel employees in Nha Trang.

The questionnaire contained 39 question items, including 4 question items for each of nine specific dimensions and 3 question items for overall job satisfaction. The original of JSS scale (Spector, 1985) was used a 6-point Likert scale to measure the level of agreement of each question items on questionnaire. However, the measurement caused more inconvenience for respondents to complete the questionnaire. The study proposed a 5-point Likert scale as a key measurement for the questionnaire. This measurement included 5 levels to choice a degree of agreement, ranging from strongly disagree to strongly agree. The content of each subscales were presented as below:

Salary is a contractual agreement between an employer and employee that confirms an agreed amount paid periodically at a fixed date usually monthly. Salary satisfaction represents employee perceptions of their salary, including fairness, worthiness, adequate for cost of living. Employees are also based on a comparison between their expected salary and their actual salary. The study was developed 4 items using the 5-point Likert scale to conduct analysis in this dimension based on some referenced models such as Spector (1985); Tran Kim Dung (2005); Dao Trung Kien (2013). The content items are showing as below:

Table 3.1: Measurement of Salary

<b>Salary</b>
(SA1) Salary commensurate with workload.
(SA2) Salary is adequate to live on.
(SA3) Organization provides clear and fair salary policy.
(SA4) Scale of salary increase is determined.

*Source: Developed by this study*

Promotion is a transfer of productive workers to a higher position based on an organizational assessment. It is also significant fact that all employees strive to achieve in his or her career development. Promotion satisfaction represents employee perceptions of organization promotion policies and their execution, including opportunities and fairness based on employee ability and dedication. The study was developed 4 items using the 5-point Likert scale to conduct analysis in this dimension based on some referenced models such as Spector (1985); Smith et al. (1969); Tran Kim Dung (2005); Dao Trung Kien (2013). The content items are showing in the below table.

Table 3.2: Measurement of Promotion

<b>Promotion</b>
(PR1) Job promotion standards and regulations are designed clearly.
(PR2) Qualified persons can relatively easily be promoted.
(PR3) The way of promotion meets the needs of employees.
(PR4) Promotion policies are fair and equal with employees.

*Source: Developed by this study*

Supervision is responsible for assigning specific work tasks and overseeing or controlling work performance of employees at workplace (Mills, 1997). They play a very important role in organization. Supervision satisfaction reflects employee perceptions of their boss, including a competencies and behaviors. Salary is a contractual agreement between an employer and employee that confirms an agreed amount paid periodically at a fixed date usually monthly. The study was developed 4 items using the 5-point Likert scale to conduct analysis in this dimension based on some referenced models such as Spector (1985); Smith et al. (1969); Tran Kim Dung (2005); Dao Trung Kien (2013). The content items are showing as below:

Table 3.3: Measurement of Supervision

<b>Supervision</b>
(SU1) Supervisor treats subordinates equally.
(SU2) Supervisor has fully qualified to manager in his/her respective fields.
(SU3) Supervision show respect for employee opinions.
(SU4) Supervisor is open new ways to resolve problems at work.

*Source: Developed by this study*

Benefits as a substitute component of employee salary that includes a basic benefits package offer employees consists of insurance packages, sabbatical leave policy, retirement benefits, funding of education and several extra benefit allowances. The benefits of policies and procedures are established depend upon the overall needs and goals of each organization. Benefits satisfaction reflects employee perceptions of the lists of benefits they receive. The study was developed 4 items using the 5-point Likert scale to conduct analysis in this



dimension based on some referenced models such as Spector (1985); Tran Kim Dung (2005). The content items as below:

Table 3.4: Measurement of Benefits

<b>Benefits</b>
(BE1) Organization pays toward employee insurance packages.
(BE2) Benefit allowances (such as meal, clothing, travel expense, and so on).
(BE3) Sabbatical leave policy comply with current laws.
(BE4) Organization offers training programs to improve employee skills.

*Source: Developed by this study*

Rewards represent an achievement that an employee receives for their performance or behaviors at workplace (Chiang and Birtch, 2008). Organizations often use financial rewards to encourage employees (Deeprise, 1994). Rewards satisfaction reflects employee perceptions of the actual rewards they received based on employee dedication. The study was developed 4 items using the 5-point Likert scale to conduct analysis in this dimension based on some referenced models such as Spector(1985); Weiss et al. (1967).

Table 3.5: Measurement of Rewards

<b>Rewards</b>
(RE1) Organization offer holiday bonuses to employees.
(RE2) Reward and punishment policy is fair and equal with employees.
(RE3) The amount of bonuses based on employee efforts or performance.
(RE4) Tips, service charges and gratuities are shared out.

*Source: Developed by this study*

Operating procedure is operational processes in a business by creating an organization, including working environment, facilities and equipment, rules and regulations of the company. Operating procedure satisfaction reflects employee perceptions of their working conditions. The study was developed 4 items using the 5-point Likert scale to conduct analysis in this dimension based on some referenced models such as Spector(1985); Weiss et al. (1967). The content items are showing in the table below.

Table 3.6: Measurement of Operating procedure

<b>Operating Procedure</b>
(OP1) Rules, decisions and procedures are well informed in organization.
(OP2) Professional equipment and software are available.
(OP3) Transfers and job rotations are reasonable.
(OP4) I receive regular and timely annual reviews.

*Source: Developed by this study*

Co-workers are people who work together in an organization. They often keep in contact to support each other for work tasks when necessary at workplace. Besides, they also always share knowledge and expertise related to their job (Zhou & George, 2001). Co-workers satisfaction represents employee perceptions of their fellow employees. The study was developed 4 items using the 5-point Likert scale to conduct analysis in this dimension based on some referenced models such as Spector (1994); Smith et al. (1969); Tran Kim Dung (2005); Dao Trung Kien (2013). The content items are showing as below:

Table 3.7: Measurement of Co-workers

<b>Co-workers</b>
(CW1) I greatly appreciate a spirit of cooperation among co-workers
(CW2) I feel comfortable doing with colleagues
(CW3) I learned skillful things from the people at work
(CW4) Help is available from co-workers

*Source: Developed by this study*

Work itself is a specific type of natural characteristics of work that job performance requires. Work itself has very significant implications because it helps employee believe that a task they do is important and meaningful. Employees only feel satisfied with their job when they find their work interesting, helpful, stable, or/and respected by others. Satisfaction with the work itself reflects employee perceptions of their actual work tasks. It also focuses what employees actually do. The study was developed 4 items using the 5-point Likert scale to conduct analysis in this dimension based on some referenced models such as Spector (1994); Smith et al. (1969); Weiss et al. (1967); Tran Kim Dung (2005); Dao Trung Kien (2013). The content items are showing as below:

Table 3.8: Measurement of Work itself

<b>Work itself</b>
(WI1) Workload requirements are measured in working time
(WI2) I like my job because of its stability
(WI3) Job position compatible with knowledge and experience
(WI4) Work pressure remain within acceptable limits

*Source: Developed by this study*

Communication is a multi-dimensional factor that has a significant influence on job satisfaction (Spector, 1997). Communication plays a particularly important role in determining organizational effectiveness (Gray and Laidlaw, 2004). Every organization has a different communication needs depend on a mission, technology and environment (Sampson, 2005). Communication satisfaction represents employee perceptions of the effective communication in organization. The study was developed 4 items using the 5-point Likert scale to conduct analysis in this dimension based on some referenced models such as Spector (1994). The content items are showing as below:

Table 3.9: Measurement of Communication

<b>Communication</b>
(CO1) Communication is an essential in organization.
(CO2) Work assignments are fully explained.
(CO3) Employees fully understand their company goals and strategies.
(CO4) Employees are encouraged to discuss their problems at work.

*Source: Developed by this study*

Overall job satisfaction is the feelings or cognitions of employees about their current job. The study was developed 3 question items using the 5-point Likert scale to evaluate the overall job satisfaction among employees based on some referenced models such as Cammann et al. (1983); Taylor and Bowers (1974). The content items are showing as below:

Table 3.10: Measurement of Overall Job Satisfaction

<b>Overall Job Satisfaction</b>
(OS1) All in all, I am satisfied with current job.
(OS2) I intend to continue my career with this organization.
(OS3) I will share the employment opportunities with family and friends.

*Source: Developed by this study*

### **3.6 Analysis technique**

The collected data was cleaned and then analyzed via SPSS 23.0. The study introduces several techniques used in examining as below.

#### **3.6.1 Descriptive statistics**

Descriptive statistics are the most effective approach to understand the collected data. It also provides brief summaries to describe the characteristics of sample and measures. Through the results of the descriptive statistics, researchers have a more comprehensive perspective to conduct the quantitative analysis of data. Firstly, the frequencies and percentages will be used to illustrate the demographic characteristics including gender, age, education level, seniority, department and monthly income. After that, the means and standard deviations will be used to reflect the different levels of agreement for each dependent variable.

#### **3.6.2 Reliability**

Reliability analysis is the first step in conducting a testing process. According to Foxcroft and Roodt (2002), the reliability is concerned with the repeatability of measurement results in order to reach a certain consistency. The

Cronbach alpha is an indicator that is the most widely used to calculate reliability with the minimum number of three items. Actually, many different alpha values have been proposed by researchers based on the purpose of the study. Therefore, this study was adopted the acceptable value of alpha to estimate the statistical reliability of the study.

### **3.6.3 Factor Analysis**

Factor analysis is a useful technique to identify a relationship between dependent variables in the research sample. Convergent validity and discriminant validity will be used to evaluate the validity of the research construct based on the correlations among the latent variables. Factor loading, Average Variance Extracted (AVE) and Composite reliability (CR) is the important components to examine these indicators in the measurement model.

### **3.6.4 Correlation analysis**

Correlation analysis is used to forecast the strength of the relationship between numbers of observed variables. A high correlation coefficient indicates that the correlation between variables is significant, while a low correlation coefficient indicates that the variables are hardly related. The Pearson R correlation coefficient is widely used to examine a linear relationship between two or more variables.

### **3.6.5 Regression analysis**

Regression analysis is a way of mathematical formulation to forecast a relative relationship between a single criterion variable and predictor variables. The standardized regression coefficients (Beta) are used to measure the influence of predictor variables on a criterion variable at the 0.05 significance level. A

higher beta values indicate that the greater levels of influence of the predictor variables on a criterion variable. A positive beta coefficient means of showing the positive relationship between two variables. A negative beta coefficient means of showing the negative relationship between two variables.



## Chapter 4 Results

### 4.1 Descriptive analysis for control variables

Among 350 questionnaires distributed to front-line employees who worked in Nha Trang hotels, the survey was collected 317 responses from 13 three to five star hotels in Nha Trang city. After entering data and checking all of questionnaires, the total of 12 missing responses were eliminated from the datasets. This study was remained 305 valid questionnaires for sample size to conduct analysis of data via SPSS 23.0. The personal characteristics of respondents are presented in table 4.1:

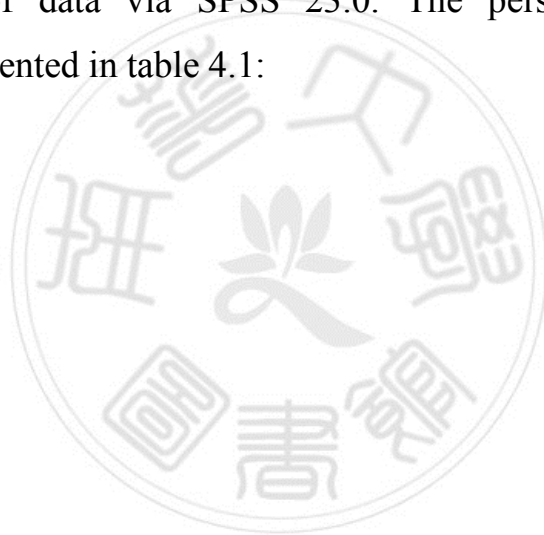




Table 4.1: Demographic characteristics

Characteristics	Items	Frequency	Percentage
Gender	Male	157	51.5%
	Female	148	48.5%
Age	18-24	88	28.9%
	25-34	142	46.6%
	36-44	58	19.0%
	45-54	13	4.3%
	Over 55	4	1.3%
Education Level	High school or below	97	31.8%
	Undergraduate degrees	196	64.3%
	Postgraduate degrees	12	3.9%
Seniority (Years)	0-3	186	61.0%
	4-6	95	31.1%
	7-9	16	5.2%
	Over 9	8	2.6%
Department	Front Office	143	46.9%
	Food and Beverage	162	53.1%
Income per month (USD)	Under 150	31	10.2%
	150 – 250	61	20.0%
	251 – 500	187	61.3%
	Over 500	26	8.5%

*Source: Developed for this study*

Gender: The sample data indicates 51.5% of the respondents were male and female were 48.5%. The percentage difference between male and female

employees is not particularly high. This means the strategic resource allocations were properly used in Nha Trang hotels.

Age: All of the participants in this questionnaire were 18 years of age or older. The aged from 25 – 34 accounted for the highest percentage of 46.6%. In addition, 28.9% of employees aged between 18 and 24, and 19.0% people aged from 35 to 44 were also recognized for the high percentage of sample size. Whereas the age group 45 to 54 and over 55 constituted approximately 5.6% of the sample. Young workers represented the samples in this study.

Education level: Over 64% of the respondents had university degree or college certificate. The percentage of employees holding a high school diploma or below and professional degrees were 32% and 3.9%, respectively. These numbers revealed that the highly qualified employees are currently scarce in hospitality industry of Nha Trang.

Seniority: Employees who worked less than 3 years and 4 to 6 years are presented approximately 92.1% in the sample, of which under 3 years seniority were 61% and 4 to 6 years seniority were 31.1%. The two remaining groups represented just over 7.9%. The reason is because most of the respondents are young workers. They did not have much time to work in hospitality industry.

Department: The percentage of employees in group Front Office and Food and Beverage Department accounted for 46.9% and 53.1%, respectively. The percentage difference between front-line employees who worked in Front Office and Food and Beverage is not particularly high. The strategic resource allocations in these two departments were not different.

Monthly Income: The participants who had a monthly income under 150 USD accounted for 10.2% of the dataset, 150 USD to 250 USD were 20%, 250 USD to 500 USD were 61.3% and over 500 USD were 8.5%. Most of the sample size is distributed in the group of employees who had a rather high monthly income with ranging from 250USD to 500USD.

## **4.2 Descriptive Analysis for Dependent Variables**

Table 4.2 describes the descriptive statistics for all question items of questionnaire. The construct of official questionnaire contains overall job satisfaction subscale and nine job subscales including salary, promotion, supervision, benefits, rewards, operating procedure, co-workers, work itself and communication. There are four sets of items in each job subscales and three sets of items in overall job satisfaction.

The sample size contains a total of 305 responses. The descriptive statistics provides brief summaries of the characteristics for research sample in Table 4.2 below. The mean values and standard deviations are used to reflect the different levels of agreement for each item. The results showed that the data collected were distributed with a higher degree of agreement with all mean values above 3. The respondents tend to reflect higher levels of satisfaction with following items: item BE1 (M=4.20, SD=0.914), item RE1 (M=4.18, SD=0.899), item OP1 (M=4.18, SD=0.798), item BE3 (M=4.16, SD=0.845), and item CO1 (M=4.10, SD=0.782). The respondents also tend to reflect lower levels of satisfaction with following items: item SA2 (M=3.47, SD=0.953), item SA1 (M=3.62, SD=1.026), item OP3 (M=3.64, SD=0.911), item WI1 (M=3.64, SD=1.109), and item OS3 (M=3.67, SD=1.026).

Table 4.2: Description analysis for dependent variables

Items	Description (Five-point Likert scale)	Mean	Std. Dev
<b>Salary</b>			
SA1	Salary commensurate with workload.	3.62	1.026
SA2	Salary is adequate to live on.	3.47	0.953
SA3	Organization provides clear and fair salary policy.	4.08	0.765
SA4	Scale of salary increase is determined.	4.01	0.855
<b>Promotion</b>			
PR1	Job promotion standards and regulations are designed clearly.	3.87	0.809
PR2	Qualified persons can relatively easily be promoted.	3.82	0.850
PR3	The way of promotion meets the needs of employees.	3.71	0.878
PR4	Promotion policies are fair and equal with employees.	3.87	0.907
<b>Supervision</b>			
SU1	Supervisor treats subordinates equally.	3.84	0.893
SU2	Supervisor has fully qualified to manager in his/her respective fields.	3.98	0.919
SU3	Supervision show respect for employee opinions.	3.80	0.995
SU4	Supervisor is open new ways to resolve work problems.	3.84	0.873
<b>Benefits</b>			
BE1	Organization pays toward employee insurance packages.	4.20	0.914
BE2	Benefit allowances (such as meal, clothing, travel expense, and so on).	4.08	0.941

Table 4.2: Description analysis for dependent variables (continue)

Items	Description (Five-point Likert scale)	Mean	Std. Dev
BE3	Sabbatical leave policy comply with current laws.	4.16	0.845
BE4	Organization offers training programs to improve employee skills.	3.87	1.005
Rewards			
RE1	Organization offer holiday bonuses to employees.	4.18	0.899
RE2	Reward and punishment policy is fair and equal with employees at all levels.	3.99	0.961
RE3	The amount of bonuses based on employee efforts or performance.	3.94	0.986
RE4	Tips, service charges and gratuities are shared out.	3.78	1.026
Operating Procedure			
OP1	Rules, decisions and procedures are well informed in organization.	4.18	0.798
OP2	Professional equipment and software are available.	4.06	0.823
OP3	Transfers and job rotations are reasonable.	3.64	0.911
OP4	I receive regular and timely annual reviews.	3.82	0.838
Work itself			
WI1	Workload requirements are measured in working time	3.64	1.109
WI2	I like my job because of its stability	3.80	0.945
WI3	Job position compatible with knowledge and experience	3.81	0.956
WI4	Work pressure remain within acceptable limits	3.76	0.889

Table 4.2: Description analysis for dependent variables (continue)

Items	Description (Five-point Likert scale)	Mean	Std. Dev
Communication			
CO1	Communication is an essential in organization.	4.10	0.782
CO2	Work assignments are fully explained.	3.85	0.885
CO3	Employees fully understand their company goals and strategies.	4.04	0.869
CO4	Employees are encouraged to discuss their work problems in organizations.	3.91	0.853
Overall Job Satisfaction			
OS1	All in all, I am satisfied with current job.	3.84	0.866
OS2	I intend to continue my career with this organization.	3.78	1.018
OS3	I will share the employment opportunities with family and friends.	3.67	1.026

*Source: Developed for this study*

### 4.3 Reliability Test

Cronbach's Alpha coefficient is conducted as an indicator to examine the internal consistency of scale reliability. This is the first step of measurement testing process before conducting the analysis. Nunnally (1978) has proposed the acceptable Alpha coefficient of 0.7. The recommended values indicate that the measure had sufficient internal reliability to analysis further. In addition, the scores on each item of "Corrected item-total correlations" were also checked with the recommended minimum of 0.5 (Francis and White, 2002).

Table 4.3: Reliability Testing Results

Dimensions	Variables	Corrected Item - Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Salary	SA1	0.609	0.631	0.740
	SA2	0.519	0.686	
	SA3	0.506	0.696	
	SA4	0.505	0.693	
Promotion	PR1	0.623	0.756	0.806
	PR2	0.611	0.760	
	PR3	0.625	0.754	
	PR4	0.623	0.755	
Supervision	SU1	0.589	0.741	0.790
	SU2	0.625	0.723	
	SU3	0.578	0.749	
	SU4	0.602	0.736	
Benefits	BE1	0.620	0.723	0.789
	BE2	0.584	0.741	
	BE3	0.587	0.741	
	BE4	0.596	0.736	
Rewards	RE1	0.554	0.764	0.794
	RE2	0.707	0.688	
	RE3	0.637	0.723	
	RE4	0.522	0.784	

Table 4.3: Reliability Testing Results (continue)

Dimensions	Variables	Corrected Item - Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Operating Procedure	OP1	0.544	0.688	0.749
	OP2	0.521	0.700	
	OP3	0.502	0.714	
	OP4	0.604	0.653	
Co-workers	CW1	0.625	0.700	0.778
	CW2	0.610	0.709	
	CW3	0.555	0.737	
	CW4	0.536	0.747	
Work itself	WI1	0.527	0.722	0.761
	WI2	0.514	0.721	
	WI3	0.649	0.648	
	WI4	0.542	0.707	
Communication	CO1	0.522	0.788	0.797
	CO2	0.611	0.748	
	CO3	0.669	0.718	
	CO4	0.643	0.731	
Overall Job Satisfaction	OS1	0.740	0.752	0.844
	OS2	0.702	0.778	
	OS3	0.679	0.803	

*Source: Developed for this study*



Cronbach's Alpha scores are computed for both the overall job satisfaction and nine subscales in the JSS measure, including salary, promotion, supervision, benefits, rewards, operating procedures, co-workers, work itself and communication. According to the results in table 4.2, the Alpha coefficient of 0.839 for the overall job satisfaction indicated that this subscale has relatively high internal consistency. The reliabilities for all specific dimensions in the JSS measure were reached conventional standards for scale reliability, ranging from 0.736 with the lowest value to 0.805 with the highest value. The corresponding Alpha scores of each dimension are shown as follows: salary was equal to 0.736, promotion was equal to 0.805, supervision was equal to 0.789, benefits was equal to 0.787, rewards was equal to 0.759, operating procedure was equal to 0.747, co-workers was equal to 0.777, work itself was equal to 0.740, communication was equal to 0.798. These results indicated that the measurement scales are good stability and internal consistency. There exists a certain degree of reliability among variables. Furthermore, the scores on all items of "Corrected item-total correlations" were also greater than the minimum acceptable value of 0.5. This means all of items are retained in the scale.

#### **4.4 Factor Analysis**

Convergent validity and discriminant validity are commonly regarded as subsets of construct validity. The discriminant validity was checked based on the correlations among the latent variables. Factor loading, AVE and CR were the important components to examine these indicators in the measurement model. The analysis results were presented in the following table.

Table 4.4: The results of standardized factor loadings, composite reliability and average variance extracted

Variables	Factor Loadings	Mean	Std. Deviation	AVE	CR	Cronbach Alpha
Salary						
SA1	0.798	3.62	1.026	0.559	0.835	0.736
SA2	0.737	3.47	0.953			
SA3	0.725	4.06	0.799			
SA4	0.729	4.00	0.858			
Promotion						
PR1	0.797	3.87	0.809	0.632	0.873	0.805
PR2	0.790	3.82	0.850			
PR3	0.797	3.71	0.878			
PR4	0.796	3.87	0.907			
Supervision						
SU1	0.773	3.84	0.893	0.614	0.864	0.789
SU2	0.808	3.98	0.919			
SU3	0.766	3.80	0.995			
SU4	0.787	3.84	0.873			
Benefits						
BE1	0.804	4.20	0.914	0.612	0.863	0.787
BE2	0.769	4.08	0.941			
BE3	0.777	4.16	0.845			
BE4	0.780	3.87	1.005			

Table 4.4: The results of standardized factor loadings, composite reliability and average variance extracted (continue)

Variables	Factor Loadings	Mean	Std. Deviation	AVE	CR	Cronbach Alpha
Rewards						
RE1	0.754	4.18	0.899	0.597	0.855	0.759
RE2	0.860	3.99	0.961			
RE3	0.815	3.94	0.986			
RE4	0.646	3.62	1.206			
Operating Procedure						
OP1	0.761	4.18	0.798	0.571	0.842	0.747
OP2	0.739	4.06	0.823			
OP3	0.720	3.64	0.911			
OP4	0.800	3.82	0.838			
Co-workers						
CW1	0.810	3.82	0.783	0.600	0.857	0.777
CW2	0.798	3.87	0.763			
CW3	0.753	3.94	0.782			
CW4	0.736	3.97	0.794			
Work itself						
WI1	0.698	3.60	1.120	0.569	0.840	0.740
WI2	0.722	3.80	0.945			
WI3	0.830	3.81	0.956			
WI4	0.761	3.76	0.889			

Table 4.4: The results of standardized factor loadings, composite reliability and average variance extracted (continue)

Variables	Factor Loadings	Mean	Std. Deviation	AVE	CR	Cronbach Alpha
Communication						
CO1	0.715	4.10	0.782	0.623	0.868	0.798
CO2	0.790	3.85	0.885			
CO3	0.833	4.04	0.869			
CO4	0.815	3.91	0.853			
Overall Job Satisfaction						
OS1	0.890	3.84	0.866	0.762	0.906	0.839
OS2	0.872	3.78	1.018			
OS3	0.856	3.67	1.026			

*Source: Developed for this study*

All factor loadings of the measurement model were reached greater than the recommended value of 0.05 (Fornell and Larcker, 1981), ranging from the lowest value of 0.646 (RE4) to the highest value of 0.890 (OS1). The overall job satisfaction was a group that contained the highest values of factor loadings. The results indicated that there exists the consistency among measuring questions. Therefore, the sample is statistically valid and could be used for further analysis.

The value of average variance extracted must exceed must above 0.5 in all constructs (Urbach and Ahlemann, 2010). The AVE for each latent variable ranged from the lowest value of 0.559 to the highest value of 0.762. The AVE values in each dimension are presented as follows: salary was 0.559, promotion

was 0.632, supervision was 0.614, benefits was 0.612, rewards was 0.597, operating procedure was 0.571, co-workers was 0.600, work itself was 0.569, communication was 0.623 and overall job satisfaction was 0.762. The results were greater than the suggested value of 0.5 indicated that the convergent validity of construct was still considered adequate.

The reliability of the measurement model was checked using the CR. The recommended value of CR is 0.70 and above (Hair et al., 2006). The AVE for each latent variable ranged from the lowest value of 0.835 to the highest value of 0.906. The CR scores in each dimension were greater than the suggested value of 0.7 that described in detail as follow: salary was 0.835, promotion was 0.873, supervision was 0.864, benefits was 0.863, rewards was 0.855, operating procedure was 0.842, co-workers was 0.857, work itself was 0.840, communication was 0.868 and overall job satisfaction was 0.906. The results indicated the majority of dimensions have good reliability for further analysis.

#### **4.5 Correlation analysis**

Pearson correlation coefficients is a useful tool to evaluate the relationship between the overall job satisfaction (denoted as OS) and nine job-related factors among front-line employees in Nha Trang hotels, including salary (denoted as SA), promotion (denoted as PR), supervision (denoted as SU), benefits (denoted as BE), rewards (denoted as RE), operating procedure (denoted as OP), co-workers (denoted as CW), work itself (denoted as WI), and communication (denoted as CO). The Pearson R values were considered to measure a correlation linear relationship between the variables. This coefficient indicates the strength and direction of a linear relationship between two variables. The results were presented as follows:

Table 4.5: Correlations

	OS	SA	PR	SU	BE	RE	OP	CW	WI	CO
OS	<b>0.762</b>									
SA	.542	<b>0.559</b>								
PR	.562	.602	<b>0.632</b>							
SU	.594	.580	.674	<b>0.614</b>						
BE	.571	.476	.502	.586	<b>0.612</b>					
RE	.637	.555	.529	.579	.603	<b>0.597</b>				
OP	.406	.405	.431	.429	.330	.447	<b>0.571</b>			
CW	.502	.440	.485	.491	.488	.535	.345	<b>0.600</b>		
WI	.611	.429	.509	.486	.452	.619	.396	.542	<b>0.569</b>	
CO	.656	.471	.575	.600	.549	.601	.403	.507	.636	<b>0.623</b>

*Source: Developed for this study*

Based on the Correlations table, the study indicated that the nine job-related factors have a statistically significant effect on overall job satisfaction at the 0.01 level of significance. The positive correlation exists between all variables, ranging from 0.330 to 0.674 at the significance level less than 0.001. This means any changes of overall job satisfaction reflect in the same direction with variables.

According to Cohen (1988), an absolute  $r$  value of 0.1 is considered as small, 0.3 is considered as medium and 0.5 is considered as large. This means the change in overall job satisfaction is in the same direction as these dimensions change. The strongest linear correlation was recognized the large positive linear correlation between several variables, such as supervision and promotion [ $r(305)$

= 0.674;  $p < 0.001$ ], communication and overall job satisfaction [ $r(305) = 0.656$ ;  $p < 0.001$ ], rewards and overall job satisfaction [ $r(305) = 0.637$ ;  $p < 0.001$ ] and so on. The medium linear correlation was also observed between variables in the table 4.7, operating procedure and benefits [ $r(305) = 0.330$ ;  $p < 0.001$ ], co-workers and operating [ $r(305) = 0.345$ ;  $p < 0.001$ ], work itself and operating procedure [ $r(305) = 0.396$ ;  $p < 0.001$ ].

#### **4.6 Multiple Regression Analysis**

A linear regression was calculated to describe the statistical relationship between job-related variables and overall job satisfaction among front-line employees in Nha Trang hospitality industry. This study was used the p-values and coefficients that appear in the output to examine the linear regression relationship between variables. The results are presented as follows:

From the table 4.6, a summary of the significant regression results were presented to predict overall job satisfaction based on predictor variables. The significant regression equation was found [ $F(9, 295) = 46.887$ ,  $p < 0.001$ ] concluded that the regression model has some validity in fitting the data for predicting overall job satisfaction.

The adjusted R square value of 0.576 determined that these nine predictors includes salary, promotion, supervision, benefits, rewards, operating procedure, co-workers, work itself, and communication can be accounted for 57.6% of the variance explained in overall job satisfaction.

Table 4.6: Regression

Variables	Beta- value	t-value	p-value	VIF
Salary	0.127*	2.488	0.013	1.857
Promotion	0.046	0.807	0.420	2.290
Supervision	0.086	1.477	0.141	2.444
Benefits	0.119*	2.288	0.023	1.948
Rewards	0.155**	2.635	0.009	2.468
Operating Procedure	0.016	0.354	0.723	1.403
Co-workers	0.029	0.605	0.546	1.694
Work itself	0.169**	3.144	0.002	2.068
Communication	0.231***	4.099	0.000	2.272
R Square	0.588			
Adjusted R Square	0.575			
F value	46.718			
Of which * = $p < 0.05$ ; ** = $p < 0.01$ ; *** = $p < 0.001$				

*Source: Developed for this study*

The VIF is useful indicator tool to estimate the multicollinearity between variables in the scale. The VIF value below than 5 are suggested in this study (Kock and Lynn, 2012). All results are consistent with the proposed value: salary (VIF=1.857), promotion (VIF=2.290), supervision (VIF=2.444), benefits (VIF=1.948), rewards (VIF=2.468), operating procedure (VIF=1.403), co-workers (VIF=1.694), work itself (VIF=2.068), and communication (VIF=2.272). The results indicated that the indicators in regression analysis were not highly correlated with two or more other variables.



The significant level of 0.415 in promotion, and 0.118 in supervision, 0.630 in operating procedure, and 0.635 in co-workers were greater far the 0.05 level of significance. The results indicated that these four predictors were not statistically significance with overall job satisfaction. Therefore, the study was eliminated these four components from regression model. Five of nine independent variables are statistically significant: salary ( $p = 0.025$ ), benefits ( $p = 0.017$ ), rewards ( $p = 0.010$ ), work itself ( $p = 0.001$ ), and communication ( $p < 0.001$ ).

The results indicated that higher scores on five factor groups were associated with higher levels of job satisfaction among front-line employees in Nha Trang hotels. When evaluating the standardized beta coefficients, communication ( $\beta = 0.227$ ) was considered as the strongest predictor impact on job satisfaction among front-line employees, followed by work itself ( $\beta = 0.178$ ), rewards ( $\beta = 0.151$ ), benefits ( $\beta = 0.124$ ) and salary ( $\beta = 0.116$ ). The remaining job-related factors increase positively and trigger with the job satisfaction. The regression equation was presented as follow:

$$\text{Overall Job Satisfaction} = 0.116 \text{ SA} + 0.124 \text{ BE} + 0.151 \text{ RE} + 0.178 \text{ WI} + 0.227 \text{ CO} + 0.800 + \varepsilon.$$

## **4.7 Hypothesis Testing**

### **4.7.1 Salary and Overall job satisfaction**

The first hypothesis examined the impact of salary dimension on overall job satisfaction. According to the result from the table 4.6, the study was found that salary has significant positive association with overall satisfaction ( $\beta=0.127$ ,  $p=0.013$ ) at the significant level of 0.05. The result indicated that salary

accounted for 12.7% levels of overall job satisfaction. So, the study suggested that the first hypothesis was supported.

#### **4.7.2 Promotion and Overall job satisfaction**

The second hypothesis examined the impact of promotion dimension on overall job satisfaction. The result indicated that this hypothesis was not supported because the significant level of 0.420 in promotion was far greater than the 0.05 level of significance. The cause of this result may be that chances of promotion have not enough to meet the needs of employees in organizations. The number of management positions in each department is limited. Furthermore, because of the characteristics of service industry, organizations require that potential candidates absolutely must have minimum 1-3 years of management experiences.

#### **4.7.3 Supervision and Overall Job Satisfaction**

The third hypothesis examined the impact of supervision dimension on overall job satisfaction. The result indicated that this hypothesis was not supported because the significant level of 0.141 in supervision was far greater than the 0.05 level of significance. The cause of this result may be that the quality of supervision does not guarantee. Although some people do not have leadership capacity, they can hold management positions thanks to their good relationship with investors or government officers. Employees would rather decline to comment about their leaders or managers to avoid unnecessary hassle.

#### **4.7.4 Benefits and Overall job satisfaction**

The fourth hypothesis examined the impact of benefits dimension on overall job satisfaction. The study was found that benefits dimension has significant

positive association with overall satisfaction ( $\beta=0.119$ ,  $p=0.023$ ) at the significant level of 0.05. The result indicated that benefits accounted for 11.9% levels of overall job satisfaction. So, the study suggested that the fourth hypothesis was supported.

#### **4.7.5 Rewards and Overall job satisfaction**

The fifth hypothesis examined the impact of rewards dimension on overall job satisfaction. The study was found that rewards dimension has significant positive association with overall satisfaction ( $\beta=0.155$ ,  $p=0.009$ ) at the significant level of 0.01. The result indicated that rewards accounted for 15.5% levels of overall job satisfaction. So, the study suggested that the fifth hypothesis was supported.

#### **4.7.6 Operating procedure and Overall job satisfaction**

The sixth hypothesis examined the impact of operating procedure dimension on overall job satisfaction. The result indicated that this hypothesis was not supported because the significant level of 0.723 in operating procedure was far greater than the 0.05 level of significance. The cause of this result may be that almost all organizations have an internal synchronization procedure because the study was conducted in three to five stars hotels in Nha Trang. Employees only need to follow the standard work instruction sets from organizations. Therefore, they do not pay more attention to this aspect.

#### **4.7.7 Co-workers and Overall job satisfaction**

The seventh hypothesis examined the impact of co-workers dimension on overall job satisfaction. The result indicated that this hypothesis was not supported because the significant level of 0.546 in co-workers was far greater

than the 0.05 level of significance. The cause of this result may be that Vietnamese employees do not dare to speak up their thinking because they do not want to injure pride or feeling of others. If the problems are not serious, they deliberately ignore it to avoid an internal conflict but they feel uncomfortable.

#### **4.7.8 Work itself and Overall job satisfaction**

The eighth hypothesis examined the impact of work itself dimension on overall job satisfaction. The study was found that work itself has significant positive association with overall satisfaction ( $\beta=0.169$ ,  $p=0.002$ ) at the significant level of 0.01. The result indicated that work itself accounted for 16.9% levels of overall job satisfaction. So, the study suggested that the eighth hypothesis was supported.

#### **4.7.9 Communication and Overall job satisfaction**

The ninth hypothesis examined the impact of communication dimension on overall job satisfaction. The study was found that communication has significant positive association with overall satisfaction ( $\beta=0.231$ ,  $p=0.000$ ) at the significant level of 0.001. The result indicated that work itself accounted for 23.1% levels of overall job satisfaction. So, the study suggested that the ninth hypothesis was supported.

## **Chapter 5 Conclusions and Recommendations**

### **5.1 Conclusion**

The main objective of this study was investigated the job satisfaction among front-line hotel employees in Nha Trang, Viet Nam. The construct of Job Satisfaction Survey (Spector, 1985) has adopted as a major reference for this study including salary, promotion, supervision, benefits, rewards, operating procedure, co-workers, work itself, and communication. However, the content items of each dimension have been modified to ensure consistency with the current hospitality situation in Nha Trang. The study was clarified these nine factors influencing job satisfaction and its relationship to general satisfaction among front-line employees in Nha Trang hotels.

The official questionnaire included 39 sets of question items: 36 sets of nine job-related factors items and 3 sets of overall job satisfaction items. The questionnaire was initially developed in English version, and translated into Vietnamese version to facilitate extensive investigations of respondent's perspectives about job satisfaction. Data was collected from 317 front-line employees who worked at 13 of hotels in Nha Trang, of which 305 valid responses were used for further analysis through the SPSS 23.0. The research findings were summarized in the table below.

Table 5.1: The results of the hypotheses

Hypotheses	Results
(H1) There was a positive relationship between salary and overall job satisfaction	Supported
(H2) There was a positive relationship between promotion and overall job satisfaction	Not supported
(H3) There was a positive relationship between supervision and overall job satisfaction	Not supported
(H4) There was a positive relationship between benefits and overall job satisfaction	Supported
(H5) There was a positive relationship between rewards and overall job satisfaction	Supported
(H6) There was a positive relationship between operating procedure and overall job satisfaction	Not supported
(H7) There was a positive relationship between co-workers and overall job satisfaction	Not supported
(H8) There was a positive relationship between work itself and overall job satisfaction	Supported
(H9) There was a positive relationship between communication and overall job satisfaction	Supported

The study was used nine job-related factors to measure the overall job satisfaction including salary, promotion, supervision, benefits, rewards,

operating procedure, co-workers, work itself and communication. The statistical analysis results showed that five out of nine predictors have a positive effect on the overall job satisfaction including salary, benefits, rewards, work itself and communication. Among these five factor solutions, communication were found to have the strongest impact on the levels of job satisfaction among front-line employees ( $\beta=0.231$ ), followed by work itself ( $\beta=0.169$ ), rewards ( $\beta=0.155$ ), salary ( $\beta=0.127$ ), respectively. Benefits solution has the weakest effect on job satisfaction ( $\beta= 0.119$ ). Furthermore, the study also stated that four hypotheses were not established including promotion, supervision, operating procedure and co-workers.

## **5.2 Managerial Implications**

The official questionnaire was developed based on the construct of Job Satisfaction Survey (Spector, 1997) to confirm the validity of the measure findings. However, only five out of nine dimensions that were supported including salary, benefits, rewards, work itself and communication. The results have explained on the positive significant relationship outcome between these five dimensions and overall job satisfaction. Although the results have yet to reflect the original expectations of the study, it can still be used to improve the levels of job satisfaction among front-line employees in Nha Trang hotels.

From the research findings, hotel managers or business leaders who decided company strategies can understand more deeply about the aspirations of their employees. The effective human resource policies should be developed and implemented to retain existing employees and attract potential employees. Organization should pay special attention to communication at work, followed by work itself, rewards, salary, and finally for benefits.

## **5.3 Recommendations**

The results proposed that the communication as the most critical criteria for job satisfaction among front-line employees followed by work itself, rewards, salary, and rewards, respectively. The study is presented a series of reference solutions for Nha Trang hotels as follow:

### **5.3.1 Communication**

The internal conflicts are an inevitable problem in any organizations. Communication is an important element to keep the lowest level of conflict in organizations before it grows into a bigger problem. An open relationship between any one in organizations is necessary that employees are willing to share their problems at work including co-workers, superior and subordinate. Immediate managers or supervisors should spend a few minutes listening to employee issues or concerns and offer them some useful advice to solve it. The internal conflicts will be limited by the reconciliation between parties.

Attention on job-related details for employees is important. Changes in organizations should be clearly informed. Organizations can design the standard operating procedures and offer the guideline how to apply it effectively. Furthermore, all organization must ensure employees can fully understand the business goals and strategies and the importance of their possible roles.

Occasional company gathering should be held to connect employees after stressful times at work. Networking opportunities between different departments through monthly work birthday party, end year party, picnics, camping or sporting events, and so on can be helpful to increase levels of employee morale.



### **5.3.2 Work itself**

Great employers or business leaders should focus more on improving the intrinsic work characteristics in organizations. The interesting and challenging job duties are necessary to make the job more meaningful. Because of service characteristics, front-line employees usually work rotating shifts during both night and early morning times. This time is considered as a hard time to work. A flexible work schedule should be changed once a week to maintain a work-life balance for employees. This is a useful way for employees to control over their schedules. Travelers tend to travel more during the peak seasons, employees must be forced to work overtime to ensure service continuity. Employers or business leaders should offer a reasonable break time for them to recover energy after the end of seasons.

Employees only work at their full potential when their knowledge, experience, and skills closely match the task requirements. Employers or business leaders should explain accurately and clearly about a job description for each position when they consider opportunities for attracting potential candidates into their organization. Employees can seek out a right job from the job outline. Organizations can consider selecting appropriate candidates for task allocation based on the work experience skills and knowledge.

The overall corporate culture and values include organizational reputation, work ethics, core values, working conditions and so on should be developed and maintained it as the long-term goals in organizations, even during the recession. When the corporate culture and values can be built up successfully, employees do not be afraid to go through tough times in organization. They believe a brighter future ahead in their career.

Front-line employees regularly interact and deal with numerous requirements from various types of customers. They truly appreciate the promptly and accurately responses from hotels. Organizations put a great deal of pressure on employees at work. The professional seminars can provide solutions for real situations for employees to boost the quality of service. Because of the characteristics of the work shift, the routine schedule of employees is not maintained properly. Organizations should consider offering free group exercise classes for internal employees. Physical exercise can help employees reduce the stress and pressure in the workplace.

### **5.3.3 Rewards**

Financial rewards are a powerful way to encourage and enhance morale of work of employees. Tips, bonuses, service charges and gratuities from customers are offered as a merit rewards for employee performances. Company allows employees to keep this amount of money and share it out with their colleagues in same work shift. Holiday bonuses should be offered on special occasions by organizations, such as holiday, birthday and other event. The amount of holiday bonus is usually agreed upon in collective bargaining agreement.

Organizations should be willing to complement implement a fair reward system. Employees who have good performance at work should be praised and encouraged. A performance bonus is also effective ways to increase motivation for work-hard employees. However, employees who are lazy or have poor performance must be punished as an example for other employees.

#### **5.3.4 Salary**

Personal financial problems are the biggest distraction at work. A reasonable salary should meet an employee expectation to help employees confidently concentrate on their work. The base salary must be developed based on the zone minimum wages as regulated by Vietnamese labor laws. Organizations can compare the average salaries of other hotels in the local market to offer a highly competitive salary. Top talent may seek better job opportunities from other local hotels. The different salary levels among employees should be considered based on several different criteria, such as educational qualifications, skills, and work experience. A fair and equal salary for employees at all levels can help them trust and intend to work for a long time in organizations.

A timely payment of employee salary is required to implement on a fixed time period as a mandatory responsibility of organizations. A monthly salary is the main financial source of income from employee jobs. The delayed payment can lead to the pressure on employees because they have no money to cover living costs for their families. Employee grievances will increase day by day if organizations continue to repeat it more times. It can lead more disadvantages for organizations in long-run. Organizations should also consider a salary increase for long-term employees. An out of cycle salary increase can range from 6 months to 1 year depending on organization orientation. Employees will feel appreciated in organizations.

#### **5.3.5 Benefits**

Overall benefits are a top priority element of employees when they decided to work for a long time at any organizations. The benefits policies are developed

differently based on the company specific orientations. The major components of benefits packages include insurance packages, paid time off, benefits allowances (such as meal, clothing, equipment and facilities, travel expense), and retirement benefits. The good benefits packages are to help employees feel safe and secure with their job. Organizations must develop competitive benefits packages to retain the quality workforce and attract potential employees.

Each of hotel organization should establish trade union department to ensure an adaptation of employee demands. The function of this department is to develop, conduct and follow-up the benefits policies for organization employees. Trade union fee is required as a mandatory monthly fee to ensure employee benefits. Organizations are also forced to pay three types of compulsory insurance for official employees by the regulation of Vietnam Labor Law, include social insurance, health insurance, and unemployment insurance.

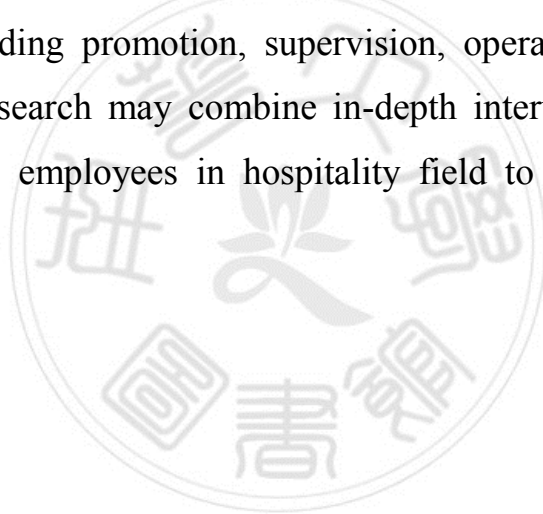
Organizations should place more importance on job specific training for employees. Professional training programs related to hotels must be held regularly to improve employee quality of work, such as foreign language classes, soft skills training classes, leadership classes and so on. In addition, organizations can also nominate potential staff to attend special training programs in other cities or countries. These employees are often planned to be leaders in organizations after completing the training program.

## **5.4 Limitation**

Although the research results have been presented, the study still exist several limitations. The first limitation is that the research scope was only focused on front-line employees who work at three to five hotels in Nha Trang

over the period of January to April 2017. The sample size of 305 indicated that was eligible for diagnosing the job satisfaction phenomenon, however, it is not the perfect sample size to explain the job satisfaction phenomenon more generalities. Therefore, the statistic results were the most appropriate for hotel front-line employees to enhance their perception of job satisfaction at workplace. Further studies may expand the scope of this topic, for example, other versions of validation should be evaluated job satisfaction among hotel employees of the whole departments to provide more comprehensive view of statistical results.

Secondly, the integrated research model still has four hypotheses that were not supported including promotion, supervision, operating procedure and co-workers. Future research may combine in-depth interviews with professional experts or longtime employees in hospitality field to get additional insights.



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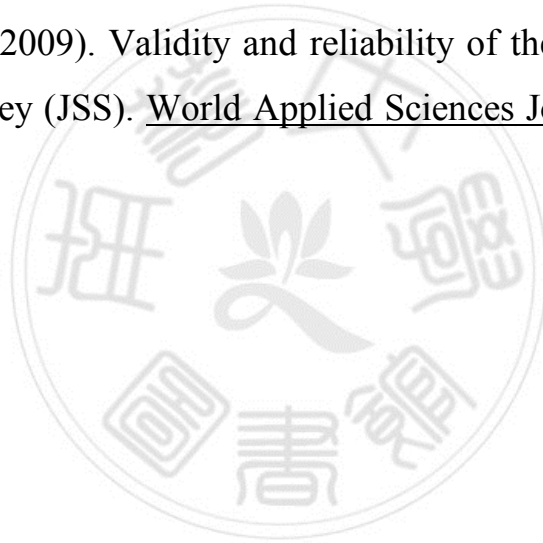
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# APPENDIX

## JOB SATISFACTION QUESTIONNAIRE

Dear Lady and Gentlemen,

Thank you for taking your time to fill out this questionnaire. We appreciate your feedback to help us better understand factors influencing job satisfaction among front-line employees. All information will be kept private and used solely for academic study purpose only. Your responses are extremely important for this research. Please take a few moments to share your opinions with us.

Thank you so much for your cooperation.

Sincerely yours.

### SECTOR ONE: FACTORS INFLUENCING JOB SATISFACTION

*Direction: Please circle the number from the following scale to indicate your opinion:*

1- Strongly disagree; 2- Disagree; 3- Not sure; 4- Agree; 5- Strongly agree

No	Questions	1	2	3	4	5
1	Salary commensurate with employee capability	1	2	3	4	5
2	Salary is adequate to live on	1	2	3	4	5
3	Organization provides clear and fair salary policy	1	2	3	4	5
4	Scale of salary increase is determined	1	2	3	4	5
5	Job promotion standards and regulations are designed clearly	1	2	3	4	5
6	Qualified persons can relatively easily be promoted	1	2	3	4	5

7	The way promotion meet the needs of employees	1	2	3	4	5
8	Promotion policies are fair and equal with employees	1	2	3	4	5
9	Supervisor treats subordinates equally	1	2	3	4	5
10	Supervisor has fully qualified to manager in his/her fields.	1	2	3	4	5
11	Supervision show respect for employee opinions.	1	2	3	4	5
12	Supervisor is open new ways to resolve problems at work	1	2	3	4	5
13	Organization pay toward employee insurance packages	1	2	3	4	5
14	Benefit allowances (such as meal, clothing, travel expense,...)	1	2	3	4	5
15	Sabbatical leave policy comply with current laws	1	2	3	4	5
16	Organization offers training classes to improve employee skills	1	2	3	4	5
17	Organization offer holiday bonuses to employees	1	2	3	4	5
18	Reward and punishment policy is fair and equal.	1	2	3	4	5
19	The amount of bonuses based on efforts or performances	1	2	3	4	5
20	Tips, service charges and gratuities are shared out	1	2	3	4	5
21	Rules, decisions and procedures are well informed in company	1	2	3	4	5
22	Professional equipment and software are available	1	2	3	4	5
23	Transfers and job rotations are reasonable	1	2	3	4	5
24	I receive regular and timely annual reviews	1	2	3	4	5
25	I greatly appreciate a spirit of cooperation among co-workers	1	2	3	4	5
26	I feel comfortable doing with colleagues	1	2	3	4	5
27	I learned skillful things from the people at work	1	2	3	4	5
28	Help is available from co-workers	1	2	3	4	5
29	Workload requirements are measured in working time	1	2	3	4	5
30	I like my job because of its stability	1	2	3	4	5
31	Job position compatible with knowledge and experience	1	2	3	4	5

32	Work pressure remain within acceptable limits	1	2	3	4	5
33	Communication is an essential in organization	1	2	3	4	5
34	Work assignments are fully explained	1	2	3	4	5
35	Employees fully understand their company goals and strategies	1	2	3	4	5
36	Employees are encouraged to discuss their problems at work	1	2	3	4	5
37	All in all, I am satisfied with current job	1	2	3	4	5
38	I intend to continue my career with this organization.	1	2	3	4	5
39	I will share the employment chances with family and friends	1	2	3	4	5

## SECTION TWO: DEMOGRAPHIC INFORMATION

*Direction: Please check  in the box to choice the most appropriate response:*

1. Sex:  Male  Female

2. Age:  18-24  25-34  35-44  45-54  55+

3. Education level

High school or below  Undergraduate degrees  Postgraduate degrees

4. Seniority (years)

0-3  4-6  7-9  9+

5. Department

Front Office Department

Food and Beverage Department

6. Income(VND)

<3.000.000

3.000.000 - <5.000.000

5.000.000 - <10.000.000

>10.000.000