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Examining the Effects of Employee Empowerment on Job Satisfaction: an Analysis of the Furama Bukit Bintang Hotel, Malaysia

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Abstract

The study on job satisfaction is essential in the organization. One important reason is that job satisfaction is closely related to the job performance of employees. People who are more satisfied with their job tend to perform better in their works. How they feel about the work they are doing and the results received from that work directly impact an organization's performance and, ultimately, its stability. Improved job performance intensifies organization performance as well. The study was conducted in the background of the Furama Bukit Bintang Hotel that is based in Kuala Lumpur. The researcher was interested in examining the Effects of Employee Empowerment on Job Satisfaction in Furama Bukit Bintang Hotel. The data were analyzed using SPSS software. The researcher used 187 employees for the analysis. Using quantitative analysis: the data were collected through close and open-ended questionnaires coupled with a Likert scale. Findings of the study revealed that all the variables, incentives, training, reward and management style has a significant influence on job satisfaction. The study concluded that incentives, training, reward and management style were positively significant related to employee's job satisfaction.

Keywords: *Incentives, Training, Reward and Management Style, Furama Bukit Bintang Hotel, Malaysia.*

1.0 Introduction

Employee empowerment is significant for employee job satisfaction in the organization and it determines the overall performance (Yang & Lee, 2012). Job satisfaction is the feeling of pleasure and achievement that one experiences in his/her job when knowing the work is worth doing. Madanat (2018) reported that satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or experiences. Job satisfaction has many facets: the useful aspect which refers to the emotional feeling of an individual about their job, the cognitive effect that looks at the logical elements of a situation such as pay, maternity and individual

experience which deals with relationships and wellbeing focusing on working conditions (Kim & Fernandez, 2017).

Moreover, according to Hirzel, Leyer and Moormann (2017), employee satisfaction is one of the foundations of labor improvement in organizations. Comfort is considered to be the most significant asset in an organization that should be highly valued. Ignoring the importance of human resources in the organization can lead to the poor performance of the organization, whether it is small scale or large scale and therefore should be given the highest priority (Dust, Resick, Margolis, Mawritz & Greenbaum, 2018). Moreover, as pointed out by Linz and Semykina, (2012), motivation significantly affects the productivity of the workforce, which is much needed in the public service in the process of service delivery to the citizens.

According to Lautizi, Laschinger and Ravazzolo (2015), incentives to employees is an essential factor in determining the employee's satisfaction in any of the organization. Moreover, Laschinger, Finegan, Shamian and Wilk (2014) found that training as well as development, consisting of coaching and mentoring, task rotations and also transfers, meeting training, and even specialist courses positively affected staff members efficiency of the workers in the company. Additionally, Fulei, Long and Ming (2014) revealed that managers are responsible for the performance in the organization and charged with formulating policies, vision and goals of the organization while at the same time providing the organization with proper direction. The success of the procurement process is dependent on leadership and support from the management while equally promoting collaboration among the staff of the organization (Hamidizadeh, 2012).

1.2 Statement of the problem

The service field in Malaysia is continuously growing, specifically for the tourist industry. Indeed, the tourist market has significantly contributed to the economic development in Malaysia (Abdullah, Zain, Musa & Khalid, 2016). Based on the information that given by among the writers in Star Online (Azeem & Akhtar, 2014), Malaysia is the nation which has actually rated 10th globally in terms of tourist attraction. As a result, the rising number of vacationers will generally support and boost the development of the hotel market in Malaysia (Ahmad & Oranye, 2010); hence, high performance in the hotel market will undoubtedly turn into one of the significant signs of advancing the overall economic climate in Malaysia. However, the employee working in hotels is lowly paid and their motivation towards meeting the objective of the organization becomes a problem (Bari, Fanchen & Baloch, 2016). The poor performance may be attributed by lack of employee empowerment that include long working hours, relatively low remuneration, lack of bonuses for exemplary performance, poor relationship between the employees and their supervisors and lack of openness in communication among co-workers, lack of respect to the employees, Perceptions of compliance and information asymmetry in the managerial departments (Abraiz, Tabassum, Raja & Jawad, 2012).

1.3 Purpose of the Study

To investigate the influence of employee empowerment on employee job satisfaction of food and beverage hotels: a case study of selected boutique hotels in Nairobi County.

2.1 Theoretical Review

2.1.1 Hertzberg's Two Factor Theory

The theory was developed by Fredrick Hertzberg (Hertzberg, 1987). According to the concept, attributes related to dissatisfaction included working problems, ineffectiveness supervision, interpersonal partnerships, company policy and also management and were described as "hygiene factors (Hertzberg, 1987). The research conducted by Hertzberg determined what individuals want from their work. In addition, the two-factor concept fell short of making use of an exact measure to examine satisfaction. A worker might find his/her work sufficient, although he/she may do not like part of his/her job (Knight & Westbrook, 1999). It is not without prejudice. Likewise, the employees provide credit to themselves for the complete satisfaction variable at the workplace.

However, according to Schermerhorn (1993), Hertzberg's two-factor concept is an essential frame of reference for managers that intend to obtain an understanding of job contentment and also associated task performance problems. Schermerhorn asserts that Hertzberg's two-factor theory is a useful tip that there are two critical aspects of all tasks: what individuals do in terms of work tasks (task material), and the job setup in which they do it (task context). Schermerhorn suggests that managers ought to try to always remove inadequate health sources of task dissatisfaction in the workplace and make sure building satisfier elements right into job content to make the best use of opportunities for job contentment. This concept matters and also substantial to this study because it recognizes that employees have categories of needs that run in them and that both should be addressed. This theory puts on our work as managers to motivate workers by recognizing the hygiene aspects can use it. Managers can fulfill the fundamental demands of employees as well as get rid of any component of dissatisfaction.

2.2 Empirical Review

Ayupp and Chung (2018) conducted a study to identify factors affecting empowerment within the industries in Malaysia. The findings of the study showed that communication, independence, coaching, participation, training and reward were positively and significantly related to job performance. Moreover, the study concluded that to ensure that employees feel empowered, factors such as communication, coaching, participation, training and reward should be given much attention by the management. Further, the study revealed that training was the most significant component of employee empowerment and thus, hotels should increase investment in training their employees so that they have mastery over their job.

Duong (2015) examined the effects of employee empowerment on service quality in foodservice firms in Finland. The results of the study established that employee empowerment was positively and significantly related to service quality in foodservice. According to the results of the study, training employees to develop critical skills, enhancing trusting people and giving a good level of freedom, recognition, feedback and rewarding and clear and open communication were the most potent indicators of employee empowerment.

Hanayshab (2016) researched to check out the impacts of employee empowerment, synergy, as well as staff member training on organizational commitment in the Malaysian college context. To fulfill the mentioned objective, the data were collected using an online survey from 242

employees at the public colleges in northern Malaysia. The accumulated data were assessed on SPSS and architectural formula modeling (SEM). The findings of the research reported that staff member empowerment, synergy, and training have a substantial positive effect on business commitment. Additionally, the study ended that administration in the college field to enhance organizational dedication amongst their staff members need to be extremely be concentrated on staff member empowerment, training, and also a team effort.

Akter (2016) conducted a study on worker empowerment and also Its Effect on Dining Establishment Service in Bangladesh. The statistical evaluation approach employed in the research was the Element Analysis. The findings of the research discovered eight aspects of employee empowerment favorably impacted the high service quality in addition to total organizational prospects. The variables were: Compensate as well as Recognition, Job enrichment & accountability, Suggestion Scheme and team instruction

3.1 Research Methodology

This study adopted the descriptive research design, which depicts the attributes of a specific circumstance, occasion, or case. The targeted population was 351 employees working in Furama Bukit Bintang hotel. SPSS was used to organize code and analyze information and generate the quantitative report. The sample size was 187. The unit of observation comprised of the managers, supervisors and the support staff.

4. 0 Findings of the Study

4. 1 Correlation Analysis

The correlation results are shown in Table 1

Table 1: Correlation Analysis

Correlation		Employee Job Satisfaction	Incentive	Training	Reward	Management Style
Employee Satisfaction	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Incentive	Pearson Correlation	.438**	1.000			
	Sig. (2-tailed)	0.000				
Training	Pearson Correlation	.794**	.633**	1.000		
	Sig. (2-tailed)	0.000	0.000			
Reward	Pearson Correlation	.399**	.512**	.474**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000		
Management Style	Pearson Correlation	.566**	.670**	.641**	.578**	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

The correlation results from Table 1 shows that incentives is positively and significantly associated with employee job satisfaction ($r=.438$, $p=.000$). Employee training and employee job satisfaction is positively and significantly associated ($r=.794$, $p=.000$). Moreover, the results showed that employee rewards are positively and significant associate with employee job satisfaction ($r=.399$, $p=.000$). Finally, the results showed that management style and employee job satisfaction is positively and significant associated ($r=.566$, $p=.000$).

4.2 Regression Analysis

The regression analysis was conducted to examine the influence of employee empowerment on employee job satisfaction. The results presented in table 2 indicate the Model Fitness

Table 2: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788a	0.520	0.509	0.349

Predictors: (Constant), Management Style, Reward, Training, Incentive

The results from Table 2 show that incentives, training, reward and management style were found to be satisfactory in explaining employee job satisfaction in Furama Bukit Bintang hotel in Malaysia. Table 3 provides the results on the analysis of the variance (ANOVA).

Table 3: Analysis of the Variance (ANOVA).

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.235	4	3.559	34.221	.000b
	Residual	11.661	112	0.104		
	Total	25.896	116			

The results indicate that the overall model was statistically significant. Further, the results imply that employee incentives, training, reward and management style are good predictors in explaining employee job satisfaction in Furama Bukit Bintang hotel. This was supported by an F statistic of 34.221 and the reported p-value of 0.000 which was less than the conventional probability significance level of 0.05 implying that the independent variables were significant in predicting employee job satisfaction in Furama Bukit Bintang hotel.

The regression of coefficient results is presented in Table 4

Table 4: Regression of Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.468	0.165		2.836	0.047
	Incentive	0.162	0.045	0.164	3.600	0.025
	Training	0.171	0.077	0.355	2.221	0.000
	Reward	0.281	0.089	0.236	3.157	0.001
	Management Style	0.102	0.045	0.192	2.267	0.008

$$Y = 0.468 + 0.162X_1 + 0.171X_2 + 0.281X_3 + 0.102X_4$$

Where: -

Y= Employee Satisfaction

X₁= Incentive

X₂= Training

X₃= Reward

X₄= Management Style

The results from Table 4 show that incentives were positively and significantly related to employee job satisfaction ($\beta = 0.162$, $p = 0.025$). This means that a unit improvement in incentives to the employee would lead to a subsequent employee job satisfaction in Selected Boutique hotels in Nairobi County by .182 units. Moreover, employee training was positive and significantly related to employee job satisfaction ($\beta = 0.171$, $p = 0.000$). This means that an

improvement in the level of training by one unit will lead to the advancement of employee job satisfaction in Furama Bukit Bintang hotel by 0.171 units. Additionally, the results showed that employee reward was positive and significantly related to employee satisfaction ($\beta=.281$, $p=0.001$). Thus, an improvement in rewarding the employees will increase the employee job satisfaction by 0.281 units. Finally, the management style was positively and significantly related to employee job satisfaction ($\beta=0.102$, $p=0.008$). The results implied that an improvement in the management style would increase employee job satisfaction by 0.102 units.

5.1 Conclusions

Based on the findings, the study concluded that incentives were positively and significantly associated with employee job satisfaction. Additionally, employee autonomy was positively and significantly related to employee job satisfaction. The study found that employees in the Furama Bukit Bintang hotel were not allowed to be autonomous. Having the freedom to make own decisions is critical in the process of improving the satisfaction of the employees; however, this was not applied in the hotels that have led to adverse effects performance of the employees. The study concluded that employee training and employee job satisfaction were positively and significantly associated.

There was a positive and significant relationship between employee training and employee job satisfaction. The study reported that the poor performance in the hotel is attributed to the lack of employee empowerment that includes long working hours, relatively low remuneration. The study also concluded that a reward was positively and significantly associated with job satisfaction. There was a positive and significant relationship between rewards and job satisfaction. However, based on the descriptive results, the employees in the hotels were not rewarded accordingly and this was supported by many of the respondents disagreeing with most of the questions. The study also concluded that management style was positively and significantly associated with employee job satisfaction. Management style was positively and significantly related to employee job satisfaction.

6.1 Recommendations

The study recommended that the employees should be given incentives and be allowed to be independent in decision making, especially in matters affecting them directly. Further, the employees can be invited to share out their views regarding any changes in the hotels and the management to be much considerable to treat them with respect and dignity. Independent judgment is significant in the process of satisfaction of the employees and should be considered as well.

The study recommended that hotels should establish a training facility to equip them with skills and knowledge. Developing training programs will be essential to employee satisfaction. Furthermore, it becomes cumbersome to in a particular job for an extended period without shift and therefore, the study recommends that the management should be introduced job rotation in their hotels. Also, the research suggests that the management establish workshops and seminars in their institution for brainstorming.

The study also recommended that the salaries of the employees should be reviewed from time to time, depending on the economic situations in the country. Improving housing allowances and

medical allowances increase the satisfaction of the employees. The empowerment of the employees through adequate staff pension schemes will increase satisfaction as well. The study also recommends that employees should be recognized and appreciated through bonuses for their efforts towards the achievement of goals of the company and knowing the employees do most of the work.

The study recommended that managers of the hotels should be supportive and show a sense of dignity to the junior employees in the way they treat them. Additionally, the management should involve other employees in decision making and implementation of the decisions. Sharing of the information is fundamental and shows a sense of belonging and thus, the management should share the relevant and fair information on time without delays and biasness. The study also recommended the administration to be allowing the employees to choose their leaders in the department since they know each other better and will share any challenges to their leaders without fear, unlike leaders who have no idea about him/her.

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