

Measuring Job Satisfaction among Hotel Employees: The Mediating Role of Organizational Commitment

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Abstract:

This behavioural research contributes to the growing hospitality and tourism literature by the investigating the direct and indirect of emotional intelligence (EI) and supervisor support (SS) to the Job Satisfaction (JS) of employees in Malaysian hotel industry. Organizational commitment (OC) shaping as a mediating variable to test the effect between EI and JS, SS and JS. This cross-sectional study applied questionnaire survey to collect data and structural equation modelling (PLS) approach has been used to conclude research hypotheses. Findings of the study revealed that direct relationships of EI and supervisor support on JS have found insignificant. Mediator role of OC has found significant. EI and supervisor support have positive effect thru the OC on JS. Strikingly, providing empirical evidence that lower and mid-level employees must control their emotions and get supervisor support to attach to the hotels and increase JS.

Keywords: Behavioural Research, Emotional Intelligence, Job Satisfaction

INTRODUCTION

Job satisfaction (JS) is relatively growing behavioural research and attract the importance to the academia and practitioner in the hospitality industry. Emerging trends of JS in hospitality industry are highlighted in recent studies (Goswami & Dsilva, 2019). JS as individual's satisfaction is a happy or positively sensitive view toward his/her job that has derived from an assessment of one's job settings or job experience. Talent and trained employees are asset of an organization and

profitability, performance, competitiveness of a business is affected by that employee's view towards the organization (Jermstittiparsert, Suan, & Kaliappen, 2019; Saengchai, Thaiprayoon, & Jermstittiparsert, 2019; Siriattakul & Jermstittiparsert, 2019). Dissatisfaction of employees however will have the intention to leave the organization. Organizations, therefore, in selection process passion and reliability consider as criteria to perform cognitive aspect of an employee to prevent future turnover. Reason behind an organization focused to

recruit an individual who is creative and independent to perform his work flexibly in a given job setting (Jung & Yoon, 2016a) to avoid potential loss of financial and intellectual resources (Liu, 2017).

Organizational leaders must comprehend the causes that have negative potentials in order to influence the efficiency of an organization (Qazi, Khalid, & Shafique, 2015). Leaders in hospitality and tourism industry need policies and tactics to sustain a sufficient employee and increase necessary JS, motivation, employee engagement, and the industry's working environment. Emotional intelligence (EI) is considered a crucial ability of an employee working in hotel industry as they have to serve customers with good and friendly manner. In a job setting an employee to be successful EI is an essential ability to possess (McAndrews & Ha-Brookshire, 2019). Mastering in EI helps an employee to control negative attitudes which leads to his/her JS (J. J. Lee & Ok, 2012). Several recent studies (Jung & Yoon, 2016a; Kim, Hur, Moon, & Jun, 2017; Lam & Chen, 2012; J. J. Lee & Ok, 2012; Wen, Huang, & Hou, 2019) conducted to in hospitality industry related to EI, supervisor support, OC and JS. Studies asserted that how EI affect the employees JS especially in hotel by changing employees' attitudes (Jung & Yoon, 2016a; J. J. Lee & Ok, 2012).

JS and OC are well documented and predictors of several positive and negative outcome variables. A satisfied employee can provide the service for customer happiness and meet customer expectations that consequently success the business (Goswami & Dsilva, 2019). According to (Mowday, Steers, & Porter, 1978) emotional response to the organization has considered as an individual's JS, whereas, the strength of an employee's emotional attachments has defined as the OC. Employees, therefore, must have the ability to work with his colleagues and control his emotion for satisfaction and success of his own lives, consequently for the organizations. In an organization, employee has less

intention to leave his/her job if highly satisfied in his/her job. On the contrary, an individual's dissatisfaction with his work life might lead to poor mental health, lack of enthusiasm, stress and anxiety which in turn might lead to absenteeism as well as high turnover (Altuntaş, 2014; Seston, Hassell, Ferguson, & Hann, 2009). Prior studies find that high turnover negatively affects the productivity of the organization, increasing cost for additional recruitment, and training (Altuntaş, 2014; Payakachat, Ounpraseuth, Ragland, & Murawski, 2011).

One of the most challenging issues for HR is to retain the employee in hotels around the world (Kong, Jiang, Chan, & Zhou, 2018) including Malaysia. Importantly, it has found that, most of the behavioural studies in hotel industries are found in western countries context (Kong et al., 2018). Assumption of the human behaviour is different among countries and culture (Humborstad & Perry, 2011). Previous studies found that there is no direct relationship between EI and JS and indirect relationship does so (Aghdasi, Kiamanesh, & Ebrahim, 2011). Aghdasi et al. (2011) concluded that direct and/or indirect effect of EI is not significant to the OC. However, these findings might vary in other job setting or environment because human behaviour differs across the country and culture (Humborstad & Perry, 2011).

In line with the statement above this study thus aimed to investigate the effect of EI and SS on JS among hotel employees in Malaysia. In addition to that this study examine the effect of EI and supervisor support with the mediating role of OC on JS. Sternberg (1985) specified a person's intelligence is important to determine how he has to deal with his job and environment. This study contributes to the practical managerial implications with useful insight of EI of employee to control psychological aspect to JS. This study contributes to know the role of supervisor support to enhance hotel employee's JS in Malaysia.

LITERATURE REVIEW

Job Satisfaction

Conceptualize of JS as “individual’s positive emotional reaction to particular job” (Y.-D. Lee & Chang, 2008). JS can be defined as individual’s satisfaction that is a happy or positively sensitive view toward his/her job that has derived from an assessment of his/her job settings or job experience in certain environment (Locke, 1976). Employees have high JS in the service industry when possesses high degree of trust toward the organization (Jehangir, Kareem, Khan, Jan, & Soherwardi, 2011; Nadiri & Tanova, 2010; Shaheen, Morsy, Qoura, & Gomaa, 2018).

Spector (1997) defines JS as “an attitude reflecting how well people like or dislike their job”. Strikingly, JS of employee prevents the turnover intention. Turnover worsen organizational profitability and performance, which leads to the loss of various assets and financial and intellectual resources (Liu, 2017). Empirical evidence of EI (Kafetsios & Zampetakis, 2008) and supervisor support (Griffin, Patterson, & West, 2001) articulated the predictors of JS.

Emotional Intelligence, Organizational Commitment and Job Satisfaction

EI in previous studies found a positive predictor and has a strong effect on JS (Jung & Yoon, 2016a; McAndrews & Ha-Brookshire, 2019; Ouyang, Sang, Li, & Peng, 2015; Wen et al., 2019) as well as OC (Abraham, 2000; Aghdasi et al., 2011; Anari, 2012; Wong & Law, 2002). EI conceptualizes as the critical abilities of an individual to solve problems and defining the meaning of emotions and relationships to be successful (Mayer & Salovey, 1997). According to McAndrews and Ha-Brookshire (2019) an individual should hold the ability of EI to be successful. EI is considered as “more powerful than IQ” and “the best predictor of success in life” (Goleman, 1996). This is the ability that a person uses to identify his/her strength of emotion and

others as well to build a relationship with others in a workplace (Patwary, Omar, & Tahir, 2020).

Previous research (Sy, Tram, & O’hara, 2006) on food service, employees with high level of EI and low level are correlated with JS is higher and lower respectively. Jung and Yoon (2016a) investigated EI among hospitality industry’s employee in South Korea and found that it has a significant positive effect on JS. EI ability can be learnt by coaching, mentoring and education in a service situation (Jung & Yoon, 2016a). In order to coping with stress EI is effective way to increase hospitality industry’s employees JS. Importantly, managing emotions can lead to build good relationship with other colleagues, reduce job stress, positive view to organizations. EI of the participants of the study indicated the higher JS (McAndrews & Ha-Brookshire, 2019). Study conducted in Iran revealed that significant effect of EI on JS has not found (Aghdasi et al., 2011). Employees JS was predicted (Han, Kim, & Kang, 2017) by EI in US hotel industry. Researcher also revealed that the weak impact of EI impact on JS. The result is different because of the of the different work environment and study context (Alom, Patwary, & Khan, 2019; Islam & Patwary, 2013).

Studies shows the positive association between EI and OC in different work environment and culture. Empirical evidence shows that effect of EI on OC in Nigeria significantly predicted of the employees (Salami, 2008). In addition, Naz, Li, Nisar, and Rafiq (2019) positive association between EI and OC, whereas, Anari (2012) studied among 234 employees and found that there no direct relationship between EI and OC. Wong and Law (2002) showed that EI did not associate significantly with OC. Employee has less OC if they possess and regulate negative emotional state (Abraham, 2000). High EI ability of employees has found as key factor and strong relationship with OC (Aghdasi et al., 2011; Nikalaou & Tsaousis, 2002). Based on the

discussion above following hypotheses of this study have been formulated:

H1a: EI has a positive direct effect on JS.

H1b: EI has a positive direct effect on OC.

Supervisor Support, Organizational Commitment and Job

Previous studies did not clearly define the supervisor support (Kim et al., 2017) although employees get important assistance from the supervisors (Susskind, Kacmar, & Borchgrevink, 2007). Supervisor support defined as “beliefs about the degree to which their supervisors care about them and value their contribution to work outcomes (Golden & Veiga, 2008)”. Motivational issues such as supervisor supports increase the individuals JS by assisting employee to develop and improve performance (Nahum-Shani, Henderson, Lim, & Vinokur, 2014). Supervisor, on behalf of organization such as (effective management activities and policies) provides support to the employee that contribute to JS (Kong et al., 2018). In workplace supervisor is the sole entity that can support their employee throughout the evaluation of employee’s performance and providing the justice. Supervisor support (Lam & Chen, 2012) viewed as the employees’ perception of justice and support they have gotten from the supervisor.

In the study by Lam and Chen (2012) found that supervisory support has positive impact on hotel employees’ JS. The study concluded the impact of supervisor support through the interactional justice and negative emotions towards the JS. Employees perception from UAE found that (Alkhatari, Abuelhassan, Khalifa, Nusari, & Ameen, 2018) supervisor support is essential to have JS. It also has articulated that supervisor support leads to turnover intention of employee. Therefore, it is important to provide supervisor support to the employee in hotel industry to retain the service employee. For

example, a supervisor may display hostility in reaction to poor staff performance and also offer guidance and support aiming to develop employee performance (Nahum-Shani et al., 2014). Employees views on his/her own goals and the perceive support they received from supervisor and organization affect the particular employees’ attachment to the organization (Fazio, Gong, Sims, & Yurova, 2017). The more an employee is attached to the organization the satisfaction will grow to him/her in that organization (Patwary, 2017). The supervisor support considered as a strong determinant of JS and OC in previous studies.

H2a: Supervisor support has positive direct effect on JS.

H2b: Supervisor support has positive effect on strong OC.

Mediatory Role of OC

OC conceptualizes in previous study as “relative strength of an individual’s identification with and involvement in a particular organization (Mowday et al., 1978)”. In several studies, it is concluded that OC has effect on employee JS. Several perspectives of organization commitment have found in previous studies, such as a dependent variable (Aghdasi et al., 2011; Anari, 2012) and predictor of JS (Alkhatari et al., 2018; Kristof-Brown, Zimmerman, & Johnson, 2005). Recent studies show the OC role as mediator variable. Alkhatari et al. (2018) used OC as a mediating variable to measure the burnout intentions of employee. OC mediated the relationship between SS and JS among UAE employees (Alkhatari et al., 2018).

H3: OC has direct positive effect on JS

H3a: EI through mediating role of OC has positive effect on JS.

H3b: Supervisor support through mediating role of OC enhance JS

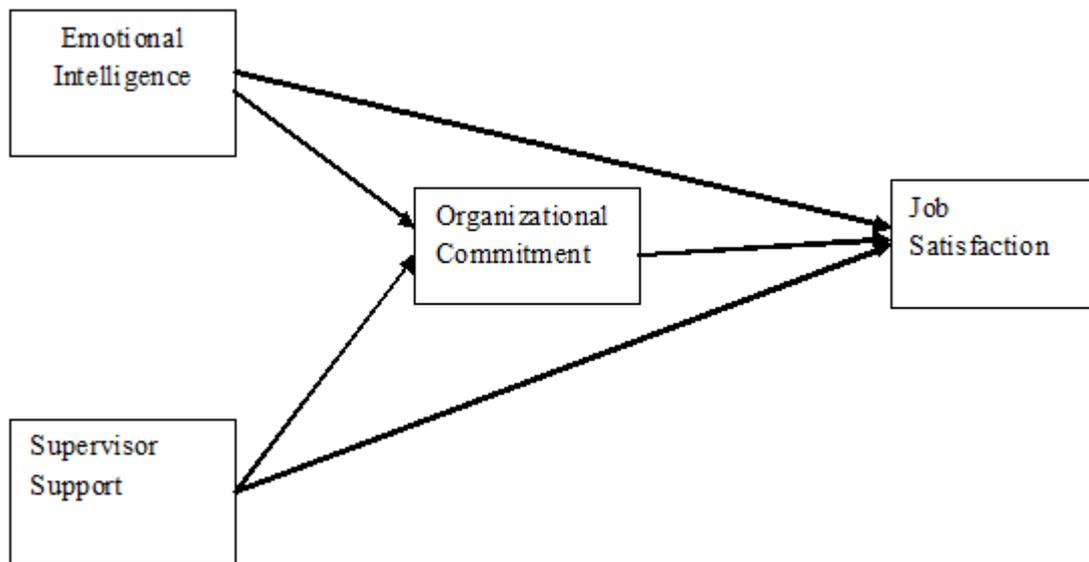


Figure1. Hypothesised Framework

Method

The study used quantitative research design to investigate the effect of emotional intelligence, supervisor support on JS with the mediating role of OC among low and mid-level hotel employees in Malaysia. This study has been conducted as cross-sectional questionnaire survey. Systematic random technique was used in this research to determine the target sample. Low and mid-level employees in Malaysian hotels were the target population of this study. Sample size of the research comprises of 323 low and mid-level hotel employees, all the response collected for Malaysia.

Measurement scales were EI (16) items are adapted form of Wong and Law (2002). To measure the supervisor support (3) items adapted and edited to the context of Malaysia (Babin & Boles, 1996). In this research four items were used to measure OC

was adapted and validated as the original scales were used in different cultural context from the study (Meyer & Allen, 1991). Measurement of dependent variable JS was adapted from Hackman and Oldham (1975) study. One to five-point (1-5) Likert scales have been used to measure responses from the employees “(1) Strongly disagree, (2) Disagree, (3) No opinion/ Neutral (4) Agree, (5) Strongly Agree”. This research used SmartPLS 3.3.8 and SPSS 24 tools to aid the data analysis.

DATA ANALYSIS AND FINDINGS

Data were analysis in three steps descriptive statistics, measurement model assessment and structural model assessment. Descriptive statistics of the variables were assessed by SPSS 24. Following in Table 1. shows the result of the descriptive statistics of the study variables.

Table 1
Descriptive Statistics of Constructs

	N	Min.	Max.	Mean	Std. Deviation
EI	323	1.00	5.00	3.7065	0.89481

Supervisor support	323	1.00	5.00	3.2229	1.03552
OC	323	1.00	5.00	3.5867	0.93968
JS	323	1.00	5.00	3.7523	0.95728

As shown in Table 1, highest mean value consists of EI (3.7065), followed by supervisor support (3.2229), OC (3.5867) and JS (3.7523). Minimum values for all variables are 1.00 and maximum is 5.00 as this study is using five-point Likert type scale for getting the opinions from the respondents about four variables for the study. Highest standard deviation is conceded for supervisor support (1.03552), followed by JS (0.95728), OC (0.93968) and EI (0.89481).

Measurement Model

The study model was evaluated in two steps to conclude the hypothesis developed for this study. The first step of model evaluation was determining the measurement model assessment through different sets of metrics suggested by previous studies (Sarstedt & Cheah, 2019). As this study is a reflective measurement model, reliability (Cronbach *a*), composite/construct reliability, convergent validity and discriminant validity were examined (Hair, Risher, Sarstedt, & Ringle, 2019).

Table 2
Construct Reliability and Validity

	Reliability	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EI(EI)	0.933	0.938	0.941	0.502
JS (JS)	0.750	0.752	0.857	0.667
OC (OC)	0.797	0.810	0.867	0.619
Supervisor Support	0.813	0.838	0.891	0.734

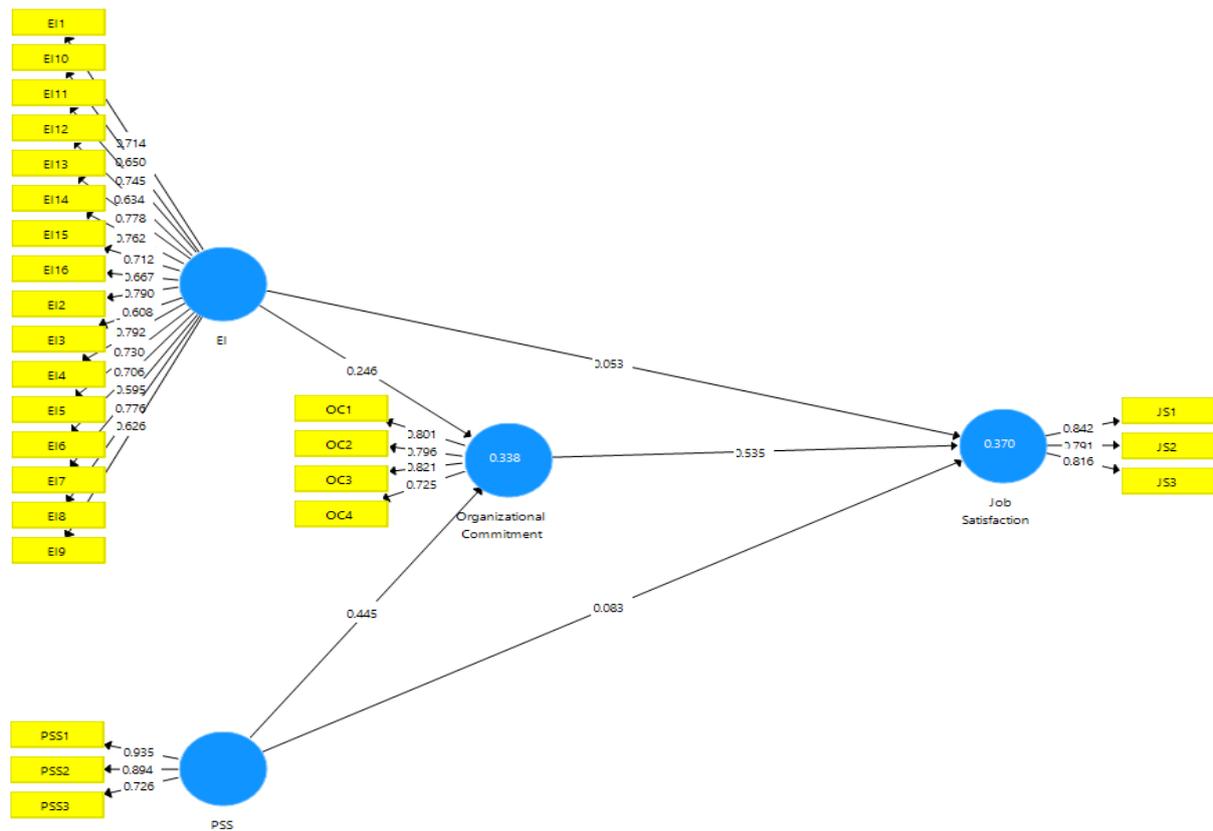


Figure1. Measurement Model

Table 3
Heterotrait-Monotrait Ratio (HTMT)

	EI	JS	Organizational Commitment	Supervisor support
EI				
JS	0.348			
OC	0.454	0.759		
Supervisor Support	0.425	0.498	0.650	

Table 4
Inner VIF Values

	JS	OC
EI(EI)	1.243	1.157
OC (OC)	1.511	
Supervisor Support	1.452	1.112

In the measurement model of the study, the outer loadings/factor loadings are good enough to fit into the construct (Figure 1). Outer loadings of the study variable (EI, OC, supervisor support and JS)

are fallen within the threshold 0.40 to 0.70 value suggested by Hair et al. (2019). All indicators loadings for the constructs are above 0.40.

As shown in Table 2, Cronbach's Alpha of EI 0.733, for supervisor support 0.813, for OC 0.797 and for JS 0.750, which are in acceptable range. As far the requirement of the Structural Equation Modelling, average variance extracted for all constructs are greater than 0.5 which indicates a strong construct to build up statistical relationship. The recent trend of SEM, heterotrait-monotrait (HTMT) ratio were conducted to determine the discriminant validity and found that all values of the constructs (Table 3) are below the threshold value of 0.90 (Hair et al., 2019; Henseler, Ringle, & Sarstedt, 2015). VIF is calculated as "1/Tolerance". As a rule of thumb, the value of VIF must be 5 or lower

(Tolerance level of 0.2 or higher) to avoid the multicollinearity issues among the variables (Hair et al., 2019). Before proceeding to the structural assessment of the inner model VIF Values were assessed and found that (Table 4) there is no multicollinearity issue.

Structural Model Assessment and Hypothesis Testing

The diagram in figure 2 is shown to demonstrate structural model of the study. T-values of the model are showing high efficiency in the construct. The influence of independent variable to dependent variable is positively significant. Following in Table 5 shows the result of direct effect of structural model of this study.

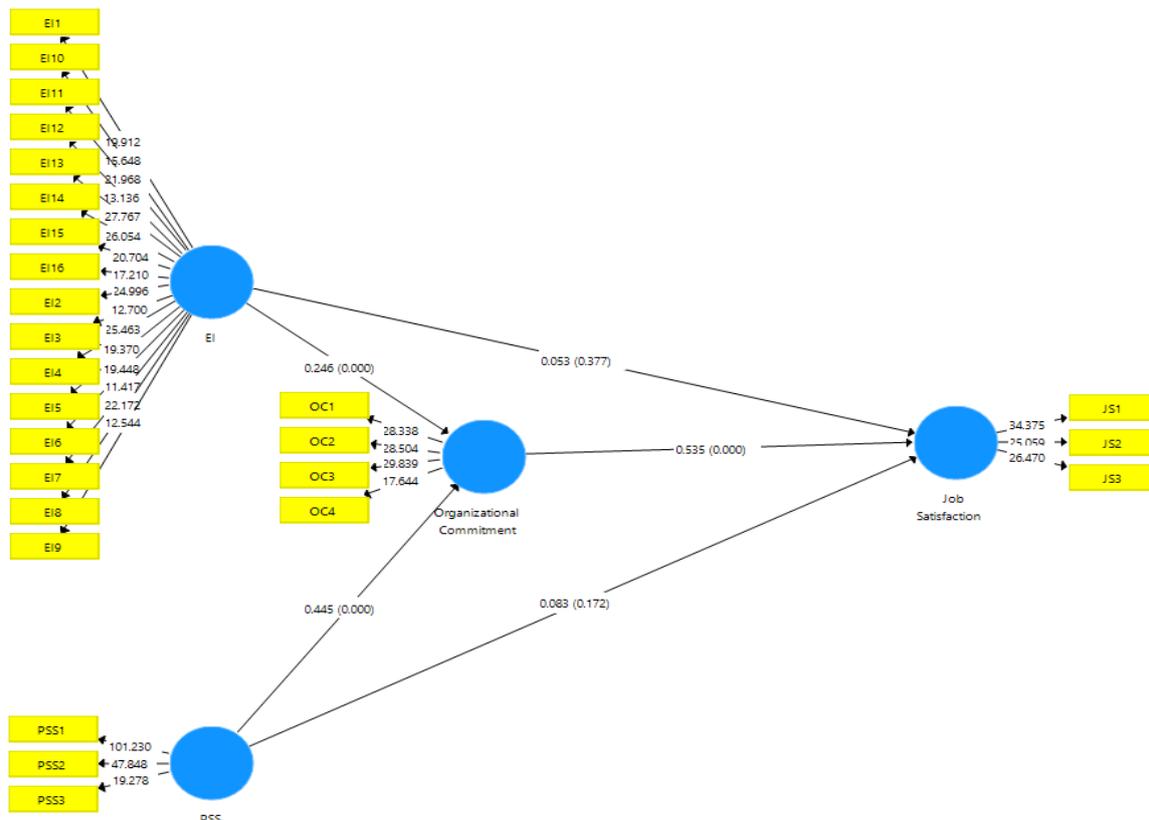


Figure 3: Structural Model of the Study

Table 5
Results of Structural Model (direct effect) of the study

Relationships	Coefficient	t-value	p value	Effect Size (f ²)	Significance
EI -> JS	0.053	0.833	0.377	0.004	No
EI -> OC	0.246	4.765	0.000	0.079	Yes
Supervisor Support -> JS	0.083	1.366	0.172	0.008	No
Supervisor Support -> OC	0.445	8.548	0.00	0.260	Yes
OC -> JS	0.535	8.436	0.00	0.301	Yes

As shown in Table 5, the direct effect of exogenous variables on endogenous are presented. EI with $\beta = 0.053$, $t = 0.833$, $p = 0.337$ has no effect on JS. However, EI with $\beta = 0.246$, $t = 4.765$, $p = 0.000$ has positive effect on OC. Supervisor support with $\beta = 0.083$, $t = 1.366$, $p = 0.008$ has no significant effect on JS, whereas, SS with $\beta = 0.445$, $t = 8.548$, $p = 0.000$ has a significant positive effect on OC. Mediating variable OC has a positive significant effect with $\beta = 0.535$, $t = 8.436$, $p = 0.000$ on JS.

Its variables on the effect size among independent and JS is lower, EI ($f^2 = 0.004$) and supervisor support ($f^2 = 0.008$). It indicates that there

is not considerable effect of EI and supervisor support on JS. However, EI with $f^2 = 0.079$ has small effect, and supervisor support with $f^2 = 0.26$ has strong effect on OC. In addition, OC $f^2 = 0.301$ has strong effect on JS. This assessment of model is the direct effect of the variables.

Mediator role of Organization Commitment

Mediating analysis was conducted to determine the indirect effect of EI and supervisor support on JS. OC is the mediating variable in this study. Result from the structural assessment, it has found that there is a direct effect of OC on JS. Following in Table 6 result of mediating analysis of the study has been presented.

Table 6
Result of Mediating Analysis

	Coefficient	t-value	p value	Significance
EI -> OC -> JS	0.131	4.274	0.000	0.000
Supervisor support -> OC -> JS	0.238	5.787	0.000	0.000

Although the direct effect of EI was not established in this study. As shown in the Table 6 EI has positive significant effect ($\beta = 0.131$, $t = 4.274$, $p = 0.000$) on JS with the mediating role of OC.

Supervisor support with the mediating role of OC has a significant ($\beta = 0.238$, $t = 5.787$, $p = 0.000$) positive effect on JS.

Discussion and Conclusion

Discussion on the findings of this study asserted that direct effect of EI on JS is not significant but on OC is significant. However, empirical evidence of this study shows that EI has positive effect on JS through the mediating effect of OC. Our finding is supported with the previous studies (Jung & Yoon, 2016b; McAndrews & Ha-Brookshire, 2019; Ouyang et al., 2015; Wen et al., 2019) and concluded that EI is a positive predictor and has a strong effect on JS as well as OC (Abraham, 2000; Aghdasi et al., 2011; Anari, 2012; Wong & Law, 2002). Empirical evidence of this study confirms that EI of an employee helps to control negative attitudes and committed towards the organization which leads to his/her JS. Hotels in Malaysia will retain talent and trained employee by providing them pleasurable job atmosphere. In addition, management in hotels in Malaysia must consider the emotional stability of an employee before recruitment to determine the potential effect of smooth operation of the hotel.

Supervisor support is not significant to JS but to OC it does. In the study by Lam and However, supervisor support has positive and significant effect on JS when OC mediates the relationship. Finding of this study is aligned with the previous study of Chen (2012) where has found that supervisory support has positive impact on hotel employees' JS. The study concluded the impact of supervisor support through the interactional justice and negative emotions towards the JS. Findings of this study confirms with empirical evidence that management and/or supervisors of hotel industry in Malaysia should provide stronger support to the mid and low-level of employees. Employees with strong supervisor support will be committed to the organizations and in turn they will be satisfy to their job setting. Leaders in hospitality and tourism industry particularly in hotel industry in Malaysia needs policies and tactics to sustain a sufficient employee and increase necessary JS.

Finding of the mediating effect of OC is a mechanism that if employees are committed to the organization then they possess satisfaction to his/her job. EI of an employee helps to control negative perceptive which influence on his/her strong commitment to the organization. Whereas, supervisor support use to allow an employee to solve problems themselves that adoptive to the OC and in turn JS. EI and supervisor support therefore are the significant predictors of OC and JS among the hotel employees in Malaysia.

This study is not without the considerable limitations. This study is a cross sectional study, longitudinal study can provide the more in-depth result of the study variables. In addition, supervisor involvement in the study can be considerable variable and provide more wide result. However, demographic features of hotel employees along with EI can be consider knowing how these effect on JS.

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