Examining Sources Of Satisfaction And Dissatisfaction Of The Malaysian Hotel Employees Using Profile Accumulation Technique

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Introduction

The Malaysian economy has undergone significant structural changes over the last thirty years. Until the 1970s, the economy was mainly dependent on agriculture. However, in the 1980s, the country focused on changing its economic structure, towards economic development that was driven by twin-engines of growth, namely the manufacturing and service sectors.

Hence, the role of the service sector towards propelling the national economy into the next stage of development became increasingly important in the 1990s. The service sector has grown in tandem with the growth of the manufacturing sector, where in the year 2005 the service sector registered an output growth of 6.15% (National Productivity Corporation, 2006). The service sector continued to be a major employer with a 58% share of total employment in the year 2005 (Ninth Malaysia Plan, 2006). The expansion of the service sector is such that in 2005 it contributed 60.8% to GDP share (Ninth Malaysia Plan, 2006). In addition, the government views the service sector as a catalyst for growth and specifically encourages the development of the tourism industry because it has emerged...
as the second largest foreign exchange earner after manufacturing, especially when
the tourist inflows continue to record an incremental increase every year.

The expansion of the service sector has seen a continuing growth in the tourism
sub-sector. For the year 2005, Malaysia recorded tourist receipts of RM31 billion from
a total of 16.4 million tourist arrivals. The tourism services comprise of hotel, resorts,
tour services, travel agencies, restaurant and catering services, and transport services.
In 2005, there were 2,256 hotels and other lodging places located all over the country
that supplied a total of 170,873 rooms (Ninth Malaysia Plan). The average occupancy
rate for Malaysian hotels in 2005 was 63.5%. Tourism industry is also a major
contributor to employment, providing 451,000 employment opportunities in 2005. The
major source of employment was in the hotels and other lodging services, with
employment steadily increasing from 39,000 persons in 1995 to 91,156 persons in
2005. It is projected that by 2010 a total of 520,700 employment opportunities will be
created in this sub-sector (Ninth Malaysia Plan, 2006).

Being a labour intensive industry, hotel employees play an important role in
achieving competitive advantage. Hence, this particular study which focuses on
internal units and employees satisfaction could be beneficial to the hospitality sector in
general and hoteliers in particular. In that sense, practitioners may also benefit from
the findings of this study, as it can be useful in improving their organisational practices
aimed at achieving service excellence.

Objective
The main objective of the study is to identify the internal service quality (ISO) and
sources of job satisfaction in the hotel industry. The specific objectives are:

i. To examine and identify internal service quality by assessing employees'
   experience in their working environment, which will be translated into
   ISO positive and negative dimensions.

ii. To identify sources of job satisfaction among the hotel employees.

Scope
The study was carried out in 2006 at selected hotels located in Peninsular Malaysia.
Hotels participated in this study were:

i. Pan Pacific Kuala Lumpur
ii. Pan Pacific Kuala Lumpur International Airport
iii. Holiday Villa Subang
iv. Holiday Villa Cherating
v. Concorde Hotel Shah Alam
vi. Putrajaya Marriott Hotel
vii. Hotel Equatorial Bangi
The sampling consists of the hotels' employees of all categories (management and operations).

Moreover, this study seeks to classify the attributes of internal service quality into attributes that are predominantly satisfiers and dissatisfiers, and sources of satisfaction and dissatisfaction among hotel employees.

**Literature Review**

**Service Quality**

Service quality is defined as 'the delivery of excellent or superior service'. The uniqueness of service quality are:

- the customer is a participant in the service process;
- the product and consumption occur simultaneously;
- service capacity is time-perishable;
- the challenging intangible nature of service and the inability to store the output;
- the involvement of more labour-intensive operations;
- the level of quality expected is less perishable;
- site selection is dictated by customer location; and
- the importance of individual preferences and perceptions.

Gronroos (1984) divided service quality into three components: technical, functional and image. While Juran (1988) stated that the quality of a product or service is determined by its fitness for use by external and internal customer. Crompton and Mackay (1989) were concerned with the attributes of the service itself, and how those attributes developed positive perceptions of the service. It is widely discussed in literatures that service quality is dependent on customers' needs and expectations, and whether the level of service meets the needs and expectations.

In the context of hospitality industry, attributes such as imprecise standards and fluctuating demand have been identified; however these further complicate the task of defining, delivering and measuring service quality. Quality aspects such as 'friendliness', 'helpfulness' and 'politeness' are likely to be interpreted differently by various guests and are assessed subjectively. Furthermore, demand for service in the hospitality industry is generally clustered around peak periods of a day or year and these peaks create an environment which makes it difficult to provide consistent service quality.

**Internal Customer Service**

The idea of an internal customer and a customer-driven system that matches internal services to users' needs emerged in literatures in the late 1980s. The concept evolved originally through the idea of making jobs in the service sector more attractive to potential and existing employees.
Nagel and Cilliers (1990) have defined the internal customer as any member of an organisation receiving products or services by other members in the organisation. In the context of a hotel, it can be argued that a waiter is the internal customer of the cook who prepared a specific dish, the cook is the internal customer of the storekeeper who, in turn is the internal customer of the purchasing agent. All of them are the internal customers of the payroll department (Alexandros, 2001:251).

Gronross (1990) described internal customer concept in service delivery process as a network of system consisting of interrelations and interdependences between a number of sub-process. He further explained that these sub-processes support one another and poor performance in one of them will eventually affect the service delivered to the external customer. The idea was supported by Heskett et al. (1994) who stated that the quality of internal service encounters is characterised by the attitudes that employees have towards one another and the way employees serve each other inside the organisation.

However, the concept of 'internal customer service' is different from 'internal marketing', where the former focuses on how employees serve other employees, while the latter focuses on how the company serves the employees. Thus, internal customer service is viewed as a two-way exchange process between individuals in different functional departments of a firm in which the provider is charged with responding to the needs of his/her internal customer, resulting in a satisfied internal exchange partner.

Employees Job Satisfaction in the Hospitality Industry

The research on employees job satisfaction started in the 1930s and since then has become an interesting area in organisational behaviour research. Locke (1976) defined job satisfaction as a pleasurable or positive emotional state, resulting from the appraisal of one’s job or job experience. Job satisfaction is generally recognised as a multifaceted construct that includes employee feelings related to both intrinsic and extrinsic job elements. Furthermore, it encompasses specific aspects of satisfaction related to pay, benefits, promotion, work conditions, supervision, organisational practices and relationship with co-workers.

In addition, Pizam and Chandrasekar conducted a study on job satisfaction in the hospitality industry in 1983, on overall and factor specific satisfaction. The findings indicated that 75 percent of the respondents, who were young executives, were satisfied with their position. Sarker, Crossman and Chinmeteepituck (2003) studied the relationship between age and length of service with job satisfaction of hotel employees in Thailand. The study found that employee’s age was not significantly associated with overall job satisfaction level. Indeed, there was a significant relationship
between tenure and facets of satisfaction, but the effect of tenure on satisfaction was significantly modified by age. Other studies in hospitality setting carried out by Silva (2006) investigated the relationship between job attitudes and personality traits. The findings showed that job attitudes, specifically organisational commitment and job satisfaction are significantly related to the personality traits.

**Methodology**

In order to investigate the internal service quality dimensions and job satisfaction of hotels' employees, the following research methodology was employed in the study.

**The Sample**

A questionnaire survey was conducted in 2006. A total of 2200 questionnaires were distributed to hotel employees of five-star hotels at selected tourist destinations in Malaysia. A sample size of 161 respondents was collected, representing a response rate of 7.3 percent. The respondents of this study were predominantly operational staff, 62.1 percent male and 37.9 percent female. 30.4 percent of the respondents in this study have served the hotel for 5 to 10 years, 21.1 percent for 1 to 3 years and 20.5 percent served more than 10 years. Finally, 18 percent of the respondents have been working in the hotel between 3 to 5 years, while 9.3 percent of them have been working with the hotel for less than a year.

**Profile Accumulation Technique (PAT) Survey**

To examine the internal service quality and job satisfaction, PAT, a semi-quantitative technique which allows qualitative data to be collected and yet assessed quantitatively, was employed in this study. PAT allows respondents to say exactly what they want and the data is not tainted by the possible irrelevant assumptions of the service provider. Moreover, respondents’ perceptions of service experiences can be assessed without influencing their responses.

PAT is an extremely versatile technique, and has been used to assess the service quality of various customer services, including hotels, restaurants, management associations, training organisations, and tourist attractions (Othman, 2005). According to this technique, respondents will write down the best and the worst aspects of a particular service experienced, on a simple form. Respondents are asked on 'The best thing about working here' and 'The reasons why these are best'. On the reverse are, 'The least satisfactory things about working here' and 'The reasons why you feel dissatisfied'. The numbers of responses were then counted to provide a profile of the strengths (positive) and weaknesses (negative) of the service.
In terms of reliability, as with other statistical techniques, the larger the numbers of responses collected the more reliable the quantitative data become, but in case of PAT even as few as 50 completed responses could provide meaningful information.

Classification of Anecdotes

The study received satisfactory responses from respondents on the two questions posed in the survey form. The total numbers of usable satisfaction anecdotes were 295 and the dissatisfaction anecdotes were 264. Most of the respondents described in considerable detail on their experience of incidences, while some just briefly explained their experience.

Each anecdote was numbered and summarised into a list of key words and phrases which encapsulated the employees' experience of the service. This was then recorded on a spreadsheet. Two sets of tables were created, one for the anecdotes relating to the experience of good service (the satisfiers) and one for the anecdotes of poor service (the dissatisfiers).

Nine facets of job satisfaction developed by Spector (1985) and sources of job satisfaction in hospitality and catering, from the research project of Harbourne (1995) were used as basis in the analysis. The nine facets of job satisfaction were:


According to Harbourne (1995), job satisfaction is based on many factors. The main sources of satisfaction are:

- Opportunities to meet people,
- Teamwork which exist in the workplace with colleagues,
- Atmosphere in the workplace,
- Amount of control the respondents have over the way they perform their jobs,
- Physical conditions of the workplace, and
- Hours worked.

Meanwhile, the top six sources of dissatisfaction are:

- Opportunities for promotion,
- Perks,
- Pay and compensation,
- The share of tips,
- Recognition for good work, and
- Opportunities for getting qualifications.
Research by Reynoso and Moores (1995) found the dimensions of tangibility, reliability, helpfulness, professionalism, consideration, confidentiality, flexibility and communication. Meanwhile the study carried out by Othman (2006) found teamwork, enjoyable, rewards and socialise as internal service quality dimensions. As such, the framework used in this study is based on works by Spector (1985), Harbourne (1995), Reynoso and Moores (1995), and Othman (2006).

**Findings**

**Internal Service Quality**

**Positive Dimensions of Internal Service Quality (ISQ)**

A total of 195 positive responses received from respondents were used to construct the positive dimensions of internal service quality. The positive dimensions are based on the emerging attributes indicated by employees.

This study found five internal service quality dimensions. The positive dimensions are enjoyable (31.79%), followed by consideration (26.15%), teamwork (18.46%), rewards (15.38%) and socialise (8.21%). In this study enjoyable refers to pleasure of working in the organisation, particularly the hotels, while teamwork is defined as cooperative efforts by the members of a group or team to achieve a common goal. Rewards refer to the return for performance of a desired behaviour and socialise refers to interactions of employees with other people, such as, colleagues and hotel's guests.

Figure 1 shows positive internal service quality profile ranging from enjoyable, followed by consideration, teamwork, rewards to socialise.

**Enjoyable**

Enjoyable, which accounted for 31.79%, was perceived as the most popular dimension in the profile. The attributes included in enjoyable, as described by the respondents, are comfortable working environment, hassle-free, less office politics, fun, excitement, no pressure and less stress. A number of employees with more than 10 years of service described their working environment as pleasant and not much pressure. 'We know each other and that makes our work easier and smoother'.
Consideration
The second most important dimension ranked by respondents is consideration, which accounted for 26.15%. The attributes mentioned include friendly colleagues, respect for each other, understanding co-workers, help and care for each other. One respondent, who had been working in the hotel for less than a year, described his working experience as 'My senior colleague always help new staff and we always help each other'.

Teamwork
The third most popular dimension is teamwork, accounting for 18.46%. The attributes included in teamwork, as described by the respondents, are team spirit, excellent teamwork, cooperative colleagues and teamwork as the result of the interaction between staff. One of the respondents described teamwork as 'We work as a team and there is family spirit among the staff'.

Rewards
Only 15.38% of the respondents perceived rewards as a positive ISQ dimension. Employees indicated that non-monetary rewards include opportunities to learn new things and to gain new experience, to learn about food and cooking, and opportunities to improve conversing in the English language. An employee who has been with the hotel for a year described rewards as 'I get an opportunity to attend courses related to hotel and catering to improve my working skill'.

Socialising
Socialise is the least important dimension ranked by the respondents. Socialising was only mentioned by 8.21% of the respondents. The attribute focuses on the
opportunity to meet people, celebrity and international guests. An employee with the hotel for 20 years described socialise in her working experience as 'I enjoy meeting all kinds of people especially the VIPs, celebrities and sometimes my old friends'.

**Negative Dimensions of Internal Service Quality (ISQ)**

Analysis on the negative dimensions of the ISQ is based on employees' dissatisfaction during their interaction with other personnel. By going through all the negative responses as part of the categorising process, seven dimensions were identified.

Figure 2 shows the negative dimensions of ISQ, namely, management attitude (29.63%), followed by lack of functionality (27.78%), no consideration (14.81%), miscommunication (10.19%), not professional (7.41%), attitude problem (5.56%) and lack of teamwork (4.63%). Dimensions such as management attitude, lack of functionality and no consideration are above the mean.

**Figure 2**

![Negative Dimensions of ISQ](image)

**Management Attitude**

Management attitude is the main dissatisfaction dimension indicated in the survey, which accounted for 29.6%. Attributes such as unfair treatment, bossy, favouritisms, no integrity, not being appreciated, discrimination and poor management are categorised under management attitude. One employee described the dissatisfaction on management attitude as 'Promotion is not based on knowledge or skill but more on cronyism', 'Management practices favouritism especially during promotion to higher position or for salary increment'.
Lack of Functionality
Lack of functionality emerges due to reasons such as not enough staff, out-dated equipment, work system unorganised, hot work area, lack of skilled staff and low safety level. This dimension refers to unavailability of facilities or staff or procedures that could spoil a good working environment. These were indicated by 27.78% of the responses. An employee described lack of functionality in his working environment as 'There is lack of staff in this hotel and I always have to work extra hours to cover certain jobs'.

Lack of Consideration
Lack of consideration is among the top dissatisfaction aspects in the working environment of hotel employees, and accounted for 14.81%. Lack of consideration refers to situation when the employees do not show any consideration to fellow employees. The attributes mentioned in this category include not respecting others, fussy head of department, head of department being very strict, unsympathetic and uncaring. One employee described the lack of consideration in the working environment as 'My head of department is very fussy and hardly approved my leave'.

Miscommunication
A miscommunication dimension reflects a communication breakdown among the employees in their working relationship. Some of them have communication problem such as not being able to speak English fluently. Other attributes are head of department is very rude, management not listening, management did not take action against complaints and lack of communication. As a result miscommunication accounted for 10.19% of the responses. An employee described miscommunication as 'The way head of department talks to us is very rude', 'My manager does not care for our feelings and scolds the staff as he likes'.

Unprofessional
Unprofessional was described by the respondents as not acting appropriately as a professional, such as unsystematic in carrying out their works or unable to handle certain request by the hotel guests. Not being professional accounted for 7.41% of the responses. Other attributes mentioned by the respondents are double standard, need close supervision and very slow in doing work.
Attitude Problem
The second least important dimension is employees' attitude problem, accounted for 5.56%. This dimension refers to the dissatisfaction over their colleagues' attitudes or personal behaviour. The attributes included in the attitude problem, as described by the respondents, are critics by colleagues, busybody friends, selfish colleagues, inter department disputes, nothing is fun, tiring, work extra hours and high workload.

Lack of Teamwork
Finally, the least important dimension in the negative profile is the lack of teamwork, which accounted for 4.63%. Lack of teamwork was described as the uncooperative relationships between members within a team or between the teams. The attributes mentioned in this category include no teamwork, no cooperation among staff and no commitment.

Employees' Job Satisfaction
A key factor behind employees' loyalty is job satisfaction. Generally, satisfaction is the most important reason for employees to remain in their present job. As job satisfaction is based on many factors, this study identified ten main sources of job satisfaction from employees' point of view.

Sources of Satisfaction and Dissatisfaction
Figure 3 shows sources of job satisfaction of Malaysians' hotel employees. The top four factors of satisfaction are related to the atmosphere in their workplace (74 responses) followed by coworkers (60 responses), nature of work in the hospitality industry (48 responses) and fringe benefits (31 responses).

Responses given by the respondents such as 'excitement', 'good working environment', 'feels good', 'conducive environment', 'attractive ambience' and 'enjoy present work' were later categorised under atmosphere. Subsequently, responses such as 'friendly co-workers', 'family spirit among staff', 'help each other', 'many friends', 'understanding colleague', 'teamwork' and 'good relationship with colleague' were later associated with factor co-worker. Indeed, responses such as 'opportunity to meet other people', 'learn new language', 'opportunity to meet foreigner', 'learn new things' were categorised as nature of work.
In line with the sources of satisfaction, this study indicated that there are no satisfactory responses related to working hours and a very few satisfactory responses related to promotion. This supports the findings of Harbourne (1995), that promotion prospect is always a problem in hospitality industry. Only managers are broadly satisfied with promotion prospects. However, in terms of hours worked, his findings showed that most of the hotel managers worked more than 60 hours per week, but they did not seem too bothered about that.

On the other hand, this study indicated that the four main sources of dissatisfaction are associated with pay, atmosphere, fringe benefits and supervision. Negative responses by employees which have been associated with pay are, 'no salary increment', 'low service points', 'low salary compared to workload', 'low basic salary', 'same service point although it is a busy day', 'minimum bonus' and 'payment for overtime not being calculated correctly'. In addition, negative responses such as 'no transport allowance', 'lack of staff facilities', 'lack of incentives', 'uniforms hardly change', 'poor free meals', 'medical benefits not extended to family members', 'limited annual leaves', 'less activities for employees', 'staff housing are not comfortable' and finally 'less sport and social activities' are related to fringe benefit. Dissatisfaction of atmosphere are related with responses such as 'workplace not conducive', 'too much of multi-skilling', 'not enough staff', 'instruction not comply with standard of procedure', 'hot workplace', 'old equipments', 'too much workload', 'lack of skilled staff' and 'low safety level'.

Furthermore, working hours, communication and promotions are also sources of dissatisfaction among the employees. Responses related to working hours are 'long working hours' and 'have to work overtime'. Dissatisfaction towards communication as
highlighted by respondents are 'manager very rude', 'management not listening to staff', 'manager do not respect supporting staff', and 'lack of communication'. Meanwhile dissatisfaction towards promotion being highlighted by respondents are 'not much opportunity for promotion', 'difficult to get promoted', 'discrimination during promotion', 'unfair promotion', 'promotion very slow' and 'favouritism in promotion'.

**Sources of Satisfaction and Dissatisfaction by Gender**

**a) Sources of Satisfaction by Gender**

The following analysis seeks to examine the sources of satisfaction and dissatisfaction by gender. Figure 4 shows the sources of satisfaction by gender where factors such as atmosphere, coworkers, nature of work and fringe benefits are the top four sources of satisfaction.

![Figure 4](image)

Generally, 59.3 percent of the satisfactory responses came from male employees, as compared to 40.69 percent from female employees (see Table 1). Atmosphere is registered as the highest percentage of satisfaction, with 16.61 percent from male responses and 8.47 percent from female responses. The second top source of satisfaction is co-workers, where 12.2 percent came from male responses and 8.14 percent from female responses. This was followed by the nature of work, where 8.47 percent was from male responses and 7.8 percent from female responses. Finally, fringe benefits received 6.1 percent responses from male employees and 4.41 percent from female employees.

In addition, none of the positive responses from male and female employees can be associated with working hours. Indeed, only small percentage of positive responses can be associated with promotion, which came from female employees.
Table 1: Sources of Satisfaction, Male vs Female

<table>
<thead>
<tr>
<th>Sources of Satisfaction</th>
<th>Male (%)</th>
<th>Female (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-workers</td>
<td>12.20</td>
<td>8.14</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>6.10</td>
<td>4.41</td>
</tr>
<tr>
<td>Supervision</td>
<td>5.08</td>
<td>3.39</td>
</tr>
<tr>
<td>Promotion</td>
<td>0.00</td>
<td>0.34</td>
</tr>
<tr>
<td>Pay</td>
<td>5.76</td>
<td>3.39</td>
</tr>
<tr>
<td>Atmosphere</td>
<td>16.61</td>
<td>8.47</td>
</tr>
<tr>
<td>Communication</td>
<td>0.68</td>
<td>0.00</td>
</tr>
<tr>
<td>Working Hours</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Convenience</td>
<td>4.41</td>
<td>4.75</td>
</tr>
<tr>
<td>Nature of Work</td>
<td>8.47</td>
<td>7.80</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>59.31</strong></td>
<td><strong>40.69</strong></td>
</tr>
</tbody>
</table>

b) Sources of Dissatisfaction by Gender

On the other hand, analysis on the sources of dissatisfaction found that the top four sources are pay, atmosphere, fringe benefits, and supervision (see Figure 5). 59.85 percent of the total dissatisfactory responses came from male employees and 40.15 from female employees (see Table 2). The highest percentage of dissatisfaction is related to pay, where 17.42 percent came from male employees and 8.71 percent from female employees. This was followed by atmosphere, where 10.61 percent came from male and 9.09 percent came from female employees. Fringe benefit is another of the top four sources of dissatisfaction, with 9.85 percent of responses from male and 7.95 percent from female responses. Finally, supervision received 10.98 percent responses from male employees and 5.30 percent from female employees.
### Table 2

<table>
<thead>
<tr>
<th>Sources of Satisfaction</th>
<th>Male (%)</th>
<th>Female (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-workers</td>
<td>1.89</td>
<td>1.52</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>9.85</td>
<td>7.95</td>
</tr>
<tr>
<td>Supervision</td>
<td>10.98</td>
<td>5.30</td>
</tr>
<tr>
<td>Promotion</td>
<td>4.17</td>
<td>2.65</td>
</tr>
<tr>
<td>Pay</td>
<td>17.42</td>
<td>8.71</td>
</tr>
<tr>
<td>Atmosphere</td>
<td>10.61</td>
<td>9.09</td>
</tr>
<tr>
<td>Communication</td>
<td>3.79</td>
<td>3.41</td>
</tr>
<tr>
<td>Working Hours</td>
<td>1.14</td>
<td>1.52</td>
</tr>
<tr>
<td>Convenience</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Nature of Work</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>59.85</strong></td>
<td><strong>40.15</strong></td>
</tr>
</tbody>
</table>

### Sources of Satisfaction and Dissatisfaction by Years of Service

Further analysis was conducted to examine the sources of satisfaction and dissatisfaction by years of service. For this purpose employees were categorised into 2 groups, based on their years of service.

#### a) Sources of Satisfaction by Years of Service

Figure 6 shows the sources of satisfaction by years of service. Basically, 51.19 percent of the satisfactory responses came from employees with less than 5 years of service and 48.81 percent came from employees with more than 5 years of service (see Table 3).
The findings indicated that employees who served more than 5 years are more satisfied in terms of atmosphere, pay, promotion and convenient as compared to employees with less than 5 years of service. Analysis on the top four sources of satisfaction showed that atmosphere received 13.90 percent responses from employees who served more than 5 years and 11.19 percent from employees with less than 5 years of service. The second top source of satisfaction are co-workers, where 10.51 percent from employees with less than 5 years of service and 9.83 percent from employees who served more than 5 years. This was followed by the nature of work, where 9.49 percent responses came from employees who served less than 5 years and 6.78 percent from employees who served more than 5 years. Fringe benefits received 6.10 percent responses from employees with less than 5 years of service and 4.41 percent from employees with more than 5 years of service. It is important to note that there are no satisfaction responses which can be associated with working hours.

### Table 3: Sources of Satisfaction by Years of Service

<table>
<thead>
<tr>
<th>Sources of Satisfaction</th>
<th>Less Than 5 Years Of Service (%)</th>
<th>More Than 5 Years Of Service (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-workers</td>
<td>10.51</td>
<td>9.83</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>6.10</td>
<td>4.41</td>
</tr>
<tr>
<td>Supervision</td>
<td>4.75</td>
<td>3.73</td>
</tr>
<tr>
<td>Promotion</td>
<td>0.00</td>
<td>0.34</td>
</tr>
<tr>
<td>Pay</td>
<td>4.07</td>
<td>5.08</td>
</tr>
<tr>
<td>Atmosphere</td>
<td>11.19</td>
<td>13.90</td>
</tr>
<tr>
<td>Communication</td>
<td>0.68</td>
<td>0.00</td>
</tr>
<tr>
<td>Working Hours</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Convenience</td>
<td>4.41</td>
<td>4.75</td>
</tr>
<tr>
<td>Nature of Work</td>
<td>9.49</td>
<td>6.78</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>51.19</strong></td>
<td><strong>48.81</strong></td>
</tr>
</tbody>
</table>

b) Sources of Dissatisfaction by Years of Service

Analysis on the sources of dissatisfaction in relation to employees' years of service received 56.44 percent of responses from employees with less than 5 years of service and 43.56 percent from employees with more than 5 years of service (see Table 4). As above, the top four sources of dissatisfaction are pay, atmosphere, fringe benefits and supervision (see Figure 5). With regards to pay, 15.43 percent of dissatisfaction responses came from employees with less than 5 years of service and 10.61 percent came from employees with more than 5 years of service. Atmosphere registered 12.50 percent dissatisfaction responses from employees with less than 5 years of service and 7.20 percent from employees...
with more than 5 years of service. Fringe benefits registered 9.47 percent dissatisfactory responses from employees with less than 5 years of service and 8.33 percent from employees with more than 5 years of service. Finally, supervision registered 8.33 percent responses from employees with less than 5 years of service and 7.95 percent from employees with more than 5 years of service.

**Figure 7** Sources of Dissatisfaction by Years of Service

**Table 4** Sources of dissatisfactions by year of service

<table>
<thead>
<tr>
<th>Sources of Satisfaction</th>
<th>Less Than 5 Years of Service (%)</th>
<th>More Than 5 Years of Service (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-workers</td>
<td>3.03</td>
<td>0.38</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>9.47</td>
<td>8.33</td>
</tr>
<tr>
<td>Supervision</td>
<td>8.33</td>
<td>7.95</td>
</tr>
<tr>
<td>Promotion</td>
<td>1.89</td>
<td>4.92</td>
</tr>
<tr>
<td>Pay</td>
<td>15.53</td>
<td>10.61</td>
</tr>
<tr>
<td>Atmosphere</td>
<td>12.50</td>
<td>7.20</td>
</tr>
<tr>
<td>Communication</td>
<td>3.03</td>
<td>4.17</td>
</tr>
<tr>
<td>Working Hours</td>
<td>2.65</td>
<td>0.00</td>
</tr>
<tr>
<td>Convenience</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Nature of Work</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>56.44</strong></td>
<td><strong>43.56</strong></td>
</tr>
</tbody>
</table>
Furthermore, this study indicated that there are no dissatisfactory responses which can be related to sources such as 'nature of work' and 'convenience'. In fact, for 'working hours' the dissatisfactory responses came only from employees with less than 5 years of service. Comparison between employees with less than 5 years of service and more than 5 years of service indicated that employees with more than 5 years service registered higher percentage of dissatisfactory responses on sources such as communication and promotion.

Recommendations

Service excellence can be achieved through the ability of employees in delivering personal difference to the customers during the service delivery. The following recommendations are in line with efforts to improve working environment and relationship in the hotel industry with the understanding that satisfied employees will deliver their best service and thus increased external customer satisfaction.

It is suggested that the wage system of the hotel industry be linked to productivity performance (PLWS). This method will enable employers/hoteliers to develop a systematic approach towards improving productivity and wages through the active involvement and cooperation of their employees. Moreover, it enables hotel employees to obtain a fair share of gains that arise from productivity growth and performance.

Hence, special attention should also be given to improving employees' job satisfaction. Meanwhile, good pay, good working conditions, recognition, promotion and fringe benefits are very important motivating factors to all employees. For example, hotel employees are generally rewarded based on individual and business performance, however more efforts need to be focused on motivating them especially enhancing their professionalism and social competence so that they could be more sensitive to customer requirements. This effort will encourage employees to deliver the best service, increase customer satisfaction and repeat business, and improve turnover and profits.

Employees are regarded as the most important 'asset' in an organisation. Managers and head of departments should have essential knowledge in organisational behaviour to enable them to manage, understand and appreciate their subordinates. Furthermore, a better understanding of human nature, basic needs and abilities of people will help to maintain a good relationship between supervisors and their subordinates. Managers or heads of department who often maintain a good relationship with their subordinates will definitely receive a better cooperation and commitment from their subordinates.
The findings of this study pointed to a high dissatisfactory responses amongst
employees associated with supervision. Thus, it is essential that the hotel managers
acquire ‘people’ skills which will help them to support, encourage and lead their
subordinates more effectively. Managing and treating employees with lack of respect
and unprofessionally will lead to high levels of staff turnover, and in a long term could
also tarnish the reputation of the hospitality organisation.

Conclusion

Some of the quality problems identified are related to personnel in the hospitality
industry and can be addressed by a specific ‘people’ and ‘quality’ strategy. Due to the
labour intensive nature of hospitality industry which requires a high interaction
amongst the employees as well as between employees and customers, therefore
teamwork, cooperation and effective communication are crucial in ensuring excellence
in the service delivery.

Generally, service quality and job satisfaction in the hospitality industry are very
much depending on the sharing of information and collaborative learning experience
between staffs. Indeed, training and empowerment for the service industry employees
are necessary to ensure quality service is delivered. Ultimately, in achieving
excellence, the employees have to continuously enhance their knowledge and build
personal skills inventory. Furthermore, employee who has been treated as internal
customer will feel much respected and appreciated, and will remain loyal to the
existing organisation.

REFERENCES


