

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
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JOB SATISFACTION AND EMPLOYEE
PERFORMANCE IN GRAND ANDAMAN HOTEL
AT KAW THAUNG

MYAT MYO SWE

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ACADEMIC YEAR (2015-2019)

Supervised By:

Submitted By:

Dr. Hla Hla Mon
Professor
Department of Management Studies
Yangon University of Economics

Myat Myo Swe
No. 151006
Online MBA
(2015-2019)

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**JOB SATISFACTION AND EMPLOYEE
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“This thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)”

Supervised By:

Dr. Hla Hla Mon
Professor
Department of Management Studies
Yangon University of Economics

Submitted By:

Myat Myo Swe
No. 151006
Online MBA
(2015-2019)

DECEMBER 2019

ACCEPTANCE

This is to certify that the thesis entitled “**Job Satisfaction and Employee Performance in Grand Andaman Hotel at Kaw Thaug**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree

Board of Examiners

(Chairman)

Dr. Tin Win

Rector

(Supervisor)

(Examiner)

(Examiner)

(Examiner)

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ABSTRACT

This study focuses to examine the factors the influencing factors on job satisfaction and to analyze the effect of job satisfaction on employee performance in the Grand Andaman Hotel at Kaw Thaug. The primary data are collected from 226 employees with structured questionnaire. The study found that job security and relationship with supervisors and peers have the positive effect on job satisfaction of employees. Moreover, job satisfaction significantly influence the performance of the employees. According to the findings, the study recommend that the hotel should provide employee benefit by adjusting payroll of both international and local employee. Moreover, the hotel should make annual appraisal and give training for career-development in order to enhance employee performance in Grand Andaman Hotel at Kaw Thaug.

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TABLE OF CONTENTS

| | Page |
|---|-------------|
| ABSTRACT | i |
| ACKNOWLEDGEMENTS | ii |
| TABLE OF CONTENTS | iii |
| LIST OF TABLES | vi |
| LIST OF FIGURES | vii |
| CHAPTER 1 INTRODUCTION | 1 |
| 1.1 Rationale of Study | 2 |
| 1.2 Objectives of Study | 3 |
| 1.3 Scope and Method of the Study | 3 |
| 1.4 Organization of the Study | 4 |
| CHAPTER 2 THEORETICAL BACKGROUND | 5 |
| 2.1 Theories of Job Satisfaction | 5 |
| 2.2 Influencing Factors of Job Satisfaction | 8 |
| 2.3 Job Satisfaction | 13 |
| 2.4 Job Performance | 13 |
| 2.5 Previous Studies | 14 |
| 2.6 Conceptual Framework of the Study | 16 |
| CHAPTER 3 PROFILE AND ANTECEDENTS OF JOB SATISFACTION IN GRAND ANDAMAN HOTEL | 17 |
| 3.1 Profile of the Grand Andaman Hotel at Kaw Thaug | 17 |
| 3.2 Antecedents of Job Satisfaction | 20 |
| 3.3 Profile of the Respondents | 25 |

| | | |
|--------------------|--|-----------|
| CHAPTER 4 | ANALYSIS ON THE EFFECT OF JOB SATISFACTION | 28 |
| | ON JOB PERFORMANCE IN GRAND ANDAMAN | |
| | HOTEL | |
| 4.1 | Job Satisfaction | 28 |
| 4.2 | Analysis on Influencing factors of Job Satisfaction | 33 |
| 4.3 | Analysis on Effect of Job Satisfaction on Job Performance | 37 |
| CHAPTER 5 | CONCLUSION | 40 |
| 5.1 | Findings and Discussions | 40 |
| 5.2 | Suggestions and Recommendations | 41 |
| 5.3 | Needs for Further Research | 43 |
| REFERENCES | | |
| APPENDIX I | | |
| APPENDIX II | | |

LIST OF TABLES

| Table | | Page No |
|--------------|--|----------------|
| 3.1 | Number of Rooms Based on Type at Grand Andaman Hotel | 18 |
| 3.2 | Salary Provision in Grand Andaman Hotel | 21 |
| 3.3 | Type of leaves in Grand Andaman Hotel | 24 |
| 3.4 | Profile of the Respondents | 26 |
| 4.1 | Physical Working Conditions | 29 |
| 4.2 | Pay and Benefits | 30 |
| 4.3 | Job Security | 31 |
| 4.4 | Training | 32 |
| 4.5 | Relationship with Supervisors and Peer | 33 |
| 4.6 | Job Satisfaction | 34 |
| 4.7 | Influencing Factors on Job Satisfaction | 35 |
| 4.8 | Job Performance | 37 |
| 4.9 | Effect of Job Satisfaction on Job Performance | 38 |

LIST OF FIGURES

| Figure | | Page No |
|---------------|---|----------------|
| 2.1 | Maslow's Hierarchy of Needs | 6 |
| 2:2 | Herzberg's Two Factors | 7 |
| 2.3 | Conceptual Framework of Lai Chai Hong et.al | 14 |
| 2.4 | Conceptual Framework of the Study | 16 |
| 3.1 | Organization Structure of the Grand Andaman Hotel | 18 |

CHAPTER 1

INTRODUCTION

Employees are the heart and soul of an organization and are important resource in an organization as they positively contribute to the execution of organizational objective and mission. Traditional competitive mechanism have become less effective as business life became complex. Because of this reason, companies need to search for newer sources of competitive advantage. In today's world, human resources are considered the most important asset of an organization and human resources management has taken a lead role in organization's having competitive advantage.

Job satisfaction is one of several individual mechanisms that directly affects job performance, if employees are very satisfied with their jobs and experience positive emotions while working , they may perform their jobs and experience positive emotions while working , they may perform their jobs better and choose to remain with the company of a longer period of time.

Job satisfaction is defined as a pleasurable emotional state resulting from the appraisal of one's job or job experiences. Employees with high job satisfaction experience positive feelings when they think about their duties or take part in task activities. Employees with low job satisfaction experience negative feelings when they think about their duties or take part in their task activities.

Job Satisfaction has a moderate positive effect on Jon Performance. People who experience higher levels of satisfaction tend to have higher levels of Task Performance, higher levels of Citizenship Behavior and lower levels of Counter Productive Behavior. One reason is that job satisfaction is moderate correlated with task performance. Satisfied employee do a better job of fulfilling the duties described in their job descriptions, and evidence suggests that positive feelings improve creativity, problem solving and decision making and enhance memory and recall of certain kinds of information. Positive feelings also improve

Employee job satisfaction is very important for the businesses to retain their competent employees. In order to get employees satisfaction, businesses must consider how to motivate employees by providing related facilities, improvement training, and

making secure for employees. One of the main aspects of Human Resource Management is the measurement of employee satisfaction. Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, and quality and customer service (Gursoy and Swanger, 2007).

Job Performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively to organizational goal accomplishment. This definition of job performance includes behaviors that are within the control of employees but it places a boundary on which behaviors are relevant to job performance.

According to Heskett et al (1994), more satisfied employees, stimulate a chain of positive actions which end in an improved company. Identification of Variables Affecting Employee Satisfaction and Their Impact on the Organization performance. In another research it is said that employee satisfaction influenced employee productivity, absenteeism and retention, Derek R. Allen & Merris Wilburn, (2002). The success of any company is directly link to the satisfaction of the employees who embody that company, that retaining talented people is critical to the success of any organization. The essence of all motivational efforts is to increase employee performance/productivity. Motivated workers out-produce than unmotivated employees. (Freeman, 2005)

There are a lot of influencing factors that affect the employee satisfaction and job performance. Hotel in Myanmar are booming and there are a lot of competitions in the industry. Job performance by employees is becoming essential in order to get more competitive advantage in the market.

1.1 Rationale of the Study

Employee job satisfaction is supremely important in an organization because it is what productivity depends on. If your employees are satisfied they would produce superior quality performance in optimal time and lead to growing profits. Satisfied employees are also more likely to be creative and innovative and come up with breakthroughs that allow a company to grow and change positively with time and changing market conditions. Employee's satisfaction is considered as all-around module of an organization's human resource strategies. According to Simatwa (2011), job satisfaction means a function which is positively related to the degree to which one's

personal needs are fulfilled in the job situation. Kuria (2011) argues that employees are the most satisfied and highly productive when their job offers them security from economic strain, recognition of their effort, clean policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clean definitions of duties and responsibilities and opportunities for promotion, fringe benefits, sound payment structure, incentive plans and profit sharing activities, health and safety measures, social security, compensation, communication, communication system and finally, atmosphere of mutual trust respect. Job satisfaction means pleasurable emotional state of feeling that results from performance of work (Simatwa, 2011).

The relationship between job satisfaction and employee's performance is important and it is an aspect of organizational psychology. Job satisfaction is the feeling of the employees towards the workplace situation (Smith 1969). More recently, Job satisfaction presents the feeling of employees on their jobs. According to Brief and Weiss (2002) job satisfaction can be measured based on the employee's feeling and emotion towards their job conditions. On the other hand, the Job performance is the behavior of employees while they do their jobs in order to achieve the organization's objectives (Campbe et al., 1993). The organization is focused on their employee's performance which considers as the main method to achieve the goal of the organization (Huffcutt & Arthur, 1994).

1.2 Objectives of the Study

There are two main objectives in this study;

- To examine the influencing factors on job satisfaction in Grand Andaman Hotel at Kaw Thaug.
- To analyze the effect of job satisfaction on employee performance in the Grand Andaman Hotel at Kaw Thaug.

1.3 Scope and Method of the Study

This study is only focuses factors influencing job satisfaction and job performance in Grand Andaman Hotel at Kaw Thaug. Both primary and secondary data are used in

this study. Sample size is calculated by 226 employees out of 1500 employees using sample random sampling method. Secondary data are collected from relevant books, journals, previous research papers, text books websites and other related information sources.

1.4 Organization of the Study

The study is organized by five chapters. Chapter one includes introduction, rationale of the study, objectives of the study, method of the study scope and organization of the paper. Chapter two gives theoretical background concerned with the factors affecting satisfaction and job performance. Chapter three presents background and profile of job satisfaction factor Grand Andaman Hotel at Kaw Thaug. Chapter four analyses on the effect of job satisfaction and job performance of employees in Grand Andaman Hotel at Kaw Thaug. The conclusion, findings and discussions, suggestions on potential of improvement on employee satisfaction and job performance are summarized and needs for further study are presented in Chapter five.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter presents with the theoretical background of employee motivation and includes the concepts of job satisfaction and employee job performance. Factors affecting employee satisfaction include Physical Working Conditions, Pay and Benefits, Job Security, Training, Relationship with Supervisors and Peers. This chapter also presents conceptual frameworks of previous studies and conceptual framework of this study.

2.1 Theories of Job Satisfaction

There are many theories explaining job satisfaction in different ways. It is very difficult to consider motivation different from job satisfaction. The two are closely related and as the procedures used in the analysis of work motivation are similar to the studies of job satisfaction.

It can be divided into two categories: content theories and process theories. Among them, content theories focus the specific factors which motivate the individual towards job. Process theories emphasize dynamics of this motivational process.

2.1.1 Abraham Maslow's Need Hierarchy Theory

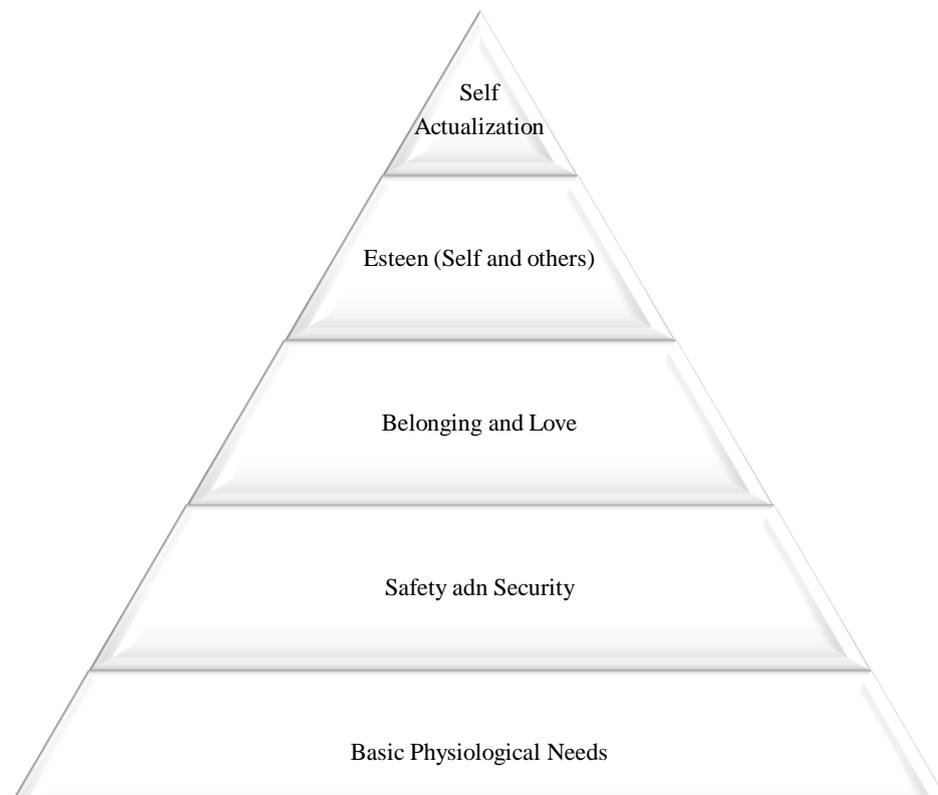
Abraham Maslow proposed the hierarchical theory of five important needs in 1943. The theory concerns the meeting of human needs which progressively move up the value chain as simpler and more basic needs are met (Maslow, 1943).

Maslow's theory opines that indicated have five progressive sets of needs, the first set being purely physical needs, also called Physiological needs. These include all the needs a person needs first to stay alive like, food, water, air, the maintenance of body temperature and the necessity of voiding of natural human waste. It is only when this basic need set is satisfied that the next set of needs will be thought of for satisfaction.

The five need sets that are in sequential order are physiological needs, safety and security needs, love and belonging needs, status and prestige needs and self-actualization needs. Humans work to satisfy these needs and as people and societies move up in life their need set also changes. This is true of all people; it could apply to the situations, individuals in progressively larger groups and also to whole countries as well. Growth of

the individual or group causes the needs to shift upwards whereas the opposite causes downward movement in need fulfillment desire. The safety needs can be broken up into physical safety, family security, monetary security and employment security and love; belonging needs can be broken up into parental love, love between partners, sibling and children. It is easy to understand why these needs were classified as hierarchical, with physiological needs at the base and self-actualization needs at the apex of a hierarchical pyramid.

Figure (2.1) Maslow's Hierarchy of Needs



Source: Herzberg, Mausner & Snyderman (1959)

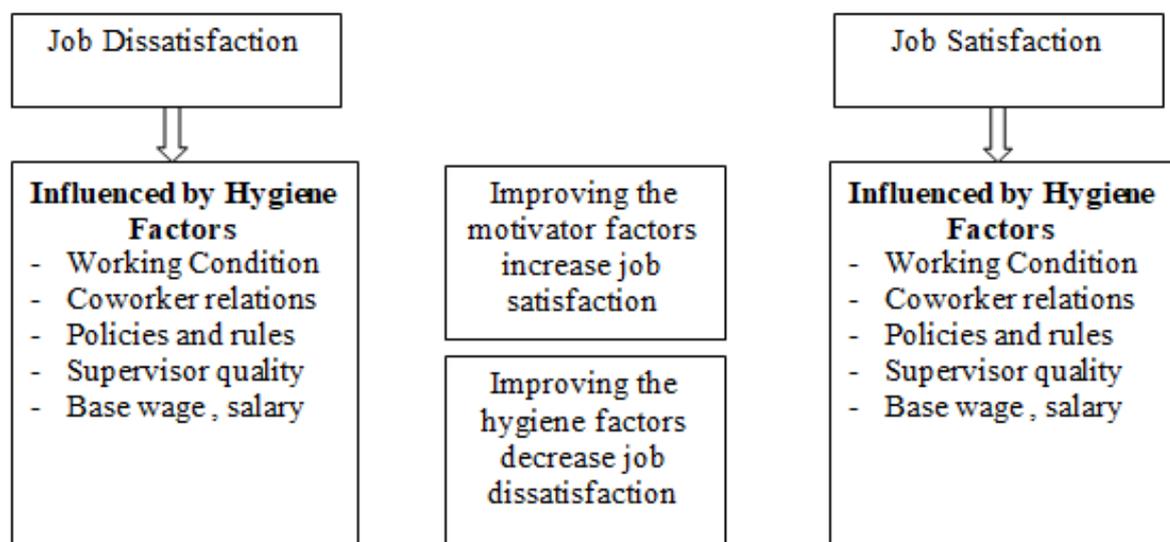
Using this classification Maslow reasons that as a person moves up in life the need changes and if a person is unable to access needs appropriate, this person basically be dissatisfied, even though not knowing it.

2.1.2 Herzberg Motivator-Hygiene Theory

In 1959, Frederick Herzberg, a behavioral scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction.

Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent if these factors are non-existent at workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate / reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called as dissatisfies or maintenance factors as they are required to avoid dissatisfaction.

Figure (2.2) Herzberg's Two Factors



Source: Maslow, A.H. (1943)

These factors describe the job environment / scenario. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors include:

- (a) **Pay**- The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.
- (b) **Company Policies and administrative policies**- The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc.
- (c) **Fringe benefits**- The employees should be offered health care plans (mediclaim), benefits for the family members, employee help programs, etc.

- (d) **Physical Working conditions-** The working conditions should be safe, clean and hygienic. The work equipment should be updated and well-maintained.
- (e) **Status-** The employees' status within the organization should be familiar and retained.
- (f) **Interpersonal relations-**The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present.
- (g) **Job Security-** The organization must provide job security to the employees.

According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include:

- (a) **Recognition-** The employees should be praised and recognized for their accomplishments by the managers.
- (b) **Sense of achievement-** The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.
- (c) **Growth and promotional opportunities-** There must be growth and advancement opportunities in an organization to motivate the employees to perform well.
- (d) **Responsibility-** The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.
- (e) **Meaningfulness of the work-** The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

2.2 Influencing Factors of Job Satisfaction

Within the workplace, there are many factors that affect job satisfactions. These are physical working environment, pay and benefits, job security, training and relationship with supervisors and peers.

2.2.1 Physical Working Environment

An attractive and supportive work environment was critical to job satisfaction. Work environment had numerous properties that may influence both physical and mental well-being. A quality work spot was fundamental to keep workers on their various tasks and work effectively. A good workplace was checked by such characteristics as competitive wages, trusting relationship between the employees and management, equity and fairness for everyone, and a sensible work load with challenging yet achievable goals. A composite of all these conditions made the work station the best possible working conditions for employees to work with high level of satisfaction. As a profit oriented organization, creating an enabling environment for satisfied employees is a lead to requisite bottom lines. Work environment could be grouped into three distinct but intertwined forms. These are Physical work environment, psychological work environment and social work environment. Supportive work environments helped workers to perform normal duties more effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality services. (Leshabari, 2008),

Physical working environment deals with the physical or tangibles at the setting where job is performed. It included things like machinery, office layout, temperature, ventilation and lighting. It also includes noise level and space. Aspects of work such as heat, noise, and lighting had been shown to affect a number of psychological processes in both direct and indirect ways. Noise, for example, may impair the cognitive performance of certain kinds of tasks. (Banbury and Berry, 1998).

2.2.2 Pay and Benefits

Salary is extrinsic rewards that can take the form of basic pay, allowances, fringe benefit and other forms of incentive that have monetary value. Although, available research strongly suggests that salary had a positive relationship and impact on job satisfaction (Liou, Sylvia, and Brunk, 1990) but unfortunately this issue has been frequently overlooked (Barber, Dunham, and Formisano, 1992) especially in Malaysia public sector as well as in the military. Salary was an important factor to Air Defense (AD) rank and file operators as their pay scheme is relative low and their allowances much depend on their pay scheme and promotion.

Dessler (2012) indicated that employee pay included all compensation factors which are given to employee work. Heery and Noon (2001) defined pay through a number of components like basic salary, benefits, bonuses, pay for doing extra work and incentives". Pay was therefore what an employee receives against his work after fulfilling his assigned duty. This usually included all types of financial and non-financial rewards. Lai (2011) described that pay was one of those satisfying variables which if hindered reduces the dissatisfaction level of employees. If an employee was compensated according to his need, he will easily manage overload work if any emergency occurs.

Extrinsic rewards had sometimes been characterized as "investments" that organizations use to help strengthen ties between themselves and their employees. (Behn, 1995). According to Romzek (1999) "investments" in the public sector usually focus on opportunities for career development, performance bonuses and salary and various benefits such as living quarter, free medical benefit. There are several theories relating pay to job performance and satisfaction. Jones and James (1979) explained in McClelland's Need theory that pay is the need and necessity for survival and well-being. The basic premise of need theory was that people are motivated to perform best at work when basic needs are satisfactory. They further described that outcomes such as pay should be distributed in portion to inputs or performance levels in Adam's equity theory as explained earlier.

Bailey (2001) revealed that the amount of salary offered is the most important factors to attract young people to join the Army in America. If the pay package were attractive then the young soldiers will have a greater influence on motivation toward job satisfaction.

2.2.3 Job Security

Job security describes an employee's subjective feelings about the future security of employment situation. These feelings were said to vary from individual to individual. These job security feelings are the result of real-life experiences in the labor market (Emberland&Rundmo, 2010). According to Klingerman's, Hesselink and VanVuuren (2010), employees who perceive job insecurity are considered to be less Motivated and in their jobs.

Employment security was desirable for employees, who rank it as one of the most important factors for their commitment to an organization. Job security also plays a very important role in reducing employee turnover, as well as maintaining stable employment

relationships in organizations. In addition, job security was essential for retaining human capital investment as well as reducing workforce screening and selection costs (Origo&Pagani, 2009). Employees no longer believe they could depend on businesses for job security, and this belief change had caused a shift in the psychological contract between businesses and their employees (Origo&Pagani 2009). According to Chan (2011) there was a positive relationship between job security and employee job satisfaction.

2.2.4 Training

Training defines as the part of organization planned activities in order to increase the knowledge, skills and ability or adapt the employee's attitude and behaviors consistent with the job requirements and organizational goals. The training was intended organizational efforts focus on helping the employees to obtain a specific and useable knowledge, skills, ability and others so that they can perform their job more efficiently and effectively. Based on HR dictionary (as cited in Ango, Yakubu and Ismaila, 2011), training defines as the amount or type of training should provide to the employees so that it can comprise for shortage or abilities to put off the organization from accomplishing its aims and operating effectively.

Besides, that training involved organized learning activities that changing the knowledge, skills, and abilities in order to improve an individual performance. Stone R J. Human Resource Management had study that by integrating the interests of the workforce and organization, training had the different role in order to achieve an organizational goal (as cited in Khan, Khan, and Khan, 2011). In addition, in the business world today, the most significant issue was training. This was because training can enhance the efficiency and effectiveness of employees and organization.

Training was necessary to add in on their previous job skills due to the changing of the technologies brings new jobs and responsibilities; and employees require getting familiar with the latest technologies. The training was difficult to execute because it need to invest huge money in human capital. In order to increase the firm overall performance, innovations and abilities of learning new technologies, improving and building up employee skills that creating aggressive return for a firm was very important. Consequently, companies were continuously pumped in huge money in human capital and bosses of each company were attempting to value the necessities of investment and remain competitive in the market.

As it was noted earlier it is important that the employee feel like a valued member of the organization. Training helps underscore this message. Training personnel was a way to show you respect them and want them to grow. The department was making an investment in the employee by offering training (Marx, 1995). Good training can de-emphasize salaries and benefits, in part by building a positive work environment and by giving employees advancement opportunities (Lynn, 1997). Lynn goes on to say that training helps strengthen employee loyalty. Training could help revitalize personnel. For an increasing number of people, the chance to learn new skills was a significant personal goal for both the career opportunities education could provide and for the chance to do something a little different (Mendonsa, 1998). Training emphasizes to the employee that they were valued and respected.

2.2.5 Relationship with Supervisors and Peers

Interpersonal relationship in an organization was quite a binding factor and affects employee satisfaction to a large extent. Lack of it in a workplace often leads to social stressors (Grebner et al., 2003; Dormann and Zapf, 2002; Semmer, 2007). People seek friendly, warm and cooperative relationships with others, not only for what these relationships produce in the immediate present, but also for what they provide in those times of need, such as social support. Bagraim, Cunningham, Potgieter & Viedge (2007) suggest that employees should be technically, emotionally and socially supportive of one another. Harmonious interactions between an individual and their fellow employees, as well as interactions between other fellow employees with each other, have a positive influence on an individual's level of organizational commitment and job satisfaction (Iqbal 2010). Harmonious interactions with co-workers have been found to have a positive influence on an individual's level of job satisfaction (Ladebo, Awotunde & AbdulSalaam-Saghir, 2008).

People expect more out of work than merely money or tangible achievements. For most employees, work also fills the need for social interaction. The behavior of an employee's manager is found a major cause of satisfaction. Studies generally find that employee satisfaction increases when the immediate supervisor understands the employees, was friendly, praises for good performance, listens to employees' opinions, and shows a personal interest in them (Sarvadi, 2005).

2.3 Job Satisfaction

According to Vroom (1964), Job satisfaction was an orientation of emotions that employees possess towards role they are performing at the work place. Job Satisfaction was the essential component for employee motivation and encouragement towards better performance. Many people had defined job satisfaction over the years. Hoppok & Spielgler (1938) defined job satisfaction as the integrated set of psychological, physiological and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs. Further, the role of employees at workplace is emphasized as there was an influence of various elements on an employee within the organization.

Clark (1997) stated that if employees were not satisfied with the task assigned to them, they were not certain about factors such as their rights, working conditions were unsafe, co-workers were not cooperative, supervisor was not giving them respect and they were not considered in the decision making process; result them to feel separate from the organization. Furthermore, Clark highlighted that in current times, firms cannot afford dissatisfied employees as they would not perform up to the standards or the expectations of their supervisor, they would be fired, resulting firms to bear additional costs for recruiting new staff.

Therefore, it was beneficial for firms to provide flexible working environment to employees where they feel their opinions are valued and they were a part of the organization. Employee morale should be high as it will be reflected in their performance because with low morale, they will make lesser efforts to improve. In brief, it depends upon employee and varies from one person to another some like equality at work, some like benefits provided by their job, or others satisfied with the degree to which they had power to take initiatives at their workplace during the job.

2.4 Job Performance

Job performance was the assessment of whether an employee has done their job well. Job performances were very importance to an organization and individuals. According to Sonnentag, Volmer and Spsychala (2010), job performance can be defined as multi-dimensional concept. Basically it can differentiate behavioral and an outcome aspect of performance. Behavior was the practices, and acting of an individual while doing a task and outcome aspect were the impact of an individuals' behavior. Job performances were very importance to an organization and individuals. An individual

able to gain high job performances when complete a task with a satisfied result, feelings of self-efficiency and mastery.” An individual able to be promoted, get rewards and having career opportunities when an individual is having well performance.

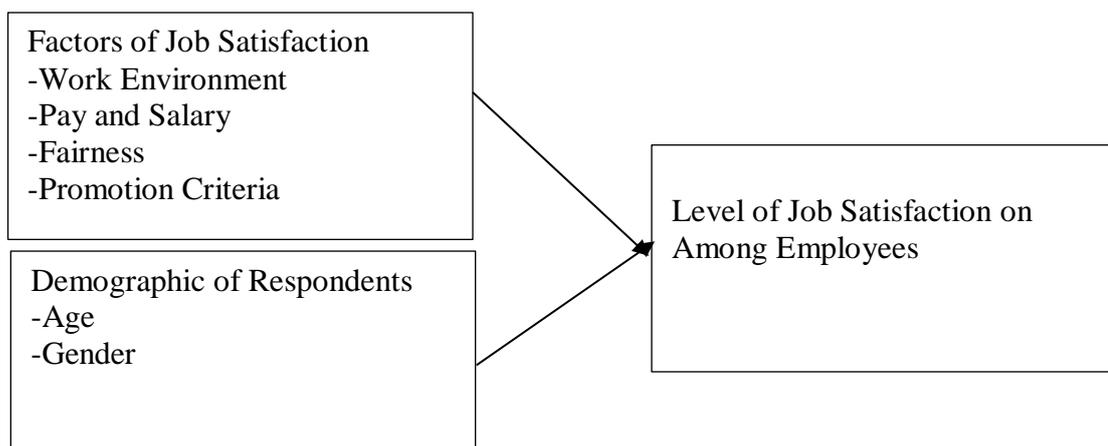
The efficiency of productivity of an organization is strongly influences by job performance. To evaluate employee performance, an organization could use task performance, contextual performance, and Sonnentag, S., Volmer, J, and Spsychala, A. (2010). Job Performance. Konstanzer (Online) Publications System (KOPS), Available at Furthermore, level of performance able to be increase with the involvement on budgeting process which leads to rise of goal commitment (Jermias, and Yigit, 2013).

Azman, Loh, Ajis, Dollah, and Boerhannoeddin (2009) had done research on the relationship between retention practices which was employee training and development and employee job performance. On the study, the supervisor will give a high support and encourage the employee to take part on training programs. Those skill and knowledge that been gain by the employee thorough the training were able to practices in their job and useful from the support of the supervisor. Throughout this study, they found that those employees were agrees that the support of the supervisor on training programs, and attending training programs able to increase their job performance.

2.5 Previous Studies

To develop the conceptual framework for this study, some relating research papers are reviewed. One of the research papers is “A Study on the Factors Affecting Job Satisfaction amongst Employees of a Factory in Serman, Malaysia” by Hong et.al (2013).

Figure 2.3 Conceptual Framework of Lai Chai Hong et.al



Source: Lai Chai Hong et.al, 2013

A study conducted by Lai Chai Hong et.al (2013) showed that work environment, pay and salary and promotion criteria significant impact towards employees level of job satisfaction whereas fairness of the company do not have significant impact towards employees level of job satisfaction.

A study conducted by Dr. Radhika Kapur (2017) was “Factors Influencing Job Satisfaction”. In this study, the main factors that influence job satisfaction are job security, opportunities to make use of skills and abilities, people management, compensation/pay, supervisor support, working environment conditions, job characteristics, relationship with the co-workers, job duties, flexibility to balance life and work issue and educational qualifications. Among these factors, the employees possess positive or negative feelings towards their jobs and all of the factors are vital.

Uzma Tabassum, Bilal Khan, Abdul Wahid Sherani, Imran Khan (2016) did the research name “The Relationship between Job Satisfaction and Job Performance among Employees: A Case of Commercial Bank in Punjab City, Pakistan”. They examined the relation between employee job satisfaction and job performance in banking sector specifically in Punjab city in Pakistan. The research investigated the job satisfaction and job performance linkage among the employees of banks. While in job performance was analyzed in the context of both task performance and contextual performance. The findings of this study revealed that job satisfaction and job performance have weak correlation and is significant. In order to get the primary data, structured questionnaires were collected from 280 employees.

The relationship existing between job satisfaction and job performance in banks in Punjab city, this research will fill the gap by giving proper and empirical based research will give knowledge at the graduate level of education. This research intended to help top management in banks to use the factors of job satisfaction that gives more productivity and performance from the employees in return in their decision making. This study will help the top management in selecting the best factors for job satisfaction that give maximum satisfaction to the employees of banks and they can get the desired performance level from their employees if employees are fully satisfied. The results of this study it was understood that there was positive weak relationship existed between employees job satisfaction and job performance in banking sector employees so the management should consider both factors very critically in order to gain the

organizational goals and objectives and these factors will be the reason behind the success of banking sectors in Punjab.

2.6 Conceptual Framework of the Study

The conceptual framework of the study is as shown in Figure (2.4). The development of this conceptual framework is based on previous research studies.

Figure (2.4) Conceptual Framework of the Study



Source: Own Compilation (2019)

Above the framework is developed based on the literature review. In this study, the influencing factors on job satisfaction and the effect of on job satisfaction on job performance of employee in the Grand Andaman Hotel at Kaw Thaug. By studying the previous research papers, there are a lot of influencing factors on job satisfaction and job performance. In this study, influencing factors compose of the physical working condition, pay and benefit, job security, relationship with supervisor and peers. Although there are many factors influencing on job satisfaction, this study based on common factors from various research papers.

CHAPTER 3

PROFILE AND ANTECEDENTS OF JOB SATISFACTION IN GRAND ANDAMAN HOTEL

This chapter represents background information and organization structure of the Grand Andaman Hotel at Kaw Thaug. In this study, working conditions, pay and benefits.

3.1 Profile of the Grand Andaman Hotel at Kaw Thaug

The entire island of 1,800 acres is for the exclusive use of Grand Andaman and is entirely devoted to the pleasure and enjoyment of Grand Andaman visitors. Everything is created for your pleasure and relaxation. This world-class location offers the luxury of a 5-star, 300-Rooms resort with superb cuisine and superior attraction. It is situated on the aqua waters of the Andaman Sea; the resort is a scenic wonderland of tropical islands with an invigorating and relaxing climate. Grand Andaman Hotel is 15 minute cruise from Kaw thaung Jetty and 20 minute cruise from Ranong Jetty.

Grand Andaman Hotel, a 5-star luxury hotel with exclusive use of Thahtay Kyun Island, features a casino, an outdoor pool set in a tropical landscape and a world-class spa. Rooms feature large private balconies overlooking the sea or garden, and luxurious Thai-style decor. They are fitted with Wi-Fi and cable channels. Private bathrooms are furnished in marble. Yuzana Spa offers a range of relaxing Thai massages, scrubs and body treatments. The hotel provides transport to the private beach. Other services include sightseeing tours and diving excursions. Karaoke club and games rooms are also available.

Dining options include Victoria Café which serves Thai, Burmese and international dishes with a selection of wine and refreshing cocktails or juices. The Seafood Terrace serves barbecued seafood with views of the Andaman Sea. Mingala Ba Lounge is the hotel's on-site clubbing spot. The number of rooms and its room type are classified as follow:

Table (3.1) Number of Rooms Based on Type at Grand Andaman Hotel

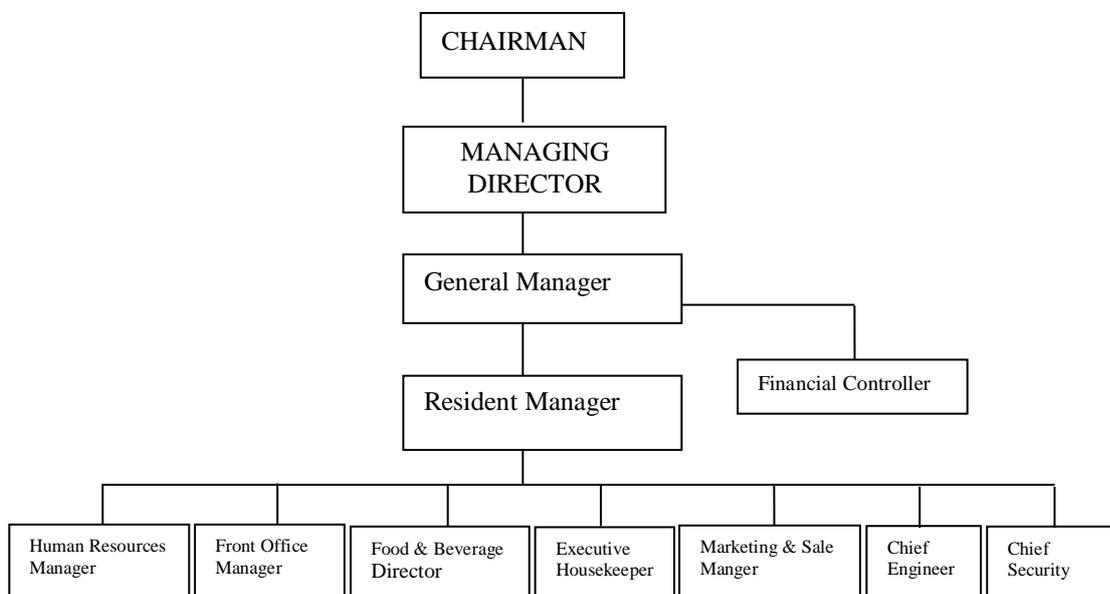
| No | Room Type | Number of Rooms |
|--------------|----------------|-----------------|
| 1 | Superior | 114 |
| 2 | Deluxe | 218 |
| 3 | Victoria Suite | 8 |
| 4 | Andaman Suite | 4 |
| Total | | 344 |

Source: Grand Andaman Hotel, 2019

According to Table (3.1), there are 114 superior rooms, 218 Deluxe, 8 Victoria Suite and 4 Andaman Suite. Grand Andaman Hotel offers different kinds of rooms for guests.

Organization structure of Grand Andaman Hotel is formed to provide the excellent service to their value customers. Every department carries out the respective duty in order to achieve guest satisfaction. So company shall establish the appropriate organization structure with its characteristics. There are Management Team and Financial controller, Food and Beverage, Front office, Human resources, Duty free, Housekeeper, Purchasing, Transportation, Marketing, Engineer and Security.

Figure 3.1 Organization Structure of the Grand Andaman Hotel



Source: Grand Andaman Hotel, 2019

(a) Management and HR & Admin Team

Human Resource Department establishes general human resources policies and reviews the policies periodically and makes necessary adjustment according to current industrial trends and requirement of Ministry of Labor and Social Welfare and the hotel business. Human Resource Department managers for staff recruitment, Selection and placement , Staff administration , staff training, staff relations , staff motivation , staff control, rules and regulation, staff welfare and hotel security. This department is organized by employees.

(b) Front Office Department

The department of front office manage the functions of customer relationship in such a way as answering telephones , receiving bookings and reservations for rooms, arranging transportation for the customers as needed such as air ticket, bus , boat , tour guide and also arrange the city tour visit for the customers.

The front office department is the control center of the hotel, providing 24 hours attention towards the handling and serving of all guests' requirement information.

(c) Food and Beverage Department

Food and Beverage department manages serving food and beverage to guests and also handle the function event. To increase and maintain high levels of revenue for hotel its selling efforts will be directed to the local market. Department has to plan and prepare of international standard of food and beverage try to achieve maximum food and beverage sales and control the whole process of order of meal to run smoothly.

(d) Housekeeping Department

Housekeeping department manages cleaning guest's rooms and public area landscaping, flowers arrangement. Rooms attendant handle guests room cleaning, public area attendant handle the cleaning public area such as lobby, officers , restaurants , florist handle for flower arrangement for guests room and public area, gardener handle landscaping inside building and outside hotel compound.

(e) Marketing and Sale Department

Sales and marketing department is responsible for informing and pursuing the customer and potential customer about the hotel. This department sets up Grand

Andaman Hotel website and visits to attract foreign customers. This department is responsible for implementing the policies to get targeted income lay down by BOD.

(f) Engineering Department

Engineering department manage repair and maintains of machine and equipment, furniture and fixture, maintenance for electrical parts repairing for machine and equipment water treatment, plumbing and civil tasks.

(g) Security Department

This department is responsible for securing the hotel and guest within the hotel. It also monitors everyone not able to take the company's properties from the hotel and it is responsible for registering the entrance of the outsider to the hotel. The control and watch the whole hotel with CCTV all the time. This department performs the patrolling checking within the whole area of hotel. The employees of this department are trained for firing, explosive checking, bomb blasting and natural disasters by the outside professional.

(h) Finance Department

The finance department handles payroll cash receive and payment, credit control, tax and insurance of the company. This department records financial transitions prepares and interprets financial statements and providers reports of operating results to the supervisors of other department with timely. It also includes payroll preparation accounts receivable and payable. It deals with various aspects of operations cost accounting and cost control throughout the hotel.

3.2 Antecedents of Job Satisfaction

Grand Andaman Hotel provides the factors in order to motivate employees. Employee motivation is very important in the service industry.

3.2.1 Physical Working Conditions

Grand Andaman Hotel provides specific work place for everyone department and every position. Workplace for employees is cleaning, wide and gets air and sunshine. Every department has air-con telephone computer internet and office equipment and

facilities. The apartment gives one hour break for employees during the working hours of one day. Hotel provides the safety facilities such as helmets, safety shoes. During this break they can access hand phones internet and can read newspapers and magazines in the reading room. Company supports lockers for every staff and provides dorm for staffs if necessary. Hotel arranges staff meals for every staff.

3.2.2 Pay and Benefits

Hotel provides the amount of salary sufficiently for their employees. Organization provide staff welfare plan vacation trip plan , entertainment and other allowance and good overtime and holiday pay.

Grand Andaman Hotel provides minimum salary of 150,000 KS and maximum salary of 2,000,000 Ks. Salary arranges of each position varies according to their job descriptions.

Table (3.2) Salary of Grand Andaman Hotel

| No | Position | Salary per month (Kyats) |
|-----------|---------------------|---------------------------------|
| 1 | General Manager | 1,100,000 |
| 2 | Resident Manager | 900,000 |
| 3 | Manager | 700,000 |
| 4 | Assistant Manager | 6,000,000 |
| 5 | Supervisor | 460,000 – 644,000 |
| 6 | Head / Leader Level | 322,000 – 414,000 |
| 7 | Skill Labor | 230,000 – 322,000 |
| 8 | Un skill Labor | 184,000 – 230,000 |

Source: Grand Andaman Hotel, 2019

Every employee receives salary plus service money monthly. Salary is increased at the beginning of the budget year and after appraising individual performance yearly.

Every Employees get bonus once a year. In April employees get original salaries plus additional full of their salaries as a bonus. If the employees is and outstanding worker in the work, he /she can get additional bonus at April. Overtime fees are paid according to labor law. Salary and bonus plan are mainly decided BOD and general manager and head of department.

To enable the hotel control its annual salary budget the following policy will be implemented. Salary increase and promotion will be allowed during the year only if it is a change of position to replace one who left or to fill a newly created job in a higher level.

Annual salary increases and adjustments will be done at year end only. Salary increases must be commensurate with demonstrated merits, and all acts must be presented in the annual performance appraisal form. New employees will be eligible for year-end annual salary increase only after completion of one full year's continuous service with the hotel on the announced effective date of the year end salary increases.

(a) Basic Salary and overtime

All employees will be paid a basic salary; overtime and holiday pay (if any) at the end of each month. At the end of each month if the date falls on Saturday, Saturday or Public holiday, the payment will be made earlier. The hotel pays an Employee's basic salary, overtime and holiday pay directly to a bank account either current or savings.

(b) The Rate of overtime and holiday pay

An employee is require working overtime or on a day-off and the hotel cannot arrange for a compensation of day-off, an employee will receive two times the regular hourly rate. Those not eligible include the General Manager, Manager and Division Heads. Department Heads and Assistant Department Heads and Section Head. Supervisory level positions to receive overtime will be determined by the General Manager.

(c) Annual Vacation and Public Holiday

Employees are entitled to annual vacation with pay after one year of employment the length of the vacation is based on the level of the individual or by contract of employment.

Annual vacation cannot be accumulated to the following year unless under exceptional circumstances approved by the Division Head and General Manager.

(d) Public Holiday

An employee is entitled to a holiday with pay on every Public holiday recognized as such by the state which may be taken at a later date. Public holidays will be fixed year by year.

If the Public holiday falls on the weekly day-off of an employee, it shall be compensated by another day-off.

(e) Weekly Rest Day

Every employee shall be provided one day a week as a weekly rest day. Days off may vary according to the workload. An employee shall not be allowed to work on a weekly rest day unless he has had or will have a rest day on one of three days immediately before or after that weekly Rest Day as the case may be.

(f) Sick Leave

An employee shall be entitled to sick leave with full pay of not more than 30 days. Only those who have completed six months service are qualified. The management reserves the right to send anymore to verify whether sick leave is being abused. Sick leave taken for three consecutive days or more must be certified by the hotel doctor or the employee must present a Certificate from a first class physician. An employee may be granted a continuation of sick leave without pay for not more than ninety (90) calendar days if he has not recovered from sickness.

(g) Maternity Leave

A female employee who has completed a probationary period shall be entitled to ninety (90) calendar days of maternity leave and shall be entitled to the pay for the period of such leave of not more than forty five (45) days. If she is unable to work as a result of giving birth as certified by a doctor, she shall be entitled to further leave without pay for an additional forty five (45) days. A female employee who has not completed a probationary period shall be entitled to the same but on a leave without pay basis.

Table (3.3) Type of leaves in Grand Andaman Hotel

| No | Type of leaves | Number of days per year |
|----|----------------|-------------------------|
| 1 | Annual leaves | 10 |
| 2 | Sick leaves | 30 |
| 3 | Funnel Leaves | 6 |
| 4 | Maternity | 90 |
| 5 | Wedding | 6 |

Source: Grand Andaman Hotel, 2019

(f) Medical Benefit

The hotel operates a clinic at the premises for medical consultation and treatment. Employees requiring medical attention shall consult their Department Heads as to the clinic hours and service available. A more comprehensive package or programmer will be announced once this is finalized.

(g) Service charges

Service charges are the money that the hotel collects for all permanent employees directly from its guest. The amount of service charges collected will depend on the spending of the guest. The hotel has no responsibility towards this amount. The service charge will be divided equally among all permanent employees.

3.2.3 Job Security

Employees are tutored about Nature Disaster. We are training to keep safe for guest and how to leave places of work for staff under emergency situation. We are providing first aid training and swimming training aids. We are providing clinic and nurse in hotel.

3.2.4 Training

Grand Andaman Hotel encourages employees to improve personal skills and abilities and for creativity and won ideas. The hotel organizes training and development programs for employees from managerial level and non-managerial level according to the

positions and needs of employees. It helps employees for their personal goals and development. It also allows improving their experience and skills. Hotel training type names are employee skill training, orientation training and on job service training.

3.2.5 Relationship with Supervisors and Peers

The top management has the necessary tools to help employees learn properly. They encourage and may require their participation in their continually changing and expanding training experience.

The department heads directly manage and control all the staffs of respective department. They discuss requiring factors at the meeting and submit and report to managing director. Under the management of department heads, managers and supervisors and they are responsible for closed supervision and coordination with the activities of employees so that they can solve problems immediately and effectively. The interpersonal relationship of this hotel is family type. Relationship between management and employees is openness, sincere and at the same time respectful from both parties. From the side of employees they are obedient, reliable and willing to hard work. Working culture of the hotel tends to peaceful nature and focuses on guests' satisfaction and customer retention. This hotel maintains cooperate working culture among employees.

3.3 Profile of the Respondents

To analyze the employees' job satisfaction and job performance base on the HR practices, demographic characteristics, such as gender, age, education level, experience and position are firstly presented. The frequency and percentage of the profile of the respondents are presented in the study based on findings. Profile of the respondents is shown in Table (3.4).

According to Table (3.4), most respondents are males and females only represent only minority at the hotel. Most respondents are between 26 ~ 35 years old and they represent the largest group by 43 percent of the respondents. The second largest group is 25 years and below representing 38 percent of the respondents. Above 55 years old group is the smallest group in total respondents. Among 120 respondents, 73.9 percent of the respondents are high school grade and they contribute the largest portion. Degree holders

take 14.2 percent of the respondents. The employees who have certificate or degree represent 10.6 percent of the respondents. This data can be reliable because the respondents can represent all employees because the respondents include all education levels. Generally, the more education level, the more employees perceive about the hotel support. Regarding working experience, most of the respondents have been working at the hotel between 1 to 5 years and this group represents 67.3 percent of the total respondents. 15 percent of the total respondents have been working at the hotel between 6 to 10 years. Most of the respondents earn between 150,001 ~ 300,000 Kyats while second largest group get 300,001 ~ 500,000 Kyats. Most of the people are staffs followed by supervisors while managers and operator/inspector take the minority of the respondents.

Table (3.4) Profile of the Respondents

| Sr.No | Particular | No. of Respondents | Percent (%) |
|--------------|-------------------------------|---------------------------|--------------------|
| | Total | 226 | 100 |
| 1. | Gender: Male. | 156 | 69 |
| | Female | 70 | 31 |
| 2 | Age: 25 years old and below. | 81 | 35 |
| | 26 ~ 35 years old. | 95 | 42 |
| | 36 ~ 45 years old. | 34 | 15 |
| | 46 ~ 55 years old. | 14 | 6 |
| 3. | Education level: High school. | 167 | 73.9 |
| | Certificate / Diploma | 24 | 10.6 |
| | Bachelor Degree | 32 | 14.2 |
| | Master. | 3 | 1.30 |

| | | | |
|----|--------------------------------------|-----|----|
| 4. | Experience : Below 1 year | 24 | 10 |
| | 1 ~ 5 years. | 152 | 67 |
| | 6 ~ 10 years. | 34 | 15 |
| | 11 ~ 15 years. | 5 | 2 |
| | Above 16 years. | 11 | 4 |
| 5. | Monthly salary:150,001 ~ 300,000 MMK | 134 | 59 |
| | 300,001 ~ 500,000 MMK | 76 | 33 |
| | 500,001 ~ 1,000,000 MMK. | 16 | 7 |
| 6. | Position: Manager. | 6 | 2 |
| | Supervisor | 21 | 9 |
| | Operator / Inspector | 5 | 2 |
| | Staff | 194 | 85 |

Source: Survey Data (2019)

According to table (3.4) , most of the respondents are males and age 26 to 35 years old. Majority of the respondents are high school graders and they have been working at the Andaman Hotel between 4 and 7 years. Most of the respondents are staff and earn 150,001 ~ 300,000 Kyats.

CHAPTER (4)

ANALYSIS ON THE EFFECT OF JOB SATISFACTION ON JOB PERFORMANCE IN GRAND ANDAMAN HOTEL

In the analytical section, analysis on the relationship of HR Practices and job satisfaction on job performance of the Grand Andaman Hotel are included. In this research, linear regression model is used in order to find out the relationship HR practices on job satisfaction and the relationship between job satisfaction and job performance by surveying 226 officials from Grand Andaman Hotel.

4.1 Job Satisfaction

Grand Andaman Hotel provides to improve employee satisfaction and job performance of the employees. Thus, this section analyzes the job satisfaction and job performance of Grand Andaman Hotel.

4.1.1 Physical Working Conditions

Physical working conditions such as building, ventilation, necessary equipment, clean working environment are important for both the employees and the hotel. Perceptions of the employees are important towards the physical working conditions. Table (4.1) presents the employee perception towards the physical working conditions of the Grand Andaman Hotel.

Table (4.1) Physical Working Conditions

| Sr.No | Physical Working Conditions | Mean Score |
|--------------|---|-------------------|
| 1. | Pleasant and good physical office layout | 4.27 |
| 2. | Good fire alarm system and emergency exit | 4.31 |
| 3. | Supporting lockers for every staff. | 4.30 |
| 4. | Providing dormitory | 4.25 |
| 5. | Arranging staff meals for every staff | 4.35 |
| | Overall Mean | 4.30 |

Source: Survey Data (2019)

According to Table (4.1), it is found that most of the employees are satisfied with the meal provided by Grand Andaman Hotel since the hotel arranges meals for every staff. They are also satisfied with lockers as the hotel provides lockers for all staffs. It is found that employees get the dorm and they do not need to pay for accommodation rental charges. In additions, employees feel safe as the hotel puts firm alarms and emergency exits. Many employees are satisfied with the physical working conditions of the hotel since the hotel is clean, has good ventilation and prepares security issues.

4.1.2 Pay and Benefits

Pay and benefits include basic salary, bonus, leaves and incentives and other benefits. The company needs to provide attractive pay and benefits in order to get employee satisfaction and job performance. Table (4.2) presents the employee perception towards pay and benefits provided by Grand Andaman Hotel.

Table (4.2) Pay and Benefits

| Sr.No | Pay and Benefits | Mean Score |
|--------------|---|-------------------|
| 1. | Enough fair basic salary, bonus and incentives. | 3.76 |
| 2. | Compared with other company in the same line of work. | 4.03 |
| 3. | Providing staff welfare plan, vacation trip plan, entertainments and other allowance. | 3.89 |
| 4. | Paying sufficient for overall living expenses. | 3.88 |
| 5. | Having good overtime and holiday pay. | 4.09 |
| | Overall Mean | 3.93 |

Source: Survey Data (2019)

According to Table (4.2), most of the employees get good overtime and holiday pay as the company pays Overtime fees according to labor law and employees receive two times the regular hourly rate. In additions, they think their package is good while compared with that of other hotels. Respondents are satisfied with the benefits and allowance for welfare, vacation ad entertainment etc. since the hotel provides annual vacation with pay after one year of employment thus they feel the hotel has good holiday and overtime pay. Employees are satisfied with the current pay since it is sufficient for their living expense. According to the overall mean score, employees are satisfied with the pay and rewards of Grand Andaman Hotel.

4.1.3 Job Security

Job security includes the guarantee for the long term appointment and job advancement. If the organization offers job security, employees will be satisfied working at their current company. Table (4.3) presents the employee satisfaction towards the job security at Grand Andaman Hotel.

Table (4.3) Job Security

| Sr.No | Job Security | Mean Score |
|--------------|---|-------------------|
| 1. | Feeling secure and safe about future within the organization. | 4.06 |
| 2. | Stable financial conditions | 4.19 |
| 3. | Having many development plans | 4.16 |
| 4. | Having career opportunities at company. | 4.12 |
| 5. | Doing well in the market. | 4.21 |
| | Overall Mean | 4.15 |

Source: Survey Data (2019)

According to Table (4.3), most of the respondents believe that their job titles are secured for the long time as the hotel is under the big corporation and there are many development plans. Employees perceive that hotel has good financing since the hotel is doing well in the region and has many future development plans such as casinos. Thus, they believe that they have career advancement opportunities at their current company. According to the overall mean score, most of the employees feel job security at the Grand Andaman Hotel.

4.1.4 Training

Training is very important for employees in order to improve their capacity and satisfaction at their job. Grand Andaman Hotel provides Training as one of the HR practices for all levels of employees and the perceptions of the employees' base on the survey results are shown in Table (4.4).

Table (4.4) Training

| Sr.No | Training | Mean Score |
|--------------|--|-------------------|
| 1. | The training helps me to understand the goals of department | 4.03 |
| 2. | More committed toward their job after getting training. | 4.06 |
| 3. | More productive after receiving training. | 4.04 |
| 4. | After received training, willing to accept more challenging assignments. | 4.07 |
| 5. | Satisfying by the training | 4.10 |
| | Overall Mean | 4.06 |

Source: Survey Data (2019)

According to the survey result, most of the respondents state that trainings enable to understand their departmental goals and objectives. Trainings are well planned according to the positions, job descriptions and job specifications. Thus, most employees think they are more productive after they receive trainings. In additions, they feel their attitudes and behaviors change for more challenging jobs. Thus, they are more committed to the job after trainings. According to the overall mean score, most employees are satisfied with the trainings they received.

4.1.5 Relationship with Supervisors and Peers

The relationship with the supervisors and peers are essential at the workplace. Fair and mutual respect makes employees improve job satisfaction at the work. Table (4.5) presents the employee satisfaction towards the relationship with supervisors and peers.

Table (4.5) Relationship with Supervisors and Peers

| Sr.No | Relationship with Supervisors and Peers | Mean Score |
|--------------|---|-------------------|
| 1. | Receiving fair performance appraisal by manager/supervisor. | 3.90 |
| 2. | Improving the support from their supervisor. | 4.08 |
| 3. | Feeling satisfied at work relationship with peers. | 4.10 |
| 4. | Supervisor is always approachable. | 4.16 |
| 5. | Peers are friendly and helpful. | 4.28 |
| | Overall Mean | 4.10 |

Source: Survey Data (2019)

According to Table (4.5), most of the respondents state that their peers are friendly and helpful as the hotel trains the helpful and respect culture among the employees. They also express that their supervisors are favorable and approachable since they receive the fair appraisal from their managers and supervisors. As the result, people state that their performances are increased since they have helpful and supportive working nature at the hotel. According to the overall mean score, most of the employees get good support from their supervisors.

4.2 Analysis on Influencing factors of Job Satisfaction

Job satisfaction of the employees could significantly improve the individual performance and the overall performance of the organizations. Table (4.6) presents the job satisfaction levels of the employees at Grand Andaman Hotel.

Table (4.6) Job Satisfaction

| Sr.No | Job Satisfaction | Mean Score |
|--------------|---|-------------------|
| 1. | Noticed that I do a good job in my hotel | 4.25 |
| 2. | Getting the recognition | 4.24 |
| 3. | Having future potential | 4.08 |
| 4. | Handling employees with fair | 4.11 |
| 5. | Taking care of complaints | 4.13 |
| 6. | Receiving cross-training to do other jobs | 4.15 |
| 7. | No idea to leave my hotel | 4.12 |
| | Overall Mean | 4.15 |

Source: Survey Data (2019)

According to the Table (4.6), most respondents are satisfied with the safety procedures of Grand Andaman Hotel since the hotel has fire alarm system and emergency exits. In additions hotel gives trainings for emergency situations and has contingency plans. Employees are satisfied with the pay and benefits, and they like the working hours as well. It is found that employees are satisfied because of the supervisor's support and communication with peers. Respondents have good feeling about their job security as the hotel is extending its business. Furthermore, training programs are satisfactory for most respondents as the programs need their job descriptions. According to the overall mean score, employees are satisfied with the influencing factors of Grand Andaman Hotel.

This section explores which o effect on job satisfaction of the employees at Grand Andaman Hotel. By studying this, the hotel could focus the major in order to improve the job satisfaction. Table (4.7) presents the effect on job satisfaction.

Table (4.7) Influencing Factors on Job Satisfaction

| Variable | Unstandardized | | β | t | Sig |
|---|----------------|-----------|---------|-------|------|
| | B | Std Error | | | |
| (Constant) | .479 | .184 | | 2.603 | .010 |
| Physical Working Conditions | .073 | .067 | .074 | 1.086 | .279 |
| Pay and Benefits | -.009 | .044 | -.010 | -.206 | .837 |
| Job Security | .321*** | .056 | .348 | 5.758 | .000 |
| Training | .043 | .050 | .050 | .854 | .394 |
| Relationship with Supervisors and Peers | .261*** | .049 | .279 | 5.311 | .000 |
| R Square | .679 | | | | |
| Adjusted R Square | .670 | | | | |
| F value | 77.131*** | | | | |

Source: Survey Data, 2019

Notes: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

According to Table (4.7), the value of R^2 is almost 67 percent thus this specified model could explain about the variation on Job Satisfaction of employees at Grand Andaman Hotel. The overall significance of the model, F value, is highly significant at 1 percent level. This model can be said valid. The model can explain 67 percent about the variance of the independent variable and dependent variable because Adjusted R square is 0.670.

Job Security factor has the expected positive sign and the coefficient of the variable is significant at 1 percent level. The positive relationship means that the increase in job security leads to more job satisfaction of the Grand Andaman Hotel's staffs because Grand Andaman Hotel guarantees Job Security to employees. The increase in job security by 1 unit will increase the job satisfaction of the employees by .321unit.

Employees are satisfied as they are working at one of the 5stars hotel in kawthaung. Not only financial conditions of the company are stable but also hotel is doing well in the market trainings are also provided for employees. So they feel secure and safe within the organization.

Relationship with Supervisor and Peers factor has the expected positive sign and the coefficient of the variable is significant at 1 percent level. The positive relationship means that the increase in relationship with supervisor and peers leads to more job satisfaction of the Grand Andaman Hotel's staffs because Grand Andaman Hotel creates helpful and mutual respect culture thus relationship with supervisor and peers is good. The increase in relationship with supervisor and peers by 1 unit will increase the job satisfaction of the employees by .261unit.

The standardized coefficient (Beta) of job security factor has the largest value (.348) among six explanatory variables indicating that job security has the greatest contribution to increase job satisfaction of employees when the variance explained by other variables is controlled for. The overall evaluation reveals that models explain the variation in the awareness of the job satisfaction of the employees towards Grand Andaman Hotel well because the estimation produce expected signs and significant coefficients for most variables. The increases job security and relationship with supervisors and peers have the positive effects on job satisfaction of the employees.

A successful relationship is one of the key factors of successful organization. In our hotel, for example, employees celebrate football game every year to promote teamwork and benefits from sharing goals. As they play as a team they are friendlier and know each other .It leads the positive relationship with supervisors and peers.

4.3 Analysis on Effect of Job Satisfaction on Job Performance

Job performance of the employee's could improving the performance of the overall performance of the organization. Table (4.8) presents the job performance of the employees at Grand Andaman Hotel.

Table (4.8) Job Performance

| Sr.No | Job Performance | Mean Score |
|--------------|--|-------------------|
| 1. | Taking on working assignments due to skills and various job experiences. | 4.18 |
| 2. | Finishing every assigned job on time. | 4.31 |
| 3. | Giving commitment to their organization. | 4.19 |
| 4. | Information and data effectively. | 4.16 |
| 5. | Working without supervision when necessary | 4.14 |
| 6. | Smoothly and abilities are significantly improved after training | 4.14 |
| 7 | Solving the customer complaints by experience | 4.11 |
| | Overall Mean | 4.17 |

Source: Survey Data (2019)

According to Table (4.8), most respondent's state that they can do the assigned tasks on time since the hotel gives the proper trainings relating to the job descriptions. They also perceive that they have improved and could perform the job more smoothly after trainings. In additions, respondents state that they can do more than one job assignments at the same time and they could work without close supervision. It is found that respondents always manage information and data effectively as they have knowledge and skills. Thus, they can solve the customer complaints more effectively. According to the overall mean score, most of the respondents can work effectively since they are satisfied at their work.

4.3.1 Effect of Job Satisfaction on Job Performance

This study finds out whether job satisfaction has significant relationship with job performance of the employees at Grand Andaman Hotel. The findings are presented in the Table (4.9).

Table (4.9) Effect of Job Satisfaction on Job Performance

| Variable | Unstandardized Coefficients | | β | t | Sig |
|-------------------|-----------------------------|-----------|---------|--------|------|
| | B | Std Error | | | |
| (Constant) | .856 | .191 | | 4.487 | .000 |
| Job Satisfaction | .799*** | .046 | .761 | 17.546 | .000 |
| R Square | .579 | | | | |
| Adjusted R Square | .577 | | | | |
| F value | 307.848*** | | | | |

Source: Survey Data, 2019

Notes: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

According to Table (4.9), the value of R^2 is almost 57 percent thus this specified model can explain about the variation of job satisfaction on job performance of employees at Grand Andaman Hotel. The overall significance of the model, F value, is highly significant at 1 percent level. This model can be said valid. The model can explain 57 percent about the variance of the independent variable and dependent variable because Adjusted R square is 0.577.

Job Satisfaction factor has the expected positive sign and the coefficient of the variable is strongly significant at 1 percent level. The positive relationship means that the increase in job satisfaction leads to raise the job performance of the employees at Grand Andaman Hotel. Regarding job satisfaction, Grand Andaman Hotel regularly makes effective to motivate and achieve employee satisfaction. The increase in job satisfaction by 1 unit will also raise the job performance by .799unit. The increases in job satisfaction, has the positive effects on Job Performance of the employees.

One of the most important factors in employee performance is to achieve goals. Successful employees meet deadlines, make sales and build the brand via positive customer interactions. When employees do not perform effectively consumers feel that

the company is apathetic to their needs, and will seek help elsewhere . Employee who perform effectively get things done properly the first time.

When people are doing their jobs effectively , morale in the office gets a boost. Employees who aren't motivated to get the job done as indicated can bring down and entire department. It is important to foster a positive, energetic work environment. Cultivate a positive work environment by rewarding high performance employees with incentive and group recognition doing meeting.

CHAPTER 5

CONCLUSION

This chapter presents the findings and discussions from analysis, suggestions and recommendations and need for further research. The findings are based on the survey data about the perceptions of the employees towards the Grand Andaman Hotel in Myanmar. In additions, this study explores the job satisfaction and job performance of Grand Andaman Hotel staffs. It covers the relationship between dependent and independent. Base on the findings, this study suggests and recommendations in order to get more job satisfaction and raise the job performance of the employees.

5.1 Findings and Discussions

Relating to physical working conditions, it is found that most of the employees are satisfied with their physical working conditions as the hotel offers clean and good ventilation working conditions. In additions, the hotel provides lockers, and arranges fire alarms and emergency exits. The hotel provides The hotel provides the meals for all staffs and dorms are provided for anyone who comes from different towns

Regarding pay and benefits, most employees are satisfied as the hotel pays attractive basic pay and bonus which cover the living expense of the staffs. In additions, it pays overtime pay, and holiday pay. The hotel offers the benefits and allowance for welfare, vacation and entertainments.

For job security, employees feel safe for their job title as the hotel is extending its business and make many development plans. By looking at those, the employees can see their hotel financial situations. Employees are satisfied the hotel is doing well in the market. Thus, employees are not worried about losing their jobs and they think they have many career opportunities if they work at current hotel.

Regarding trainings, employees find themselves that they are more productive and change their mindset and they are more willing to take the new things or challenges. They agree that trainings are related to their job assignments and they are satisfied with the types of trainings they received.

Employees get the fair and respectful treatments from their supervisors and peers. They have good working relationship at their job. This is very important to have good relationship in order to finish the job on time. As the hotel creates the helpful and respectful culture at the workplace, employees are satisfied with the relationship with supervisor and peer at their work. Regarding job satisfaction, most respondents are satisfied with the overall provide by Grand Andaman Hotel and they feel they are more productive than ever before.

According to the regression result, among the five job security factor affect mostly on job satisfaction since most of the employees want stable job. If the organization provides more job security, the more employees will be satisfied. Grand Andaman Hotel extends its business and it is investing for the development of its business thus most employees feel they are safe regarding their job. Employees are satisfied with the fact that relationship with supervisors and peers as they get fair and respectful treatments from their supervisors. The findings suggest that the better relationship with supervisors and peers for employees at the work, the employees will be satisfied more. Regarding job performance, it is found that job satisfaction significantly improves the performance of the employees.

5.2 Suggestions and Recommendations

In order to achieve more job satisfaction and job performance of the employees, it is very important to analyze which factors influence on job satisfaction and job performance of the employees. By analyzing influencing factor, Grand Andaman Hotel can adjust their factor according to the perceptions of the employees.

Regarding to the physical working conditions, Grand Andaman Hotel should arrange some rooms to rest for staffs that have to work overtime and didn't have time to commute to their home and hotel. In additions, the hotel should provide meals for all religion people. This could improve the customer satisfaction level to their physical working conditions. In addition, the hotel provide the safe the hotel fire alarm system and emergency exit. Hotel should support the locker and dormitory for every staff.

Regarding pays and benefits, the hotel is near the border and the hotel should adjust the payments both internationally and locally. In additions, the hotel should do benefits based on the service years so that employees will work for the long time. In additions, they think their package is good while compared with that of other hotels. Hotel provides staff welfare plan, vacation, trip plan, entertainments and other allowance. Hotel should enough fair basic salary, bonus and incentives. Hotel should arrange to employees good overtime and holiday pay.

For job security, the hotel should announce how the hotel is making strategic plans and future developments. Hotel has good financing since the hotel is doing well in the region and has many future development plans such as casinos. Then, all employees at different levels will know how the hotel is doing well and they will feel safe for their job positions. Employees feel secure and safe about their future withering.

Regarding trainings, the hotel should arrange the convenient time for the trainings since the hotel is the 24/7 industry and some employees may difficulty for the training schedules. In additions, the hotel should also give the trainings based on the performance appraisal results. If the employees perform poor, the hotel should arrange trainings then employees could improve their abilities and capabilities. Employees satisfied by the training program that their received at the company. The employees become more committed toward their job after getting training.

The hotel should pay more attention to job security factors since this factor has the major contribution to job satisfaction. The company should focus how to improve job satisfaction of the employees since job satisfaction effects on job performance as well. The hotel should fair performance appraisal by their manger/ supervisors. Employees have improved because of the support from their supervisor. People state that their performances are increased since they have helpful and supportive working nature at the hotel. Management should provide and encourage all level of employee improve personal sills and abilities and for creativity and own ideas. The hotel should more implement training and development programs for employee from managerial level assigning their staff member in other area or irrelevant job.

5.3 Needs for Further Research

This study focuses only on the five influencing factors of the Grand Andaman Hotel and it does not cover other that are applying in other hotels in Myanmar. The research findings reported in this study make a valuable contribution to the awareness of understanding the concept of job satisfaction and the effect of the underling variables work, supervision, co-worker, promotion and pay have on job satisfaction. However additional research is needed to further investigate the potential relationship and affect these variables and other extraneous variables, search as role ambiguity, job level, contingent rewards and working conditions have on job satisfaction. Finally, future research of this nature may assist personnel manager and executives on all level to be aware of the status of job satisfaction and along them to pro-actively put mechanisms in place to enhance job satisfaction of employee and ultimately, improve service delivery. Therefore, further researches should study the common affecting on motivation, organizational commitment and job performance at hotels in Myanmar in order to shape the whole picture of hotel industry in Myanmar.

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APPENDIX I

Employee Satisfaction Questionnaire

The questionnaire is a part of study for a Master Degree (Master of Business Ministration, MBA Programmed) at Yangon University of Economics, Department of Management Studies. The Objective of the research is to evaluate the possible relationship between Employee Satisfaction and Job Performance in Grand Andaman Hotel at Kaw Thaug

Thank you for your time, opinion and comments.

SECTION A : Demographic Profile.

Please place a tick “√” or fill in the blank for each of the following;

1. Gender.
 - Male.
 - Female
2. Age:
 - 25 years old and below.
 - 26 ~ 35 years old.
 - 36 ~ 45 years old.
 - 46 ~ 55 years old.
 - Above 55 years old.
3. Education level:
 - High school.
 - Certificate / Diploma
 - Bachelor Degree
 - Master.
 - Others, please specify:
4. How long have you been working in Co., Ltd.?
 - Below 1 year
 - 1 ~ 5 years.
 - 6 ~ 10 years.
 - 11 ~ 15 years.
 - Above 16 years.

5. Monthly salary.

- 150,001 ~ 300,000 MMK
- 300,001 ~ 500,000 MMK
- 500,001 ~ 1,000,000 MMK.
- Above 1,000,001 MMK.

6. Position

- Manager.
- Supervisor
- Operator / Inspector
- Others.....

SECTION B

Instruction for completing the questionnaire.

Please assign a level of agreement (or disagreement) for each one of the following situations described below, with reference to Grand Andaman Hotel at Kaw Thaug. Please “√” your answer to each statement using 5 Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree]

Physical Working Conditions

| No. | Questions | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1 | My working condition and atmosphere is pleasant and good physical office layout such as ventilation, air-conditioning, cleanness and lightings. | | | | | |
| 2 | There is a good fire alarm system and emergency exit at my hotel and I feel safe. | | | | | |
| 3 | Company supports lockers for every staff. | | | | | |
| 4 | The hotel provides dorm for staffs if necessary. | | | | | |
| 5 | Hotel arranges staff meals for every staff. | | | | | |

Pay and Benefits

| No. | Questions | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1 | I feel that my current basic salary, bonus and incentives are fair enough. | | | | | |
| 2 | My pay package is competitive compared with other company in the same line of work. | | | | | |
| 3 | Organization provides staff welfare plan, vacation trip plan, entertainments and other allowance. | | | | | |
| 4 | Pay is sufficient for my overall living expenses. | | | | | |
| 5 | Organization has good overtime and holiday pay. | | | | | |

Job Security

| No. | Questions | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1 | I feel secure and safe about my future within the organization. | | | | | |
| 2 | The financial conditions of the company are stable. | | | | | |
| 3 | My company has many development plans. | | | | | |
| 4 | I have career opportunities at my current company. | | | | | |
| 5 | Company is doing well in the market. | | | | | |

Training

| No. | Questions | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1 | I feel that training provided by my organization helps me to understand the goals of my department. | | | | | |
| 2 | I become more committed toward my job after getting training. | | | | | |
| 3 | I become more productive after receiving training. | | | | | |
| 4 | After received training, my attitude/behavior becomes willing to accept more challenging assignments. | | | | | |
| 5 | I am satisfied by the training program that I received at the company | | | | | |

Relationship with Supervisors and Peers

| No. | Questions | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1 | I receive fair performance appraisal by my manager/supervisor. | | | | | |
| 2 | I feel my performance has improved because of the support from my supervisor. | | | | | |
| 3 | I feel satisfied at work because of my relationship with my peers. | | | | | |
| 4 | I feel my supervisor is always approachable. | | | | | |
| 5 | Peers are friendly and helpful. | | | | | |

Job Satisfaction

| No. | Questions | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1 | I am noticed that I do a good job in my hotel. | | | | | |
| 2 | The recognition I get for the work I do. | | | | | |
| 3 | My current job has future potential. | | | | | |
| 4 | The hotel handles employees with fair. | | | | | |
| 5 | My hotel takes cares of complaints brought to by employees . | | | | | |
| 6 | I receive cross- training to do other jobs. | | | | | |
| 7 | I have no idea to leave my hotel. | | | | | |

Job Performance

| No. | Questions | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1 | I can take on several working assignments due to my skills and various job experiences. | | | | | |
| 2. | I could finish every assigned job on time | | | | | |
| 3 | I always give my commitment to my organization. | | | | | |
| 4 | I always manage information and data effectively | | | | | |
| 5 | I work without supervision when necessary | | | | | |
| 6 | I do my job the smoothly and abilities are significantly improved after training. | | | | | |
| 7 | I could solve the customer complaints by my experience and knowledge. | | | | | |

Thank you for your time, opinion and comments.

APPENDIX II

Regression result for HRM Practices and Job Satisfaction

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .824 ^a | .679 | .670 | .30481 |

a. Predictors: (Constant), Relationship with Supervisors and Peers Mean, Pay and Benefits Mean, Job Security Mean, Training Mean, Physical Working Conditions Mean

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 42.997 | 6 | 7.166 | 77.131 | .000 ^b |
| | Residual | 20.347 | 219 | .093 | | |
| | Total | 63.344 | 225 | | | |

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Relationship with Supervisors and Peers Mean, Pay and Benefits Mean, Job Security Mean, Training Mean, Physical Working Conditions Mean

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|--|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .479 | .184 | | 2.603 | .010 |
| | Physical Working Conditions Mean | .073 | .067 | .074 | 1.086 | .279 |
| | Pay and Benefits Mean | -.009 | .044 | -.010 | -.206 | .837 |
| | Job Security Mean | .321 | .056 | .348 | 5.758 | .000 |
| | Training Mean | .043 | .050 | .050 | .854 | .394 |
| | Relationship with Supervisors and Peers Mean | .261 | .049 | .279 | 5.311 | .000 |

a. Dependent Variable: Job Satisfaction Mean

Regression result for Job Satisfaction and Job Performance

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .761 ^a | .579 | .577 | .36246 |

a. Predictors: (Constant), Job Satisfaction Mean

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 40.444 | 1 | 40.444 | 307.848 | .000 ^b |
| | Residual | 29.429 | 224 | .131 | | |
| | Total | 69.873 | 225 | | | |

a. Dependent Variable: Job Performance Mean

b. Predictors: (Constant), Job Satisfaction Mean

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .856 | .191 | | 4.487 | .000 |
| | Job Satisfaction Mean | .799 | .046 | .761 | 17.546 | .000 |

a. Dependent Variable: Job Performance Mean