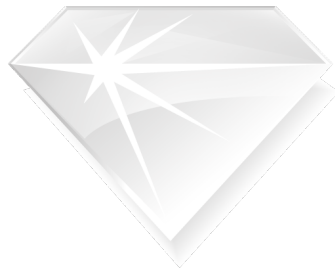


THE IMPACT OF HUMAN RESOURCE MANAGEMENT, WORKING  
ENVIRONMENT, AND FINANCIAL REWARDS  
ON JOB SATISFACTION



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The Impact of Human Resource Management, Working Environment, and Financial  
Rewards on Job Satisfaction.

Advisor: Krairoek Pinkaeo, Ph.D.

## ABSTRACT

This study intends to examine the influencing factors on job satisfactions in the hotel industry of Myanmar. This study focuses on the influence of Human Resource Management (HRM), working environment and financial rewards on the job satisfaction. This study employs descriptive statistics and a multiple linear analysis using a sample size of 123 employees from the hotels under Accor group in Myanmar.

The finding concluded the signification relationship between three independent variables and job satisfaction. Firstly, well-designed recruitment, selection, training, compensation, and performance management contribute to the employees' overall job satisfaction. Secondly, a conducive working environment characterized by supportive physical working place, supportive supervisor and positive co-worker relationship significantly impacts job satisfaction. Finally, fair, and competitive financial rewards is identified as a vital factor to enhance job satisfaction.

The outcomes of this study have implication for hotel management and management, emphasizing the significance of addressing the factors to promote a satisfied workforce.

*Keywords: Job Satisfaction, Financial Rewards, Working Environment, Human Resource Management Impact, Hospitality*

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## TABLES OF CONTENTS

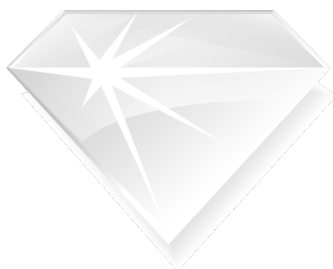
	Page
ABSTRACT.....	iii
ACKNOWLEDGEMENT .....	iv
LISTS OF TABLES .....	viii
LIST OF FIGURES .....	ix
CHAPTER 1: INTRODUCTION .....	1
1.1 The Importance and Problem of the Study .....	1
1.2 Research Questions .....	3
1.3 Objectives of the Study .....	3
1.4 The Conceptual Framework .....	4
1.5 Methods of Study .....	5
1.6 Tools and Statistics Used .....	5
1.7 Scope of the study .....	5
1.8 Benefits of the Research .....	6
1.9 Limitations of the Research .....	6
1.10 Definition of Terms .....	6
CHAPTER 2: LITERATURE REVIEW .....	9
2.1 Human Resources Management (HRM) .....	9
2.2 Working Environment .....	10
2.3 Financial Rewards .....	12
2.4 Job Satisfaction .....	12
2.5 Previous Study .....	13
2.5.1 Relationship between HRM and Job Satisfaction .....	13
2.5.2 Relationship between Working Environment and Job Satisfaction .....	14
2.5.3 Relationship between Financial Rewards and Job Satisfaction .....	15

## TABLES OF CONTENTS (Continued)

	Page
CHAPTER 3: RESEARCH METHODOLOGY .....	16
3.1 The Type of Research and Tool.....	16
3.2 The Research Design .....	16
3.3 Data Collection .....	17
3.4 Tools and Statistics .....	17
3.5 Population and sample .....	18
3.6 Reliability test .....	19
3.7 Hypothesis Testing.....	20
CHAPTER 4 – ANALYSIS AND FINDINGS .....	22
4.1 The demographic of the respondents .....	22
4.2 Descriptive Data.....	24
4.2.1 Analysis of HRM Factors .....	24
4.2.2 Analysis of Working Environment Factors .....	29
4.2.3 Analysis of Financial Rewards Factors.....	32
4.2.4 Analysis of Job Satisfaction.....	35
4.3 HRM and Job Satisfaction .....	36
4.4 Working Environment and Job Satisfaction .....	38
4.5 Financial Rewards and Job Satisfaction .....	39
CHAPTER 5 – CONCLUSION .....	42
5.1 Finding and Discussion.....	42
5.3 Recommendation .....	43
5.4 Further Research .....	44
BIBLIOGRAPHY .....	45
APPENDIX I .....	54
APPENDIX II.....	55

**TABLES OF CONTENTS (Continued)**

	Page
APPENDIX III.....	55
BIO DATA .....	61



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## LIST OF TABLES

	Page
Table 3.1 : Interpretation of Mean Value .....	27
Table 3.1 : Reliability Analysis of Variables .....	29
Table 4.1 : Demographic Profile of Respondents.....	32
Table 4.2 : Human Resource Management.....	34
Table 4.3 : Recruitment.....	35
Table 4.4 : Selection .....	36
Table 4.5 : Training and Development.....	37
Table 4.6 : Compensation.....	37
Table 4.7 : Performance Management.....	38
Table 4.8 : Work Environment.....	39
Table 4.9 : Physical Environment.....	40
Table 4.10 : Supervisor Support.....	41
Table 4.11 : Working Relationship.....	42
Table 4.12 : Financial Rewards.....	42
Table 4.13 : Salary.....	43
Table 4.14 : Bonus.....	44
Table 4.15 : Fringe Benefit.....	45
Table 4.16 : Job Satisfaction.....	46
Table 4.17 : The impact of HRM on Job Satisfaction.....	47
Table 4.18 : The impact of working environment on Job Satisfaction.....	48
Table 4.19 : The impact of financial rewards on Job Satisfaction.....	49
Table 4.20 : The impact of HRM, working conditions and financial rewards on job satisfaction .....	50

**LIST OF FIGURES**

	Page
Figure 1.1: Conceptual Framework of the Study.....	4
Figure 3.1: Reliability Test.....	19



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## CHAPTER 1

### INTRODUCTION

#### 1.1 The Importance and Problem of the Study

Due to COVID-19 pandemic, all the countries are restricting travel and practicing social-distancing. As a result, tourism sector including in Myanmar depressed in 2020 and 2021. In mid-2021, vaccination has been developed and uplift the travel restriction. Travel sector recovering with the adoption of modern technology. (Woodman L. , 2021) stated that ‘Locking down has been lifted and the employees working in the hotel industry might feel nervous of returning to work’.

Chinazzi, et al. (2020) found that the pandemic is spread via respiratory droplet, therefore, the employee working in the tourism sector is one of the high-risk job sectors to the disease contracting. (Harfoush, 2021) agreed that the employees are increasing anxiety of returning to work. It is important to know about the factors that can increase employee satisfaction. (Donthu & Subramanyam, 2022) discussed that job satisfaction is highly linked with performance and combination of individual job performance can increase the business performance. If employees have satisfaction on their jobs, their commitment to the job has increased and used their utmost effort for the organization. Therefore, it is vital to understand the factors effecting to the job satisfaction to ready for the coming-back travel sector.

There are various studies about the factors impact to job satisfaction. Prior studies have different perceptions using different conceptual model. (Teoh, Tan, Chong, & Wooi, 2011) studied the factors affecting the job satisfaction. In their theoretical framework, there are four basic factors which are demographic factors, relationship with management, compensation and working environment. In this study, the job satisfaction will be analysed by using three dimensions; human resource management practices, working environment and financial rewards.

Vermeeren (2014) defined Human Resource Management (HRM) as the management human resources to increase the effectiveness of the organization. She

stated that starting from selecting right candidates, providing training to the employee are the most integral part of the human resources management. According to (Saylor Academy, 2012), HRM generally includes human resources planning, recruiting, selecting, training, and developing, retaining the staff. A well-planned human resources strategy and management what is fitted to the organization can improve the business performance. (Cherif, 2020) argued that Human resource management is the most vital part of the revenue driver especially in the service industry. It is the bridge between the firm and employee regarding the trust and responsibilities. A study is required to understand the impact of HRM practices on the job satisfaction in hotel industry.

Blythe (2021) stated that due to the nature of the job, the employees in the hotel industry normally work for long hours including night-time, holiday, and seasonal time. Working conditions in hotel industry such as nightshifts, weekend shifts put stress on the employees and burden on the work-life balance. It is important the staff to be happy and motivated because it reflects their customer service. The working environment includes the physical working environment, the management, and the relationship with the colleagues. (Dharia, 2021) stated that creating good and warm working environment able to improve the employee's satisfaction and performance. The environment affects the emotional state of the staff. Employees feel more comfortable at the conducive working environment.

Otera & Wainaina (2018) stated that financial rewards such as salary, bonus, and fringe benefit are the fundamental part of increasing employer motivation. In addition, (Ali & Anwar, 2021) discussed that not only the job satisfaction, but also the productivity can be increased if the organization can manage their reward system. According to the research of (Pizam & Thornburg, 2000), most of the employees resigned from the job because the financial rewards did not meet their expectation or needs.

Ramirez & Oo (2015) stated that Myanmar is a popular tourist destination for its colonial architecture history and natural resources wealth such as beach destinations, snow-covered mountains. Myanmar is rich in culture; therefore, the tourism arrival is increasing gradually. According to the data from the report of

( World Travel and Tourism Council (WTTC), 2022), In 2019, before pandemic, the tourism sector generates 6.5% of the country GDP and it decreased to 1.8% of the country GDP in 2020 during COVID 19. However, it is increased back to 2.1% of the country GDP in 2021. It proved that COVID 19 pandemic has huge impact on the hotel sector. There were total of 1.3 million employees working in Myanmar hotel industry in 2019 and it reduced to 0.93 million employees.

Al-Ababneh (2016) discussed that hotel industry is one of the service industries, providing services to the customers so the quality of the entire organization is depending on the employees. The employee in the hotel industry needs face-to-face communication with customers. (Ertekin & Avunduk, 2021) stated that the work can be success if the job satisfaction level of the employee is increased. The utmost objectivity of every organization including hotel industry is the sustainable development and growth in the long term. This can be achieved through the performance of individual employee. Therefore, enhancing the performance of the employee is the critical factor of the successful business. In addition, (Cherif, 2020) mentioned that the cost of HRM and the low productivity can be reduced if the employees are satisfied.

## 1.2 Research Questions

- a) Does HRM factor i.e., recruiting, selecting, training and development, compensation, and performance management influence on employee job satisfaction.
- b) Does working environment factor i.e., physical environment, management and working relationship influence on employee job satisfaction.
- c) Does financial rewards factor i.e., salary, bonus, and fringe benefit influence on employee job satisfaction.

## 1.3 Objectives of the Study

The key aims of this study are as follows:

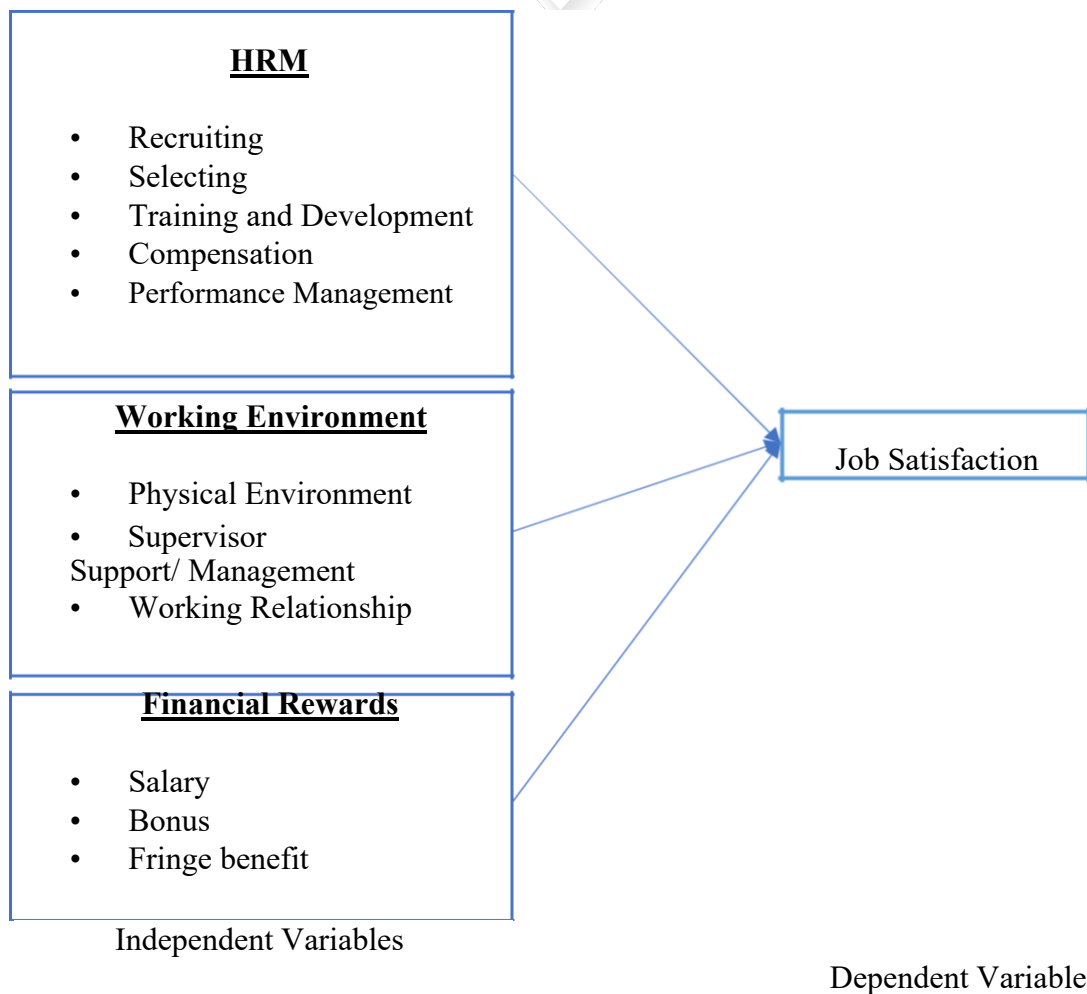
- a) To examine the impact of HRM on the employee job satisfaction of hotel industry

- b) To examine the impact of working environment on the employee job satisfaction of hotel industry
- c) To examine the impact of financial rewards on the employee job satisfaction of hotel industry

#### 1.4 The Conceptual Framework

A conceptual framework is constructed in this study based on the previous study. This framework indicates the how HRM, working environment and financial rewards impacts on the job satisfaction. The figure (1.1) described the conceptual framework for this study.

Figure 1.1: Conceptual Framework of the Study



Human resource management, working environment and financial rewards are the independent variables and job satisfaction is the dependent variable for the study.

### 1.5 Method of Study

The primary method to collect the data is conducting surveys through online. The survey is distributed using google online forms. The participants can be filled out online and the responses are analysis using statistics software. The population of the study is the full-time or part times employers working under Accor Group in Myanmar. The secondary data are exported from reports, journals, textbooks, previous research paper and their relevant company website.

### 1.6 Tools and Statistics Used

The online survey is collected to study the working environment and to measure non-financial performance. The survey is constructing with close-ended questions to study about the HRM and working environment. Five-point Likert Scale questionnaires are used to measure the non-financial performance of the hotel industry. Quantitate data analysis is used to analyse the data and descriptive statistics is used to interpret the results. Multiple regression analysis is used the measure the relationship between HRM, working environment, financial rewards, and job satisfaction.

### 1.7 Scope of the study

The study focuses on the full-time or part-time employees working in the hotel industry in Myanmar country. According to the data from (Ministry of Hotel & Tourism, 2022), there are over 2,200 hotels, motel, and guest house in Myanmar. In this study, the factors impacting on the job satisfaction is tested from the employees of the hotels under Accor Group. From the publication of (Accor, 2023) , there are 8 hotels under Accor Group. There are 3 hotels in Yangon,3 hotels in Mandalay, 2 hotels in Nyaung Shwe and 1 hotel in Nay Pyi Taw. The name of the hotels and the location are shown in appendix I.

In this study, the survey is collected from the Pullman Yangon Centre Point, Novotel Yangon Max, and Pullman Mandalay Mingalar which are the top-3 hotels in terms of

the number of rooms. There are a total of 270 full time equivalent staff working at these three hotels at the end of 2021; 83 staff in Pullman Yangon Centre Point and 92 staff in Novotel Yangon Max and 95 staff in Pullman Mandalay Mingalar. G\*power is used to get the sample size and 123 sample size is collected for this study. 123 samples are the minimum number of respondents required by G\* power.

### 1.8 Benefits of the Research

Since employees are the most profitable resources in the hotel industry and it is important to retain the skilled employees. The results of this study are of prime importance to management of the hotel industry by determining the impacts of HRM, working environment and financial rewards on the job satisfaction of the hotel employee. performance of the hotel and planning future strategy to increase the organizational competitiveness. The finding of this study can product for the management of the hotel industry to understand the factors affecting on the job satisfaction, so, the management can take necessary actions to enhance the employee job satisfaction. Along with the improvement of the job satisfaction, their performance will be increased. In addition, the findings can be the contributions to the literature regarding to the job satisfaction factors.

### 1.9 Limitations of the Research

There are only 5 independent dimension factoring HRM, 3 independent dimensions factoring the working environment and 3 independent dimensions factoring the financial rewards. In practical, there are other independent variables factoring HRM, working environment and financial rewards. The study only carried out the listed hotel industries in Myanmar. The sample size 123 employees could not cover the entire population size. That we call samples, not population.

### 1.10 Definition of Terms

Listed below are the definition of the key terms used in this study.

HRM: . (Anthonia & Omotayo, 2012) defined Human Resources Management (HRM) is the unique approach to the management to achieve the competitive advantages by



deploying dedicated and skilled workforce using a combined cultural, organizational, and personal techniques

**Recruiting:** (Kapur, 2022) stated that recruiting is the process to fill up the required human resources in the organization by selecting right person for the right position at the right time.

**Selecting:** (Gusdorf, 2008) discussed that selecting is the process of choosing the best suited person from the group of applicants for a particular position.

**Training and Development:** According to (Goldstein & Ford, 2002), training and development is the process of skills or attitudes acquisition to increase the performance and more productive.

**Compensation:** (Shafiq, Rehman, & Rashid, 2013) defined compensation as the benefits including salary that employee received for his service at the organization.

**Performance Management:** (Gunnigle & McDonnell, 2008) mentioned that performance management is the process that facilitates employees to utilize their best abilities by establishing targets.

**Working Environment:** (Bushiri C. A., 2014) stated that working environment is the practice, system, structure, tools, and circumstances in the workplace.

**Physical Environment:** (Autonomous, 2022) found that physical environment is inclusive of all the physical environment and condition where an employee works, and which can affect physical and mental.

**Supervisor support/Management:** (Mohamed & Ali, 2016) stated that supervisor support is the view of the employee regarding how much the supervisor value and care about their job and well-being.

**Working Relationship:** (Ariani, 2015) defined that working relationship as it is the relationship with co-workers normally the flat hierarchy without any authority.

**Financial Rewards:** It is the fundamental monetary incentives payment to employee.

**Salary –** (Mustapha, 2013) defined salary as it is the fixed amount of financial amount paid to employee for a work performed.

**Bonus -** (Zaraket & Saber, 2017) stated that a bonus is the additional payment as a reward for the outstanding performance of the employee. In most organization, it is used mainly to motivate or to achieve the objective.

**Fringe Benefit –** It is the benefit besides the salary such as transportation allowances, accommodation allowances, health insurance, pension.

**Job satisfaction –** (Kumari, 2011) defined job satisfaction that it is the condition that employee is happy with the job. It is important for the employee motivation which can achieve the better performance.

## CHAPTER 2

### LITERATURE REVIEW

In this chapter, different definition of HRM, working environment, job satisfaction and job performance will be discussed. In addition, the theories and the previous study related to the variables will be presented.

#### 2.1 Human Resources Management (HRM)

Uddin & Hossain (2015) discussed that F.W.Taylor introduced the concept to analyse the behaviours of the employee to maximize the efficiency of the organization. However, his approach is criticized for using the employee as the mechanical and neglecting human factor. (AlMarzouqi, 2019) said that later theories accepted that Human resource is the most important capital influential the success and competitive advantage of the organization and service innovation. (Mira, Choonge, & Thim, 2019) stated that Human resource practices (HRM) can improve the skills, enhance the synergy, and increase the outcome of the organization.

The practices of HRM in the organization may differ by organizations depends on the nature. In this study, the follows are the factors of the HRM practices.

**Recruiting:** The first step of recruiting process is identifying the job requirement and reason of the requirement. (Ye, 2022) suggested that HR should be cooperated with the vacant required department to analysis the job requirement.

**Selecting:** (Gusdorf, 2008) found that most of the organization screened the shortlisted person among the all the applicant. A general way of screening is by reviewing the information from the application. This way can be subjective and may include bias from the interviewer. A feasible way to be an objective selection is using of scientific methods such as data analysis tools and software. (Ye, 2022) agreed that it can increase the probability of choosing the suitable human resources for the position.

**Training and Development:** (Van, Nel, & Loedolff, 2001) stated that training must be in measurable result-oriented therefore, individual will improve the skills which require

to perform the job. According to human capital theory found out by (Mudor & Tooksoon, 2011) , the organization that invested to improve the employee skills have higher productivity.

Compensation: (Gusdorf, 2008) stated that most of the organization used the promotion as the reward for the employees. The promoted employee is embedded in the current organization culture, policies, procedures, therefore, it is more adaptable than hiring new person to the organization. (Ali & Anwar, 2021) suggested that compensation system should be fair to the perform the job scope, market comparable and enough to motivate the employer.

Performance Management: (Kondrasuk J. N., 2012) defined that performance management is the process of assessing job performance and providing feedback to improve for the future. According to (Kondrasuk, Crowell, Dillon, Kilzer , & Teeley, 2008), the performance management to administrate and development purposes.

## 2.2 Working Environment

Jain & Kaur (2014) mentioned that there are three types of working environment which are physical, social, and mental working environment. (Bushiri C. , 2014) stated that the working environment is not only the physical work environment but also non-physical work environment.

There are so many different factors of working environment that can affect the job satisfactions. According to (Herzberg, One more time: how do you motivate employees?, 1968) The extrinsic factors influencing job satisfaction include supervision, working conditions, co-workers, pay, policies, job security, status, and personal life. In the present study, we focus on three specific factors: physical environment, supervisor support, and co-worker relationships. The factor of pay is examined within the context of financial rewards. It is important to note that this study aims to identify the factors that impact job satisfaction. However, considering the impact of the pandemic, it is crucial to acknowledge that job security, status, and personal life are not irrelevant in this context.

Physical environment – (Public Health England, 2015) defined that physical environment is the environment where employees spend for their job is the key determinant for job satisfaction.

According to the interview of (Forbes Coaches Council, 2019), the workspace with mixed environment can enhance the productivity.

Supervisor Support – Supervisor support is the perceptiveness from the employee about assisting, guiding, directing from supervisor to perform the job or their well-being. (Moos, 1981) defined a supportive work environment as the environment that is comprehensive of the support from the supervisors and the backing from co-workers. (Blau, 1964) discussed that the employee and supervisors, who is the first level management of the organization are required to commit their relationship to achieve the positive outcomes from the task. According to (Rhoades & Eisenberger, 2002), measuring the supervisor supports can create strong connection within the organization. It is because supervisor can understand the view from employees and can take corrective actions.

Relationship with co-worker – She stated, ‘employee got the feeling of security and self-confidence from the relationship with co-worker. Co-workers have a horizontal relationship in the organization’, (Ariani, 2015) and ‘this can create motivation and increase the job satisfaction’.

Theory of work adjustment, also known as person-environment correspondence theory has been discovered by (Dawes & Lofquist, 1984). It is a theory that explores the interactions between a person and the working environment. The theory assumes that there are four basic factors that stimulate the job satisfaction. They are flexibility, activeness, reactivity, and perseverance. The theory explained how the employees and the organization adjusted behaviours to fit each other.

### 2.3 Financial Rewards

Hassan, et al. (2020), mentioned that employee generally do not satisfy with their current level of salary, and they are expecting to get a higher range.

Ali & Anwar (2021) discussed that the employee may dissatisfied with their job if the other employee has got higher salary even though they are doing the same job scope.

Galang & Villalobos (2019) found that employers gave bonus depends on their condition to the accomplishment of the targets. Employers are generally creating the benefit programs depends on their long-term objectives. For example, if the employer would like to retain the employers for long term, they provide the pension benefit which can be earned only after the completion of certain period and not granted for early resignation.

According to (Artz, 2010), fringe benefits can be used as the substitute of the basic salary. In this scenario, some employees may see the benefit as an essential and some employees may see it as a waste.

#### 2.4 Job Satisfaction

Job satisfaction indicate the employee commitment of the employee and general factor that impact it is salary, career growth opportunity, and rapport. (Ololube, 2006) defined job satisfaction if the fulfilment from the several job activities and rewards. Whereas job satisfaction is defied by (Olorunsola, 2012), as the entire positive feeling of the employees concerning about their job. In addition, (Buitendach & De, 2005) described job satisfaction as the perception of the employee regarding the job, which has been subjective by the individual's circumstances. Job satisfaction is originated from (Maslow, 1943) by identifying the "Hierarchy of needs", According to him, the first stage of needs is basic needs inclusive of physiological needs and safety needs. Physiological needs included the very basic requirement of human being such as food, shelter. Safety needs is the need of security, which is protection from the unsafe working condition. The second stage of needs if psychological needs inclusive of belongingness and loves needs and esteem needs. The third stage of needs if self-fulfilments needs or self-actualization need. According to Maslow, if one stage of the needs has been fulfilled, it is not taken as a need and the person will only be motivated by fulfilling the next level hierarchy need.

(Salancik & Pfeffer, 1977) constructed the universal theoretical framework to understand job satisfaction is the need-satisfaction model. The model suggests that if the job characteristics or job situation is matching with the needs of the employees, the employee has the job satisfaction.

## 2.5 Previous Study

### 2.5.1 Relationship between HRM and Job Satisfaction

According to (Bekru, Cherie, & Anjulo, 2017), Human resources practices is a method that can create job satisfaction to the employees based on their works. (Mira, Choonge, & Thim, 2019) conducted the research to test the relationship between HRM and job satisfaction and the result found that there is insignificant relationship between two variables. In contrary, (Guest, Michie, Sheehan, & Conway, 2000) concluded in his study that HRM practices are associated with job satisfaction and have positive influence.

Like his result, (Steijn, 2004) did empirical study the relationship between HRM and job satisfaction and the result showed that HRM practices have a significant effect on the job satisfaction. Agree to his study, the impacts of HRM on the job satisfaction has been studied by (Ijigu, 2015), and the study found out that recruitment and selection, training and development, performance appraisal and compensation are positively related to job satisfaction. In 2020, (Cherif, 2020) also conducted research the role of HRM practices in employee job satisfaction. He also agreed that HRM is positively correlated with employee job satisfaction.

Mottaz (1987) proved that extrinsic rewards have significant impact on job satisfaction with no commitment, however, intrinsic rewards are the key factor of job satisfaction and commitment. (Masoodul, Saad, Muhammad, Ahmed, & Asghar, 2013) agreed that among the HRM factors, compensation has the highest impact on the employee job satisfaction. (Htun L. Z., 2019) suggested that organization should have fair and judge rating system to increase job satisfaction based on the his study.

(Freeman, 1978) found that the employee is more satisfied if they received the training. (Csikszentmihalyi & Seligman, 2000) also agreed that employee satisfied when training provided because their skill and competencies are developed. (Guest D., 2002) studied about the relationship between HRM and job satisfaction. It found out that the relationship between training and development and job satisfaction is very low while compensation has more positive impact on job satisfaction. (Htun L. Y., 2019) stated that training improves the skills and capabilities required to achieve the personal and organizational goals, where the employee could satisfy with their job.

### 2.5.2 Relationship between Working Environment and Job Satisfaction

From the studies of (Perera, 2016), working conditions with co-workers and supervisor's supports are some of the ways to upgrade the job satisfaction. Job satisfaction is affected by intrinsic and extrinsic factors and extrinsic factor is related to the working environment.

Physical Working Environment and Job Satisfaction – (Herzberg, Mausne, & Snyderman, The Motivation to Work, 2011) stated that physical working environment do not have any significant relationship with job satisfaction. However, it can create dissatisfaction if the required condition is not fulfilled. In contrary, (Taheri, Miah, & Kamaruzzaman, 2020) proved that physical working condition has statistically significant relationship with job satisfaction.

Supervisor Support and Job Satisfaction – According to (Levi, 1998), fairness treatment is the main factors of the job satisfaction. (Cranny, Smith, & Stone, 1998) verified that supervisory support has a positive impact on job satisfaction. (Thobega, 2007) conducted the research to test the relationship between those two variables as well. In his study, the results proved that there is a correlation. (Mardanov, Sterrett, & Baker, 2007) stated that there will be negative impact on job satisfaction if there is no good relationship with an immediate supervisor. The study made by (Roelen, Koopmans, & Groothoff, 2008) is different from the previous study and it is concluded that the supervisor relationship is not related to job satisfaction. A study of (Khaing, 2019)



proved that supervisor support can reduce the burnout which has negative significant relationship with the job satisfaction.

Relationship with co-worker and Job Satisfaction - (Awan & Tahir, 2015) found that the relationship with co-worker had strong positive impact with employees' performance. The conclusion was supported by cause-and-effect analysis of working relationship and job satisfaction by (Rai, Budhathoki, & Rai, 2021). The analysis proved that the relationship with co-workers has significant positive impact on the affective commitment and normative commitment which can improve the satisfaction of the employee. Besides, (Shirey, 2004) argued that the lack of social relationship with co-worker can increase the depression of the employee.

### 2.5.3 Relationship between Financial Rewards and Job Satisfaction

Zaraket & Saber (2017) investigated the financial rewards on job satisfaction and the result showed that there is a significant relationship and employees are happy to work extra hours if they think their financial rewards is highly enough. (Otera & Wainaina, 2018) researched the aspects of job satisfactions using four dimensions called economic rewards, interpersonal relationship, personal fulfilment, and organizational commitment. In his study, economic rewards are measured with bonus, increment payment and overtime payment.

Regarding the fringe benefits, there are several conflicting studies for the relationship with job satisfaction. The results are varied according to the use variables of fringe benefits and the alternative sources of population. According to the study of (Artz, 2010), fringe benefits can increase the job satisfaction if the benefit package is inclusive of desirable composition. However, if the benefit package is used as the substitution of salary or used as the job-lock, it can lead to the dissatisfaction.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

In this chapter, a research methodology which is the tool to acquire the data and statistically analyse the set of data is presented. The research methodology is used to conclude the important facts for the research questions of this study.

#### **3.1 The Type of Research and Tool**

This research is a quantitative research and use the questionnaire as a research tool. In this study, the structural questionnaire is used to collect the data. The questionnaire consists of close-ended questionnaire and Five-point Likert scale questionnaire. The questionnaire is divided into 5 sections: the demographic data question, the factors of HRM questions, the factors of working environment, job satisfaction and job performance. The survey consists of 64 questions in total.

(Appendix II)

Section 1 consists of the general information about the respondents such as gender, age, job, education.

Section 2 consists of the questions related to the HRM practices in the hotel industry with the subsection of recruitment, selecting, training and development, compensation, and performance management.

Section 3 consists of questions about working environment with the subsection of physical work environment, supervisor support and working relationship.

Section 4 consists of the questions about job satisfaction level of the respondents regarding HRM and working environment.

Section 5 consists of the questions about job satisfaction.

#### **3.2 The Research Design**

The online survey will be measured with the interval scale from 1 (at least) to 5 (the most), where Scale 1 is extremely dissatisfied, Scale 2 is dissatisfied, Scale 3 is Neutral, Scale 4 is satisfied, and Scale 5 is extremely satisfied.

Survey data are input into SPSS to analyse the results. SPSS is the short form of Statistical Package for the Social Scientists which is the analysis tool for statistical analysis. The independent variables are HRM practices in the organization, working environment and financial rewards. The dependent variable is job satisfaction of the hotel industry.

### 3.3 Data Collection

The data for this study are collected thorough the online questionnaire and the google link for the questionnaire is distributed to the respondents. The questionnaire is in English language.

### 3.4 Tools and Statistics

Descriptive statistics which are using frequency, mean and standard deviation and inferential statistics, which is using the multiple regression analysis will be used to interpret the online survey. For the questionnaire with the Likert's 5-point scale, the mean value is calculated, and the interpretation of mean value are as below. (Kyaw, 2019)

Table 3.1: Interpretation of Mean Value

Range	Interpretation
1.00-1.80	Extremely Dissatisfied
1.81-2.60	Dissatisfied
2.61-3.40	Neutral
3.41-4.20	Satisfied
4.21-5.00	Extremely Satisfied

Multiple linear regression analysis and simple linear regression are used to examine the hypothesis.

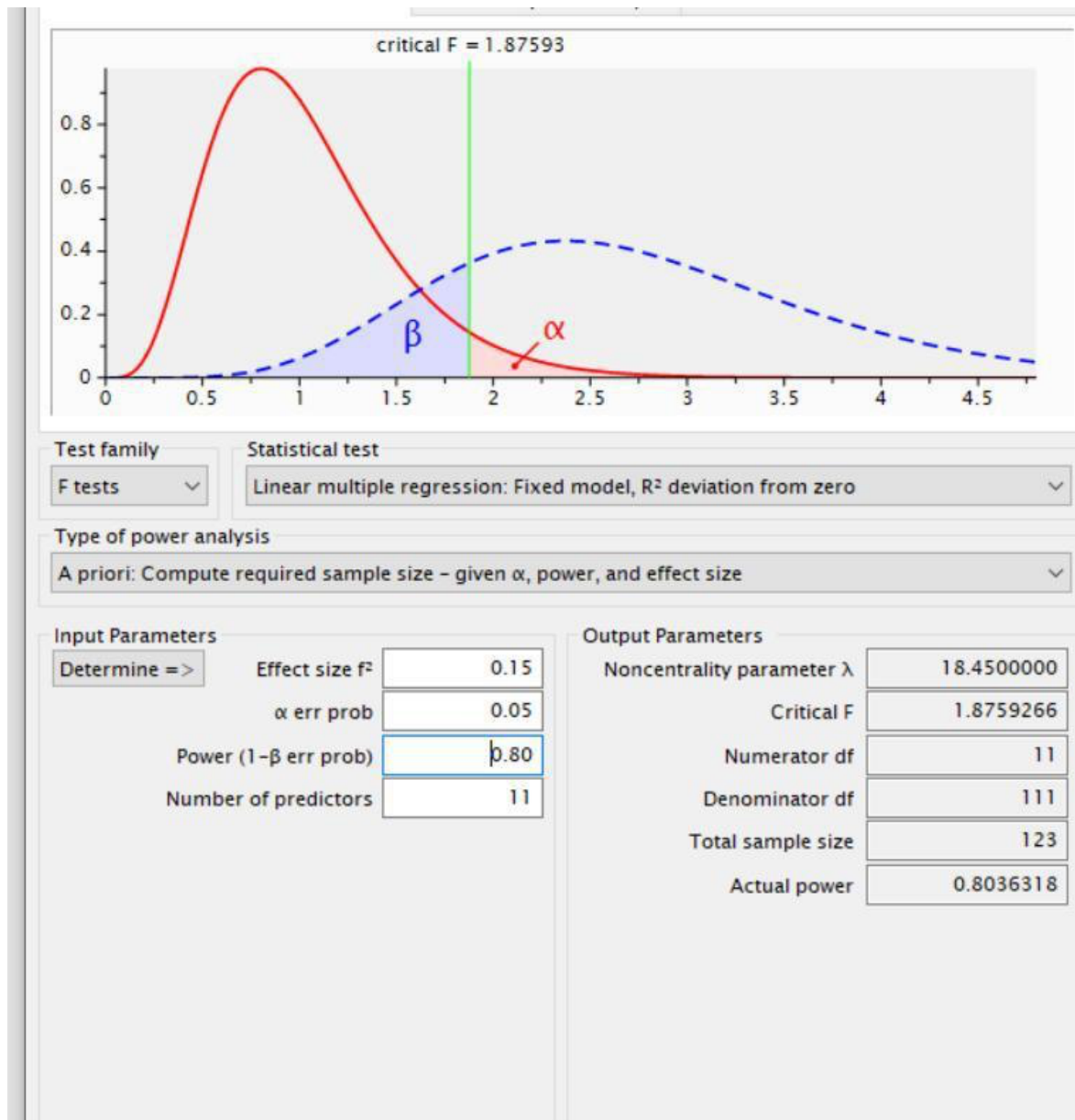
### 3.5 Population and sample

The study focuses on the effect of HRM, working environment and financial rewards on the job satisfaction. The size of this research is 123 respondents. Several types of employees such as full-time employees, part time employees are included in the study. This study used g\*power to define the number of sample.

According to the g\*power formula, sample size is calculated using linear multiple regression f-test. The alpha used is 0.05 and effect size is 0.15 which is a moderate level. The sample size result is 90 for the power of 0.8. To collect the 123 responses from the employees working at the selected three hotels, the questionnaires distributed to 130 persons. The 123 samples were selected by non-probability convenience random sampling.



Figure 3.1: Reliability Test



### 3.6 Reliability test

Reliability test is the traditional way to test the primary research variables to measure the consistency of collected data. This can provide the reliability of the variables to proceed with the research.

Table 3.2: Reliability Analysis of Variables

Variables	No. of questions	Cronbach's Alpha
Recruitment	4	0.623612

(Continued)

Table 3.2 (Continued) : Reliability Analysis of Variables

Selection	5	0.863139
Training and Development	5	0.672674
Compensation	5	0.957316
Performance Management	5	0.930255
Physical Working Condition	5	0.90821
Supervisory Support	5	0.865992
Working Relationship	5	0.936184
Salary	4	0.967827
Bonus	4	0.907747
Fringe Benefits	4	0.831264
Job Satisfaction	6	0.852174

If the alpha value is equal or above 0.6, the survey questions are consistent and reliable to be used as the research instrument. (Daud, Khidzir, Ismail, & Abdullah, 2018) On the other hand, the questions are not reliable if the alpha value is less than 0.6. Table (3.2) describes the reliability analysis of the questionnaire. All the alpha value are more than 0.6 which illustrated the all the questions are reliable and appropriate to use as the research instrument for this study.

### 3.7 Hypothesis Testing

The following are research hypothesis.

H1: HRM have significant impact on job satisfaction.

H1a: Recruitment have significant impact on job satisfaction.

H1b: Selection have significant impact on job satisfaction.

H1c: Training and Development have significant impact on job satisfaction.

H1d: Compensation have significant impact on job satisfaction.

H1e: Performance Management have significant impact on job satisfaction.

H2: Working Environment have significant impact on job satisfaction.

H2a: Physical working environment have significant impact on job satisfaction.

H2b: Supervisor support have significant impact on job satisfaction.

H2c: Working relationship have significant impact on job satisfaction.

H3: Financial Rewards have significant impact on job satisfaction.

H3a: Salary has significant impact on job satisfaction.

H3b: Bonus have significant impact on job satisfaction.

H3c: Fringe benefits have significant impact on job satisfaction.

## CHAPTER 4

### ANALYSIS AND FINDINGS

This chapter describes the findings of the study. It is included four main parts. Firstly, the demographic profile of the respondents will be presented. After that, the finding of descriptive data for Human Resource Management, Working Environment and Financial Rewards will be presented. Then, the job satisfaction results will be discussed. Financial the relationship between independent variables (HRM, working environment, financial rewards) and dependent variable job satisfaction will be presented.

#### 4.1 The demographic of the respondents

A set of demographic data of the respondents to the online survey have been examined in this section. The study is made on 90 respondents and the profile of the study is shown in table (4.1).

Table 4.1: Demographic Profile of Respondents

Demographic Factors	Number of Respondents	Percentage of Respondents
<b>Gender</b>		
Male	59	48%
Female	64	52%
<b>Marital Status</b>		
Single	71	58%
Married	42	34%
Divorced	4	3%
Preferred not to say	6	5%
<b>Age</b>		
20-25	37	30%
26-35	44	36%
36-45	36	29%
Over 45	6	5%
<b>Monthly Salary</b>		

(Continued)



Table 4.1(Continued) : Demographic Profile of Respondents

Lower than 200,000 MMK	32	26%
200,000-350,000 MMK	37	30%
350,001-500,000 MMK	37	30%
500,001-700,000 MMK	8	7%
More than 700,000 MMK	9	7%
<b>Educational Background</b>		
Undergraduate	36	29%
Degree	54	44%
Master's Degree	33	27%
<b>Occupational Level</b>		
Part-time	32	26%
Non-Managerial	50	41%
Supervisor	31	25%
Manager	10	8%
<b>Working Experience</b>		
less than 1 year	41	33%
1-5 years	66	54%
6-10 years	12	10%
More than 10 years	4	3%

Source: Survey Data (2023)

There are total of 123 respondents participated in this research. As shown in above table (4.1) Male respondents consist of 48 % and female respondents consists of 52 %. It illustrates that most employees working in hotel industry is female. More than half of the employees, representing 58% are single while 34% are married.

In addition, 30% of the respondents are at the age between 20-25 and 36% of the respondents are at the age between 26-35. The remaining respondents are from 29 % of age between 36-45 and 6 % of age over 45. Regarding to the education background,

44% of the employees are graduated and 33% of the employees have the master's degree. The rest of the employees are under-graduate.

The survey is distributed to different ranks of the organization. 41% of the respondents are non-managerial level and 26% of the respondents are working as the part-time basic. The remaining respondents are managerial position such as supervisor and manager. Since different ranks are assessed, the monthly income salaries are also varied. 30% of the respondents are in monthly income between 200,000-350,000 MMK.

Respondents were asked to indicate the working experience in the hotel industry. Nearly half of the respondents, representing 54% are working in hotel industry between 1-5 years. 3% of the respondents are working in the hotel industry more than 10 years.

## 4.2 Descriptive Data

### 4.2.1 Analysis of HRM Factors

This section is to analyse the opinion of employees on the human resources management practices. There are 4 questions for recruitment and 5 questions each for selection, training and development, compensation, and performance management.

Table 4.2 : Human Resource Management

Human Resources Management Practices	Mean	Standard Deviation
Recruitment	3.84	0.47
Selection	3.84	0.57
Training and Development	3.93	0.48
Compensation	3.24	0.57
Performance Management	3.85	0.51
Overall mean	3.74	0.38

Source: Survey Data (2023)

As shown in table (4.2), the training and development have the highest score of 3.93, which means that the employees satisfy with the training and development program of the company. In the meantime, the lowest mean value of 3.24 to the compensation variables in HRM. The overall mean score of HRM practices is 3.78 with the standard deviation of 0.37.

Table 4.3: Recruitment

Recruitment	Mean	Standard Deviation
The vacancies are advertised on the company website or other job boards.	4.05	0.66
Job description and specification are clearly described in the advertisement.	4.04	0.67
The organization recruited employees the right person in the right place.	3.36	0.80
Line departments request the resource requirement for hiring in advance to HR department.	3.90	0.73
Recruitment	3.84	0.47

Source: Survey Data (2023)

Above table (4.3) described the mean and standard deviation of the questionnaires related to recruitment. The recruitment variable has the mean value of 3.84 and is showing that the current recruitment is satisfying for the employees. The vacancies are advertised on the company website which has the mean value of 4.05 and standard deviation of 0.66, therefore, job board can be easily assessed by interest applicants. The job description is clearly described (mean value 4.04 and standard deviation 0.67). However, there are low satisfaction in employees' view of right person in the right

place. It only got the mean value of 3.36 with the standard deviation of 0.80.

Table 4.4 : Selection

Selection	Mean	Standard Deviation
Company has standard procedures and policies for selection process.	3.92	0.72
Standardized tests are used to select suitable employees.	3.90	0.85
Disqualified CV can be systematically denied.	3.67	0.98
Employees are selected based on their skills and knowledge.	3.99	0.70
The process is not influenced by individuals in favor of a specific candidate.	3.72	0.81
Selection	3.84	0.57

Source: Survey Data (2023)

The selection variable has the mean value of 3.84 and standard deviation of 0.57 as shown in table (4.4). it is also proved that the employees satisfy with current selection system. They are highly satisfied with the standard procedure and policy for selection process (mean value of 3.92 with standard deviation of 0.72. The selection is based on the skills and knowledge of the candidate without influenced by individuals. It has got the highest mean value 3.99 .

Table 4.5 : Training and Development

<i><b>Training and Development</b></i>	Mean	Standard Deviation
I received the induction training.	4.07	0.57
I received continuous training for the skills required for my job.	4.18	0.81
The organization always plan and implement continuous training programs for staff.	3.63	0.85
I was trained how the job-related equipment are used.	4.11	0.51
Training histories are recorded for each employee.	3.66	0.74
Training and Development	3.93	0.48

Source: Survey Data (2023)

As shown in table (4.5), the employees are highly satisfied with the training and development program with the mean value of 3.93 and standard deviation of 0.48. The company provided well and enough training to a new employees and continuous training which have mean value of 4.18 and 4.07 respectively. Since hotel industry is the service industry communicate directly with the customers, the training including how the job-related equipment are used is very important to every employee.

Table 4.6 : Compensation

<b>Compensation</b>	Mean	Standard Deviation

( Continued )

Table 4.6 ( Continued ) : Compensation

The compensation package is in line with the employees' needs.	3.34	0.62
The compensation system is reviewed periodically.	3.14	0.65
The compensation system is according to job performance.	3.09	0.77
The organization has fair compensation system.	3.28	0.74
The job performance evaluation for promotion is fair and base on clear performance standard.	3.36	0.84
Compensation	3.24	0.57

Source: Survey Data (2023)

The compensation mean is 3.24 which is medium in satisfying level of employee as shown in table (4.6). The employees do not agree that the compensation is according to job performance (Mean value 3.09 with standard deviation of 0.77) In addition, there is no periodical review on the compensation system (Mean value 3.14 with standard deviation of 0.65). Since the compensation is one of the motivation factors, the management should review the compensation package which can fulfil the employee's needs.

Table 4.7 : Performance Management

<b>Performance Management</b>	Mean	Standard Deviation
The organization has formal appraisal system.	4.16	0.63

( Continued )

Table 4.7 (Continued) : Performance Management

The performance appraisal's evaluation is fair and square.	3.30	0.58
Performance appraisal is done periodically.	4.04	0.73
I received the constructive feedback from my organization.	3.84	0.74
My supervisor helps with performance guidance and spending the time needed.	3.90	0.75
Performance Management	3.85	0.51

Source: Survey Data (2023)

The mean of the performance management is 3.85 (Table 4.7) and it is generally satisfied by employees. The company has the formal appraisal system which has done periodically. However, the management should review the compensation package after appraisal system. The supervisor and line manager provides the feedbacks and guidance after performance assessment. (Mean value of 3.90 with standard deviation of 0.75)

#### 4.2.2 Analysis of Working Environment Factors

This section is to analyse the opinion of employees on the working environment. There are 5 questions each for physical environment variable, supervisor support/management variable, and working relationship variable.

Table 4.8 : Work Environment

Working Environment	Mean	Standard Deviation
Physical Environment	3.80	0.49
Supervisor Support/Management	3.55	0.61

( Continued )

Table 4.8(Continued) : Work Environment

Working Relationship	3.85	0.43
Overall Mean	3.73	0.41

Source: Survey Data (2023)

Table (4.8) illustrated the employee's satisfaction of the working environment. The overall mean score is 3.73 with the standard deviation of 0.41 which is higher than the neutral value, therefore, it can be concluded that the working environment factors is satisfied by employees.

Table 4.9 : Physical Environment

Physical Environment	Mean	Standard Deviation
Workplace related tools are readily available.	4.20	0.61
Good physical working conditions are provided in the organization.	3.61	0.75
My work environment is conformable, allowing me to do my job without difficulty.	3.82	0.72
I received the necessary health and safety.	3.53	0.68
I feel safe in these working conditions.	3.83	0.81
Physical Environment	3.80	0.49

Source: Survey Data (2023)



The employees are satisfied with physical environment as shown in table 4. The overall mean for the physical environment is 3.80 with the standard deviation of 0.49. However, the satisfaction value is low in the health and safety provided by the company (Mean value of 3.53). They are highly satisfied because workplace related tools are readily available (Mean value of 4.20). And they think the working environment is comfortable to perform the job (Mean value of 3.82) and feel safe (Mean value of 3.83).

Table 4.10 : Supervisor Support

Supervisor Support	Mean	Standard Deviation
I got a chance for free discussion with supervisors/ management	3.53	0.74
There is trust and care shown by supervisors/ management in performing the job	3.55	0.76
My supervisor shows consideration for my problems regarding my work.	3.50	0.70
My supervisor provides sufficient information on the result of my work.	3.50	0.70
I feel my supervisor treats the employees fairly.	3.67	0.86
Supervisor Support	3.55	0.61

Source: Survey Data (2023)

The satisfaction on the supervisor support is the quite acceptable with the mean value of 3.55 as shown in table 4.10. Employees are satisfied on the fact that they got a chance for free discussion with supervisors/management (Mean value 3.53). The employees believe that their supervisor treat them fairly (Mean value 3.67)

and they got trust and care from their supervisor (Mean value 3.55).

Table 4.11 : Working Relationship

<b>Working Relationship</b>	<b>Mean</b>	<b>Standard Deviation</b>
Team meeting are conducted regularly.	3.93	0.59
I am recognized and respected in my teams/ by my teammates.	3.89	0.77
All the staff in my department are friendly and supportive.	3.98	0.66
My co-workers get along with each other at work.	3.60	0.68
Our organization has a high level of teamwork.	3.82	0.63
Working Relationship	3.85	0.43

Source: Survey Data (2023)

Regarding to the co-worker relationship, the mean value is 3.85 as shown in table 4.11. The employees are satisfied because of regular team meeting (Mean value of 3.93) and friendly and supportive culture of the workplace (Mean value of 3.98).

#### 4.2.3 Analysis of Financial Rewards Factors

This section is to analyse the opinion of employees on the financial rewards. There are 4 questions each for salary variable, bonus variable, and fringe benefit variable.

Table 4.12 : Financial Rewards

<b>Financial Rewards</b>	<b>Mean</b>	<b>Standard Deviation</b>
--------------------------	-------------	---------------------------

(Continued)

Table 4.12 (Continued) : Financial Rewards

Salary	3.48	0.59
Bonus	3.61	0.55
Fringe Benefit	3.47	0.46
Overall Mean	3.43	0.50

Source: Survey Data (2023)

Table (4.12) illustrated the employees' satisfaction on the financial rewards. The overall mean value 3.43 and standard deviation 0.56 are higher than neutral value, and generally satisfy by the employees.

Table 4.13 : Salary

Salary	Mean	Standard Deviation
My salary is competitive to the similar organization.	3.60	0.77
I have received right amount of pay for my job scope.	3.52	0.81
I am being paid fairly in comparison to others.	3.54	0.74
My salary is sufficient for my overall living expenses.	3.25	0.78
Salary	3.48	0.59

Source: Survey Data (2023)

The mean value for the salary is 3.48 and standard deviation is 0.59 as shown in table 4.13. However, it is found out that the salary is not sufficient to cover the overall living expenses (Mean value of 3.25).

Table 4.14 : Bonus

Bonus	Mean	Standard Deviation
My organization practices annual bonus payment.	3.91	0.75
Bonus are used as a mechanism to reward high performance.	3.89	0.82
I received bonus which is suitable with my performance.	3.34	0.87
The bonus I received is better than other similar organizations.	3.28	0.89
Bonus	3.61	0.55

Source: Survey Data (2023)

As shown in table (4.14), the employees are stratified with bonus with the mean value of 3.61 and standard deviation of 0.55. However, the employees believe that their performance is not sufficiently rewarded in terms of bonus (Mean value of 3.34). Also, they do not satisfy with the bonus payment compared to other similar organization (Mean value of 3.28).

Table 4.15 : Fringe Benefit

Fringe Benefit	Mean	Standard Deviation

(Continued)

Table 4.15 (Continued) : Fringe Benefit

My organization provides sufficient travelling allowance or travelling.	3.13	0.86
My organization provides reasonable meal allowance or meal.	3.86	0.65
My organization provides staff welfare plan, entertainment.	3.74	0.94
My allowance and fringe benefits are adequately satisfactory.	3.15	0.81
Fringe Benefit	3.47	0.46

Source: Survey Data (2023)

Regarding the fringe benefit, the mean value is 3.47 and standard deviation is 0.46 as shown in table 4.15. The employee believe that the company do not provide sufficient travelling allowance or travelling arrangement for the employees (Mean value 3.13).

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#### 4.2.4 Analysis of Job Satisfaction

This section is to analyse the job satisfaction of the employees. It contains 6 statements to measure the job satisfaction level of the employees.

Table 4.16 : Job Satisfaction

<b>Job Satisfaction</b>	<b>Mean</b>	<b>Standard Deviation</b>
I enjoy working at this company.	3.75	0.66
I feel accomplishment from my job.	3.83	0.78
I can use all my skills and abilities at my job.	3.47	0.82

(Continued)

Table 4.16 (Continued) : Job Satisfaction

I satisfied with the pay and the amount of work I do.	3.41	0.76
I satisfy the way my co-workers get along with each other.	3.54	0.63
I am satisfied with my job.	3.74	0.65
Job Satisfaction	3.62	0.41

Source: Survey Data (2023)

As per above table (4.16), the total mean value for job satisfaction is 3.62 with the standard deviation of 0.41 and it illustrates that there is a positive attitude from the employees. The employees enjoy working at the company (mean value of 3.75) and highly satisfied with the job they perform (mean value of 3.74). However, they have neutral opinion for the questions stating that they are satisfied with the pay and the amount of work they do (mean value of 3.41), and they can use all skills and abilities at their job (mean value of 3.47). They are willing to give extra benefit package for their job. The employees are satisfied with the communication with co-worker (mean value of 3.54).

#### 4.3 HRM and Job Satisfaction

The multiple linear regression analysis with the independent variables of HRM and job satisfaction is analysed. The linear relationship between the variables is shown in below.

Table 4.17 : The impact of HRM on Job Satisfaction

Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		

(Continued)

Table 4.17 (Continued) : The Impact of HRM on Job Satisfaction

(Constant)	.085	.066		1.324	.189
Recruitment	.387***	.127	.379	3.298	.001
Selection	.344***	.098	.340	3.465	.001
Training and Development	.032	.067	.040	0.551	.566
Compensation	.445***	.062	.420	6.088	.000
Performance Management	.557***	.105	.568	5.467	.000
Adjusted R Square	.974				
F Value	895.658***				

Source: Survey Data(2023)

According to table (4.17), adjusted R square is 0.974. It illustrated that the model explains 97.4% of the job satisfaction impacted by HRM practices. According to the results, training and development are not significant with the job satisfaction. The other independent variables, recruitment and selection is positive, and it is significant with job satisfaction. The standardized coefficient (beta) of performance management is the largest with the value of 0.568 and it means that performance management has greater contribution to increase the job satisfaction.

#### 4.4 Working Environment and Job Satisfaction

The multiple linear regression analysis with the independent variables of working environment and job satisfaction is analysed. The linear relationship between the variables is shown in below.

Table 4.18 : The impact of working environment on Job Satisfaction

Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	.0266	0.291	0.000	0.917	.360
Physical Working Condition	.456***	0.125	0.375	3.522	.001
Supervisory Support	.567***	0.091	0.534	6.201	.000
Working Relationship	0.032	0.087	0.030	0.376	.704
Adjusted R Square	.815				
F Value	13.207***				

Source: Survey Data (2023)

According to the survey results as shown in table 4.18, adjusted r square is 0.815. It illustrated that this model could explain 81.5% of the job satisfaction by the working environment. The supervisor support has significant impact on the job satisfaction with the beta value of 0.534. In addition, physical working environment has significant effect on the job satisfaction with the beta value of 0.375. However, the working relationship with the co-worker is not very significant to the job satisfaction, as the beta value is only 0.030.



#### 4.5 Financial Rewards and Job Satisfaction

The multiple linear regression analysis with the independent variables of financial rewards and job satisfaction is analysed. The linear relationship between the variables is shown in below.

Table 4.19 : The impact of financial rewards on Job Satisfaction

Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	1.417	0.420		3.363	.001
Salary	.369***	0.096	0.301	3.750	.000
Bonus	.484***	0.115	0.511	4.124	.000
Fringe Benefits	.412	0.112	0.320	3.460	.001
Adjusted R Square	.787				
F Value	127.795***				

Source: Survey Data (2023)

According to the survey results as shown in table 4.19, adjusted r square is 0.787. It illustrated that this model could explain 78.7% of the job satisfaction impacted by the financial rewards. The value of F test is also highly significant at 1 percent level.

All three variables from the financial rewards are significant. Among them, bonus has highly significant over job satisfaction (beta -0.511) In addition, fringe benefit also significant over job satisfaction (beta value of 0.112)

The multiple linear regression analysis with the independent variables and job satisfaction is analysed. The linear relationship between the variables is shown in below.

Table 4.20 : The impact of HRM, working condition and financial rewards on Job Satisfaction

Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	.265	.304		.867	.388
HRM	.328***	.085	.279	3.729	.000
Working Environment	.276***	.079	.203	3.345	.001
Financial Rewards	.356***	.060	.426	5.986	.000
Adjusted R Square	.557				
F Value	38.333				

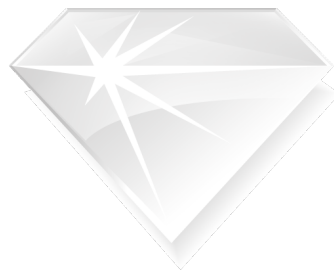
Source: Survey Data (2023)

According to the survey results as shown in table 4.20, adjusted r square is 0.557. It illustrated that this model could explain 55.7% of the job satisfaction impacted by all the independent variables. The value of F test is also highly significant at 1 percent level.

There is a positive relationship between HRM and job satisfaction. The standardized coefficient (beta) value of .279 and indicated that HRM has a contribution to increase the job satisfaction. There is also a positive relationship between working environment and job satisfaction. The standardize coefficient (beta) value of .203 indicating that working environment has a contribution to increase the job satisfaction. Financial

rewards has positive related to job satisfaction with the standardize coefficient (beta) value of .426.

To summarize, based on the results, all the independent factors have the positive relationship with the job satisfaction. Therefore, it accepted the null hypothesis and proved that HRM have significant impact on job satisfaction, working Environment have significant impact on job satisfaction and financial rewards have significant impact on job satisfaction. Financial rewards have the most significant impact on job satisfaction.



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## CHAPTER 5

### CONCLUSION

This chapter includes findings and discussion of this study, recommendation and needs for further research. The objective of this study is to examine the impact of HRM, working environment and financial rewards on the job satisfaction. The study is only focus on the hotel industry in Myanmar and this chapter will present the finding of the study.

#### 5.1 Finding and Discussion

In conclusion, the employees have the high satisfaction working in the current hotel. Employees with highly satisfied on their jobs will provide the best service to the customers which is very important to the service industry such as hotel industry. All the three variables have the positive relationship with the job satisfaction. Primarily, the financial rewards have strong positive relationship with the job satisfaction.

According to the findings, out of HRM factors which are recruitment, selection, training development, compensation and performance management, the compensation has the highest impact on the job satisfaction while training and development has the lowest impact on the job satisfaction. HRM factors are related to each other, and it has strong relationship with employees' job satisfaction. The survey supported the finding of (Guest, Michie, Sheehan, & Conway, 2000), and proved that HRM has a relationship with job satisfaction. The management of the selected hotels should review and design the attractive compensation package of the employee. These hotels have the formal and regular performance system and provide feedback to individual employees. Based on the appraisal result, the guidance has also provided by supervisor. (Rani & Sagi, 2021) suggested that there are various aspects which can improve the performance management. Training is also the one of the most importance factors to increase the performance management. It increases the job satisfaction of the employee.

Among the working environment independent factors, the supervisor support/management support has the highest impact on the job satisfaction. (Buljubasic, 2008) stated that relationship with co-workers is the cooperation to complete the task which encourage individual job performance and that is the foundation of job satisfaction. This study supports his statement; however, the co-worker relationship has the lowest impact on the job satisfaction among the independent variables.

In addition, the employees strongly agree on the fairly treatment of the supervisor on them and trust and care shown by the management. Employees building the relationship with supervisor or line manager enhance the job satisfaction. The trust and care treatment from supervisor plays significant roles to achieve the job satisfaction of the employee. (Nespoli, 2017) suggested that supervisor support is important for job satisfaction and the supervisor should provide customized support by understanding the employees professionally and personally. As a five-star rated hotel, the working environment is comfortable to the employee, and it increases the job satisfaction. Employees received the necessary health and safety, and they feel safe in the working environment. Since hotel industry is high risk industry for COVID-19 due to the business nature, employees are concerned about the health, and it appears that the management of the company have sufficient health and safety procedures to reduce the risk. Even though the employees are satisfied with their teamwork, this variable does not have significant impact on the job satisfaction.

Regarding to the financial rewards, all the sub-variables, salary, bonus and fringe benefit have the highly impact on the job satisfaction. According to the finding of (Zaraket & Saber, 2017), the financial rewards are greatest impact on satisfaction

because it fulfils the basic components of the living. As the consequence of their satisfaction, the performance will improve. The management of the selected hotels should research the market pay rate of the similar organization or the organization in the similar industry and redesign the remuneration package. (Artz, 2010) argued that fringe benefits is one of the portion in rewards package that have an impact on the job satisfaction. However, fringe benefits in exchange with the salary could lead to the adverse effect on the job satisfaction.

COVID-19 pandemic has significantly impacted the hotels industry. Hotel industry faces financial challenges due to travel restrictions and lockdown. Employees in the industry also faces different challenges such as job insecurity, pay cuts. It is crucial for the management to address the concerns of the employees and provide support during the challenging time at pandemics. Understanding the factors influencing the employees job satisfaction can address the driver of job satisfaction and create a healthier work environment by designing effective strategies.

### 5.3 Recommendation

Recommendations are given according to the findings to enhance the job satisfaction of the employees in Myanmar hotel industry. The transparency, unbiased in the selection process are contributing the job satisfaction and need to be carried forward. However, it is found out that there is no right person in the right place. Therefore, the hotel management should review the qualification and skills of the employees and place the right position according to their strengths.

The management of the employee should maintain the fairness among the employers which is one the significant factors on the job satisfaction. In addition, it is advised to regular monitor and assess the job satisfaction based on turnover rate, complaints rate, etc. It is important to create happy and safe working environment, full of care and trust as it is one of the factors which has significant impact on job satisfaction. It is suggested to the management of the hotel industry to encourage teamwork and to provide more opportunity to use their skills.

Also, financial rewards play significant role in the job satisfaction. The management of the hotel industry should conduct market research to ensure employees receive competitive salaries and benefits aligning with industry standards and should implement the reward systems based on their performance.

Overall, by focusing on effective HRM, creating a supportive working environment and providing fair financial rewards, hotel industry stakeholders can enhance job satisfaction among employees, leading to increased productivity and employee retention.

#### 5.4 Further Research

This study is only focus on the hotels under ACCOR group in Myanmar and the survey data is only collected from the employees working in those hotels, therefore, this survey cannot be representing the whole hotel industry. Therefore, extended survey and larger sample collection are required to be conducted. In addition, the job satisfaction is measured used only three independent variables called HRM, working environment and financial rewards. There are other factors which are influencing the job satisfaction of the employees; therefore, other independent variables should be used to conduct the factors that impact on job satisfaction.

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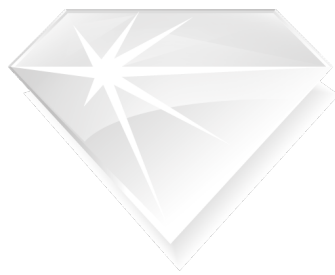


## APPENDIX I

Appendix I – Hotels under Accor Group in Myanmar

No	Name	Location	No. of rooms
1	Pullman Yangon Centrepont	Yangon	289 rooms
2	Novotel Yangon Max	Yangon	366 rooms
3	Mercure Yangon Kaba Aye	Yangon	183 rooms
4	Pullman Mandalay Mingalar	Mandalay	358 rooms
5	Mercure Mandalay Hill Resort	Mandalay	208 rooms
6	Ibis Styles Mandalay Centre	Mandalay	279 rooms
7	The Lake Garden Nay Pyi Thaw	Nay Pyi Taw	165 rooms
8	Novotel Inle Lake Myat Min	Nyaung Shwe	121 rooms
9	Sofitel Inle Lake Myat Min	Nyaung Shwe	101 rooms

*Table 1.1 – Hotels under Accor Group in Myanmar*



**BANGKOK  
UNIVERSITY**

THE CREATIVE UNIVERSITY

## APPENDIX II

## Appendix II - Approval Letter from Accor Myanmar Hotel Group

PULLMAN YANGON CENTREPOINT

NO. 65, CORNER OF SULE PAGODA ROAD AND MERCHANT STREET, KYAUTADA TOWNSHIP - 11182 - YANGON, MYANMAR T +95 (0) 1 382607  
PULLMANHOTELS.COM - ACCORHOTELS.COM

Dear Htoo Aung Wai,  
 Passport no. MG702565  
 MBA student of Bangkok University International  
 ID: 740200676

I am pleased to inform you that your request for permission to conduct research and survey the employees of Accor Myanmar Hotel Group has been approved. We acknowledge the importance of academic research in the hospitality industry and are happy to support your thesis project.

Please note that this authorization includes the permission to distribute the survey questionnaire to our employees and to conduct face-to-face interviews with them, as needed. We kindly request that you coordinate with the Human Resources Department to schedule the survey at a convenient time for our employees, and ensure that it does not interfere with their daily tasks.

We also expect that your research will be conducted in a professional and ethical manner, and that you will adhere to all relevant guidelines and best practices for conducting research.

Finally, please be reminded that all data collected will be used solely for academic purposes and that confidentiality and anonymity of our employees' responses will be respected.

We wish you all the best in your research endeavor and hope that this project will be of great benefit to the hospitality industry in Myanmar.

Sincerely,

Thin Yee Mon  
 Sr. Sales Manager

## APPENDIX III

### ONLINE QUESTIONNAIRE

**Research Title: The impact of Human Resource Management, Organization working environment and technology factors on organizational performance in hotel industry**

This questionnaire is for a survey to study the impact of HRM, working environment, and financial rewards on the job satisfaction. The information used in this survey will remain strictly confidential and anonymous. This will be used for only academic purpose.

Your participation is highly appreciated.

#### Section 1: General Information of Respondents

**Instruction:** please choose the tick the answer that matches your information.

1. Gender

- Male                      • Female

2. Marital Status

- Single                  • Married                  • Divorced • Preferred not to say

3. Age

- 20-25                  • 26-35                  • 36-45                  • Over 45

4. Monthly salary

- |  |   |
|--|---|
| <input type="checkbox"/> 1) Under 20,000 THB     | <input type="checkbox"/> 2) 20,000-35,000 THB |
| <input type="checkbox"/> 3) 35,001-50,000 THB    | <input type="checkbox"/> 4) 50,001-65,000 THB |
| <input type="checkbox"/> 5) More than 65,000 THB |   |

4. Educational Background

- Lower than bachelor degree
- Bachelor degree
- Higher than Bachelor degree

5. Occupational Level

- Part-time • Non-Managerial
- Supervisor
- Manager
- Other.....

Working Experience in Accor Myanmar group hotel

- less than 1 year
- 1-5 years
- 6-10 years
- More than 10 years

Section 2: HRM Practices in Accor Myanmar group hotel

**Instruction** Kindly indicate the degree to which you agree or disagree with the statement toward HRM Practices in Accor Myanmar Group hotel on a scale of 1-5, where 1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	<b>Recruitment</b>	Level of Opinions				
		1	2	3	4	5
1	The vacancies are widely advertised on the company website or other job boards.					
2.	Job description and specification are clearly described in the advertisement.					
3	The organization recruited employee the right person in the right place.					
4	Line departments request the resource requirement for hiring in advance to HR department.					
	<b>Selection</b>					
1	Company has standard procedures and policies for selection process.					
2	Standardized tests are used to select suitable employees.					
3	Disqualified CV can be systematically denied.					

4	Employees are selected based on their skills and knowledge.					
5	The process is not influenced by individuals in favour of a specific candidate.					
	<b>Training and Development</b>					
1	I received the induction training.					
2	I received continuous training for the skills required for my job.					
3	The organization always plan and implement continuous training programs for staff.					
4	I was trained how the job-related equipment are used.					
5	Training histories are recorded for each employee.					
	<b>Compensation</b>					
1	The compensation package is in line with the employees' needs.					
2	The compensation system is reviewed periodically.					
3	The compensation system is according to job performance.					
4	The organization has fair compensation system.					
5	The job performance evaluation for promotion is fair and base on clear performance standard.					
	<b>Performance Management</b>					
1	The organization has formal appraisal system.					
2	The performance appraisal's evaluation is fair and square.					
3	Performance appraisal is done periodically.					
4	I received the constructive feedback from my organization.					

5	My supervisor helps with performance guidance and spend time needed.					
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### Section 3: Working Environment in Accor Myanmar Group hotel

**Instruction** Kindly indicate the degree to which you agree or disagree with the statement toward working environment in Accor Myanmar Group hotel on a scale of 1-5, where 1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	Physical Working Environment	Level of Opinions				
		1	2	3	4	5
1	Workplace related tools are readily available.					
2	Good physical working conditions are provided in the organization.					
3	My work environment is conformable, allowing me to do my job without difficulty.					
4	I received the necessary health and safety.					
5	I feel safe in this working condition.					
	<b>Supervisor Support/Management</b>					
1	I got a chance for free discussion with supervisors/ management					
2	There is trust and care shown by supervisors/management in performing the job					
3	My supervisor shows consideration for my problems regarding my work.					
4	My supervisor provides sufficient information on the result of my work.					
5	I feel my supervisor treats the employees fairly.					

	<b>Working Relationship</b>					
1	Team meeting are conducted regularly.					
2	I am recognized and respected in my teams/ by my teammates					
3	All the staff in my department are friendly and supportive.					
4	My co-worker get along with each other at work.					
5	Our organization has a high level of teamwork.					

#### Section 4: Financial Reward in Accor Myanmar Group hotel

**Instruction** Kindly indicate the degree to which you agree or disagree with the statement toward financial reward in Accor Myanmar Group hotel on a scale of 1-5, where 1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	<b>Salary</b>	Level of Opinions				
		1	2	3	4	5
1	My salary is competitive to the similar organization.					
2	I have received right amount of pay for my job scope.					
3	I am being paid fairly in comparison to others.					
4	My salary is sufficient for my overall living expenses.					
	<b>Bonus</b>					
1	My organization practices annual bonus payment.					
2	Bonus are used as a mechanism to reward high performance.					
3	I received bonus which is suitable with my performance.					
4	The bonus I received are better than other similar organization.					
	<b>Fringe Benefit</b>					



1	My organization provides sufficient travelling allowance or travelling arrangement.					
2	My organization provides reasonable meal allowance or meal.					
3	My organization provides staff welfare plan, entertainment.					
4	My allowance and fringe benefits are adequately satisfactory.					



### Section 5: Job Satisfaction in Accor Myanmar Group hotel

**Instruction** Kindly indicate the degree to which you agree or disagree with the statement toward your job satisfaction in Accor Myanmar Group hotel on a scale of 1-5, where 1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	Job Satisfaction	Level of Opinions				
		1	2	3	4	5
1	I enjoy working at this hotel.					
2	I feel accomplishment from my job.					
3	I can use all my skills and abilities at my job.					
4	I satisfied with the pay and the amount of work I do					
5	The way my co-workers get along with each other.					
6	I am satisfied with my job					

**Thank you for your time and cooperation in responding to this questionnaire.**

**BIODATA****First Name – Last Name**

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High school at Basic Education High School (2)

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