

Job Stress, Job Satisfaction and Job Performance among Front Desk Personnel in Five Star Hotel Kuala Lumpur, Malaysia

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Abstract : This research concerns the relationship of job stress, job satisfaction, and job performance in hospitality industry focusing on front desk personal. Obtained were self-reports from 30 front desks personal that cover three area of question which is job performance, job satisfaction and job stress. Reported are the results of SPSS analyses based on a Multiple Regression Analysis which includes matrix scatter plots, correlation, ANOVA and regression coefficient was performed. Therefore, it can be concluded that hotel organizations especially the front desk department to rearrange their job scope and design in order to reduce the job stress and increase the job satisfaction levels among their front desk employees so that they will perform better in their job.

Keywords: Job Stress, Job Satisfaction, Job Performance, Front Desk Personnel, Kuala Lumpur

Introduction

Human resources are the most important elements in any businesses throughout the world. This is particularly exact to service-oriented business for instead hospitality and there have been key developments in the services sector in Malaysia in recent years. In addition, the tourism industry in this country growing steadily and always welcomes people who can work and have qualification. Focusing on employees working in front office, they undertake an important task in building up a hotel's image and reputation. Their growth and survival are very much related to their success in coping with stress because they interact with human more than equipment's. It is noted that no job is free from stress and all types of work bring responsibilities, problems, demands and pressures. Stress affects personality, modifying our perceptions, feeling, attitudes and behavior (Funder, 2001). At the front office department, workers are demanding shorter weeks and longer vacations and many are retiring early. Increasing number of young people and many who have already achieved measures of success are demanding

to have better work environment and payment. This has caused new patterns of social behavior to emerge. Based on the literature reviews, the area of job stress within the hotel industry has received scarce attention. The reason of this situation maybe because of the nature of the working environment itself that force them to deliver high level of satisfying others and working at front desk need someone that are cheerful, helpful and most of the time smiling. No one will notice if someone at front desk experience depression, stress or other mental illness.

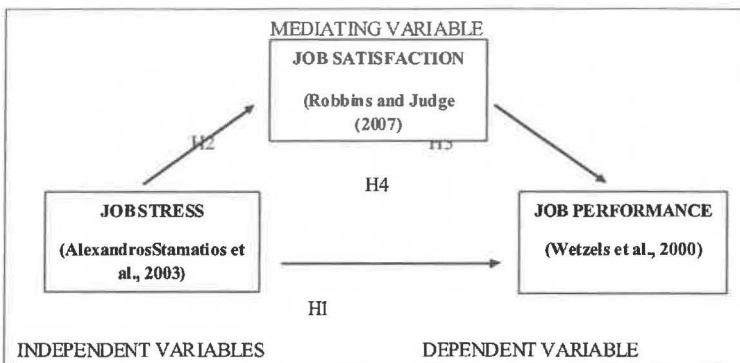
Research Objectives

- To determine if job stress influences job performance of hotel front desk personnel.
- To identify whether job stress influence job satisfaction of hotel front desk personnel.
- To identify whether job satisfaction influences the job performance of hotel front desk personnel.
- To find out the mediating effects of job satisfaction on job stress and job performance of hotel front desk personnel.

Research Questions

- Does job stress influence job performance?
- Does job stress influence job satisfaction?
- Does job satisfaction influence job performance?
- Does job satisfaction give the mediating effect to the job stress and job performance?

Figure 1: Theoretical Framework



Hypothesis

H 1- Job stress influences job performance

H 2- Job stress influences job satisfaction

H 3- Job satisfaction influences job performance

H4 - Job satisfaction mediates the relationship between job stress and job performance

Job Stress

The modern workplace is often described as dynamic and ever changing. Employees are faced with numerous and continuous issues that greatly impact their lives at the workplace. One of the issues that arise is about work stress. There are various definitions given to job or work stress. For the purpose of this study, it is defined as a process that involves stressors (organizational events or conditions that an individual appraises as a negative or threatening situation), and strain, the resultant effect of such an appraisal (Dewe, 1992; Ganster&Schaubroeck, 1991; Lazarus, 1991). Ellis (2006) termed stress as a response that negatively affected a person's well being, and Janssen (2004) used the term stress to refer to responses such as anxiety and burnout which are usually categorized as strains. Jex, Beehr and Roberts (1992) conducted a study to find out how participants perceived the term stress. In their survey, they included sixteen items using the term "stress" in different ways and contexts. They also included measures of work-related stressors (role ambiguity, role conflict, perceived workload, and interpersonal conflict), and psychological strains (job dissatisfaction, anxiety, frustration, depression, and turnover intent). According to the results stress items are most strongly related with anxiety. Most referred to stress as a response to an unpleasant event. This finding is useful because the term stress is used in reference to both stressors and strains (Jex et al., 1992). For instance, Jamal and Baba (1992) measured job stress as a response. Although stress items (together as a set) shared more variance with strains than stressors the stress scale strongly related to both, stressors and strains (Jex *et al.*, 1992). In the case of the current study, none of the stress measurement items in the instrument uses the terms 'stress', 'strain'

or 'stressor'. The study used a condensed version of the instrument developed by Parker and DeCotiis (1983). Most stress researchers used the term strain to refer to the responses or reactions of individuals to stressors (Barsky, Thoreson, Warren & Kaplan, 2004; Dewe, 1992; Karasek, 1979; Lazarus, 1991; Liu, Spector & Jex, 2005; Penney & Spector, 2005; Totterdell *et al.*, 2006; Viswesvaran, Sanchez, & Fisher, 1999). However, some researchers used the term 'stress' to refer to the response individuals have to stressors (Ellis, 2006; Glazer & Beehr, 2005; Janssen, 2004). Parker and DeCotiis (1983) used the term job stress to refer to the response of individuals to various stressors at the workplace including their roles, relationships, and the work itself. Although the terms 'stress' and 'strain' are interchangeably used and such usage has been accepted, most stress research models, past and present, define 'stress' as a process in which stressors are the cause and strains the effect (Fox & Spector, 2006; Glazer & Beehr, 2005; Karasek, 1979; Lazarus, 1991; Liu, Spector, & Jex, 2005; Penney & Spector, 2005; Totterdell *et al.*, 2006). Sufficient theoretical and empirical evidence in the literature exist to suggest that stressors are workplace events or situations (cause) (Nair, 2007).

Job Satisfaction

According to Akfopure, Ikhifa, Imide, and Okokoyo (2006), job satisfaction has been an important topic for several years. Job satisfaction is a multidimensional construct the conceptualization and measurement of which has long been of interest in the industrial and organizational psychology literatures (Bodur, 2002) while according to (Bowling and Hammond, 2008), it has been the most widely studied topic. However, many employers or superiors do not bother about their people or subordinates no matter they happy with their jobs or not. Munhurrun *et al.*, (2009) stated that job satisfaction should not be ignored, but they found that very few organizations seriously consider about job satisfaction. Job satisfaction is significant area to organizations. This statement is in line with Oshagbemi (2003), in which he stated that job satisfaction is an important attribute that organizations desire of their staff. He found that performance, organizational productivity and other issues, including labor turnover may link from the job satisfaction. Job satisfaction also refers to the effective reaction to one's job (Ozer and Gunluk, 2010). While Vila and Garci'a-Mora (2005), found that according

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to standard economic theory, job satisfaction depends positively on income and negatively on hours worked, as well as on a set of other job-specific and worker-specific characteristics (Fabra & Cesar, 2009).

Job Performance

Job performance refers to the success of people's behaviors that award to organizational goals (McCloy, Campbell, & Cudeck, 1994; Motowidlo, 2003; Grant, 2008). In addition, Wetzels et al. (2000) characterized job performance as the degree to which employees execute tasks, responsibilities, and assignments. Wetzels (2000) also mentioned that job performance is distinct as equal with manners - it is what people do that can be observed and measured in terms of each individual's ability or level of involvement (Pulakos et. al., 2000). Further, other researchers describe job performance as the level to which episodes of worker behavior develop organizational efficiency (Campbell, Gasser, & Oswald, 1996; Byinton&Felp, 2010). On a very general level job performance can be defined as "all the behaviors workers connect in while at work" (Jex, 2002; Berghe, 2011). However, this is a rather indistinct explanation. A flaxen total of the workers' manners displayed at work are not essentially correlated to job-specific aspects. More commonly, job performance refers to how well someone performs at his or her work (Berghe, 2011).

Job performance is the consequence of three factors working collectively: skill, effort and the nature of work conditions. Skills comprise acquaintance, abilities and competencies the worker brings to the profession; effort is the level of enthusiasm the worker puts onward in the direction of getting the job done; and the nature of work conditions is the level of modification of these situations in facilitating the employee's efficiency (Kazmi et. al, 2008).

Sampling

This study had been conducted in two selected five star hotels, namely Shangri-La Kuala Lumpur and Hilton Kuala Lumpur. These hotels were selected out of eighteen five star hotels listed in Kuala Lumpur (MAH, 2010). The reasons of choosing these two hotels were due to the location of the hotels at the heart of the city centre, Kuala Lumpur Sentral (KL

Central) transportation and business hubs. Further, the nature of the business of these two hotels is the same which the target market is the business travelers and convention. Besides they fall into the category of hotel (business and five stars hotels). Moreover, their guests' high demand of rooms and most of their front-desk personnel are well trained to deliver the service to customers who come from around the world. The non-probability sampling method was adopted due to the focus of the study which was to determine the real situations that occur in the particular organizations being selected.

Population

The population for this study was the employees of the front desk personnel from Shangri-La and Hilton Hotel, Kuala Lumpur. The criteria for inclusion into the study are to be front desk personnel, working in the same area for at least more than 3 months, and full time employment. Further, this study focused on the operational front desk personnel and excludes the managerial front office personnel such as supervisors and managers. Also, part time employees and the employees working in the same area for less than three months are excluded. It was due to the different levels of job task that were handled by the managerial and supervisors position. Besides that, all part timers and employees that have been working with the hotel for less than three months were excluded from the study due to the inadequate time for them to adapt and fully understand the hotel's working environment particularly at the Front Office department.

Research Instrument

A survey instrument in the form of Likert's scale was developed for the purpose of collecting the main data for the study. The scale used was from 1 to 5, 5 being the maximum score for each question. Questionnaires will be distributed using 'drop off and pick-up' method where the questionnaires will be dropped to the supervisor and then, the supervisor will distribute it to his/her staff. It will be dropped by hand and after one week the questionnaire will be collected. In total, there were 44 questions that the respondents answered, and the questionnaires have been divided into four main sections. Part 1 was related to job satisfaction, part 2 regarding job stress, part 3 about the job performance and finally part 4 presented

the demographic profile.

Minnesota Job Satisfaction Scale (MSQ) had been used to measure the job satisfaction. It is due to the widely accepted and use of MSQ which was developed by Weiss, Dawis, England, and Lofquist in 1967. The MSQ is a five-point Likert type scale where the respondents will be requested to state their perceptions of different items on the scale using the following five categories: 5 - totally satisfied, 4 - satisfied, 3 - neither satisfied nor dissatisfied, 2 - dissatisfied, 1 - totally dissatisfied. The MSQ measures intrinsic satisfaction, extrinsic satisfaction and general satisfaction. The questionnaire consists of 20 items. In the intrinsic satisfaction category, the items include activity, independence, variety, social status, moral values, job security, social service, responsibility, ability utilization, creativity, authority, and achievement dimensions. In the extrinsic satisfaction category, the items include supervision-human relations, supervision-technical, company policy, compensation, career progress, and recognition dimensions. General satisfaction is the sum of the intrinsic and extrinsic satisfaction dimensions and two additional dimensions including working conditions and co-workers (Feinstein and Vondrasek, 2001). MSQ is a widely recognized and trusted scale that highlights important components that form job satisfaction and has been used to measure job satisfaction with three dimensions by several researchers (Gunlu *et. al.*, 2009; Chen, 2006; Feinstein and Vondrasek, 2001; Hancer and George, 2003; Lau and Chong, 2002) and demonstrated satisfactory results and reliability values.

The second tool is using Karasek's Job Content Questionnaire (JCQ) developed by Theorell and Karasek, 1996 and modified by Pelfrene E. *et al*; 2006. The JCQ is a self-administered instrument designed to measure social and psychological characteristics of jobs. The instrument is nationally standardized by detailed occupation in several countries, providing an occupational scoring system. The JCQ integrates the use of both individual and occupation-based conceptions of job characteristics. It is an effective communication tool for interpreting the meaning in terms of specific jobs situations, and provides a source of validating information about job situations. Eleven items in the JCQ are used to measure job control, psychological demands, job insecurity, physical exertion and workplace social support. Each item is scored using a five point Likert scale from strongly agree to

strongly disagree. The questionnaire items are related specifically to the purpose of this study. The JCQ questions used simple language so there are meaningful responses possible by all employed respondents, presented in a language simple enough to be understood by participants at all education levels. The Malay language used in this study because it is comprehensible to all Malaysians (NyiNaing *et al.*, 2003) and the reliability and construct validity of the three scales of the Malay version of the JCQ (M-JCQ) were tested in secondary school teachers.

The third tool is job performance model that was developed by Liang *et al.* (2010) and modified by Liao *et al.* (2004). Further, this model involved the judgments by frontline employee towards their consumers which is an approach that rules out the risk of a common method bias (Liang *et al.*, 2010). Moreover, this model used the 5-Likert scales point which each items were measured with "1" for strongly dissatisfied "2" for dissatisfied, "3" for neither satisfied nor dissatisfied, "4" for satisfied and "5" to strongly satisfied whereby the respondents have to state their perception towards the questions that asked regarding their agreement on the performance. In the other hand, the service orientation and frontline employee service performance was measured with five and seven items based on the research by Liao *et al.* (2004).

Data Collection

Prior to embarking on the formal data collection phase, the questionnaire will be tested in order to improve the instrument and to identify any unforeseen errors. Ideally, the sample used for pre-testing should be as close as possible to the real sample. According to Bell (1999), trying out the questionnaire on a group similar to the study group is useful in checking for clarity of questions and instructions, and to highlight questions that may not yield usable data. Pilot study also gives the opportunity to find out how long the questionnaire takes to complete, whether there are any objectionable questions, whether any important questions have been omitted and the opportunity to collect other comments that may be relevant to the questionnaire and subsequently the evaluation. The reliability and validity of the questions has been tested using exploratory factor analysis and Cronbach's coefficient after run the pilot test.

A 'drop off and pick-up' method was used where a total of 30 questionnaires were distributed to both hotels where the questionnaires will be dropped to the supervisor and then, the supervisor will distribute it to his or her staff. The decision to deliver the questionnaires by hand is to ensure that the questionnaires received by the right persons as well as to increase the response rate because the hotels have already agreed to give full co-operation. This is in line with Mond et al. (2004) whereby he suggested that delivering questionnaires by hand to be an effective way to increase response rates. Instructions were given to the Human Resource (HR) Executives/Directors to distribute the questionnaires to their front desk personnel. Furthermore, all of the respondents were assured that full anonymity and confidentiality is guaranteed because their name should not be included in the study.

After 7 days (one week), the questionnaires were collected from both hotels and data entry immediately began. Luckily, that all of the questionnaires were successfully returned. It is because, according to Roscoe's (1975) rule of thumb, sample size should be about 30 to 500, which are considered to be appropriate for most studies. While, during that one week of period, a follow up was done by calling the HR Department of each hotel by telephone in order to remind them that the participation of their employees was very important for this study and their co-operation is fully necessary.

Procedure

To achieve as high a response rate as possible, the following three strategies were adopted. First, the organizational details especially to know the number of employees working as front desk is gathered by informal telephone calls since no historical data about similar research or case study about the subject matters in that particular hotel. Moreover, not much information about the hotel that we would like to study being recently published. For each hotel, the name of the person responsible for front office was obtained.

In obtaining this information, where possible, the researchers had spoken to the person in charge of human resource directly as this provided the opportunity to introduce the purpose of the research and ask for co-opera-

tion. While time consuming, this approach had the benefit of overcoming the adjustment of research question and problem occur in future. The second strategy in accordance with the advice of Bell (1999) involved coding each questionnaire and sending an accompanying letter explaining the purpose of the research with an assurance that the information given would be confidential. Also included, were telephone numbers where the authors could be contacted and an offer to supply the managers of the front office with a copy of the finished research. As each returned questionnaire was received, it was checked to ensure it had been fully completed and a record kept of which hotel it was received from.

Data Analysis

The data have been analyzed through the four main hypotheses using the statistical software SPSS version 17. To ensure the reliability of the questionnaire, the data were collected from the pilot test which then analyzed using Cronbach's Alpha, a reliability coefficient that indicates how well the items in the set are correlated to each other. While, to analyse the real data that were collected from Shangri-La Kuala Lumpur and Hilton Kuala Lumpur, the regression coefficient had been used because of the main point of this study is to determine the causal relationship between variables. According to Hair *et al.* (2007), if the regression coefficient is statistically significant, it can be concluded that there is a relationship between the variables. Besides that, all assessments were also correlated using the Bivariate Data Analysis and Multiple Linear Regression to view any existing relationships between the variables.

Response Rate

A total of 30 questionnaires were distributed to both Shangri-La and Hilton Hotels Kuala Lumpur. All 30 questionnaires were returned and all of them were usable.

Reliability Test Analysis

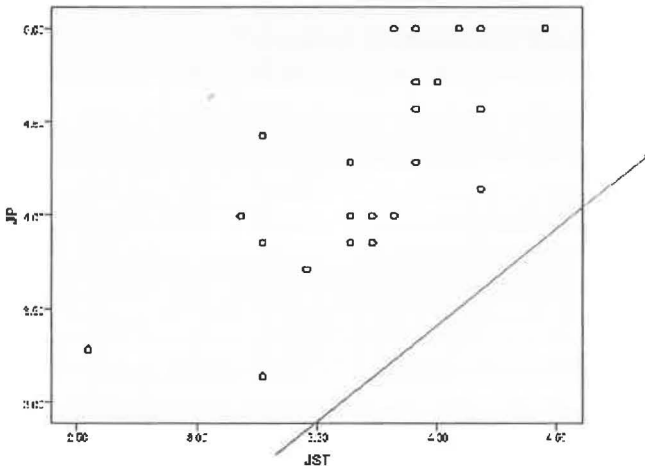
H1- Job Stress Influence Job Performance

In order to test the assumption of this hypothesis, a Bivariate Data

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 Analysis which includes scatter plot, correlation, ANOVA and regression coefficient was performed. The outcomes of the analysis are summarized in the Scatter Plot of Bivariate Data, Correlation Table, Model Summary Table, ANOVA and Coefficients tables as shown in the next page and further.

Scatter Plot of Bivariate Data

Figure 2: Scatter Plot of Bivariate Data (Job Stress and Job Performance)



As seen in Scatter Plot of Bivariate Data above, there are linear pattern of positive (+) association between Job Stress and Job Performance. Thus, for every unit increase in Job Stress, Job performance will drop.

Table 4.1: Correlation Table (Job Stress and Job Performance)

Correlations			
		JP	JST
Pearson Correlation	JP	1.000	.730
	JST	.730	1.000
Sig. (1-tailed)	JP		.000
	JST	.000	
N	JP	30	30
	JST	30	30

** . Correlation is significant at the 0.01 level (2tailed).

From the correlation table above, it shows that $r=0.73$ which is more than 0.3. Thus, according to the statistical analysis, it means that there is association between Job Stress and Job Performance.

Table 4.2: Model Summary Table (Job Stress and Job Performance)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730 ^a	.534	.517	.38353

a. Predictors: (Constant), JST

b. Dependent Variable: JP

In the Model Summary table, it shows that R square= 0.517. Thus, 51.7% of variation in Job Performance is explained by Job Stress which means that 51.7% of Job Performance is depends on Job Stress. However, from the result, we can see that the affects of job stress on job performance is not very strong as what have been stated above, only 51.7% from the respondents found that job stress will affect their job performance and other respondents may found that job stress will not influence their job performance.

Table 4.3: ANOVA Table (Job Stress and Job Performance)

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4.712	1	4.712	32.035	.000 ^a
Residual	4.119	28	.147		
Total	8.831	29			

a. Predictors: (Constant), JST

b. Dependent Variable: JP

The ANOVA table above shows that P-value = 0.000 which less than 0.001. Thus, this is meaning that, Job Stress can be used to predict Job Performance.

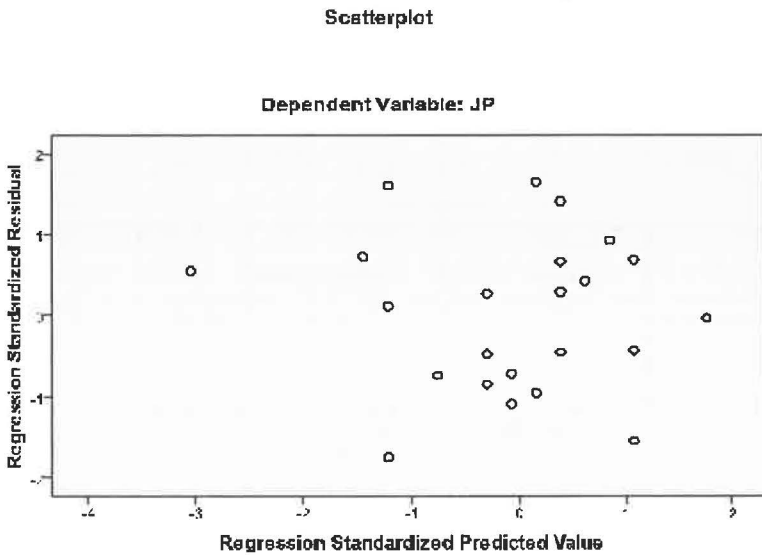
Table 4.4: Coefficients Table (Job Stress and Job Performance)

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	.485	.678		.716	.480	-.903	1.873
JST	1.016	.180	.730	5.660	.000	.648	1.384

a. Dependent Variable: JP

From the Coefficients table above, it shows that Job Performance = 0.485+1.016 Job Stress. According to the Regression Coefficients analysis, it means that, for each unit increase in Job Stress, Job Performance is expected to be drop about 1.016 units. Thus, the more of job stress increased, the more job performance will drop.

Figure 3: Scatter Plot (Regression on Job Stress and Job Performance)



It is impossible that all survey that has been collected from both Shangri-La and Hilton do not have any errors. Thus, the Dependent Variable plot above shows that the residuals are independent since the plot is at random

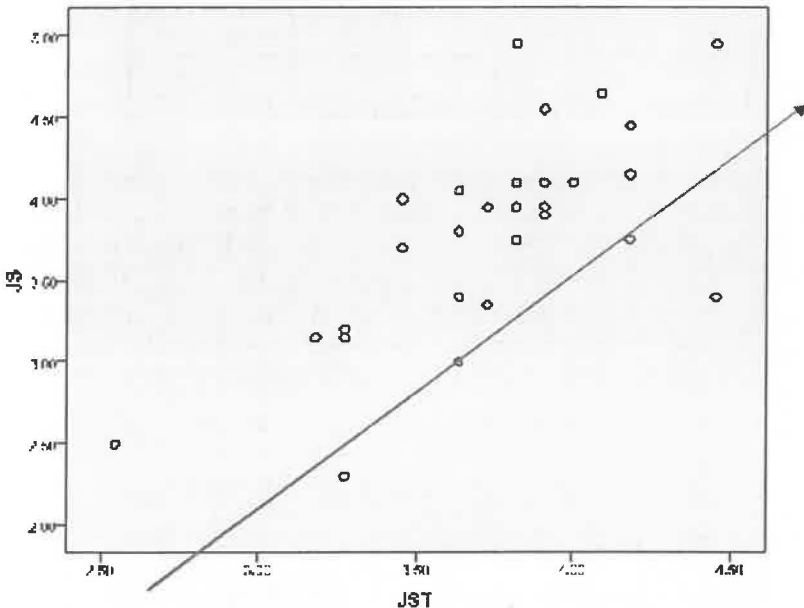
without showing any pattern. It means that the errors are not dependent on data or questionnaire. Meanwhile, maybe it came from the respondents themselves which they are confused about their job, in which they might not know whether their job stress will affect their job performance or not.

H2- Job Stress Influence Job Satisfaction

In order to test the assumption above, a Bivariate Data Analysis which includes scatter plot, correlation, ANOVA and regression coefficient was performed. The outcomes of the analysis are summarized in the Scatter Plot of Bivariate Data, Correlation Table, Model Summary Table, ANOVA and Coefficients tables below and others in the next page.

Scatter Plot of Bivariate Data

Figure 4: Scatter Plot Bivariate Data (Job Stress and Job Satisfaction)



As seen in Scatter Plot of Bivariate Data in Figure 4 above, there are linear pattern of positive (+) association between Job Stress and Job Satisfaction. Thus, for every unit increase in Job Stress, the higher the Job

Table 4.5: Correlation Table (Job Stress and Job Satisfaction)

Correlations

	JST	JS
JST Pearson Correlation	1	.666**
Sig. (2-tailed)		.000
N	30	30
JS Pearson Correlation	.666**	1
Sig. (2-tailed)	.000	
N	30	30

** . Correlation is significant at the 0.01 level (2 tailed).

From the correlation table above, it shows that $r=0.67$ which is more than 0.3. Thus, according to the statistical analysis, it means that there is an association between Job Stress and Job Satisfaction.

Table 4.6: Model Summary Table (Job Stress and Job Satisfaction)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.666 ^a	.443	.424	.49924

a. Predictors: (Constant), JST

b. Dependent Variable: JS

In the Model Summary table, it shows that R square= 0.424. Thus, 42.4% of variation in Job Stress is explained by Job Satisfaction which means that 42.4% of Job Satisfaction depends on Job Stress. However, from the result, we can see that the effects of job stress on job satisfaction is not very strong as what have been stated above, only 42.4% from the respondents found that job stress will affect their job satisfaction and other respondents found that job stress do not influence their job satisfaction.

Table 4.7: ANOVA Table (Job Stress and Job Satisfaction)

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5.561	1	5.561	22.312	.000 ^a
Residual	6.979	28	.249		
Total	12.540	29			

a. Predictors: (Constant), JST

b. Dependent Variable: JS

The ANOVA table above shows that P-value = 0.000 which is less than 0.001. Thus, this means that, Job Stress can be used to predict Job Satisfaction.

Table 4.8: Coefficients Table (Job Stress and Job Satisfaction)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	-.308	.882		-.349	.730	-2.114	1.499
JST	1.104	.234	.666	4.724	.000	.625	1.582

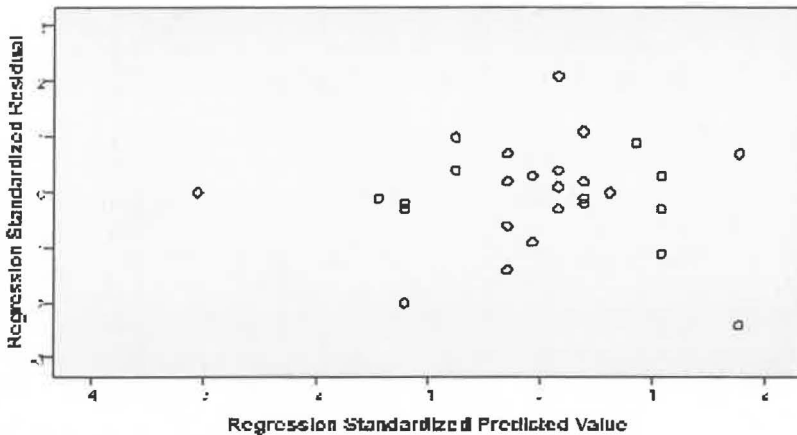
a. Dependent Variable: JS

From the Coefficients table above, it shows that Job Satisfaction = - 0.308 + 1.104 Job Stress. According to the Regression Coefficients analysis, it means that, for each unit increase in Job Stress, Job Satisfaction is expected to drop about 1.104 units. Thus, the more job stress increases, the more job satisfaction will drop.

Figure 5: Scatter Plot (Regression on Job Stress and Job Satisfaction)

Scatterplot

Dependent Variable: JS



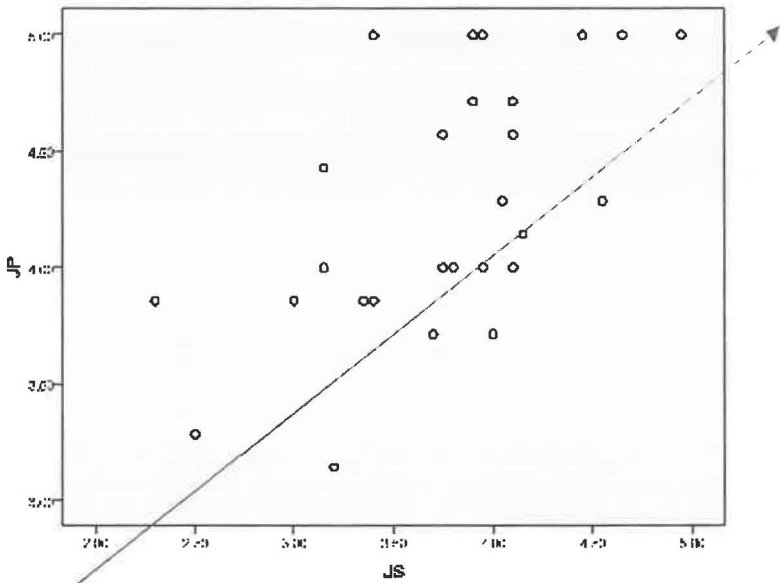
It is impossible that all survey that has been collected from both Shangri-La and Hilton do not have any errors. Thus, the Dependent Variable plot above shows that the residuals are independent since the plot is at random without showing any pattern. It means that the errors are not dependent on data or questionnaire. Meanwhile, maybe it came from the respondents themselves which they are confused about their job which they might not know whether their job stress will affect their job satisfaction or not.

H3- Job Satisfaction Influence Job Performance

In testing the hypothesis above, a Bivariate Data Analysis which includes scatter plot, correlation, ANOVA and regression coefficient was performed. The results of the analysis are summarized in the Scatter Plot of Bivariate Data, Correlation Table, Model Summary Table, ANOVA and Coefficients tables below and others in the next page.

Scatter Plot of Bivariate Data

Figure 6: Scatter Plot Bivariate Data (Job Satisfaction and Job Performance)



As seen in the Scatter Plot of Bivariate Data in Figure 6 above, there is a linear pattern of positive (+) association between Job Satisfaction and Job Performance. Thus, for every unit increase in Job Satisfaction, Job performance will also increase.

Table 4.9: Correlation Table (Job Satisfaction and Job Performance)

		JS	JP
JS	Pearson Correlation	1	.648**
	Sig. (2-tailed)		.000
	N	30	30
JP	Pearson Correlation	.648**	1
	Sig. (2-tailed)	.000	
	N	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

From the correlation table above, it shows that $r=0.648$ which is more than 0.3. Thus, according to the statistical analysis, it means that there is an association between Job Satisfaction and Job Performance.

Table 4.10: Model Summary Table (Job Satisfaction and Job Performance)

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648 ^a	.420	.399	.42768

a. Predictors: (Constant), JS

b. Dependent Variable: JP

In the Model Summary table, it shows that R square= 0.399. Thus, 39.9% of variation in Job Performance is explained by Job Satisfaction which means that 39.9% of Job Performance depends on Job Satisfaction. However, from the result, we can see that the effects of job satisfaction on job performance is not very strong as what have been stated above, only

39.9% from the respondents found that job satisfaction will affect their job performance and other respondents found that job satisfaction does not influence their job performance.

Table 4.11: ANOVA Table (Job Satisfaction and Job Performance)

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.709	1	3.709	20.279	.000 ^a
	Residual	5.121	28	.183		
	Total	8.831	29			

a. Predictors: (Constant), JS

b. Dependent Variable: JP

The ANOVA table above shows that P-value = 0.000 which is less than 0.001. Thus, this means that, Job Satisfaction can be used to predict Job Performance.

Table 4.12: Coefficients Table (Job Satisfaction and Job Performance)

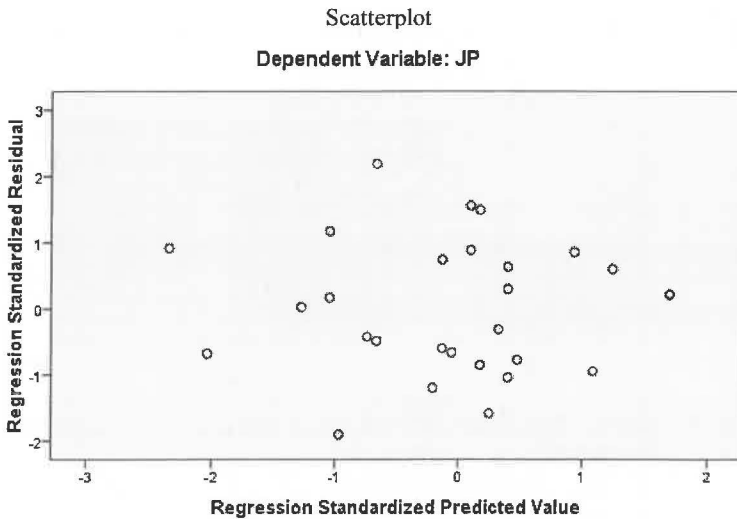
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	2.213	.470		4.710	.000	1.251	3.176
JS	.544	.121	.648	4.503	.000	.296	.791

a. Dependent Variable: JP

From the Coefficients table above, it shows that Job Performance = 2.213 + 0.544 Job Satisfaction. According to the Regression Coefficients analysis, it means that, for each unit increase in Job Satisfaction, Job Performance is expected to increase by 0.544 units. Thus, the more job satisfaction increases, the better respondents will perform their jobs.

Figure 7: Scatter Plot Data (Regression on Job Satisfaction and Job Performance)



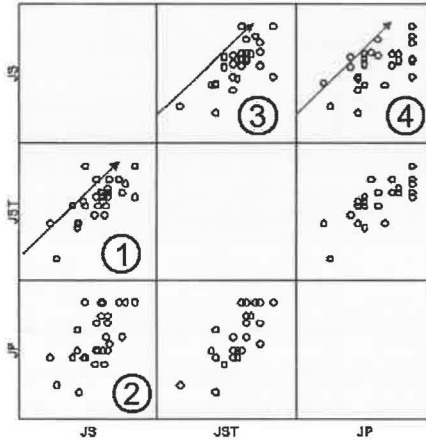
It is impossible that all survey that has been collected from both Shangri-La and Hilton do not have any errors. Thus, the Dependent Variable plot above shows that the residuals are independent since the plot is at random without showing any pattern. It means that the errors are not dependent on data or questionnaire. Meanwhile, maybe it came from the respondents themselves which they are confused about their job which they might not know whether their job satisfaction will make them perform better on their job or not.

H4- Job Satisfaction mediates the relationship between Job Stress and Job Performances

In testing the hypothesis above, a Multiple Regression Analysis which includes matrix scatter plots, correlation, ANOVA and regression coefficient was performed. The results of the analysis are summarized in the Matrix Scatter Plots, Correlation Table, Model Summary Table, ANOVA and Coefficients tables below and others in the next page.

Matrix Scatter Plots

Figure 8: Matrix Scatter Plots (Job Satisfaction Mediate Job Stress and Job Performance)



Based on the matrix scatter plot above, it shows that the plot of job satisfaction (JS) against job stress (graphs 1 and 3) and job performance (graphs 2 and 4) indicate that job satisfaction has a mediating effect between the relationship of job stress and job performance. Which we can see from the scatter plot above, there are linear patterns of positive (+) association between job satisfaction with both job stress and job performance.

Table 4.13: Correlation Table (Job Satisfaction Mediate Job Stress and Job Performance)

		Correlations		
		JST	JP	JS
JST	Pearson Correlation	1	.730**	.666**
	Sig. (2-tailed)		.000	.000
	N	30	30	30
JP	Pearson Correlation	.730**	1	.648**
	Sig. (2-tailed)	.000		.000
	N	30	30	30
JS	Pearson Correlation	.666**	.648**	1
	Sig. (2-tailed)	.000	.000	
	N	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

As seen in the Correlations table above, we can see that the r values between Job Satisfaction and Job Stress is 0.666, while the r values between Job Satisfaction and Job Performance is 0.648, which both are greater than 0.3. Thus, from the table, it shows that Job Satisfaction is associated with both Job Stress and Job Performance.

Table 4.14: Model Summary Table (Job Satisfaction Mediate Job Stress and Job Performance)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.707 ^a	.500	.462	.48213	1.719

a. Predictors: (Constant), JP, JST

b. Dependent Variable: JS

In the Model Summary table above, it shows that R square= 0.5. Thus, 50% of variation in Job Satisfaction can be explained by Job Stress and Job Performance which means that 50% of Job Satisfactions depends on Job Stress and will influence the job performance. However, from the result, we can see that the effects of job satisfaction on both job stress and job performance are not very strong. As what have been stated above, only 50% from the respondents found that job satisfaction is affected by their job stress and will affect their job performance and other respondents found that job satisfaction is not influenced by their job stress and job satisfaction also does not influence their job performance.

Table 4.15: ANOVA Table (Job Satisfaction Mediate Job Stress and Job Performance)

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6.264	2	3.132	13.473	.000 ^a
Residual	6.276	27	.232		
Total	12.540	29			

a. Predictors: (Constant), JP, JST

b. Dependent Variable: JS

The ANOVA table above shows that P-value = 0.000 which less than

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 0.001. Thus, this means that, Job Stress and Job Performance can be used to predict Job Satisfaction.

Table 4.16: Coefficients Table (Job Satisfaction Mediate Job Stress and Job Performance)

Coefficients ^a												
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
(Constant)	-.508	.860		-.591	.559	-2.272	1.256					
1 JST	.684	.330	.413	2.070	.048	.006	1.362	.666	.370	.282	.466	2.144
JP	.413	.238	.347	1.738	.094	-.074	.900	.648	.317	.237	.466	2.144

a. Dependent Variable: JS

After analyzing the data from both Shangri-La and Hilton, and from the Coefficients table above, we can see that the Equation: Job Satisfaction = -0.508+0.684 (Job Stress) + 0.413 (Job Performance). Thus, according to the Multiple Linear Regression analysis, it means that, for every unit increase in Job Stress, Job Satisfaction will drop by 0.684. Similarly, for every unit increase in Job Satisfaction, Job Performance will go up by 0.413 units provided the respondents are still in the same department and same job scope.

Besides that, the table also shows that the P-value of Job Stress is 0.048, which is less than 0.05. Thus, it means that Job Stress is a significant predictor for Job Satisfaction. Meanwhile, the P-value for Job Performance is 0.094 which is more than 0.05. Hence, Job Performance is not a significant predictor for job performance.

Findings of the study

Findings showed that all the hypotheses were accepted. The Bivariate Data Analysis results indicated that Hypothesis 1 (H1) was accepted. Besides that, job stress also was found to have an association and significantly influence the job satisfaction. While, Hypothesis 3 (H3) was also accepted and shown that job satisfaction significantly influenced the job performance. Finally, Hypothesis 4 (H4) was accepted because job satis-

faction showed that there was a relationship between the job stress and job performance among front desk personnel in two five star hotels in Kuala Lumpur.

Conclusion

From the obtained results, all the objectives and proposed research questions were achieved and answered. The findings found that within the context of the hotel industry, 51.7% of the respondents agreed that job stress influenced their job satisfaction. Moreover, the findings of the study also found that 42.4% of respondents agreed that job satisfaction influenced their job performance. Therefore, it can be concluded that hotel organizations especially the front desk department to rearrange their job scope and design in order to reduce the job stress and increase the job satisfaction levels among their front desk employees so that they will perform better in their job.

Given the findings as such, it is hoped that the study may offer some insights into the Malaysian hotels to better understand the effects of job stress towards their employees' job satisfaction levels as well as their job performance in order to maximize the job performance within the front desk department and hotel organizations in general. Furthermore, this study can also add to the body of knowledge pertaining to the influences of job performance in the context of hospitality industry in Malaysia.

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