



An investigation of the role of justice in turnover purposes, job satisfaction, and organizational citizenship practice in the hospitality industry

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Abstract

In contemporary decades, the study of craftsmen at work has been frequently disquieted with their level of fulfillment and the factors that contribute to this satisfaction. However, the difference in the level of satisfaction between male and female workers has received limited attention. This study attempts to assess the level of job satisfaction among indigenous male and female employed in the individual and government quarters. A questionnaire was composed for this study and disseminated in the three main precincts of the Kingdom in separate organizations as well as governmental auspices. A random sample of 1000 employees executed the outlines. Elevation and compensation were found among the most important factors of displeasure among the domestic employees

Keywords: Job satisfaction, intrinsic factors, extrinsic factors, commitment, generational differences.

Introduction

Job satisfaction has been widely studied over the years. There is an extensive support in the research literature for the relationship between workplace factors such as pay, promotion, relations with co-workers, job security, etc. and job satisfaction. This relationship can differ depending on the group being investigated. Lumley, Coetzee, Tladinyane and Ferreira (2011) define work satisfaction as an effective response or reaction to a wide range of conditions or aspects of one's work such as pay, supervision, working conditions, and/or the work itself. Others define it as an effective orientation towards anticipated outcome (Dereli, 2006) or a statement that describe the feelings of employees about their work (Roos & Van Eeden, 2008).

The search for understanding the causes of job satisfaction is an ongoing area of interest for social scientists and managers. It is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements (The Economist, 2006). Intrinsic determinants pertain to the nature of, and activities inherent to, a position or set of tasks, such as intellectual stimulation or feeling of accomplishment. Extrinsic determinants focus on external factors such as relations with coworkers or job security. Therefore, job satisfaction is a subjective variable that does not lend itself readily to quantification. It is experienced when employees fulfill whatever needs or considerations they deem important in their work. It is argued that the extent of employee job satisfaction reflects the cumulative level of met worker expectations, that is, employees expect their job to provide a mix of features (e.g., pay, promotion, autonomy) for which the employee has certain preferential values (Meyer & Allen, 1991).. The range and importance of these preferences vary across individuals, but when the accumulation of unmet expectation becomes sufficiently large there is less job satisfaction and greater probability of withdrawal behavior. The preference for intrinsic and extrinsic determinants is not entirely random; they are systematically related to employees' demographic characteristics, the most important of which seems to be gender.



This study attempts to determine the perceived relationship between gender and job satisfaction of employees (males and females) in the private and government sectors in Saudi Arabia, using selected intrinsic and extrinsic factors. The contribution of this study will hopefully be even slightly significant, since its results should be beneficial to government and business leaders. Findings can be especially important to policy-makers in order to develop a positive organizational culture that leads to job satisfaction and in turn to enhancing the performance of people and the organizations that will contribute to their economic growth in Saudi Arabia.

Literature Review

Research on job satisfaction has been developed over the years and has probably been the most often-researched work attitude in the organizational behavior literature, as it is responding to a very critical subject that needs more attention from organizations' decision makers. The topic of job satisfaction is important, because of its job related implications such as productivity, loyalty, absenteeism or turnover. Lumley et al. (2011) linked job satisfaction to workers' productivity, absenteeism, turnover and organizational effectiveness. Despite many extensive studies on the issue, many causal relationships concerning antecedents to and consequences from job satisfaction are still open to question (Bontis, Richards & Serenko, 2011). Most research efforts to explain this organizational behavior topic have been dominated by the person-environment fit paradigm (Millán, Hessels, Thurik & Aguado, 2013), which states that the more an employee's work environment fulfills his/her needs, values, or personal characteristics, the greater the degree of job satisfaction. Lumley et al. (2011) found that perceptions that employees have about numerous aspects of their work environment (management climate, job content, reward fairness, employee influence on work group, and promotion opportunities) explained job satisfaction. The results from the research of Agho, Mueller & Price (1993) suggested that the importance of environment or situational characteristics and job characteristics are influencing employees' satisfaction. A qualitative study (Millán, Hessels, Thurik & Aguado, 2013) suggested that job satisfaction is developed through assessment of the match between expectations, needs, and motives and the work situation. Based on this assessment, a person builds up satisfaction or dissatisfaction with his work.

Since more and more women are entering the workforce, the study of the differences between male and female job satisfaction will be of great interest. Women are under the dual pressures of doing household tasks and meeting expectations in the workplace regarding time, energy and work commitment. Millán, Hessels, Thurik & Aguado (2013) argued that, through the socialization process, men and women develop different attitudes toward occupational achievement and work contentment that often lead to systematic inter-gender variations in perceptions and behavior.

Methodology

Data for the study were collected in the major cities of Saudi Arabia using a structured self-administered questionnaire. Both Arabic and English versions of the questionnaire were distributed. The questionnaire was initially designed in English and later translated into Arabic using a unique procedure developed for the study.

Population and Sampling

Two samples, which represent male and female Saudi employees, were drawn from the private and government organizations from different regions of Saudi Arabia. We have focused our study on the three sectors in which most women are employed: Healthcare, Education, and Banking.

Selection of Instruments

A questionnaire was developed and sent to private and government organizations mainly in the three key cities of the country (Riyadh, Jeddah, and Dammam/Khobar). The questionnaire was divided in two parts: the first part included general information about the employee (gender, age, educational background, income, etc.) and the second part was designed to assess employee perceptions about intrinsic factors (example: responsibility, job importance, autonomy, job burnout) and extrinsic factors



(example: earnings, promotion opportunities, supervisor, work conditions) that have an effect on job satisfaction, using a five-point Likert-type scale ranging from 1 "strongly disagree" to 5 "strongly agree" or 1 "very dissatisfied" to 5 "very satisfied", depending on the question. The items of the questionnaire either were from the literature review or put by the researchers. The questionnaire was translated to Arabic. Thus, the questionnaire was in both Arabic and English.

Data Collection and Analysis

The collected data were analyzed using Statistical Package for the Social Sciences (SPSSx). Basic statistics, item mean scores, factor analysis procedures and product moment correlations are among the statistical analyses that were conducted.

Analysis and Results

The main purpose of this research was to understand the determinants of the work performance among women employees in Saudi Arabia. It also sought to identify demographic variables that have influence on the work performance.

Reliability of the Instrument

Based on Cronbach's alpha, the reliability coefficient score obtained for the overall measures is 0.889. This study supports previous research reported in the methodology section of this study with regard to the high reliability of the instrument used.

Demographic Variables

The distribution of respondents showed that the majority are aging between 30-40 years old (40.3%). The population is divided between male (62%) and female (38%). Concerning the educational level, 68.4% said that the highest degree they earned was a Bachelor degree. Only 27 respondents (2.7%) finished their graduate studies. As far as monthly income is concerned, 21.4% of the respondents reported earning less than SR 5,000, around 75% made between SR 5,000 and 20,000 and only 5% are earning more than SR 20,000. The majority (32%) has been employed for the duration of between 1-5 years. Only 8.6% of the respondents have an experience of over 20 years-period. Response to the item "Company Activity" was used to determine the discipline area of respondents. The majority (54.7%) of the respondents are in the educational sector, followed by the health sector (28.5%) and banking (16.8%).

Importance of Job Satisfaction Factors

Table 1 below shows the respondents' ratings of the importance of various factors included in the survey concerning job satisfaction. A five point Likert-type scale was used as the response format for the job satisfaction variables, with assigned values ranging from 1 being "Strongly Disagree" to 5 being "Strongly Agree". The respondents (male and female) had mentioned a number of factors that lead to their dissatisfaction (Mean less than 3), such as promotion, compensation, clarity of organizational goals as well as career development compared to others in similar position in other companies. Other factors ranking high in importance (Mean superior to 3) are the respondents' relationship with supervisor and co-workers, and authority.

Other reasons that respondents have mentioned to be important in their responses, include the climate and the training activities in the institution. Apparently, Saudi male and female workers are quite satisfied with their jobs.

Table 1: Importance of Job Satisfaction Factors

	Total sample (N=1000)	Male sample (N=620)	Female sample (N=380)
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Questions	Mean	SD	Mean	SD	Mean	SD
1	3.79	0.997	3.80	1.001	3.78	0.992
2	3.04	1.401	2.99	1.424	3.12	1.359
3	3.41	1.165	3.41	1.197	3.41	1.114
4	3.55	1.160	3.55	1.181	3.56	1.125
5	2.77	1.573	2.70	1.293	2.87	1.943
6	2.99	1.360	2.94	1.352	3.06	1.373
7	2.57	1.316	2.55	1.345	2.60	1.270
8	2.96	1.368	2.93	1.394	3.00	1.324
9	3.20	1.304	3.16	1.306	3.25	1.301
10	2.66	1.343	2.69	1.350	2.62	1.331
11	2.82	1.705	2.82	1.386	2.82	2.127
12	2.55	1.265	2.57	1.267	2.52	1.261
13	2.63	1.285	2.63	1.297	2.63	1.267
14	3.99	1.060	3.99	1.033	3.97	1.104
15	2.83	1.264	2.80	1.216	2.88	1.338
16	2.90	1.565	2.95	1.696	2.82	1.323
17	3.16	1.245	3.13	1.270	3.20	1.203
18	3.89	1.360	3.87	1.527	3.93	1.030
19	3.50	1.119	3.48	1.147	3.53	1.071
20	3.68	2.320	3.65	1.915	3.73	2.862
21	3.23	2.183	3.23	2.049	3.24	2.387
22	3.49	1.178	3.51	1.160	3.46	1.207
23	3.67	1.508	3.63	1.190	3.73	1.917
24	3.63	1.227	3.60	1.203	3.68	1.265
25	3.65	1.194	3.65	1.168	3.65	1.237
26	3.49	1.190	3.45	1.173	3.57	1.215
27	4.22	0.965	4.18	0.968	4.30	0.956
28	3.49	1.049	3.49	1.078	3.49	1.003
29	2.56	1.226	2.57	1.239	2.54	1.205



30	2.75	1.213	2.67	1.252	2.83	1.188
31	2.72	1.203	2.65	1.234	2.78	1.200
32	3.20	1.109	3.12	1.191	3.29	1.033
33	3.44	1.206	3.34	1.271	3.54	1.167
34	3.44	1.322	3.36	1.395	3.51	1.266
35	3.16	1.187	3.07	1.217	3.24	1.201
36	3.59	1.250	3.50	1.325	3.67	1.201
37	3.41	1.060	3.39	1.128	3.37	1.044
38	3.40	1.081	3.36	1.135	3.40	1.084
39	3.34	1.117	3.31	1.133	3.32	1.176
40	3.25	1.121	3.19	1.182	3.30	1.099
41	3.31	1.058	3.22	1.098	3.41	1.067
42	3.21	1.251	3.12	1.273	3.32	1.269
43	3.12	1.218	3.01	1.262	3.26	1.197
44	3.00	1.220	2.86	1.254	3.18	1.198
45	3.05	1.188	2.97	1.215	3.13	1.201
46	3.39	1.121	3.34	1.174	3.42	1.115
47	3.17	1.153	3.10	1.203	3.24	1.138
48	3.39	1.169	3.28	1.235	3.51	1.122
49	3.76	1.003	3.68	1.076	3.81	1.001
50	3.41	1.068	3.33	1.132	3.49	1.036

Conclusion

It was determined that indeed enhanced job satisfaction resembles to be associated with organizational citizenship practice, organizational justice appears to remain the fundamental circumstance that possesses an influential consequence on both organizational citizenship practice and job satisfaction. Thus, decision makers should establish more emphasis on these two variables unexpectedly in order to develop the level of satisfaction of their representatives and diminish any undesired behavior like the turnover. Further examination should be conveyed to identify the satisfaction factors by company liveliness, i.e., education, health, and banking

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