Non-Financial Motivation and Job Satisfaction of graduate employees in Hotel industry

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ABSTRACT--*Quality and creative hospitality graduates are able to contribute to the country's economic growth and become the nation's hope. Focusing on the satisfaction of hospitality graduates through non-financial factors is also very important. Hence, job satisfaction should be taken seriously to produce employees among graduates of quality hospitality. Therefore, the effort to achieve the satisfaction of hospitality graduates needs the cooperation of various parties in the hotel sector, to produce skilled and quality workers. The purpose of this study is to investigate the relationship between the independent variables (promotion, working environment, and employee empowerment) and dependent variable (job satisfaction) while leadership is a moderator. a total of 500 sets of questionnaires are distributed to the graduate hotel employees who work in Penang, Perak, Pahang and Kuala Lumpur only 127 been collected through purposive convenience sampling method. The results reveled that leadership is not play as a moderator role to reduce the job satisfaction through non-financial motivation factor. Its mean there is a non-financial motivation factor that have practices still influencing the employee motivation factor. The limitation and future study have been explained further.*

Keywords--*(Job satisfaction; promotion; working environment; employee empowerment)*

I. INTRODUCTION

Employees would be more productive if they are satisfied with their jobs. Hanaysha,[12] study found out that motivation and commitment of employees are very important for an organization's success. This is because employees who are highly motivated will feel greater commitment and satisfaction as they feel that they are being recognized by the organization. Hence, they are able to provide excellent customer service quality which will lead to high customer satisfaction.

Nowadays, many organizations consider the monetary reward as the most appropriate solution to motivate employees. According to Brandon-Jones et al [4] the current hospitality graduates need to face different demands in the industry to achieve job satisfaction, especially in the field of hospitality that requires long-term resilience in the hospitality industry. Workplace satisfaction issues are often discussed and become a sensitive and attractive

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issue among employees who refer to hospitality graduates [18]. Most of these issues are associated with the level of salary ladder, promotion opportunities and employer services to employees as reviewed by Brandon-Jones et al [4]

Brandon-Jones et al[4] further explained that, if there is a job satisfaction among hospitality graduates will bring a high degree of commitment in carrying out the jobs given because of the satisfaction of working with the graduates will not be achieved when the limits of desire and being in a situation of dissatisfaction. At last, they said that it would affect stress, dissatisfaction and subsequent emotions that workers will find other jobs or continue to quit[25].

Based on the previous study, there are several factors that contribute to job satisfaction ie the financial factors in which the salaries received and rewards are the contributors to continue to work with commitments[4]. Hence, there is a positive impact in graduates to continue to serve in the organization. In fact, the findings show that there are high paid employees who will get higher job satisfaction compared to those who earn low wages.[23]

Based from all the sties that been discussed above, there was a research gap exist where the researchers still need to study about how non-monetary motivation would enhance the job satisfaction among graduates employees in hotel industry. Notwithstanding, the organizations also use various kinds of non-financial reward to increase the level of motivation and job satisfaction among the employees[28]. Non-financial motivation can be explained as non-monetary reward which does not involve any direct payment of cash. It assists organizations to motivate and encourage their employees in an cost effective way by empowering them in decision making, providing good working environment, recognizing their contributions and so on[30].

According to Ali Abeygunawardana, [31] it is important to use non-monetary reward to motivate employees in order to increase job satisfaction and employees' performance. Besides that, Wong, [24] demonstrated that relations between non-financial motivation and employees' fulfillment are significant; when non-financial motivation is able to increase job satisfaction. In addition, a study conducted by Idiegbeyan-Ose, Aregbesola, Owolabi, Eyiolorunshe[32] discovered that job satisfaction is significantly influenced by non-financial motivation. Moreover, Hassan, and Ndegwa[33] indicated that job satisfaction has significant relationship with nature of the job, supervision, recognition and promotion. Correspondingly, Mokhtar Azman, Sauid Ebrahim, Mustakim[34] demonstrated that job dissatisfaction will occur if the organization is lack of promotion, work environment, motivation, and recognition. Additionally Thürridl Kamleitner [25] said that all these factors is depends on the leadership style in organization. Good leader will motivate and creates a good working environment, suggests promotion and give employee the empowerment as well.[19] Therefore research objectives are established to investigate the relationship between the independent variables (promotion, working environment, and employee empowerment) and dependent variable (job satisfaction) while leadership is a moderator.

II.   LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The definition of job satisfaction can be identified in many ways. The most frequent definition of job satisfaction used in organizational research by Locke[35] who defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". According to Locke[35], job

satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is to the extent people dislike (dissatisfaction) or like (satisfaction) their jobs.

Non-financial motivation refers to non-monetary benefits or rewards. According to Benedetti, Diefendorff, et al[3] identified that motivation in job is frequently illustrated as being "intrinsic" or "extrinsic". Intrinsic motivations mean a self-generated urge that arises from inner personality trait and affects individual to perform in a certain method or to move in a certain way. They are linked to social incentives and job related for example interesting work, development opportunities, participation in decision making, opportunity to use one's ability, a sense of challenge and achievement, recognition of good performance, and being treated in a thoughtful and caring manner. Intrinsic motivation derives from the activity itself, affects performance, behaviors and well-being positively (Greener, [9]). Intrinsic motivators are possibly to have a long-term and deeper effect since they are innate in individuals. Besides that, extrinsic motivation is reportedly happen when behavior acted to achieve externally administered incentives. It does not have any beneficial long-term effect like intrinsic motivation, thus it is the trouble with extrinsic motivation.

On the other hand, Bilouk use the word "natural rewards" for intrinsic motivators and "contrived rewards" for incentives that may create extrinsic motivation. They argue that even though contrived rewards can be positive reinforces but there are also disadvantages. The disadvantages are they usually involve costs for the company and they are likely to lead to satisfy somewhat rapidly. Individuals can be motivated by an extrinsic incentive only so long before he or she feels satisfy, i.e. they might exhausted by contrived rewards for example getting a wall plague every time. Shepherd & Patzelt,[21] also states that incentives that present in the innate happening of events (intrinsic or natural incentives) for instance recognition, challenging job missions, independence, friendly greetings, time off and so on are much more value than the contrived rewards. Unlike extrinsic rewards, they usually do not guide to satisfy. It is not ordinary where individuals get exhausted of attention and appreciation [32]. Moreover, intrinsic rewards also help employer to give intrinsic motivation for employees through appreciating their hard work and addressing their social desires in the work place compared to extrinsic rewards, which is difficult to give. In conclusion, even if their usefulness might rely on the circumstances, but intrinsic and extrinsic incentives are vital tools to assure motivation in the work place.

It is probable to show that non-monetary incentives as a motivational tool for both intrinsic and extrinsic motivation concepts with those clarifications [20]. Non-monetary incentives with its diversity can drive employees in both intrinsic and extrinsic; however, the monetary incentives can just be categorized as an aspect leading to extrinsic motivation. For instance, tangible non-monetary incentives like complimentary foods or beverages, small gifts, internet access, tickets, voucher and so on or social non-monetary incentives like activities after work, managers' enthusiasm, and appreciation of a great work, performance's reviews and so forth provide an extrinsic motivational power. In contrast, job-related non-monetary incentives like variety of tasks, significant work, more responsibility, involvement in decision-making, training programs, flexible working hours, and teamwork opportunities and so on can motivate employees intrinsically. In another saying, they assist to create self-generated motivation [23].

Leadership is an important factor in motivating employees. According to Northouse, [19] leadership can be defined as the factor that gathers all the useful resource in order to achieve the organization's goal. This is because the leader has the priority to determine what is important to organization and the one who is guide the

employees to achieve specific goal in the organization. Consequently, leader provides direction to the group of employees in accomplishing their tasks and employees are willing to obey the instruction that given by the leader.

Leader is able to show rapport and build mutual trust to the group by listening, recognizing, team building, and supporting other members in different kinds of group (Katz et al [16]). Leader is the one who always seek for alliances, opportunities, and approach goals in a proactive way. Besides, leaders must motivate their employees in order to increase group performance and increase job satisfaction among employees[33]. .

Leadership is the main control on the employees, managers, and organizations performance. Leadership approach plays a significant role in encouraging subordinates to accomplish better targets[34]. According to this definition, it emphasized that the leader must clearly state about their expectations towards employees which can reach the heart and mind of the employees. Leader also needs to recognize and appreciate the contribution of the employees to show the value and worth of employees to the organization. Base on discussion above there 4 hypothesis have been developed as per below:

H1: There is a significant relationship between promotion and job satisfaction.

H2: There is a significant relationship between work environment and job satisfaction.

H3: There is a significant relationship between empowerment and job satisfaction.

H4: leadership significantly moderate the relationship between promotion and job satisfaction.

H5: leadership significantly moderate the relationship between empowerment and job satisfaction.

H6: leadership significantly moderate the relationship between empowerment and job satisfaction.

III.   METHODOLOGY

The population of individuals which researchers are interested to investigate is defined as target population. The target population will have the specific characteristics which required for the study. Therefore, a more accurate data will be gathered from this target population.[1].   The graduates who work in Hotel industry are our target population. Specifically, the data are collected from the Hotels graduates who work in Penang, Perak, Pahang and Kuala Lumpur. The purpose of collecting information in four different states is to generate a more accurate result as this states are the target workplace for new graduates. Besides that, respondents' feedback could help in explaining whether there is any linkage between non-financial motivation and job satisfaction in hotel sector.

In this research, the reason for using non-probability sampling is because of the unavailability of sampling list that describes all elements in the population [1]. The sampling technique used is the convenience sampling, which is one of the four types of non-probability sampling techniques. Convenience sampling is the collection of information from population who are conveniently available to provide it. This sampling method is chosen because of its flexibility, low costs and it is faster to conduct. By using purposive convenience sampling, the respondents who answer the questionnaire are those who are willing and conveniently to provide the information. Basic language is used to set the questions as it can be simply understood by everyone.

In this research, a total of 500 sets of questionnaires are distributed to the graduate hotel employees who work in Penang, Perak, Pahang and Kuala Lumpur only 127 been collected. In addition, a pilot test is conducted prior to the actual survey. A total of 30 sets of questionnaires are distributed to the graduate hotel employees for

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the purpose of pilot testing in order to check for validity and reliability of the questionnaire. It also allows us to identify errors in the questions and make correction accordingly before conducting the actual survey.

Construct measurement is used to prove the validity of the questionnaire. The concept of measurement involves appointing numbers to the variables according to particular rules and achieve through the use of scale[10]. As stated by Hair et al[10], a scale is to differentiate the variables of interest of the research. Nominal, ordinal, interval and ratio are the four categories of measurement scales. In this research, the questionnaire is designed based on nominal scale and ordinal scale.

Table 1: *Origins of Construct*

Construct	Adopted from	No. of items
Leadership	Lam Wai Fong, Lau Wai Ting, Ng Mei Hui, Shua Hui Ying, Teh Soo Ee (2013)	5
Promotion	Shashi sharma and Dr Rajesh Sharma (2011)	3
	Keith Douglas McCook (2002)	2
Working Environment	Mowday et al. (1979), Ashford (1989), Stallworth (2004)	5
Employee Empowerment	Spreitzer (1995)	5
Job Satisfaction	Taylor and Bowers (1972)	5

Table 2: *Sample Items*

Construct	Sample Items
Leadership	1. My manager always sets a challenging goal for the organization based on current objectives.
	2. My manager provides precise instructions to me about the work to be done.
	3. I am encouraged to work out my jobs or tasks creatively.
	4. I am motivated by my manager to accomplish my work in solving work-related problems.
	5. My manager always provides supportive guidance and assistance to increase my work performance.
Promotion	1. I will be promoted within the next two years.
	2. Everyone has an equal chance to be promoted.
	3. Staff are promoted in a fair and honest way.
	4. People get ahead as fast here as they do in other places.
	5. I am satisfied with my chances for promotion.
Working Environment	1. I frequently socialize with my co-workers outside the workplace.
	2. My superiors regularly invite me to socialize outside the workplace.
	3. I feel that I have equal status with my peers in the organization.

	4.	I find that my values and the organization's values are very similar.
	5.	I have considerable opportunity for independence and freedom in how I do my job.
Employee	1.	The work that I do is very important to me.
Empowerment	2.	I have confidence in my ability to do my work.
	3.	I have considerable autonomy in determining how I do my work.
	4.	I have ample opportunity and freedom regarding the way in which I carry out my work.
	5.	I have a great deal of control on what goes on within my department.
Job Satisfaction	1.	All in all, I am satisfied with the members in my work group.
	2.	All in all, I am satisfied with my immediate supervisor.
	3.	All in all, I am satisfied with my job now.
	4.	All in all, I am satisfied with this organization, compared to other company.
	5.	Most people in this organization are satisfied with the job that done now.

IV.   DATA ANALYSIS

First, the measurement models of all constructs have been examined for reliability, validity of convergence and discrimination validity, before testing hypothetical models. Table 3 shows the scores obtained from the measurement model. Based on Table 3, it can be seen that all loads are higher than 0.70 which is the threshold proposed by Hair et al[10]. The average variance extracted (AVE) of all contracts exceeds 0.5 (Bagozzi & Yi, [2]) while the composite reliability score (CR) is higher than 0.7 (Hair et al., 2013). Thus, we can conclude that Convergent conclusions are achieved.

The VIF has also been examined to test for possible issues of multicollinearity (Table 3). A range of below 3.3 of the VIF values for all the constructs confirms sufficient construct validity by a lack of multicollinearity. This is also because the values fall significantly below the minimum threshold of 9 (Yong & Pearce, 2013).

Table 4 shows that results for the validity test of discrimination. As proposed by Fornell Larcker & Cha, [7] and Fornell & Larcker [8], AVE for each development should be higher correlation between them and anything else construction model. As shown in Table 5, all constructions meet this criterion indicating construction has the validity of discrimination Hair et al[10] shows that the measured variable load of items should be higher than cross-load by all at least 0.1 to indicate the legality of discrimination sufficient. As shown in Table 5 contains all constructions meeting this criterion. Therefore, we can conclude that the validity of discrimination is achieved.

Henseler et al [13], also went on to demonstrate the superior performance of this method by means of a Monte Carlo simulation study. As such, we have also tested the discriminant validity using this new suggested method and the results shown in Table 6. There are two ways of using the HTMT to assess discriminant validity: (1) as a criterion or (2) as a statistical test. For the first one, if the HTMT value is greater than HTMT.85 value of 0.85 (Kline 2015), or HTMT.90 value of 0.90 (Gold & Arvind Malhotra, 2001) then there is a problem of discriminant validity.

To assess for measurement model fitness, this study follows the guide of Henseler et al [13] to highlight the fitness of the measurement model. The authors recommend that researchers ought to examine the saturated model and Standardized Root Mean Square Residual (SRMR) at a 95% bootstrap quantile. They further advocate that the SRMR is the only approximate model fit criterion applied for PLS path modelling. Additionally, the dG and the dULS[37] which are distance measures that relate more than one way to quantify the discrepancy between two matrices have also been accentuated to contribute to model fitness index in PLS [13]. Table 6 shows that the dG and the dULS are 0.485 and 1.125 respectively. This reflects an indication of a well-fitting measurement model[37]. Additionally, the SRMR is 0.069. This is below the cut-off of 0.08 [15] implying that the measurement model fit this study.

Table 3: *Convergent validity*

Construct	Items	Loadings	Cronbach's Alpha	rho_A	CR	AVE	VIF
Empowerment	EP1	0.82	0.846	0.848	0.897	0.68	1.88
	EP2	0.842					1.946
	EP3	0.833					1.92
	EP4	0.814					1.823
Job Satisfaction	JS2	0.716	0.787	0.787	0.863	0.61	1.319
	JS3	0.827					1.954
	JS4	0.806					1.823
	JS5	0.776					1.524
Leadership	L1	0.878	0.86	0.863	0.905	0.71	2.457
	L2	0.858					2.208
	L3	0.828					1.996
	L5	0.791					1.676
Promotion	PR2	0.812	0.792	0.798	0.865	0.62	1.642
	PR3	0.715					1.445
	PR4	0.808					1.882
	PR5	0.8					1.852
Work Environment	WE1	0.793	0.862	0.864	0.9	0.64	1.725
	WE2	0.827					2.105
	WE3	0.843					2.286
	WE4	0.785					1.796
	WE5	0.763					1.698

Table 4: Fornell & Lackers

	Empowerment	Job Satisfaction	Leadership	Promotion	Work Environment

Empowerment	**0.827**				
Job Satisfaction	0.538	**0.782**			
Leadership	0.548	0.677	**0.839**		
Promotion	0.698	0.697	0.636	**0.785**	
Work Environment	0.623	0.69	0.772	0.67	**0.803**

Table 5: Cross Loadings

	Empowerment	Job Satisfaction	Leadership	Promotion	Work Environment
EP1	**0.82**	0.424	0.508	0.566	0.539
EP2	**0.842**	0.475	0.456	0.644	0.495
EP3	**0.833**	0.45	0.417	0.549	0.505
EP4	**0.814**	0.43	0.433	0.548	0.525
JS2	0.449	**0.716**	0.535	0.499	0.614
JS3	0.415	**0.827**	0.543	0.532	0.533
JS4	0.376	**0.806**	0.54	0.53	0.481
JS5	0.439	**0.776**	0.496	0.614	0.525
L1	0.528	0.589	**0.878**	0.578	0.652
L2	0.454	0.605	**0.858**	0.526	0.684
L3	0.415	0.516	**0.828**	0.512	0.601
L5	0.436	0.556	**0.791**	0.517	0.649
PR2	0.462	0.613	0.468	**0.812**	0.519
PR3	0.354	0.488	0.475	**0.715**	0.375
PR4	0.676	0.526	0.521	**0.808**	0.604
PR5	0.698	0.551	0.536	**0.8**	0.598
WE1	0.472	0.608	0.609	0.462	**0.793**
WE2	0.512	0.559	0.653	0.602	**0.827**
WE3	0.508	0.549	0.631	0.562	**0.843**
WE4	0.479	0.525	0.626	0.552	**0.785**
WE5	0.531	0.519	0.576	0.52	**0.763**

Table 6: HTMT

	Empowerment	Job Satisfaction	Leadership	Promotion	Work Environment		Saturated Model
Empowerment						SR	**0.0698**
						MR	**7**
Job Satisfactio	0.657					d_	**1.1257**
						UL	**7**

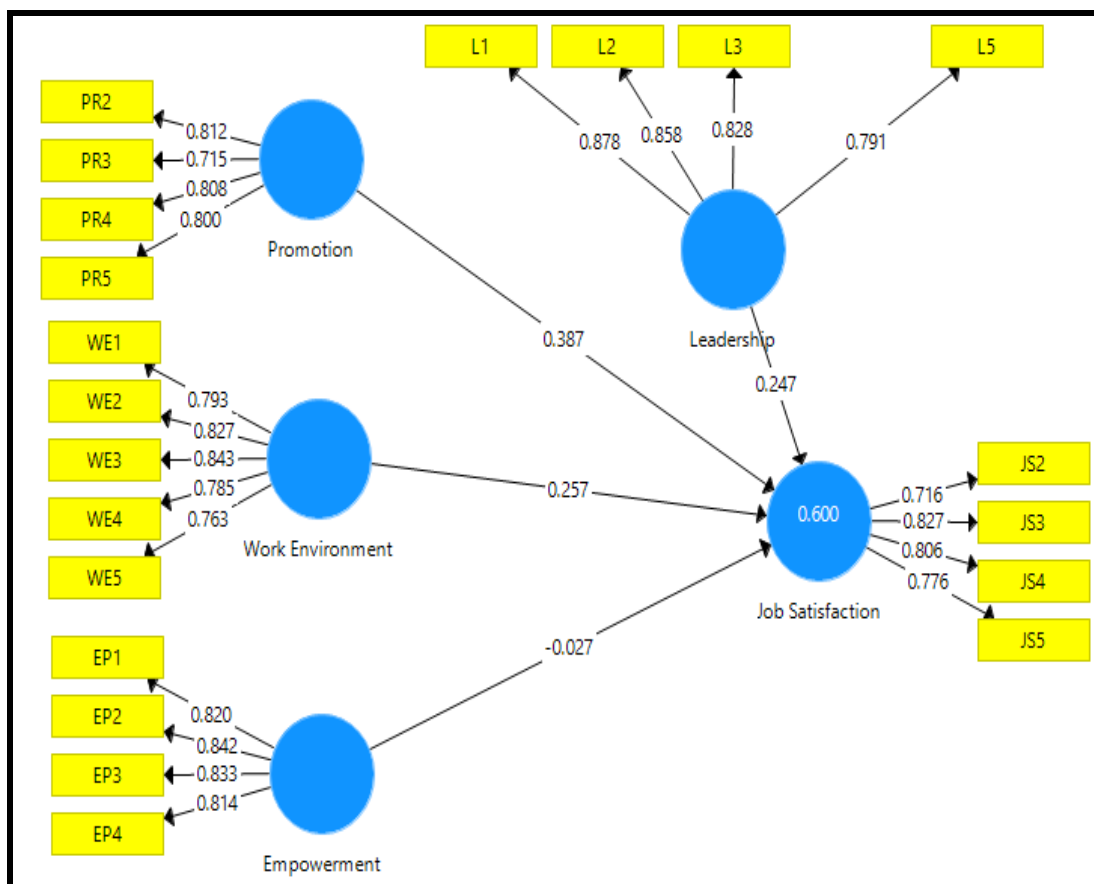| n					S	
					d_	**0.4856**
Leadership	0.641	0.82			G	7
Promotion	0.851	0.878	0.773			
Work						
Environme						
nt	0.732	0.834	0.895	0.811		

Figure 1: Measurement Model

V.   STRUCTURAL MODEL
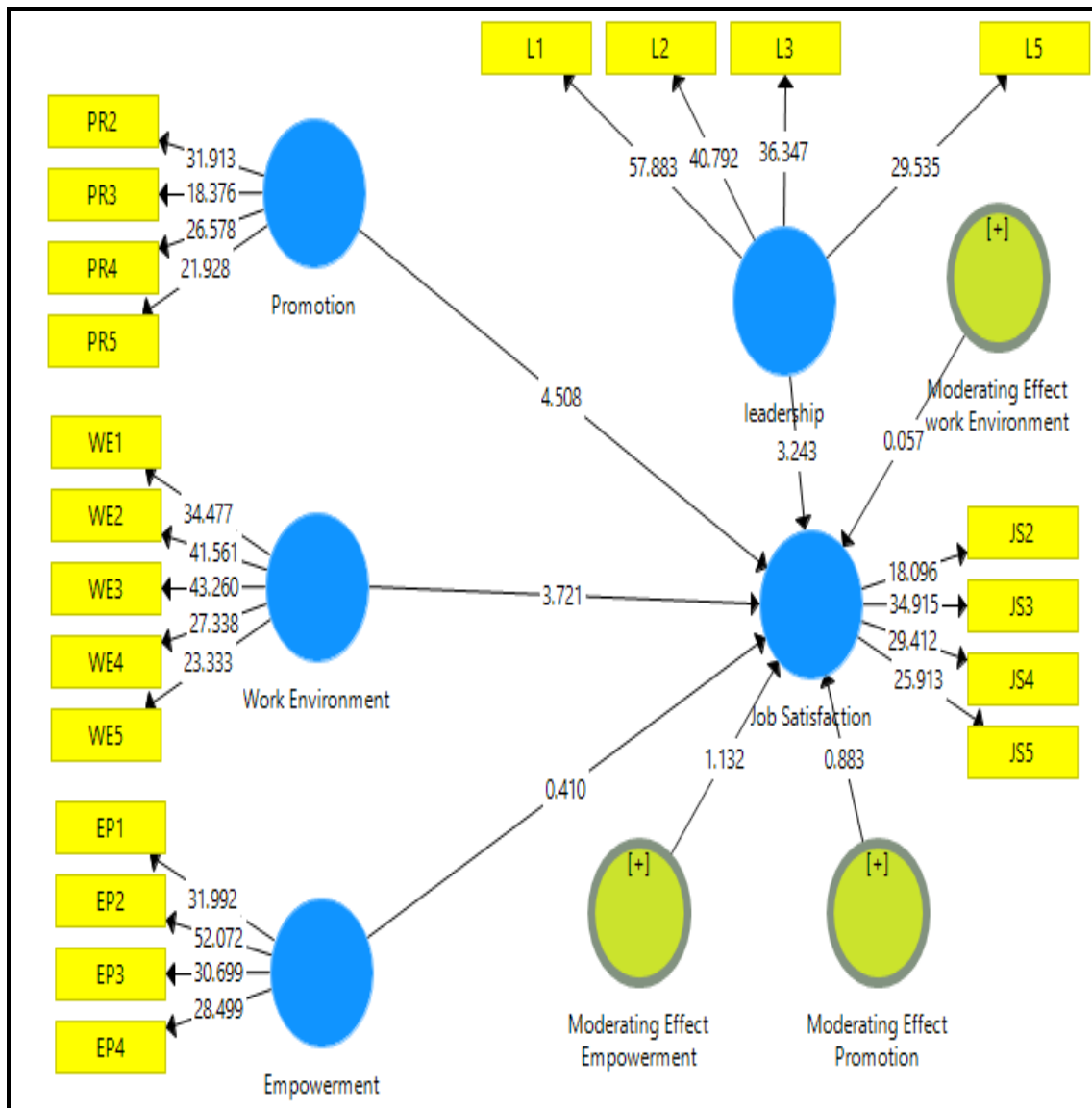
Figure 2: Structural Model

Table 7: *Hypothesis results*

Hypothesis	Beta Value	Std Dev	T value	P Values	LL	UL	R2	F2	Q2	Decision
Empowerment -> Job Satisfaction	-0.027	0.078	0.347	0.729	-0.193	0.115	0.60	0.001	0.33	Not Supported
Promotion -> Job Satisfaction	0.387	0.09	4.25	0	0.20	0.561		0.15		**Supported**

Work Environment -> Job Satisfaction	0.257	0.09	12.853	0.005	7.078	0.429	10.055	**Supported**
Moderating Effect Empowerment -> Job Satisfaction	0.065	0.058	1.132	0.129	-0.035	0.157		Not Supported
Moderating Effect Promotion -> Job Satisfaction	-0.068	0.077	0.883	0.189	-0.195	0.063		Not Supported
Moderating Effect work Environment -> Job Satisfaction	0.004	0.07	0.057	0.477	-0.116	0.114		Not Supported

VI. DISCUSSION OF FINDINGS

In this research, there are 127 respondents have filled in the questionnaire. Most of the respondents are from the age range of 25 to 35 years old, Nationality Status is Malaysian. Majority races were Malay, second Chinese and last Indian. Education level are under undergraduate. Most of them work in management level.

5.1 Result of the Smart PLS 3.2.7 Bootstrapping results

These results are coming from 127 respondents and analyzed by *Smart PLS 3.2.7*. To examine the statistical significance of path coefficients, Hair et al[10] recommended a minimum threshold of 1.65 t-statistics values at $p \leq 0.1$ confidence interval. Likewise, Lowry & Gaskin [17] espouse that effect sizes of 0.35, 0.15, and 0.02 indicate a large, medium, and small effect, respectively. Hair et al[10,] highlighted that R 2 values of 0.75, 0.50, and 0.25 reflect substantial, moderate, and weak values respectively.

R Square used to identify the coefficient for determination in the dependent constructs. According to Chin, [5] he state that for a strong R square need 0.67, while for moderate need 0.33 and for a weak R square need 0.19. Besides, according to Hair et al[10], the R square of 0.75 is strong, 0.5 is moderate, and 0.25 is weak. Next, Falk and Miller[38] recommended that R square should be equal to or bigger than 0.10 in order, for the variance explained of a particular endogenous construct to be deemed adequate.

To attain the significance levels, the consistent PLS bootstrapping option was initiated using 5000 subsamples (Hair et al[10]). Hence, based on these study, the R square for researcher's study is good enough (0.62) as per table 7.

Next, researchers have to know on the F Square in order to know about the power of this model. The purpose to have the Effect Size (f square) was to help researchers to determine a good model. By referring to the table 7,

it has a nearly large effect size, In conclusion, researchers had known that researchers' model had meet the requirement of the Inner Model by referred to the measurement requirement for the Inner Model.

Table 7 shows the entire hypothesis stated down from H1 to H4. It also contain the T-statistics value for each hypothesis. When the hypothesis is significant, the t-value is more than 1.645 (p<0.05), t-value more than 2:33 (p <0.01) for 1-tail test, t-value more than 1.96 (p<0.05) or t-value more than 2:58 (p <0.01). From Table 7 indicates that there are three hypothesis, which are H1, H2, and H3 are significant because the lower limit the upper limit for the hypothesis is in a positive value, so the hypothesis had become significant which is zero. At the same time, the remaining hypothesis 4 is not supported.

VII.   IMPLICATION OF THE STUDY

This research has proved that the relationship of promotion and job satisfaction is positive and significant. Promotion is important as it was often used to retain the valuable employees. Job satisfaction is gained when employees felt that they are being appreciated by their organization. Promotion is not only act to reduce the turnover rate but also increase the job satisfaction. Leadership in the organization is an important component in achieving the goals of excellence of an organization. Leadership interests are a priority especially in the hotel industry's quest to elevate service levels to a level that aligns with their own goals and vision to make Malaysia a more efficient, effective and world-class Malaysia to provide Malaysia as a tourist center. The study of leadership styles as moderators on job satisfaction is a step towards understanding the role of leadership style towards job satisfaction in order to provide feedback in the interests of management especially in terms of promotion, work environment and empowerment.

The findings are expected to give a sense of understanding and understanding of leadership practices to the hotel industry in Malaysia to increase awareness of the importance of non-financial factors as an important motivation for a graduate. In view of this, this study is also expected to help the industry reevaluate the strengths and weaknesses of each leadership style through empirical findings and detailed studies. As a result, the hotel industry will acquire knowledge and guidance treasures, especially when they adopt appropriate leadership styles according to the situation and need to lead the graduates in the hotel industry effectively.

VIII.   LIMITATION OF THE STUDY

The sampling location for our research is targeted in Penang, Perak, Pahang and Kuala Lumpur. Since the questionnaires are only distributed to and collected from these four states, therefore the results obtained are only show the perception of graduate's employees on job satisfaction from these four states. In other words, the results might not be significant enough to define the job satisfaction perception of the entire graduate's employees in Malaysia. The reliability and accuracy of the result might be affected by the small geographical coverage of the survey.

Furthermore, the difficulty in collecting all the questionnaires distributed could affect our study. There are only 127 sets of questionnaire being collected out of 500 sets of questionnaire distributed to the graduate's employees in hotel industry. Some graduates employees are unwilling to take part in the survey because they

think that it was time consuming to answer the questionnaire and they did not have any advantages from answering it. As a result, we can only rely on the remaining questionnaires, which are valid and useful.

In addition, the falsification of the answer done by the respondents could affect the result of the study. Some of the respondents might not have much interest in taking part in the survey thus the possibility to falsify the answer is rather high. Also, some respondents would falsify the answer of sensitive questions such as education level and income level as they think that the information could infringe their privacy. This is likely to affect the validity and reliability of the study.

In addition, the limited resources of academic journals on the topic of non-financial motivation and job satisfaction in hotel industry could make our study become more difficult. Specifically, there are many journals done by other researchers on the topic of motivation and job satisfaction. However, there are fewer journals related to non-financial motivation and job satisfaction, especially focus on hotel industry in Malaysia. Hence, it is difficult to find journals to use as references and to support our study.

Lastly, the limitation included time constraint too. Since the period of conducting the research is set to be 4 months, it is difficult for us to conduct the research in details. In addition, it is hardly for us to devote all the time to focus on this research as we are full time undergraduates. As academicians, we have other tasks and responsibilities to be carried out which cause us do not have enough time to conduct the study in-depth if compared to the full time researchers.

IX. RECOMMENDATIONS FOR FUTURE RESEARCH

Certain limitations have been discovered in this study. Several recommendations should be provided for other researchers who are interested in this field. By taking the recommendations into account, the researches should be able to avoid the limitations and to make some improvement to the study.

Firstly, the dimensions of the independent variables that we applied might not have adequate evidence to prove that there are significant effects on the dependent variable. By conducting the research, we can conclude motivation and job satisfaction has significant relationship. Non-financial motivation is measured in four dimensions, which are leadership, promotion, working environment, employee empowerment. Since there are only four dimensions being studied, we strongly suggest more independent variables to be inserted in the study of other researchers to ensure this topic to be studied in different perspectives and results can be generated precisely.

Secondly, a larger sample size and wider geographical coverage should be applied. In this research, the questionnaires are only distributed to hotel graduates who work in Penang, Perak, Pahang and Kuala Lumpur. Since the sample size and the geographic coverage are not sufficient, it cannot represent the perception of all the graduates' employees in whole Malaysia. Therefore, the researchers should target more graduates employees from different places to enhance the reliability and accuracy of result as well as to avoid bias.

Thirdly, different data collection methods should be used instead of relying on one type of data collection method. Due to the time constraint, we have chosen questionnaire as the method to gain research data. Other data collection methods should be considered to be used in order to generate a more comprehensive result, such as

telephone interview, personal interview, and observation method. These can help to reduce the ambiguity and to generate a more reliable data.

Last but not least, it is recommended that other researchers to compose mediating mechanism in between non-financial motivation and job satisfaction to make the relationship to be more obvious and well understood.

X. CONCLUSION

From the research, a better understanding about the impact of non-financial motivation towards job satisfaction of employee in hotel industry is identified. The findings show non-financial motivation (i.e. leadership, promotion, working environment and employee empowerment) play a significant role in impacting employees' job satisfaction.

Besides, this study also studied and interpreted the linkage of independent variables and dependent variable. Managerial implications also have been discussed in this chapter so that it will be practical for the usage of practitioners and policy makers in the organizations. The limitations of the study has been discussed in this chapter and followed by the recommendations to provide improvement for the future research.

In a nutshell, this research has fulfilled the objective of the study on examining the effect of non-financial motivation towards job satisfaction of employee in hotel industry. With the understanding of the linkage in between the independent variables and dependent variable of this study, organizations will have a better decision-making and management ways in enhancing employee's job satisfaction. This research will be useful information and guideline to the organizations with the aim of enhances the employees' job satisfaction in hotel industry.

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