



Factors Affecting Job Satisfaction of Licensed Tourist Guides in Myanmar

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Abstract

The major purpose of this research was to investigate the factors affecting job satisfaction of licensed tourist guides in Myanmar. The sample of this study was 117 licensed tourist guides. The quantitative element adapted in this research was a self-completed online-questionnaire. The empirical findings indicated that there was Regression R-squared value of 0.601 of significant relationship between intrinsic rewards, extrinsic benefits, work stress and training among job satisfaction. The moderating role of tenure of service was confirmed in this study that supports the hypothesis because regression R squared value varies from 0.601 to 0.619. According to the correlation analysis, the factors such intrinsic rewards, extrinsic benefits, and training were positively related to job satisfaction and work stress was negatively related to job satisfaction. From the qualitative results, the lack of personal time and health care led to the occurrence of work stress. Besides, the good trust-building between beginners licensed tourist guides and tour agents also led to everyday job satisfaction. For all of these conditions, it's recommended to tourism business, agents, the Ministry of Hotels and Tourism and other related organizations should focus on intrinsic rewards motivations and training section to lead higher job satisfaction of licensed tourist guides.

Keywords: Job Satisfaction, Intrinsic Rewards, Extrinsic Benefits, Work Stress, Tenure of Service

Introduction

Tourism in Myanmar is great going to be booming up in Myanmar speedily In these years after 2015 although it wasn't too much developed for a couple of years according to the political conditions and closed-policy. Thus, the need of tourist guides and their role will become a key point to be taken account to develop fast this industry. Tourist guide is a person who serves as an assistant to deliver exact information about the background of culture, history and heritage affairs to the individual or package tours' tourists. The major responsibility of tourism industry is to make sure that whether a service provided to the

tourists is being satisfied or not. This responsibility can only be carried with high quality service by frontline service personnel, especially the tourist guides who take a role on the front line.

In fact, some authors have found a positive correlation between job satisfaction and organizational performance, employee's happiness and corporate financial performance. Some of these studies have shown that job satisfaction is highly related to employee performance and more committed to job as concluded (Ajmal, Bashir, M Abrar & MM Khan, 2015). In the service industry like

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that tourism, high performance of front liner brings to customers' trust, satisfaction and loyalty. The scope of this study will focus on the tourist guides from Myanmar (only the throughout licensed tourist guides who had graduated from Tourist Guides course of Yangon offered by Yangon Tourism School). This study addresses the research question: How do intrinsic rewards, extrinsic benefits, training and work stress have an influence on job satisfaction via tenure of service as moderator. The research objective is to study the relationship among intrinsic rewards, extrinsic benefits, work stress, training, tenure of service and job satisfaction.

The rest of the article is organized into five sections. First, the relationship of intrinsic rewards, extrinsic benefits, training, work stress and job satisfaction are discussed and the hypotheses are also posed. Second, the research methodology is described. Third, the results from data analysis are reported. Fourth, the empirical findings are discussed. Fifth, overall discussion and limitations are concluded.

Literature Review and Hypotheses

1. Intrinsic Rewards

Awards and recognition are making a better working environment. It encourages each person to be more productive and effective, resulting in higher job satisfaction (Cory Searcy, Shane Dixon & Patrick Neuman, 2015). Intrinsic awards are defined as individuals who manage themselves, provide satisfaction or satisfaction for individuals, and contribute to work. Further, explained that employees have the power and success to contribute to the job (Ajmal, Bashir, Abar & Mee Khan, 2015). So, according to the past studies, the intrinsic rewards are also the factors that would be worth to measure job satisfaction.

2. Extrinsic Benefits

Extrinsic Benefits is the main predictor for job satisfaction. Extrinsic rewards means a visible tangible rewards factor include salaries, promotions, benefits, job security and

working environment. (Ryan D. Duffy, Kelsey L. Autin & Elizabeth M. Bott, 2015). Pay is very valuable tool and a motivator for an employee in commitment with the organization which in result enhances job satisfaction (Abdul Raziq & Raheela Maulabakhsh, 2015). Based on past research, it can be concluded there is no doubt that extrinsic benefits are also one of the main factors in determining job satisfaction (Chun Chu Chen, Wei Jue Huang & James Petrick, 2015).

3. Training

Training is usually based on workplace or off-site separation and can be measured in proportion to the number of staff trained during a specified period of time. It found that job satisfaction was often higher in the case of workplace training. Job satisfaction is related to employee job satisfaction. Better training results to more satisfied employees, who are more valuable to the organization. Training helps to meet by working out of daily life and putting in a lot of life, although this can only be a temporary effect Learning can help people improve overall performance, not just to improve their work skills (Rajib Lochan, 2014). According to these the Training should also be investigated in order to predict the job satisfaction level (Jalal Hanaysha, 2016).

4. Work stress

Work Stress can be defined as the psychological condition resulting from imbalances between job needs and coping abilities. Job stress or so-called job stress is the degree of employee's displeasure in the organization. Work stress is seen as a prerequisite for job satisfaction (Claudia Harzer & Willibald Ruch, 2016). Job stress has been identified as an important relationship with work stress. Many previous studies have reported that work stress and job satisfaction are interrelated (Xinyuan & Zhao Yun, 2016). Lack of satisfaction can be a source of stress, and high satisfaction can reduce the impact of stress, which means that work pressure and job satisfaction are interrelated. This study of the Taiwan travel guide

found that the work of the travel guide pressure is great, because the tour guides need to let visitors satisfied to solve their problems and complaints. In addition, it also argues that better mentality and less work stress lead to more efficient work and better performance. (Xinyun Zhao, 2016). In general, according to past studies, it can be concluded that over-stressed individuals tend to find their work less satisfaction.

5. Job Satisfaction

Job satisfaction represents the workplace and the employees perceptions of their work, are the general measurement of employee attitudes of reception, happiness and pleasure in work (Jin Soe Lee, Ki Joon Back & Eric Chan, 2015). It has identified the meaning of work satisfaction and it described a job as the discrepancy between which individuals are expected to receive from their jobs and what they have actually received (Hyo Sun Jung, 2015). Satisfaction refers to the general attitude of an individual regarding his work (Aino Kianto, Mika Vanhala & Pia Heilmann, 2016). The job satisfaction whereas refers the degree that a person feels satisfied with his work that has an impact on personal welfare and even during the employee's satisfaction. It has expressed that the satisfaction of work is a bit as people think and they have been involved in their workplace and different aspects of them (Ryan Duffy, Kelsey Autin & Elizabeth Bott, 2015). Their satisfaction and dissatisfaction not only depend on the nature of the work; it also depends on the expectation of what works for an employee (Hina Saleem, 2015). In sum, the satisfaction of the work as an employee's response to his work to what he expects from work relates his own sensation and values. Meanwhile these have defined work as if employees can find their employment sufficiently satisfying to continue in it, whether it is permanent or until they have been prepared for greater responsibilities. In the tourism industry, it has not discovered much difference. However, if an employee has low job and commitment, the

positioning of all these human resource practices may be unfair. According to the research, job satisfaction relates to an individual general attitude to his work. It is generally recognized in the organizational behavior field that the satisfaction of work is the most important and often studied attitude (JungHoon, Chihyung Michael & Jinsooo Hwang, 2016). In the past decades, an employer has made a lot of effort with various human resources to retain the employees' trust. During the past research and studies, economists and researchers gave better attention. They are negative in relation to the point of view, and positively related to production (Antonio Callea, Flavio Urbini & Emanuela Ingusci, 2014). Job satisfaction represents the degree to which employees are their work. Different factors such as mental challenges, direct rewards, support work conditions and colleagues are important contributors to job satisfaction.

Hence, based on the previous studies, the following hypotheses are proposed.

H1: There is a significant positive relationship between intrinsic rewards and licensed tourist guide job satisfaction.

H2: There is a significant positive relationship between extrinsic benefits and licensed tourist guide job satisfaction.

H3: There is a significant negative relationship between work stress and licensed tourist guide job satisfaction.

H4: There is a significant positive relationship between training and licensed tourist guide job satisfaction.

H5: The relationship between intrinsic rewards, extrinsic benefits, work stress, training and job satisfaction will be significantly moderated by tenure of service.

Materials and Methods

This study effort to investigate how the factors such intrinsic rewards, extrinsic benefits, training and work stress affect the job satisfaction of licensed tourist guides. Meanwhile, it also

of licensed tourist guides. Meanwhile, it also attempts to study whether the moderator; tenure of service will significantly moderate the relationships between the mentioned factors and job satisfactions. In this study, the independent variables are intrinsic rewards, extrinsic benefits,

work stress and training. The moderating variable is tenure of service. The dependent variable is job satisfaction. Based on the correlation of the Maslow's Hierarchies of Needs with Herzberg's two factors theory, the following conceptual framework of this study is presented in Figure 1.

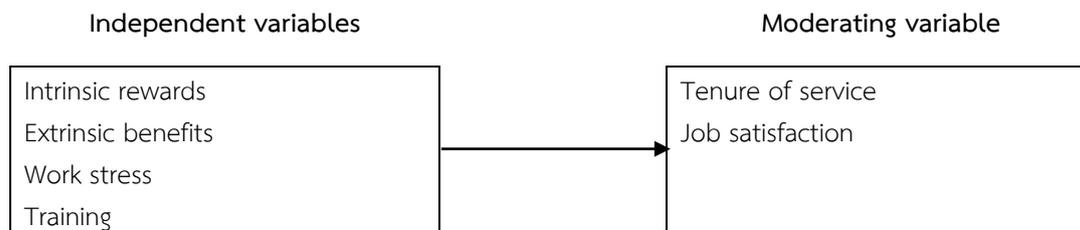


Figure 1 The conceptual framework of the study

This research based on mixed method of quantitative and qualitative approach. A descriptive research of survey method was being created to study on the state of job satisfaction among the tourist guides in Myanmar. For sampling, the Cochran's Formula is used to collect data from respondents. The sample size is 117 licensed tourist guides in Myanmar. The questions and responses were retrieved from Soorvey and extract into Microsoft Excel file. For the qualitative approach, the researcher conducted interviews from 22 interviewees. Those 22 interviewees are 10 English, 1 Italian, 1 French, 1 Spanish, 2 Chinese, 1 Japanese, 2 Thai and 1 Korean, 2 German and 1 Russian speaking tourist guides.

The previous researches had been developed various types of rating scales to measure attitudes directly. The most common rating scale is the Likert Scale. A 5-point* Likert scale was chosen as it is the most common seen in research studies. The designed questionnaire comprise of two sections, namely Section 1 and Section 2. Section 1 relates with the respondents demographic background, such as gender, age, tenure of service, language specialization and income level. Section 2 consisted of a list to measurement the factors related to job

satisfaction. Lastly, respondents overall level of job satisfaction was measure by three items. All the questions were reverse coded, the higher the score means that the more satisfied respondents were with the measured items. Meanwhile, for the qualitative approach, the factors as own personal experiences and related questions were asked. As the common follow-up questions, it's added to these initial questions were a series of individually adapted sequential questions. Each interview took about an hour to conduct and record on tape The study did not start from any specific stress situation in the interviews, but with the participants themselves giving examples of severely stressful incidents. Among the situations focused upon can be mentioned armed combat, risks to a colleague's life or health, the risk of comprehensive material damage and loss, and simulated attitudes towards job satisfaction as goal.

The obtained data were entered and analyze using the Statistical Package for Social Sciences (SPSS) version 19.0 for Windows. Respondent's gender, age, tenure of service and annual income all coded and were entered for the analysis purposes. The related statistical analysis were done to test the variables. For data analysis estimation, the Confidence level of this



study is set to 90%, that means 10% of error were allow in the statistical analysis to support the hypothesis testing.

Empirical Results

The sample of the study was 117 licensed tourist guides who graduated from Yangon Tourism School, Myanmar. From the data analysis, the women tourist guides have more satisfaction than that of men. The age of 45-59 years old tourist guides are the most satisfied with their job. The longest the tenure service leads the highest the satisfaction level. With reference to H1, the study aims to evaluate the significant positive relationship between intrinsic rewards and licensed tourist guide job satisfaction. The correlation analysis (Table 1) indicated that there was a statistically significant positive relationship between intrinsic rewards and job satisfaction at significant level of 0.05.

With reference to H2, the study aims to evaluate the significant positive relationship between extrinsic benefits and licensed tourist guide job satisfaction. The correlation analysis (Table 1) indicated that there was a statistically significant positive relationship between extrinsic benefits and job satisfaction at significant level of 0.05. With reference to H3, the study aims to evaluate the significant negative relationship between work stress and job satisfaction. The correlation analysis (Table 1) indicated that there was a statistically significant negative relationship between extrinsic benefits and job satisfaction at significant level of 0.05. With reference to H4, the study aims to evaluate the significant positive relationship between training and job satisfaction. The correlation analysis (Table 1) indicated that there was a statistically significant positive relationship between training and job satisfaction at significant level of 0.05.

Table 1 Correlation between dependent and independent variables

Pearson Correlation	Intrinsic Rewards	Extrinsic Benefit	Work Stress	Training	Job Satisfaction
Intrinsic Rewards	1	0.353**	- 0.224*	0.233*	0.349**
Extrinsic Benefit	0.353**	1	-0.303**	0.366**	0.299**
Work Stress	- 0.224*	-0.303**	1	-0.409**	-0.225*
Training	0.233*	0.366**	-0.409**	1	0.349**
Job Satisfaction	0.349**	0.299**	-0.225*	0.349**	1

(N=117)

As shown in following Table 2 Regression Model 1 , the value of R is 0.761, while the value of R Square is 0.601. The tested regression model is significant with P value <0.05. The value of R reflects a strong relationship between four independent variables (intrinsic reward, extrinsic benefit, work stress and training)

and dependent variable (job satisfaction). Thus, it can conclude that intrinsic reward, extrinsic benefit, work stress and training are predictor of job satisfaction. Value of R Square 0.761 in Model 1 indicates 76.1 % variance in overall job satisfaction.

Table 2 Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.761a	0.601	0.598	0.4210

Predictors: (Constant), Intrinsic Rewards, Extrinsic Benefits, Work Stress, Training



Table 3 Regression Model with Moderating Variable of Tenure of Service

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
2	0.788b	0.619	0.611	0.4139

Predictors: (Constant), Intrinsic Rewards, Extrinsic Benefits, Work Stress, Training, Tenure of Service.

According to Table 3, there was a positive change in the regression result after included the moderating variable, tenure of service (R Square value increase from 0.601 to 0.619). With reference to H5, the study aimed to evaluate the relationship between intrinsic rewards, extrinsic benefits, work stress, training and job satisfaction would be significantly moderated by tenure of service. The regression analysis Model 2 confirmed that the relationship between intrinsic rewards, extrinsic benefits, work stress, training and job satisfaction will be significantly moderated by tenure of service.

For the qualitative results, the aspects like lack of personal time, lack of time for health care, lack of rewards from the employees and the nature of job types were described. All the respondents with each of major language specialization assumed that they are lack of personal time for social, family and themselves at the same time according to the job nature of always going on tour. For Spanish, Italian, French, Russian, English and German tourist guides were having health problems and these were the major factors that affecting job satisfaction in everyday as well. For getting tour assigned, the Men European language speaking majoring tourist guides have a fewer chance than the Women European language speaking majoring tourist guides. As professional related characteristics, Chinese, Thai, Korean and Japanese language tourist guides were earning highest. Chinese speaking tourist guides are the most stressful. The busiest were French and German guides. Korean, Italian and Spanish tourist guides were just standing on margin and playing normally satisfaction. Regarding with trust building, all interviewees advised that if the companies would

pay more respect and trust for the new beginners/ tourist guides, it will lead more effective touring and let the tourist guides have every day job satisfaction as well with the confidence.

Discussion

The empirical findings from the study indicate that there is a significant positive relationship between intrinsic rewards and job satisfaction, extrinsic benefits and job satisfaction, training and job satisfaction. There is a negative relationship between work stress and job satisfaction. Besides, the intrinsic rewards and training are the most dominant factors towards job satisfaction of licensed tourist guides in Myanmar. Meanwhile, the tenure of service significantly moderates all these relationships between dependent variables and independent variable. From the qualitative approach, the five major facts are leading to job satisfaction and dissatisfaction. These are lack of personal time, lack of health care, chance to get tour assigned, professional related characteristics and trust building. First, all kinds of language speaking guides are having lack of personal time for social, family and themselves at the same time. Second, lack of health care is dominant among Spanish, Italian, French, Russian, English and German speaking tourist guides. Third, regarding with professional-related characteristics, Chinese, French and German speaking tourist guides are busiest and most stressful. Fourth, regarding with trust-building, Hence, these facts brought from quantitative and qualitative approach would help the employers understand the factors affecting job satisfaction of licensed tourist guides in Myanmar and leads to creating satisfactory work place.

Conclusion

The study inveterate the developed hypotheses are certainly working. The study claimed that the intrinsic rewards and training are the most important factors that driven to licensed tourist guide job satisfaction in a positive direction. This means the higher satisfaction in work place training, the greater the job satisfaction level. This also matched with Herzberg's two-factor theory which skills development and learning may increase job satisfaction. The policy maker and employer should consider training satisfaction as an aspect overall job satisfaction. Host destination policy maker and tourism industry players shall increase their awareness of the urge need of improve overall tourist guide service quality by invest in various training program. In this study, the second important factor that leads to job satisfaction is intrinsic rewards. Herzberg's two-factor theory suggests that intrinsic rewards such as recognition, interpersonal relationship and job involvement will increase job satisfaction (Sanjeev & Surya, 2016) .

The study has several limitations that could benefit from further research. First, This research only focus on licensed tourist guides who are guiding in Myanmar and for the guides who graduated from Yangon Tourism School. Second, this study does not differentiate the type/field of licensed tourist guide and the analysis procedures and tools are limited in this study. Based on the possible limitation found in this study, some recommendation for future research should be addressed that it should include specific outbound tourist guides' affairs as well. This research discussed on five factors that contribute to licensed tourist guide job satisfaction which are extrinsic benefits, intrinsic rewards, training, work stress and tenure of service. For further study, it is recommend that to study about other factor, which might influence job satisfaction of tourist guide, such as cultural difference. It is suggest that further studies can focus on investigate job

satisfaction of other kind of tourist guide which include nature guide, city guide and outbound guide separately. For more effectiveness and reliability, it is suggested that further studies should have used more other procedures to analyze data. Further studies on different dimensions of measurements are needed since there are still more important factors to be explored regarding with tourist guides job satisfaction.

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