THE COMPARISON OF JOB SATISFACTION BETWEEN EMPLOYEE WHO WORKS AT FRONT OF THE HOUSE AND BACK OF THE HOUSE AREA BASED ON JOB DESCRIPTIVE INDEX

By

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THESIS ADVISER
RECOMMENDATION LETTER

This thesis entitled "**The Comparison of Job Satisfaction Between Employee Who Works at Back of the House and Front of the House Area Hotel Based on Job Descriptive Index Factors**" prepared and submitted by Clara Natalia Yohana Mamesa in partial fulfillment of the requirements for the degree of Bachelor in the Faculty of Economics has been reviewed and found to have satisfied the requirements for a thesis fit to be examined. I therefore recommend this thesis for Oral Defense.

Cikarang, Indonesia, 19th March, 2012

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The Panel of Examiners declare that the thesis entitled "**The Comparison of Job Satisfaction between Employee who Work at Front of the House and Back of the House Based on Job Descriptive Index**" that was submitted by Clara Natalia Y Mamesa majoring in Management from the Faculty of Economic was assessed and approved to have passed the Oral Examination on March 13th,2012.

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DECLARATION OF ORIGINALITY

I declare that this thesis entitled "**The Comparison of Job Satisfaction between Employee who works at Front of the House and Back of the House Area Based on Job Descriptive Index**" is, to the best of my knowledge and belief, an original piece of work that has not been submitted, either in whole or in part, to another university to obtain a degree.

Cikarang, Indonesia, 5th March, 2012

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ABSTRACT

Job satisfaction is an important thing in all companies. Job satisfaction can give an impact to the performance of the employee. Especially in hotel industry which is the service plays an important thing in hotel. Employee who not satisfies can give an impact to their performance. In hotel industry, the working area is dividing into two areas, there are front of the house and back of the house area. Front of the house workers working directly to the guest, while back of the house workers not directly working to the guest.

Works at front of the house and back of the house have a different pressure. The FOH workers dealing with the guest problem while BOH workers dealing with the management (company) problem. This research will analyze the comparison of job satisfaction between employee who works at front of the house and back of the house. It is based on job descriptive index. The JDI factors include job itself, supervision, pay, promotion, and co-workers. Besides analyze the comparison of job satisfaction, the researchers also wants to find out the most significant variable of the employees based on job descriptive index factors.

This research was conducted in Hotel Permata Alam, Cisarua. The researcher used the questionnaire to get data about job satisfaction of employees with 55 correspondents. The researcher used descriptive statistic method to analyze the data about comparison job satisfaction between employee who work at front of the house and back of the house.

As result, the employee of Hotel Permata Alam, Cisarua are very satisfied about their job. There is no difference of job satisfaction between employee who works at front of the house and back of the house. In front of the house are, the most significant variable is co-workers. In back of the house the most significant variable is job itself.

ACKNOWLEDGEMENT

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FOH   : Front of the House

BOH   : Back of the House

JDI   : Job Descriptive Index

CHAPTER I

INTRODUCTION

1.1. Background of the Study

Employee job satisfaction describes a positive feeling about job, resulting from an evaluation of its characteristics (Robbin, 2009). The positive feeling of the employee job satisfaction is can be seen by the employee itself while their do their job every day**.** Employee job satisfaction gives an impact to the performance of the employee. It comes from Judge, Thoresen, Bono, and Patton found in 2001 that the average correlation of job satisfaction and job performance is a higher .30. If the employee fill dissatisfied with the company, the employee will do their job with no passion and will give a bad result to the company. The other way, if the employee fill satisfied with the company, the employee will do their job with more passion and give a good result to the company. Dissatisfied employees create many problems for their organization in spite of solving its problems (Ali, 2009). Knowing the job satisfaction of employee helps the company to maintain the job performance of the employee.

Hospitality industry defined as kinds of institutions that offer shelter, food, or both to people away from their homes (Barrows and Power, 2009). Hospitality is dominant with the service industry. Service industry as an industry made up of companies that primarily earn revenue through providing products and services (Dahmer and Kahl, 2009). Service industry included lodging, hotel, restaurant, hospital, club, etc. In service industry, employees are the important resources. It is because service industry sells intangibles products. The employee should be able to sell the product. Selling service as a product will be success with the effort of the employee itself. For example is hotel. The services of the hotel are important for the guest. Some of guests expect the great service from the hotel itself. The guests want the feeling "home away from home" when they stay at the

hotel. It is means, event the guest far away from home, but they still fill likes home.

Working in the hotel is dividing into two areas, there are front of the house and also back of the house (Kasavana and Brooks, 2009). Working in front the house at the hotel are usually handling customer directly (Stutts, 2006). For example is front desk agent. Front desk agent is the person who customer looking for at the hotel to get their room as they want. Working in the back of the house at hotel is not meeting the customer directly (Stutts, 2006). For example is human resource department. The human resource department, the employee works for the management of the hotel. They are not working directly to the guest. Working back of the house and front of the house are having a different pressure. The back of the house is more handle to the tangibility of product than back of the house. The activities of back of the house is more routine than front of the house.

This research is about analyzing the comparison of job satisfaction between employee who works at back of the house and front of the house area hotel based on JDI factors. The researcher is using the Job Descriptive Index factors by Smith, Kendall, and Hulin (1969) to measure the job satisfaction of employees. The Five dimensions of the job satisfaction are work, supervision, pay, promotion, and co-workers. Kinicki, et al., (2002) stated that among the many facet satisfaction measures that exist, the Job Descriptive Index is used more frequently than any other. Riggio (1992) stated the job descriptive index is a self-report job satisfaction rating scale measuring five job facets; the job itself, supervision, pay, promotion and co-workers.

1.2. Hotel Permata Alam

Hotel Permata Alam is three stars hotel that located in Cisarua, Bogor West Java in the KM 83 Puncak area. Hotel Permata Alam provides accommodations and facilities to provide a comfortable and safe place to the guest who will stay at the hotel with business collogues or with family. Hotel Permata Alam provide 30

rooms that consist of business room type, superior, deluxe and executive room type. Hotel Permata Alam provide room with air conditioner, carpet, mini bar, tv channel, bath tub, etc. This hotel is also provide "Delima Coffee Shop" is the restaurant that provide European, Asian, and also traditional food from Indonesia. Hotel Permata Alam also provide "Erbis Marquisa''. It is the meeting room that can be used for conference, seminar, and also meeting until 90 persons capacity.

Figure 1.1 Hotel Organization
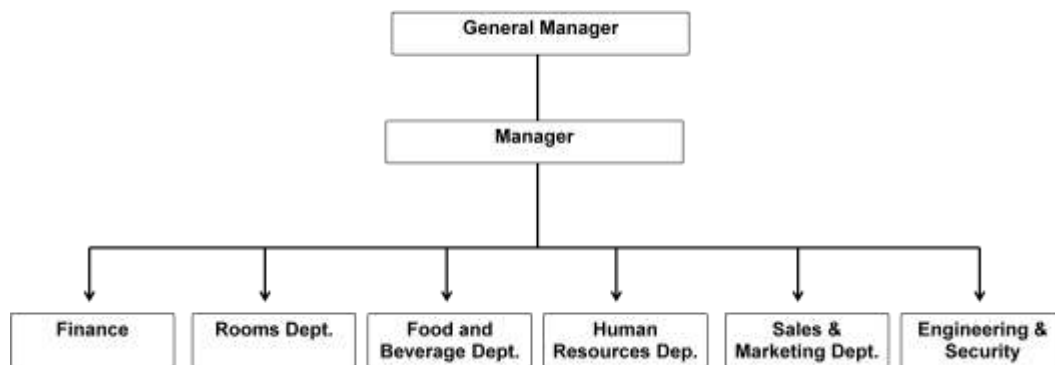
1.3.   Problem Identified

The human element in tourism and hospitality organization is critical for service quality, customer satisfaction and loyalty, competitive advantage, and organizational performance (Kusluvan, et al., 2010). Hai –Yan and Tom (2006) stated that people are one of the most important resources for business throughout the world, especially in a service – intensive sector such as hospitality. Understanding hotel worker attitudes and motivation has become an important issue (Prince, et al., 2008). It can be seen by see the job satisfaction of the employee. Clark (2001 cited in Schokkaert 2009) stated that job satisfaction influence productivity, absenteeism and turnover, it as an effect on job search, job resignation or mobility in general and it goes together with higher motivation and stronger commitment.

The impact of dissatisfied employees can range from high turnover and low productivity to a loss in revenue and poor customer service (Mayhew 2002 cited in Ali 2009). Working in service industry such as hotel, job performance is affecting to the customer satisfaction. The guests who come to the hotel are expected to the excellences of service of the hotel. Castillo (2004) stated that the most informative information to have about an employee in an organization was a valid measure of their overall level of job satisfaction. Hotel area itself is divided into two areas. Those are front of the house and back of the house. Working front of the house and back of the house is has a different pressure. Hai – Yan (2006) stated that employee who working in front office undertakes an important task in building up a hotel's image and reputation. Employees who work in front of the house meet directly to the guest and should understand what the guests' needs. It will be more pressure than the employees who work back of the house. But, employees who work back of the house also have pressure. They are more concern to the management of the hotel.

Because the different area of the workers has a different pressure, the researcher wants to find out the different of job satisfaction of the employee who work at front of the house and back of the house. Is the different area of working have a different satisfaction of the employee?

1.4. Statement of the Problem

Based on the problem identified, the statements of the study of this research are:

1. How satisfied employees who work at the Hotel Permata Alam about their job by using Job Descriptive Index factors?
2. Is there any difference level of job satisfaction between employees who work at front of the house and back the house?
3. Using the Job Descriptive Index, which is the most significant variable of the employee job satisfaction?

1.5. Research Objective

The objectives of this research are:

1. To analyze the job satisfaction level of the employee who works in Hotel Permata Alam based on job descriptive index
2. To define the comparison of job satisfaction between employees who work in front of the house and back of the house
3. To analyze the most significant variable of job satisfaction based on JDI.

1.6. Significant of the Study

This research can be used as additional information to the reader that working at hotel is not a simple as people thought. There is a differences pressure between employees who work in front of the house and back of the house.

1. For researcher

   With this research, the researcher expected to know and understand about job satisfaction at hotel and for references for those who wants to do the research in this area.
2. For company

   The researcher expected this research can give information and reference to the management hotel about job satisfaction of their employees, and to give an overview about how satisfy their employee work in the hotel.
3. For students who majoring in Hotel and Tourism Management

   This research expected to give an overview about working at hotel, especially about how satisfy employee who work at the hotel industry and also to give an overview about the difference employee satisfaction between employees who work back of the house and front of the house

1.7.   Theoretical Framework

In this research, the researcher using Job Descriptive Index to measure the job satisfaction of employees. JDI factors are including job itself, supervision, pay, promotion, and co-workers. After finding the job satisfaction of employee at Hotel Permata Alam, the research divides the correspondents based on are of working then find the comparison of job satisfaction of employee between front of the house workers and back of the house workers.

Figure 1.2 Theoretical Framework
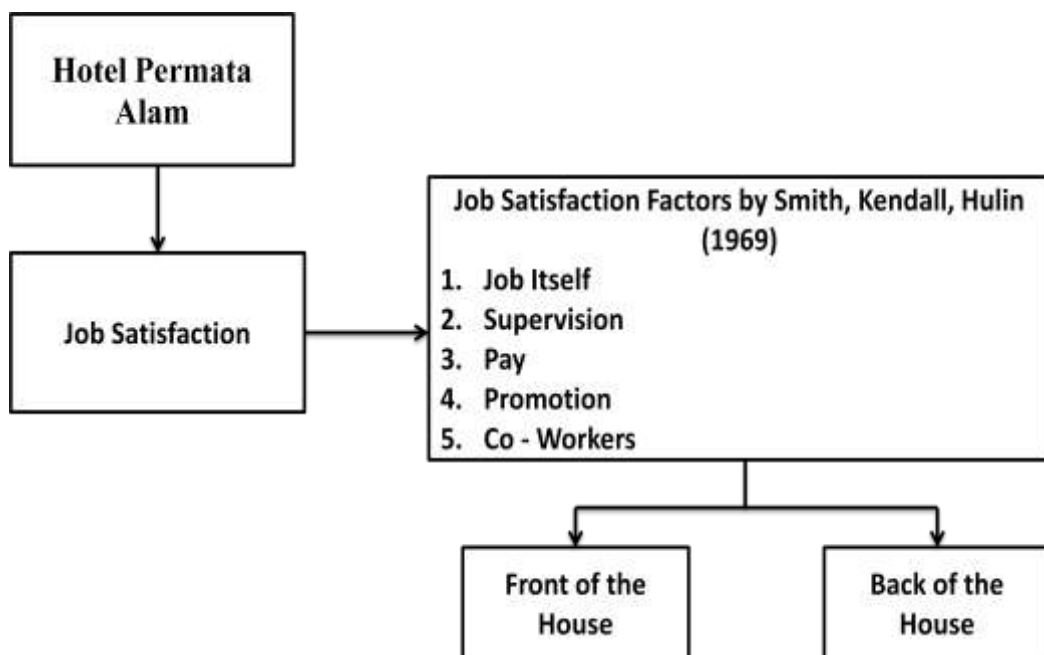
1.8.   Scope and Limitations of the Study

The limitation of the research is the research only using Job Descriptive Index as the factor to measure the job satisfaction of employees. The JDI factors include job itself, supervision, pay, promotion, and co-workers. The participants of this research are employees who work at Hotel Permata Alam, Cisarua – Bogor. The researcher wants to analyze the job satisfaction of employee at Hotel Permata Alam and find out the comparison between employee who work at front of the house and back of the house.

1.9. Hypothesis

There is difference in job satisfaction between employees who work at front of the house and back of the house.

1.10. Definition of Terms

- Job satisfaction means satisfaction describes how content an individual is with his her job
- JDI stands for Job Satisfaction Index. It is usually use to measure the job satisfaction level of the employee. The job satisfaction factors based on Job descriptive index are job itself, supervision, pay, promotion, and co-workers.
- BoH stands for Back of the House. It is the area at the hotel where there is no guest doing activity in this area. This area is only for the employee
- FoH stands for Front of the House. It is the area where involves the guest and employee do the activities.

CHAPTER II
LITERATURE REVIEW

2.1. Hotel Industry

Kasavana and Brooks in 2009 stated that hotel or inn may be defined as an establishment whose primary business is providing lodging facilities for the general public, and which furnishes one or more of the following service: food and beverage service, room attendant service, uniformed service, laundering of linens and use of furniture and fixture. The provision of basic accommodation, in times past, consisting only of a room with a bed, a cupboard a small table and a washstand has largely been replaced by rooms with modern facilities, including en-suite bathrooms and air conditioning or climate control. Hotel is often referred to as 'home away from home' (Sheela, 2002). It is the place where the tourist stops being a traveler and becomes the guest. A hotel usually offers a full range of accommodations and services, which may include suites, public dining, and banquet facilities, lounge, and entertainment facilities (Bardi, 2007). The main characteristic feature which sets a hotel apart from other types of accommodation centers is the completeness of facilities and service available.

The hotel sector consists of different categories of hotels - namely the five star three star and other categories. These differentiate the hotels based on the service of varied types, which are provided to the guest for instance the hotel may provide food accommodation and other service – which include a luxury room with a television, telephone, ticketing, transport etc. It is seen here that customers have to incur a price for the use of all services (Sheela, 2002). Most of hotel that provide a luxury rooms, a great food and also a complete facilities is more expensive than the hotels that only provide the standard room and not really complete the facilities. Based on Sheela (2002) the main functions of hotel include:

- Providing living accommodation.

- Supplying food, drink, for immediate consumption.

- Having transportation

- Recreational, entertainment facilities

- Any other functions incidental or ancillary to these functions.

Hotel is not only provides rooms and food, but also hotel can be the second home to the guest. Besides rooms and food, hotel also provides other facilities such as spa, swimming pool, entertainment area, meeting room, and personal service. Hotel can be defined as a service business. It is because hotel is not only selling room as a product but also the hospitality of the employee as the service of the hotel. It is such as a treatment or deed to the other people. Service is the act of filling the needs, wants, and desires of the guests (Dahmer and Kahl, 2009). A service is an activity or series of activities of more or less intangible nature that normally, but not necessarily, take(s) place in interactions between the customer and service employees and/or physical resources or goods and/or system of the service provider, which are provided as solutions to customer problems (Gronroos, 2007). Based on Kainthola (2009) services in the hospitality industry are classified along three different dimensions:

a) Person related service

Person related service are geared towards the main objectives of bringing about some change of state in the customer, or maintain an existing state, which for one reason or other he is unable to do for himself chooses not to maintain the existing stated. Accordingly a hotel provides rest, recreation and refreshment. Consumption of person's related service generally involves: direct consumption of physical goods (such as food, drinks, etc), use of physical facilities (such as buildings and furniture etc), interaction with persons providing the service, and information about the services.

b) Product related service

Product related service is a service for or relating to the installation, maintenance, repair or cleaning, assembly and delivery. For examples are car parking and laundry.

c) Information related service.

Product related service is a service that provides information to the public. For examples are television and radio

Service is important in the hotel industry. Service can be more important than the room of hotel itself. Some of guests are more concern to the service of the hotel. If the hotel has a great room with fulfill of the facilities but the service of the employee is poor, the guest will fill uncomfortable stay at the hotel.

Regardless of a hotel's size or service level, all guests will have such basic needs as (Kasavana and Brooks, 2009):

- Safe, secure accommodation

   Providing hotels such as a home, the safety of the hotel itself is important to the guest. Being safe means the guest is not feel afraid of where theirs belong in the hotel area. Safe means free from harm, injury, or risk; untouched or unthreatened by danger or injury; unharmed; unhurt; secure; whole; as, safe from disease; safe from disease; safe from storms; safe from foes.

- A clean, comfortable guest room

   "A clean room is an enclosed area employing control over the particulate matter in air with temperature, humidity and pressure control as required. To meet the requirements of a 'Clean room' as defined by this standards, all Clean Rooms must not exceed a particulate count as specified in the air cleanliness class."This standard, first issued in 1963, has been used in the current version 209B amendment 1 since 1976. It is shortly to be re-issued, entitled "Airborne Particulate Cleanliness Classes for Clean Rooms and Clean Zones". At hotel business, room is one of the main products of the business. The guest wants to get a great room for them. A clean room is a must for the guest.

- Courteous, professional, and friendly service

   The service of the employee at hotel should courteous, professional, and friendly. The employees are respectful, polite and considerate in manner.

Besides that, the employee should have a willingness or generosity in providing something needed.

- Well-maintained facilities and equipment

The facilities and equipment of the hotel keeps in an appropriate condition, operation, or force and keep unimpaired.

Guests generally anticipate a particular level o service. If a hotel clearly defines its markets and consistently delivers the level of service those markets expect, it can satisfy guest, encourage repeat business, and improve word-of-mouth promotion.

2.1.1. Hotel Employee

As the hotel employee the employee should now the condition of the hotel. To achieve the objective the future of hotel, the employee must know and understand (Nickson, 2007):

- A hotel employee communicates with hotel guests politely and observing the manners.
- Speaks correct official language and at least one foreign language.
- In addition to his/her direct duties, a hotel employee has to know how to describe services offered at the hotel, room types and their advantages.
- Provides information about places of interest and sight and events.
- Knows cultural and natural resources of our country and tells guest about the national culture.
- Is familiar with the hotel management structure, all hotel staff function.
- Takes his/her work seriously, points out problems, suggests ways of their solution.
- His/her physical condition and the state of health are of utmost importance.

Besides that, the employees who work at the hotel should be able to:

- Working safely
    - Knowing the requirements of the main legal documents governing worker safety and health

- Knowing environmental, personal hygiene, electric safety, fire safety, security equipment
- Requirement and observing them in practical activity
- Describing possible emergency situations and employee actions in an appropriate situation
- Providing emergency medical aid
- Using and managing electric devices and equipment

- Preparing for work
  - Knowing organizational structure of the hotel, types of premises, types of rooms and applicable requirements for them
  - Identifying room status for carry out cleaning tasks, putting together a set of working materials and equipment
  - Refilling the maid's trolley according to the requirements
  - Knowing the requirements of work hygiene norms for hotel premises and territory
  - Working as part of the team

- Providing information to guest and performing requests of guest
  - Knowing the main laws of economics, functioning of the market mechanism, structure of the tourism sector and the influence of this business on the Lithuanian economy
  - Describing types and classification system of undertakings providing accommodation services
  - Describing service offered at a hotel, offering them to a guest
  - Communicating in correct official and at least one foreign language, providing information in a polite and service-minded manner
  - Presenting national traditions, places of interest, natural and architectural monuments
  - Knowing the main visitor service elements
  - Applying etiquette requirements in dealing with visitors
  - Describing peculiarities of serving guests from abroad
  - Settling with visitors

‒ Knowing the procedure of accommodation of guests and their pets

For the general skills that required for hotel employees are proactiveness, team and individuals work, self-control, communication in foreign languages, confidentiality, tolerance, and loyalty.

2.1.2. Front of the House and Back of the House

Based on Barrows and Power (2009), hotel areas are divided into two areas, there are:

- Front of the house

   Front of the house is the area where involves the guest and employee do the activities. This area is at once an operating system, a business place, and a social stage setting. As an operating system, it is laid out to provide maximum efficiency to workers and ease of movement to guests. Hai – Yan (2006) stated that front office work is a challenging and demanding area of work and oral communication is identified as the most important skills. The areas that included in front of the house are front office, restaurant, and lounges. Besides that, security, banquet, marketing department is also include in front of the house. Front office department can be included front desk, concierge, guest service, bell man, door man/girl, business center and guest recognition. In restaurant and lounges the person who work front of the house is waiters, runner and hostess. This area is more do the contact with the guest directly than back of the house area (Sheerman, 2007). The front of the house is the operational areas and staffs, for examples are all parts of a hotel, motel or restaurant in direct contact with the customer, such as foyers, bars and dining rooms (Sheerman, 2007). Staff in these areas is critical to the customer's quality perception of the tourist product, which is largely experiential and involves much customer-supplier interaction. The employee who works at front of the house area should be more interactive with the guest.

- Back of the house

  The private areas of the hotel are known as back of the house. Back of the house is the area where there is no guest doing activity. This area is only for the employee. The areas that included in back of the house are human resources, accounting, kitchen, purchasing, receiving, engineering and maintenance. Back of the house is the operational areas and staff, for examples are all part of a hotel, motel or restaurant, not normally direct contact with the customer, such as kitchen, stores and administrative offices (Sheerman, 2007).

Figure 2.1 Comparison of Front and Back of House Work Characteristic

	Front of House Work (Visible)[a]	Back of House Work (Invisible)[b]
Client contact (visibility)	High	Low
Tangibility of product	Low	High
Customization	High	Low
Emotional labor	High	Low
Physical labor	Low (high at front door)	High
Discretion	High	Low
Routinization	Low	High
Monitoring	Low	High
Worker demographics[d]	More often white Almost always men at front door	More often people of color Almost always women in housekeeping
Remuneration	Higher wage, tips, commissions (concierge)	Lower wage, few tips

[a]Concierge, front desk worker, door attendant, bellperson, valet.
[b]Room cleaner, turndown attendant, laundry worker.

Source: Class acts: service and inequality in luxury hotels.2007

From the table above, we can see the characteristic of each area at hotel. Sheerman (2007) defined front of the house provides most of the interactive service, which consist mainly of intangible emotional labor (personalization, needs anticipation and compliance, and deference). Front of the house work contrast strikingly with both visible works. The workers in front of house positions provide the highest level of intangible, recognizing service. Front of the house workers have to go out of their way for guest, satisfying and surprising guest. Front of the house workers have more autonomy and control over their

work. The activities in front of the house are not routine activities. It is because front of the house employee are working with unpredictable guest demands and behavior. Furthermore, to anticipate and fulfill guests' needs, workers must discern guests' immediate desires on the basis of their selfpresentation as well as their explicit requests (Sheerman, 2007). Because guests value authentic interactions with workers, these must not appear scripted or routine. For the supervisor/managers of the front of the house workers is little bit complicated to monitoring their subordinates. It is because the activities of the workers are not routine. In front of the house area most of the workers are men. For the remuneration, front of the house workers are get more pay then back of the house workers. Besides the salary, sometimes they get the tips from the guests.

Workers in the back of the house provide few of the interactive elements of service, for their primary role is to furnish invisible physical labor (Sheerman, 2007). They primarily produce the noninteractive elements of recognition, mainly invisible physical labor. Back of the house worker more work with the tangible things. For example is the engineering who work for the maintenance of the hotel. Working in back of the house is easily routine, highly and tightly supervised by the supervision (Barrows and Power, 2009). In back of the house area most of the workers are woman and for the remuneration back of the house is lower than front of the house. All of these differences have consequences for workers' experience of work.

2.2. Job Satisfaction

The term job satisfaction describes a positive feeling about job, resulting from an evaluation of its characteristics and refers to an individual's general attitude toward his or her job (Robbin, 2009). In 1982, Graham defined job satisfaction as "the measurement of one's total feeling and attitudes towards one's job". Job satisfaction essentially represents employees' overall evaluation of their jobs, including feelings of positive affect toward their job jobs or job situations (Jex and Britt, 2008). Alternatives available in given situations, expectations, and

experience play important roles in providing the relevant frame of reference. Spector in 1997 defined job satisfaction basically by saying that it is "how people feel about their jobs and different aspects of their jobs". It is the extent to which people like or dislike their jobs. Locke (1976) cited in Jex and Thomas (2008) defines job satisfaction as "a pleasurable or positive emotional state." which is "a function of the perceived relationship between what one wants from a job and what one perceives it is offering."

2.2.1. The Factors that Influence the Job Satisfaction

In 1969, Smith, Kendall, and Hulin define Job satisfaction is the feeling a worker has about their job. Job Descriptive Index is one of many ways to measure the satisfaction level of the employee. In 1996, Riggio state that "since its development in the 1960, the Job Descriptive Index has become the most widely-used standard measures on the job satisfaction." Based on Dibboye in 1994 stated that "The Job Descriptive Index is the most widely used measures of job satisfaction Research of the job Descriptive Index has shown that it provides reliable and valid job facet satisfaction scale." In 1964, Vroom judgment that "the Job Descriptive Index is without doubt the most carefully constructed measure of job satisfaction in existence today." In Job Descriptive Index there are five dimensions that influence the job satisfaction level. They are:

1. The Job itself

   Saari and Judge (2004) found that one of the primary causes of the relationship was through the perception of the job itself. According to Luthans (1992), employees derive satisfaction from work that is interesting and challenging, and a job that provides them with status. Greenberg and Baron (1996) stated that there are some terms that describe the elements of the job. There are:

   - *Job design* has been defined as specification of the contents, methods, and relationships of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirement of the job holder (Buchanan,1979). Job design primarily focuses in on designing the

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process of transformation of inputs into outputs and considers the human and organizational factors that impact that transformation. Job design can be with rearranging or replacing work of the employee, job rotation, or with alternative scheduling.

- *Job enlargement* means to add more duties and increased workload. It is a vehicles employers use to put additional workload on employees, perhaps in economical downtime. Giving the worker additional responsibility/task is can be one of the ways to do the job enlargement for the employees.

- *Job enrichment* means improvement, or an increase with the help of upgrading and development. It is involves organizing and planning in order to gain more control over their duties and work as a manager. For examples is giving responsibility for different types/levels of work to the employees.

2. Supervision

Supervision may be defined a mentoring and regulating of processes, or delegated activities, responsibilities, or tasks. It is more concern to the technical help and social support from the senior to the junior. In 1997, Staudt did the research based on social workers in which it was found that respondents who reported satisfaction with supervision, were also more likely to be satisfied with their jobs in general. The quality of the supervisor – subordinate relationship will have a significant, positive influence on the employee's overall level of job satisfaction (Howard,2005). Ting (1997) stated that individuals are likely to have high levels of job satisfaction is supervisors provides them with support and co-operation in completing their task. Chieffo (1991) maintains that supervisors who allow their employees to participate in decisions that affect their own jobs will, in doing so, stimulate higher level of employee satisfaction. According to Wood (1986) cited in Alam (2010) job satisfaction on the basis of employees' perception on how much are they satisfied with the information or guidelines provided to them by their supervisors to carry out their job.

3. Pay

Pay is the total number of replacement service that has been done by a workforce that includes the basic wage and other social benefits (Heidijrachman, 1992). The important is the adequacy of pay and perceived equity. Pay refers to the amount of financial compensation that an individual receives as well as the extent to which such compensation is perceived to be equitable (Howard, 2005). Werther and davis (1993) defined compensation is what employee receive is exchange for their work. According to Boone and Kunts (1992), offering employees fair and reasonable compensation, which relates to the input the employee offers the organization, should be the main objective of any compensation system. The categories of compensations are medical aid scheme, bonuses, paid leave, and overtime paid. The greater the financial reward, the less worry employees have concerning their financial state, thereby enhancing their impression of their self-worth to the organization (Howard, 2005). Aamodt in 1999 stated that the key in linking pay to satisfaction is not the absolute amount that is paid, but rather, the perception of fairness. When pay is perceived as equitable, is equal with job demands, individual skill level, and community pay standards, satisfaction is likely to be the result.

4. Promotion

Promotion means elevating the position of an employee in the hierarchy. A promotion is an increase in rank which may also be accompanied by a raise in pay, benefits, and responsibility. Most of people view promotions positively, as they indicate that the individual being promoted is successful, valuable and useful. Robbins (1998) stated that promotion provide opportunities for personal growth, increased responsibility, and increased social status. Drafke and Kossen (2002) prove that many people experience satisfaction when they believe that their future prospects are good. In another word means the employees believe that if they have an opportunity to growth in the company it can increase the satisfaction of the employee. Employees' satisfaction with promotional opportunities will depend on a number of factors, including the

probability that employees will be promoted, as well as the basis and the fairness of such promotions (McCormick and Ilgen, in 1985).

5. Co-workers

Co-workers are people who share a workplace with each other. Many people deal with co-workers on a daily basis, because they work for companies with multiple employees. Co-workers often work together in enclosed spaces for long hours. They may establish friendships which can be carried on outside the workplace. Build the social harmony with the co-workers will help the employee feel comfortable working in the workplace. The social context of work is also likely to have a significant impact on a worker's attitude and behavior (Marks, 1999). Luthans (1998) stated that work groups characterized by co-operation and understanding amongst their members tend to influence the level of job satisfaction or dissatisfaction. The job is becoming more enjoyable when the employee work together with the co-workers in effectiveness. The quality of close friendship was associated with both career success and job satisfaction of employees (Howard, 2005).

2.2.2. Outcomes of Job Satisfaction

Although job satisfaction is important, researcher is interested in job satisfaction primarily because of its possible relationship to other variables of interest. Given the sheer volume of research on job satisfaction that has been conducted over the years, it would be nearly impossible to discuss all of the correlates of job satisfaction. Four types of variables that have both theoretical and practical importance: attitudinal variables, absenteeism, employee turnover, and job performance (Jex and Britt, 2008).

- Attitudinal Variables

  By far, job satisfaction has been found to correlate most strongly with other attitudinal variables. These variables reflect some degree of liking or disliking; that is, they are affective in nature. Examples of common attitudinal variables used in organizational research include job involvement, organizational commitment, frustration, job tension, and feelings of anxiety.

Notice that all of these variables, to a large degree, reflect levels of affect. For Job involvement and organizational commitment, this affect is positive. The other variables reflect feelings of negative effect.

- Absenteeism

Absenteeism represents a common way in which employees may withdraw from their jobs (Hulin, 1991). Absenteeism is a very costly problem to man organizations. When employees are absent, work many not get done or may be performed by less experienced employees. Hackett and Guion (1985) stated that the reason for the weak relation between satisfaction and absenteeism is that job satisfaction represents a general attitude, whereas absenteeism is a specific form of behavior.

- Employee Turnover

Another correlate of job satisfaction that is of considerable interest to both researcher and managers is employee turnover. Some turnover in organizations is inevitable and, in some cases, may even be desirable. Ali (2009) stated that high turnover brings destruction to the organization in the form of direct and indirect cost. However, very high levels of turnovers can be costly to organizations since they must begin the process of recruiting, selection, and socializing a new employee. High levels of turnover may also have an adverse impact on the public image of an organization, and hence increase the difficulty of recruiting (Jex & Britt2008).

- Job Performance

The relationship between satisfaction and performance may be reciprocal. Not only may employees who are happy with their jobs be more productive, but performing a job well may lead to satisfaction with the job. In 2001, Judge, Thoresen, Bono, and Patton found that the average correlation job satisfaction and job performance is a higher .30. It shows that job satisfaction and job performance have a strong relationship. Vroom's (1964) Expectancy Theory,

proposed that employees would put forth more effort if they believed that effort would translate into high levels of performance, and higher performance would lead to valued outcomes. If performance is viewed from this perspective, there is no reason to assume that job satisfaction should play a causal role in determining job performance. On the other hand, if high levels of job performance ultimately lead to desirable outcomes, employees should be most satisfied with their jobs when they perform well and are rewarded for it. With this theory, rather than trying to make employees happy, organizations would be much better off helping employees develop the skills they need to perform well, and linking reward to performance.

CHAPTER III

METHODOLOGY

3.1. Research Method

In this chapter will explain about the method that researcher used to gather the data for the research. This research used quantitative research methodology. The purpose of this research used quantitative research methodology is to get the exact percentage of the satisfaction level of the correspondent.

3.2. Research Instruments

3.2.1. Data Collection Method

The researcher used the primary data to gather the data for this research form the company directly. Questionnaire was used by the research to collect the data. Questionnaire is a written set of question to which respondents record their answer, usually within a close range of alternative given to them (Sekaran, 2009). The purpose is to gather information about the people's attitudes, thoughts, behavior, and so forth. The researcher got the primary data from the questionnaire that separated to the correspondent directly at Hotel Permata Alam, Cisarua. The researchers compile the answer of the people in the sample in order to know the group as a whole think or behaves. The researcher gave the questionnaire to get answer about job satisfaction of the employee by using the Likert scale. The Likert Scale, developed by Rensis Likert, is the most frequently used variation of the summated rating scale. Summated scale consists of statement that expresses either a favorable of an unfavorable attitude toward object of interest (Cooper & Schindler, 2006). In this research the research used five scale points; Very Dissatisfy, Dissatisfy, Moderate, Satisfy, and Very Satisfy. Very Dissatisfy will be given score 1, Dissatisfy will be given score 2, Moderate will be given score 3, Satisfy will be given score 4, and Very Satisfy will be given score 5.

Table 3.1 Likert Scale Interpretation

Scale	Description or Interpretation
1	Very Dissatisfy *(Sangat Tidak Puas)*
2	Dissatisfy *(Tidak Puas)*
3	Moderate *(Netral)*
4	Satisfy *(Puas)*
5	Very Satisfy *(Sangat Puas)*

To find out the length of interval scale, using formula as follows:

$$Lenght\ of\ Interval\ Scale = \frac{H - L}{k}$$

Source: Levine (2008)

Where:

H = Highest Value

L = Lowest Value

k = the number of class

From the formula, we can get the length of interval scale is as follow:

$$Lenght\ of\ Interval\ Scale = \frac{5 - 1}{5} = 0.8$$

The classifications are:

1,00 – 1,79   = Very Dissatisfy

1,80 – 2,59   = Dissatisfy

2,60 – 3,39   = Moderate

3,40 – 4,19   = Satisfy

4,20 – 5,00   = Very Satisfy

- **Variable Definition**

The variables of this research will be based on the Job Descriptive Index and combined with some elements that related to the job satisfaction factor. Based on Job Descriptive Index, the factors that affect the job satisfaction are the job itself, supervision, pay, promotion, and co-workers.

Those variables are as follows:

A. The job itself
   - I am proud of my job (Q1)
   - I am happy working at this office (Q2)
   - I have a chance to do job rotation (Q3)
   - My jobs does not interfere my personal life (Q4)
   - I am happy with the scheduling at my office (Q5)

B. Supervision
   - My supervisor is an open person, so I am not afraid to express my opinion (Q6)
   - My supervisor willing to accept any criticisms from employees (Q7)
   - I get a clear explanation from my supervisor before I start working (Q8)
   - My supervisor can be relied on in dealing with each issues (Q9)
   - I am happy to have her/his as my supervisor (Q10)

C. Pay
   - I feel satisfied with my salary because it balanced with my current job (Q11)
   - My salary is in accordance with government provision (Q12)
   - Beside salary, I also got another benefits e.g health benefit (Q13)
   - I got insurance not only for me, but also for my husband/wife and my children (Q14)
   - I got an extra pay, if I work overtime (Q15)

D. Promotion

  - I have a chance to get promotion like other employees (Q16)
  - The opportunity to be promoted for every employees in a job is fair (Q17)
  - The management is fair enough in selection of employee to be promoted (Q18)
  - I become more enthusiasm to work because there is an opportunity for employees to get promote (Q19)
  - With promotion, I got more responsibility and also more pay and benefits (Q20)

E. Co-workers

  - My colleagues support me to do my job (Q21)
  - I and my colleagues can be a good teamwork (Q22)
  - The employees are respect each other (Q23)
  - There is no conflict between me and my coworkers that affect my job performance (Q24)
  - I am happy working with my co-workers (Q25)

3.3. Descriptive Statistic Method

This research used the descriptive statistic method. In 2011, Sugiyono stated that "*Statistik deskriptif adalah statistic yang digunakan untuk menganalisis data dengan cara mendeskripsikan atau menggambarkan data yang telah terkumpul sebagaimana adanya tanpa bermaksud membuat kesimpulan yang berlaku untuk umum atau generalisasi.*" Descriptive statistics are statistics used to analyze the data by describing the data hat has been collected without any intention to make the conclusions.

3.3.1. Weighted Mean Value

Sample mean method was used by the research to find the dominant variables of the job satisfaction factors.

The formula of sample mean:

$$\overline{X} = \frac{\sum X}{n}$$

Source: Levine (2008)

Where :

$\overline{X}$ = weighted mean

n = the number of data

$\sum x$ = the sum of data

3.4. Sampling Design

In this research, the researcher used census of Hotel Permata Alam as the respondents. Census refers to periodic collection of information from the entire populations. There are 55 employees who work at Hotel Permata alam. There are consists of 36 employees who work at front of the house and 19 employees who work at back of the house.

Table 3.2 Demographic of Correspondents

	Categories	Frequency	Percentage
	FOH	36	65.5
	BOH	19	34.5
Total Correspondents		**55**	**100**

Source: Primary Data

3.5. Validity and Reliability Testing

3.5.1. Validity Testing

Validity testing is the ability of a test to measure what it purports to measure. It is to find out is the question in questionnaire is relevant to the research objective or

not. To measure the validity of variables in the research, the researcher used Pearson's correlation coefficient test.

The formula of Pearson's correlation coefficient test:

$$r_{xy} = \frac{n \sum XY - (\sum X)(\sum Y)}{\sqrt{n \sum X - (\sum X)^2 \, (n \sum Y^2 - (\sum Y)^2)}}$$

Source : Sugiyono (2011)

Where :

rxy   = Correlation of Pearson Product Moment

X   = Score of question item

Y   = Sum of Score

n   = Number of paired observation

3.5.2. Reliability Testing

Reliability testing is the level of internal consistency or stability of the test over time, or the ability of the test to obtain the same result. Reliability test used to shows how far the measurement result is relatively consistence if the measurement redone for twice or more. Cronbach Alpha formula was used by the researcher to do the reliability test.

The formula of Cronbach Alfa:

$$\alpha = \frac{n.r}{[1+(n-1)r]}$$

source: Sugiyono (2011)

Where:

Alpha   = Instrument reliability's coefficient (Cronbach Alpha)

r   = The Average correlation between the manifest variables

n   = Manifest or the number of basic variables, which for the latent variable

3.6. Hypothesis Testing

To find out which one hypothesis is used and which one is rejected, this researcher using Kruskal – Wallis test. It uses to determine if there is a significant difference in job satisfaction between FOH and BOH.

t – Test Significance formula:

$$t = \frac{\overline{X}_1 - \overline{X}_2}{\sqrt{\dfrac{(n_1-1)s_1{}^2 + (n_1-1)s_2{}^2}{n_1 + n_2 - 2}a^2 + \left[\dfrac{1}{n_1} + \dfrac{1}{n_2}\right]}}$$

Source : Sugiyono (2011)

3.7. Limitations

There are several problems during doing this research. The limitation to get data and sources of materials that correlated to this research. The first one is get permission from the company to get the data. It is because the topic is about job satisfaction of the employee. Knowing the satisfaction of the employee is kind of confidential for other. Job satisfaction of the employee also can know the management of the hotel itself. The other limitation is separate the questionnaire to the respondents. It is because using the population, the research should make sure that every employee get the questionnaire and get all them back to the researcher.

CHAPTER IV

ANALYSIS OF DATA AND INTERPRETATION

This chapter will discuss the result and analysis of the data gathered during research. The result will answer the problem of statement of this research.

4.1. Validity and Reliability Result

Validity and reliability test were used before conducting the questionnaire survey. It is to find the accurate result of the questionnaire for this research. The researcher used SPSS software version 20 to conduct the validity and reliability test.

4.1.1. Validity Result

The researcher used SPSS to calculate the validity of the questionnaire. The correspondents were 55, the using the r table to get the r value = 0,266. The question will be valid if the corrected item total correlation is higher than r value.

Table 4.1 Validity Result

Variable	Corrected Item Total Correlation	r Table	Conclusion
Question 1	0,422	0,266	Valid
Question 2	0.535	0,266	Valid
Question 3	0.481	0,266	Valid
Question 4	0.412	0,266	Valid
Question 5	0.500	0,266	Valid
Question 6	0.335	0,266	Valid
Question 7	0.376	0,266	Valid
Question 8	0.367	0,266	Valid
Question 9	0.326	0,266	Valid
Question 10	0.281	0,266	Valid
Question 11	0.610	0,266	Valid

Question 12	0.587	0,266	Valid
Question 13	0.629	0,266	Valid
Question 14	0.718	0,266	Valid
Question 15	0.410	0,266	Valid
Question 16	0.537	0,266	Valid
Question 17	0.556	0,266	Valid
Question 18	0.579	0,266	Valid
Question 19	0.563	0,266	Valid
Question 20	0.334	0,266	Valid
Question 21	0.486	0,266	Valid
Question 22	0.578	0,266	Valid
Question 23	0.432	0,266	Valid
Question 24	0.487	0,266	Valid
Question 25	0.299	0,266	Valid

Source: SPSS and Primary Data by Researcher

From the validity result table above, it shows that all the questions of this questionnaire are valid. So, all of the questions can be used to get the data from the correspondents about job satisfaction of the employees who work at Hotel Permata Alam, Cisarua.

4.1.2. Reliability Result

Table 4.2 Reliability Result

| Reliability Statistics	
Cronbach's Alpha	N of Items
.857	25

Source: *IBM Satistics SPSS 20*

The researcher used SPSS version 20 to get the Cronbach's Alpha value. The reliability test was done is to find out that the question that used by the researcher is reliable. The instrument is reliable if the cronbach's alpha > 0.6 (Sugiyono,

2011). Based on the table of Reliability Statistic above, the Cronbach's Alpha is 0.857. From the table above, we can see that Cronbach's Alpha greater than 0.6, it shows that this questionnaire is reliable.

4.2. The Characteristic of the Respondents

In this research, the research used 55 questionnaires to be fulfilled by the employees of the Hotel Permata Alam and the research received 55 questionnaires that already fulfilled by the employees. 55 employees are the total employees who work at Hotel Permata Alam. The questionnaire is about job satisfaction of the employee based on Job Descriptive Index (Job itself, Supervision, Pay, Promotion, and Co-workers).

Figure 4.1 Characteristic of the Respondents based on Gender
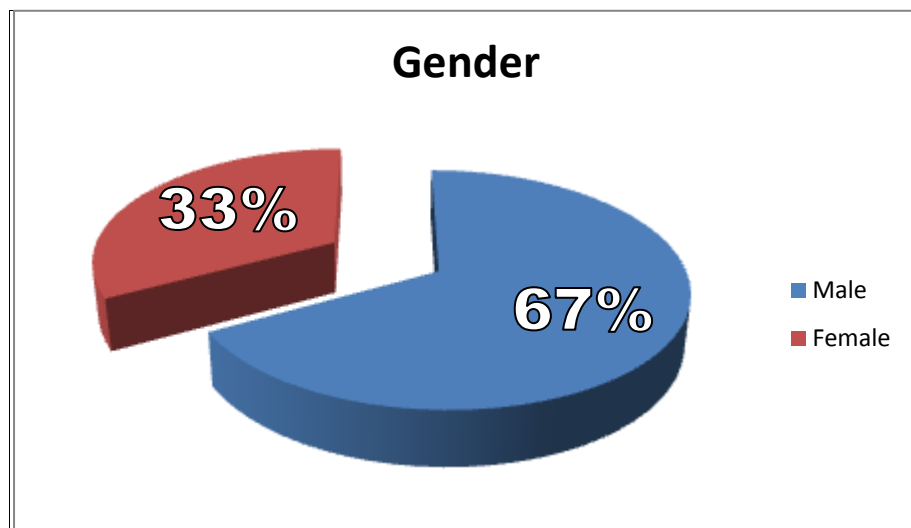
Source: primary data

Based on chart above shows that from 55 of respondents, 67% of the respondents are male (37 respondents) and 33% respondents are female (18 respondents). It is shows that most of employees who work at the Hotel Permata Alam are male. In hotel industry, male workers are dominant. It is because some of the department need male worker to work at midnight shift. In Hotel Permata Alam, the management arranged that more male worker than female worker.

Figure 4.2 Characteristic of the Respondents based on Area of Working

Based on chart above shows that from 55 of respondents, 34.5% of the respondents are works at back of the house area (19 respondents) and 65.5% respondents are works at front of the house area (36respondents). It is shows that most of employees who work at the Hotel Permata Alam works at front of the house area.
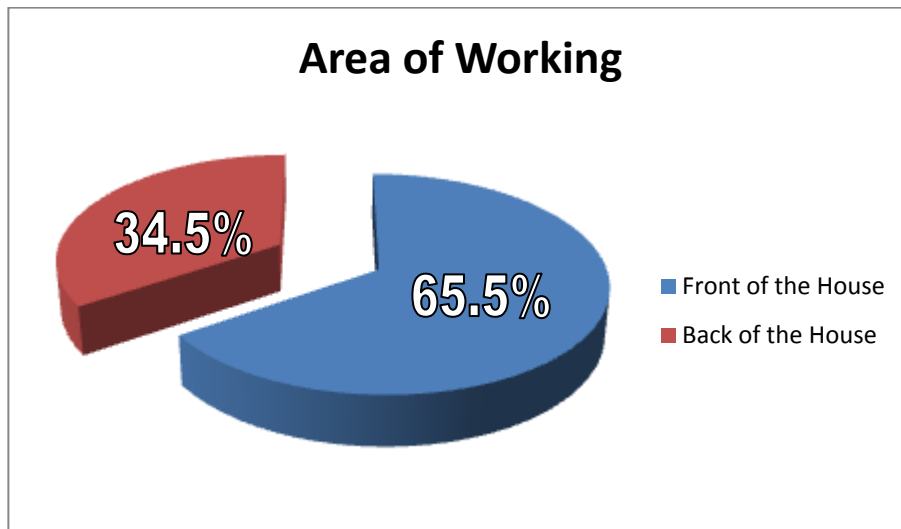
Figure 4.3 Characteristic of the Respondents based on Length of Time of Work

Based on chart above shows that from 55 of respondents, 18% of the respondents have works for less than a year (10 respondents), 29% respondents have works for one until two years (16 respondents) and 53% respondents have works for more than two years (29 respondents). It is shows that most of employees have works for less than two years at Hotel Permata Alam.

4.3. Descriptive Analysis

The researcher was done collected the questionnaire that has been done by the 55 respondents. The questionnaire is to know the response of the respondents about job satisfaction of employee. The questionnaire was created based on Job Descriptive Index. The Job Descriptive Index factors are job itself, supervision, pay, promotion and co-workers.

4.3.1. The Job Satisfaction of Employee who Works at Hotel Permata Alam

From the questionnaire, the job itself factor is consists of 5 questions. It is to find out the job satisfaction of the employee based on the job itself factors. The Job Descriptive Index Factors are:

- The Job Itself

    According to the appendix 8 (The result of Job satisfaction of employee who work at Hotel Permata Alam), the result is the employees are very satisfy about the 'job itself'. It shows from the weight average for 'job itself' is 4.45

- Supervision

    According to the appendix 8 (The result of Job satisfaction of employee who work at Hotel Permata Alam), the result is the employee are very satisfy about 'supervision'. It shows from the weight average for 'supervision' is 4.47.

- Pay

    According to the appendix 8 (The result of Job satisfaction of employee who work at Hotel Permata Alam), the result is the employee are very satisfy about 'pay'. It shows from the weight average for 'pay' is 4.22.

- Promotion

  According to the appendix 8 (The result of Job satisfaction of employee who work at Hotel Permata Alam), the result is the employee are very satisfy about 'promotion'. It shows from the weight average for 'promotion' is 4.28.

- Co – Workers

  According to the appendix 8 (The result of Job satisfaction of employee who work at Hotel Permata Alam), the result is the employee are very satisfy about 'promotion'. It shows from the weight average for 'co-workers' is 4.54.

According to the appendix 8, total weight mean combining between front of the house and back of the house is 4.39. It indicates to very satisfy. The researcher can conclude that the employee at Hotel Permata Alam is very satisfied about their job.

4.3.2. The difference level of job satisfaction between employee who work at front of the house and back of the house

To find out the differences job satisfaction level between employees who work at front of the house and back of the house, the research using the same questions for all correspondents.

- The Job Satisfaction of Employees who Work at Front of the House
  - The Job Itself

    According to appendix 3, the result is the employees are very satisfied about the job itself. The result was calculated by 5 questions about 'job itself' factors. From the question number 1, the average is 4.53. From the question number 2, the average is 4.50. From the question number 3, the average is 4.25. From the question number 4, the average is 4.42. From the question number 5, the average is 4.31. So, the weighted mean of the 'job itself' factor 4.40. It indicates to Very Satisfy level. From 5 questions the biggest answers comes from question number 1. Question number 1 is 'I am proud

of my job'. It means that most of the employee at Hotel Permata Alam is proud of their job. According to Luthans (1992), employees derive satisfaction from work that is interesting and challenging, and a job that provides them with status. The researcher got that the employees who work at Hotel Permata Alam are proud of their status of hotel worker.

- Supervision

According to appendix 4, the result is the employees are very satisfied about the 'supervision'. The result was calculated by 5 questions about 'supervision' factors. From the question number 6, the average is 4.47. From the question number 7, the average is 4.50. From the question number 8, the average is 4.36. From the question number 9, the average is 4.47. From the question number 10, the average is 4.50. So, the weighted mean of the 'supervision' factor 4.43. It indicates to Very Satisfy level. From 5 questions the biggest answers comes from question number 7 and 10. The question number 7 is 'My supervisors willing to accept any criticisms from employees' and question number 10 is 'I am happy to have her/his as my supervisor'. It shows that employees who work at Hotel Permata Alam are happy with their supervisor that willing to accept any criticisms from their subordinate. Howard (2005) stated that the quality of the supervisor – subordinate relationship will have a significant, positive influence on the employee's overall level of job satisfaction. The researcher got that the relation between supervisor and subordinate in Hotel Permata Alam is great. It is shows from the supervisor who willing to receive criticisms from their subordinate.

- Pay

According to appendix 5, the result is the employees are very satisfied about the payment. The result was calculated by 5 questions about 'pay' factors. From the question number 11, the average is 3.81. From the question number 12, the average is 4.17. From the question number 13, the average is 4.42. From the question number 14, the average is 4.39. From the question

number 15, the average is 4.17. So, the weighted mean of the 'pay' factor 4.19. It indicates to Satisfy level. . From 5 questions the biggest answers comes from question number 13. The question number 13 is 'Beside salary, I also got another benefits e.g health benefit.' The researcher got that the employee satisfy with the benefits that their got from the management of Hotel Permata Alam. It is because the benefits their got is not only the salary but also the health benefit for the employees.

- Promotion

According to appendix 6, the result is the employees are very satisfied about the promotion. The result was calculated by 5 questions about 'promotion' factors. From the question number 16, the average is 4.33. From the question number 17, the average is 4.22. From the question number 18, the average is 4.22. From the question number 19, the average is 4.33. From the question number 20, the average is 4.19. So, the weighted mean of the 'promotion' factor 4.26. It indicates to Very Satisfy level. From 5 questions the biggest answers comes from question number 18. The question number 18 is 'The management is fair enough in selection of employee to be promoted.' Drafke and Kossen (2002) prove that many people experience satisfaction when they believe that their future prospects are good. According to the stated above, the research assumes that employees at management of Hotel Permata Alam are fair enough in selection of employees to be promoted.

- Co – workers

According to appendix 7, the result is the employees are very satisfied about co-workers. The result was calculated by 5 questions about 'co-workers' factors. From the question number 21, the average is 4.42. From the question number 22, the average is 4.50. From the question number 23, the average is 4.64. From the question number 24, the average is 4.58. From the question number 25, the average is 4.69. So, the weighted mean of the 'co-workers' factor 4.57. It is indicates to Very Satisfy level. From 5 questions

the biggest answers comes from question number 25. The question number 25 is 'I am happy working with my co-workers.' Howard (2005) stated that the quality of close friendship was associated with both career success and job satisfaction of employee. From that, the researcher got that the relationship between employees who work at Hotel Permata Alam is really good. It is because the employee happy working with their co-workers and it can increase the job satisfaction of the employee who work at Hotel Permata Alam.

According to the appendix 9, the researcher conclude that the most significant variable of the job satisfaction of employees who work at front of the house is 'co-workers' and the minor variable is 'pay'.

- The Job Satisfaction of Employees who Work at Back of the House
  - The Job Itself

    According to appendix 3, the result is the employees are very satisfied about the job itself. The result was calculated by 5 questions about 'job itself' factors. From the question number 1, the average is 4.74. From the question number 2, the average is 4.47. From the question number 3, the average is 4.53. From the question number 4, the average is 4.58. From the question number 5, the average is 4.47. So, the weighted mean of the 'job itself' factor 4.56. It indicates to Very Satisfy level. From 5 questions the biggest answers comes from question number 1. Question number 1 is 'I am proud of my job'. It means that most of the employee at Hotel Permata Alam is proud of their job. According to Luthans (1992), employees derive satisfaction from work that is interesting and challenging, and a job that provides them with status. The researcher got that the employees who work at Hotel Permata Alam are proud of their status of hotel worker.

- Supervision

According to appendix 4, the result is the employees are very satisfied about the 'supervision'. The result was calculated by 5 questions about 'supervision' factors. From the question number 6, the average is 4.42. From the question number 7, the average is 4.37. From the question number 8, the average is 4.53. From the question number 9, the average is 4.58. From the question number 10, the average is 4.58. So, the weighted mean of the 'supervision' factor 4.49. It indicates to Very Satisfy level. From 5 questions the biggest answers comes from question number 9 and 10. The question number 9 is 'My supervisor can be relied on in dealing with each issues' and question number 10 is 'I am happy to have her/his as my supervisor'. It shows that employees who work at Hotel Permata Alam are happy with their supervisor that can be relied on dealing with each issue. Howard (2005) stated that the quality of the supervisor – subordinate relationship will have a significant, positive influence on the employee's overall level of job satisfaction. The researcher got that the relation between supervisor and subordinate in Hotel Permata Alam is great. It shows from the supervisor can be relied on in dealing with any issues.

- Pay

According to appendix 5, the result is the employees are very satisfied about the payment. The result was calculated by 5 questions about 'pay' factors. From the question number 11, the average is 4.11. From the question number 12, the average is 4.37. From the question number1 3, the average is 4.37. From the question number 14, the average is 4.47. From the question number 15, the average is 4.11. So, the weighted mean of the 'pay' factor 4.28. It indicates to Very Satisfy level. From 5 questions the biggest answers comes from question number 14. The question number 14 is 'I got insurance not only for me, but also for my husband/wife and my children.' The researcher got that the employee satisfy with the benefits that their got from the management of Hotel Permata Alam. It is because the health benefits that the employees got are not only for them but also for their family.

- Promotion

According to appendix 6, the result is the employees are very satisfied about the promotion. The result was calculated by 5 questions about 'promotion' factors. From the question number 16, the average is 4.11. From the question number 17, the average is 4.26. From the question number 18, the average is 4.42. From the question number 19, the average is 4.42. From the question number 20, the average is 4.42. So, the weighted mean of the 'promotion' factor 4.33. It indicates to Very Satisfy level. From 5 questions the biggest answers comes from question number 18. The question number 18 is 'The management is fair enough in selection of employee to be promoted.' Drafke and Kossen (2002) prove that many people experience satisfaction when they believe that their future prospects are good. According to the stated above, the research got that employees at management of Hotel Permata Alam are fair enough in selection of employees to be promoted.

- Co – workers

According to appendix 7, the result is the employees are very satisfied about co-workers. The result was calculated by 5 questions about 'co-workers' factors. From the question number 21, the average is 4.32. From the question number 22, the average is 4.47. From the question number 23, the average is 4.63. From the question number 24, the average is 4.47. From the question number 25, the average is 4.58. So, the weighted mean of the 'co-workers' factor 4.49. It is indicates to Very Satisfy level. From 5 questions the biggest answers comes from question number 23. The question number 23 is 'The employees are respect each other.' The social context of work is also likely to have a significant impact on a worker's attitude and behavior (Marks, 1999). From that, the researcher got that the relationship between employees who work at Hotel Permata Alam is very satisfied. It is because the employees are respects with one and others. By the great attitude and behavior of the employee, it can increase the job satisfaction of the employee of Hotel Permata Alam.

According to the appendix 10, the researcher conclude that the most significant variable of the job satisfaction of employees who work at back of the house is 'the job itself' and the minor variable is 'pay'.

4.4.Hypothesis Testing

Kruskal – Wallis Test

Table 4.6 The Result of Kruskal – Wallis Test

Ranks

Area		N	Mean Rank
Score	FOH	36	25.03
	BOH	19	33.63
	Total	55	

Test Statistics[a,b]

	Score
Chi-Square	3.596
df	1
Asymp. Sig.	.058

a. Kruskal Wallis Test

b. Grouping Variable: Area

Hypothesis:

There is difference in job satisfaction between employees who work at front of the house and back of the house.

According to the table 4.6 above, the assumption significance is 0.058. It means this significance level is bigger than 0.05. The researcher can conclude that this research reject the hypothesis. It means that there is no difference in job satisfaction between employees who work at front of the house and back of the house.

From the appendix 9 and appendix 10 shows that there is no difference in job satisfaction between employees who work at front of the house and back of the house. The employees who work Hotel Permata Alam both in front of the house and back of the house are very satisfied with their job.

CHAPTER V

CONCLUSIONS AND RECOMMENDATION

5.1. Conclusion

Based on the findings, the researcher gets the result to answer the objectives of this researcher. The research objectives are; to analyze the job satisfaction level of the employee who works in Hotel Permata Alam based on job descriptive index, to define the comparison of job satisfaction between employees who work in front of the house and back of the house, to analyze the major variable of job satisfaction based on JDI, and to analyze the minority variable of job satisfaction based on JDI.

The first objective of this research is to analyze the job satisfaction level of the employee who works in Hotel Permata Alam based on job descriptive index. By using the descriptive analysis method, the finding is the employees who work at Hotel Permata Alam is very satisfy about their jobs. Job descriptive index factor was used to measure the job satisfaction of the employees.

The second objective of this research is to define the comparison of hob satisfaction between employees who work in front of the house and back of the house. By using the descriptive analysis method and also doing the hypothesis test, the finding is there is no difference of job satisfaction between employees who work at front of the house and back of the house. The result showed in the weighted mean (appendix 9 & 10) there is the difference result between FOH workers and BOH workers, but it the calculation only. Both answers is indicates to the 'very satisfy' answer.

The third objective is to analyze the major variable of the job satisfaction based on job descriptive index. By using the descriptive analysis method, the finding is 'co- workers' is the major variable in front of the house workers and 'job itself' is the major variable in back of the house workers.

The last objective is to analyze the minor variable of job satisfaction based on job descriptive index. By using the descriptive analysis method, the finding is 'pay' is the minor variable for both of front of the house workers and back of the house workers.

5.2.Recommendation

5.2.1. For the Hotel Permata Alam, Cisarua

Based on the finding that the researcher got, Hotel Permata Alam is having the satisfy employees who work at their hotel no matter which area there are working for. The researcher recommends to the management of Hotel Permata Alam to keep maintaining and monitoring the job satisfaction of the employees. Design the new program such as training or employees gathering for the employees. It is to keep the employee work with passion and have more spirit to work.

5.2.2. For the Next Researcher

In order to improve the quality of this research, the next research should be considered on. Conduct the research in the 4 stars hotel or 5 stars hotel that already establish at least 5 years. It is to more deep about the job satisfaction of the employees. In 4stars or 5stars hotel the employee is more than in 3 stars hotel and also have a different pressure for the employees

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APPENDICES

Appendix 1

QUESTIONNAIRE

In order to get the data for my research about job satisfaction level in hotel industry, especially to find out the difference job satisfaction between employees who work at front of the house area and back of the house area, I use this questionnaire. Please kindly answer the question below. This survey will give a good result if you answer the question without intervening from others. Your data will be keeping secretly and will be use for survey purpose only. Thank you very much.

1. **Gender**
   a. Male
   b. Female

2. **Area of working**
   a. Back of the house (Admin, Marketing, Finance, Human Resource, Receiving, Purchasing etc)
   b. Front of the house (Front Desk, GRA, Server, Hostess, Guest Service, Concierge, Club concierge, housekeeping,etc)

3. **How long do you work at your company**
   a. < 1 Year
   b. 1 – 2 Years
   c. > 2 Years

Please check list (√) to your answer for each questions.

NO	FACTORS	Very Dissatisfy	Dissatisfy	Moderate	Satisfy	Very Satisfy
	A. Job Itself	☐	☐	☐	☐	☐
1	I am proud of my job	☐	☐	☐	☐	☐
2	I am happy working at this office	☐	☐	☐	☐	☐
3	I have a chance to do job rotation	☐	☐	☐	☐	☐
4	My jobs does not interfere my personal life	☐	☐	☐	☐	☐
5	I am happy with the scheduling at my office	☐	☐	☐	☐	☐
	B. Supervision	☐	☐	☐	☐	☐
6	My supervisor is an open person, so I am not afraid to express my opinion	☐	☐	☐	☐	☐
7	My supervisor willing to accept any criticisms from employees	☐	☐	☐	☐	☐
8	I get a clear explanation from my supervisor before I start working	☐	☐	☐	☐	☐
9	My supervisor can be relied on in dealing with each issues	☐	☐	☐	☐	☐
10	I am happy to have her/his as my supervisor	☐	☐	☐	☐	☐
	C. Pay	☐	☐	☐	☐	☐
11	I feel satisfied with my salary because it balanced with my current job	☐	☐	☐	☐	☐
12	My salary is in accordance with government provision	☐	☐	☐	☐	☐
13	Beside salary, I also got another benefits e.g health benefit	☐	☐	☐	☐	☐
14	I got insurance not only for me, but also for my	☐	☐	☐	☐	☐

	husband/wife and my children.					
15	I got an extra pay, if I work overtime	☐	☐	☐	☐	☐
	D. Promotion	☐	☐	☐	☐	☐
16	I have a chance to get promotion like other employees	☐	☐	☐	☐	☐
17	The opportunity to be promoted for every employees in a job is fair	☐	☐	☐	☐	☐
18	The management is fair enough in selection employees to be promoted	☐	☐	☐	☐	☐
19	I become more enthusiasm to work because there is an opportunity for employees to get promote	☐	☐	☐	☐	☐
20	With promotion, I got more responsibility and also more pay and benefits	☐	☐	☐	☐	☐
	E. Co-workers	☐	☐	☐	☐	☐
21	My colleagues support me to do my job	☐	☐	☐	☐	☐
22	I and my colleagues can be a good teamwork	☐	☐	☐	☐	☐
23	The employees are respect each other	☐	☐	☐	☐	☐
24	There is no conflict between me and my co-workers that affect my job performance	☐	☐	☐	☐	☐
25	I am happy working with my co-workers	☐	☐	☐	☐	☐

QUESTIONNAIRE

Untuk membantu penelitian saya dalam rangka penyelesaian tugas akhir, berikut ini di sajikan beberapa pertanyaan tentang kepuasan kerja karyawan. Melalui pertanyaan – pertanyaan di bawah ini saya ingin mengetahui pendapat Anda tentang kepuasan kerja karyawan berdasarkan beberapa aspek. Mohon bantuannya untuk mengisi kuisioner ini dengan memberi tanda lingkaran pada jawaban

1 = Sangat tidak setuju

2 = Tidak setuju

3 = Kurang setuju

4 = Setuju

5 = Sangat setuju

Penelitian ini akan menghasilkan hasil yang baik, jika di jawab dengan sebenarnya dan tanpa campur tangan orang lain. Tidak ada jawaban yang dianggap salah atau benar. Atas kerjasama Anda dalam mengisi kuestioner ini, saya ucapkan terima kasih.

4. **Jenis Kelamin**
    a. Laki – Laki
    b. Perempuan

5. **Daerah tempat bekerja**
    a. Back of the house (Admin, Marketing, Finance, Human Resource, Receiving, Purchasing etc)
    b. Front of the house (Front Desk, GRA, Server, Hostess, Guest Service, Concierge, Club concierge, housekeeping, etc)

6. **Lama bekerja**
    a. < 1 Tahun
    b. 1 – 2 Tahun
    c. > 2 Tahun

Beri tanda lingkar (√)pada jawaban Anda.

NO	FAKTOR	Sangat Tidak Puas	Tidak Puas	Kurang Puas	Puas	Sangat Puas
	A. Pekerjaan					
1	Saya bangga akan pekerjaan saya	☐	☐	☐	☐	☐
2	Saya senang bekerja di perusahaan ini	☐	☐	☐	☐	☐
3	Saya mempunyai kesempatan untuk melakukan perputaran pekerjaan (job rotation)	☐	☐	☐	☐	☐
4	Pekerjaan saya tidak menggangu kehidupan pribadi saya	☐	☐	☐	☐	☐
5	Saya senang dengan pengaturan jadwal kerja di kantor saya	☐	☐	☐	☐	☐
	B. Supervisi	☐	☐	☐	☐	☐
6	Atasan saya orang yang terbuka, jadi saya tidak takut untuk mengemukakan pendapat	☐	☐	☐	☐	☐
7	Atasan saya mau menerima segala kritik dan saran dari saya dan rekan – rekan kerja lainnya	☐	☐	☐	☐	☐
8	Saya mendapat penjelasan yang jelas dari atasan saya sebelum saya mulai bekerja	☐	☐	☐	☐	☐
9	Atasan saya dapat diandalkan dalam menghadapi segala masalah	☐	☐	☐	☐	☐
10	Saya sangat senang mempunyai atasan seperti atasan saya sekarang ini	☐	☐	☐	☐	☐
	C. Upah	☐	☐	☐	☐	☐
11	Saya merasa puas dengan gaji saya karna seimbang dengan pekerjaan saya	☐	☐	☐	☐	☐
12	Gaji saya sesuai dengan ketentuan yang ada	☐	☐	☐	☐	☐
13	Selain gaji pokok, Saya juga mendapatkan tunjangan lainnya.contoh : tunjangan kesehatan	☐	☐	☐	☐	☐
14	Tunjangan kesehatan yang saya dapat bukan hanya untuk saya, tetapi juga untuk keluarga inti (istri/suami, dan anak) saya	☐	☐	☐	☐	☐
15	Saya mendapakan bayaran lebih ketika saya harus bekerja lebih dari jam kerja saya	☐	☐	☐	☐	☐
	D. Promosi	☐	☐	☐	☐	☐

16	Saya mendapatkan kesempatan untuk di promosi seperti karyawan lainnya	☐	☐	☐	☐	☐
17	Kesempatan untuk di promosi kan untuk setiap karyawan terbuka dan adil	☐	☐	☐	☐	☐
18	Menejemen sangat adil dalam pemilihan karyawan untuk mendapatkan promosi	☐	☐	☐	☐	☐
19	Saya semakin bersemangat untuk bekerja karena adanya kesempatan untuk di promosikan	☐	☐	☐	☐	☐
20	Dengan adanya promosi, saya mendapat tanggu jawab lebih, begitu juga dengan keuntungan yang saya dapat	☐	☐	☐	☐	☐
	E. Rekan Kerja	☐	☐	☐	☐	☐
21	Rekan kerja saya membantu saya menyelesaikan pekerjaan jika saya mengalami kesusahan	☐	☐	☐	☐	☐
22	Saya dan rekan kerja saya bisa menjadi teman kerja sama yang baik	☐	☐	☐	☐	☐
23	Saya dan rekan kerja saya saling menghormati satu sama lainnya	☐	☐	☐	☐	☐
24	Tidak ada konflik antara saya dan rekan kerja saya yang menggangu kinerja kerja saya	☐	☐	☐	☐	☐
25	Saya senang bekerja dengan rekan kerja saya	☐	☐	☐	☐	☐

Appendix 2

Data All Correspondents

No	Gender	Area of working	Length time of Working	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24	Q25
1	MALE	FOH	1-2YEARS	4	5	5	5	5	4	4	5	5	5	4	4	4	5	4	5	5	5	5	5	4	4	5	4	4
2	MALE	FOH	>2YEARS	4	4	5	5	3	4	5	4	5	5	3	4	4	4	4	4	4	3	4	4	4	4	4	4	4
3	FEMALE	BOH	>2YEARS	4	4	4	4	4	4	4	4	4	4	P	4	4	3	3	4	3	4	4	4	4	4	4	4	4
4	FEMALE	FOH	< 1 YEAR	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5
5	MALE	FOH	>2YEARS	5	4	4	4	4	4	5	4	3	4	3	5	5	5	5	4	4	4	5	4	4	5	5	5	5
6	MALE	FOH	< 1 YEAR	4	4	3	4	4	3	4	4	4	4	4	4	4	4	5	4	5	4	4	4	4	4	5	4	4
7	MALE	FOH	>2YEARS	5	4	4	4	5	5	5	4	4	4	4	4	5	5	4	5	4	5	4	4	5	5	5	5	5
8	MALE	BOH	>2 YEARS	5	4	5	5	4	4	5	4	5	5	4	4	4	5	4	5	5	4	4	4	4	4	5	5	5
9	FEMALE	FOH	1-2YEARS	4	4	3	4	3	5	5	5	5	5	4	5	5	5	5	5	5	3	5	5	5	5	5	5	5
10	MALE	FOH	>2 YEARS	5	5	2	5	5	5	4	4	4	5	3	3	4	4	3	4	4	4	4	4	4	4	4	4	4
11	MALE	FOH	>2YEARS	5	5	4	5	5	4	4	4	4	5	3	4	5	5	5	5	4	4	5	4	5	5	5	5	5
12	MALE	FOH	>2YEARS	5	4	4	4	3	4	3	3	3	4	3	3	4	3	3	4	4	4	4	4	4	4	5	5	5
13	MALE	FOH	>2YEARS	5	5	4	4	5	5	5	5	5	5	4	4	4	4	4	4	4	4	4	5	4	4	4	5	5
14	MALE	BOH	>2 YEARS	4	5	5	5	5	5	5	4	5	5	3	4	4	4	4	4	4	5	5	5	4	4	5	4	4
15	MALE	FOH	>2YEARS	4	4	4	4	3	4	4	4	4	5	3	4	4	4	5	4	4	4	4	4	4	4	5	5	5
16	MALE	FOH	>2 YEARS	4	4	4	4	4	5	4	4	5	5	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4
17	MALE	BOH	>2YEARS	5	5	5	4	4	4	4	4	5	5	3	4	4	4	4	4	5	5	5	5	4	4	5	5	5
18	MALE	FOH	>2YEARS	4	4	4	4	3	5	5	5	5	5	3	4	4	4	5	4	4	4	4	4	4	4	4	4	4
19	MALE	FOH	1-2YEARS	5	5	5	5	4	5	5	5	5	5	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5
20	MALE	FOH	>2YEARS	5	5	4	4	5	5	4	4	5	5	4	4	5	5	5	4	4	5	5	4	5	5	5	5	5
21	MALE	BOH	>2YEARS	5	5	5	5	4	4	4	4	4	5	4	4	5	5	5	4	4	4	4	4	4	4	4	4	4
22	MALE	FOH	>2YEARS	4	4	4	4	4	4	4	4	4	4	3	3	4	4	3	4	3	3	4	4	4	4	4	4	4
23	MALE	FOH	>2YEARS	4	4	4	5	5	5	5	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	5
24	MALE	FOH	>2YEARS	4	4	4	4	4	4	4	4	5	4	3	4	4	4	4	4	4	4	4	4	4	5	5	5	5
25	MALE	FOH	>2 YEARS	4	4	4	4	4	4	4	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5
26	MALE	BOH	1-2YEARS	5	5	5	5	5	5	5	5	4	4	5	5	5	5	4	4	4	4	4	4	5	5	4	4	4
27	FEMALE	FOH	1-2YEARS	5	5	5	5	5	4	4	4	4	4	4	4	5	5	5	5	5	5	5	5	4	5	5	5	5
28	FEMALE	BOH	< 1 YEAR	5	5	5	5	5	4	4	5	5	5	4	4	4	4	4	4	4	5	5	4	5	5	5	5	5
29	MALE	FOH	>2YEARS	4	4	4	4	4	5	5	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4
30	MALE	FOH	>2YEARS	5	4	4	4	4	5	5	5	5	5	4	4	4	4	4	4	4	4	4	4	5	5	4	4	4
31	FEMALE	FOH	1-2YEARS	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	5	5	5	5	5	5	5	5
32	FEMALE	BOH	< 1 YEAR	4	4	4	4	4	5	5	5	5	5	4	5	5	4	4	5	4	4	5	4	5	5	5	4	5
33	MALE	BOH	1-2YEARS	5	5	5	5	5	4	4	4	4	4	5	5	5	5	5	5	5	5	5	4	4	4	5	5	5
34	FEMALE	BOH	1-2YEARS	5	5	5	5	5	5	5	5	5	4	5	5	5	4	4	5	4	4	4	4	5	5	5	5	4
35	FEMALE	FOH	1-2YEARS	5	4	4	4	4	4	5	5	5	4	4	4	4	5	3	4	4	5	4	4	5	5	5	4	5
36	FEMALE	BOH	1-2YEARS	5	5	5	5	5	5	5	4	5	5	4	5	5	5	5	5	5	5	5	4	5	5	5	5	5
37	FEMALE	FOH	>2 YEARS	5	4	4	4	4	5	5	5	5	4	5	5	5	4	3	5	5	4	4	5	4	4	4	5	5
38	FEMALE	FOH	>2YEARS	4	5	5	5	5	4	4	4	4	4	4	4	5	4	3	4	4	4	4	4	5	5	5	4	5
39	FEMALE	FOH	>2YEARS	4	5	4	5	4	4	4	4	5	5	4	3	4	5	3	4	4	5	5	5	5	4	4	5	5

#	Gender	Section	Years																										
40	FEMALE	BOH	>2YEARS	5	4	4	4	4	5	5	5	4	3	3	3	3	3	4	3	4	4	4	4	4	4	4	5	5
41	FEMALE	BOH	>2 YEARS	5	5	4	4	4	5	5	5	5	5	4	5	4	5	4	4	5	5	5	4	4	5	5	5	5
42	FEMALE	FOH	>2YEARS	5	5	5	5	5	5	5	5	4	5	5	5	4	5	4	4	4	4	4	4	4	5	5	5	5
43	FEMALE	FOH	>2YEARS	4	5	5	5	5	4	4	4	5	4	3	3	4	4	4	4	4	4	3	4	5	5	5	4	4
44	FEMALE	FOH	< 1 YEAR	4	5	5	5	5	5	5	4	4	4	5	5	5	5	4	5	5	4	4	3	5	5	5	5	5
45	FEMALE	FOH	< 1 YEAR	4	4	5	4	5	5	4	4	4	4	5	5	5	5	3	4	4	4	4	3	4	4	5	4	5
46	MALE	FOH	< 1 YEAR	5	5	5	3	4	4	5	5	4	4	4	5	4	4	5	4	4	5	5	4	4	4	5	5	5
47	MALE	FOH	1-2YEARS	5	5	5	5	5	5	5	5	4	4	5	5	5	5	4	4	5	5	5	5	5	5	4	5	4
48	MALE	FOH	1-2YEARS	5	4	4	5	5	5	4	4	5	4	5	4	4	5	5	4	5	4	5	5	4	4	4	4	4
49	MALE	FOH	1-2YEARS	4	4	4	5	4	4	4	5	5	5	4	4	4	4	4	3	3	4	4	5	5	5	5	4	5
50	MALE	BOH	< 1 YEAR	5	5	5	5	5	4	5	4	5	4	5	4	5	5	5	4	4	4	5	5	4	4	4	5	5
51	MALE	BOH	< 1 YEAR	5	3	4	4	4	4	4	5	5	5	3	5	5	5	5	4	4	5	5	5	4	5	5	4	5
52	MALE	BOH	1-2YEARS	4	5	5	5	5	5	4	4	5	5	5	4	5	5	4	5	5	5	4	5	5	5	5	5	4
53	MALE	BOH	1-2YEARS	5	5	4	4	4	4	4	5	4	5	4	5	4	4	4	5	5	5	5	4	5	5	5	4	5
54	MALE	BOH	< 1 YEAR	5	4	4	5	5	4	4	5	4	5	4	5	5	4	3	5	4	4	3	4	5	5	5	4	5
55	MALE	BOH	1-2YEARS	5	4	4	4	4	4	4	5	5	5	4	5	4	4	5	4	4	4	4	5	3	4	5	4	4
Total	Male : 37 Female : 18	BoH : 19 FoH: 36	< 1 year = 10 1-2years = 16 > 2 years = 29	253	247	239	246	240	245	245	243	248	249	215	233	242	242	228	234	233	236	240	235	241	247	255	249	256
Mean				4.6	4.5	4.3	4.5	4.4	4.5	4.5	4.4	4.5	4.5	3.9	4.2	4.4	4.4	4.1	4.3	4.2	4.3	4.4	4.3	4.4	4.5	4.6	4.5	4.7
Weight Mean				4.45					4.47					4.22					4.28					4.54				

Appendix 3

The Result of the Questionnaire based on Job Itself Factor

No	Question	Front of the House			Back of the House		
		THE JOB ITSELF					
		Mean	Weighted Mean	Inter-pretation	Mean	Weighted Mean	Inter-pretation
1	I am proud of my job	4.53	4.40	VERY SATISFY	4.74	4.56	VERY SATISFY
2	I am happy working at this office	4.50			4.47		
3	I have a chance to do job rotation	4.25			4.53		
4	My jobs does not interfere my personal life	4.42			4.58		
5	I am happy with the scheduling at my office	4.31			4.47		

Appendix 4

The Result of the Questionnaire based on Supervision Factor

No.	Question	Front of the House			Back of the House		
		Mean	Weighted Mean	Interpretation	Mean	Weighted Mean	Inter-pretation
6	My supervisor is an open person, so I am not afraid to express my opinion	4.47	4.43	V E R Y S A T I S F Y	4.42	4.49	V E R Y S A T I S F Y
7	My supervisor willing to accept any criticisms from employees	4.50			4.37		
8	I get a clear explanation from my supervisor before I start working	4.36			4.53		
9	My supervisor can be relied on in dealing with each issues	4.47			4.58		
10	I am happy to have her/his as my supervisor	4.50			4.58		

Appendix 5

The Result of the Questionnaire based on Pay Factor

No.	Question	Front of the House			Back of the House		
		PAY					
		Mean	**Weighted Mean**	**Inter-pretation**	**Mean**	**Weighted Mean**	**Inter-pretation**
11	I feel satisfied with my salary because it balanced with my current job	3.81	**4.19**	**S A T I S F Y**	4.11	**4.28**	**V E R Y S A T I S F Y**
12	My salary is in accordance with government provision	4.17			4.37		
13	Beside salary, I also got another benefits e.g health benefit	4.42			4.37		
14	I got insurance not only for me, but also for my husband/wife and my children	4.39			4.47		
15	I got an extra pay, if I work overtime	4.17			4.11		

Appendix 6

The Result of the Questionnaire based on Promotion Factor

No.	Question	Front of the House			Back of the House		
PROMOTION							
		Mean	Weighted Mean	Inter-pretation	Mean	Weighted Mean	Inter-pretation
16	I have a chance to get promotion like other employees	4.33	**4.26**	**V E R Y S A T I S F Y**	4.11	**4.33**	**V E R Y S A T I S F Y**
17	The opportunity to be promoted for every employees in a job is fair	4.22			4.26		
18	The management is fair enough in selection of employee to be promoted	4.22			4.42		
19	I become more enthusiasm to work because there is an opportunity for employees to get promote	4.33			4.42		
20	With promotion, I got more responsibility and also more pay and benefits	4.19			4.42		

Appendix 7

The Result of the Questionnaire based on Co-Workers Factor

		CO – WORKERS					
		Front of the House			**Back of the House**		
No.	**Question**	**Mean**	**Weighted Mean**	**Inter-pretation**	**Mean**	**Weighted Mean**	**Inter-pretation**
21	My colleagues support me to do my job	4.42	4.57	V E R Y S A T I S F Y	4.32	4.49	V E R Y S A T I S F Y
22	I and my colleagues can be a good teamwork	4.50			4.47		
23	The employees are respect each other	4.64			4.63		
24	There is no conflict between me and my coworkers that affect my job performance	4.58			4.47		
25	I am happy working with my co-workers	4.69			4.58		

Appendix 8

The Result of Job Satisfaction of Employees who Work at Hotel Permata Alam

Factors	Total Weight Mean Combining FOH & BOH Workers	Interpretation
Job Itself	4.45	Very Satisfy
Supervision	4.47	Very Satisfy
Pay	4.22	Very Satisfy
Promotion	4.28	Very Satisfy
Co-worker	4.54	Very Satisfy
Overall Satisfaction	**4.39**	**Very Satisfy**

Appendix 9

The Result of Job Satisfaction of Employees who Work at Front of the House

Factor	Total Weight Mean FOH Workers	Interpretation
Job Itself	4.40	Very Satisfy
Supervision	4.43	Very Satisfy
Pay	**4.19**	Satisfy
Promotion	4.26	Very Satisfy
Co-worker	**4.57**	Very Satisfy
Overall Satisfaction	**4.37**	**Very Satisfy**

Appendix 10

The Result of Job Satisfaction of Employees who Work at Back of the House

Factor	Total Weight Mean BOH Workers	Interpretation
Job Itself	**4.56**	Very Satisfy
Supervision	4.49	Very Satisfy
Pay	**4.28**	Very Satisfy
Promotion	4.33	Very Satisfy
Co-worker	4.49	Very Satisfy
Overall Satisfaction	**4.43**	**Very Satisfy**

Hotel PERMATA ALAM

COMPANY'S CONFIMATION LETTER

Here with, I am :

Name	:	Lilik As Achdi, SE
Function	:	General Manager
Company	:	PERMATA ALAM HOTEL
Address	:	Jl. Raya Puncak KM. 83 Cisarua 16750 Bogor

Confirms that :

Name	:	Clara Natalia Y Mamesa
Student ID	:	010200800001
Faculty/Major	:	Economic / Management (Hotel And Tourism)
University	:	President University

Has done his/her research in our company in order to write the Thesis, title : **THE COMPARISON OF JOB SATISFATION BETWEEN ENPLOYEE WHO WORKS AT BACK OF THE HOUSE AND FRONT OF THE HOUSE AREA HOTEL BASED ON JOB DESCRIPTIVE INDEX FACTORS** since February 07, 2012 until February 15, 2012, and has discussed with us the content of his/her Thesis, including the findings and recommendations.

Cisarua, February 16, 2012

Hotel Permata Alam, Cisarua

Lilik As Achdi, SE