

## **Chapter 4 Results and Findings**

### **4.0 Introduction**

This chapter discussed the results and findings after data collection on questionnaire distributed to the targeted 10 hotels. The data were obtained from 266 questionnaires completed by fellow employees from different range of levels and functions, all of whom work for one of the luxury hotels in Klang Valley.

The first section will review the demographic characteristics of the respondents. The second section will examine on the reliability and validity of the study in a whole before it can be further tested on the different variables throughout the research. The third sections will be tested on the relationships between employees' brand commitment and the dimensions of employer brand. Here, the employees' brand commitment will be considered as the dependent variable and the dimensions of employer branding as the independent variables. As it is known, all the constructs tested in this study were measured from the perspective of the internal hotel employees.

Multiple regression analysis is conducted in order to test the hypothesis for the variables explaining employer brand commitment, where the measure of brand commitment will regresses simultaneously on the five antecedent variables.

## **4.1 Preliminary Analysis**

In order to conduct a descriptive statistics, it is essential to first fulfil the normality, homoscedasticity and linearity of the said data. Another significant test will be the descriptive profile on the respondents who answered the questionnaire.

Viewing the existence of additional construct in the framework, an intensive analysis was done on content and face validity of the said construct. Pilot test was then carried out to examine the reliability of the additional construct.

### **4.1.1 Frequency Distribution and Respondent Profile**

A frequency distribution was obtained for all the personal data of 266 respondents. The below description will carefully explain the frequency of demographics characteristics of the said respondents (N=266).

An analysis on demographics of respondents participated in the questionnaire (Table 1) revealed that 54.5% of the respondents were male. It is clear that there were no gender domination in all the studied 10 hotels. Most of the respondents aged between 31-40 years old with 46.6%, followed by 21-30 years old with 40.2% and the remaining 13.2% consists of respondents aged 41-50 years old.

In terms of ethnicity composition of the respondents, majority of them were Chinese (52.3%), followed by 66 Malays (24.8%) and 59 Indians (22.2%). Only two foreign expatriates (0.8%) whom hold the top management position in hotels.

It is worth to note that top and middle management positions were mostly dominated by Chinese followed by Malays and Indians, which did not reflect the actual overall ethnicity of population in Malaysia whereby it is predominant by Malays.

With regards to the highest level of education level of respondents, majority of them (56.8%) hold at least Certificate or Diploma in the related study field. Viewing the emergence of professional qualification required in the hospitality industry, there were 78 respondents (29.3%) with degree or professional certificate. The remaining of 37 respondents represented 13.9% from the sample pool obtained the lowest education level, ie SPM/ STPM/ MCE/ HSC.

While the study taking into consideration of only top and middle management employees from the targeted 10 hotels, the results showed a significant figure of employees holding middle management position with 54.9 % which represented 146 respondents. This followed by 116 respondents (43.6%) holding assistant managers or senior executives' position in their hotels. Out of 266 respondents, there were four (1.5%) of them holding the top management position such as hotel's general manager, Executive Assistance Manager and Resident Manager.

The statistic on the position of respondents in hotels may also relate closely with their monthly income. The result showed that more than half (53.4%) of the respondents earned RM5,001 to RM8,000 whom are consisted of middle management employees. 43.6% of respondents who hold the position of assistant manager or senior executive earned RM2,000 to RM5,000 monthly. The result also showed that 4 of the middle management respondents earned as high as RM8,001-RM10,000, compared to their same level of peers. The four top management as mentioned earlier, earned more than RM10,001 each month. The salary scale here clearly shown that the employees were getting their monthly wages according to their position hold in the hotels.

In relation to the employees' working duration in their hotels, the result showed that half of the respondents (50.0%) had worked in their respective hotel for 1-5 year/s. This followed by 42.9% (114) respondents worked for less than a year in the hotels. As for the long serving service in the hotel, there were 19 (7.1%) respondents working in their respective hotels for duration of 6-10 years.

As our respondents are sampled accordingly to five main luxury hotel chains, the statistic on the employees' hotel brand was almost equally shared amongst all. The study has gathered 57 respondents from Mandarin Oriental Hotels, followed by 56 from Shangri-la, 52 from Starwood, 51 from Accor Group of Hotels and lastly 50 from Hilton Worldwide. This group of respondents made up the potential sample for this study.

Demographics	Details	No.	Percent
Gender	Male	145	54.5
	Female	121	45.5
	Total	266	100
Age	Below 21 years	-	-
	21-30 years	107	40.2
	31-40 years	124	46.6
	41-50 years	35	13.2
	51-60 years	-	-
	Above 60 years	-	-
	Total	266	100
Ethnic Group	Malay	66	24.8
	Chinese	139	52.3
	Indian	59	22.2
	Others	2	0.8
	Total	266	100
Marital Status	Single	105	39.5
	Married	152	57.1
	Divorced/Widow	9	3.4
	Total	266	100
Highest level of education	PMR/LCE or below	-	-
	SPM/STPM/MCE/HSC	37	13.9
	Certificate/Diploma	151	56.8
	Degree/Professional Certificate	78	29.3
	Postgraduate/Doctorate	-	-
	Others	-	-
	Total	266	100
Position in hotel	Top Management	4	1.5
	Middle Management	146	54.9
	Asst. Manager/Senior executive/Executive	116	43.6
	Rank-and-file team members	-	-
	Total	266	100
Monthly income	Below RM2,000	-	-
	RM2,000-RM5,000	116	43.6
	RM5,001-RM8,000	142	53.4
	RM8,001-RM10,000	4	1.5
	RM10,001 & above	4	1.5
	Total	266	100
Duration of working in hotel	< 1 year	114	42.9
	1-5 years	133	50.0
	6-10 years	19	7.1

	> 10 years	-	-
	Total	266	100
Hotel brand that currently attached to	Hilton Worldwide	50	28.8
	Starwood	52	19.5
	Mandarin Oriental	57	21.4
	Accor Group	51	19.2
	Shangri-la Hotels	56	21.1
	Total	266	100

Table 4.1: Demographics of respondents participated in the questionnaire

#### 4.1.2 Assumption of normality

Before embarking on the data analysis, it is necessary for the researcher to run the Exploratory Data Analysis (EDA) on every variable to examine for the assumptions test of normality (Kolmogorov-Smimov statistic) and linearity (Q-Q plot). This step is vital to allow for the latter Multiple Linear Regression analysis. The K-S and normal Q-Q plots for all the independent variables were observed carefully and presented in Appendix 4.1 and Appendix 4.2. An alpha level of 0.05 ( $\alpha = 0.05$ ) was set for all statistical tests unless otherwise stated.

## 4.2 Factor analysis of employer brand dimensions

Factor analysis is a technique used to reduce the data from a large number of variables to a smaller set of underlying factors. These factors usually contain the information needed when summarising the structure of a set of variables.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.771
Bartlett's Test of Sphericity	Approx. Chi-Square	11249.571
	df	2926
	Sig.	.000

Table 4.2: KMO and Barlett's Test for Employer Brand dimensions

The data analysis has started of with the Barlett's test of sphericity which showed the significant result with  $p < 0.05$  (0.000 in this case) indicated that the model is fit and appropriate. Kaiser-Meyer-Olkin measure of sampling adequacy (KMO=0.771) which showed a good correlation is great (Coakes et al., 2010).

As recommended by Tabachnick and Fidell (1996), factorability of the correlation matrix above 0.3 is considered satisfactory. However, Yong and Pastore (2005), in their study revealed that factor loading of minimum at .7 are considered the adequate measures of association among the different variables. Their argument is further supported by Hair et al. (2006) that the loading exceeded 0.7 implies that the factor is 50 percent of the variance of the studied variables. Hence, they are considered a well-defined structure and can be considered the goal of any factor analysis.

In most of the research, the most common approach in determining the number of factors is by examining the eigenvalues of the studied result. According to Bryman and Cramer (2001), the researcher needs to select

those factors which have eigenvalues of greater than one. As analysed in the result, a total of 20 factors are found to be above eigenvalues of one which explained 60.4 percent of the total shared variance (see Appendix 4.3).

However, the result went on further to be examined on the rotated factor matrix. The total numbers to be retained are only 8 factors (excluding dependent variable – coding F) while the remaining factors do not have substantial items to support the factors (see Appendix 4.4).

The rotated factor matrix enabled to form the dimensions of employer brand for this study (see table 4.3). Factor one consists of employer brand as experienced by employees. The employees have found to believe that their hotel has an excellent management that is supportive, open and approachable. Leadership and training given to the employees have always been the criteria in examining the hotel on its employer brand aspects. This factor explains 11.11% of the total variance.

Factor two refers to those measures specifically on employees' brand knowledge. The field of knowledge consists of hotel's goals and policies, customers' expectations, the meaning of hotel brand for customers, etc. This factor has contributed 6.96% of the total variance explained.

Factor three has examined the respondents' perception against their leaders' integrity and level of trust. Elements such as honest, trust, sincere and fair, amongst others, has been seen as the characteristics which is deemed



important in developing employer brand. It was accounted for 4.74% of the total variance explained.

Factor four (3.5% of total variance) mainly concentrate on customer brand as perceived by employees where the hotel is seen to be the best in the hotel industry and customers perceive that employees working in the hotel are those highly calibre people. Factor five of leaders' 'Inclusive and Self-awareness' contributed 5.32% of variance followed by factor six (2.59% of total variance) which examined on employer brand and its competitors. This factor explored the employees' perception of their hotel when compared with other hotel chains in the industry.

The remaining two factors have been identified mainly on leaders' characteristics of 'Achievement and Worklife Balance' and 'Humanistic and Positive Thinking', which carried the weightage of variances below 3%.

All 8 factors explained 48.25% of the total variance and the communality of all items achieved above 0.6. Thus, these factors form the employer brand in influencing employees' brand commitment against their respective hotel brands and included for subsequent analysis.

Table 4.3  
Factors Retained from Factor Analysis  
Independent Variable: Employer Brand

	<b>Factors (% of variance explained)</b>	Factor loading
	<b>Factor 1: Employer brand as experienced by employees (11.11%)</b>	
E2	I am very satisfied with the hotel's recruiting and selection of employees to have the right people for the right job.	<b>0.844</b>
E10	If this hotel makes a claim or promise to me, it is probably true.	<b>0.809</b>
E1	I am very satisfied with the manager's efforts to plan, coordinate, set goals, and establish routines for giving good service.	<b>0.809</b>
E14	This hotel would be willing to solve a problem I might have with the work.	<b>0.809</b>
E7	There is a supportive, open and approachable management style among line managers in this hotel.	<b>0.8</b>
E4	Management in this hotel provides freedom and authority to employees to act independently in order to provide excellent service.	<b>0.796</b>
E8	Management provides excellent leadership.	<b>0.792</b>
E5	Every employee in the hotel receives training that enhances his/her ability to deliver high quality service.	<b>0.791</b>
E3	Management provides excellent incentives and rewards at all levels for service quality, not just productivity.	<b>0.786</b>
E9	This hotel never disappoints me.	<b>0.785</b>
E6	This hotel keeps the employees well informed.	<b>0.775</b>
E13	This hotel is interested in my satisfaction.	<b>0.773</b>
E12	I rely on this hotel to solve employee problems.	<b>0.771</b>
E11	This hotel is honest and sincere in addressing my concerns.	<b>0.766</b>
	<b>Factor 2: Employees' brand knowledge (6.96%)</b>	
B1	I know clearly the goals and policies of this hotel.	<b>0.834</b>
B2	I know the customers' expectations when they stay at this hotel.	<b>0.8</b>
B3	I understand that my work is important to the success of the hotel.	<b>0.78</b>
B8	I know this hotel is excellent in its service.	<b>0.771</b>
B5	I understand how my own work has made a contribution to the hotel brand success.	<b>0.765</b>
B9	I know clearly who the hotel's target customers are.	<b>0.765</b>

B4	I understand how my behaviour can impact this hotel.	<b>0.758</b>
B7	I know the meaning of this hotel brand for customers.	<b>0.746</b>
B6	I understand my role in delivering the brand promise.	<b>0.743</b>
	<b>Factor 3: Integrity and level of trust (4.74%)</b>	
GD4	I am satisfied with the commitment on Corporate Social Responsibility (CSR), given by my hotel manager.	<b>0.786</b>
GD7	I am highly likely to be treated fairly in my hotel which I'm currently working with.	<b>0.784</b>
GD2	It is obvious that my hotel manager is honest in dealing with team members.	<b>0.724</b>
GD1	My hotel manager always 'walk the talk' in workplace.	<b>0.717</b>
GD9	My hotel manager always audits himself / herself in the tasks given.	<b>0.64</b>
GD10	I find it important to have a hotel manager whom can do an efficient job.	<b>0.571</b>
GD6	My hotel manager is sincere in his attempt to meet team members' point of view.	<b>0.516</b>
	<b>Factor 4: Customer brand as perceived by employees (3.50%)</b>	
D4	The hotel's customers are satisfied with the quality of service they received.	<b>0.88</b>
D1	I believe that this brand is the best in the hotel industry.	<b>0.879</b>
D3	Customers perceive the people who work in this hotel are high calibre people.	<b>0.873</b>
D2	This hotel has a good reputation with the customers.	<b>0.866</b>
	<b>Factor 5: Inclusive and self-awareness (5.32%)</b>	
GC5	I can work efficiently when given the authority by my hotel manager in my tasks.	<b>0.839</b>
GC8	It is clear that my hotel manager is aware of his job limitations that restrict him from moving further ahead.	<b>0.744</b>
GC10	It is often that my hotel manager learns from past experiences.	<b>0.685</b>
GC2	My hotel manager often participates in the hotel's activities.	<b>0.57</b>
GC4	My hotel manager always consults effectively with team members on problems.	<b>0.801</b>
GC9	My hotel manager is actively involved in most of the new training sessions.	<b>0.661</b>
GC7	My hotel manager is aware of his strengths while carrying out his tasks.	<b>0.587</b>
GC1	My hotel manager always demonstrates commitment to achieve higher revenue.	<b>0.431</b>

	<b>Factor 6: Employer brand and its competitors (2.59%)</b>	
C2	This hotel is convenient for me as a place to work.	<b>0.865</b>
C1	When compare with other hotels, my hotel provides better employees benefits.	<b>0.862</b>
C3	This hotel brand is different for employees when comparing to other hotel brands.	<b>0.859</b>
	<b>Factor 7: Achievement and worklife balance (2.14%)</b>	
GA5	My hotel manager is highly- determine in order to obtain the accomplishment as wanted.	<b>0.807</b>
GA2	My hotel manager emphasizes positive attitudes in delivering tasks.	<b>0.691</b>
GA8	I often find that my hotel manager delivers his jobs amidst his tight schedule of social activities.	<b>0.644</b>
GA4	When given a task, my hotel manager can always achieve high results.	<b>0.883</b>
GA1	It is often that my hotel manager attains the targeted results for hotel's revenue.	<b>0.612</b>
GA7	My hotel manager is active in interacting with team members and outsiders.	<b>0.536</b>
GA9	My hotel manager always has fun at work most of the days.	<b>0.508</b>
	<b>Factor 8: Humanistic and positive thinking (4.53%)</b>	
GB4	My hotel manager is empathy in team members' feeling.	<b>0.8</b>
GB7	My hotel manager Is someone whom is not quick to judge.	<b>0.734</b>
GB2	It is clear that my hotel manager always encourages career growth among team members.	<b>0.464</b>
GB1	My hotel manager believes in the potential of team members.	<b>0.445</b>
GB6	My hotel manager often takes responsibility for his own judgment.	<b>0.805</b>
GB9	I feel good working under my hotel manager whom is open-minded.	<b>0.696</b>
GB3	I often find that my hotel manager is a good communicator with team members.	<b>0.583</b>

### 4.3 Reliability Analysis and Descriptive Statistics after Factor Retained

After factors retained from factor analysis, the value of alpha were calculated to assess the internal consistency reliabilities of the scales. Overall result for employer brand was great with Alpha greater than .7 and above: employees' brand knowledge (alpha=0.918), employer brand and its competitors (alpha=0.871), customer brand as perceived by employees (alpha=.903), employer brand as experienced by employees (alpha=0.952) and employer's characteristics / leader's personalities (alpha=0.752). As for employees' brand commitment, the result indicated that a significant Cronbach Alpha of 0.834.

Table 4.4  
Descriptive and Reliability Analysis for Employees' Brand Commitment

Variables	No. of items	Mean	SD	Cronbach Alpha
Employees' brand knowledge	9	3.992	0.836	0.918
Employer brand and its competitors	3	3.543	1.015	0.871
Customer brand as perceived by employees	4	3.819	0.976	0.903
Employer brand as experienced by employees	14	3.593	1.037	0.952
Employer's characteristics/Leader's personalities	29	3.657	0.966	0.752
Employees' brand commitment (DV)	7	3.479	0.809	0.834

#### **4.4 Bivariate Analysis: Person Moment Correlation**

In order to test the discriminant validity, Pearson Moment Correlation analysis on the two sets of variables has been performed. Note that measures of constructs that theoretically should not be related to each other, in fact, is observed to not be related to each other. Addition to that, we do not expect high correlation among the independent variables which will result in multicollinearity.

From the Pearson Moment Correlation Analysis (Appendix 4.5), result shown non-significant at 2-tailed test which  $p > 0.05$ , except for variable on leader's personality ( $\text{sig} = 0.041$ ), and thus, discriminant validity was established.

In order to identify multicollinearity problem, a collinearity diagnostics table (Appendix 4.6) has been generated. The final model obtained using ENTER method did not show any multicollinearity problem. This is because none of the model dimension had any condition index equal to or more than 30.0. In fact, the highest condition index was only 26.09.

#### **4.5 Multivariate Analysis: Multiple Regression Analysis**

Multiple Linear Regression (MLR) was used in this study to determine the predictor towards employees' brand commitment. Regression analysis seeks to take this explanation of the relationship between dependent variables of

employees' brand commitment and independent variables namely employees' brand knowledge, employer brand and its competitors, customer brand as perceived by employees, employer brand as experienced by employees and employer's characteristics/leader's personalities, by including more than one variable as an explanatory factor.. The "enter regression method" was used to analyze. This analysis was enabled to note the impact of each independent variable upon the coefficient of determination: thereby indicating the relative importance of the independent variables.

The results are presented as following table.

Table 4.5  
Simultaneous Regression Analysis for the Prediction of  
Employees' Brand Commitment

	DV- Employees Brand Commitment			
	<b>B</b>	<b>B</b>	<b>t</b>	<b>P</b>
Employees' brand knowledge	0.032	0.041	0.715	0.475
Employer brand and its competitors	-0.457	-0.305	-5.304	0.000
Customer brand as perceived by employees	0.050	0.043	0.748	0.455
Employer brand as experienced by employees	0.017	0.050	0.864	0.388
Employer's characteristics/ leader's personalities	0.073	0.236	4.122	0.000

$F=9.103$ ,  $R^2 = 0.149$

Table 4.5 is the summary table of multiple regression analyses in employees' brand commitment. Two variables significantly contribute in employees' brand commitment, namely: employer brand and its competitors and employer's characteristics / leader's personalities. Out of two variables, employer brand and its competitors showed a negative relationship with employees' brand

commitment. It can be further explained by the better the hotel competitors performed, the lower the employees' brand commitment towards their own hotel brands. It is reasonable that when other hotel competitors are treating their employees well, the internal employees will tend to move on to their competitors in order to get better perks and benefits.

On the other hand, employer's characteristics/ leader's personalities showed a positive relationship with the employees' brand commitment. It can be identified that when the general manager of the hotels carried strong and influential positive personalities, the internal employees will tend to stay loyal to their own hotel brands and thus, creates the intended employees' brand commitment.

**Normal P-P Plot of Regression Standardized Residual**

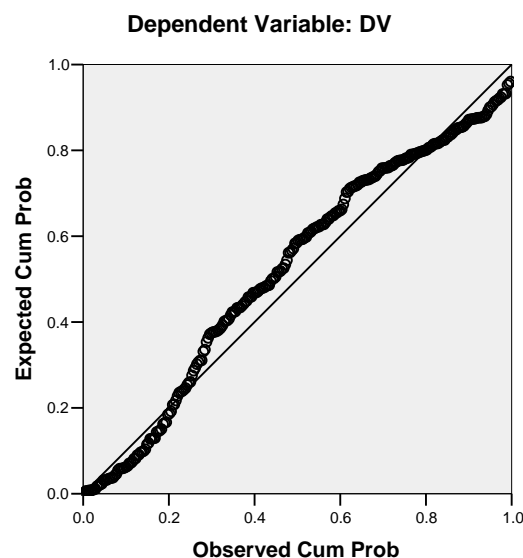




Figure 4.1: Normal P-P plot of regression standardized residual

The normal P-P plot of regression standardized residuals of the below Figure 4.1 revealed all observed values fall roughly along the normality line indicating that the residuals were from a normally distributed population.

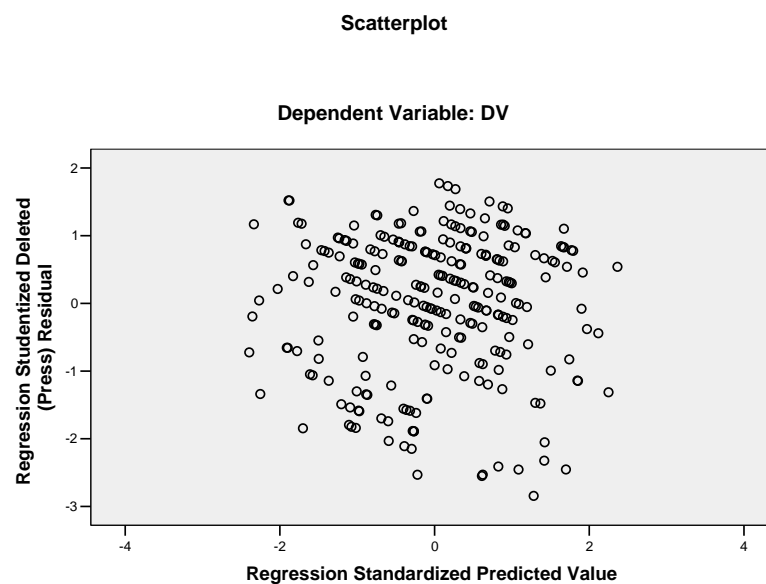


Figure 4.2: Standardized predicted values against observed values

The scatterplot as depicted in Figure 2 indicates the relationship between the dependent variables and the predictors was linear and the residual variances were about equal or constant.

Viewing the results shown on the two significant variables (employer brand and its competitors and employer's characteristics/leader's personalities), an

analysis has been further conducted on the significant factors under employer's characteristics/ leader's personalities.

Analysis on correlation (Appendix 4.7) showed a significant relationship of integrity and level of trust with employees' brand commitment. Multiple regression analysis below further proved that sense of integrity and level of trust significantly regressed with employees' brand commitment. Hence, we can conclude that out of four factors under employer's characteristics/ leader's personalities, only factor of integrity and level of trust has been significantly influenced the employees' brand commitment.

Table 4.6 Regression Analysis for the Prediction of Employees' Brand Commitment (Employer's Characteristics/ Leader's Personalities)

Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.496	2.472		6.269	.000
	Integrity_Trust	1.553	.337	.275	4.609	.000
	Inclusive & Self-awareness	.508	.373	.082	1.362	.174
	Achievement & Worklife Balance	.274	.399	.043	.686	.493
	Humanistic & Positive Thinking	.088	.434	.013	.202	.840

a. Dependent Variable: F\_Employees\_BC

## 4.6 Testing of Hypothesis

To summarize research result, it is crucial to re-visit whether the result tested are answering the hypothesis.

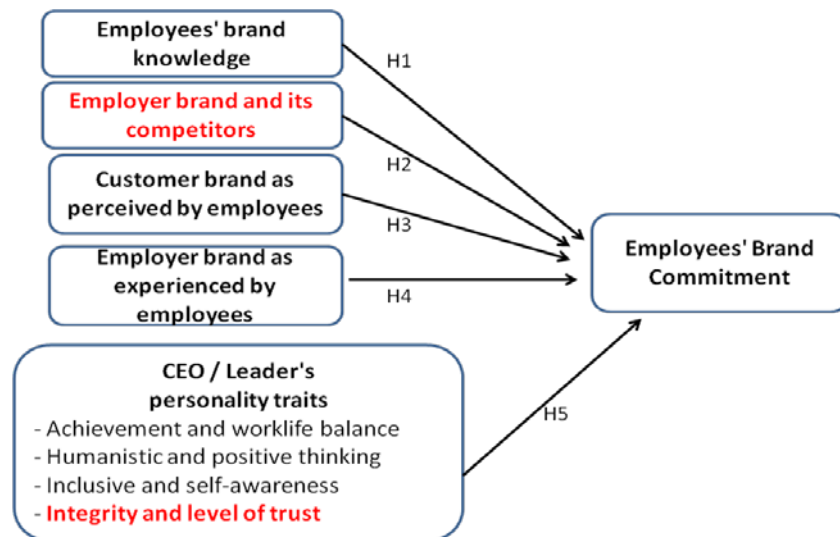


Figure 4.3: Overview of Research Framework and Hypothesis

**H1:** There is a relationship between employees' brand knowledge and employees' brand commitment.

In the current study, it showed a weak relationship between employees' brand knowledge and employees' brand commitment.

**H2:** There is a relationship between customers brand image as perceived by employees and employees' brand commitment.

In answering to hypothesis 2, the result showed a weak relationship between customers brand image as perceived by employees and employees' brand commitment.

**H3:** There is a relationship between the perception by employees of the employer brand relative to its competitors and employees brand commitment.

**(negative relationship)**

For hypothesis 3, the present study had shown a strong **negative relationship** between the perception by employees of the employer brand relative to its competitors and employees brand commitment. The outcome is tested to be significantly influential by fellow past researchers (Kimpakorn & Tocquer, 2007; Moroko & Uncles, 2008; Lievens & Highhouse, 2003; Bromley, 2001).

**H4:** There is a relationship between employer brand as experienced by employees and employees' brand commitment.

Result findings for hypothesis 4 shown that there is a non-significant relationship between employer brand as experienced by employees and employees' brand commitment.

**H5:** There is a relationship between CEO/leader personality traits and employees' brand commitment. **(positive relationship)**

From the result of data analysis, it has shown a significant **positive relationship** between CEO/ leader personality traits and employees' brand commitment. Through the further in-depth analysis, it is found that only the sense of integrity and level of trust significantly influenced the employees' brand commitment. The hypothesis is further supported by previous studies done by Adams et al. (2001); Wood & Rimmer (2003); Montefiore and Vines (1999) and Rok (2009).

#### **4.7 Summary**

The result from extensive data analysis has confirmed to support hypothesis 3 and hypothesis 5. Both factors proven to significantly influenced the level of employees' brand commitment towards their respective hotel brands. Conclusion and discussion will be further discussed in Chapter 6, basing on the results drawn from this study.