JOB SATISFACTION MEASUREMENT THROUGH THE LENS OF SUPERVISOR'S COOPERATION, CAREER GROWTH, GRATITUDE AND WORK ATMOSPHERE: THE CASE OF HOTEL INDUSTRY

Phornpimon Aodton, SuanDusit University
Thitinant Wareewanich, Rajamangala University of Technology Tawan-OK
Thitinan Chankoson, Srinakharinwirot University

ABSTRACT

Industries in service sector are highly employee-oriented and their workforce is the main factor in assuring success. Following this, the main purpose of this study is to examine job satisfaction of the employees of Indonesian hotel industry through ensuring supervisor's cooperation, career growth opportunities and gratitude with the mediating role of work atmosphere between supervisor's cooperation and career growth. The study was done quantitatively with the utilization cross-sectional design. For this study sample size is 175 and in order to collect data random sampling technique was used. To analyze the data PLS software has been used. The study findings were positive and significant and according to these findings this study concluded that the role of supervisors' cooperation, and opportunities related to career growth serve as a bridge in fostering the job satisfaction among employees as cooperation from the supervisor and opportunities for achieving the success in career make the work atmosphere productive, friendly and positive. On the other hand, showing gratitude on the efforts, ideas and participation play very influential role in making the employees highly satisfied with the job. From the practical point of view managers/employers need to show their support and gratitude to make the work atmosphere more friendly and firm support in terms of providing career enhancement opportunities also generate affection and warmth in the work atmosphere which make way towards the enhanced job satisfaction of the employees.

Keywords: Career Growth, Supervisor's Cooperation, Gratitude, Work Atmosphere, Job Satisfaction

INTRODUCTION

There is a huge consensus on this believe that occupation and job is very important part of life, though people's point of views has different meanings. For some people job is just to satisfy their financial needs, whereas other perceive their job as very important tool that depict their social status in the society. Currently, the nature of workplace atmosphere has changed and because of such rapid changing's firms are facing number of challenges (Ashraf, 2019). Moreover, among many the one important and prominent threat for the firms is to keep its workers satisfy and make them proficient to effectively deal with ever-changing and developing work atmosphere in order to attain their objectives successfully and to stay competitive in the market (Tay, Tan, Lew, Tan & Chea, 2017). For the sake of enhanced efficiency, commitment level and productivity of the employees the firms would satisfy the

need of its staffs by giving them healthy and good work atmosphere (Bexheti&Bexheti, 2016; Khoreva, Vaiman & Van Zalk, 2017). Previously, the evidence has received from the findings of the several studies is that firms couldn't focus properly in providing the good work atmosphere and face the adverse results such as decreased employees productivity, satisfaction level and commitment (Shu, Chiang& Lu, 2018). In accordance with the previous studies, providing healthy work atmosphere produce several positive outcomes such as increased job security, increased motivation which lead towards the good relations and good performance with the supervisors and co-workers and enhanced participation in the process related with making decision.

Problem Statement

In Indonesia tourism sector play very significant role in increasing the country's economy. Since the tourism sector is capable enough in strengthening the country's position globally in both aspects commercially and financially (Wu & Lin, 2013). In Indonesia, every province tried through various efforts to stimulate the tourism sector. Regional control offers incentives for each province to plan and execute its initiatives in business growth. The role of hotel service cannot be denied in flourishing the tourist sector. Following this, In Indonesia there is a local hotel group which is known as Parador Hotels and Resorts and its headquarters are situated in "Tangerang, Banten Province, Indonesia". This hotel has different units which are located in different region of the Indonesia. The main purpose of the Parador Resorts and Hotels is to extend the modern Asian hospitability structure via opening its different branches in different areas of the Indonesia. However, according to Pawirosumarto, Sarjana, and Gunawan (2017) the staffs of Parador Hotels and Resorts are facing satisfaction issues at the workplace and there are number of factors that are critically affecting their satisfaction level which is shown in Table 1
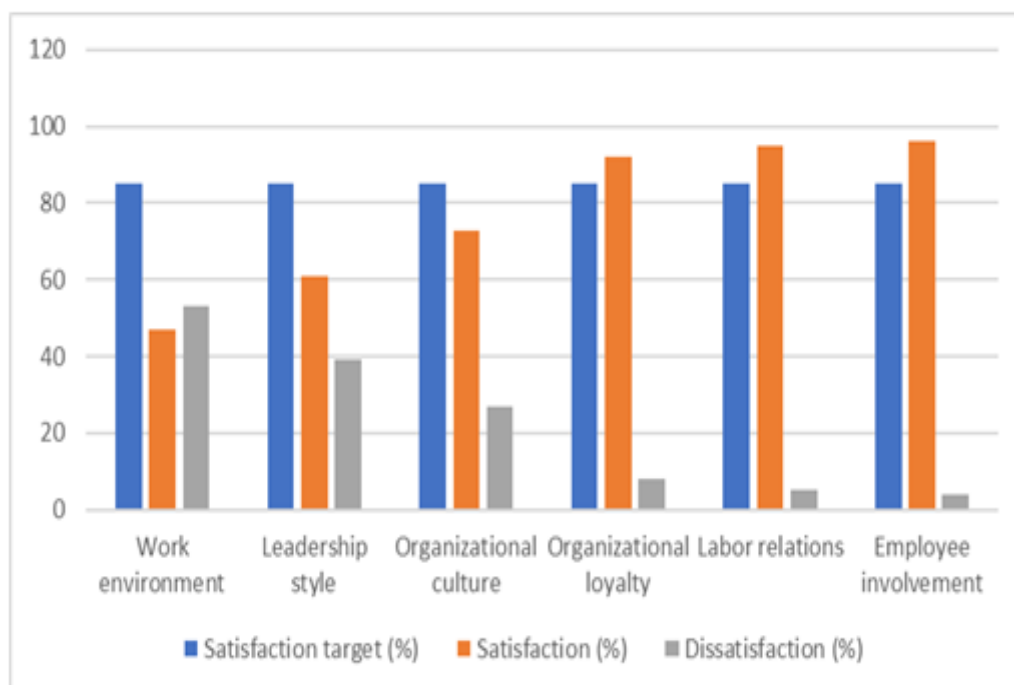

FIGURE 1
EMPLOYEE SATISFACTION SURVEY ON ALL UNITS OF PARADOR HOTELS AND RESORTS, 2015

Source: Human Capital Department, (Resorts, 2015)

LITERATURE REVIEW

Job Satisfaction

The researchers Saari & Judge (2004) defined Job Satisfaction (JS) "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Urairak&Chaleoykitti, 2017; Moonsri, 2018; Sangperm, 2017, 2018). Job satisfaction has remained very important concept in the field of HRM and this concept can be combined with different aspects such as (operating procedures and colleague, fringe benefits, supervision, description of work and lastly contingent rewards) which are essential in completing a job profile (Azeem, 2010; Aeknarajindawat&Jermsittiparsert, 2020; Kalyanamitra, Saengchai&Jermsittiparsert, 2020; Wongsurawat&Jermsittiparsert, 2020). Moreover, Researchers Currie and Eveline (2011) JS is more than attitude which reflects the employees internal state in both scenario in terms of quantitatively and qualitatively. At the job positive approach opted by the employee's represents job satisfaction and on the other negative approach represents job dissatisfaction among the employees (Thompson & Beardwell, 2017). Furthermore, job satisfaction yield positive outcomes and it is very important instrument in embracing a feeling of fulfillment, achieving recognition and receiving promotion and compensation (Rashid, Sah, Ariffin, Ghani & Yunus, 2016). In addition, Andreassi, Lawter, Brockerhoff & Rutigliano (2014) employees become satisfied when they get salaried according to their efforts, recognition and rewards on their accomplishment and attain cooperative and desirable relations with co-workers at the job. Further, Singhapakdi, Lee, Sirgy & Senasu (2015) stated that supervisor's support and the allocation meaningful job assignment is important predictor of enhanced level of JS among the staffs, though, excessive meaningless job tasks, unfair benefit packages and low compensation lessen the employee's satisfaction level. According to some previous studies number of organizational factors cause dissatisfaction among the employees such as decreased opportunities of personal growth, difficult task assignments, low support from management and colleagues, but such factors can be reduced to raise the job satisfaction level by introducing flexible working hours, introducing advance programs and ensuring the support from management (Li & Yeo, 2011).

Supervisor Cooperation

Supervisor Cooperation (SC) refers to the actions of supervisors which support employee's knowledge, skills and attitudes gathered from the training session (Qureshi & Hamid, 2017). Further, the supervisor has a key role in the effectiveness of the training. The transmission of the training process can't be effective without the supervisor's support (Bhatti, Battour, Sundram & Othman, 2013). This support can be emotional and instrumental in the aspects of the workplace (Cho & Lee, 2011; Putter, 2013). Therefore, the manager is accountable for assigning budget for job growth and advancement programs for the employee. The motive is that each employee has the right to raise their skills and knowledge, therefore, this might be attained when employees experience organization's training session (Ismail, Hasan & Sulaiman, 2010). Better supervisor support and collaboration with employees bring Tan (2008) more employee satisfaction, more commitment, and better workplace environment which enhance their performance (Day, Crown & Ivany, 2017). SC is not only responsible for producing a productive and comfortable atmosphere of work but also leads to deep JS within an organization (Cortini, 2016). Goleman (2000) also stated that a successful boss should be able to establish healthy associations/relationships and must be ambitious in setting high objectives, within the firm and also raise awareness among workers,

that why training is significant to them. It is true that such targets are achievable since the employer offers complete support to the workforce. Supervisor help efficacy often relies on how the supervisor interacts with the employee in terms of who avoids in engaging the training secession/programs (Chang et al., 2010).

Career Growth

Career Growth (CG) is characterized as the sequential progression of the job experience of a person as time passes (Kong, Wang & Fu, 2015). Much of career growth work examines the phases of the progress of one's job, e.g. job self-management (Weng& McElroy, 2010), rather than the results of such activities. CG depicts the outcomes of employees' practices by describing it as their perceptions of an organization's expected efforts for development and progress. However, less consideration was given to the different workers who might assess their growth and promotion chances. Recently, Weng and McElroy (2010) suggested that employee job development may be measured by four factors: work target progress, technical ability creation, swift chances for promotion, and expansion in salary. The concept of multi-dimension suggests that CG is a outcome of the efforts of employees to raise their CG efforts to obtain new abilities and the efforts of the organization to reward such efforts of the employees, through promotions and increased salaries.

CG, as a motivator, often has a major impact on the work environment which eventually yields better results of job satisfaction (Li & Yeo, 2011). Moreover, Fernandez-Araoz, Roscoe & Aramaki (2018) stated that one of the widely neglected topics of proactively engaging workers with organizations, who will drive them to achieve success in surprising ways and thereby create truly productive, purposeful lives of employees which will be full of development, success and influence. These may be teachers of some subject areas; innovators; entrepreneurs; leaders in business, cultural, or public. As not just Specific people in certain professions can always have decided to move and influenced an employee. Greenan (2016) discussed the consequences of implementing a program of personal development as a way of reflecting on continuing input and growth to enhance employee efficiency and organizational success. On the same note, Okoshi, Tanabe, and Hisamoto (2013) defined the ideal working atmosphere needed for an effective career path and balance between work and life.

Gratitude

The concept of gratitude needs more consideration in organizations to how the organizational setting forms the functions of the emergence of gratitude. Further, organizations are not just differ in everyday social experiences, but they introduce a specific number of restrictions and implications that influence how individual employees feel, perceive and act on a daily basis (Fehr, Fulmer, Awtrey & Miller, 2017).

Gratitude is hard to define. It is an entirely different concept from appreciation and can be regarded as an emotion or attitude to some, yet a response or habit to others. The term gratitude comes from the Latin root gratia that means gratitude, or grace (Stegen & Wankier, 2018). Emmons & Paloutzian (2003) stated that gratitude can be described as "general ten-dency to recognize and respond with grateful emotion to the roles of other people's benevolence in the positive experiences and outcomes that one obtains" (p. 386). Highly thankful (appreciative, grateful, and supportive) individuals are probable to experience appreciative emotions and moods in work and social communications (Emmons & Paloutzian, 2003). Increased appreciation is often strongly associated with validated experiences and increased coworker social help that may contribute to improved workplace satisfaction (Emmons & Paloutzian, 2003; Lin, 2015). However, Kaplan et al. (2014)

observed that appreciation and treatments improved self-reported loyalty to colleagues, optimistic affective well-being linked to employment, and lowered absences attributable to sickness.

Research has shown that by introducing usual activities like thankfulness journaling, kindness acts, and common self- and peer acknowledgment, one can enhance well-being and positive mood (McCullough, Kilpatrick, Emmons & Larson, 2001). The researchers discussed that selecting a variation of gratitude-inducing approaches targeted at a particular population is the most active way of enhancing overall gratitude in both group and individual level (Sheldon & Lyubomirsky, 2006).

Work Atmosphere

Human beings like to use simple approach as they are naturally very simple, and a healthy work environment influences the way they think, behave and react. Andrew Carnegie once said, "You must capture and keep the heart of the original and supremely able man before his brain can do its best". The perception of employees regarding the firm's practices, formal and informal rules, its routine and procedures determine the work atmosphere of the organization (Schraudner, Hochfeld & Striebing, 2019). Researchers Jain & Kaur (2014) described that there are some factors that shape the working environment and these factors represents the social, physical and mental working environment. Further, now firms have become more concerned for the wellness of the employees as their own efficiency is dependent on their happy employees.

Further Chakraborty & Ganguly (2019) stated that "Organizations need to motivate employees to enable them to perform at their fullest potential henceforth, they need to provide them a proper work environment that fosters innovation and creativity as a proper and positive work environment can build a pool of engaged employees who will create milestones for the organizations". Likewise, flexibility of organizational culture in terms of atmosphere is the viable level that organizations have shown; while encountering with peculiar difficulties and responding to the different changes that need to be experienced. Further, culture would adapt to the self-motivated organizational circumstances so that it confidences to do well in the long run. Furthermore, Organizations with a good corporate atmosphere are concerned with remunerating workers and creating a environment where they can build, evolve and function for their tremendous capacity and capabilities (Robbins & Judge, 2012).

The efficiency of an organization concerned with employee's welfare. The organization would provide their employees a pleasant working environment so that the employees can concentrate on their task and became more productive. However, exhilarating work atmosphere has its own significance in creating the job satisfaction among the employees' (Afsar, Badir, Saeed & Hafeez, 2017; Tsai, Horng, Liu, & Hu, 2015), as concerned and considerate work environment evidently create sense of involvement and satisfaction within the employees. In recent times, (Barsade & O'Neill, 2016; Kerber, Woith, Jenkins & Astroth, 2015) presented research insights which connected the concerned and caring work environment with higher level of employee satisfaction. According to them work environment filled with affection, care, and warmth enable the employees efficient in doing their job. Thus, a friendly work atmosphere is may work as a connection between the factors that increase the of job satisfaction of the employees
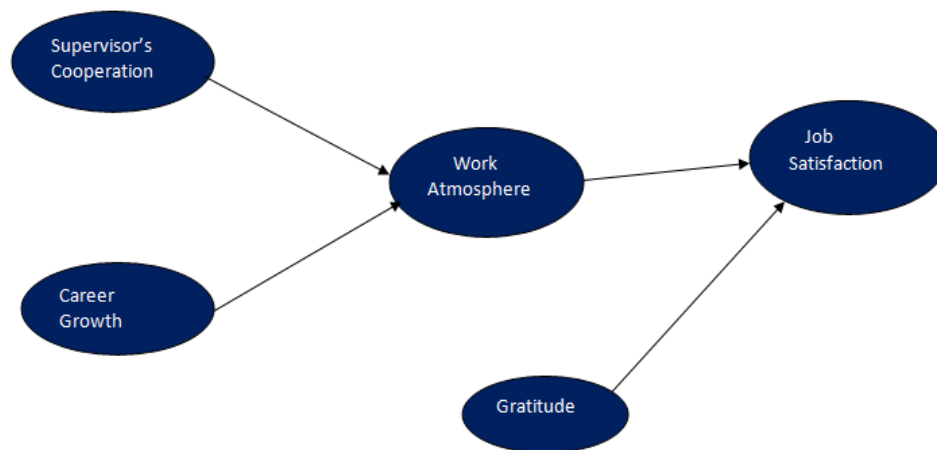
FIGURE 2
RESEARCH FRAMEWORK

Research Hypothesis

H1: There is a positive effect of career growth (CG) on work atmosphere (WA)
H2: Gratitude positively influenced job satisfaction
H3: There is a positive effect of supervisor cooperation (SC) on work atmosphere (WA)
H4: Work atmosphere (WA) has a positive effect on job satisfaction (JS)
H5: There is positive mediating role of work atmosphere (WA) between career growth (CG) and job satisfaction (JS)
H6: Work Atmosphere (WA) positively mediated the relationship between Supervisor Cooperation (SC) and Job Satisfaction (JS)

METHODOLOGY

The survey respondents were Indonesian Hotel industry workers. The self-governing questionnaire method was used with the help of research assistants who sent questionnaires to the targeted staff to seek answers. The cross sectional and quantitative method were used in a two-month span to collect the data. A total of 175 workers involved. The response rate was 64%. The result was analyzed using the 112 survey questions. It was not included non-matching and incomplete questionnaires. To measure the job satisfaction through supervisor cooperation, career growth, gratitude, and mediator WA were used in the current study. Supervisor Cooperation has 4 items. Career growth has 16 items, Gratitude has 12 items, Work Atmosphere has 8 items and Job Satisfaction has 12 items. Face validity was conducted to check the validity and reliability of the scale.

DATA ANALYSIS

The purpose of the study is to examine the effect of SC, CG, and gratitude on JS including the mediating effect of WA Firstly, the researcher checked the convergent validity that is the degree to which several items are in alignment to calculate the same concept. The researcher used the loading factors, the composite reliability and the AVE to determine the validity of the convergence recommended by (Hair Jr, Sarstedt, Hopkins, &Kuppelwieser, 2014). Loading for all items exceeded the fixed level of 0.5. Composite reliability values in Table 4.1, which indicates the degree to which the construct indicators represent latent, varied from 0.644 to 0.954, which surpassed the suggested value of 0.7 (Hair Jr et al., 2014).

Reliability tests the accuracy of the calculation of the instrument of whatever concept it calculates (Edwards, Bell, Arthur&Decuir, 2008). Table 1 shows that all alpha values should be higher than .05 Thus, the minimum value for the supervisory corporation (0.755) and the maximum value for the reliability of career growth is 0.945. Present study concludes that the measurements are reliable.
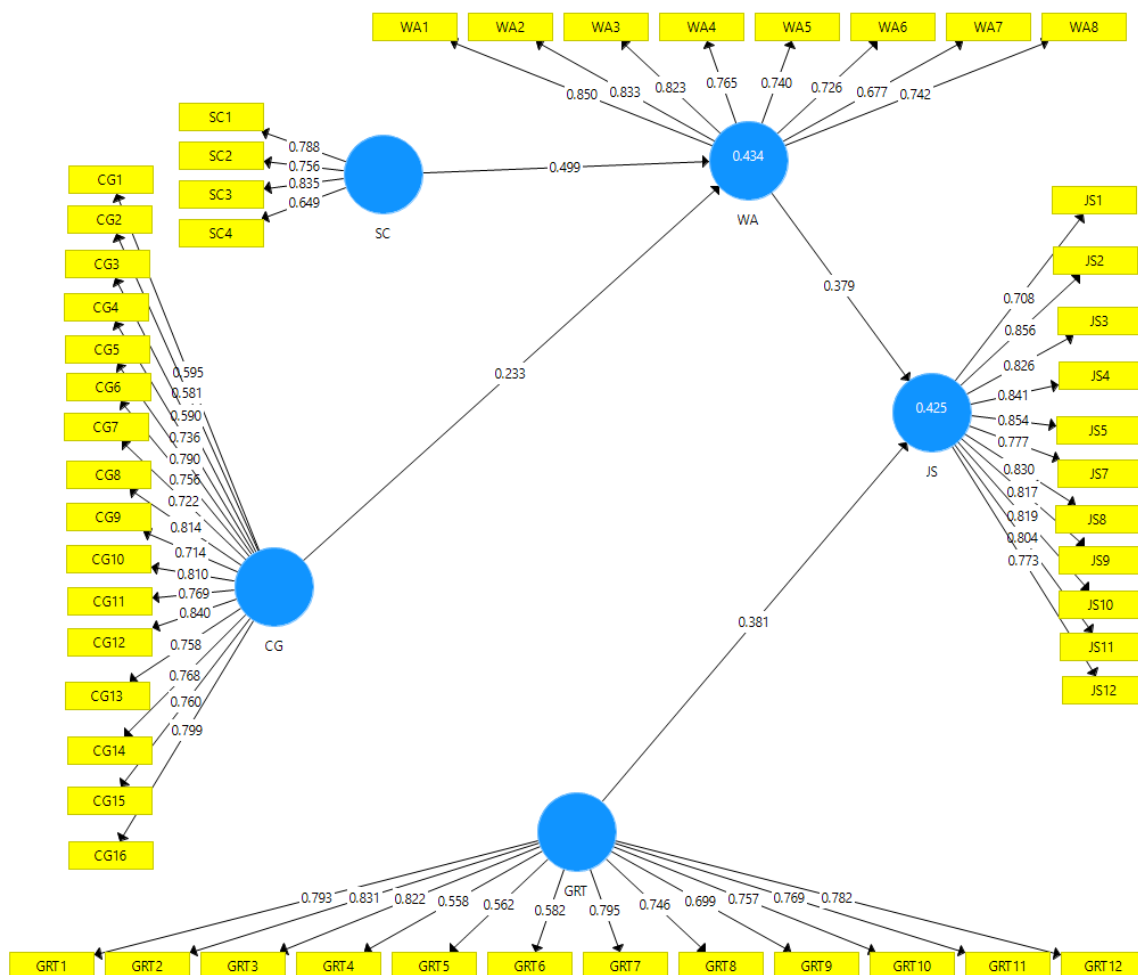
FIGURE 3
MEASUREMENT MODEL

Table 1
ALPHA VALUES

Constructs	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
CG	0.945	0.947	0.951	0.55
GRT	0.918	0.926	0.931	0.535
JS	0.947	0.948	0.954	0.657
SC	0.755	0.753	0.844	0.578
WA	0.902	0.906	0.921	0.595

Comparing the differences between constructs and the square root of the average variance derived for that construct. The researchers Cheung and Lee (2010) investigated the distinguishing value of the indicators (the degree to which items discriminate between constructs or evaluate distinct concepts). All the square root of the AVE was greater than the association values in the row and column, suggesting appropriate discriminant validity in

Table 2. In short, the model of measurement demonstrated sufficient convergent validity and discriminant validity.

Table 2 DISCRIMINANT VALIDITY					
Constructs	CG	GRT	JS	SC	WA
CG	0.742				
GRT	0.678	0.731			
JS	0.517	0.559	0.81		
SC	0.564	0.532	0.485	0.76	
WA	0.514	0.47	0.558	0.63	0.772

The relationship of career growth and work atmosphere is positive and significant. Since, beta value is 0.233, t-value is 4.806 greater than 1.96, P value is 0.00 less than 0.005. So, H1 is accepted. The relationship between gratitude and job satisfaction is positive and significant. Since, beta value is 0.381, t-value is 6.704 greater than 1.96, P value is 0.00 less than 0.005. So, H2 is accepted. The relationship of SC and WA is positive and significant. Since, beta value is 0.499, t-value is 10.36 greater than 1.96, P value is 0.00 less than 0.005. So, H3 is accepted. The relationship of work atmosphere and job satisfaction is positive and significant. Since, beta value is 0.379, t-value is 6.907 greater than 1.96, P value is 0.00 less than 0.005. So, H4 is accepted in the Table 3.

Table 3 DIRECT RELATIONSHIP					
Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
CG -> WA	0.233	0.232	0.048	4.806	0
GRT -> JS	0.381	0.385	0.057	6.704	0
SC -> WA	0.499	0.503	0.048	10.36	0
WA -> JS	0.379	0.376	0.055	6.907	0

The mediating effect of work atmosphere between career growth and job satisfaction and between SC and JS have been examined and the results show in table 4.4. The mediating effect of work atmosphere between career growth and job satisfaction is significant. Since, beta value is 0.088, t-value is 3.895 greater than 1.96, P value is 0.00 less than 0.005. So, H5 is accepted. Further, the mediating effect of WA between SC and JS is significant. Since, beta value is 0.189, t-value is 5.799 greater than 1.96, P value is 0.00 less than 0.005. So, H6 is accepted.

Table 4 INDIRECT RELATIONSHIP					
Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
CG -> WA -> JS	0.088	0.088	0.023	3.895	0
SC -> WA -> JS	0.189	0.189	0.033	5.799	0

The results show in table 4.4, the value of R2, job satisfaction is 0.425, work atmosphere is 0.434, R2 adjusted, job satisfaction is 0.422, work atmosphere is 431table 5.

Table 5 R SQUARE ADJUSTED		
Constructs	R Square	R Square Adjusted
JS	0.425	0.422
WA	0.434	0.431

DISCUSSION

The relationship of career growth and work atmosphere is positive and significant. Since, beta value is 0.233, t-value is 4.806 greater than 1.96, P value is 0.00 less than 0.005. So, H1 is accepted. The relationship of gratitude and job satisfaction is positive and significant. Since, beta value is 0.381, t-value is 6.704 greater than 1.96, P value is 0.00 less than 0.005. So, H2 is accepted. The relationship of SC and WA is positive and significant. Since, beta value is 0.499, t-value is 10.36 greater than 1.96, P value is 0.00 less than 0.005. So, H3 is accepted. The relationship of work atmosphere and job satisfaction is positive and significant. Since, beta value is 0.379, t-value is 6.907 greater than 1.96, P value is 0.00 less than 0.005. So, H4 is accepted.

The mediating effect of work atmosphere between career growth and job satisfaction and between SC and JS has been examined. The mediating effect of WA between CG and JS is significant. Since, beta value is 0.088, t-value is 3.895 greater than 1.96, P value is 0.00 less than 0.005. So, H5 is accepted. Further, the mediating effect of WA between SC and job satisfaction is significant. Since, beta value is 0.189, t-value is 5.799 greater than 1.96, P value is 0.00 less than 0.005. So, H6 is accepted.

Managerial Implications

From a practical point of view, when a collective body of research on JS develops by the mediating variable of WA, we would be better able to inform employers on the elements that need to be discussed in order to improve their employee retention rate. Findings of this study may enable business and commercial organizations to have the greatest effect on the work atmosphere in the workplace. We further found that the cooperation of managers and the work atmosphere is correlated with a positive direction towards job satisfaction. In the same way, CG and WA also has positive effect on job satisfaction.

Implications for the managers who should focus on supervisory cooperation for the well-deserved employees by generating positive attitudes towards their efforts and actions. Workplace is considered to be the second home for workers (Ali, Naveed, ulHameed, &Rizvi, 2018). As the lines between home life and work begin to overlap, as employment is becoming an important part of our life (Ali et al., 2018), thus recruitment is more relational and emotional, almost more like a friendship than a career, and the workplace becomes a second family, thus, such scenario make the employees highly satisfied with their job and organizations

Limitation of the Study

The research explains some limitations here, as in any other research. The usage of a particular company's workers as respondents is a strong restriction. Second, the sample of the research is not pretty much large, since the respondents did not focus and showed less interest in filling the questionnaires. This study has also a contextual limitation which means that this study only conducted on the Indonesian employees who worked in the hotels.

CONCLUSION OF THE STUDY

9

According to the study results the employees' job satisfaction is mainly dependent on the several positive organizational factors. In this study the job satisfaction of the Indonesian employees who worked in the Indonesian hospitability industry was determine through providing supervisor's cooperation, opportunities for career growth and showing gratitude along with the mediating effect of WA between SC, CG and job satisfaction. Study findings concluded that the role of supervisors' cooperation, and opportunities related to career growth serve as a bridge in fostering the job satisfaction among employees as cooperation from the supervisor and opportunities for achieving the success in career make the work atmosphere productive, friendly and positive. On the other hand, showing gratitude on the efforts, ideas and participation play very influential role in making the employees highly satisfied with the job.

ACKNOWLEDGEMENT

REFERENCES

Aeknarajindawat, N., & Jermsittiparsert, K. (2020). Does organization justice influence the organization citizenship behavior, Job Satisfaction & Organization Outcomes? *Systematic Reviews in Pharmacy, 11*(1), 489-496.

Afsar, B., Badir, Y.F., Saeed, B.B., & Hafeez, S. (2017). Transformational and transactional leadership and employee's entrepreneurial behavior in knowledge–intensive industries. *The International Journal of Human Resource Management, 28*(2), 307-332.

Ali, G., Naveed, F., ulHameed, W., & Rizvi, T. (2018).The effect of task illegitimacy on the wellness of employees.*UCP Management Review (UCPMR), 2*(2), 5-20.

Andreassi, J.K., Lawter, L., Brockerhoff, M., & Rutigliano, P.J. (2014). Cultural impact of human resource practices on job satisfaction. *Cross cultural management*.

Ashraf, M.A. (2019). The mediating role of work atmosphere in the relationship between supervisor cooperation, career growth and job satisfaction. *Journal of Workplace Learning*.

Azeem, S.M. (2010). Job satisfaction and organizational commitment among employees in the Sultanate of Oman.*Psychology, 1*(4), 295-300.

Barsade, S., & O'Neill, O.A. (2016). Manage your emotional culture. *Harvard business review, 94*(1), 58-66.

Bexheti, L., & Bexheti, A. (2016). The impact of Herzberg's two factor theory and efficiency at work. *European Journal of Multidisciplinary Studies, 1*(2), 378-385.

Bhatti, M.A., Battour, M.M., Sundram, V.P.K., & Othman, A.A. (2013). Transfer of training: does it truly happen?.*European Journal of Training and Development*.

Chakraborty, T., & Ganguly, M. (2019). Crafting engaged employees through positive work environment: Perspectives of employee engagement management techniques for employee engagement in contemporary organizations, 180-198, IGI Global.

Chang, H.K., Yu, E., Kim, J., Bae, Y.K., Jang, K.T., Jung, E.S., & Bae, H.I. (2010). Adenocarcinoma of the small intestine: A multi-institutional study of 197 surgically resected cases. Human pathology, 41(8), 1087-1096.

Cheung, C.M., & Lee, M.K. (2010).A theoretical model of intentional social action in online social networks.*Decision support systems, 49*(1), 24-30.

Cho, Y.J., & Lee, J.W. (2011).Perceived trustworthiness of supervisors, employee satisfaction and cooperation.*Public Management Review, 13*(7), 941-965.

Cortini, M. (2016).Workplace identity as a mediator in the relationship between learning climate and job satisfaction during apprenticeship.*Journal of Workplace Learning*.

Currie, J., & Eveline, J. (2011). E-technology and work/life balance for academics with young children. *Higher Education, 62*(4), 533-550.

Day, A., Crown, S.N., & Ivany, M. (2017).Organisational change and employee burnout: The moderating effects of support and job control. *Safety science, 100*, 4-12.

Edwards, B.D., Bell, S.T., Arthur, J., & Decuir, A. D. (2008).Relationships between facets of job satisfaction and task and contextual performance.*Applied psychology, 57*(3), 441-465.

Emmons, R.A., & Paloutzian, R.F. (2003).The psychology of religion.*Annual review of psychology, 54*(1), 377-402.

Fehr, R., Fulmer, A., Awtrey, E., & Miller, J.A. (2017). The grateful workplace: A multilevel model of gratitude in organizations. *Academy of Management Review, 42*(2), 361-381.

Fernandez-Araoz, C., Roscoe, A., &Aramaki, K. (2018).From curious to competent.*Harvard business review, 61*.

Goleman, D. (2000). Leadership that gets results.*Harvard business review, 78*(2), 4-17.

Greenan, P. (2016). Personal development plans: insights from a case based approach. *Journal of Workplace Learning*.

Hair Jr, J.F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V.G. (2014). Partial least squares structural equation modeling (PLS-SEM). *European Business Review*.

Ismail, A., Hasan, A.B.M., &Sulaiman, A.Z. (2010).*Supervisor's role as an antecedent of training transfer and motivation to learn in training programs*.Acta Universitatis Danubius.Œconomica, 6(2).

Jain, R., & Kaur, S. (2014). Impact of work environment on job satisfaction.*International Journal of Scientific and Research Publications, 4*(1), 1-8.

Kalyanamitra, P., Saengchai, S., & Jermsittiparsert, K. (2020). Impact of training facilities, benefits and compensation, and performance appraisal on the employees' retention: A Mediating Effect of Employees' Job Satisfaction. *Systematic Reviews in Pharmacy, 11*(3), 166-175.

Kaplan, S., Bradley-Geist, J.C., Ahmad, A., Anderson, A., Hargrove, A.K., & Lindsey, A. (2014).A test of two positive psychology interventions to increase employee well-being.*Journal of Business and Psychology, 29*(3), 367-380.

Kerber, C., Woith, W.M., Jenkins, S.H., &Astroth, K.S. (2015).Perceptions of new nurses concerning incivility in the workplace.*The Journal of Continuing Education in Nursing, 46*(11), 522-527.

Khoreva, V., Vaiman, V., & Van Zalk, M. (2017). Talent management practice effectiveness: investigating employee perspective. *Employee Relations*.

Kong, H., Wang, S., & Fu, X. (2015). Meeting career expectation: can it enhance job satisfaction of Generation Y?.*International Journal of Contemporary Hospitality Management*.

Li, J., & Yeo, R.K. (2011). Quality of work life and career development: Perceptions of part- time MBA students. *Employee Relations*.

Lin, C.C. (2015). Impact of gratitude on resource development and emotional well-being. Social Behavior and Personality: *An international journal, 43*(3), 493-504.

McCullough, M.E., Kilpatrick, S.D., Emmons, R.A., & Larson, D.B. (2001). Is gratitude a moral affect?.*Psychological bulletin, 127*(2), 249.

Moonsri, K. (2018). The influence of job satisfaction affecting organizational commitment of the small and medium business employee.*Asian Administration and Management Review, 1*(1), 138-146.

Okoshi, K., Tanabe, T., & Hisamoto, N. (2013).*The ideal working environment required for a successful career path and work-life balance*: Results of a survey on doctors working at Kyoto University Hospital. *JMAJ, 56,* 246-252.

Pawirosumarto, S., Sarjana, P.K., & Gunawan, R. (2017).The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*.

Putter, S.E. (2013).*Making training stick: a close examination of how trainee readiness, supervisor support, and practice foster transfer in a mobile technology-based training program*. Colorado State University.Libraries.

Qureshi, M.A., & Hamid, K. (2017). Impact of supervisor support on job satisfaction: A moderating role of fairness perception. *International journal of academic research in business and social sciences, 7*(3), 235-242.

Rashid, N.M., Sah, N.F.M., Ariffin, N.M., Ghani, W.S.W.A., &Yunus, N.S.N.M. (2016).The Influence of Bank's frontlines' personality traits on job performance.*Procedia Economics and Finance, 37*, 65-72.

Resorts, P. H. A. (2015).Paradorhotels and resorts portfolio. Indonesia

Robbins, S.P., & Judge, T. (2012).Essentials of organizational behavior.

Saari, L.M., & Judge, T.A. (2004).Employee attitudes and job satisfaction.*Human Resource Management:* Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the *Society of Human Resources Management, 43*(4), 395-407.

Sangperm, N. (2017). Factors affecting organizational commitment of employees of Autonomous University.*PSAKU International Journal of Interdisciplinary Research, 6*(1), 58-66.

Sangperm, N. (2018). *Structural equation model cause of organizational citizenship behavior of personnel of Kasetsart University Sriracha Campus, Thailand.PSAKU International Journal of Interdisciplinary Research, 7*(1), 31-41.

Schraudner, M., Hochfeld, K., & Striebing, C. (2019). Work culture and work atmosphere at the max planck society: Fraunhofer Centre for Responsible Research and Innovation. https://www. mpg.

Sheldon, K.M., & Lyubomirsky, S. (2006). How to increase and sustain positive emotion: The effects of expressing gratitude and visualizing best possible selves. *The journal of positive psychology, 1*(2), 73-82.

Shu, C.Y., Chiang, Y.H., & Lu, C.H. (2018).Authoritarian leadership supervisor support and workers' compulsory citizenship behavior.*International Journal of Manpower.*

Singhapakdi, A., Lee, D.J., Sirgy, M.J., & Senasu, K. (2015).The impact of incongruity between an organization's CSR orientation and its employees' CSR orientation on employees' quality of work life.*Journal of Business Research, 68*(1), 60-66.

Stegen, A., & Wankier, J. (2018). Generating gratitude in the workplace to improve faculty job satisfaction.*Journal of Nursing Education, 57*(6), 375-378.

Tay, Y.N., Tan, C.H.Y., Lew, S., Tan, X.W., & Chea, S.M. (2017).The relationship between work environment and job satisfaction in Hotel Industry.UTAR.

Thompson, A., &Beardwell, J. (2017). Human resource management: A contemporary approach: Pearson Education.

Tsai, C.Y., Horng, J.S., Liu, C.H., & Hu, D.C. (2015). Work environment and atmosphere: The role of organizational support in the creativity performance of tourism and hospitality organizations. *International Journal of Hospitality Management, 46*, 26-35.

Urairak, B., & Chaleoykitti, S. (2017). A Model to Manage the Intention to Stay in the Nurse Profession of Nurse Students at the Army Nursing College.*PSAKU International Journal of Interdisciplinary Research, 6*(1), 43-49.

Weng, Q., & McElroy, J. C. (2010).Vocational self-concept crystallization as a mediator of the relationship between career self-management and job decision effectiveness.*Journal of Vocational Behavior, 76*(2), 234-243.

Wongsurawat, K. & Jermsittiparsert, K. (2020).The moderating effect of leadership on the relationship of employee satisfaction, customer orientation, and organization performance.*Systematic Reviews in Pharmacy, 11*(6), 280-289.

Wu, Y.H., & Lin, M.M. (2013).The relationships among business strategies, organizational performance and organizational culture in the tourism industry.*South African Journal of Economic and Management Sciences, 16*(5), 01-08.