

Job Satisfaction among Regional Specific Tourist Guides: Evidence from Malaysian Borneo

Reni @ Cacillia Polus¹, Patricia Melvin Jussem¹, Ellen Chung²

¹Faculty of Hotel and Tourism Management, Universiti Teknologi MARA Sarawak Campus, Malaysia, ²Faculty of Business and Management, Universiti Teknologi MARA Sarawak Campus, Malaysia

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v8-i16/5121>

DOI:10.6007/IJARBSS/v8-i16/5121

Published Date: 30 December 2018

Abstract

Job satisfaction is of utmost importance for tourist guides who act as the ambassador of a particular destination. This study aims to investigate the effects of intrinsic rewards, extrinsic rewards and job tenure on job satisfaction among the Regional Specific Tourist Guides (RSTG) in Malaysian Borneo of Sabah and Sarawak. A total of 148 RSTG participated in this survey which was carried out both via direct-administration and using google form. Three hypotheses are assumed and tested in this study. The data is analyzed through Statistical Package for Social Sciences (SPSS) using descriptive and regression analysis. The results from hypotheses testing show that intrinsic reward is a positive and significant predictor of job satisfaction while extrinsic rewards is not a significant predictor. Job tenure on the other hand is a significant but negative predictor of job satisfaction. The findings are important to tourism practitioners, especially human resource professionals as it will provide a basis for improving human resource management practices in guiding industry such as training and career development due to the fact that tourist guides are one of the key players in attaining the Malaysian Tourism Transformation Plan. This paper presents a novel view of job satisfaction of tourist guides in Malaysian Borneo since the standardization of tourist guide license in 2014.

Keywords: Tourism, Tourist Guides, Job Satisfaction, Intrinsic Rewards, Extrinsic Rewards, Malaysian Borneo

Introduction

Tourism is one of the most important industries which contribute to Malaysia's financial achievement. The state of Sarawak and Sabah or better known as Malaysian Borneo among the foreigners, is one of the destinations in Malaysia which faces strong competition from other established destinations within Malaysia such as Langkawi and Penang and in the neighbourhood such as Indonesia and Singapore. According to the Tourism Malaysia report, Malaysia Tourist Arrivals in 2017 were, 25.9 million, of which, 4.85 million visited Sarawak, making RM8.59 billion in visitor's receipt while Sabah received 3.63 million tourist arrivals and RM7.76 billion tourism receipts. The Malaysian Tourism Transformation Plan is targeting 36

million foreign visitors to earn at least RM168 billion tourism receipts annually by 2020. The Visit Malaysia 2020 is the key development towards the realisation of this plan, with the aims not only to rally all industry players towards the goal but it is a call to welcome tourists from all over the world to experience Malaysia's warm hospitality and diverse tourist attractions (Tourism Malaysia, 2018).

With that, there is no doubt that the human resource management is vital in terms of services at the destination especially tourist guides. The current Malaysia Policy recognizes tour guiding as a very promising profession. Working in the front line of tourism, they are leading players in enhancing the image and reputation of tourist destinations. Hence, it is no surprise that they are commonly referred to as "ambassadors" (Holloway, 1981). They are the most influential person the visitor will meet on tour and plays the important role to raise the standards of the clients' tourism experience. Therefore, tourist guides play an utmost important role as the bridge between tourists and the various destinations within the states and very much crucial for the success of a tour program, especially to the satisfaction of tourists. Some researchers describe tourist guides as the "soul" of the tourism industry as they play an essential part in its success by delivering high-quality service to tourists (Kong, Cheung, & Baum, 2009). Besides, the tourist guide may well be the reason the visitor will decide to return and introduce tourism products to their friends and family because skillful tourist guides will improve the competition capacity for tourism companies or destinations (Huang, Hsu & Chan, 2010).

In Malaysia, a tourist guide's roles are spelled out under the Tourism Industry Act 1992. All tourist guides in Malaysia must obtain a license from the Ministry of Tourism and Culture Malaysia (MOTAC) in order to be able to guide within the region or destination in Malaysia. The licenses are divided into two categories, namely local nature tourist guide (also known as Green Badge License) and city tourist guide (also known as Blue Badge License). As of November 2017, there were 442 registered licensed tourist guides in Sarawak and 2305 in Sabah (MOTAC, 2017). There had been decreased in number of new license applications from 2014 (Sarawak with 18 applicants and Sabah with 299 applicants) to 2016 (Sarawak with 7 applicants and Sabah with 55 applicants). The decreased in applicants could be due to the unattractive nature of the profession, that is seasonality, unsocial hours and very demanding working conditions. Also, the low and unstable income made it difficult to attract new tourist guides to join the profession, hence, some prefer to be freelance or unregistered guides. Other reason is the unwillingness of the travel agents to engage licensed tourist guides because of the additional costs incurred by hiring them and also probably due to the fees imposed on tourist guides to attend additional courses required by MOTAC.

In 2014, all holders of valid tourist guide license are required to undergo a conversion course in order to obtain the Regional Specific Tourist Guide license (hereafter known as RSTG), which is Gold in colour. Under this program, those with Blue badge were required to take the Green badge course and vice versa. The purpose of this migration is to have a standardise license throughout Sabah and Sarawak. RSTG course will be evaluated based on written exam and practical assessment after a 50 hours course (Blue badge) and 150 hours (Green badge). The cost for 1-week RSTG Course (Blue badge) is RM1050.00 and for 3-week RSTG course (green badge) is RM2050.00. These migration courses were subsidized by both

Federal and State Tourism Ministries, which was ended in 2015. Starting 2016, existing tourist guides will need to pay the full RSTG course fees of RM6225.00 for a 500-hour course. According to MOTAC, a total of 175 tourist guides in Sarawak and 1394 in Sabah were eligible for the conversion, but as of December 2017, there were only 112 (35 migration and 77 new applicants) RSTG in Sarawak whereas 749 (295 migration and 454 new applicants) in Sabah. The validity of the license is one year and RSTG license holders are allowed to guide only in Sarawak and Sabah respectively. The conversion of badges raised many issues among the tourist guides, especially the question of who will bear the cost.

Job satisfaction and job motivation are always positively related; like two sides of the same coin. Job performance, commitment and productivity have a direct impact on an employee's motivation as well as job satisfaction. The profession as a tourist guide may have been one of the most challenging, but one that have received less attention as described by Mak, Wong and Chang (2011), tour guiding is "the 'Cinderella' of the tourism industry: attractive, useful, but often neglected". Previous researchers (See example: Thoo, 2015) have addressed the issue of job satisfaction among Malaysian tourist guides, but only focused on respondents in West Malaysia and did not address the RSTG job satisfaction specifically. Thus, this study is crucial in order to have a deeper understanding of job satisfaction among tourist guides in Malaysian Borneo. This study is also beneficial for tourism practitioners to understand the factors, because such an appreciation may ultimately assist in improving tourism services in Malaysia as a whole. Therefore, in order to understand what drives RSTG in Malaysian Borneo, the purpose of this study is to examine the effects of intrinsic rewards and extrinsic rewards on RSTG's job satisfaction through hypotheses testing. The effects of tenure of service on job satisfaction are also examined. This is further elaborated in hypotheses development section. Finally, the findings from this study will be used to make suggestions to the relevant authority for enhancing the satisfaction level of RSTG.

Literature Review

Tourist Guide

The International Associations of Tour managers and the European Federation of Tourist Guide Associations (EFTGA) defined a tourist guide as "... a person who guides groups or individual visitors from abroad or from the home country around the monuments, sites and museums of a city or region: to interpret in an inspiring and entertaining manner, in the language of the visitor's choice, the cultural and natural heritage and environment." (EFTGA, 2003 cited in Thoo, 2015).

Tourist guides are the necessary links between visitors and tourism destination, they are also responsible for the overall impression and satisfaction offered by the destination (Ap & Wong, 2001; Black & Ham, 2005). As mentioned by Zhang and Chow (2004), they are the front-line staff that provides the 'moment of truth' for tourist which can make or break their trip. In short, they are the key personnel in the tourism industry (Ting, Shiann & Ding, 2012). However, guiding is not just about giving people facts about a destination but requires a variety of amazing skills, sound subject knowledge and they should possess a range of personal attributes. A number of researchers have paid attention to the roles of tourist guide in drawing the tourist experience. Tourist guide is known as disseminator of information (Halloway, 1981; Cohen, 1985; Huang, Hsu & Chan, 2010; Yamada, 2011; Weiler & Walker,

2014); as a people mover to assist people moving between two localities (Pastoreli, 2003); a social catalyst in facilitation a positive social setting between group members (Bras, 2000; Mancini, 2001); a cultural host to facilitates a good host-guest relationship (Mossberg, 1995); and a motivator to encourage appropriate use of tourism resources (Huang, Hsu & Chan, 2010; Yamada, 2011; Weiler & Walker, 2014). Other researches shared the views that the role of guides in providing information, offering clarifications, and developing interpretations have become a research theme in and of itself (Ap & Wong, 2001; Cohen, 1985; Dahles, 2002).

In Malaysia, a person needs a valid license to practice as a guide which is issued by MOTAC. A licensed tourist guide is a person who has attended and passed the Local Nature Tourist Guide Course for local nature tourist guide license and Basic Tourist Guide Course for city tourist guide license (MOTAC, 2018). Meanwhile, in Sarawak and Sabah, tourist guides also may apply the RSTG license, which is a combination of Basic Tourist Guide License and Local Nature Tourist Guide License. Apart from the license, other criteria such as skills, knowledge and understanding are vital in tourist guide performance. Full time tourist guides in Malaysia typically receives a basic monthly salary and can earn extra money by obtaining guide fees and or allowances for each assignment, tips from tourists, and commissions from shops or sales of optional tours. Freelance tourist guides on the other hand, do not receive a monthly salary and usually work on a tour-by-tour or hourly basis.

Job Satisfaction

It is very important to make clear the meaning of job satisfaction in this study as there are many definitions of satisfactions. Spector (1997) described job satisfaction as how people feel about their jobs and different aspects of their jobs. He further describes it as one is satisfied when he or she likes the job and one is dissatisfied when he or she dislikes the job (Spector, 1997) which supported McCloskey and McCain's (1987) view of job satisfaction, that is the degree to which employees enjoy their jobs. On the other hand, Locke (1976) identified job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences and he emphasizes that job satisfaction directly or indirectly affects a person's behaviour. Bernstein (2011) on the other hand states that satisfied employees can bring positive outcomes at both an individual and organizational level. Meanwhile, Rogers, Clow and Kash (1994) argued that high levels of job satisfaction among front-line employees lead to high levels of customer satisfaction, repeated business and encourage positive word-of-mouth communications. Equally, Griffeth, Hom and Gaertner (2000) stated that turnover is linked with dissatisfied employees. Long and high working hours, low wage rate, job insecurity and lack of job autonomy can be dangerous for the organization and this may lead to low job satisfaction level. In the context of this research, job satisfaction represents the work environment and the perceptions of tourist guides with their job after successfully licensed as a RSTG.

A growing body of literature has examined the prominent roles that tourist guides play in the tourism system, but the small amount of literature devoted to understanding their job satisfaction. Several studies, for example Laowirojanakal (1999), Andjelkovic, Dragin, Bozic, and Kasic (2017), İrigüler and Güler (2016) and Thoo (2015), have been carried out on investigation the job satisfaction of tourist guides. Laowirojanakal (1999) investigates the key factors affecting job satisfaction of tourist guides in Bangkok, Thailand and he examined

relationships of job satisfaction with sociological factors (gender, age, education, and work experience) and psychological factors (abstract, to put things in order, to achieve cleanliness, arrangement, organization, balance, neatness, tidiness and precision). He concludes that tourist guides in Bangkok were very satisfied with their jobs and factors such as abstract, aggression, social, self-esteems and mental health were significantly affecting job satisfaction. In the same way, Andjelkovic, Dragin, Bozic, and Kosic (2017) examined the relationship of job satisfaction with tourist guide's emotional exhaustion. The results indicated that Serbian tourist guide's job satisfaction is still not on satisfying level, while emotional exhaustion is under acceptable limits. The results also showed that there is a negative connection between these two concepts, indicating that when job satisfaction rises the level of emotional exhaustion declines. Similar research was done by Irigüler and Güler (2016). The purpose of the study was to examine the relationship between emotional labor dimension and job satisfaction and burnout among tourist guides in Turkey. The findings show that both deep acting and genuine acting were positively associated with intrinsic rewards, extrinsic rewards and overall job satisfaction. Black and Weiler (2005) reported similar findings in their study. He points out that tourist guides are subjected to emotional labor much more than any other service-oriented professions due to the physical demands of the job and intense interactions with tourists. In China, mental and physical pressure resulted in tourist guides' job burnout and less job satisfaction (Kong, Cheung & Baum, 2009).

Still, there seems to be only one study (Thoo, 2015) thus far that attends to the job satisfaction of tourist guide in Malaysia. According to Thoo (2015), licensed tourist guides in his study were moderately highly satisfied with the intrinsic rewards and training in workplace but he reported a moderate low satisfaction with extrinsic benefits. Poor monetary reward, stressful working conditions and poor training programs were reported as major factors contributed to less job satisfaction.

Job Motivation

Delobelle et al. (2011) described motivation as the "conscious or unconscious stimulus, incentive or motives for action toward a goal, resulting from psychological or social factors, the factors giving the purpose or direction to behaviour". In the similar way, Luthan (1998) defines motivation as, "a process that starts with a physiological deficiency or need that activates a behaviour or a drive that is aimed at a goal incentive". In the job context, motivation can be defined as "willingness to exert and maintain an effort to succeed at work, achieve the organization's goals or to help the team reach its goals" (Deci & Ryan, 1985). Job Motivation and satisfaction are always positively related, just like two sides of the same coin. In fact, it is clearly described in Locke's (1976) definition of job satisfaction – that is what motivates and de-motivates employees. In this connection, Stone (2005) defines motivation as "the product of many interacting factors such as the culture of the organisation, management's leadership style, the structure of the organisation, job design, and HR policies and practices. The employee's personality, skills, knowledge, abilities and attitudes also play a part".

Thus, motivation can easily be understood as factors that give path to the tourist guides to choose guiding as a profession in the first place. In this case, we are more interested to know what motivate the tourist guides to continue their profession after the introduction of new policy in licensing. In this study, job motivation is further analysed using Herzberg's et

al. (1959) classic Two Factor Theory, which is one of the best-known motivation theories in the literature to date. This theory presents two perspectives on satisfaction and dissatisfaction on the job which divided into two categories namely motivator factors and hygiene factors. Motivator factors are factors that could lead to job satisfaction which include achievement, recognition, the work itself, responsibility, advancement and growth. Wood et al. (2006) describes these factors as intrinsically rewarding. On the other hand, the factors that could lead to job dissatisfaction are called the hygiene factors such as the company policy and administration, supervision, relationship with supervisor, peers and subordinates, work conditions, salary, personal life, status, and security. As these factors are more external to the job, Vecchio (1983) describes them as extrinsically rewarding. The present study chose the term intrinsic rewards to represent motivator factors and extrinsic rewards to represent hygiene factors to reduce the confusions brought about by the original nomenclatures.

Hypotheses Development

The evidence of previous research provided significant effect of intrinsic and extrinsic rewards with the job satisfaction (Kalleberg & Loscocco, 1983). Intrinsic rewards mean internal factors that incite someone to act and it is normally come from inside minds such as interest and passion for doing the work. Intrinsic rewards are the non-physical rewards that cannot be seen or touched, but emotionally connected with the employees. In other words, intrinsic rewards can be defined as the feeling of contentment one finds in the completion of any task such as nonfinancial or non-cash reward (Clifford, 1985). For instance, Dewhurst (2010) points out that employees are found more satisfying and committed to their jobs when they feel the organization are concerned about the development and advancement opportunities. Herzberg et al. (1959) and Clifford (1985) added that, achievement, work itself, autonomy, responsibility, and growth impact individual job satisfaction. In the context of tourist guides, Alsarayreh, Alamro, Alamaideh and Alnawaiseh (2011) reported that tourist guides' job satisfaction in Jordan were affected by the level of work stress, relationship with colleagues and supervisors, and availability of moral incentives. Also, Ap and Wong (2001) and Weiler and Ham (2002) described the lack of a career path in tourist guiding contributed to low job satisfaction. Furthermore, lack of recognitions by employers, governments and parents due to negative perceptions of the jobs such as low status, seasonality, poor employment conditions and lack of career path were experiencing by tourist guides in Hong Kong (Ap & Wong (2001), China (Kong, Cheung & Baum, 2009) and Ireland (Melia, 2017). Therefore:

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

Extrinsic rewards mean external factors that motivates someone to do work such as financial rewards, career advancement, bonus, training and development programs, to name a few. These are tangible and visible reward given to an individual or an employee for achieving something. Herberg et al. (1959) claims extrinsic rewards as job security, benefits, work conditions, good pay, paid insurance and vacations. Additionally, Mahaney and Ledere (2006) reported that extrinsic compensation includes promotion on the job, the social climate of the organization, bonuses, increments, and overtime payments. Herberg et al. (1959) stated that when there is an adequate or reasonable extrinsic reward in a job, it would help

to pacify the employees and will not make them dissatisfied. Ironson, Smith, Brannick, Gibson and Paul (1989) points out factors such as personal relations of the guide in his or her job environment, his or her ability to withstand the job burdens and job prestige have positive relationships with job satisfaction. In addition, Alsarayreh, Alamro, Alamaideh and Alnawaiseh (2011) reported that tourist guides' job satisfaction in Jordan were affected by extrinsic factors such as availability of training and development programs, availability of professional safety and security program, material incentives and monthly salary. Furthermore, the study on Chinese tourist guides reported that they are unsatisfied with the lack of proper training program and training opportunities (Huang et al., 2010; Ap & Wong, 2001; Melia, 2017), unstable prospects in terms of career developments due to limited promotional prospects and low wages (Kong, Cheung & Baum, 2009). Additionally, Ap and Wong (2001) reported that tourist guides in Hong Kong were experiencing issues related to tipping. Surprisingly, tips and commissions received will be divided amongst the tourist guide, tour escort, land/local operator and overseas travel agent. This obviously imposes less job satisfaction among the tourist guides. Therefore:

H2: There is a significant positive relationship between extrinsic rewards and job satisfaction

According to Trimble (2006) tenure is used in the industrial or organizational literature to refer to the number of years that someone has been formally affiliated with an organization, such as being an employee. Smith (1996) stated that there was a significant difference in overall job satisfaction based on tenure in companies in the service industry which may include tourism industry. In addition, Denton and Kleiman (2001) claimed that job tenure does indeed moderate the strength of the relationship between autonomy and job satisfaction for blue collar employees. The long tenure of service, made workers tend to be more satisfied with their job as they are more experienced in delivering the task, thus results in higher job satisfaction (Arthur & Gerald 1992; Locke, 1976). In the context of tourist guides, Laowirojanakal (1999) reported that tourist guides with 10 years or over working experience were the most satisfied. Similar findings were noted in Thoo's (2015) study as he reported job satisfaction level increase when tenure of service longer. Licensed tourist guides with less than one-year experience was at lowest job satisfaction compared to those with 3 to 5 years of working experience. Thus:

H3: There is a significant positive relationship between job tenure and job satisfaction

Methods

This study uses a survey questionnaire as the instrument to collect data and identify the demographic profiles, job motivation and job satisfaction of RSTG. The survey questionnaire was designed to collect responses on intrinsic rewards using 14 items and extrinsic rewards using another 14 items. Intrinsic rewards included achievement, advancement, autonomy, growth, recognition, responsibility and work itself (Herzberg et al., 1959). Extrinsic rewards (Herzberg et al., 1959) were work conditions, relationship with colleagues, job security, status, supervision and company policy. Three items were used to measure composite job satisfaction (Spector, 1997) as tourist guide. Respondents were asked to indicate the extent to which they agreed or disagreed with each statement by circling the

appropriate number on a scale of 1 to 4, ranging from 1 (*strongly disagree*), 2 (*disagree*), 3 (*agree*) and 4 (*strongly agree*). Data was collected using convenient sampling through direct-administration method to a group of 80 tourist guides from Sarawak, after they sat for a particular Tourist Guide Badge examination. All but four participants answered the questionnaire, which yielded a high return rate of 95 per cent. Out of these 76 responses, two were incomplete and had to be discarded. The 74 useable questionnaires were coded. As for data from Sabah, online survey via snowball sampling using Google Form was sent out to 100 respondents, but only 85 of them responded. The final useable 74 sets of completed questionnaire were coded and analysed together with data from Sarawak using SPSS. Among the analyses methods employed were descriptive analysis, simple regression analysis and multiple regression analysis.

Results

Of the 148 respondents, 60 percent are male. They ranged from 20 to above 51 years old about one third of them are between 41 to 50 years old. The respondents are made up of various ethnic groups of Borneo such as Chinese (45.3%), Malay (12.2%), Iban (2.7%), Bidayuh (10.8%), Kadazandusun (10.1%), Sino-Kadazan (13.5%), Murut (1.4%) and Indian (4.1%). Almost two out of every three are married. About 40% of the respondents had high school qualification, 35 percent have a Diploma. Close to 40 percent have worked for more than 10 years as tourist guides while others have less. Half of the tourist guides use English as their primary language when guiding, followed by Bahasa Malaysia, Mandarin, Japanese and Korean. As a multi-racial country, most of the tourist guides in Malaysia could speak at least two languages.

Table 1 shows the mean scores for each of the dimensions in intrinsic rewards and extrinsic rewards. Intrinsic and extrinsic reward items are based on Herzberg's Two Factor Theory. The reliability test yielded a Cronbach alpha coefficient value of 0.96 for intrinsic reward, 0.83 for extrinsic rewards and 0.88 for job satisfaction. There are seven dimensions for each of the factors and two items for each of the dimensions. As depicted in Table 2, respondents had the highest mean score of their work as tourist guides (3.61), followed by the responsibilities given to them as tourist guides (3.57). Achievement (3.56) as a tourist guide also played an important role in their motivation. The other intrinsic motivators included recognition they receive as a tourist guide (3.53), job advancement (3.52) and growth (3.45). The average mean score for intrinsic rewards was 3.53.

As for extrinsic rewards, respondents had the highest mean score for relationship with colleagues (3.52), followed by work conditions and status as a tourist guide (3.45), and job security (3.01). The other extrinsic factors such company policy (2.75) and salary (2.38) did not provide as much motivation compare to other factors. The mean score for extrinsic rewards was 3.18.

Further analyses were done to identify the background of respondents who responded unfavourably towards Salary and Company Policy. Analyses showed that close to 55 percent of freelance RSTG did not agree that they were motivated by their salary, compared to only 25 percent of full time RSTG who disagreed. This finding was not unexpected as tour guiding in Borneo is not known to pay well. As for Company policy, about

the same percentage of RSTG freelance (59 percent) and full time (58 percent) did not agree they were motivated by this factor.

Table 1

Descriptive Statistics for Intrinsic and Extrinsic rewards

	Mean	Std. Deviation
Intrinsic rewards	3.53	.463
Achievement	3.56	.511
Advancement	3.52	.519
Autonomy	3.49	.539
Growth	3.45	.532
Recognition	3.53	.535
Responsibility	3.57	.490
Work Itself	3.61	.469
Extrinsic rewards	3.18	.410
Work Condition	3.45	.536
Relationship with colleague	3.52	.526
Salary	2.38	.600
Job security	3.01	.814
Status	3.45	.621
Supervision	3.42	.577
Company policy	2.75	.490

Table 2

Item statistics for Job Satisfaction

	Mean	Std. Deviation
Overall, I am satisfied with my job as a tourist guide	3.59	.493
I am happy with my job as a tourist guide	3.43	.608
I am proud to be a tourist guide	3.50	.600
Mean Job Satisfaction	3.51	.517

Three items were used to gauge composite job satisfaction among the respondents with results shown in Table 2. The mean score was 3.51 out of a score of 4.

In order to test Hypothesis 1 and Hypothesis 2, a multiple regression analysis was conducted to test the relationship between the independent variable (job satisfaction) and dependent variables (intrinsic rewards and extrinsic rewards). Overall, as can be seen in the model summary in Table 3, R was 0.851 which indicated a good model fit while R^2 was .724, this shows that Intrinsic and extrinsic rewards together accounted for 72.4% of the total variance in job satisfaction among the RSTG in Malaysian Borneo. The regression shown in ANOVA was significant, $F(2, 112) = 146.95$, $p < 0.05$. Of the predictors investigated, only Intrinsic rewards ($\beta = 0.721$, $t = 8.368$, $p < 0.05$) was statistically significant, while extrinsic

rewards ($\beta = 0.153$, $t = 1.778$, $p > 0.05$) was not a statistically significant predictor. From these results, this study has provided evidence to support Hypothesis 1 but not Hypothesis 2.

Table 3
Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.851 ^a	.724	.719		.80749

a. Predictors: (Constant), Extrinsic, Intrinsic

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.292	2	10.646	146.948	.000 ^b
	Residual	8.114	112	0.72		
	Total	29.407	114			

a. Dependent Variable: JobSat

b. Predictors: (Constant), Extrinsic, Intrinsic

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.150	.205		.730	.467
	Intrinsic	.788	.094	.721	8.368	.000
	Extrinsic	.190	.107	.153	1.778	.078

a. Dependent Variable: JobSat

To test Hypothesis 3, a separate simple linear regression analysis was carried out in order to investigate the effect of job tenure on job satisfaction. Job tenure in this study was dummy coded where *10 years and below* was coded as "0" and *more than 10 years* was coded as "1". Model summary in Table 4 shows R being 0.014 which indicates a poor model fit while R^2 was zero. This showed that job tenure did not have a positive relationship with job satisfaction. The regression shown in ANOVA was not significant, $F(1, 146) = 0.29$, $p > 0.05$. This indicated that job tenure did not predict job satisfaction with $\beta = -0.014$, $t = -0.169$, $p > 0.05$. The negative β value indicates that with the increase of job tenure of 10 years and below to more than 10 years, respondents reported a decrease in job satisfaction. Again, the findings in this study did not support Hypothesis 3.

Table 4
Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.014 ^a	.000	-.007		.51965

a. Predictors: (Constant), job tenure

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.008	1	.008	.029	.866 ^b
	Residual	39.425	146	.270		
	Total	39.432	147			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Experience

Coefficients^a

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1	(Constant)	3.515	.055		64.168	.000
	Job tenure	-.015	.087	-.014	-.169	.866

a. Dependent Variable: Job Satisfaction

Discussion and Conclusions

This study has investigated the effects of intrinsic rewards and extrinsic rewards on job satisfaction among the RSTG in Malaysian Borneo. The effects of tenure of service on job satisfaction were also examined. This paper presents a novel view of job satisfaction of tourist guide in Malaysian Borneo after the standardization of tourist guide license in October 2014. Table 2 showed the results of RSTG overall satisfaction of their profession as a tourist guide. The finding is corresponding to the result obtained by Thoo (2015) that licensed tourist guide in West Malaysia were highly satisfied with their job.

Aligned with the literature, the results revealed that there is a significant and positive relationship for intrinsic rewards with job satisfaction. This finding is consistent with prior researches in which they have demonstrated intrinsic rewards are indeed associated with job satisfaction (See example: Laowirojanakal, 1999; Ahmad, Mohamad, Mohd, Ahamad & Abang, 2012; İrigüler & Güler, 2016). The findings clearly showed that an increase in intrinsic rewards could actually result in increased of RSTG job satisfaction and vice versa. Therefore, the results supported the hypotheses 1 of the present study. Results also showed that RSTG favoured all seven dimensions of intrinsic rewards with Work Itself as the main factor. RSTG feel that the Work Itself is giving them a sense of accomplishment and pride. As reported by Laowirojanakal (1999), it is a sense of accomplishment for tourist guides if their clients are getting a right information and gaining their clients' trust on their ability to ensure a favourable tour experience. Besides, the job also allows them to promote Malaysia's cultural and natural heritage, which give them a feeling of pride. Additionally, RSTG also favoured the

freedom to decide and work independently due to the autonomous working environment. Instead of working in a boring and monotonous office, tourist guides enjoy independence and autonomy within a physically attractive working environment (İrigüler & Güler, 2016).

On the other hand, the results showed that extrinsic rewards are not a statistically significant predictor of job satisfaction. The findings clearly showed that an increase in extrinsic rewards would not necessarily result in increased of RSTG job satisfaction and vice versa. The current study does not support previous research in this area (See example: Laowirojanakal, 1999; Ahmad, Mohamad, Mohd, Ahamad & Abang, 2012; İrigüler & Güler, 2016). In fact, contrary to what was previously thought (See example: Galanou, Georgakopoulos, Sotiropoulou, & Dimitris, 2010; McGregor, 1985), the present study found that Salary is not a factor to achieve job satisfaction among RSTG. The findings appear to be well supported by the fact that tour guiding is poorly remunerated industry in Malaysia and this is not a new phenomenon. Furthermore, the result also revealed that more than half of the respondents who responded unfavourably towards Salary were the freelance RSTG, who have no monthly salary and usually work on a tour-by-tour or hour-by-hour basis. Thus, it is not surprising that this variable is less important in determining job satisfaction among the RSTG.

As for job tenure and job satisfaction, this study has provided evidence that RSTG who have worked for more than 10 years indicated a decreased in job satisfaction. This finding contradicts with the conclusions that have been reached by Laowirojanakal (1999) who surveyed job satisfaction of tourist guides in Bangkok and reported that work experience is the key factors in determining the job satisfaction. A tourist guide who has experience with 10 years or more is the most satisfied to work as they are very self-confident, proud of their job because of the enough collective experience and most importantly the freedom to work as a freelance guide. This finding thus accepted the study of Harell (1964) and Gibson & Klein (1970). Gibson and Klein (1970) have found that, job satisfaction is negatively correlated with time on the job. Similar conclusions have been reached by Harell (1964) which found that workers are at the highest level of satisfaction when they have just started to work and less satisfied after working for five or eight years. Additionally, as reported by Thoo (2015), job satisfaction level among the licensed tourist guide in West Malaysia was positively affected by the tenure of service, but as it reached above 10 years, the satisfaction was slightly declined.

The most likely explanation of this result is that the nature of the guiding profession, that is repetitiveness and monotony, makes it difficult for the tourist guides to sustain interest. As a tourist guide, they are normally forced to do repetitive job which makes the working environment as challengeable. The findings of Clark, Oswald and Warr (1996) lend additional support to the explanation. As individual's tenure increases, it can result in increased boredom. Furthermore, this finding corroborates the assertion of previous researchers (See example: Lawler, Kuleck, Rhode & Sorensen, 1975; Vroom & Deci, 1971) that as individuals gain more experience with their jobs, they experience a reduction in attractiveness, thus decreasing in job satisfaction. Another rationale behind this result is that the tourist guides may experience emotional exhaustion as what has been experienced by tourist guides in Turkey (İrigüler & Güler, 2016). This is particularly true in the guiding

profession where they are expected to display diverse positive emotions when dealing with people who participate in tours. Thus, tourist guides are highly subject to emotional labor, especially the surface acting dimension, that is the physical expression of an emotion that is not actually felt (Hochschild, 1983 cited in Jimoh, 2008). This is as simple as doing repetitive contact with a great number of tourists with diverse expectations and difficulties (Irigüler & Güler, 2016).

This study has confirmed the relationship among tourist guide satisfaction and intrinsic rewards, extrinsic rewards and job tenure in the context of RSTG in Malaysian Borneo. As tourist satisfaction in the tourism industry is related to tourist guide job motivation and job performance, whether they are affected by intrinsic and extrinsic rewards, their job satisfaction level are valuable and important findings for researchers and tourism practitioners. High job satisfaction experienced by a tourist guide is equal to high satisfaction experienced by a tourist.

In order to increase job satisfaction among RSTG, employers are encouraged to recognize their contribution by providing them with attractive remuneration, employment status and promotion opportunity. In addition, companies need to revise their company policy. It is highly recommended for the company to assist in paying the cost of obtaining the Tourist Guide license especially RSTG license. Besides that, to encourage continuous personal growth, other than the Certificate of Tourism Related Education (CTRE) which is a compulsory training for a renewal of the tourist guide license, other training programs are needed to ensure a sustainable capacity building. This study also showed that RSTG who have worked for more than 10 years indicated a decreased in job satisfaction and the most likely reason is due to the nature of the guiding profession which is repetitive and monotonous. Therefore, to overcome this, it is suggested to conduct ongoing evaluation and feedback from tourists which can be used to measure the tourist guides' performance and reward them with incentives such as performance bonus. Furthermore, to break the monotony of doing the same tour day in and day out, tour guides should be given assignments on a rotation basis to cover the full range of the tour itinerary.

This study is not without limitations. First of all, data from Sabah was less than 10 percent of RSTG from Sabah (74 out of 749) due to time constraints while from Sarawak data was 58 percent of the total RSTG (74 out of the 112). As such the findings in the study may not be generalizable to the whole population. It is suggested that future studies could look into collecting data from more respondents in Sabah to shed more light into job satisfactions among RSTG. Secondly, data from these two states are analysed together to give a picture of RSTG in Malaysian Borneo, the researchers are aware that if data was analysed separately by State, it would paint a very different picture of job satisfaction among the RSTG. Therefore, future publications will concentrate on presenting the findings of these two States separately. Despite the limitations of the present study, the findings contribute to the knowledge in the field of tourist guiding and could be a springboard for the human resource professionals to understand more about factors that can increase the tourist guide job satisfaction, and how it fits into the current Malaysia Tourism Policy.

Acknowledgments

We would like to thank the Regional Specific Tourist Guides (RSTG) in Malaysian Borneo who have provided their invaluable responses to this research project. Special mention also goes to Universiti Teknologi MARA Sarawak for funding this research under its Excellence Funds [RMU/DANA/SS5/3(13/2017)].

Corresponding Author

Reni @ Cacillia Polus
rcacillia@sarawak.uitm.edu.my
Faculty of Hotel and Tourism Management
Universiti Teknologi MARA
Jalan Meranek, Kota Samarahan
Sarawak, Malaysia

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