

The Influence of Interpersonal Factors on Job Satisfaction and Gender Differences: A Case Study of Hotel Employees in Dili, Timor-Leste

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ABSTRACT

Research examining job satisfaction may not be uncommon, however, there is a scarcity of studies that have been conducted to investigate the effect of interpersonal relationships on job satisfaction. The objective of this study is to examine the relative importance of interpersonal factors and their influence on job satisfaction and gender differences among employees in the hotel industry in Dili, Timor-Leste. A survey of hotel employees was undertaken, yielding a total of 385 respondents. Data were analyzed by using correlation and regression analysis. The hypothesized model explained more of the variance for the male sample than for the female sample. For both genders, career encouragement is a common factor with a direct effect on job satisfaction. For female employees, mentor support directly predicts job satisfaction. Among male employees, informal network directly influences job satisfaction. This study is the first to examine interpersonal factors and their effect on job satisfaction of hotel employees in Timor-Leste and whether such factors predict job satisfaction differently for males and females. We present the theoretical and practical implications of the role of interpersonal factors on job satisfaction.

Keywords: Interpersonal, Job satisfaction, Hotel, Gender differences.

1. Introduction

Job satisfaction is an individual's emotional response to his or her current job condition. Thus, job satisfaction is a significant factor related to physical and mental well-being. Job satisfaction is an indicator of how employees feel about their jobs and a predictor of work behaviors such as organizational citizenship, absenteeism and turnover (Appiah, 2019; Robbins & Coulter, 2004). An understanding of such factors and their influence on job satisfaction is significant to enhance happiness of workers (Okpara, Squillace & Erond, 2005). Gender inequality continues to exist and is prevalent in organizations and in various industries worldwide and could possibly adversely affect job satisfaction. Women are rarely promoted to the highest level in organizations (Acker, 2014; Brites et al., 2021; Powell & Greenhaus, 2010; Thomas et al., 2018). Moreover, women remain under-represented in management positions even in female-dominated sectors (Catalyst, 2019). This critical issue is faced by many organizations globally, in which the majority of the employees are women (Mišić-Andrić, 2015; Mooney, 2009). The hotel industry is no exception. A Castell report (2017) indicated that men are likely to be promoted to the principal/partner or president level (Beck, 2018; Castell project, 2017). The current study is the first to address this particular issue in the context of Timor-Leste. Thus, this issue warrants further investigation.

The present study contributes to the literature in several ways. Prior studies have focused on either individual factors or organizational variables without considering the influence of interpersonal factors on job satisfaction (Mišić-Andrić, 2015). By contrast, the current study takes into consideration the simultaneous effects of interpersonal variables on job satisfaction through the use of multiple regression analysis. Furthermore, research in the context of Timor-Leste's hotel industry is limited, thereby providing minimal information on the factors that enhance or hinder the job satisfaction and careers of women and men in this particular industry (Freitas et al., 2016). Accordingly, this situation calls for additional research. Therefore, this study aims to examine gender differences in the relative importance of interpersonal factors and their effects on job satisfaction among employees in the hotel industry in Dili, Timor-Leste.

The remainder of this paper is structured as follows. The second section presents the literature relating to prior research on the interpersonal factors contributing to job satisfaction, hypothesis development, and conceptual framework of the study. The third section presents the methodology, including data collection, questionnaire development, and data analysis. The final section discusses the results and concludes with some implications of the research findings.

2. Theoretical Background, Hypotheses Development and Hypothesized Model

2.1 Theoretical Background

2.1.1 Job Satisfaction

Generally, employees with higher levels of job satisfaction tend to have a positive attitude towards the job, while those who are dissatisfied with their jobs are more likely to have a negative attitude. Job satisfaction has been defined by Locke (1976; p. 1304), as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Job satisfaction tells how much people like their jobs. Further, job satisfaction is the most studied field of organizational behaviour. It is important to know the level of satisfaction at work for many reasons and the results of the job satisfaction studies affect both the workers and the organization (Al-Ababneh et al., 2018; Appiah, 2019; Koo et al., 2020; Salanova & Kirmanen, 2010). If workers feel respected and satisfied at work it could be a reflection of a good treatment. In the organization’s point of view good job satisfaction can lead to better performance of the workers which affects the result of the company (Koo et al., 2020; Salanova & Kirmanen, 2010). Furthermore, they illustrated that employee satisfaction is generally considered as the driver of the employee retention and employee productivity. Therefore, “satisfied employees are a precondition for increasing productivity, responsiveness, quality, and customer service”. (Kaplan 1996, p. 130).

Considerable evidence has accumulated related to the factors of job satisfaction. A review of the job satisfaction literature (e.g., Al-Ababneh et al., 2018; Appiah, 2019; Herzberg, 1966; Judge & Lanen, 2001; Locke, 1976; Koo et al., 2020) has identified several category variables that influence job satisfaction. The most commonly investigated influences are hierarchy of needs of Maslow theory (as cited in Rouse, 2004), motivator-hygiene theory (Herzberg, 1966) and dispositional approach (Judge & Lanen, 2001). Although these classes of influences have provided important insights into the purpose of job satisfaction, further development is possible in this aspect. Some previous studies on job satisfaction in the hotel industry have mostly been conducted in Western countries only (Garavan et al., 2006). Thus, the current study will identify the factors influencing job satisfaction in the hotel industry in Dili, Timor-Leste. Moreover, this research will investigate interpersonal factors and the extent to which they affect job satisfaction. The following section presents an explanation of the interpersonal factors and the subsequent hypothesis development.

2.1.2 Interpersonal factors of mentor support

Mentor support means responsible for providing support to and feedback to an individual in his or her occupations or charge (Noe, 1988). Moreover, Blayney and Blotnick (2011) mentioned that numerous studies had reported shortage of mentors as one of the leading career obstacles women confront then men; those women who have been successful have done so mostly without the benefit of mentoring (Kunze & Miller, 2017). The recent attention given to the value and necessity of mentoring may affect perceptions of its significance; current research is exploring the impact of men and women’s changing expectations regarding what the hotel workplace should be like on their opinions of various career-related variables and their satisfaction with their work environment. In addition, some studies are focusing on the challenges of managing variety and addition in the employees (Buddhapriya, 2013); also break the class prejudice (Sahoo & Lenka, 2016), and issues disturbing management of males and females in the work place (Ravindran & Baral, 2014) or controlling and managing professions of skilled women (Blake-Beard, 2015). Hence, mentoring and coaching are practical tools for career advancement for women (Metz, 2003). So, the necessity of mentoring can be argued here.

Mentoring and coaching are very important aspects to facilitate a person career progressing efficiently for job satisfaction (Datta & Argawal, 2017). Therefore, it is recommended to study in the hotel industry in Timor-Leste. Hence, it is proposed that:

H1. Mentor support would have a positive effect on Job satisfaction.

2.1.3 Interpersonal factors of career encouragement

The previous study findings found that having good relationships with supervisor in the work place made a significant perception of having succeeded career (Datta & Argawal, 2017). In addition, this research shows that females employees still unconsidered to be supervisor as they have no good networking with their superiors (Allen et al., 2016; Helitzer et al., 2016; Moores et al., 2018; Spencer et al., 2020). The women established in their career than men and the older women at a more senior level were concerned with choices in terms of flexible working life (Mooney & Ryan, 2009). In the findings of Metz (2003), the results do not support the career encouragement. Thus, assessing the indirect links was suggested in their limitations as well as for future research, such as implied relationship of interpersonal variables mediated the personality traits and family and progress career. Indirect links has a third part that helps linking them together. Therefore, there are three items to be investigated for job satisfaction and career encouragement (Datta & Argawal 2017). Hence, the following hypothesis is presented as:

H2. Career encouragement would have a positive effect on job satisfaction.

2.1.4 Interpersonal Factors of Informal Network

Informal network denotes the interconnection between people in the organization. Moreover, Campbell et al., (1990) and Lopes Morrison (2005) mentioned that communication between superiors and subordinates is essential. One of the examples questions they used in their study for the informal network is “I talk to my co-workers every day if I face some problems”. Thus, it could support employees to sense the belonging to the organization and to perform well. In addition, the excellent connection or an “informal network,” can build trust among superiors and subordinates (Emmerik et al., 2006; Greguletz et al., 2019; Lopes Morrison, 2005; Ozakazanc & Clark, 2018). It means managers trust their subordinates and will support them in career advancement and lead to job satisfaction.

Hence, the study formulates the following hypothesis:

H3. An informal network would have a positive effect on job satisfaction.

2.2 Hypothesized Model

Figure 1 showed the hypothesized model for the present study. The model depicts the three hypothesized relationships among the independent variables of mentor support, career encouragement and informal network on job satisfaction as the dependent variable. This hypothesized model draws upon research on women and men's job satisfaction by Allen et al., (2016) and Helitzer et al., (2016).

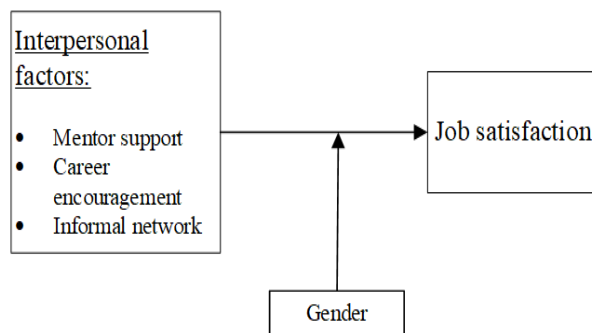


Figure 1. Hypothesized Model

3. Methods

The sample size is based on the total number of hotel employees in Timor-Leste's capital city of Dili (based on the Timor-Leste government statistics survey in 2015; Lopes, 2015). The sample size is calculated using the formula of Yamane (1973), with a 95 percent confidence level. The sample size of this study is 398.

Survey instrument

A questionnaire was used in this study as a survey tool to collect data from the participants, and consisted of two main parts. The first part was demographic information, such as gender, age, marital status, educational background, and work experience. The second part consisted of dependent variables of job satisfaction that focused on seven main items. Furthermore, it was also included interpersonal factors that focus on the three main variables (i.e., mentor support, career encouragement and informal network). These variables (in the second parts of the questionnaire) were measured using a scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”).

The questionnaire was translated into Tetun (national language of Timor-Leste), as it is the back translation technique to ensure equivalence (Brislin, 1970). Back translation involved translating text that has already been translated back to its original language again to test the quality and accuracy of the original translation.

Data collection was conducted by contacting each hotel and obtained agreement to survey their employees. The hotel employees were asked to complete the questionnaire. As stressed in the cover letter, participation was voluntary, anonymous, and no compensation was provided. Thereafter, the pilot test was conducted to ensure that the questionnaire was understood and tested for reliability and factor analyses. A total of 16 top hotels granted approval to survey their employees. A self-administered questionnaire was distributed to 450 hotel employees in Dili. Out of 385 respondents who complete the survey, 226 are women and 159 are men.

Data were analyzed using correlation, analysis of variance and multiple regression analysis. Correlation analysis was conducted to examine the relationships among the variables. Analysis of variance was performed to test for gender differences. Multiple regression analyses were employed to test the effect of three predictor variables on the dependent variable, job satisfaction.

4. Results

The majority (59%) of the respondents were women and the remaining were men (41%). The respondents in the executive level (e.g., HRM managers, front office managers, and F&B managers) were men (3%) and women (2%), and most of the respondents in the operational levels (i.e., front office and back-office subordinates) were women (51%) and men (35%). The respondents who hold the highest education level (i.e., master's degree) were men (1%), while no women hold graduate degrees. The highest education level for women was bachelor's degree (12%). Approximately one-fourth (25%) of the women respondents have been working between over one and nine years, while the

men were at 17%. Table 1 shows further demographic information for the survey participants'.

Table 1. Sample Characteristics

<i>Demographic information</i>	Females		Males	
	Frequency	Percentage	Frequency	Percentage
Gender	226	59	159	41
Educational level				
Primary school	1	0	3	1
Secondary school	6	2	6	2
High school	106	28	73	18
Hotel training and certificate	43	11	28	7
Diploma 3 (<i>Bachelorato</i>)	22	6	16	4
Bachelor's degree	48	12	30	8
Master's degree			3	1
PhD				
Occupational level				
Operational level	195	51	135	35
Supervisor level	24	6	13	3
Executive level	7	2	11	3
Work experience (in years)				
Under 1 month	4	1	3	1
2–11 months	36	9	29	8
1 year	78	20	49	13
1–9 years	98	25	66	17
Over 10 years	10	3	12	3

In Table 2 Mean, standard deviation, Cronbach's alpha and composite reliability of variables are been detailed. It can be observed that interpersonal relationships have weighted mean 3.5. It reveals that the hotel employees tend to require the interpersonal relationships with their superior and peers in order to satisfy in their job. Furthermore, job satisfaction of hotel employees is observed to be 3.0, and can be interpreted as marginally satisfied. Table 2 depicts the reliability alphas for various constructs. As can be seen, the coefficient alphas and composite reliability for all variables are above 0.70 which is an acceptable limit according to the research standard (Hair, et al, 2018). Thus, the independent variables with their abbreviations,

mean, standard deviations and reliabilities, and are further explained in Table 2 below.

Correlations among job satisfaction and predicted variables

The result of correlation analysis indicated that the relationships between job satisfaction and the predictor variables was significant among all three variables (Table 3). The strongest correlation observed was between job satisfaction and career encouragement ($r = 0.439$), followed by the correlation between mentor support and job satisfaction ($r = 0.380$). Lastly, the informal network was also significantly correlated with job satisfaction ($r = 0.358$).

Table 2. Mean, standard deviation, Cronbach's alpha and composite reliability of variables

Variables		Mean	SD	CA	CM	CR
Job satisfaction						
JS1	I am satisfied with my current position.	3.92	0.798	0.865	.696	0.831
JS2	I am satisfied with my salary.	3.57	0.972		.641	
JS3	Compared to other hotels, I am satisfied working at this hotel.	3.83	0.794		.647	
JS4	My experiences working at this hotel are satisfactory.	3.93	0.779		.635	

JS5	I am satisfied with my supervisor.	3.94	0.837		.640	
JS6	I am satisfied with my colleagues.	4.03	0.806		.640	
JS7	I am satisfied with the opportunity for the promotion.	3.92	0.88		.601	
	Mentor support					
MS1	I am given challenging assignments to learn new skills.	3.88	0.76		.662	
MS2	My boss serves as a role model.	3.89	0.674		.675	
MS3	My boss shares history of his/her career with me.	3.89	0.74	0.804	.653	0.787
MS4	My boss conveys feelings of respect for me as an individual.	3.92	0.732		.668	
MS5	My boss conveys empathy for the concerns and feelings that I have discussed with him/her.	3.88	0.758		.603	
	Career encouragement					
CEN1	My boss encourages me to try new ways of behaving on the job.	3.92	0.693		.646	
CEN2	My boss encourages me to prepare for promotion.	3.71	0.753	0.779	.649	0.732
CEN3	My colleagues encourage me to perform better on the job.	3.73	0.727		.602	
CEN4	My colleagues encourage me to apply for advancement.	3.83	0.812		.650	
	Informal network					
IN1	I talk to my co-workers everyday if I face some problems.	3.63	0.841		.647	
IN2	I trust my co-workers in my daily job.	3.71	0.819		.629	
IN3	I trust my supervisor in my daily job.	3.73	0.783	0.776	.522	0.717
IN4	My co-workers are members of my friendship group.	3.72	0.802		.692	
Note: SD = Standard Deviation; CA = Cronbach's Alpha; CM = Component Matrix; CR = Composite Reliability						

Table 3. Correlations between job satisfaction and associates' variables

Variables	1	2	3	4
Job satisfaction	1			
Mentor support	.380**	1		
Career encouragement	.439**	.606**	1	
Informal network	.358**	.380**	.417**	1

The influence of predictor variables on job satisfaction

Multiple regression analysis was conducted to examine the effect of three predictor variables on the dependent variable, job satisfaction (Table 4).

The result indicated that career encouragement positively related to job satisfaction ($\beta = 0.274$; $p < 0.01$). Superior can help employees achieve overall job satisfaction, which with the employee's internal motivation drive. Increase performance of the job. In addition, informal network is also positively related to job satisfaction ($\beta = 0.190$; $p < 0.01$) and lastly the mentor support positively are relating to job satisfaction ($\beta = 0.142$; $p < 0.05$). This overall means, employees tend to have interpersonal supporting from their superior and peer likelihood to perform better in their work and satisfy with their jobs.

Table 4. Result of multiple regression analyses for total sample

Model	Variables	Adjusted R2	R2 change	F change	Unstandardized Coefficients	Standardized Coefficients	t
1	(Constant)				1.406		6.112**
	Mentor support				0.162	0.142	2.501*
	Career encouragement	0.236	0.242	40.611	0.295	0.274	4.724**
	Informal network				0.189	0.19	3.814**
Notes: Dependent Variable: Job satisfaction. n = 385. *p<0.05; **p<0.001							

Multiple regression analysis was performed separately for male and female respondents. For the male sample, the strongest correlation observed was between informal network and job satisfaction ($r = 0.558$), followed by the correlation between career encouragement and job satisfaction ($r = 0.554$). Lastly, the mentor support was also significantly correlated with job satisfaction ($r = 0.432$) (Table 5).

Based on multiple regression analysis for male sample, which included all three interpersonal variables explained 38.1 per cent the total variance of interpersonal factors tend to be related or contributed to job satisfaction. Both informal network ($\beta = 0.355$; $p < 0.001$) and career encouragement ($\beta = 0.277$; $p < 0.001$) had positively significant influenced job satisfaction. However, mentor support ($\beta = 0.074$; $p = 0.402$) had not

significant influenced or did not contribute to job satisfaction (Table 6).

Table 5. Correlation between job satisfaction and associated variables (male sample)

Variables	1	2	3	4
Job satisfaction	1			
Mentor support	.432**	1		
Career encouragement	.544**	.691**	1	
Informal network	.558**	.468**	.608**	1
Notes: $n = 159$. **$p < 0.001$				

Table 6. Result of multiple regression analyses for male sample

Model	Variables	Adjusted R2	R2 change	F change	Unstandardized Coefficients	Standardized Coefficients	t
1	(Constant)	0.369	0.381	31.777	1.055		3.373**
	Mentor support				0.084	0.074	0.841
	Career encouragement				0.31	0.277	2.839**
	Informal network				0.344	0.355	4.442**

For female sample, the strongest correlation observed was between career encouragement and job satisfaction ($r = 0.365$), followed by the correlation between mentor support and job satisfaction ($r = 0.342$). Lastly, the informal network was also significantly correlated with job satisfaction ($r = 0.200$) (Table 7).

Table 7. Correlation between job satisfaction and associated variables (female sample)

Variables	1	2	3	4
Job satisfaction	1			
Mentor support	.342**	1		
Career encouragement	.365**	.545**	1	
Informal network	.200**	.306**	.275**	1
Notes: $n = 226$. **$p < 0.001$				

Based on multiple regression analysis for female sample, which included all three interpersonal variables

explained 17 per cent the total variance of interpersonal factors tend to be related or contributed to job satisfaction.

Both career encouragement ($\beta = 0.243$; $p < 0.001$) and mentor support ($\beta = 0.186$; $p < 0.05$) had positively significant influenced job satisfaction. However, informal network ($\beta = 0.078$; $p = 0.242$) had not significant influenced or did not contribute to job satisfaction (Table 8).

Analysis of variance indicated that women score lower than men. For male sample, all three interpersonal variables explained 38.1 per cent the total variance of interpersonal factors tend to be related or contributed to job satisfaction. However for female sample, it explained 17 per cent the total variance of interpersonal factors contributed to job satisfaction.

Table 8. Result of multiple regression analyses for female sample

Model	Variables	Adjusted R2	R2 change	F change	Unstandardized Coefficients	Standardized Coefficients	t
1	(Constant)	0.156	0.167	14.88	1.783		5.403**
	Mentor support				0.213	0.186	2.501*
	Career encouragement				0.255	0.243	3.293**
	Informal network				0.078	0.076	1.172
Notes: Dependent Variable: Job satisfaction. n = 226. *p<0.05; **p<0.001							

5. Discussions

The purpose of this study was to examine gender differences in the relative importance of interpersonal factors, and their effect on job satisfaction in the hotel industry in Dili. The multiple regression analysis result indicated that the standardized coefficients analysis between men and women are different.

For male employees, informal network and career encouragement were significant predictors on job satisfaction. However, for female employees, career encouragement and mentor support were significant predictors on job satisfaction. By contrast, career encouragement for men and women was a common factor that had a direct effect on job satisfaction. The following section further discusses the hypotheses of the interpersonal factors effect on job satisfaction.

H1 revealed that mentor support for female employees had a direct effect on job satisfaction (see Table 8). This result is consistent with Blake-Beard, (2015), Datta and Argawal, (2017) Moores et al., (2018) and Spencer et al., (2020), who found that mentor support from superior is necessary in individuals' career and job satisfaction because it involves people's point of association, perseverance, and enthusiasm in goal directed performance. Therefore, employees who perform well at work tend to report career progress and satisfy with their jobs. That is, if employees or superior score high on playing good role model, empathy with their employees, support in all activities and work, then there is a greater probability for employees to satisfy with their work and likelihood to perform better in their work.

Furthermore, this can be explained as those employees who feel happy and content in their roles under better mentor support are much more likely to approach the tasks that they need to carry out with enthusiasm and dedication. However, mentor support in the current study was positively significant in the female group only (see Table 8) and all combined group (Table 3). Women tend to prefer to have a mentor to discuss work life balance and particular changes in their work area rather than men (Moores et al., 2018; Spencer et al., 2020). Therefore, H1 is supported.

H2 predicted that career encouragement would have a positive influence on job satisfaction. Evidently, H2 is supported (see Tables 4, 6, and 8) for male and female sample. The analyses indicated that job satisfaction is mainly related to career encouragement. This finding is consistent with those of previous studies (e.g., Allen et al., 2016; Datta & Argawal, 2017; Helitzer et al., 2016; Koo et al., 2020), which explained that employees who more likely have obtained a career encouragement from the managers would satisfy with their jobs and likelihood for career progress. That is, job satisfaction is an individual's emotional response to his or her current job condition, while motivation is the driving force to pursue and satisfy one's needs. Managers can help employees achieve overall job satisfaction, which, with the employee's internal motivation drive, increase performance on the job. Hence, H2 is supported.

H3 predicted that informal network would have a positive effect on job satisfaction for the combined sample and male group. Accordingly, H3 is supported (see Tables 4 and Table

6). The result obtained that informal network supports job satisfaction is similar to those of Allen et al., (2007); Campbell et al. (1990), Emmerik et al., (2006), Greguletz et al., (2019), Lopes Morrison, (2005), and Ozakazanc & Clark, (2018), which indicated that excellent connection or an "informal network," can build trust among superiors and subordinates and informal relationships as knowledge acquisition, advice and friendships. Men may prefer to focus on their networks in order to discuss many conditions related to their work, and women tend to find themselves outside of informal or social networks (Greguletz et al., 2019; Ozakazanc & Clark, 2018). Thereby it could be enhancing employees' performance, likelihood of promotions and job satisfaction. The result suggests that men employees are more likely to have informal network by organizations, thereby enabling them tend to report for promotion and satisfied with their job. Thus, informal network is also compulsory for individuals' job satisfaction.

6. Conclusions and Implications

The results obtained from the considered gender analysis concluded that for women and men, career encouragement is a common factor with direct effects on job satisfaction. The remaining factors are different between women and men employees. For the men, the higher percentage of variance of dependent variables was explained by the independent variables of the model. For male employees, informal network was a significant predictor on job satisfaction. However, mentor support for female employees predicted job satisfaction.

This study purposefully intended to examine interpersonal factors contributing to job satisfaction. The results indicated gender differences from the factors contributing to job satisfaction: informal network (male group only), and mentor support (female group only). On the bases of the results of this study, it could be recommended that to progress an interpersonal (women and men) job satisfaction and progress career in the hotel industry in the context of Timor-Leste, the influence of interpersonal factors must be considered. Managers or superiors must keep conducting career encouragement to their employees. Moreover, job satisfaction is an individual's emotional response to his or her current job condition, while motivation is the driving force to pursue and satisfy one's needs. Managers can help employees achieve overall job satisfaction, which, with the employee's internal motivation drive as informal network and mentor support, increase performance on the job.

For female employees, they could be advised and counselled to be trained to develop certain attributes that can lead to specific behavior (high score on informal network) and likely increase their job satisfaction and opportunities for promotion. For male employees, they could also be advised and urged to be trained to develop certain attributes that can lead to specific behavior (high score on mentor support). Thus, they are likely to increase their opportunities for job satisfaction and career progress.

6.1. Theoretical Implications

This study's theoretical implications can be strengthened from two perspectives. First, this study is the first studies that tested some interpersonal factors on job satisfaction, particularly in the hotel industry in Timor-Leste. Second, career encouragement played an important role as predictor for the interpersonal factors and career advancement for both women and men hotel employees. Third, mentor support had directly influenced on employees' job satisfaction for female employees, and informal network had a direct effect on job satisfaction for male employees. Lastly, gender matters, thereby indicating the interpersonal factors on job satisfaction might differ from any industries or areas. Therefore, future studies can extend this research by investigating on these variables. This theory enables employees to foster their job satisfaction and career advancement.

6.2. Practical Implications

The present study offers several practical implications for human resources management teams and practitioners in the hotel industry. First, by investigating the relationships between interpersonal factors and job satisfaction, the result indicated that career encouragement positively predicts individuals' job satisfaction for the male and female sample. Therefore, practitioners may be interested in the finding that informal network (for male employees) potentially contributes to the prediction of job satisfaction, whereas mentor support (for female employees) optimizes prediction of job satisfaction. Depending on how job satisfaction is measured in organizations, different interpersonal factors must be considered to produce the most accurate selection system and to increase employee's performance on their jobs.

7. Limitations and Recommendations for Future Research

The limitation of this study is that it only identified some interpersonal variables. For interpersonal variables, this study identified mentor support, career encouragement and informal network. However, some other interpersonal variables could have positive effects on job satisfaction in the hotel industry. Several researchers have shown that teamwork and job influence are conceptually more closely linked to performance criteria than the mentor support. In addition, career opportunities can increase instrumental outcomes and predict job satisfaction or career promotion.

Although the present study has limitations, it also has strengths. The current study identified the factors related to job satisfaction from the interpersonal and perspectives on female and male employees in the hotel industry in Timor-Leste. The two strengths of this study are as follows. First, this study is the first on career encouragement, which has a positive effect on the career advancement of hotel employees in Dili, Timor-Leste. Thus, future researchers could use this study as a model guide for future research on career encouragement and job satisfaction. The result is interesting for the hotel industry, in which informal network (for the male group) has a positive effect on career advancement. Second, the mentor support (for

female group) has a positive effect on job satisfaction. Thus, Timorese hotel employees and organizations could use these concepts as a guide to foster and meet the hotel objectives and need. Overall, the unanticipated results on interpersonal factors on progression of individual job satisfaction and career development may vary based on industries. Therefore, industry-specific study is beneficial. Lastly, this research considered females and males as samples, thereby facilitating the gender differences analysis.

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