THE FACTORS INFLUENCE EMPLOYEE SATISFACTION IN THE HOTEL INDUSTRY

By

MOHAMMAD AZAM BIN BORHAN (H20A1225)

MOHD AMIN (H20A1227)

MOHD AZMIER HAFIZ BIN LAMRI (H20A1229)

MOHD HAFIZAN BIN ARSANI (H20A1230)

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ABSTRACT

Employee satisfaction measurement has become an important issue in the hotel industry because this industry requires a high level of interaction between contact personnel (frontline employees) and individual customers and because quality perceptions are mostly based on the performance of subjective (intangible) criteria. Thus, the extent to which employees are satisfied with the tasks assigned to them may have a direct impact on the level of customer satisfaction with their services. This study intends to evaluate the predictors of hotel employees' satisfaction to stay in the hotel business using the factors such as reward, working conditions and motivation. The discussion is based on the results of a survey of hotel workers in Malaysia.

Keyword: Employee Satisfaction, Hotel Industry

ABSTRAK

Pengukuran kepuasan pekerja telah menjadi isu penting dalam industri perhotelan kerana industri ini memerlukan tahap interaksi yang tinggi antara kakitangan perhubungan (pekerja barisan hadapan) dan pelanggan individu dan kerana persepsi kualiti kebanyakannya berdasarkan prestasi kriteria subjektif (tidak ketara). Oleh itu, sejauh mana pekerja berpuas hati dengan tugas yang diberikan kepada mereka mungkin memberi kesan langsung kepada tahap kepuasan pelanggan terhadap perkhidmatan mereka. Kajian ini bertujuan untuk menilai peramal kepuasan pekerja hotel untuk tinggal dalam perniagaan hotel menggunakan faktor-faktor seperti ganjaran, keadaan kerja dan motivasi. Perbincangan adalah berdasarkan hasil tinjauan pekerja hotel di Malaysia.

Kata kunci: Kepuasan pekerja, Hotel Industri

ACKNOWLEDGMENTS

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CHAPTER 1

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The tourism industry has emerged as a key force for sustainable socioeconomic development globally (Wakimin et al., 2018). Based on Camilleri, (2018) defines tourism classified as temporary visitors staying at least 24 hours in a destination. If they are traveling for recreation, health, sport and holiday. Meanwhile, according to Chin (2020), tourism is the movement of people across places who seek to travel for different authentic natural and cultural experiences. Also on the other hand, The World Tourism Organization (UNWTO)(2021), defines tourism that includes any activities that include a person visiting and residing in locations other than their usual abode for fewer than one year in a row for leisure, business or other objectives.

International tourism has grown to be one of the important variables that influence the growth of the economy, the enhancement of the population's welfare, and the country's competitiveness in the global market as a result of global development and integration (Kyrylov, 2020). According to the Report of International Tourism Highlights (2019 Edition) on a global basis, the World Tourism Organization registered 1.5 billion international tourist travel around the world, which demonstrates a 4% growth compared to 2018. The same expansion forecast was for 2020 (World Tourism Organization (UNWTO) World Tourism Barometer, 2020). However, the Covid-19 pandemic's occurrences significantly altered the

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state of global tourism at this time. The Covid-19 epidemic has had a detrimental effect on tourism's several industry segments (Gössling and Scott, 2020) inevitably led to months of industrial shutdown. Although attempts have been made to restart the business, most of the sectors are still having trouble, with tourism being one of the most severely affected (Dolnicar & Zare, 2020). The World Travel & Tourism Council (WTTC) encourages the tourist industry to expand sustainably by collaborating with governments and international organizations to boost exports, build wealth to create employment again. Hence, tourism plays a significant role in a nation, community, economy, nature and environment, and the world (Horaira, 2020).

One of the industries with the fastest development in Malaysia has been the tourism sector (Ahmad et al., 2019). To generate cash for the nation, tourism is crucial economically. According to Tourism Malaysia (2019), Malaysia welcomed a tremendous 13.35 million international tourists and stated an increase of 6.8 percent in tourist receipts a year before thus Contributing RM41.69 billion to the revenues of the country during the first half of 2019 compared to 2018 only 12.73 million. It also asserted that the duration of stay for travelers climbed by 0.4 nights to 6.2 nights. For the first half of 2019, the top 10 foreign visitors arriving were from Singapore (5,381,566), Indonesia (1,857,864), China (1,558,782), Thailand (990,565), Brunei (627,112), India (354,486), South Korea (323,952), the Philippines (210,974), Vietnam (200,314) and Japan (196,561). The number of visitors entering Malaysia between January and June 2019 and during the same time in 2018. Revenue from tourism is expected to reach RM 41.69 billion in 2019, up 6.8% from RM 39 billion in 2018. Singapore, Indonesia, China, Thailand, Brunei, India, South Korea, The Philippines, Vietnam, and Japan are the top 10 tourism source markets (Malay mail, 2019). However, Malaysia was mostly visited by Singapore which is a neighbour country. Despite a

4.3% decrease in arrivals among Singaporeans in 2019 compared to 2018, they remain in the first spot among the rest.

Malaysia's hotel industry is rising because of tourism increasing economic impact. (Shamsudin et al., 2019). In other countries where tourist customer service is also advanced, it is also a growing trend (Aldaihani & Ali, 2018). Aside from its Shariah- compliant Hotels (SCH), Malaysia is also well-known for its Muslim tourism from the Middle East (Haque et al., 2019). The hospitality industry is service-oriented and highly dependent on the actions and attitude of employees to offer the customer pleasant and friendly services. The workforce in hospitality was a primary resource in the industrial sector. Customer satisfaction can only be attained in a sector where services are highly individualized when staff members are content with their work. A study by the University of Warwick shows that happy and satisfied employees are 12 percent more productive than unhappy employees (Chowdhury, 2019). This is due to the fact that contented employees are more likely to be working at the maximum level. In order to improve work pleasure and mitigate employee turnover intentions, hoteliers must better understand what inspires and satisfies their staff.

1.2 PROBLEM STATEMENT

There are several problems about the factor influence employee satisfaction in hotel industry which is reward, working environment and motivation. Turnover has emerged as one of the most prevalent issues that affects organizations of all sizes, types, and levels in this modern era. Employee turnover is regarded as a critical issue in any organization, particularly in the human resource management department. The substantial rate of employee turnover will affect the staff members level of motivation, resulting in the company having to addressing subpar employee performance and accomplishment (Singh & Amandeep, 2017). Increased costs for staff, recruitment, and training will result in significant losses for organizations because of high turnover rates that affect service quality. As a result, the high turnover rate in the hospitality industry will have a negative impact especially in image of hotel sector (Amin & Akbar, 2013).

Front-line service personnel is critical to reifying the feeling of luxury because their excellent service contacts are significant predictors of client satisfaction. Extreme employee turnover is regarded among the most heinous and unfavorable global difficulties that the hotel business is dealing with. This is supported by consistent empirical studies that show an annual increase of approximately 60% (Amin et al., 2013). Based on survey by the China Tourism Association's Human Resource Development and Training Center in 2017, hotel industry turnover rates in almost 20 cities with 33 domestic 2- to 5-star hotels were 25.64% with an average rate of 23.95% over the previous five years. Additionally, in order to provide great customer service and organizational performance, job satisfaction (JS) has become essential. JS encourages service professionals to act pleasantly and with care toward consumers (Arnett et al., 2022). Organizations in Malaysia are constantly impacted by the economics, technology development and new business practices. Successful businesses understood that keeping their

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best employees on board was crucial to maintaining their market leadership and expansion (Mello, 2022). Other than monetary gains, the award also came with a number of advantages and perquisites. Employees who reported greater levels of job satisfaction were crucial because they cared about the caliber of their work and thought the firm had a bright future. As a result, they were more dedicated to the company, had greater retention rates, and generally showed more productivity (Ishigaki, 2019).

Additionally, in emerging economies, the hotel sector is steadily rising as tourism expands. However, one of the areas that is dramatically increasing the environmental burden is the hotel business. Employees with more flexible benefit plans reported feeling greater procedural fairness than traditional compensation programmes (Flint, 2020). Since employees had flexible plans were used to distribute employer contribution funds by choosing benefits and coverage levels, control over the outcomes of benefits including life insurance, long-term disability, health insurance, medical coverage and retirement.

1.3 RESEARCH OBJECTIVES

The target of this research is to aims the tourists that visit Malaysia every year. This research also focusses on how reward, working condition, and work motivation can affect their employee satisfaction in the hotel industry.

The study was conducted with the following objectives:

a. To examine the relationship between reward and employee satisfaction in the hotel industry.

a. To investigate the relationship between working conditions and employee satisfaction in the hotel industry.

b. To examine the relationship between work motivation and employee satisfaction in the hotel industry.

1.4 RESEARCH QUESTIONS

The following research questions were developed in order to fulfil the aforementioned study objectives:

Question 1: What is the relationship between reward and employee satisfaction in the hotel industry?

Question 2: What is the relationship between working conditions and employee satisfaction in the hotel industry?

Question 3: What is the relationship between work motivation and employee satisfaction in the hotel industry?

1.5 HYPOTHESIS

According **t**o the above considerations, the following research hypotheses are formulated:

H1: Rewards have a positive relationship with employee satisfaction.

H2: Working conditions have a positive relationship with employee satisfaction.

H3: Working motivation has a positive relationship with employee satisfaction.

1.6 SIGNIFICANT OF THE STUDY

This research could provide information on issues of reward, working conditions and work motivation can influence employee satisfaction in the hotel industry. In addition, this study will also be a study of how to increase rewards in Malaysia to increase the working population, notably in the tourist industry. This study will benefit employees through the role of travel agents and the country's sports ministry. The study also will increase the knowledge of local workers on issues that may occur to employees in Malaysia. In addition, this study can bring contributions to employees and because this study will provide the necessary information about the factors that influence employee satisfaction. It is hoped that this will affect the perception of employees to change their opinion of Malaysia. To future researchers, this study can provide basic information on the status of employee satisfaction in Malaysia.

1.7 DEFINITION OF KEY TERMS

1.7.1 Employee Satisfaction

A key component of an organization's success is employee satisfaction (Amburgey, 2005). This issue has piqued the interest of researchers worldwide as well as organization personnel (Lu et al., 2005). The major reason this subject has to be brought up is that an organization's success depends on its committed, devoted, motivated, and contented employees. They are among the key factors influencing an organization's performance. According to Bushra (2011), when a worker is content with their job, they are happy, pleased, or satisfied with it. It is an admiring and fulfilling sensation that a person has as a result of their professional success (Belias et al., 2014). Employee satisfaction is necessary for the workforce since it indicates how each employee feels about their position (Raja et al., 2014). It is thought that if employee satisfaction is lacking, it will lead to unhappy employees who will be unable to placing as much effort as they can (Muhammad et al., 2009). In short, employee satisfaction may be defined as the employee's favorable attitude about their employment. Employee motivation and productivity increase when they are content and happy, which is a crucial factor. (Parasuraman et al., 2001).

1.7.2 Reward

Reward alludes to a range of benefits offered to employees, including both monetary and non-monetary (Armstrong, 2013). Total rewards are the term used to express an emphasis on the necessity of considering all aspects of the work experience that are valuable to workers. It seeks to combine the material and immaterial components of reward into a

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unified whole. Financial rewards include both person-based pay, which gives rewards that acknowledge an individual's contributions and effort pay where will provides compensation linked to the worth of the task. (Armstrong, 2013). Non-financial rewards accentuate the varied degrees to which people's desires for respect for accomplishment, room for personal development, and livable working circumstances (Armstrong, 2013).

1.7.3 Working Conditions

The working environment is determined by the standards set by the organization such as the workspace, equipment, ergonomic design, light, air, temperature, noises, ventilation, and collaboration with supervisor and coworkers. The environment can have an impact on an employee's performance, protection, wellness, and psychological well- being. Comparing the workplace now to the past, it is distinct, diversified, and always evolving (Bhattacharjee et al., 2019). According to (Heap, 2001) shows that more than 90% of respondents said attitude toward their job and mood are influenced by the setting they work in.

1.7.4 Work Motivation

Motivation is determined by the passion or drives to achieve something, as well as the capacity to satisfy a few needs. Employers can motivate their employees by expanding the scope of the work and making it more intriguing, keeping them engaged, as well as by improving their performance in the workplace. The achievement in achieving progressive targets and goals is probably one of the most crucial facets of their success. Motivation to work plays a central role in the presence of workers since they formulate the fundamental explanation of working for the duration of regular day-to-day existence. A high level of

motivation is an essential constituent of business exercises, whereby high motivation is correlated with work satisfaction, a sense of accomplishment, and a profound attachment to the company, which affects performance and profit. "Motivating employees towards high

performance is very much influenced by the prevalence of the culture in the organization" (Garg & Rastogi, 2006). A Lean management approach would be a very effective way to motivate all employees in an efficient manner. As been described by (Oláh et al., 2017) "In a real Lean organization, employees strive to perform their work perfectly, they constantly look for development opportunities they are not afraid to reveal their ideas to the public.

1.8 SUMMARY

The first section describes the background of the study and the factors affecting employee satisfaction in Malaysia. For the next part, are problem statement, it addresses the issue of this study, which is how reward, working condition and work motivation can affect employee satisfaction in Malaysia. There are three research objectives and research questions about the third part, which are goals and questions appear during the respective research. In addition, there are three hypotheses that occur in this study. Significant this study is in the sixth part that extracts the teaching of research issues that have the potential to impact employee satisfaction. Finally, the last part that is the definition of the main term has briefly explained the meaning of the term that usually occurs.

CHAPTER 2

2.1 INTRODUCTION

This chapter explains about the relationship between independent variable and dependent variable, in which the dependent variable is employee satisfaction while the independent variables are reward, working condition and motivation.

2.2 UNDERLYING THEORY

The researcher demonstrates, internal factors for example household earn did not influence employees to perform better and are pleased with their jobs. Instead, the things that affect the workplace and how well individuals feel about themselves matter more in determining how satisfied they are at work. Instead, the things that affect the workplace and how well individuals feel about themselves matter more in determining how satisfied they are at work. The findings of this study were identified by Maula-Bakhsh (2015) and Daud (2017) where workplace culture and employee wellbeing are significant factors influence employee satisfaction. To ensure that factory workers are productive, it is crucial for the management of the firm to establish a favorable work environment.

This theory basically includes several elements and therefore mainly relates to our field. First, the element that is the satisfaction of employees expressed in this theory can be attributed to our variables. Malaysia is quite famous among the workers. There are many services offered to employees. Most of these activities are about delivering services such as providing rewards, working condition and motivation to employees. When good employee satisfaction is provided, then the employee will have positive thoughts about the organization of the company. They are confident in the organization and lead to a high level

of satisfaction by employees. This will make them have the intention to look again at the employee.

The second element identified in the theory is working environment, employee well-being plays an important role in deciding employee satisfaction in a company where they work. Experts include a plenty of meanings of well-being, from good personal health to success at work (Daud, 2017). Well-being is a crucial component for employees at work., as good well- being makes them happier and more content, which improves life quality. For employees, well-being is not more than just living a happy life, it is also give the sense that one's existence has value, and they will tends to utilize their "self-potential to the fullest and experiencing more meaningful life" (Daud, 2017).

2.3 EMPLOYEE SATISFACTION

2.3.1 DEFINITION OF EMPLOYEE SATISFACTION

In this era of globalization, corporate leaders must possess the necessary understanding of the characteristics critical to the strategy implementation (Sroka et al., 2019). To ensure that operations operate smoothly, managers, supervisors, and administrators look for dedication from their staff (Haque and Hino, 2019). Employees are a very necessary resource, and they represent an important speculation, if they are satisfied and loyal or committed to their employees for the sustainability of the industry's competitive advantage (Frimpong, 2018). Every employee who works expects to get gratification from his workplace, for example a reasonable salary. With that, it may be said that work has a good and constructive impact on a person's mood (Cannas et al., 2019; Libicki & Fedor,

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2020; Fernández Puente & SánchezSánchez, 2021). According to Nadaf (2018), employee
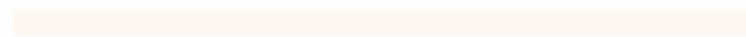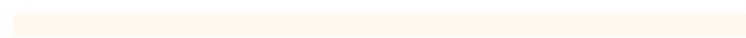
satisfaction can be defined as an emotional feeling of well-being when a person's employment appears to uphold essential principles, if required in such values are compatible. employee satisfaction is a pleasant or favorable mental state brought on by assessing one's professional expertise. Simply put, employee satisfaction is the compatibility between what a business wants from its workers and what those same employees want from the organization. While according to (Kasbuntoro et al., 2020) satisfaction is a positive behaviour towards one's work, which change based on the evaluation of the work environment.

This research is done out of respect for achieving one of the important values in the workplace. Employee satisfaction is personal matter because every individual will have a varying degree of enjoyment according to the values that apply to each person. More facets of work that are suited to individual requirements, the greater the emotion of delight. Employee satisfaction is the thoughts and feelings expressed in a person's actions towards salary work or earnings, prospects for professional advancement, connections with coworkers, jobplacement, nature of the task, organizational structure, supervisory standards, etc. Therefore, employee satisfaction can be seen or said to be satisfied at the workplace if the income earned is sufficient to meet the needs of the employee and in the company the employee feels comfortable working.

2.3.2 ANTECEDENTS OF EMPLOYEE SATISFACTION

People work for a variety of reasons. Among the most obvious reasons is that finding money is to meet daily needs. Therefore, for various people money is not the only reason someone works every day, but some also want to find the meaning of life. When individuals seek to find meaning in life, they often do so through work (Aguinis and Glavas, 2019). So,

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it might be difficult to comprehend why some individuals like their jobs while others do not.

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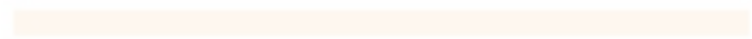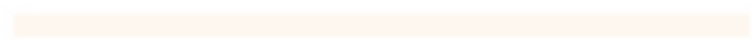
Although there is no single work-related answer that will please everyone, understanding the idea of employee satisfaction and discontent as well as the contributing components is crucial.(Barney-McNamara et al., 2020)

Employee satisfaction in service industry jobs has extrinsic and intrinsic characteristics. According to (Bayad and Anwar (2021) intrinsic motivation can be defined as a procedure of motivation by the work to the extent that it satisfies the worker's own demands. It is believed that people search for occupations that they believe would best meet their requirements since intrinsic drive is self-generated. Elements that influence intrinsic motivation are freedom to act, responsibility, develop own skill and courage, interesting assignments, and opportunities for progress. Intrinsic motivators tend to have a more lasting impact because they are innate and not externally imposed (Syamsir, 2020). While according to Leagult (2020) extrinsic motivation (EM) refers to the performance of behavior that basically depends on the achievement of results that can be separated from the action itself. Examples of extrinsic incentive include management of rewards provided commitment, curiosity and pride. Extrinsic motivators are efficient, but their influence is short-lived. At this point, these two characteristics play an important role in employee satisfaction. This is because it is believed that behaviors that help the firm to succeed are more probably to occur when a work provides them with a high degree of happiness, employees are highly driven and feel a sense of commitment to the firm. (Paais & Pattiruhu, 2020).

2.4 REWARD

Reward systems is an issue with formulation and implementation of tactics and guidelines whose goal is to compensate individuals consistently and equitably in line with the companies' ideals. Wages are a component of the incentives given to workers. It is also a key source of fulfilment and simulation. If the company's salary structure is properly run, employee happiness and productivity can increase. The company's employees appear to be just somewhat happy with their salaries right now. This might indicate that the workers' expectations are not being met by the salaries and they may desire a greater income. Managers should consider these characteristics since they can boost employees' motivation and productivity when they are enhanced (Hassan et al., 2020).

Although some workers felt that their pay were fair, most workers think that the system is unfair. If the wage was raised, that can be one of the best satisfactions aspects. The fact that some employees make more money while performing the same responsibilities with others (Andavar & Ali, 2020). In consideration of the explanation above, the researchers created the following study hypothesis to examine how motivational factors like rewards affect employee satisfaction.

2.5 WORKING CONDITION

Everything in a worker's environment is their working condition. It might have an impact on how workers carry out their tasks. By way of the air conditioner (AC), sufficient lighting, etc. For management to pay attention, the working environment in the organization is crucial. Although a company's production process is not carried out by the working environment, the working environment has a significant impact on the employees' activities.

The environment in which employees perform their daily tasks is known as the working environment.

Basically, working is a setting where employees feel at ease performing their employee duties to establish the ideal working environment. Working conditions include everything in the immediate environment that may have an impact on an employee's performance, including rules, lighting, noise control, environment, hygiene and sanitary. Based on prior study carried by Widodo (2014), the result state that working condition influences employee satisfaction. In the other hand, based on research by (Kurniawaty (2019), the working condition has a significant positive affects employee satisfaction in hotel industry. While research conducted by (Pawirosumarto (2017) and Marshall (2015) that the working condition has beneficial impact on employee satisfaction in hotel industry.

2.6 MOTIVATION

Motivation theory is used as a major theory in this finding. Numerous motivation researchers among others which is, Maslow's (1943) hierarchy of needs theory, ERG Theory, Theory X and Y Mc Gregor (1966), Mac Clelland (1961) achievement motivation theory, Herzberg's (1959) Motivation Theory and Alderfer's (1969). Maslow's (1943) theory of motivation distinguishes between physiological necessities for humans The theory of achievement motivation from McClelland & Mac Clelland (1961) based on the capacity for human power to serve as inspiration for motivation. In many circumstances, it is also assumed that a person has the drive to do better than others. McClelland & Mac Clelland (1961) focuses on three needs including need for achievement, need for affiliation and need for power.

Work motivation is necessary for the hotel business to survive. It is another motivator for people to work in a particular sector. Pamela (2015) motivation is an ability of the organization to continue operating in a productive and durable manner is essential to its survival. Motivation is to give the right direction, tools, and incentives to motivate and spark interest while working in the correct manner. Efendi (2020) suggests that work motivation is a factor that has influenced employee satisfaction in hotel industry. Going to follow that Robercu & Iancu (2016) and Widodo (2014) insisted that motivation from employees will encourage employees to work in a industry to be optimal.

2.7 RELATIONSHIP BETWEEN REWARD, WORKING CONDITIONS, MOTIVATION AND EMPLOYEE SATISFACTION.

2.7.1 RELATIONSHIP BETWEEN REWARD AND EMPLOYEE SATISFACTION

Compensation and reward are critical components of Human Resource Management. The compensation system that an organization provides to its employees is critical in determining employee commitment and retention. According to Willis (2001), one of the most important issues in attracting and retaining talent in organizations is compensation. Organizations whether public or private, governmental, or nongovernmental, profit-making or charitable are adopting reward practices as they compete for needed talents and human capital. As Bowen (2000) argued, in a world of downsizing characterized by doing more with less reward and recognition are important. Employee and manager recognition are critical factors in boosting morale and creating goodwill. According to Malhotra (2007), rewards are "all forms of monetary return, tangible services and benefits that an employee receives as part of an employment relationship."

Several theorists from across the globe have elucidated the substantial connection between compensation and employee satisfaction, such as Maslow's need hierarchy theory (1954), Herzberg's two factor theory (1959), Aldefer ERG theory (1972) and most recently are Vroom's Valence, Instrumentality and Expectancy Theory (1964). These theories discuss the ideas of reward and employee satisfaction in considerable length. According to Broad (2007), the basic factors for employee motivation are incentives. Rewards can improve employee enthusiasm, boost their willingness to work and create a connection between employee motivation and performance.

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2.7.2 RELATIONSHIP BETWEEN WORKING CONDITIONS AND EMPLOYEE SATISFACTION

Employee satisfaction reflects how satisfied an employee was with their work and how muchit was occupying their thoughts. Basically, employee satisfaction is characterized as a sense ofcomfort and a satisfying experience related to one's work. Employee satisfaction can influencework attitude and as a result, organizational effectiveness. Employee satisfaction was formerly considered to be a novel idea, but it is now generally acknowledged to be a complicated attitude collection toward numerous elements of work (Rollinson et al., 1998). Working conditions as a factor of Employee satisfaction include: the effect of elements relating to employees, sometimes referred to as subjective considerations, the effects of organizational elements, particularly those that are relevant to industrial organization, as well as environmental influences.

The outcome of working conditions on job satisfaction by analyzing and contrasting two groups of employees: those who work in common condition (pleasant) and those who work in tough situation. Only employees who meet specific requirements in condition of gender, age, health, qualifications, physical and mental condition and psycho-physiological and capabilities are suited for tasks with challenging working conditions. As the consequence, it is necessary to remove the uncomfortable working conditions or if that is not possible, to implement suitable security measures. The focus of workplace security is to prevent accidents, injuries, and occupational illnesses, or at the very least to lessen their effects, while also ensuring that working conditions are safe for life and health.

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2.7.3 RELATIONSHIP BETWEEN MOTIVATION AND EMPLOYEE SATISFACTION

Although the word "employee motivation" is tough and hard to describe, it may be succinctly stated as follows "the notion comprises the characteristics of the individual and the situation, as well as the individual's perception of that situation" (Rosenfelf & Wilson 1999; Ifinedo 2003). The most fundamental psychological mechanism is motivation. A recent stats base investigation claims, concerns with competition seem to be mostly motivated issues (Miner, Ebrahimi and Wachtel, 1995). Motivation like demeanour, behaviour and perspectives is an important component of action. Motivation is not the only factor that influences attitude, it also engages with another cognitive processes. According to Luthans (1998), energizing, directing, arousing and maintaining employees' behavior and performance is process of being motivate. Thereby, motivation is the method that encourages workers to exert maximum effort to complete a task. Motivating employees is one way to stimulate them, strengthens their dedication and employee happiness. The main point of this research is to discover the relationship between employee motivation and employee satisfaction in hotel industry.

There is a correlate between motivation and employee satisfaction, which is the foundation of any organization's presence. The ideas of motivation and employee satisfactions are never completely clear. Peretomode (1991) stated that motivation and employee satisfaction are linked but not synonymous terms. They recognised that employee satisfaction is a component of the motivational procedure. While motivation mostly focused with goal-directed behavior, employee satisfaction is concerned with enlightenment, which we obtain through wide range of rewards and job-relatedtasks. It is also possible that worker appreciates all aspects of his work but is yet unmotivated. This implies denotes a high level of employee satisfaction. Peretomode (1991) added that a highly motivated employee also could not like his work.

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According to Ifinedo (2003), a highly motivated employee will contribute more to the organization's desired outcomes and is generally satisfied with his or her employe.

2.8 CONCEPTUAL FRAMEWORK

Figure 2.1 is presented as a model of the proposed structural equation for employee satisfaction intentions. This model creates a direct cause-effect relationship of factors that influence employee satisfaction in a place. Despite the various definitions of employee satisfaction by scholars, many agreed that employee satisfaction is very important for employee well-being (Daud, 2017; Ibrahim, Dagang & Bakar, 2014; Noor & Abdullah, 2015). Three variables will be analyzed in this study. Based on prior studies, reward, motivation and working conditions will expect to have relationships with employee satisfaction. The relationship of the variables shows in Figure 2.1.
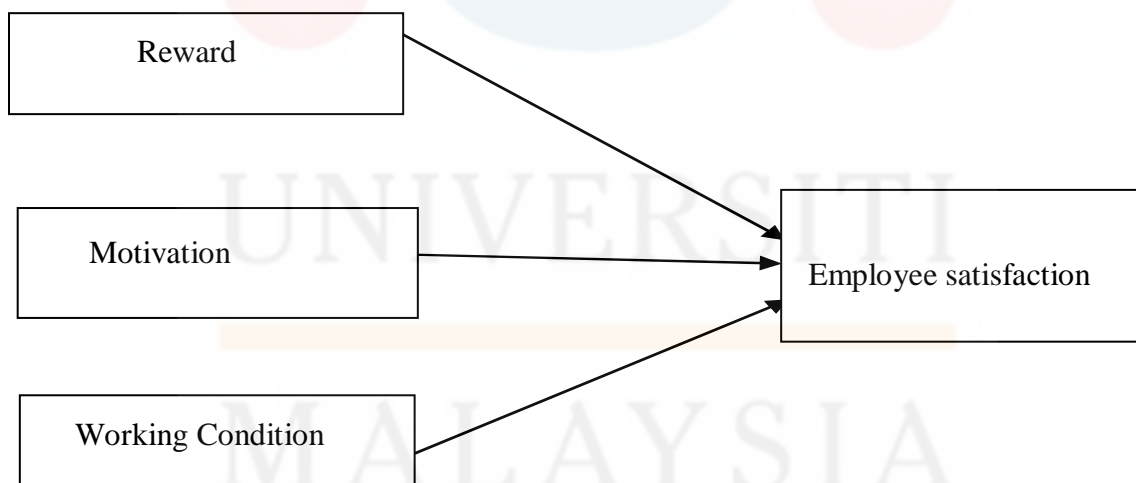
Figure 2.1: Conceptual Framework of Reward, Motivation, Working Condition towards the Employee satisfaction.

2.9 SUMMARY

To determine whether a job is good or in bad condition, the most presentable factor must be employee satisfaction. From the number of employees, we can tell that it is the satisfaction the employees get from them. From the relationships we obtained above, it is possible to clearly know that reward, motivation and working conditions can really influence employee satisfaction. Better rewards, better motivation in that workplace and better working conditions can influence the employee's revisiting intentions. If an employee enjoys a job, they must look again because it gives them a good experience. Therefore, employees who want to improve their reputation must improve themselves from the aspect of motivation, reward, working condition, therefore it will only attract more employees to revisit employee satisfaction.

CHAPTER 3

3.1 INTRODUCTION

The study of research methodologies is what methodology most commonly refers to. Yet, the phrase may also be used to describe the techniques themselves or the philosophical analysis of related underlying presumptions. What is methodology? The term 'methodology' is related with a lot of meanings. Most frequently, it refers to a technique, a branch of study that studies methods, or philosophical considerations of the underlying presumptions that underlie these procedures (Kerry, 2012). Methodology is sometimes used as a synonym for the term 'method'. A method is a strategy for achieving a certain objective (Kramer, 2021).

3.2 RESEARCH DESIGN

According to (Zach, 2020), research design to the overall strategy utilized to carry out research that defines a succinct and logical plan to tackle established research questions through the discussion data, analysis, interpretation, and collection. This assignment will use quantitative methods among local employees in hotel industry Malaysia. Descriptive study design helps to address the research question and fulfill the research objectives.

3.3 TARGET POPULATION

Target population also known as intended audience. The company's target market could be situated in a particular location, such a local neighborhood for a small firm. It may also be further defined considering the different client categories who are interested in the business, product and services (Neil Kokemuller, 2019). As a result, any group of people who share a common characteristic can be referred to as a population (Casteel & Bridier, 2021). This study

will concentrate on employee satisfaction in Malaysia, with a target population of 66 million (Domestic Tourism, 2021).

3.4 SAMPLE SIZE

The sample size should be calculated to ensure that there is enough data to establish findings that are accurate and generalizable. Specific information about the issues being explored in the population being studied is required to determine an acceptable sample size. The sample size is the number of observations utilized to derive population estimates for a certain population. The sample size was determined using the population. Sampling is the process of choosing a group of people from a population to estimate the characteristics of that population. 500 respondents will fill out a questionnaire from a sample size. The study will ask on employee satisfaction to the employees in hotel industry.

3.5 SAMPLE METHOD

Each population has a chance of being elite if the first type of sampling method mentioned above is used. It is primarily employed in quantitative research. Quantitative analysis and non-probability sampling methods will be used in this study. Rather than testing a hypothesis of a few large populations, the goal of these types of analyses is to develop a better understanding of a community (McCombes, 2021). Whatever method is used, the people chosen for a sample must be representative of the entire population. This could imply focusing on hard-to-reach demographics.

There are two types of sampling processes: probability sampling and non- probability sampling. Start with a complete sampling frame of all eligible people from whom to draw your probability (random) sample. As a result, the outcome of sampling error cannot be determined

and a remarkable risk of obtaining a non-representative sample with non- generalizable results exists. In contrast, non-probability sampling is better for developing hypotheses and exploratory research more practical. The convenience sampling method will be used in this study. Convenience sampling will assist researchers in data collection. It's the most commonly used sample technique because it's quick, easy, and inexpensive (Fleetwood, 2020). This method was chosen for this investigation because of the benefits and application of multiple sampling approaches in situations with large populations.

3.6 DATA COLLECTION

Data can be stated as an acquisition of facts, tables, objects, and other items gathered from a variety of resources. The business obtains data to help it make wiser judgements. Without knowledge, it may be hard for companies to make appropriate solutions. As a result, information is acquired throughout time from a variety of fundamentally distinct audiences (Bhat, 2020).

The research study will collect data using primary data, which is data collected exclusively from sources by researchers via an online survey. In this study, primary information was obtained through questionnaires, which were distributed to respondents. The questionnaire will be distributed via an online survey, also known as an online questionnaire. An online form is a sequence of inquiries designed specifically to collect data from employees in the hotel industry of audiences or groups of people who are conducted online. The interview can easily complete the form by accessing it via a web connection. This type of form can be used to solicit feedback on a few products or services or to collect data for analysis via an internet survey platform (Bhat & Villegas, 2020).

The purpose of this analysis was stated in the covering letter included with the form that was distributed to the respondents. As a result, respondents can understand the motivation and purpose of this study, allowing them to generate more accurate data. The questionnaire will be distributed to 500 employee respondents of employee satisfaction factors in the hotel industry.

3.7 RESEARCH INSTRUMENT

Questionnaires are one of the most important tools for gathering useful information. Respondents will receive questionnaires via a Google form. This is because it is the most convenient method of contacting the respondent and makes it easier for the respondent to respond. Form questions are intended to elicit information from respondents. A probe form consists of a combination of closed-ended and open-ended questions (Bhat, 2020). As a result, questionnaires are designed to assist researchers in gathering necessary information from respondents who are involved. Questionnaire design refers to the arrangement of the questions used to collect information from the survey. This research employs structured questions because they are simple to answer. Structured questions will be used because they are simpler to administer and analyze. The goal of this research is to determine whether there is a link between dependent variable which is employee satisfaction and the independent variable reward, motivation and working condition. As shown in Figure 3.1, a Likert scale will be used as a measurement.

Figure 3.1: Measurement of Likert Scale

Table 3.2: Source of Measurement

Variable	Source of Measurement Items
Employee Satisfaction	Pilkington & Wood (2021)
Reward	Peter M. (2021)
Working Condition	Qiu (2020)
Motivation	Steven (2018)

3.7.1 EMPLOYEE SATISFACTION

Employee satisfaction in hotel industry. Items to measure the employee satisfaction in hotel industry are shown in Table 3.3.

Table 3.3: Items to Measure the employee Satisfaction in Hotel Industry.

ITEM NO.	STATEMENT
1	I intend to continue work in hotel industry.
2	I think work in hotel industry is challenging.
3	I suggest my friends and families work in hotel industry.
4	I think hotel industry is worth it to work in.
5	I satisfied work in hotel industry

3.7.2 REWARD

In rewards, identified as an important factor in interaction of Employee satisfaction in the organization. Then, a reward can be defined as the employee's intention to receive a profit throughout the employment process. Items to measure Employee Satisfaction in Rewards will be shown in the table below.

Table 3.4: Items to measure reward toward Employee Satisfaction in Hotel Industry.

ITEM NO.	STATEMENT
1	I think that reward recognition is given fairly.
2	I think that the information offered by reward is sincere.
3	I think that rewards usually meet the assumed commitments.
4	I thought the reward is chances for salary increase.
5	i think reward are truthful in their dealings.

3.7.3 WORKING CONDITION

Working conditions are factors that have a story effect on employee satisfaction because human behavior is easily influenced by others. Items for measuring working conditions against employee satisfaction are shown in the table below.

Table 3.5: Item to Measure Working Condition towards Employee Satisfaction in Hotel Industry.

ITEM NO.	STATEMENT
1	People who are important to me think that I should have the necessary resources for me to do the work.
2	People who influence my behavior think that I should working condition well.
3	The amount of work expected of me is reasonable.
4	I think that the morale in the department is high.
5	A better working condition will make me perform better at my job.

3.7.4 MOTIVATION

Motivation for employee satisfaction is described as the time, value, and effort required to influence employee satisfaction. Items to measure employee satisfaction are shown in the table below.

Table 3.6: Item to Measure Motivation towards Employee Satisfaction in Hotel Industry.

ITEM NO.	STATEMENT
1	I like the ability to keep my job based on my own choice.
2	I value the ability to look forward to going to work.
3	I found the constructive feedback made me work harder.
4	I found the opportunity to contribute to the decisions that involve my work.
5	Working conditions allow me to talk to my supervisor about the performance of my work.

3.8 DATA ANALYSIS

Data analyses are done for better understanding about the relationship dependent variables (DV) which is job satisfaction and independent variables (IV) reward, working condition and motivation. There are many ways in which data can be used among employee in hotel industry. Data analysis is a method for evaluating gathered information. It generally includes the analysis of data produced using analytical abilities to identify tendencies, patterns, and correlations.

In this scenario, researchers generally procured may be helped to analyze using the Statistical Package for Social Sciences (SPSS). SPSS is a statistics program created by IBM Corporation and extensively employed by experts and scholars across the globe. This statistical package is very user-friendly and various statistical tests could be conducted using this

software. In the context of univariate, bivariate, and multivariate analysis for both the parametric and non-parametric statistical procedures, this statistical program does both comparison and correlational statistical tests. This software also will help you to understand more about the data and draw a conclusion based on your needs (Ong and Puteh, 2017).

3.8.1 DESCRIPTIVE STATISTICS

The first type of analysis is descriptive analysis. It helps to show the data that has been collected and be summarized in a constructive way to fulfill the terms of every condition of data. Descriptive analysis will show the dependent variable mean values with the standard deviation. In other words, descriptive statistics make the process easier to simplify a large amount of data (Loeb et al., 2017). This will help show the highest mean among the independent variables which include reward, working conditions and motivation. Mean is a data set's mathematical average value (Mishra et al., 2019). It is also often used to run mathematics or find out statistics in a collection of data or numbers. It is an important model data set and shows the least number of mistakes introduced by other data set collections. This calculator will help to measure the center of the numerical data set. The way to calculate the mean is by adding all the values in the data collection and then will be segmented by the number of values in the data set.

Standard deviation (SD) is a measure of how divided up values are from its mean value. There will be one of two categories of results that will show when achieving the result. The first one is low standard deviation which defines that the data are gathered around the mean and the second category is standard deviation indicates that the result is more spread out (Mertler,Vannatta & Lavenia, 2021). The mean and standard deviation will help to identify the specific factors that influence employee satisfaction in the hotel industry.

3.8.2 RELIABILITY ANALYSIS

Researchers will study the right properties of measurement scale also the item that composes the scale and that is why reliability analysis will be used. It is important as it will ensure that the measurement that is obtained in one sitting is both representative and stable over time. We will have a question distributed through an online questionnaire. It is based on the opinion or understanding of the respondents of the questionnaire. A questionnaire is one of the easiest ways to gather information from the target population. By using this method, it can also help to bring a firmer structure to any research, which will contribute more to the work that we are doing.

This research will use the Cronbach's alpha test that can calculate the instrument reliability. The Cronbach's alpha is among instrument'ignificant statistics in research that include the design and implementation of tests. It is mostly used in questionnaire development studies and questionnaire validation (Bujang, Omar & Baharum, 2018). The Alpha of the Cronbach ranges is from zero to one which below 0.6 are unreliable and above it is accepted. The table for Cronbach's Alpha is divided into 5 categories.

Table 3.7: The Alpha Cronbach's Value

Cronbach's Alpha	Interpretation
0.91 - 1.00	Excellent
0.81 - 0.90	Good
0.71 - 0.80	Good and Acceptable
0.61 - 0.70	Acceptable
0.01 - 0.60	Non-Acceptable

3.8.3 CORRELATION ANALYSIS

Correlation and coefficient are commonly used determine the strength between the two quantitative variables. In addition, the relationship between variables is essentially linear. We have chosen Pearson Correlation because to identified job satisfaction and reward working condition and motivation, as well as influence and convenience if there is a linear relationship between the two quantitative variables. This will assist us in obtaining the desired outcome for our research. A correlation of zero show no linear relationship exists between two variables, correlation coefficient that is less than 1 or more than 1 indicates a perfect linear relationship. A zero value represents the existence of a relationship between the two variables as well as the existence of a linear relationship. The range of potential values is -1.0 to 1.0. It can't be more than 1.0 or less than 1.0. A perfect negative correlation and a perfect positive correlation are both indicated by a correlation of 1.0.

Table 3.8: Rule of Thumb about Correlation Coefficient Size

Coefficient Rage	Strength of Association
± 0.91 to ± 1.00	Very Strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but Definite Relationship
± 0.00 to ± 0.20	Slight, almost negligible

3.9 SUMMARY

In Chapter 3, we will discuss the research design and target population, the number of sample sizes that will be targeted, the sampling methods used to obtain data for the research, data collection, research instruments, data analysis, descriptive and reliability analysis, and the correlation coefficient. The correlation coefficient will aid in the verification of the relationship between the two variables, which are the employee satisfaction and reward, working condition and motivation. In this study, the questionnaire method will be used to collect data from respondents. Employees in the hotel industry have been chosen to assist with this research. Probability sampling will also be used, and it is with this method that we will collect data.

CHAPTER 4

RESULTS AND DISCUSSION

4.1   INTRODUCTION

This chapter included reliability analysis, demographic characteristic of respondents, descriptive analysis and Pearson's coefficient analysis. The results of the research data were obtained from 177 respondents. In this study, IBM SPSS Statistics version 27 was used to analyze the data after the data have been collected.

4.2   RELIABILITY ANALYSIS

Reliability analysis was used to measure the reliability of the questionnaires. The data was tested using Cronbach's Alpha analysis to ensure the reliability and interior reliability of the information. The table below showed the Rules of Thumb of Cronbach's Alpha coefficientsize according to Hair et al (2007).

Table 4.1: Rules of Thumb of Cronbach's Alpha coefficient size

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
0.9	Excellent

Source: Hair et al. (2007)

Table 4.1 illustration the overall consistency (pilot test) for the dependent and independent variable. The pilot test has been done to 30 respondents before it was distributed to respondents through online survey method.

Table 4.2: Result of Reliability Coefficient Alpha for the Independent Variables

and Dependent Variable

Variable	Number of item	Cronbach's Alpha coefficient	Strength of Association
Reward	6	0.818	Very Good
Working Condition	5	0.894	Very Good
Motivation	6	0.860	Very Good
Employee satisfaction	6	0.742	Good
Overall variables	23	0.954	Excellent

Table 4.2 showed the overall value of Cronbach's Alpha Coefficient for the independent and dependent variable in this study. From the table, we can conclude all the variables were above 0.6 and overall variables were 0.954. Therefore, the results shown is reliable and it can be accepted in this study.

There were five questions were used in measuring the reward variable that influenced employee satisfaction among hotel industry in Malaysia. Table 4.2 showed that Cronbach's Alpha result for this section's question was 0.818 which resulted as very good. Thus, the coefficient obtained for the questions in personal variable were reliable.

Next, there had five questions in measuring the working condition variable that influenced employee satisfaction among hotel industry in Malaysia. The result of Cronbach's Alpha coefficient that showed in this section is 0.894 which indicated as very good. Thus, the coefficient obtained for the questions in social variable were reliable

Furthermost, in measuring the motivation that influenced employee satisfaction among hotel industry in Malaysia, five questions were used. The

Cronbach's Alpha result for this section's question was 0.860 which resulted in a very good. Therefore, the coefficient obtainedfor the questions in situational variable were reliable.

Lastly, in measuring the employee satisfaction among hotel industry in Malaysia, five questions were used and the Cronbach's Alpha result for this section's question was 0.742 which indicated good. Therefore, the coefficient obtained for these questions in measuring the employee satisfaction among hotel industry Malaysia were also reliable.

Since, the Cronbach's Alpha charge for the variables had exceeded 0.7, it shows that questionnaires are highly reliable and can proceed with the study. All in all the reliability has proven that the respondent understood the questions provided well and this means the questionnaires has been accepted for this study.

4.3 DEMOGRAPHICS CHARACTERISTICS OF RESPONDENT

The basic analysis of this study included the frequency analysis. The data from Section A of the questionnaire included questions from different demographic variables of respondents such as gender, age, race, status, income level, and occupation. The respondent's demographicprofiles were presented in a form of table and pie chart.

4.3.1 Gender

Table 4.3: Number of Respondents by Gender

Gender	Frequency	Percentage (%)	Cumulative Percentage (%)

37

Male	56	31.6	31.6
Female	121	68.4	100.0
Total	177	100.0	
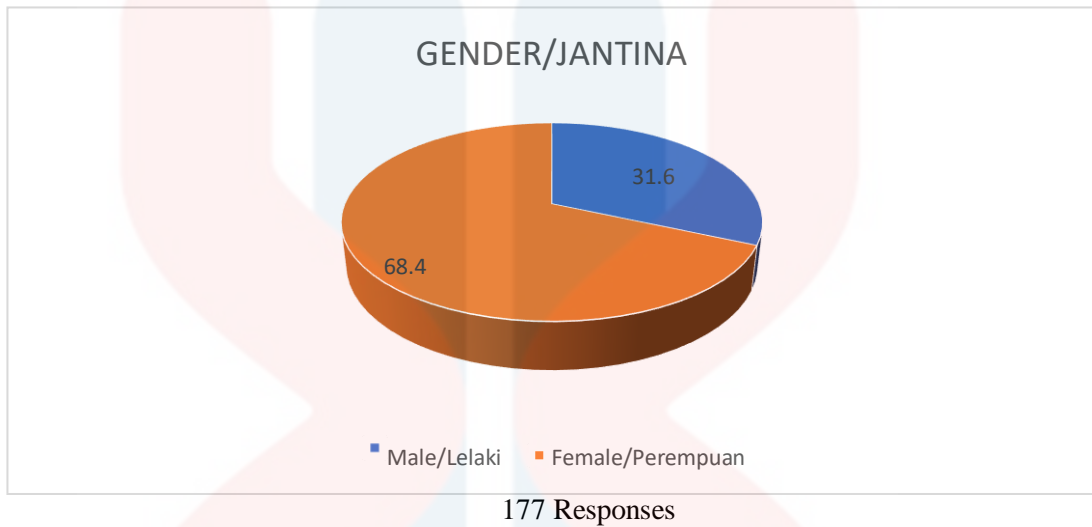
177 Responses

Figure 4.1: Percentage of Respondents by Gender

Table 4.3 and Figure 4.1 showed the gender of respondents. The total number of respondents for male was 56 respondents while the number of females was 121 respondents. Out of 177 respondents, 31.6% of total respondents were male and the remaining of 68.4% were female respondents who involved in this study.

4.3.2 Race

Table 4.4: Number of Respondents by Race

Race	Frequency	Percentage (%)	Cumulative Percentage (%)
Malay	136	76.8	76.8
Chinese	3	1.7	78.5
Indian	14	7.9	86.4
Others	24	13.6	100.0
Total	177	100.0	

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RACE/BANGSA

1.7
13.6
7.9
76.8

■ Malay/Melayu ■ Indian/India ■ Chinese/Cina ■ Others/Lain
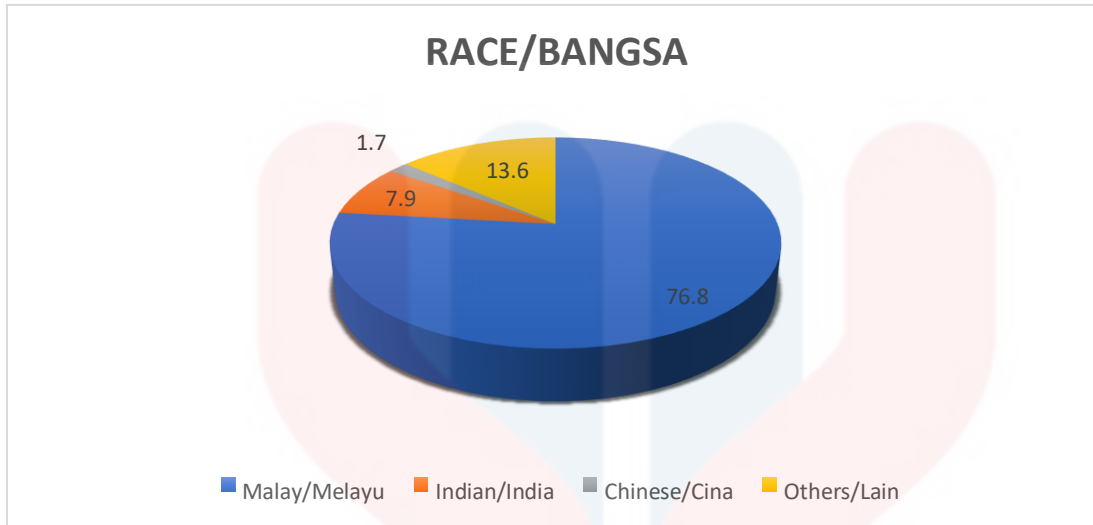
177 Responses

Figure 4.2: Percentage of Respondents by Race

Table 4.4 and Figure 4.2 showed the total respondents by race. There were 177 respondents who consist of Malay (136 respondents), Chinese (3 respondents), Indian (14 respondents) others (24 respondents) had responded to the questionnaire. Figure 4.2 showed the highest percentage of respondents was Malay (76.8%) and followed by Others which was 13.6%, next is following by Indian (7.9.%) and the lowest percentage respondents was Chinese(1.7%)

4.3.3 Age

Table 4.5: Number of Respondents by Age

Age	Frequency	Percentage (%)	Cumulative Percentage (%)
21-30	173	97.7	97.7
31-40	4	2.3	100.0
41-49	0	0.00	
50 and above	0	0.00	
Total	177	100.0	
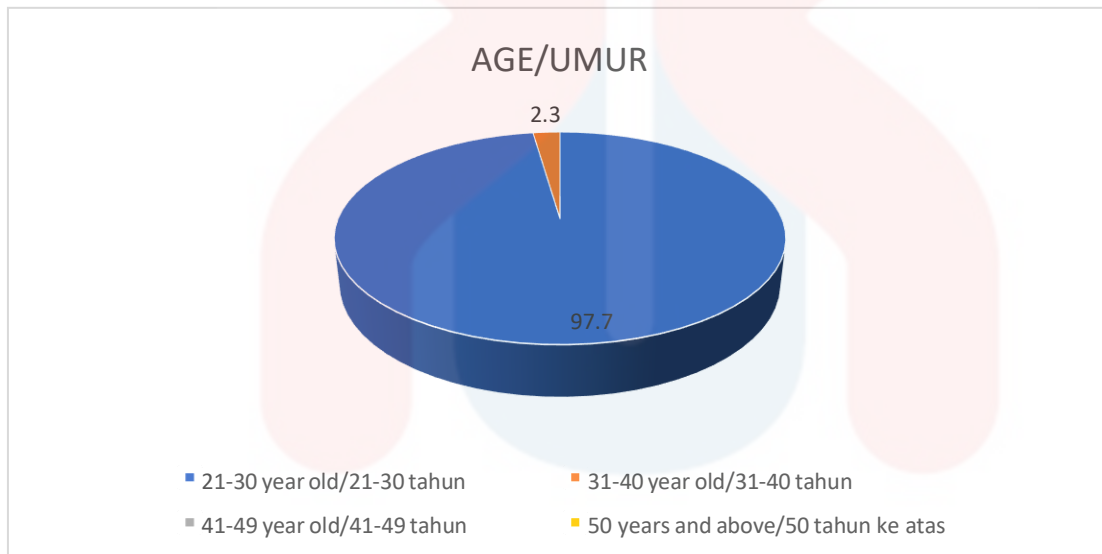
177 Responses

Figure 4.3: Percentage of Respondents by Age

Table 4.4 and Figure 4.3 showed the total respondents by age. There were 177 respondentswho consist of age from 21-30 (173 respondents), 31- 40 (4 respondents) had responded to the questionnaire. Figure 4.3 showed the highest percentage of respondents was respondents who have range of age from 21-30 (97.7%) and followed by 31- 40 which was 2.3% percentage respondents.

4.3.4 Status

Table 4.6: Number of Respondents by Status

Status	Frequency	Percentage (%)	Cumulative Percentage (%)
Single	172	97.2	97.2
Married	5	2.8	100.0
Total	177	100.0	
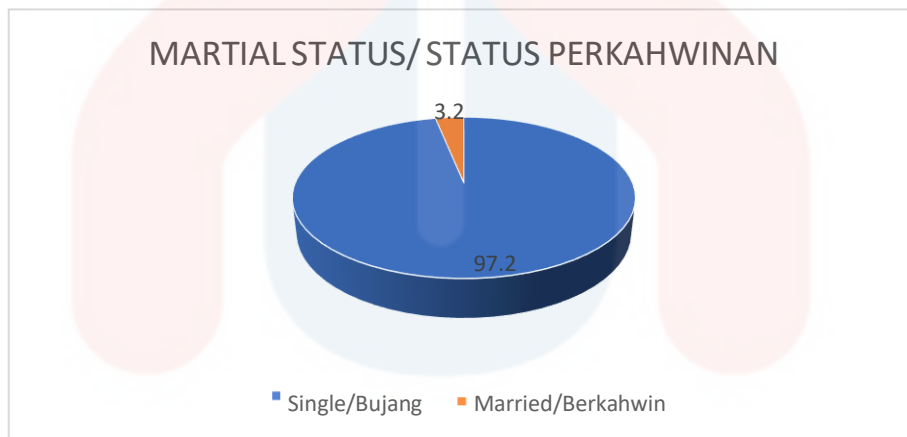
177 Responses

Figure 4.4: Percentage of Respondents by Status

Table 4.6 and Figure 4.4 showed the total respondents for status. The total number of respondents for single was 172 respondents while the number of married was 5 respondents. Out of 177 respondents, 97.2% of total respondents were single, 2.8% were married who involved in this study.

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4.3.5 Educational level

Table 4.7: Number of Respondents by Educational Level

Educational Level	Frequency	Percentage (%)	Cumulative Percentage (%)
Secondary school	3	1.7	1.7
Diploma	7	4.0	5.7
Bachelor of Degree	161	91.0	96.7
Master Degree	6.	3.3	100.0
Doctor of Philosophy	0	0.00	
Total	177	100.0	
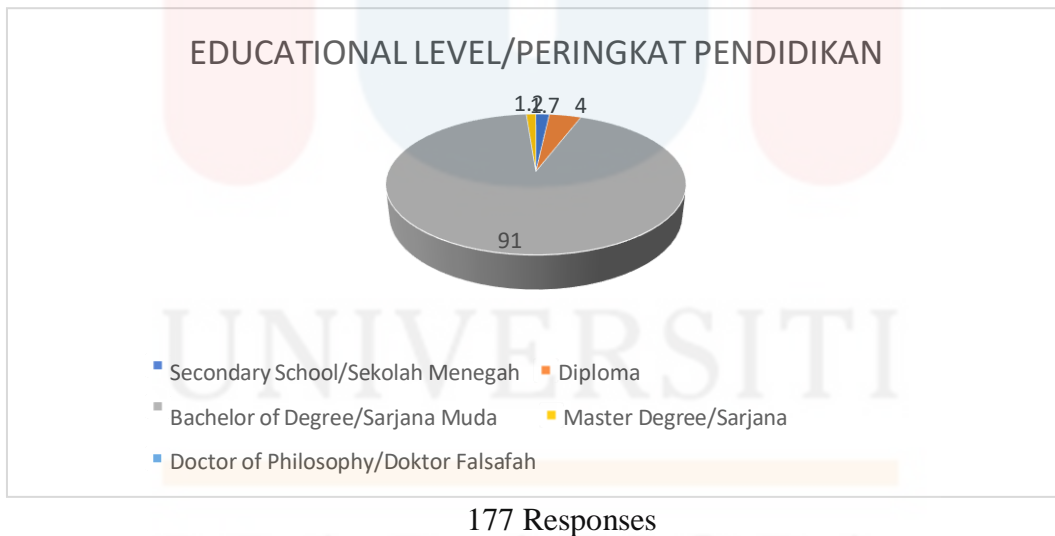
Figure 4.5: Percentage of Respondents by Educational level

Table 4.7 and Figure 4.5 showed the total respondents for Educational level. There were3.3% (6 respondents) who had Educational level from Master Degree had responded to the questionnaire, the highest were 91% (161 respondents) who had Educational level from Bachelor Degree , and followed with 4.0 % (7 respondents) who had Educational level from Diploma and the least of respondents were who had

Educational level from Secondary school which accounted 1.7% (3respondent).

4.3.6 Occupation

Table 4.8: Number of Respondents by Occupation

Occupation	Frequency	Percentage (%)	Cumulative Percentage (%)
Employee	166	93.8	93.8
Part timer	7	4.0	97.8
Unemployed	3	1.7	99.5
Retired	1	0.5	100.0
Total	177	100.0	
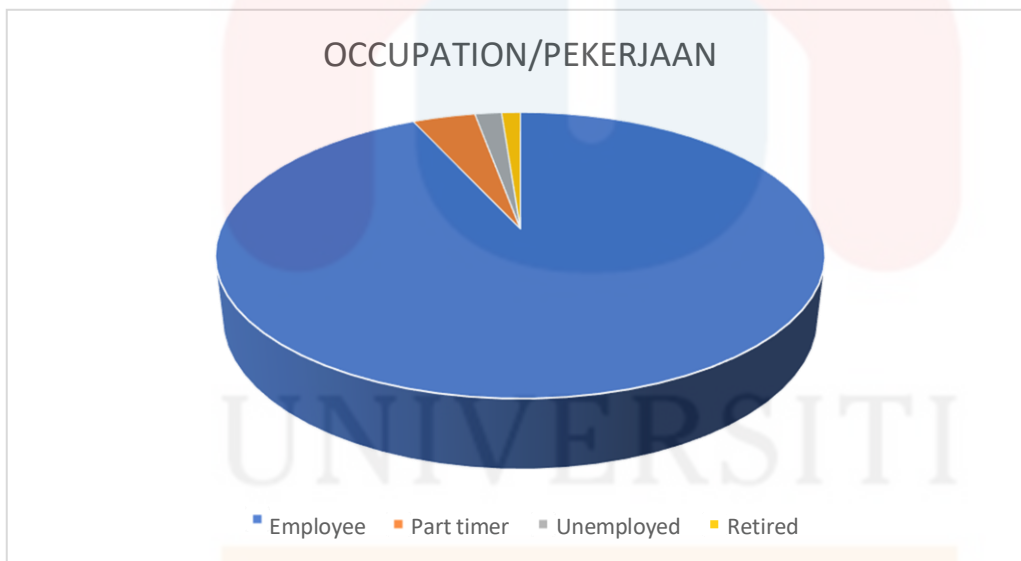
177 Responses

Figure 4.6: Percentage of Respondents by Occupation

Table 4.8 and Figure 4.6 showed the total respondents from different occupation. Majority of the respondents were from Student with the percentage of 93.8% (166 respondents) and followed by employed 4.0% (7 respondents). There were 1.7 % (3 respondents) from unemployed, and the least were 0.5% (1 respondents) who already retired.

4.4 DESCRIPTIVE ANALYSIS

This study has analyzed the mean and standard deviation for section B, C, D and E of the questionnaires.

4.4.1 Independent Variable and Dependent Variable

Table 4.9: Descriptive Statistics

Variables	N	Mean	Standard Deviation
Reward	177	6.766	1.6716
Working Condition	177	7.017	1.5969
Motivation	177	7.3314	1.6815
Employee Satisfaction	177	6.644	1.619

Table 4.9 showed the number of respondents, mean and standard deviation of independent variables and dependent variables. For the independent variables, the highest mean was situational which is 7.3314 and followed by working condition which was 7.017 and reward was 6.766. The mean for dependent variable was 6.644.

4.1.1 Reward

Table 4.10 Descriptive statistic of reward factor

No	Item Description	N	Mean	Standard Deviation
1	I think that reward recognition is given fairly.	177	6.449	2.016
2	I think that the information offered by the reward is sincere.	177	6.837	1.841
3	I think that rewards usually meet the assumed commitments.	177	6.674	2.062
4	I thought the reward is chances for salary increase.	177	7.134	2.10
5	I think reward are truthful in their dealings.	177	6.736	2.037

Table 4.10 showed the mean and standard deviation analysis on the independent variable whichwas personal. The highest mean value was item 4 which was 7.134, where respondents agreed that reward is chances for salary increase. The lowest mean value was item 1 which was 6.449, where the respondent slightly agreed that reward recognition is given fairly. For the data set from 177 respondents with the standard deviation most of the value which lowest than 1, it indicated the values close to mean.

4.4.2 Working Condition

Table 4.11: Descriptive statistics of working condition factor

No	Item Description	N	Mean	Standard Deviation
1	People who are important to me think that I should have the necessary resources for me to do the work?	177	6.983	1.908
2	People who influence my behavior think that I should work well?	177	7.011	1.948
3	The amount of work expected of me is reasonable?	177	6.702	1.839
4	I think that the morale in the department is high?	177	6.744	1.832
5	A better working condition will make me perform better at my job?	177	7.621	1.99

Table 4.11 showed the mean and standard deviation analysis of respondents on the independent variable which was social influences. Item 5 score the highest mean value which was 7.621, where the respondents agreed a better working condition will make me perform better at my job. The lowest mean item 3, with the mean value of 6.702, where the respondent somewhat agreed that the amount of work expected of me is reasonable. From the data set from 177 respondents with the standard deviation most of the value which lowest than 1, indicated the values close to mean while the standard deviation which greater than 1, it indicated the values were more dispersed.

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4.4.3 Motivation

Table 4.12: Descriptive statistics of motivation factor

No	Item Description	N	Mean	Standard Deviation
1	I like the ability to keep my job based on my own choice?	177	7.327	1.908
2	I value the ability to look forward to going to work.	177	7.372	1.863
3	I found the constructive feedback made me work harder. .	177	7.421	1.891
4	I found the opportunity to contribute to the decisions that involve my work.	177	7.202	1.958
5	Working conditions allow me to talk to my supervisor about the performance of my work. .	177	7.401	1.898

Table 4.12 showed the mean and standard deviation analysis of respondents on the independent variable which was motivation influencer. Item 3 score the highest mean value which was 7.421, where the respondents agreed the constructive feedback made me work harder. The lowest mean item 4, with the mean value of 7.202, where the respondent slightly agreed that the opportunity to contribute to the decisions that involve my work. From the data set from 177 respondents with the standard deviation most of the value which lowest than 1, indicated the values close to mean while the standard deviation which greater than 1, it indicated the values were more dispersed.

4.4.4 Employee Satisfaction

Table 4.13: Descriptive statistics of employee satisfaction

No	Item Description	N	Mean	Standard Deviation
1	Intend to continue work in hotel industry?	177	6.494	2.245
2	I think work in hotel industry is challenging. .	177	7.286	2.110
3	I suggest my friends and families work in hotel industry?	177	6.157	2.12
4	I think hotel industry is worth it to work in.	177	6.82	2.017
5	I satisfied work in hotel industry?	177	6.466	2.139

Table 4.13 showed the mean and standard deviation analysis of respondents on the dependent variable which was employee satisfaction. Item 2 score the highest mean value which was 7.286, where the respondents agreed that work in hotel industry is challenging. The lowest mean item 3, with the mean value 6.157, where the respondent somewhat agreed my friends andfamilies work in hotel industry . From the data set from 177 respondents with the standard deviation most of the value which lowest than 1, indicated the values close to mean while the standard deviation which greater than 1, it indicated the values were more dispersed.

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4.5 PEARSON CORRELATION COEFFICIENT

The Pearson's correlation analysis was one of the important analyses that measured the linear relationship between the two variables. The objective of this analysis was to determine whether there are correlations between independent variables (reward, working condition, motivation) and the dependent variable (employee satisfaction). If the relationship is significant,researchers must decide whether the level of strength of the association is acceptable.

Table 4.14: Strength Interval of Correlation Coefficient

Size of Correlation	Interpretation
0.90 to 1.0 (-0.90 to 1.0)	Very high positive (negative) correlation
0.70 to 0.90 (-0.70 to -0.90)	High positive (negative) correlation
0.50 to 0.70 (-0.50 to -0.70)	Moderate positive (negative) correlation
-0.30 to 0.50 (-0.30 to -0.50)	Low positive (negative) correlation
0.00 to 0.30 (-0.00 to -0.30)	Negligible correlation

Source: Abgunbiade and Ogunyika, (2013)

Hypothesis 1:

H1: There is relationship between reward and employee satisfaction in the hotel

industry. Table 4.15: Correlation coefficient for reward and employee satisfaction in

the hotel industry.

		Employees satisfaction	Reward
Employees satisfaction	Pearson correlation	1	0.887**
	Sig. (2-tailed)		0.000
	N	177	177
Reward	Pearson correlation	0.887**	1
	Sig. (2-tailed)	0.000	
	N	177	177

Table 4.15 illustrated Pearson correlation coefficient, significant value and the numberof cases which was 177. The p-value was 0.000, which was less than significant level of 0.01.The correlation coefficient of 0.887 suggested a high positive correlation between reward and employees satisfaction in hotel industry.

Hypothesis 2:

H_2: There is relationship between working condition and employees satisfaction in the hotel industry.

Table 4.16: Correlation coefficient for working condition and employees satisfaction in the hotel industry.

		Employees satisfaction	Working condition
Employees satisfaction	Pearson correlation	1	0.894**
	Sig. (2-tailed)		0.000
	N	177	177
Working condition	Pearson correlation	0.894**	1
	Sig. (2-tailed)	0.000	
	N	177	177

Table 4.16 illustrated Pearson correlation coefficient, significant value and the number of cases which was 177. The p-value was 0.000, which was less than significant level of 0.01. The correlation coefficient of 0.894 suggested a high positive correlation between working condition and employees satisfaction in hotel industry.

Hypothesis 3:

H$_3$: There is relationship between motivation and employees satisfaction in the hotel industry.

Table 4.17: Correlation coefficient for motivation and employees satisfaction in

the hotel industry.

		Employees Satisfaction	Motivation
Employees satisfaction	Pearson correlation	1	0.929**
	Sig. (2-tailed)		0.000
	N	177	177
Motivation	Pearson correlation	0.929**	1
	Sig. (2-tailed)	0.000	
	N	177	177

Table 4.17 illustrated Pearson correlation coefficient, significant value and the number of cases which was 177. The p-value was 0.000, which was less than significant level of 0.01. The correlation coefficient of 0.929 suggested a very high positive correlation between motivation and employees satisfaction in hotel industry.
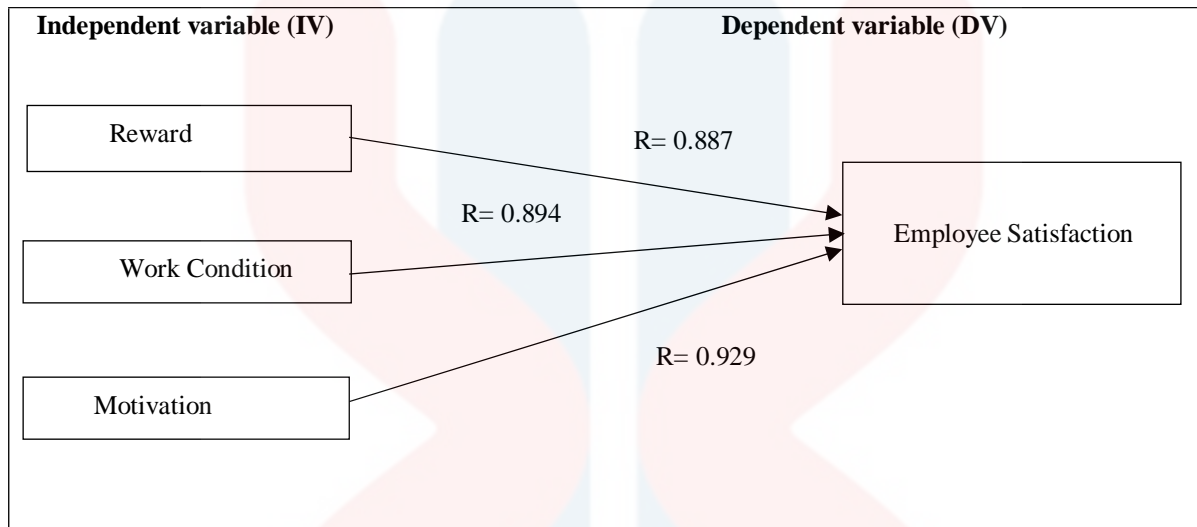
4.4 FRAMEWORK ANALYSIS

Figure 4.7: Correlation between Reward, Work Condition, Motivation and employee satisfaction

The figure 4.7 showed the framework with the data value for the significant independent variables to the dependent variables. There were three independent variables (Reward, Work Condition and Motivation) had the significant relationship to the dependent variable (Employee Satisfaction). The highest Pearson correlation value is between motivation and employee satisfaction, which is 0.929. Meanwhile the lowest Pearson correlation value is between the reward between employee satisfaction which is 0.887. The Pearson correlation for work condition with employee satisfaction is 0.894. Therefore, there was only three independent variables included reward, work condition and motivation that had significant relationship to the factor influencer employee satisfaction in hotel industry.

4.5 SUMMARY

In conclusion, all the relationship among the variable, the study found that the three hypothesis in this study are accepted. All the independent variables show different correlation coefficient with the dependent value which are 0.887 for rewad, 0.894 for work condition and 0.929 for smotivation. It results showed a moderate positive correlation between all the independent variables and dependent variable. It also answer the research questions whether iany relationship between reward and employee satisfaction is there work condition and employee satisfaction and between motivation and employee satisfaction. To conclude, there is a significant relationship between reward, work condition and motivation with factor influencer employee satisfaction in hotel industry Malaysia.

CHAPTER 5

CONCLUSION

5.1 INTRODUCTION

In this chapter discussed the recapitulation of study, the finding and discussion aboutthe relationship between reward, working condition, motivation, and factor influencer employee satisfaction hotel industry in Malaysia. Furthermore, this chapter also deliberated the limitations of the study and suggested several recommendations for future study.

5.2 RECAPITULATION OF STUDY

The study was conducted to determine the relationship between reward, working condition, and motivation. The focus point of this study is to know the relationship between reward, working conditions and motivation towards factor influence employee satisfaction inhotel industry Malaysia. In this case, primary data was undertaken which a set of questionnaires were used to get feedback from respondents. The sample of respondent is 177 selected based on the table that was developed by Krejcie and Morgan (1970). This study also analyzed the relationship between reward, working condition, motivation and among employee satisfaction hotel industry in Malaysia. The dependent variables in this study were important to examine the employee satisfaction hotel industry in Malaysia. Whereas a set of independent variables which consists of reward, working condition and motivation factor influence employee satisfaction hotel industry in Malaysia.

The unique habits and interest, and opinions are characteristics that an individual to make decision. In personal factors, it included many variables such wages, relationships with supervisors, number of working hours, job status, and promotion, among others are noted influence to employee satisfaction hotel industry in Malaysia. The important reward and recognizing employees lead to greater employees satisfaction, which increases retention and helps create a more positive overall workplace. The term "motivation" describes why a person does something. It is the driving force behind human actions. Motivation is the process that initiates, guides, and maintains goal- oriented behaviors. (Kendra cherry, 2022).

The sampling frame of this study was among tourists in Malaysia. The data was collected from east side (Kelantan, Terengganu, and Pahang), north side (Perlis, Kedah, Penang, and Perak), south side (Negeri Sembilan, Malacca, and Johor) and central region side (Selangor, federal territories of Kuala Lumpur and Putrajaya). A questionnaire were sent and responses from 177 were usable and can be analysed. This analysis of data included reliability analysis, descriptive analysis and Pearson's correlation coefficient. The reliability test was carried out on the independent variables to check the internal consistency of the measurement instrument. The Cronbach's Alphafor all variables scales were in range of 0.954 to 0.954. They were well above the minimum acceptable reliability of 0.6, as suggested by Sekaran (2006). Working condition considered the highly reliable with Cronbach's Alpha of 0.894 It showed Working condition was most influence employee satisfaction hotel industry in Malaysia. Motivation considered reliable with Cronbach'sAlpha 0.818 and 0.860 concluded that variables were reliable, and all variables were kept forfurther analysis.

Pearson's correlation was used in this study is to describe the relationship ofthe two variables in term of direction and strength of the relationship. This result indicated that for working condition there strong, positive correlation between employee satisfaction in hotel

industry in Malaysia (r=0.680, n=177, p<0.01) and Motivation (r=0.624, n=177, p<0.01) suggested a very god correlation between Motivation and Employee satisfaction in hotel industry Malaysia .

Not only that, Reward (r=0.618, n=177, p<0.01) was also suggested a very good correlation between reward and Employee satisfaction in hotel industry in Malaysia.

5.2.1 Research Question 1: What is the relationship between working condition and employee satisfaction hotel industry in Malaysia?

In this study, working condition was featured as a factor that contributes to employee satisfaction in hotel industry Malaysia. The past results indicate that working conditions refer to the working environment and aspects of an employee's terms and condition of employment. This covers such matters as the organization of work and work activities training, skills and employability health, safety and well-being and working time and work- life balance. Based on the analysis done, it was found that the strength of the relationship between working condition and motivation is at highest level factor (r=0.680, n=177, p<0.01). The finding revealed there was a positive and significant relationship between working condition and employee satisfaction. This finding seems close to a previous study which only the cognitive component of a working condition is considered.

5.2.2 Research Question 2: What is the relationship between reward and employee satisfaction hotel industry in Malaysia?

In this study, the result indicated that the strength of the relationship between reward and employee satisfaction in hotel industry Malaysia is at lower level (r=0.887,

n=177, p<0.01). The findings imply that there was a positive and significant relationship between reward and employee satisfaction hotel industry in Malaysia. Reward alludes to a range of benefits offered to employees, including both monetary and non- monetary (Armstrong, 2013). Total rewards are the term used to express an emphasis on thenecessity of considering all aspects of the work experience that are valuable to workers. It seeks to combine the material and immaterial components of reward into a unified whole. Financial rewards include both person-based pay, which gives rewards that acknowledge an individual's contributions and effort pay where will provides compensation linked to the worth of the task. (Armstrong, 2013).

5.2.3 Research Question 3: What is the relationship between motivation and employee satisfaction hotel industry in Malaysia?

In this study, the result indicates that the strength of the motivation towards employee satisfaction hotel industry in Malaysia is at moderate level (r=0.929, n=177, p<0.01). The findings imply that there was a positive and significant relationship between motivation and employee satisfaction hotel industry in Malaysia. Motivation is determined by the passion or drives to achieve something, as well as the capacity to satisfy a few needs. Employers can motivate their employees by expanding the scope of the work and making it more intriguing, keeping them engaged, as well as by improving their performance in the workplace. performance is very much influenced by the prevalence of the culture in the organization" (Garg & Rastogi, 2006). A Lean management approach would be a very effective way to motivate all employees in an efficient manner. As been described by (Oláh et al., 2017) "In a real Lean organization, employees strive to perform their work perfectly, they constantly look for development opportunities they are not afraid to reveal their ideas to the public.

5.3 FINDING AND DISCUSSION

The Reliability Test was conducted to 177 respondents before it was distributed to 384 respondents using the online survey method. It was tested by the Cronbach's Alpha Coefficient indicating the range from 0.742 to 0.894. Motivation stated the highest Cronbach's Alpha value of 0.929, working condition had the second highest Cronbach's Alpha value which was 0.894, followed by reward which is only 0.887. Thus, all variables had met the minimum requirement of reliability since all Cronbach's alpha coefficients of all variables were greater than 0.6.

In the Descriptive Analysis for the independent variables, the highest mean value was motivation which was 36.764 and followed by working condition 35.050. The lowest mean value for the independent variables was reward which stated 33.831. The mean value for dependent variable was 33.224. It could conclude that motivation was the most influence in employee satisfaction in hotel industry. To measure the linear relationship between the two variables identified as the objectives of this study, the researchers carried out the Correlation Analysis. Table 5.1 showed the summary of Correlation Analysis, there was high positive correlation between reward and working condition while very high positive correlation between employee's satisfaction in hotel industry.

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Table 5.1: Summary of Correlation Analysis

Hypothesis	Significant Value	Conclusion	Correlation Value	Conclusion
1	<0.001	Accepted	0.889	High Positive Correlation
2	<0.001	Accepted	0.892	High Positive Correlation
3	<0.001	Accepted	0.929	Very High Positive Correlation

5.4 LIMITATION

As in any study, this study had its own limitations that give the researchers challenges to complete this study. There were some limitations in this study and one of that is respondents. In this study, not all the employees in the hotel industry wanted to answer questions or receive a questionnaire from the researchers. In addition, there were also respondents who think that answering questions from the researchers will be wasting their time. Some of the employees also might not want the researcher to disturb their privacy and not being interested in answering the questionnaire.

An attitude like that of a handful of employees here will cause a bit of a problem for researchers to complete the study as soon as possible of having to wait longer to collect information from respondents. This requires the researchers to take almost one month to spread the questionnaire and get their respond on the questionnaire. The researchers must be very understanding and know how to interact with the targeted respondent as their behaviour or response cannot be expected. However, the process of getting their respond goes well as many of the toutouristsve their commitment very nicely.

Next limitation in this study is variable. This study is only focus on the three independent variables which are reward, working condition, motivation and one dependent variable which is employee satisfaction. As in the tourism sector, there are many factors that influence or interact with employees in the hotel industry in Malaysia. The other factors are also have relationship in this study as well. This was because of the limited resources and references for researcher to make a research base on other independent variables.

Furthermore, data collection method is also one of the limitations of this study. In this study, researcher only use online survey for the data collection method. This is because

the research respondents for this study are employees in hotel industry in Malaysia, so it is a little

difficult for the researcher to collect the data through interview. The challenges when using online survey is researcher cannot confirm the information given by the respondents is valid or not. Moreover, using online survey will take a lot of time for the respondents to answer the questionnaire and this will make the process of data collection delay.

The last limitation of this study is this research is quantitative research. This study only focus on quantitative research so there are no expansion of the research. When there are no further research on this study especially in qualitative research, the other researcher cannot know further about the factors influence employees satisfaction in the hotel industry in Malaysia. The other researcher cannot get better understanding about this research.

5.5 RECOMMENDATION

This research suggests that additional studies on employee satisfaction in the hotel industry Malaysia can be conducted because this study only focused on employee satisfaction in the hotel industry Malaysia. If this study is applied to employee satisfaction in the Malaysian hotel industry, the results could be very different. As a result, there were other employees to answer the questionnaires rather than focusing solely on the Malaysian hotel industry. Furthermore, the current study only focuses on three factors that influence employee satisfaction in the Malaysian hotel industry. However, this study may be overlooking other significant factors that influence employee satisfaction in the Malaysian hotel industry. As a result, future researchers can recommend other variables such as economic factors to carry out new findings in their study. Next, this study is limited to 177 samples that can be measured as small markets. According to Krejcie & Morgan (1970), that the amount would be sufficient and suitable, larger sample sizes could be used to

systematize millions of employee satisfaction in hotel industry Malaysia. As a result, future researchers should increase their sample size in order to improve the study's accuracy and reliability. Finally, instead of respondents answering a scaling questionnaire online, use an interview method or create some open-ended questions for them. Researchers can get a high response rate using the interview method, and ambiguities and incomplete answers can be followed up on right away. As a result, this approach can reduce misunderstanding and produce better study results.

5.5 CONCLUSION

The researcher must deliver the goal of this study in relation to the problem in this study at the end of this chapter. This study investigates the relationship between the variables of reward, working conditions, and motivation that influence employee satisfaction in the Malaysian hotel industry. Based on the literature reviewed, a research framework is created. The researcher intended to investigate the relationship between each of the independent variables and the dependent variables. The online survey method was used by 177 people to participate in this study. SPSS software version 24 was used to collect and analyse the data, which was based on descriptive statistics, reliability analysis, and correlation analysis. The overall variables were 0.894 because of the reliability analysis. As a result, the shown result is reliable and can be accepted in this study. The purpose of the study is to determine the relationship between reward, working conditions, and motivation as they relate to employee satisfaction in the Malaysian hotel industry. The research objectives, which are to examine the relationship between reward, working conditions, and motivation that influence employee satisfaction in the Malaysian hotel industry, have been accepted.

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