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RESEARCH TOWARDS IR 5.0

**NURTURING
HOSPITALITY,
TOURISM AND
WELLNESS WORLD**

FHPK, UMK



E-PROCEEDING

RESEARCH TOWARDS IR 4.0

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Human Resource Management Practices and Job Performance Study Among Employees in Travel Agency Services

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ABSTRACT

This study was conducted to examine the relationship between human resource management practices and job performance among employees of travel agencies in Peninsular Malaysia. The independent variables of this study comprise recruitment, performance appraisal, and training, whereas the dependent variable of this study is job performance. A quantitative method was employed in this study involving 260 respondents and questionnaires were used as a data collection tool. A probability sampling technique was also used in the study. The data were collected using online questionnaires through Google Forms and analyzed using Statistical Packages for Social Sciences Version 25 (SPSS Version 25) software through descriptive statistics, reliability test, and correlation analysis. Based on the results, all of the independent variables (recruitment, performance appraisal, and training) in this study have significant relationships with the dependent variable (job performance among employees of travel agencies in Peninsular of Malaysia). This study enlightens human resource management practices and provides a better understanding of the factors affecting job performance among employees.

Keywords: Recruitment, Performance Appraisal, Training, Job Performance, Human Resource Management Practices

INTRODUCTION

Tourism entails the freedom of traveling and it contributes to getting acquainted with different cultures. The main advantages of tourism include creating jobs, attracting foreign currency to a certain area, developing other sectors that are closely related to tourism, and developing infrastructure without any tourist destinations that could not be known and through limited access of tourists (Alsarayreh, Jawabreh, & Helalat, 2010).

Malaysia is a popular tourism destination in Asia. According to Tang and Tan (2013), Malaysia was ranked second most visited destination in Asia and was the second top-most visited destination in Asia, with 24.6 million international tourist arrivals in 2010. Tourism has also been the second foreign exchange earner for Malaysia since 2000. Based on the achievement reports from the official portal of the Ministry of Tourism, Art, and Culture (MOTAC), Malaysia received 20.1 million foreign tourists and reported RM66.1 billion tourist revenue from January to September 2019. Further, a total of 5,086 travel agency companies registered in Malaysia was recorded. Based on a report from the Department of Statistics Malaysia (DOSM) (2018), the third quarter's labour productivity in the services sector had increased by 5.1 percent; the value-added growth expanded further at 7.2 percent, while the hours of work rose to 2.0 percent. Labour productivity expressed as the ratio of value-added to employment posted a better performance of 3.9 percent as employment grew 3.2 percent during the quarter.

Three primary activities that affect employee job performance consist of recruitment, performance appraisal, and training. In general, job performance is a way to achieve the aims of an organization and accomplishments within a job, position, or organization, but not the real results of the activities carried out within a job (Nazir & Islam, 2017). Many studies have shown that the intention to leave a company is correlated with low work satisfaction and this has become a key predictor of employee turnover (Abbasi & Hollman, 2000; Ghosh et al., 2013). Dissatisfaction with wages and benefits, job climate, supervision, and co-workers are the contributing factors to acquisition objectives (Zainol, Nordin, Tazijan, & Ab Rashid, 2015).

This study particularly aims to examine the relationships between recruitment, performance appraisal, and training with the job performance of travel agency employees in Peninsular Malaysia in order to understand the job performance of employees and how human resource management activities impact employee job performance. This paper is, therefore, organised as follows: introduction; literature review; methodology; results; and discussion, recommendations, and conclusion.

This study addresses three objectives as follows:

1. To examine the relationship between recruitment and job performance among the employees of travel agencies in Peninsular of Malaysia.
2. To examine the relationship between performance appraisal and job performance among employees of travel agencies in Peninsular of Malaysia.
3. To examine the relationship between training and job performance among the employees of travel agencies in Peninsular Malaysia.

Significance of the Study

Researchers

The research results can help the researchers evaluate the relationship between three HRM practices: recruitment, performance appraisal, and training with job performance among the employees of travel agencies in Peninsular Malaysia. The results can further help the researchers understand how these HRM practices can affect employee job performance.

Owners

This study provides information about the extent to which HRM practices influence job performance among travel agency employees. This study evaluates three factors, namely recruitment, performance appraisal, and training. Hence, the data gathered could help the owners understand the factors that influence employee job performance.

Consumers

The collected data provide information to the tourism sector in terms of the importance of HRM practices in ensuring good job performance among travel agency employees. The results would enable the human resource departments of many travel agencies to consider these management practices in order to increase their employees' job performance. This study also helps in the advancement of future tourism planning.

LITERATURE REVIEW

Job Performance

Job performance refers to how well employees responsibly perform a given task in their duties (Caillier & James, 2010). According to Hassan (2016), job performance is one of the factors that affect organizational performance. Thus, employee performance is an important criterion for determining organizational outcomes and the success of a firm. Based on a study by June (2020), the knowledge of employee job performance is important because it can help managers to make the right decisions ranging from compensation, promotion, and training as a basis for increasing employee performance up to the extent of termination. According to Jayaweera (2015), job performance is the most influential factor that may affect the profitability of an organization. Further, as stated by Viswesvaran (2017), job performance reflects measurable behaviour, which refers to action, behaviours, and outcomes that employees can improve and cooperate in order to achieve organizational goals.

Recruitment

According to Qaya et al (2017), recruitment refers to the finding of potential or appropriate candidates to fill the required managerial vacancies according to the job specification. Recruitment refers to the overall process of identifying, attracting, screening, shortlisting, and interviewing suitable candidates for jobs, either permanent or temporary, within an organization. As asserted by Santos et al. (2020), recruitment is the first level that becomes the gateway for new employees; therefore, mistakes in recruitment activities may cause new problems for the organization in the future. Based on a study by Ibrahim, Eprianti, and Yusup (2020), human resource management is directed towards how to turn a human resource into optimized company assets to maximize profitable companies in this globalization era.

Performance Appraisal

According to Sopiah (2016), performance appraisal is a process of knowing the achievements of employees in each leadership period where their job performance is documented and evaluated. It is a part of career development and consists of regular reviews of employee performance within the organization. Rubin and Edwards (2018) believed that the employee performance appraisal system is a key tool for ensuring that employees are always accountable in their work. Based on the results of their study, the private sector is most active in the question of the utility of the employee performance appraisal system, whereas most systems involving the government staff require precision in evaluating the performance of each employee.

Training

Training is a concerted attempt to teach specific skills and attitudes to serve a particular function and expertise, aimed not only at enhancing employee knowledge and skills but also increasing such values and attitudes such as diligence, willingness, and loyalty (Dabale, Jagero, & Nyauchi, 2014). As such, organisations must train individuals to increase their knowledge, skills, and abilities, besides having creative ideas in problem-solving decisions. Training is most required to implement specific actions in order to change employee behaviour through organizational procedures whilst improving efficiency and performance, especially in the highest management training in all sectors (Alomari, Awawdeh, and Alolayyan, 2017).

Research Hypotheses

A hypothesis must be testable, realistic, and consider the current knowledge and techniques. In addition, a hypothesis is defined as a prediction or explanation of the relationship between two variables, and a hypothesis also implies a systematic relationship between an independent variable and a dependent variable. Thus, the study has proposed the following hypotheses:

- H1: There is a significant relationship between recruitment and job performance among the employees of travel agencies in Peninsular Malaysia.
- H2: There is a significant relationship between performance appraisal and job performance among the employees of travel agencies in Peninsular Malaysia.
- H3: There is a significant relationship between training and job performance among the employees of travel agencies in Peninsular Malaysia.

Research Framework

Three independent variables (recruitment, performance appraisal, and training) are expected to have a significant relationship with the dependent variable (job performance).

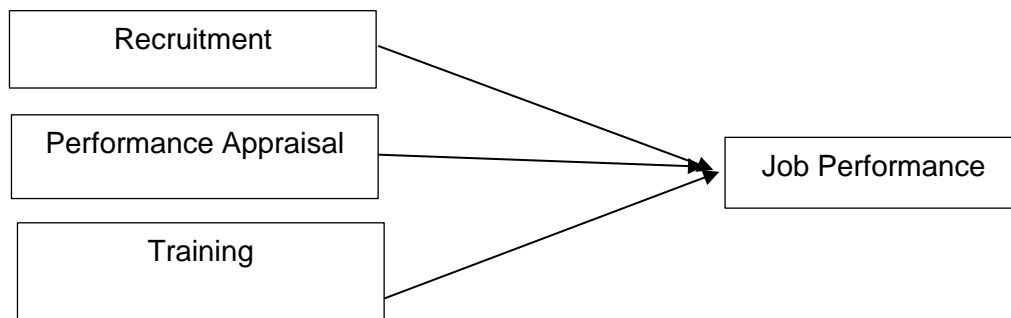


Figure 1: Research Framework of the Relationships between Recruitment, Performance Appraisal, and Training with Job Performance

METHODOLOGY

Research Design

This study used a quantitative method to examine the relationships between Human Resource Management practices and job performance among the employees of travel agencies in Peninsular Malaysia. By using a quantitative method, accurate data can be generated for this study and the overview inquiries can also be gathered.

Data Collection

The data were collected in this study through questionnaires that include three aspects mentioned in the research framework above in terms of their associations with employee job performance. To obtain data from the respondents, scales were included in the questionnaires. This study also

used an online survey (Google Forms) to approach the respondents, the travel agency employees to answer the questionnaires through their mobile phones or computers.

Sampling

There are about 8,838 registered travel agencies around Peninsular Malaysia (MOTAC, 2020). The population of this study includes travel agency employees in Peninsular Malaysia of various positions. Probability sampling was used to select 368 target respondents and every respondent would have the odds of 1 to 100 for getting selected. Random employees from several travel agencies around Peninsular Malaysia were asked to answer the questionnaires in terms of their opinions regarding human resource management practices towards employee job performance.

To achieve a reliable and valid sample for this study, the researchers used the equation proposed by Krejcie & Morgan (1970) to determine the sample size. The target population of this study includes a total of 368 travel agency employees; however, out of 368 respondents, the researchers were only able to successfully obtain a sample size of 260 respondents.

$$S = \frac{x^2 NP(1 - P)}{d^2(N - 1) + (x^2 P(1 - P))}$$

S = sample size

N = population size

e = the degree of accuracy expressed as proportion (0.05)

x^2 = chi-square of degree of freedom 1 and confidence 95% (3.841)

p = proportion of population (if unknown, 0.5)

$$S = \frac{3.841(8838)(0.5)(1 - 0.5)}{(0.05)^2(8838 - 1) + 3.841 (0.5)(1 - 0.5)}$$

$$S = \frac{8486.6895}{23.05275}$$

S = 368.142

S = 368

Data Analysis

Three types of data analyses were used in this study, namely frequency analysis, descriptive analysis, and reliability analysis using Statistical Package for the Social Sciences (SPSS).

FINDINGS

Demographic Profile of Respondents

Table 2 shows the demographics profile of the respondents who participated in the survey. Based on the overall results, the majority of the respondents are females (54.6%), Chinese (39.6%),

aged 21-30 years old (47.7%), SPM holders (36.9%), single (55.4%), private-sector workers (61.9%), from Penang (15.4%), and having 2-5 years of work experience (27.7%).

Table 2: Demographic Profile of Respondents

Characteristic		Frequency	%
Gender	Male	118	45.4
	Female	142	54.6
Race	Malay	84	32.3
	Chinese	103	39.6
	Indian	73	28.1
Age	Below 20 years old	1	0.4
	21-30 years old	124	47.7
	31-40 years old	82	31.5
	41-50 years old	30	11.5
	Above 51 years old	23	8.8
Education Level	PMR/PT3	31	11.9
	SPM	96	36.9
	STPM/Diploma/Matriculation	55	21.2
	Degree	68	26.2
	Master's	2	0.8
	Others	8	3.1
Segmentation	Single	144	55.4
	Family	116	44.6
Occupation	Public-sector Worker	10	3.8
	Private-sector Worker	161	61.9
	Self-employed	39	15.0
	Other	50	19.2
State	Perlis	10	3.8
	Kedah	16	6.2
	Penang	40	15.4
	Perak	29	11.2
	Kelantan	15	5.8
	Terengganu	14	5.4

	Pahang	27	10.4
	Selangor	34	13.1
	Putrajaya	3	1.2
	Negeri Sembilan	19	7.3
	Melaka	18	6.9
	Johor	24	9.2
	Federal Territories of Kuala Lumpur	11	4.2
Work Experience	Less than 1 year	39	15.0
	2-5 years	72	27.7
	6-10 years	52	20.0
	11-15 years	39	15.0
	20 years and above	58	22.3

Reliability Test

The data were tested using Cronbach's alpha analysis to ensure the reliability and internal reliability of the information through the overall accuracy of the dependent variable and the independent variables (pilot test). A pilot test was conducted on 30 respondents before carrying out the actual study using an online survey method.

Table 3 shows the values of Cronbach's alpha coefficient for the independent and dependent variables of this study. Based on the table, it can be concluded that all of the variables were above the value of 0.5 and the overall variables were recorded at 0.883; hence, the variables are reliable and acceptable. Five questions were used to measure the job performance variable and the result was 0.836, while the recruitment variable was recorded at 0.887, the performance appraisal variable was recorded at 0.864, and the training variable was recorded at 0.822. The strength of association between all variables is considered very good; therefore, all of the coefficient values were deemed reliable.

Table 3: Reliability Test Results

Variable	Number of Items	Cronbach' Alpha Coefficient	Strength of Association
Job Performance	5	0.836	Very Good
Recruitment	5	0.887	Very Good
Performance Appraisal	5	0.864	Very Good
Training	5	0.822	Very Good
Overall Variables	20	0.883	Very Good

Descriptive Analysis

Table 4 shows the number of respondents, the mean, and standard deviation of the independent and the dependent variables. In terms of the independent variables, the highest mean value was obtained by the training variable with 6.9100 and followed by performance appraisal with 6.8119. The least mean value was obtained by the recruitment variable with 6.5777, while the mean value for the dependant variable was 6.6623. More dispensing values are shown in the data set with a standard deviation of more than 1 out of 260 respondents.

Table 4: Descriptive Statistics

Variable	n	Mean	Standard Deviation
Job Performance	260	6.6623	1.95429
Recruitment	260	6.5777	1.96706
Performance Appraisal	260	6.8119	1.69502
Training	260	6.9100	1.99932

Pearson's Correlation

The analysis aims to determine whether the independent variables and the dependent variable are correlated. If the relationship is important, the researchers, therefore, need to determine if the degree of intensity of the association is appropriate.

Table 8: Summary of Correlation Analysis

Hypothesis	Significant Value (p-value)	Conclusion	Correlation Value (r-value)	Conclusion
H1: There is a relationship between recruitment and job performance among the employees of travel agencies in Peninsular Malaysia.	0.000	Accepted	0.899	High positive correlation
H2: There is a relationship between performance appraisal and job performance among the employees of travel agencies in Peninsular Malaysia.	0.000	Accepted	0.387	Moderate positive correlation
H3: There is a relationship between training and job performance among the employees of travel agencies in Peninsular Malaysia.	0.000	Accepted	0.200	Slight, almost negligible correlation

Table 8 shows a summary of the correlation analysis. Three independent variables (recruitment, performance appraisal, and training) have significant relationships with the dependent variable (job performance). The highest Pearson's correlation value was 0.899 between recruitment and job performance, while the lowest value was recorded between training and work performance with 0.200. Furthermore, Pearson's correlation value between performance appraisal and job performance was 0.387. Therefore, it can be deduced that recruitment, performance appraisal, and training have significant relationships with the job performance of travel agency employees in Peninsular Malaysia.

DISCUSSION AND RECOMMENDATIONS

A travel agency is a business in the tourism sector that largely contributes to a country's economy (Tsai & Bui, 2020). In order to maintain a business, efficient management is vital, especially in Human Resource Management. The quantity and effectiveness of health staff and the rise in human capital contribute to all human resource management aspects, including planning, monitoring, and performance management.

In acquiring quality employees, travel agency management can improve the work quality of employees, especially during this Covid-19 crisis because the ideas and contributions from the employees are very important in revitalizing the tourism industry. To improve employee work quality, management needs to know other factors that can affect job performance such as the motivation factor. Thus, the management can support employees physically and emotionally, including the needs and wants of the employees as well as how they think. Therefore, this investigation has given comprehension of the factors impacting employee job performance in terms of recruitment, performance appraisal, and training in order to recognize a person's character, demeanor, culture, and current circumstance.

Besides, this study is constrained to 260 samples, which can be estimated as little markets. As indicated by Krejcie and Morgan (1970), the sum would be adequate and reasonable, and bigger sample sizes could be utilized to systematize a huge number of employees in Malaysia. In this manner, future analysis ought to grow their sample size to expand the precision and unwavering quality of the study. In the future, a talk with a strategy or some open-finished inquiries for respondents can be performed rather than answer scaling polls on the web. Through such a meeting technique, analysts can get a high reaction rate, while ambiguities can be explained, and deficient answers can be followed up right away. Hence, this methodology can diminish the misconception and produce better aftereffects of the study.

CONCLUSION

In obtaining quality employees, business management can improve the work quality of employees, especially during this Covid-19 crisis because the ideas and contributions from the employees are very important in revitalizing the tourism industry. This study aims to examine the relationships between HRM practices such as recruitment, training, and performance appraisal with job performance among travel agency employees in Peninsular Malaysia. Based on the overall results, significant relationships were found; hence, the research hypotheses were accepted. Furthermore, these results can also be foretold with regard to the factors of recruitment, training, and performance appraisal that influence the job performance of travel agency employees in Peninsular Malaysia.

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