



# E-PROCEEDING HOTWEC 7.0

**SUSTAINABLY NURTURING  
TOURISM,  
HOSPITALITY AND WELLNESS INDUSTRY  
FOR A BRIGHTER TOMORROW**

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<b>Title</b>	<b>Page</b>
<b>Prefece</b>	<b>i</b>
<b>Acknowledgement</b>	<b>ii</b>
Consumer Acceptance of Innovation In Traditional Foods Among Undergraduates' Student	1
The Study on Visitor's Acceptance Of Traditional Malay Food In Malaysia	15
The Study on Tourist Visit Intention Theme Park in Malaysia	29
Factors that influence customer satisfaction in 3star hotels in Kelantan	46
Factors that influence customers satisfaction towards robotic service restaurant in Malaysia	65
The Viral Marketing Role In Directing Customer Purchasing Decision Regarding Food In Tiktok	85
Factors Influencing The Usage Of Online Food Delivery Service Among University Student In Malaysia	104
Measuring Perceived Service Quality Toward Customers Loyalty In Malaysia Fast Food Restaurant	121
The Influencing Factors Of Online Reviews Affecting Customer Visit Intention Towards Food And Beverage Establishment In Malaysia	141
The Influence of Workplace Deviant Behavior Towards Employee Performance in Malaysia Hotel Industry	159
Customer Satisfaction and Willingness to Use Self-Service Kiosk In Genting Highlands Hotel	176
The Influences of Hygiene Attributes Toward Customers' Fear of Covid at Thai Restaurant in Kota Bharu, Kelantan	189
The Antecedent of Brand Love Toward Starbuck in Kuala Lumpur	202
Factors That Influence Customers Satisfaction Toward Fast Food Restaurant In Kota Bharu	214
Intention To Eat Kelantan Traditional Food Among UMK Students At City Campus	222
Customer Satisfaction Towards Service Quality In The Fast-Food Industry At Kota Bharu, Kelantan	243
Student's Behavior Towards Fast Food Restaurant At Universiti Malaysia Kelantan (City Campus)	262
The Acceptance of Street Food Among University Students in Universiti Malaysia Kelantan, City Campus	278
Factors Affecting Consumer Preference To Use Online Food Delivery Services In Malaysia	295
The Influence of Youngster's Satisfaction Towards Hipster Food in Kota Bharu, Kelantan	310
Factors Influencing Visitors Motivations in Attending Food Festival in Malaysia	328
Factors That Influencing Customer's Satisfaction Toward Food Trucks in Kota Bharu, Kelantan	342
Consumer Perception of Food Safety at Restaurant in Kota Bharu, Kelantan	354

Consumer Knowledge, Perception Of Food Image And Acceptance Towards Kelantan Traditional Food	367
Factor Influencing Customer Satisfaction Among Millennials Toward Homegrown Cafe In Kota Bharu	384
Factors Affecting Student Satisfaction to Visit Cafeteria at University Malaysia Kelantan, Bachok	395
Measuring Eco - Tourist Perception, Knowledge, Acceptance And Revisit Intention In Malaysia	408
The Role of Service, Restaurant Environment, Food Quality, Food Hygiene, and Food Pricing Toward Customer Satisfaction On Fast Food Restaurant	428
The Role of Customer Attribute On Customer Satisfaction Toward Restaurant In Kelantan	443
Study of Workplace Environment, Reward and Recognition on Job Satisfaction Among Employees' Malaysian Hotel Industry	455
The Factors That Have Influenced Final Year Students' University Malaysia Kelantan In Pursuing A Career In The Hospitality Industry	470
Customer Satisfaction Of The Airlines In Sultan Ismail Petra Airport, Kota Bharu Kelantan	485
Customer Perception Of Mcdonald's Restaurant Service Quality In Kota Bharu Kelantan	500
The Factors That Affect Customer Satisfaction in Hotels at Kota Bharu, Kelantan	513
University Students Perception Towards Hipster Café In Kota Bharu, Kelantan	525
Factors That Motivate University Malaysia Kelantan's Students To Participate In Cultural Tourism Activities	552
Examining The Perceptions Of Tourism Employees Towards Government Policies For Covid-19 Recovery Process	566
The Factors Determine Food Satisfaction Among Domestic Tourists : The Case Of Gastronomic Tourism In Kelantan	572
The Factors Determine Satisfaction Among Tourist Visiting Sustainable Heritage Tourism Development In Kelantan	592
The Relationship Between Memorable Experience, Travel Satisfaction, and Tourist Expectation on Revisit Intention Among Tourist in Malaysia	611
The Relationship Between Accommodation, Food Quality, and Customer Relations Towards Tourist Satisfaction in Malaysia	627
The Factors Influence Employee Satisfaction Employee Satisfaction In The Hotel Industry	649
The Factors that Influence Tourism Demand in Malaysia	673
Factor Influencing Tourist Satisfaction While Traveling Among Students At Universiti Malaysia Kelantan	692
Factors Determining Young Tourists' Intention To Use	709

Smart Tourism Technology In Kelantan	
Factor That Builds Youth's Intention To Do Adventure Tourism In Kelantan	731
Factors Influencing Intention To Use Smart Mobile Apps Among Local Traveller In East Coast Malaysia	744
The Factors That Influence The Malay Community In The Use Of Accommodation Technology Applications In Kota Bahru, Kelantan	759
Impacts Of Ecotourism Development Toward Quality Of Life Among Local Communities In Dabong, Kelantan	774
Factors That Influence the Increasing Of Stress Among Wellness Student Year 2 In Universiti Malaysia Kelantan, Kampus Kota	791
Perception Of Kuala Terengganu As An Islamic Tourism Destination Among The People That Had Been In Kuala Terengganu	801
The Effect Of Perceived Impact, Social Impact And Environmental Impact On Tourism Development In Sabah, Malaysia Among Indigenous People	822
Analysis Of The Impact On Halal Tourism Towards Tourism Students At Universiti Malaysia Kelantan	835
The Effectiveness of Technology Use Among Tourist Satisfaction in Kelantan	852
Factors Influencing Visitor's Awareness Level And Visitor's Satisfaction Level Towards Safety In Tok Bali, Kelantan	876
The Effect Of Destination Attributes On Tourist Loyalty Aftermath Of The Crisis	900
Exploring Innovation In The Homestay Program	915
Exploring The Potential Of Staycation Making To Travel During And Aftermath Of The Covid-19	930
The Effect Of A Short Vacation On Work Stress Among Tourism Lecturers	944
The Impact Of Memorable Eco-Tourism Experience On Behavioral Intention Among Tourists Who Took Train Trips To Dabong, Kelantan	959
Impact of Event Experience Towards Satisfaction Among E-Sport Events Participant	971
Investigation Of Bundle Event And Visitor Satisfaction A Case Of Bundle Event	985
Factors Influence Kelantan Experience Tourism Among Umk Students	1002
Factors Encouraging Women Participation in Tourism	1018
Intention To Use Metaverse In Teaching Among Universiti Malaysia Kelantan Lecturer	1048
The Relationship Between Adaptive Capacity And Business Performance Among Homestay Operators In Kelantan	1057
Factors That Motivate Student's Willingness To Involve In Volunteer Tourism Programs In Malaysia	1067
The Effect Of Interpersonal Skills Attributes Towards	1087

Motivation To Volunteer Among Youth In Kelantan	
Understanding Success Factor Strengthen Min House Camp As A Community-Based Tourism Product In Kelantan During Post-Covid	1101
Factors Influencing Revisit Intention of Community-Based Tourism in Tok Bali, Kelantan; Tourist Perspective	1122
The Impact Of Service Quality Airqual Model Towards Malaysia Airlines Customers' Satisfaction	1143
A Study on Tourist Satisfaction Towards Ferry Services in Langkawi	1161
Examining Customer Satisfaction Toward Quality Service at Zamburger Hotel: A Quantitative Study	1173
Understanding The Effectiveness of Marketing Communication Towards Tourist Decision-Making to Visit Min House Camp	1188
Factor Affecting Tourist Development In Kelantan After Covid-19	1202
The Factors Influencing The Tourism Development In Genting Highland	1221
The Factors Influencing Tourist Visitation Among Tourists A Case Study In Kelantan, Malaysia	1235
Factor Influencing The Development In Kota Bharu, Kelantan	1254
The Influence Of Smart Tourism Applications On Perceived Destinations Image In Kelantan	1271
Factors Affecting Gen Y Tourists' Purchase Intention Towards Local Food In Kelantan	1284
Factors That Influence Tourists' Intention To Consume Local Food In Kelantan	1296
Push And Pull Factors Of Tourist Participate In Outdoor Adventure Tourism	1310
Factors Influence Tourists' Selecting Melaka As Holiday Destination	1323
Tourist Satisfaction Towards Local Heritage Food In Pulau Pinang	1331
The Factors That Affect Customer Satisfaction On The Quality Of Hotel Service	1339
The Factors Of Selecting Langkawi Island As A Tourist Destinantion: A Conceptual Paper	1347
Factor Affecting Memorable Tourism Experiences Towards Behavioural Intentions of Heritage Tourists	1357
Re-Visiting Community-Based Tourism Intention in Kelantan Malaysia: Insights for Tourists	1367
The Nexus Of Information And Communication Technology (Ict) And Sustainable Tourism Marketing Among Owner's Homestay	1381
Issues Influencing the Use of Smart Tourism Apps Among Malaysia Tourism Stakeholders	1399
A Study of Tourist Satisfaction of Cross-Border Tourism Development in Rantau Panjang, Kelantan	1415

Factors Influencing Destination Loyalty Among Domestic Tourist In Perhentian Island, Terengganu, Malaysia	1434
Factors Influencing the Supply of Pineapples in Johor, Malaysia	1447
Tourist Satisfaction Towards Beach Tourism In Pantai Cahaya Bulan Kota Bharu, Kelantan	1462
Awareness and Knowledge of Social Protection Among Gig Economy Workers in Kota Bharu, Kelantan	1471
Awareness and Knowledge of Right To Disconnect After Work Among Lecturers In University Malaysia Kelantan (KOTA)	1485
Awareness and Knowledge of Academic Burnout Among Students in University Malaysia Kelantan Kampus Kota: A Qualitative Study	1500
Political Awareness And Knowledge Among Student In University Malaysia Kelantan	1539
Factors Influencing Green Restaurant Revisit Intention Among Consumers in Malaysia	1549
Factor Influencing Online Repurchase Intention Among Cosmetic Consumers In Malaysia	1561
Determinants of Consumers Purchase Intention Towards Organic Beauty Products Among Women in Malaysia	1577
Motivational Factors to Consume Organic Food Products Among University Students' in Kelantan	1596
The Exploring Study of Postpartum Depression Prevalence Among Women in Kelantan	1610
The Effect Of Online Gaming On Mental Health, Finance And Academic Performance Among University Student	1624
The Factors Influencing Nurses Mental Health In Hospital Raja Perempuan Zainab II (HRPZ II)	1632
Fast Food Consumption Among Teenagers in Pengkalan Chepa	1653
Customer Satisfaction With Traditional & Complementary Medicine Among Community in Pengkalan Chepa, Kelantan	1665
Unhealthy Lifestyle Among Youth in Kedah And Johor	1682
The Factors That Influence Sleep Quality Among Students Universiti Malaysia Kelantan (UMK), City Campus	1693
Mental Health Among Students of the Universiti Malaysia Kelantan, Kampus Kota	1709
The Factor That Influence the Daily Diet among Wellness Student in Universiti Malaysia Kelantan, Kampus Kota	1716
Weight Management of Obesity Among Student In Universiti Malaysia Kelantan	1732
Factors Affecting Stress Among First-Year Students Fakulti Hospitaliti, Pelancongan & Kesejahteraan (FHPK) At Universiti Malaysia Kelantan	1748
Factors Influencing Fast-Food Consumption Among Students at Universiti Malaysia Kelantan, City Campus	1760
Factors Influencing Eating Habits among Wellness Students at Universiti Malaysia Kelantan	1775

Factor Affecting Mental Health Among 3rd Year Student at University Malaysia Kelantan, City Campus	1788
Identifying The Challenges and The Level of Effectiveness of Campus Wellness Initiatives Among Students and Staff in UMK City Campus	1801
Assessing The Post-Service Experience Towards Emotional Impacts On Spa-Goers in Kota Bharu, Kelantan	1816
Exploring Success Factors Influencing The Effectiveness of Wellness Initiatives Activities in The University	1834
Customer Satisfaction with Traditional and Complementary Medicine (TCM) Services	1850
Adopting A Healthy Lifestyle: It's A Choice	1860
The Involvement in Physical and Fitness Activities Among Community in Malaysia	1872
Preferences of Fast-Food Selection Among Third-Year Students of Bachelor Entrepreneurship (Wellness) with Honour at UMK City Campus	1884
Unhealthy Lifestyle Factors Among Wellness Students at UMK City Campus	1896
Student's Motivation After Returning to University Malaysia Kelantan City Campus	1910
The Association Between Family Values and Coping Skills Toward Depression Among 3U11 Students	1923
Relationship Between Traditional Postnatal Care Services Utilization and Emotional Status Among Women	1936
The Association Between Parental Emotional Styles and Emotional Problems Among Preschool Children	1946
Factors Influencing the Demand for Halal Foods Purchase Intention in Kelantan	1959
Determinants of Purchase Intention of Online Shopping Platforms	1980
Factors Influencing the Intention to Use Fitness Apps Among Generation Z	2004
Fast Food Consumption Among University Students: A Comparative Study Between University Malaysia Kelantan (UMK) Pengkalan Chepa and Institut Pendidikan Guru (IPG) Students	2037
The Factors That Influence Physical Activity Involvement Among Universiti Malaysia Kelantan (UMK) Kampus Kota Students	2051



# **THE FACTORS INFLUENCE EMPLOYEE SATISFACTION EMPLOYEE SATISFACTION IN THE HOTEL INDUSTRY**

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## **ABSTRACT**

The goal of this research is to investigate the relationship among reward, working conditions, motivation and employee satisfaction in the Malaysian hotel industry. It was discovered that reward, working conditions, and motivation all had an impact on employee satisfaction in Malaysian hotel industry while targeted 177 respondents proficiently finished that online survey. The details was evaluated via the Statistical Package for Social Science (SPSS) edition 24.0. SPSS Statistical covers the whole statistical evaluation approach to help make better decisions and perform better. Through the research, the Pearson correlation coefficient was utilised in order to explore the relationship among reward, working conditions, motivation, and employee satisfaction. The outcome shows the employee satisfaction has profound impact on hotel sector in Malaysia. This study can help to understand how reward, work conditions, and motivation affect employee satisfaction in the Malaysian hotel industry.

*Keywords : Job Satisfaction, Hotel industry and Employee.*

## **INTRODUCTION**

The tourism market is now recognised as an essential component for worldwide growth in society and the economy. (Wakimin et al., 2018). Based on Camilleri, (2018) defines tourism as provisional individuals that stay in another place from their house for at least a day if they plan to travel for leisure, wellness or vacation. Meanwhile, according to Chin (2020), tourism can classified as an influx of human beings over regions in search of unique natural as well as cultural pleasures. Also the other hand, The World Tourism Organization (UNWTO)(2021), defines tourism that includes any activities that include a person visiting and residing at a spot other than their customary residence for fewer than 12 months in consecutive years for enjoyment, work or other reasons. Moreover, tourism industry includes several other industries that offer services and products to both international and domestic tourists to fulfill their needs during their vacation such as accommodation, air, travel agencies, food and road passenger transport, and travel agencies (Nasir and Wongchestha, 2022).

Due to by Report of International Tourism Highlights (2019 Edition) on worldwide scale, the World Tourism Organization was signed up to 1.5 billion international tourist travel globally and demonstrates a 4% increase in stead of 2018. The extension of similarity was expected around 2020 (World Tourism Organization (UNWTO) World Tourism Barometer, 2020). However, Covid-19 pandemic's occurrences significantly altered the state of global tourism at this time. The epidemic had detrimental influence over tourism 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).

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 happens because satisfied employees are more inclined 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.

There are three objectives of this study:

1. To examine the relationship between reward and employees satisfaction in the hotel industry.
2. To examine the relationship between working conditions and employees satisfaction in the hotel industry.
3. To examine the relationship between the work motivation and employees satisfaction in the hotel industry.

## **SIGNIFICANCE OF THE STUDY**

### **Researchers**

The study's outcome will assist researchers in determining the link between three variables which is reward and employee satisfaction, working conditions and employee satisfaction and work motivation employee satisfaction hotel industry in Malaysia. The result will help researcher aspire to understand much about the variables that influence employees satisfaction in hotel segment in Malaysia.

### **Owners**

This research will assess a reward, working condition and also motivation factor to recognise the sorts of acts that can occur when use employee satisfaction. Get to know the behaviour of employee and the decision making when individual or group uses the employee satisfaction. The details acquired will conduct the proprietors in determining what elements have an impact employee satisfaction.

### **Tourism sector**

The information will provide insight the tourist segment exactly how customers opted to obtain tourism products and services. As a consequence, the tourist industry will be able to strengthen its administration in persuade individuals to obtain a employee satisfaction. These studies also make the tourism sector know what is important in the using decisions. In advance, through this type of research also contributes to the progress of tourist planning in future.

## **LITERATURE REVIEW**

### **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 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 job satisfaction is lacking, it will lead to unhappy employees who will be unable to place 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.

### **Reward Factor**

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 taking into account all aspects of job performance that are beneficial to employees. It seeks to combine the material and immaterial components of reward into a unified whole. Financial rewards include both person-based pay, which gives reward acknowledgment 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 degree to which people's desires for respects for accomplishment, room for personal development, and livable working circumstance (Armstrong, 2013).

### **Working Conditions Factor**

The working environment is determined by the standards set by the organization such as the workplace, equipment and collaboration among supervisor and coworkers. The atmosphere of workplace has an influence 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.

## **Work Motivation Factor**

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 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 regulars day-to-day existence.

A high level 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. "The predominance of the culture in the organisation has an enormous effect on motivating individuals in peak performance". (Garg & Rastogi, 2006). A Lean management approach would be very effective way to motivate all employees in an efficient manner.

### **The relationship between reward factor, working condition factor, motivation factor and employee satisfaction in hotel industry.**

Compensation and reward are critical components of Humans Resource Management. An organization remuneration scheme for tis personnel is crucial in determining employees commitment and retention. According to Wills (2001), the most important issues in attracting and retaining talent in organizations is compensation. As they compete for required skills and human capital, organisations, whether public or private, governmental or nonprofit, are implementing incentive practises. Bowen (2000) argued, in an era where accomplishing more with less is the norm, incentive and recognition are essential.

The outcome of working conditions on job satisfaction comprises two kinds of group workers: those who operate in an integrated environment and those who operate in tough situation. Only employees who meet specific requirements with condition of gender, age, health, qualifications, physical and mental condition capabilities are suited for tasks with challenging working conditions. As the consequence, it is critical to minimise hazardous working circumstances and if required to establish appropriate safety measures. This is to avoid tragedies and keep sure that working conditions are appropriate for workers right.

It contains a connection among motivation and job satisfaction, which serves as the cornerstone for every company existence. Peretomode (1991) stated that there are linked between job satisfaction and motivation but not like to synonymous terms. Job satisfaction is a component of the motivational procedure but motivation mostly focused goal of company, job satisfaction is concerned

with enlightenment of rewards and job tasks. It is also conceivable where worker appreciates all aspects of his work but is yet unmotivated. This implies denotes a high level of job satisfaction.

## Research Hypothesis

A hypothesis should be feasible, plausible, and also methodologies into account. Furthermore, a hypothesis is a forecast or justification of a link between variables. It suggests that an independent variable and a dependent variable have a systematic connection. As a result, the research suggests:

H1: There is a significant relationship between reward and employee satisfaction in hotel industry

H2: There is a significant relationship between working condition and employee satisfaction in hotel industry .

H3: There is a significant relationship between motivation and employee satisfaction in hotel industry

## Conceptual Framework

The conceptual framework for this research is seen in Figure 2.1. The three factors that make up the independent variable that will be proposed are reward, working condition, and motivation. Employee satisfaction is the dependent variable.

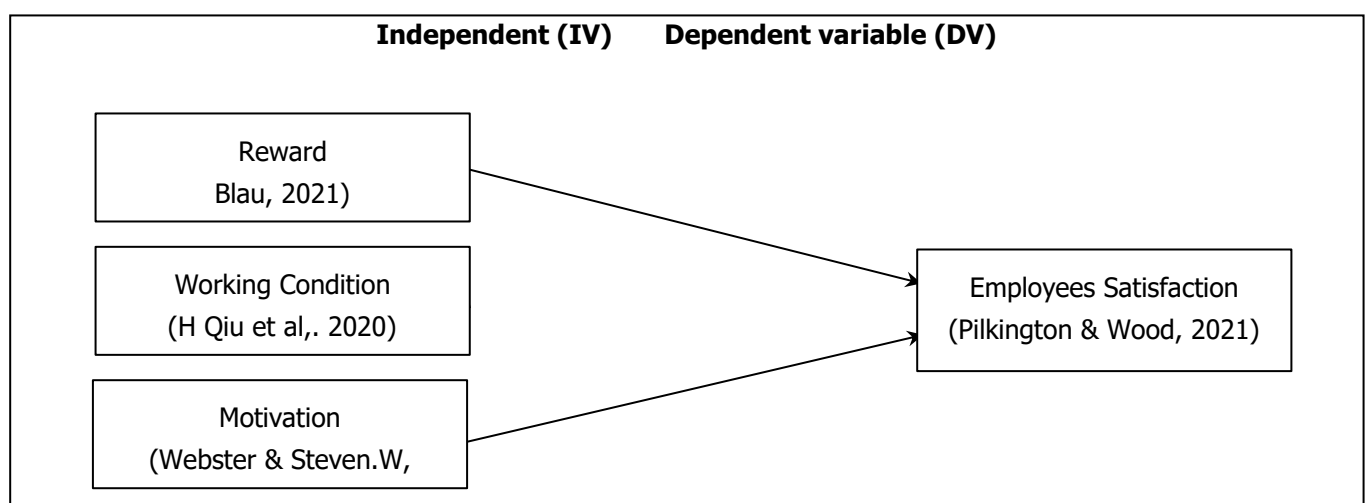


Figure 1: Conceptual Framework of the relationship among reward, working condition and motivation with employees satisfaction.



## METHODOLOGY

### Research Design

The study's design incorporates the factors that impact influence employee satisfaction among hotel industry in Malaysia. A quantitative technique will use through the research and details collected from individuals via self-directed questionnaire. The relationship between reward, working condition, and motivation among employee satisfaction is the subject of a descriptive study. The descriptive study design assists in answering the research questions and achieving the research objectives.

### Population and Sample size

Overall, the sample size is 177 employee. The population and sample size study only involves among employee hotel industry in Malaysia. The target population or employee is 177 respondent . To determine the sample size, Krejcie and Morgan (1970) sample was employed in this study.

S = sample size

$X^2$  = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841)

N = the population size of domestic tourist in a year

P = the population proportion (assumed to be 0.5 since this would provide the maximum sample size)

d = degree of accuracy expressed as a proportion (0.05)

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

$$S = \frac{3841 (2054000000)(0.5)(1 - 0.5)}{(0.05)^2(2054000000 - 1) + 3.841 (0.5)(1 - 0.5)}$$

$$S = \frac{1972353500}{5135000.958}$$

$$S = 384.099$$

$$S = 384$$



The precise value of sample size for the population are 300 but the return of the questionnaire answered by respondents collected the data for 177 respondents.

## **Data Collection**

In the beginning phase, online surveys which is Google Form used to employed the data. The researcher utilised this structure of technological instruments because it is cost-free and straightforward to use. The fieldwork was the second phases of data gathering. Through this research, questionnaire was employed as the major source of information. The section has 6 components that declares ought to address. The questionnaire was handed out to the community, who are Malaysian tourists, with the desire to accumulate data.

## **Sampling**

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.

Probability sampling and non-probability sampling are the two sorts of sampling techniques. Begin with an entirely representative data set of everyone who is eligible from which to draw your possibility sample. For the outcome, the measurement error is unable to constructed and a remarkable risk of obtaining a non-representative sample with non-generalize results exists. In contrast, non-probability sampling is better for developing hypotheses and exploratory research more practical. The method of convenience sampling shall be employed through the research. 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.

## Research Instrument

The substances applied to quantify the selected study components were taken from previous pertinent studies in the field of tourist purchaser habits

## Data Analysis

Researchers will use the programme Statistical Programmers for Social Science (SPSS)

Table 1: Measurement items			
Measurements	Number of items in the questionnaires	Scales used	Author
Section A: Demographic information	6		
(Dependent Variables) Section B: Employee satisfaction	5	Adopt	Pilkington & Wood (2021)
(Independent Variables) Section C: Reward	5	Adopt	Peter M. (2021)
(Independent Variables) Section D: Working Condition	5	Adopt	H. Qiu (2020)
(Independent Variables) Section E: Motivation	5	Adopt	Webster, Steven W (2018)
Total	26		

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information. SPSS is a program-based data processing and analysis window that allows you to create tables and pie charts. Computers aided researchers in lowering the effort required to determine information and making quantitative analysis easily and quickly. The researcher uses descriptive statistics, reliability statistics, Pearson's correlation, and regression to evaluate quantitative data.

## FINDINGS

### Demographic Profile of Respondent

Table 2: Demographic Profile of Sample

Characteristics		Frequency	%
Gender	Male	56	31.5
	Female	122	68.5
Race	Malay	137	77
	Chinese	3	1.7
	Indian	14	14
	Others	24	13.5
Age	21-30 year old	174	97.8
	31-40 year old	4	2.2
	41-50 year old	0	0
	51 years old and above	0	0
Marital Status	Single	173	97.2
	Married	5	2.8
Education Level	Secondary School	3	1.7
	Diploma	7	3.9
	Bachelor of Degree	162	91
	Master Degree	6	3.4
	Doctor of Philosophy	0	0
Occupation	Employee	7	3.9
	Part time	0	0
	Unemployed	3	1.7
	Retired	1	0.6
	Student	167	93.8

Table 2 will illustrate the respondent description. Male replies totaled 56, while female respondents totaled 122. The survey received responses from Malay (137 respondents), Chinese (3 respondents), Indian (14 respondents), and others (24 respondents). The Malay had the biggest percentage of replies (77%), followed by others with 13.5%, Indians with 14%, and Chinese with just 1.7%. The largest proportion of respondents was in scale of age from 21-30 years old (97.8%) and the second highest is the range 31-40 years old which have 2.2%.

The complete amount of responders for single was 173 (97.2%) and married was 5 (2.8 %). The highest respondents were 91 % (162 respondents) with a bachelor's degree level of education, followed by 3.9 % (7 respondents) with diploma, third is Master of degree stated 3.4% (6 respondents) and the lowest proportion of respondents were those with a secondary school, which is 1.7 % (3 respondents).

Last but not least is students made up the bulk of respondents 93.8% (167 respondents), while the employees stated 3.9 % (7 respondents). There were 1.7 % (3 respondents) for unemployed and retired only 0.6% for 1 respondent

### Reliability Test

A reliability system is applied to gauge a system's entire resilience and efficiency beyond a specific time duration and across a variety of evaluation circumstances. It involved over 30 participants earlier than being distributed to 385 people by a digital survey which is Pilot Test.

**Table 3 : Result of Reliability Test**

Variable	Number of items	Cronbach's Alpha coefficient	Strength of Association
Employee satisfaction	5	0.820	Excellent
Reward	5	0.887	Excellent
Working condition	5	0.894	Excellent
Motivation	5	0.929	Excellent

Table 3 displays the Cronbach's Alpha Coefficient outcomes for independent and dependent variables in this research. We may deduce from the table above that all the variables were more than 0.8. As consequence, the offered conclusion is trustworthy and may be accepted in this probe. Employees satisfaction variable that influence employees satisfaction in the hotel industry was measured using 5 questions, and the Cronbach's Alpha outcome for this section query was 0.820,

which was excellent. For the outcome, the coefficients derived for employees satisfaction variable questions were reliable.

After that, five questions per section were submitted to analyze the incentive variables that affect employee satisfaction in the hotel business, and the results were for rewards (0.887), working conditions (0.894) and finally motivation (0.929). Every variable is considered excellent. Therefore, all the calculated coefficients are reliable.

### Descriptive Analysis

The mean and standard deviation for sections C, D, E, and F of the questionnaires were evaluated in this research.

Table 4: Descriptive Statistics

Variables	N	Mean	Standard Deviation
Motivation	177	7.3314	1.6815
reward	177	6.766	1.6716
Working condition	177	7.017	1.5969
Employee satisfaction	177	6.644	1.619

Table 4 shows the independent and dependent variables, mean also standard deviation analysis. The

independent variables were motivation, reward, and working conditions, while the dependent variable was employee satisfaction in the Malaysian hotel industry. Motivation had the greatest mean score (7.3314), indicating that respondents satisfied most to this characteristic. Afterward, the lowest mean was employee satisfaction only 6.644 in this survey, indicating that respondents agreed less strongly on that dimension. The information collection with a standard deviation greater than one out of 177 respondents demonstrates the most prevalent values.

### Pearson Correlation

Pearson's correlation analysis are most fundamental procedures that looked at the linear connection between the both variables. The purpose of the study was to determine if there any correlations among the independent variables (motivation, reward, and working condition) and the dependent variable (employee satisfaction in the Malaysian hotel industry). If the link is substantial, the researchers have to identify the acceptable level of association strengths.

## Hypothesis 1

H1: There is relationship between motivation and employee satisfaction hotel industry in Malaysia.

Table 5: Correlation coefficient for motivation and employee satisfaction hotel industry in Malaysia

		Employees Satisfaction in Hotel Industry	Motivation
Employees Satisfaction in Hotel Industry	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

The Pearson correlation coefficient, significant value, and total number of responders (177) are shown in Table 5. The p-value was 0.000, less than the threshold of 0.01. Motivation component and employee satisfaction hotel industry in Malaysia exhibited a high positive link with a correlation value of 0.929.

## Hypothesis 2

H2: There is relationship between reward and employee satisfaction hotel industry in Malaysia

Table 6: Correlation coefficient for reward and employee satisfaction hotel industry in Malaysia

		Employees Satisfaction in Hotel Industry	Reward
Employees Satisfaction in Hotel Industry	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

The Pearson correlation coefficient, significant value, and total number of cases (177) are shown in Table 6. The p-value was 0.000, below than the significance threshold of 0.01. The correlation value of 0.887 revealed a very high positive relationship among reward and employees satisfaction hotel industry in Malaysia.



### Hypothesis 3

H3: There is relationship between working condition and employee satisfaction hotel industry in Malaysia.

Table 7: Correlation coefficient for working condition factors and employee satisfaction hotel industry in Malaysia.

		Employees Satisfaction in Hotel Industry	Working Condition
Employees Satisfaction in Hotel Industry	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

The Pearson correlation coefficient, significant value, and case count of 177 are shown in Table 7. The p-value was 0.000, below than the significance threshold of 0.01. With a correlation value of 0.894, there was very strong positive link among working condition and employees satisfaction hotel industry in Malaysia.

Table 8: Summary of Correlation Analysis

Hypothesis	Significant Value	Conclusion	Correlation Value	Conclusion
1	0.000	Accepted	0.929	High Positive Correlation
2	0.000	Accepted	0.887	Very High Positive Correlation
3	0.000	Accepted	0.894	Very High Positive Correlation

Correlation Analysis was employed by investigators in order to evaluate the linear relationship among the both variables identified as the research aims. Table 8 displays the outcomes of the Correlation Analysis, which demonstrated a strong positive relationship between motivation, reward and employees satisfaction in the Malaysian hotel industry. Furthermore, there is high positive correlation among working conditions and employees satisfaction in the Malaysian hotel industry.

## **DISCUSSION & RECOMMENDATION**

The research analyzing the relationship among reward factors, working condition, motivation factors, and employees satisfaction hotel industry in Malaysia. The intention of this study is to find out the relationship among motivation factors, working condition factors, reward factors, and employee satisfaction hotel industry in Malaysia.

This study shows that more research on the employee satisfaction of the hotel industry in Malaysia should be carried out, as this research is limited to workers in Malaysia, it cannot draw any conclusions. The results of this study may vary if it is extended to the satisfaction of international workers in Malaysia. As a result, rather than focusing solely on local employee satisfaction, other employees are instead expected to respond to surveys.

Further, the most recent explore only looked at 3 criteria which affect the satisfaction of hotel industry workers in Malaysia. However, this study may overlook other important aspects that affect employees satisfaction among Malaysians. As this indicates, subsequent investigators might propose additional variables, such as disclosure components, to explore their new discoveries.

The research is then narrowed down to 177 samples, which may subsequently be used to identify the target population. According to Krejcie and Morgan (1970), if the amount is sufficiently reliable, larger sample sizes should leveraged to examine millions of Malaysian tourists. Consequently, to improve the validity and reliability of their investigations, future researchers should raise their sample size. Merely having respondents complete a scale questionnaire online, conduct an interview or pose open-ended questions. Using the interview strategy, researchers may get a great deal of response and incomplete replies could be picked up on instantly. This strategy can eliminate misunderstanding and considerably improve study findings.

Finally, future researchers should be taken to stay up to date on variables that may impact the satisfaction of hotel industry workers in Malaysia as these factors can vary. It is possible to evaluate the factors affecting the trust of employees, which can help business owners in implementing more successful marketing tactics. Academics in the future may create a unique framework to analyse employee satisfaction with the hotel industry in Malaysia. As workers' happiness with the satisfaction of hotel industry workers in Malaysia fluctuates, a regional survey must be conducted to measure employee satisfaction.

## CONCLUSION

To conclude, these three factors must be addressed together to make the employee satisfaction more colorful and vivid with a diverse range of employee satisfaction, since this is one of the most effective marketing strategies. As a method to boost Malaysian tourism, employee satisfaction hotel industry in Malaysia providers and the government should work together to provide the finest service possible to employee satisfaction. The outcome of this research will aid researchers in better understanding employee satisfaction with hotel industry in Malaysia. Any subsequent research should start with a well-rounded population sample. Imbalanced sample c an inconsistency in the results, which will only favor one group. The sample size ought to be expanded to gain accurate, reliable, also uniform outcome. Researchers ought to think further dimension to identify other aspects that trigger Malaysian youth employees' enthusiasm to go to other areas. Consequently, to make the employee satisfaction hotel industry livelier by providing a variety of hotel industry services, DMOs and local governments must collaborate effectively and completely commit to providing reliable services.

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