

UNCONSCIOUS BIAS TOWARD EMPLOYEE
PERFORMANCE IN PERAK HOTEL INDUSTRY

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We hereby declare that:

1. This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to **ALL** sources of information be they printed, electronic, or personal.

2. No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

3. Equal contribution has been made by each group member in completing the research project.

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LIST OF ABBREVIATIONS

AB	Affinity bias
BE	Bandwagon effect
CB	Confirmation bias
DF	Degree of freedom
DOSM	Department of Statistic Malaysia
EP	Employee performance
F	F-value
H₀	Null Hypothesis
H_{1, 2, 3, 4}	Alternative Hypothesis
HE	Halo effect
N	Sample size
No.	Number
R	Square root of R-squared
R-Squared	Proportion of variance
Ranking of Std Dev	Ranking of Standard Deviation
SPM	Sijil Pelajaran Malaysia
SPSS	Statistical Package for the Social Sciences
Std Dev	Standard Deviation
Std Error	Standard Error
Sig	Significant
t	t-value
X	Independent Variable
Y	Dependent Variable

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PREFACE

It is compulsory and responsibility to do this research in order to complete our study of Bachelor of Business Administration (HONS). Our topic of this research is 'Unconscious bias towards employee performance in Malaysia hotel industry'. The research was conducted because the employees in Malaysia hotel industry will affect directly to the organizational profit, and Unconscious Bias is the most important elemental to maintain employees' quality and quantity.

In this economical era, employee performance is a sign of capacity of a company to efficiently achieve the goals by outsourcing or having the good productivity from the internal source. But one of the most important that will let the organization have the better performance is the employees' performance. The employees' performance are through the level of their productivity, We were focused on hotel industry which located in Malaysia and this research will provide a better understanding on how Unconscious Bias will affect the organizational performance in the following industry.

In this research, we listed four independent variables (Affinity Bias, Confirmation Bias, Halo Effect, and Bandwagon Effect) which have a significant relationship with our dependent variable (Employee Performance).

ABSTRACT

This research study will investigate the “Unconscious bias towards employee performance in Perak hotel industry”. In this study, researchers have investigated the relationship between affinity bias, confirmation bias, halo effect and bandwagon effect with employee performance. The reason that we focus on Perak hotel industry is because Perak hotel industry plays an important role in promoting the economy growth of Malaysia, but it is under strong pressure in the unstable marketplace today, and actually the unconscious bias is affected in the employee performance for hotel industry.

The data of this study will be collected from employees who working in hotel. There is total 30 set questionnaires were distributed by using convenient sampling method. Statistical Package for the Social Sciences (SPSS) version 16 had been used in order to run the reliability analysis, frequency analysis, explain the correlation coefficient analysis, and test of hypothesized relationships between the independent variables dependent variable. The results of the analysis confirmed that there is a positive relationship between Affinity Bias, Confirmation Bias, Halo Effect, Bandwagon effect and Employee performance.

Keywords: Affinity Bias, Confirmation Bias, Halo Effect, Bandwagon effect, Employee Performance, Hotel Industry.

CHAPTER 1: INTRODUCTION

1.0 Introduction

This research study is aim to investigate the unconscious bias toward the employee performance in Perak hotel industry. This research give a clearer information about how unconscious bias influence the employee performance. This chapter outlines the research background, problem statement, research objective, research questions, and hypotheses of the study, significance of the study, chapter layout and conclusion.

1.1 Research Background

As everyone know that there are a lots of hotel industry that located in Malaysia. The hotel industry is one of the largest and fastest growing industries in all around the world which consists of separate sub-sectors which include the hotel sector, restaurant and also resort (Talabi, 2015). There are many types of hotel industry which include in Malaysia such as tourist industry, transportation industry and the food servicing industry. The local hotels include New World Petaling Jaya Hotel, Boutique Hotel, and Grand Kampar Hotel and so on. The other example of foreign hotel include the Shangrilla Hotel, St. Regis Hotel, 4 Season Hotel and Mandarin Oriental Hotel. From the research, the both local and foreign hotel are providing the same services for the customers and also the same types of services in the Malaysia.

So what is budget hotel? Till today, still did not get any precise definition on the budget hotel. The budget hotel as can define as the relatively price cheaper compared with the luxury hotel but it also provides the basic facilities and services (Teng, 2010). The budget hotel is a hotel that mainly provide an accommodation services for those customers who seeking for an affordable room to stay temporary

and these customers normally from small enterprise businessman also called as business travellers. It is a small and medium-sized hotel with moderate house price. The budget means “cost” and it refer to the “price” rather than just in the sense of “cheap”. The budget hotel will considered as one star hotel because of their price normally around RM70 to RM100 ringgit per night and they also provide the lodging at very cheap price. Some of the budget hotel will also provide breakfast that offered in the price.

It is believed that the hotel employees have an important roles in improving the good reputation of hotel and raise the confidence level of customers in hotel industry. In hotel industry, employee in front line usually will have more interaction with customers and know more on what customers need. Through the interaction between customers and front line employee, the satisfaction and loyalty are generate (YEH, 2013). Satisfied front line employees can continue to provide ca high work performance and give the best quality of services as they can (LALOPA, 1997), since employee who have a high level of satisfaction will get a satisfied customers because they are happy and willing to serve customers. The quality of staff behavior can be improved through appropriate training and recruitment programs (NADIRI, 2010); the importance of recruiting, retaining and managing assets must be well taken into account, since this can help organizations to increase competitiveness, which has become a main factor in the success of hospitality industry (TSAUR, 2004).

Historically, social researchers had made out the decision where certain people will hold a negative perceptions or views towards other people that are different to them. The concept of stereotypes and the bias was discussed at the conscious level which known as the “Conscious Prejudice”. However, the development of neuroscience had showed that a lots of biases are held at the subconscious level which known as the “Unconscious Bias” and it clearly show the different from the conscious prejudice (Marshall, 2019). The unconscious bias had created hundreds of seemingly irrational situation everyday where people had make the decision that seem to make no sense and be driven only by overt prejudice. According to Howard Ross (2017), he mentioned that there are still have some of the cases need to be focused on where people are consciously hateful, hurtful and also biased. It is

significant to be familiar that the concept of unconscious bias does not only apply to “them” but it also applies for all of us and the world.

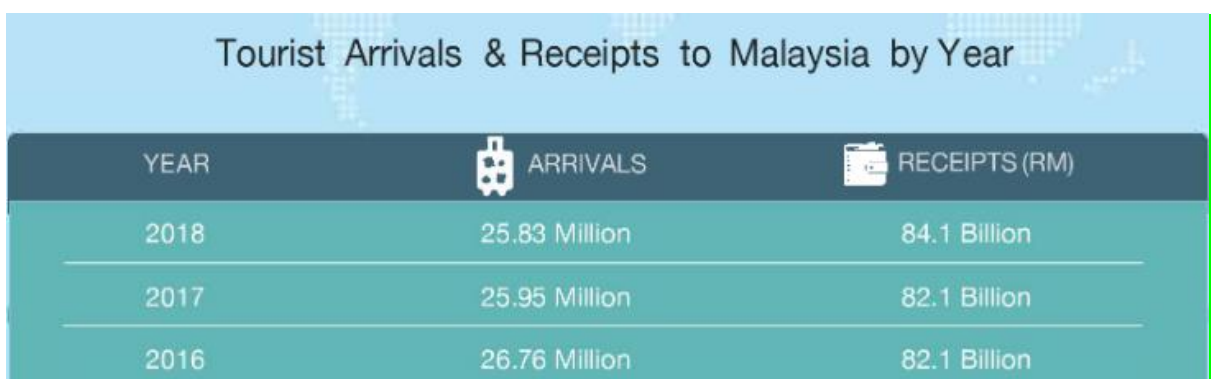
Unconscious bias also found in job performance, affinity bias generate when employees are motivated to put more efforts in performing well in their works. If there is affinity bias in the workplace, this might affect the employee performance. If employee provide a high work performance, the customers will get satisfaction on it and they will continue to support the business (Marshall, 2019). This becomes a self-achievement in high satisfaction, in this case, confirmation bias generated. In other words, if a particular hotel employee provide a good quality services to a particular customers, they properly came back to the hotel and request the same person to service them since they have a confirmation on that particular hotel employee in providing quality service (Marshall, 2019). The halo effect is one of the unconscious bias whereby our general judgement on a person affection on the impression toward our feeling on his or her characteristics. For example, a person first impression like “he is handsome”, this affects your judgements on a person specific characteristic (Standing, 2004). Bandwagon effect means an advantage that an employee enjoys as a result of others employee doing the same thing that he or she does. In particular, a hotel employee may enjoy bandwagon effect as others hotel employee providing the same service on the customers (Rohlf, 2001).

From the research, as we can see that organization performance is a sign of capacity of a company to efficiently achieve the goals by outsourcing or having the good productivity from the internal source (Hult, 2008). But one of the most important that will let the organization have the better performance is the employees’ performance. The performance by way of the productivity, flexibility in tasks, experiences and also the motivation so that the organization will gain the reputation towards the social. According to Prajogo (2007), he mentioned that there are few researchers have been introducing some of the method that used to assess the performance in the organization. This will assess based on the individual performance which complete the task that assigned by the management in stipulated time.

The purpose of this study was to develop and test a model which examined the factors that causes job performance among front line employees in the Perak hotel industry. The importance of front line employees cannot be under estimate and this study will show they are one of the strong backup of the hotel industry in Perak. The questionnaires were distributed in three areas in Perak which are Ipoh, Kampar and Taiping.

1.2 Problem Statement

Employee job performance are recognized as a huge challenge for an organization and apply the effective approaches to raise the motivation of employees to make their performance better and increase the level of competitive within the organization. (Lee & Wu 2011). Therefore, it is confirmed that the performance of employee is related to the growth and advantage of organization. The employees are known as the important assets that help the organization in performing the tasks and operations. Organizational effectiveness and efficiency depends on how effective and efficient the employees in the organization are. The employees' capital affect the success of hotel industry because hotel industry is known as services sector which depend lots on interaction between human. Moreover, a higher quality of employee can gives a higher quality of services to the customers (Karatepe, 2013).



YEAR	ARRIVALS	RECEIPTS (RM)
2018	25.83 Million	84.1 Billion
2017	25.95 Million	82.1 Billion
2016	26.76 Million	82.1 Billion

Table 1.1 Tourist Arrivals & Receipts to Malaysia by Year

Source: Tourism Malaysia, 2019

The table above has shown the number of tourist arrivals to Malaysia in year 2016, 2017, and 2018. In year 2016, the total arrives if tourist are 26.76 Million. It decreased to 25.95 Million in year 2017. Finally, the number of tourists arrived decreased to 25.83 Million (Malaysia, 2019). Basically, the number of tourist arrivals to Malaysia will indicate customers' satisfaction towards services provided by hotel employees. Lower number of tourist arrivals shows that the employees did not fully contribute on customers' demands. Therefore, this caused the number of customers reduced year to year. The poor number of customers in hotel reflected the poor services provided by the hotel employees and most of them did not want to travel longer time in Malaysia.

Unconscious Bias mainly affect in joint variety and admittance work. Meanwhile, many organizations acknowledge this unconscious bias is an obstacle to their variety and admittance achievements. The organizations are barely understand well regarding to the unconscious bias happen in the organization. There are few causes that cause unconscious bias issue in the organization which is specific challenges in gender equality, woman's performance and chances level and organizational act level (Whelan, 2013). Unconscious bias makes hundreds of in appearance illogical phenomena every day in where people make decision that look like to make incompatible and be guided only by public bias, even though they are not.

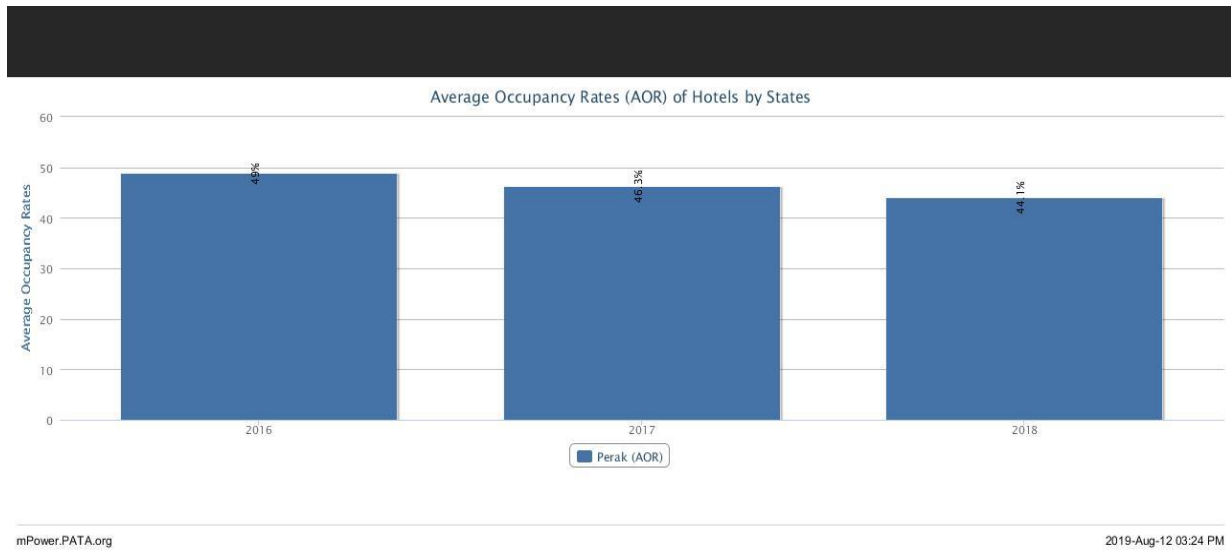


Figure 1.1 Average Occupancy Rate (AOR) of Hotel in Perak

Source: Tourism Malaysia, 2019

Average Occupancy Rate of Hotel in Perak	
Year (Y)	Percentage (%)
2016	49%
2017	46.3%
2018	44.1%

Table 1.2 Average Occupancy Rate (AOR) of Hotel in Perak

The picture and table above has shown the number of average occupancy rate of hotel by Perak in year 2016, 2017, and 2018. In this 3 year, the average occupancy rate are keep dropping from 49% to 44.1%. (Malaysia, 2019). In this case, the percentage of average occupancy rate dropping from year to year meaning that customers' satisfaction towards services provided by hotel employees in Perak is decreasing. The lower the percentage of average occupancy rate, the lower the demand from customers can be fulfil by the service provided by hotel in Perak. Customers may shorten the time of staying in Perak since there is no one willing to

spend their money to poor services provided by hotels in Perak. The occupancy rate in the year of 2016, 2017 and 2018 show that certain improvements have to be made in order to enhance hotel performance in Perak (Tourism Malaysia, 2019).

Some customer claimed that the room is not clean and there is no towel that supposed to be provided in the room by the hotel. The problem unsolved because the housekeeping service is not available (TripAdvisor, 2013). From the data of market matrix, it indicated that the overall satisfaction level of customer which included budget hotels have dropped (VILLAGE, 2015).

A customer named David which is member of Trip Advisor since 2016 (Level 4 Contributor) just report that the Pi Hotel, Ipoh under Booking.com. When he arrived at 11.45am, the front line staff could not check him in and ask he come back at 2pm. The staff claimed that the earliest that he could check customer in was 1.30pm. Moreover, the customer said that he wishes to cancel the reservation but the front line staff told that he had to pay no matter how. At the end, that customer have to accept the reservation. This customer also claimed that the staff does not have idea on customer services. He also claimed that the door of the room did not close properly and he feel unsafe. He said that if he did not check, it would have been a security risk. They manage to switch rooms for him on a different floor. But it also find that there is no value for money for the price he paid for the room (Ong, 2016).

There is another case happened in late March that a customer was a Trip Advisor member since 2014 (Level 3 contributor) said that the service of MU Hotel Ipoh left a lot to be desired which is the check-in time was slow and not efficient. She claimed that they arrived around 4pm and had to wait almost 40 minutes to get into the room. The receptionist did not smile, and communicated with them not even a sentences like please sit down for waiting. Then the front line staff noticed the customer's Platinum status only after she been pointed it out on the reservation form and this brings her into an upgrade to a "Studio" room (lukasg88, 2014).

Throughout statement above, we inferred that there is a lot of factor affecting employee performance. However, there are some new gap that haven't discover by social researcher which is the unconscious bias. In this study, we want to investigate

why the treatment of employee in budget hotel is different when come to serving customers. We inferred that unconscious bias from employer would directly affect the employee performance in budget hotel. As conclusion, since employee were playing the important role in the improvement of hotel performance, thus, hotel industry are depending on their performance.

1.3 Research Objectives

1.3.1 General Objective

To determine the unconscious bias that affect employee performance in Perak hotel industry.

1.3.2 Specific Objective

- a. To determine whether there is a significant relationship between Affinity Bias and Employee Performance in Perak hotel industry.

- b. To determine whether there is a significant relationship between Confirmation Bias and Employee Performance in Perak hotel industry.

- c. To determine whether there is a significant relationship between Halo Effect and Employee Performance in Perak hotel industry.

- d. To determine whether there is a significant relationship between Bandwagon Effect and Employee Performance in Perak hotel industry.

1.4 Research Question

Several question had been explored to examine the unconscious bias toward the employee performance in Perak hotel industry. The research proposal question are explored as below:

- a) Is there any relationship between Affinity Bias and Employee Performance in Perak hotel industry?

- b) Is there any relationship between Confirmation Bias and Employee Performance in Perak hotel industry?

- c) Is there any relationship between Halo Effect and Employee Performance in Perak hotel industry?

- d) Is there any relationship between Bandwagon Effect and Employee Performance in Perak hotel industry?

1.5 Hypotheses of the Study

Based on the research question, several hypotheses had been formulated to support and aid the objective of the research proposal to investigate on the unconscious bias toward employee performance in Malaysia hotel industry.

Hypotheses 1

H₁: Affinity Bias has a significant relationship with Employee Performance.

Hypotheses 2

H₂: Confirmation Bias has a significant relationship with Employee Performance.

Hypotheses 3

H₃: Halo Effect has significant relationship with Employee Performance.

Hypotheses 4

H₄: Bandwagon Effect has significant relationship with Employee Performance.

1.6 Significance of the Study

In this research, we target to identify the significant relationship between unconscious bias and employee performance. This proposed study is able to help hotel industry to have a better information on which unconscious bias that influence employee performance. There are four unconscious bias that will affect employee performance is affinity bias, confirmation bias, halo effect and bandwagon effect. The organization of hotel industry can understand the effect of the unconscious bias which might have influences on the employee performance throughout this research. For the organization in hotel industry which expect to improve the employee performance, employee satisfaction and increase employee productivity as well; this research can be a guideline for hotel organization.

1.7 Chapter Layout

This research proposal is made up of five chapter and the further explanation as below:

Chapter 1: Introduction

This chapter provides an overview on the relationship between the Unconscious Bias towards the employee performance in the hotel industry. Other than this, it also enlightens the problem statement, research objective, research question, hypothesis of the study, and significance of the study, chapter layout and conclusion.

Chapter 2: Literature Review

In this literature review chapter, key variable and key issue that we are going to examine and test will be discussed. The concept of the theoretical framework and hypotheses development will also be accomplished.

Chapter 3: Research Methodology

Beginning of this chapter will be led by research design, proceeded with data collection method which consist of primary and secondary data, followed by sampling design which is divided into five parts; which are target population, sampling frame and sampling location, sampling element, sampling techniques and sampling size. Research instrument, constructs measurement, data processing, and data analysis and lastly come to chapter summary will be made based on all the supporting materials and research results to support this research proposal.

1.8 Conclusion

In a conclusion, an overall introduction is make for this topic of this research and to make the topic clearer for the reader. In this chapter, the purpose of conducting this research is stated out. Moreover, the problem statement and background of research are also being discussed. This research paper would further reviewing on the related journals and articles. Furthermore, the literature review relating to dependent variable and independent variable will discussed in the later chapter.

CHAPTER 2: REVIEW OF LITERATURE

2.0 REVIEW OF LITERATURE

Literature review is a type of review article, which includes the basic knowledge and findings to a particular topic. Also a process collect the important and relevant information with the particular topic from various type of resources such as articles, books, internet, journals, newspapers and others. In this chapter, researcher will focus on the effect of unconscious bias towards employee performance in Malaysia hotel industry.

Besides, researcher will look into the others' findings as a reference and make an evaluation on employee performance in hospitality industry. The researcher has to provide evidence that relevant to the topic so that it can justify the hypotheses that has been set up in the previous chapter.

Before end up of this chapter, it has proposed the theoretical framework which regarding to the overall conceptual framework of the research. There will establish a connection between employee performance (dependent variable) and unconscious bias (independent variables).

2.1 Underlying Theories

2.1.1 Motivation Theory

According to Michael Kroth (2007), the term “motivation” is derived from the Latin word *movere*, which means “to move”. Motivation is considered one of the most significant areas of study in aspect of organizational behaviour. Based on Webster’s Dictionary, motive is refers to something that lead someone to act or perform. Hence, motivation is the process or act of motivating (Shanks, n.d.). In other words, motivation is something that drives a person to actions and is based on the needs and perception of an individual. Work motivation as an invisible so that it can be observed directly (Pakdel, 2013).

As we know that motivation playing an important element in motivating the employees toward reaching their organization achievements. This concept is important for top management to understand their employees have behave differently at the workplace and know the ways to manipulate employee’s behaviour so they can apply their best effort to reach its goals (Mohammad Faizul Haque, Mohammad Aminul Haque & Md. Shamimul Islam, 2014). Moreover, employees feel that their loyalty, enthusiasm, and commitment should be rewarded by financial and non-financial incentives. For example, organization can give bonus, allowance, pensions, and wages as financial rewards to their best employee. Organization also can praise their employees done good job, provide challenging task or career opportunity as non-financial rewards.

The task of manager is to ensure everything is complete by employees because personnel management is an important part of the management process. Therefore, as a manager should have the ability to fully motivate

their front line employees (Al-Madi, F. N., Assal, H., Shrafat, F., & Zeglat, D., 2017). Moreover, training and development are one of the essential tool to motivate the employees in organizations. Training also called an instructor-led that may lead to desired changes in behaviour. Front line employees must improve their skills and knowledge through training that provided by organization; so that their performance will be improve. Also, it is possible to promote entrepreneurship and performance (Ghaffari et al., 2017). Furthermore, there are a lot of motivation theory such as Maslow's hierarchy of needs, McClelland's needs theory, Alderfer's Existence, Relatedness and Growth theory, and Herzberg's two-factor theory (Badubi, 2017).

2.1.1.1 Herzberg's Two-Factor Theory

Besides that, Herzberg's two-factor theory known as motivator-hygiene, which is to determine what makes people feel good or bad about their work (Saif et al., 2012). Herzberg's theory is the factor that lead to positive and negative attitudes towards job. Based on Alshmemri, Akl & Maude (2017), motivation factor include such items as achievement, recognition, responsibility and the work itself. The hygiene factor not only motivate an individual but also prevent dissatisfaction occur in the workplace (Saif et al., 2012). Hygiene factors also include the policies and administration of organization, interpersonal relations, working condition, wages, and working conditions (Alshmemri, Akl, & Maude, 2017). An organization should apply Herzberg's theory to create opportunities for growth, enrichment and recognition among the employees. After completing particular stages of career, employees should gain their own recognition for achievement (Badubi, 2017).

2.1.1.2 McClelland Theory

Saif et al. (2012) has mentioned that McClelland needs theory assume that some people succeed by seeking for personal achievement rather than rewards themselves. People like those challenging jobs and perform as a “high achiever” because they wish to perform better than before. There are three basic drivers motivate people, also known as “achievement theory” which are achievement, power and affiliation (Royle and Hall, 2012). Firstly, the need for achievement defined as an individual’s strive to exceed the established set of standards (Arnolds and Boshoff, 2003). When employees have high achievement represent that they are satisfy in their work, which consist both difficult challenges and high skill levels (Eisenberger et al., 2005). Secondly, the need of power refers to wish to control others, to influence others’ behaviour, or be responsible for others and job (Arnolds and Boshoff, 2003). People desire to seek for power because they want to force other to act what they want. In order to retain the relationship with other people, organization must restrain the high power needs of individuals. Thirdly, the need of affiliation means people wish to be accepted by others (Arnolds and Boshoff, 2003). In a simple word, people wish to have close and friendly relationships with others. Hence, people will spend time to seek interaction with others to improve relationship with one another. The better relationship between manager with front line employee, the better the collaboration in work, this make front line employee had their manager back up and feel they are trusted by upper management which lead front line employee more confidence during working with better performance.

2.1.2 Interaction Justice Theory

Interactional justice occur when the upper management accept to certain rules and regulations regarding fair interaction. It is an important

consideration at the workplace because of the effects associated with fair or unfair treatment. Researcher highlight that interactional justice can be defined as the way that upper management treats the employee and considered the human aspect of organizational practices (Cathleen, Philip, & Alan, 2011). In company, employee's perceptions of organizational justice can be link to a lot of organizational behaviors and attitudes. Researchers have found that fair perception in interactional justice was frequently linked with positive emotions and working attitudes of employees (Beth, Brent, Cindy, & Jason, 2009). Intrinsic motivation, job satisfaction and organizational commitment serve as evidence. Also it mentioned that interactional justice was positively and significantly match up with job satisfaction (Masterson, Lewis, Goldman, & Taylor, 2000). Interaction justice can be explained as the feelings of employees regarding how they were treated during the working time. Meanwhile employees think that if they were treated fairly, they will have high passionate and morale in performing on their job task (Ando & Matsuda, 2010).

The performance or behavior of the manager in budget hotel, who is the main source of communication with hotel front line employee, will have direct influence on the sensation of interactional justice (Mayer, Nishii, Schneider, & Goldstein, 2007). In the aspect of manager behaviors, it stated that trustworthy managers who willing to show more self-disclosure behavior can make front line employee to know that they being trusted and liked (Li, Yu, Yang, Qi, & Fu, 2014). From the trust given to the employees, the front line employee's views toward the interactional fairness will be better. Offensive manager showed aggressive verbal and nonverbal behaviors, front line employee received very bad attitude treatment from manager, where cause bad effect in employee performance in workplace (Wang & Jiang, 2015).

2.2 Review of variables

2.2.1 Dependent Variable: Employee Performance

The term “performance” defined as the ability of a company to reach its set goals or objectives. It is an activity that has reflects a person’s behaviour to conduct a piece of work. In order to reach the goals of a company, performance must be related to the results that accomplished by an individual or a team. Performance has a common trait which is it always related to two terms such as effectiveness and efficiency (Ghalem et al., 2016). Based on the business dictionary, effectiveness is the employees able to meet the desired target while efficiency is the employees able to use minimal resources to produce the desired result. In a simple word, they mean “doing the right thing” and “doing the thing right” respectively.

Besides, employee performance is referring to how the employees perform the daily tasks in the company and how well they carry on the duties that had been assign. Employee performance is the key element that will bring an impact on the success or failure of the company because it includes effectiveness, quality and quantity of works and the attitude or behaviours that employees show in the workplace (Donohoe, 2019). Sometimes, company may realize that their employees do not meet the performance expectation is because of lacking proper training, motivation and understanding of the performance objectives. In addition, the company only pay attention to their customers’ satisfaction and has ignore their employees’ job satisfaction so that employees will loss of motivation (Shahzadi et al., 2014).

Shahzadi et al., (2014) further described that employee motivation is very essential for every company. Employee performance will be affected by

motivation because it is a force that drives employees toward company's specific goals. At the same time, concentration of work force is the very significant for hotel industry. Thus, hotel industry is naturally rely on their employees to work for them (Ghebrejorgis, 2018). Therefore, hotel industry should provide proper training, motivation and understanding to the new employees or current employees to improve their skills and knowledge. Gundala (2009) found that employee remain loyalty is due to they are allowed to make their own decisions within their range of responsibility. This means that they are being trusted by their employer, so they feel satisfy with their job. Not only that, company also give flexibility of working hours for their employees, so make the employees feel more relax to perform tasks in workplace.

Job performance is similar to the employee performance; both of these are meaning that to achieve a goal or objectives within a job, role, or organization (Campbell, 1990). Based on the article that cited by Kahya (2009) has shown two distinct dimensions of employee behaviour in job performance, which are the task and contextual performance. There are three basic differences between both task and contextual performance (Sonnetag, Volmer & Spsychala, n.d.). Firstly, task performance is job specific, while contextual performance activities are comparable for all jobs. Secondly, task performance is in-role behaviour, while contextual is extra-role behaviour. Thirdly, task performance is mainly estimated by ability, while contextual performance is mainly estimated by motivation and personality.

Moreover, task performance means the core activities and technical behaviours involved in the job (Griffin, Neal & Neale, 2000). The employees apply their own techniques and information to perform well in company's operation. There have two types of task performance. Firstly, company have activities to produce goods and services by using raw material and selling in retail store. The second type of task performance is

to maintain the products and services including supply of raw material and distributing its products (Massoudi, 2016). On the other hand, contextual performance defined as the environment in which the technical core operates is supported by the behaviours (Griffin, Neal & Neale, 2000). In addition, there have two kinds of contextual performance. Firstly, the behaviour has concentrated on the operation of the company to determine whether it is function smoothly or not. Secondly, the behaviour has focus on the improvement and changes on the company work procedures and organization processes (Massoudi, 2016).

Through team spirit, employees will feel more comfortable and able to shares their problems freely with each other within the organization. The earlier researchers advocated that the development of teamwork within an organization could lead to better employee performance and a happier workplace. Thus, hotel managers must promote team spirit in the working environment, and at the same time, it can improve the attitude of front line employees. For instance, cooperate with others at the time of need, help others to address some difficult task, volunteer to do more extra work, share essential information or resources for the hotel development, and support the decisions that made by top management is for a better change (Pradhan & Jena, 2016).

Based on the studies, a strong culture in the organization can lead to the goal achievement and improve overall performance of the organization because it helps to enhance the employees' performance. Organizational culture's norms and values are highly influence the people who participate directly or indirectly in the organization. Although norms are intangible, however they have a great impact on the employee performance and profitability (Shahzad, 2014). Since organizational culture is interrelated to the employee performance, so that hotel managers should focus on some management areas. For example, customers, employees, stakeholders and leaders who do not have strong culture characteristics (Awadh & Saad, 2013).

According to Massoudi (2016), the productivity, sales, revenue of organization, and market position in the market will be affected by the effective employee performance. Therefore, it is essential to have efficient employee in the hotel industry because their performance are playing an important role in delivering good service to the consumers. Those efficient employees are not only delivering the good services to their customers but they also must have the capability to handle the customers and help them to solve their problems. The management of hotel industry must always understood the importance of employees' performance to ensure that they can motivate their employees to behave well.

In conclusion, employees are valuable in hotel industry because employee is the one of important person that help to operate the business. Employees' attentiveness, attitudes, appearances, friendliness, and the ways they conduct can measure the employees' performance in hotel industry (Plessis, Douangphichit & Dodd, 2016). Based on the study of Plessis, Douangphichit & Dodd (2016) as cited in (St-Onge, Morin, Bellehumeur, and Duouis, 2009), has mentioned that good performance in hotel industry able to create high customer satisfaction. Therefore, customers will have the hotel in their mind as they have gain the great satisfaction level from the great performance by the employees in the hotel. In other words, management should motivate their employees to ensure they can perform well (Maung & Walsh, n.d.).

2.2.2 Independent Variable I: Affinity Bias

Affinity bias is one of the type from the unconscious bias. The affinity bias is a trend that will warm up to people that who are similar like ourselves. The affinity bias also will happens in our daily life. It also can happen in everywhere that we have been before and this affinity bias will occurs when

we see someone that we feel that we have an affinity. For example, the place that all of the people attended to the same college, grow up in the same town or it will remind everyone that someone we know and like. According to Howard (2017), the affinity bias has being one of the most common effect on the recruitment decisions. The affinity bias has been called as the “beer test” which means to assess the candidates on the basis of whether they would like to test a beer with them rather than look into their work which related to the paperwork.

The affinity bias will occur when you unconsciously prefer the people who had shared the qualities with you or someone that are same like you. This will happen is because the brain of one person sees them as familiar and also relatable. It also means that all of the people want to be around people that can relate to. The affinity bias also called as the in-group bias, which during the meta-analysis had examined that there are the relationship between the self-esteem and in-group bias. The project focused on the effect of in-group bias strategy and also the measurement of self-esteem (Christopher, 2000). There are two types of self-esteem which are the personal self-esteem and also the collective self-esteem. The affinity bias happened is because of the personal self-esteem which means an individual’s subjective evaluation of their own worth. Most of the people will choose to select the people who are similar and relatable to them. For the collective self-esteem, it means that people who are high in characteristic collective self-esteem will be more likely to respond towards the threat by avoiding the out-groups and enhancing toward the in-group. According to Crocker and Luhtanen (1990), mentioned that the collective self-esteem is an individual difference variable that will moderate the plan to maintain a positive social identity (Crocker, 1990).

In the organization, the affinity bias is one of the most often defined in the context of recruitment process. This is because some of the interviewer will have affinity bias to those who have similar specific characteristics that

similar to them (Turnbull, 2017). In the organizations, the recruitment process with similar qualities were the best culture fit and organizations should try to recruit the group of candidates who are likeminded. This is because for the best culture fit, businesses should try aim to recruit the people who are likeminded. The affinity bias will cloud people's judgment of which the candidates who are most appealing to the whole business process. This also will cause the people in hiring the fewer diverse personalities which are the people who having the less creative view and also approaches to work. According to Helen Turnbull (2017) asserted that corporate recruitment practices are built to recruit the people who are "good fit" for the company people who will bring more benefit to the group. By using this bias in recruitments will cause everyone to look towards the candidates who are not only has the professional skill but are also the people who are alike with them. However, the company that need to recruit and hold the diverse candidates, they turning the spotlight more and more on the natural human tendency towards the affinity bias. In order to reduce the affinity bias in the recruitment process, the company need to engage the multiple recruitment panels to have different perspectives for the recruitment.

As a positive bias, most of us like to favour the people that have the similar affinity and will not be aware of how this will affecting us. Affinity bias in the workplace will make people like to believe that everyone are ethical and unbiased and are able to making an objective and critical decision in the company's interest. In reality, more than two decades of the research has shown that most of the people fall into painful of our inflated self-perception (McCormick, 2019). In addition, it will be overconfidence to judge a person based on affinity bias and it can influence on our behaviour and decision making such as decision to hire and promote employee. If hotel manager have affinity bias with some employees, then it is not a good way to encourage the employees meanwhile it might affect their performance and possibilities for improvement in future.

Rob McCormick (2019), suggested ways to avoid the affinity bias happened in the workplace which is most of the people when in the recruitment process, must take time to get to know people more better before hiring them. In order to avoid affinity bias during recruitment, company can select two or more top management to participate in the recruitment. It is because different people may have different perspective and affinities which can help to balance the hiring decision. Moreover, in order to hire the suitable candidate, management have to ensure that have similar shared value because these will lead company to become more success. The more the people know about each other, the more likely they can find the common ground so that will able them to get more comfortable.

2.2.3 Independent Variable II: Confirmation Bias

Confirmation bias represent as a person's trend to look, solve and apply evidence in a biased approach toward confirming his present opinion or hypotheses, introduce a specific challenge to economic model which adopt Bayes' law. Confirmation bias is consider as a signal-extraction issue, a person pays more value to signals which confirm its original opinion beside other signal may affect its original opinion (Charness & Dave, Confirmation bias with motivated beliefs, 2017). Confirmation bias also referred to how a person seeks for evidence to support their primary belief, rather than refer to the general information. This will lead to the selective investigation, which means that an individual pay no attention to other information and focus on evidences which support a person primary belief. A person might be deny to accept new information which disprove its original information. For example, an applicant reaches the workplace 15 minutes late, then the employer pretend the applicant do not have enough organizational skills, so during the interview the employer selectively pay attention on whatever thing that support his plan. Many people subconsciously misstep into

confirmation bias, this is because many of them searching for evidence which they can ensure that their primary belief is exact (Burton, 2017).

According to a study by Snyder Tanke and Berscheid (1977), they have examined the confirmation bias in social interactions and determined the opinion that substantially attractive people who gain extra charming characteristics than fewer substantially attractive people. A photo of their assigned schoolmate were given to a college student before chatting with him with the phone. The college student trusted that his schoolmate was substantially attractive had assumption that she will socially proficient and then talked in a warming and friendly method than a men who trusted that his schoolmate who was unattractive. The schoolmate react about the same as her friend no matter him were substantially attractive or not. Moreover, the schoolmate have a thought that those not attractive person does not belongs to the conversation (D.Snyder, Tanke, & Berscheid, 1977).

Confirmation bias could bring polarization of opinion and the endurance of disprove opinion. For example, a person in a high position in workplace assessing their subordinates which may causes misunderstand performance signals as holding their original impressions. When exposed to a situation which consists of stereotypes that could affect the decision, then confirmation bias is exist because the person want to support his or her original decision by seeking for evidence to prove his or her decision rather than reject his original perception (Charness & Dave, Confirmation bias with motivated beliefs, 2017). For example, a hotel manager have his own belief that his company is still one of the best hotel in the industry, the facts is the hotel itself actually have a bad reputation within the industry due to their bad employee performance. But, the hotel manager did not want to recognize the fact and he just believe with his own belief instead of find the problem from the employee. The manager have the bias with his employee and he choose to believe the employee. This caused the employee performance more worst and the company reputation bad. From the example,

the manager only look for the fact that support his beliefs and to strengthen his own explanation in supporting his employee is performing well instead of proving them wrong. Workplace conflicts can be happen in every place which cause by the confirmation biases.

2.2.4 Independent Variable III: Halo Effect

People have to make numerous decisions and judgements every single day, but they do not realize that every decision and judgement they made is affected by cognitive biases unconsciously through a person's positive and negative traits (Nufer & Alesi, 2018). Besides, Kahneman (2011) cited that cognitive biases seen as mistakes in thinking that result distorted decisions and judgements. In addition, a person's overall impression will affects how others feel and think about their character (Lammers, Davis, Davidson & Hogue, 2016). The halo effect is also known as the physical attractiveness stereotype, which refers to when we prefer someone, so we will assume that everything that done by him or her must be great and vice versa.

Based on the research, halo effect not only affect the individuals, but also influence in a group as well. According to Palmer and Loveland (2008), team member that participated in a group discussion about a particular person will deteriorated the team halo effect toward that particular person. A phenomenon happens in all group of people also known as team halo effect (Naquin & Tynan, 2003). For instance, when a team fail to perform well and one of the group member will blamed for the failure with whole team. However, this bias will not occur in every team but most of the team members that with more experience will practice cognitive bias on the member that with less experience (Naquin& Tynan, 2003).

Moreover, Nisbett and Wilson (1977) stated that many unconscious factors bring impact to the halo effect and change people's judgments. In other words, judgments may be changed is due to some small variables in the environment which people not aware. In order to overcome the halo effect, it should improve on critical thinking, to identify and contract misperceptions. Research has shown that mood is one of the factor that influence halo effect when making decision because when a person in good mood they will rely on halo effect while in a bad mood often avoid the halo effect (Forgas, 2011).

On the other hand, the physical attractiveness is one of the trait of halo effect. For example, the person who beautiful is more attractive and will be consider first, even if they have others skill, knowledge and creativity (Holland et al., n.d.). This clearly shown that attractiveness is really influences the way people perceive others. In other words, if a person is physically attractive, they are likely to be consider have positive quality. This judgment is usually practice in our real life businesses. Furthermore, judgment error will be happen when a person has negative reputation or image regarding on every attitude of that person is negative.

Nowadays, much people more care about fits and healthy lifestyle and this trend is continue to rise. Furthermore, number of consumer to purchase healthy food getting increase and people often mistakenly perceive that all product as healthy. This kind of error known as "health halo effect" (Chandon & Wansink, 2007). Health halo effect will happen when consumers form biased impression of a product from limited information that may incorrect (Burton et al., 2015). The halo effect mostly stem from product's label or symbols that attached with product packaging or advertisement. For example, when the product has label that "low calories" or "low fat", it will be more attractive to consumer and the consumer will automatically related with other health characteristic product without having accurate information to support these assumptions. The product that are mistaken perceived as healthier and better often bought by consumer. While this is good for manufacture and supplier but it also be malicious for

consumers (Nufer & Alesi, 2018).

Thorndike (1920), the renowned psychologist was first coined and defined this effect. He explained that no one is able to rate qualities of others individually, even though the professionals. According to Thorndike (1920), he found that usually those people with low rating of a particular quality would result in lower rating of other features, whereas high rating of a specific quality associated with high rating of other features. This kind of ratings are obviously influence one's of perception towards another.

2.2.5 Independent Variable IV: Bandwagon Effect

Bandwagon normally happened in majority group where there is a possibilities that a person affect to change his mind or decision by the majorities. Since there are certain closeness within characters which are discovered and affiliate with organization, or behaviour. This does not represent that bandwagon is conditional on the fact that people or organizations exposed should be same in status or other characteristics, but the existence of similarities can raise the number of adoptions (Davide & Nicole, 2016).

Bandwagon is the characterization of the principal actor. The decision maker can be an individual an organization or mix of both (Terlaak & King, 2007). Adoption can be based on a rational evaluation of its advantages and disadvantages or on more trivial and less conscious evaluations (Abrahamson and Rosenkopf, 1993).

Some researchers said that bandwagons occurs when a person did not apply their rational abilities fully. Lack of mind is usually used to explain this situation and has been said as the individual turning to an 'automatic pilot' to point that there are low degrees of determination and existence (Davide & Nicole, 2016). This will happen when strong cognitive structure are used

passively in the organization, by showing on what others are thinking or doing in a scenario. This bandwagon are considered as a passive process because individual does not have chances to judge the information that is confirmed in the organization. Majority does not need a person to make decision in the organization. The only thing that the person can do is sharing the information of majorities around in the organization. When the attitude towards docility is particularly low, meaning it is completely passive, which mean that a person only receiving information by social channel and the decision will remains robotic (Davide & Nicole, 2016).

Low docility is mostly represent by passive attitudes rather than interaction and exchange of information and this situation named survival condition, since a person need get information from another person to survive or perform in the organization. This depends on how cognitive processes of the other members of the organization are structured. Organization's behavioural and normative structure may support or limit distributed cognitive processes, depending on the traits of the shared organizational culture, individuals may feel encouraged to join bandwagons (Scott, 2003). According to Schein (1990), organizational culture is a pattern of basic assumptions, invented, discovered, or developed by a given group which good enough to treated right and, thus able to pass the information to everyone on the accurate method in their perception and mind on the issues. In this case, employee that new joined to the company will soon taught by the organization culture, how was the organizational working style, what behavioural have to be concern when working with the existing employee that adopted the organization culture, and what should do or what should not do in the company. The increase or decrease of bandwagons in an organization is related to the cognition and docility that individual's show, on average, in that environment.

Bandwagon effect is a form of groupthink whereby this unconscious bias makes hotel front line employee believe something because majority believe it. It can make them think something that is achievable which is impossible to achieve before because there are people who tried before them. It can let

new employee to have a concept that this solution is the best way to apply in their problem. As a result, the new employee will be taught by the seniors that this is the best solution method and they will not share their opinion to help the organization in enhancement due to this bandwagon effect work as a bird cage that trap all new idea coming out from new generation workers (L, Henshel, & Johnston, 1987).

2.3 Proposed Theoretical/Conceptual Framework

The diagram above shows that the independent variables (affinity bias, confirmation bias, halo effect and bandwagon effect) are types of unconscious bias toward employee performance.

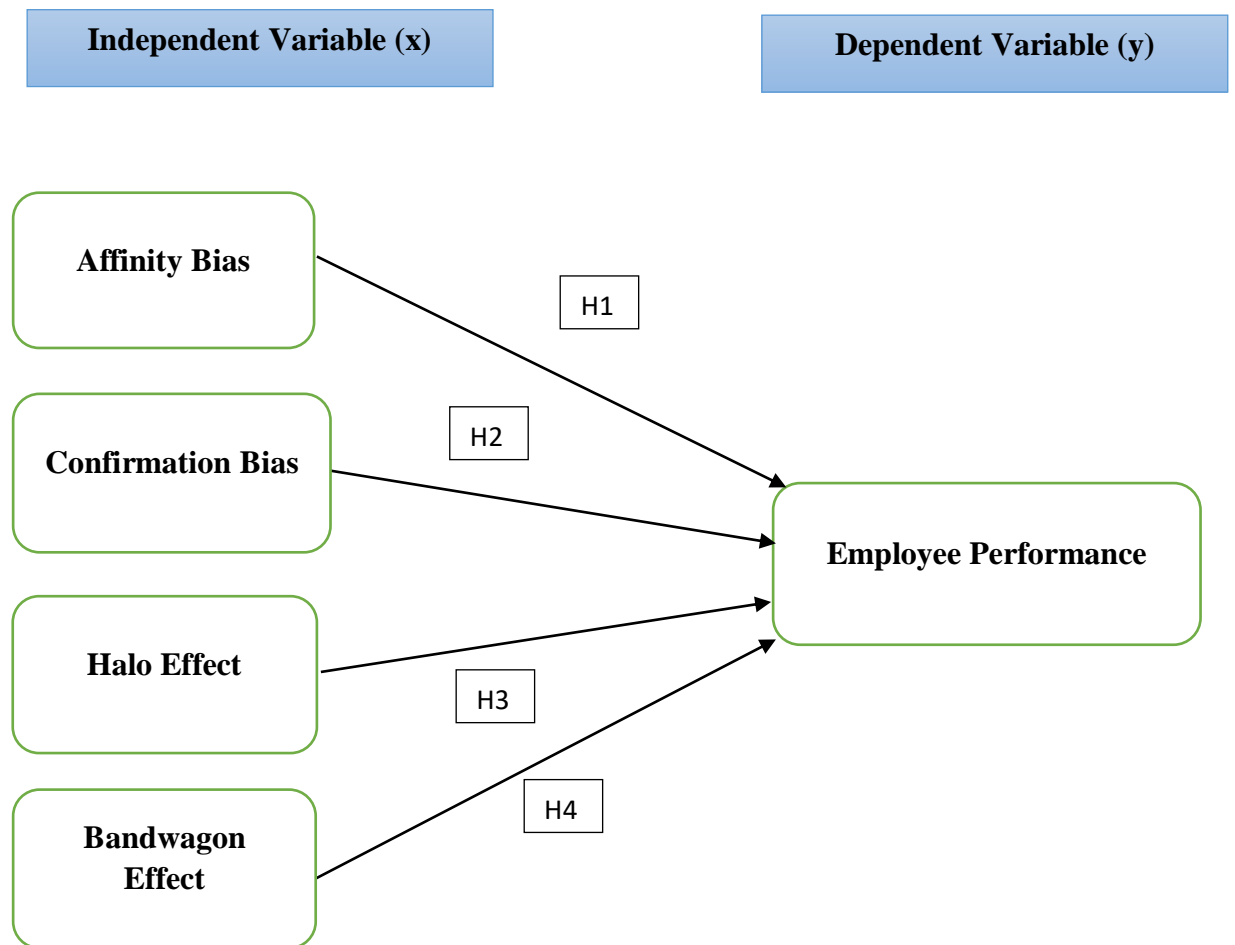


Figure 2.1: Proposed Conceptual Framework

2.3.1 Affinity Bias

In our research, affinity bias is one of the factor under unconscious bias toward employee performance in hotel industry. Affinity bias is the unconscious tendency to get along with someone that like itself because it can spend more time with each other when socialize. According to Helen Turnbull (2014), many organizations recruit and retain employees that have ability and skill in order to perform the tasks but they are practicing affinity bias during the recruitment. In addition, affinity bias also affect when making decision and someone get opportunity to promote and grow.

Furthermore, affinity bias also will happen between employee and customer in the company and the bias toward employees will influence their job performance. For example, employee who have affinity bias, they will treat much better to those customers that make them feel comfortable and this action is unfair for others customer.

2.3.2 Confirmation Bias

Confirmation bias is also the factor influencing the employee performance. It is because when people hold onto their beliefs strongly is difficult for them to change their existing beliefs (Hernandez and Preston, 2012). Therefore, when this kind of bias occurs in the workplace may also cause unnecessary disputes. For instance, when employee tell the customer that he or she will provide his or her professional and good service to the customer and ask the customer to believe him or her. However, the customer dislike the particular employee's first impression and unbelieve the particular employee can provide good service. Thus, the particular employee will

show the customer his or her professional and make the customer to believe that what he or she says is the true.

Thus, if confirmation bias has been practicing in a company may lead to failure due to making wrong judgements from the top management (Cherry, 2019). Misunderstanding and disputes may occur among individuals and groups when the bias implicated (Kassin et al., 2013). Employee should not practice confirmation bias in the company in order to reduce disputes and provide good communication with each other. Therefore, reputation and performance of company may not be damage.

2.3.3 Halo effect

Nufer (2018) mentioned that halo effect could lead to biased and distorted judgements in many settings and situations in daily life. According to Bridget Miller (2018), halo effect always happen inside and outside the workplace and this may influence employee performance and working attitudes. Most of the people tend to make quick judgments and decisions based on their experience and impression. However, some people think that this may be a good tendency because it will make their daily life easier. The important thing is that they do not realize this will lead to bias and unfair treatment. If employees practice halo effect in the company, customers may not be able to get a fair treatment from the employees. For instance, when employees provide different treatment to their customers, it will affect company reputation or image and their own performance.

Besides, for those charismatic employees will receive preferential treatment is possible to happen in the workplace. At the same time, those companies need to know that biases may affect the outcomes that they desire such as

employee performance, attitudes and disciplinary may be impacted. In order to remove those biases happen in the company, company can provide some training programme for employees to improve working skills but it also may not be eliminate.

2.3.4 Bandwagon Effect

In our research, bandwagon effect is one of the factor that will influence employee performance in the workplace. Bandwagon effect is a psychological phenomenon, people will follow what others doing and they may ignore or override no matter what religion or belief they have. The bandwagon effect has wide implication in every area such as personal behaviour or consumer behaviour. According to Schein (1990), organizational culture is a pattern that allows the organization to run their business well. Hence, it is suitable for new employees to know about the organization working style, working behaviour and relationship.

Other than that, bandwagon effect is part of cognitive biases because it will influence judgements or decisions that people make. In other words, once the manager has made a wrong decision or judgement in the workplace it may also affect others employee performance.

2.4 Hypotheses Development

2.4.1 Relationship between Affinity Bias and Employee Performance

According to Howard (2017), the affinity bias has being one of the most common effect during the recruitment process. In the organization or company, the affinity bias usually always happened during the recruitment where the person who interview will prefer to have the candidates that have the same characteristics which same with themselves, however this has much more large-scale (Turnbull, 2017). The affinity bias will cloud people's judgment of which the candidates who are most appealing to the whole business process. This also will cause the people in hiring the fewer diverse personalities which are the individual who having the less creative views and approaches to work. Affinity bias in the workplace will affect individual like to believe that everyone are ethical an unbiased and are able to making an objective and critical decision in the company's interest. In reality, more than two decades of the research has shown that most of the individual fall into painful of our inflated self-perception (McCormick, 2019). According to Helen Turnbull (2017), asserted that corporate recruitment practices are built to recruit the people who are "good fit" for the company, person who will brings more benefit to the company. In order to reduce the affinity bias in the recruitment process, the company need to engage multiple recruitment panels to have different perspectives for the recruitment. Rob McCormick (2019) suggested ways to avoid the affinity bias happened in the workplace especially during the recruitment process, must take time to get to know people more better before hiring them. The more the individual know about each other, the more likely they can find the common ground so that will able them to get more comfortable.

H₁: Affinity Bias has a significant relationship with Employee Performance.

2.4.2 Relationship between Confirmation Bias and Employee Performance

Confirmation bias is considered as a signal-extraction issue, a person pays more value to signals whereby confirm its original opinion beside other signal may affect its original opinion (Charness & Dave, Confirmation bias with motivated beliefs, 2017). Confirmation bias also referred to how a person seeks for evidence to support their primary belief, rather than refer to the general information. This will lead to the selective investigation, which means that an individual pay no attention to other information and focus on evidences which support a person primary belief. According to a study by Snyder Tanke and Berscheid (1977), they have examined the confirmation bias in social interactions and determined the opinion that substantially attractive people who gain extra charming characteristics than fewer substantially attractive people. Confirmation bias could bring polarization of opinion and the endurance of disprove opinion especially in workplace. Conflicts can be happen in every place which cause by the confirmation biases. Employee holding high position in workplace assessing their subordinates which may cause misunderstand performance signals as holding their original impressions. When exposed to a situation which consists of stereotypes that could affect the decisions, then confirmation bias is exist because the person want to support his or her original decision by seeking for evidence to prove his or her decision rather than reject his or her original perception (Charness & Dave, Confirmation bias with motivated beliefs, 2017). The higher the confirmation bias in the hotels, the lower the employee performance in hotels. This is because confirmation bias have relationship with employee performance.

H₂: Confirmation Bias has a significant relationship with Employee Performance.

2.4.3 Relationship between Halo Effect and Employee Performance

An individual's overall impression will affect how others feel and think about their character. The halo effect is also known as the physical attractiveness stereotype, which means when we prefer someone, so we will assume that everything that done by him or her must be great and vice versa (Lammers, Davis, Davidson, and Hogue, 2016). The higher the halo effect in the hotels, the lower the employee performance in the hotels. This is because the employee work based on the impression of a person and this could be making the wrong decision. The halo effect is generally defined as the influence of a global evaluation on evaluations of individual attributes of a person, but this definition is imprecise with respect to the strength and character of the influence (Nisbett & Wilson, 1977). If we have preferable person, we often assume that their attributes are favourable to us. A person's appearance may be perceived as more attractive if that person is favourable than not favourable person. Thus, halo effect affected more than influences on presumptions of attributes, but it extends to alteration of judgment about attributes for which we generally assume that we have the abilities in rendering independent assessments (Nisbett & Wilson, 1977). On the other hand, the physical attractiveness is one of the trait of halo effect. For example, the person who beautiful is more attractive and will be consider first, even if they have others skill, knowledge and creativity (Holland, Bourgois, Flehmig & Marsel, n.d.). This clearly shown that attractiveness is really influences the way people perceive others. If an individual is physically attractive, they are likely to be consider have positive quality while an individual is not attractive, they are assume to be negative quality. According to Thorndike (1920), he found that usually those people with low rating of a particular quality would result in lower rating of other features, whereas high rating of a specific quality associated with high rating of other features. This kind of ratings are obviously influence one's of perception towards another.

H₃: Halo effect has a significant relationship with Employee Performance.

2.4.4 Relationship between Bandwagon Effect and Employee Performance

Bandwagon effect is usually happen because of popularity in the company or organization structure or culture. That person who had influenced by majorities had accept the culture of the organization. Since there are some similarities among actors that are exposed and join a given practice, idea, or culture. Bandwagon effect as a passive process in an organization due to the majorities deciding the idea, thought, behaviour and others that is applicable in the organizations. The only decision made is the information sharing to everyone in the organization. When the attitude towards docility or obey is particularly low, meaning it is fully passive and individuals are only getting information from social channels and their decision making remain passively (Davide & Nicole, 2016). Organization's behavioural and normative structure may support or limit distributed cognitive processes, depending on the characteristics of the shared organizational culture, individuals may feel encouraged to join bandwagons (Scott, 2003). According to Schein (1990), organizational culture is a pattern of basic assumptions, invented, discovered, or developed by a given group that has worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Because of the organizational culture, the new joined employee may follow what exactly the organization working behaviour. But if all member are follow completely the organization culture, it may hard to bring up the employee performance to better quality since everything are follow passively, nobody could think one or two in changing the organization culture like enhancing services provided to the hotel customer.

The higher the bandwagon effect in the hotels, the lower the employee performance in hotels. This is because the employee does not have much improvement in their work and most of the decision making worked in majority member, so the employee does not have much chances to improve their performance in hotels.

H₄: Bandwagon Effect has a significant relationship with Employee Performance.

2.5 Conclusion

In short, in this dependent variable (employee performance) and independent variables (affinity bias, confirmation bias, halo effect and bandwagon effect) have been clearly define. Moreover, the proposal framework is developed and hypothesis are form to proceed in next chapter.

In Chapter 3 is discuss about the research methodology. It includes research design, sampling method, data collection methods, data analysis technique and measurement of variable.

Chapter 3: Research Methodology

3.0 Introduction

In this chapter, we will explain the method that researchers adopted in order to study the research topic. Every element such as research design, sampling design, and research instrument that involved in conducting this research will be stated clearly in this chapter. Finally, we will provide a detail explanation of construct measurement, data processing, data collection, and analysis.

3.1 Research Design

Research design intends to provide an appropriate framework for a study. The choice of research method is an important decision in the study design process because it determines how to obtain relevant information for a study. However, there are many interrelated decisions has involved in the research design process (Sileyew, 2019).

Generally, there are several types of research design such as qualitative research, quantitative research, and mixed method (Daniel, 2016). Qualitative research is collecting and working with non-numerical data and attempts to explain the meaning from these data to help understand social life by studying the target populations (Crossman, 2020). Besides, quantitative method is emphasizing the objective measurements and the mathematical, statistical or numerical analysis of data collected through questionnaires or surveys by using computational technique to manipulate the pre-existing statistical data (Babbie, 2019). Mixed method which

is the combination of both qualitative and quantitative research. Researchers can collect and analyze both quantitative and qualitative data in the same study (Shorten & Smith, 2017).

Moreover, both qualitative and quantitative methods play important roles in product development. However, we choose to use quantitative research for our research because quantitative research is a tool for saving time and resources (Daniel, 2016). According to Williams (2007) has noted that qualitative research is the method of data collection, analysis, and report writing that is different from quantitative methods, while quantitative research is the procedure of collecting, analyzing, interpreting, and writing the study's results.

Researcher chooses the causal comparative research in studying this topic because researcher desire to investigate the relationships between independent variables (affinity bias, confirmation bias, halo effect, and bandwagon effect) and dependent variable (employee performance). Therefore, researcher can study more details in the relationship between the variable, causal research that chosen as research method (Trochim, 2002).

3.2 Data Collection Methods

Based on Kabir (2016) mentioned that data collection is an important stage in conducting a research. Data collection is a demanding job, which needs planning, hardworking, and patience then only able to complete the task successfully. However, if researcher unable to collect required data, then researcher will not be able to complete the research project.

3.2.1 Primary Data

Primary data are the information that collected directly by the researcher such as focus group, interviews, observations, surveys, and questionnaires (Osang et al., 2013). Based on the research, primary data is the method that can get more accurate information, get the current information, and less expensive. However, the disadvantages of primary data is more difficult to collect and need more time to collect data. Since questionnaire is one of the sources under primary data, researchers may choose this method to collect useful data or information from the respondents. The questionnaire also can be set in the multi-choice question, which is more convenient and short time needed to answer the questionnaires.

3.2.2 Secondary Data

Secondary data are the existing data that gathered or used by organizations or others earlier (Osang et al., 2013). Secondary data is relates to the past data. The data is collected for purposes not to solve the problem at hand. Books, journal articles, internal records, publications, and internal records are the collection sources of the secondary data. If using secondary data will be easier to collect than primary data, less expensive and cost effective while the cons are the information that provided are not current and lead to high error rate and also poorly designed questionnaire (Osang et al., 2013).

3.3 Sampling Design

During the research, the researchers need to carry out the research by getting appropriate target population, sampling location, sampling frame, sampling elements, sampling technique and the sampling size so that it can carry out the research and the analysis.

3.3.1 Target Population

Foremost, target population is a group of people whom the researchers want to investigate them. This research is to examine the unconscious bias toward employee performance in Perak Hotel Industry. The target population of this research is the accommodation service employees who work in Perak, Malaysia. According to the Department of Statistic Malaysia (DOSM), the number of employees in accommodation service sector has increase 3.3%, which is from 130,675 persons in 2015 to 139,410 persons in 2017.

3.3.2 Sampling Frame and Sampling Location

Besides, sampling frame is a frame where a sample of target population can be drawn (Taherdoost, 2016). In other words, sample frame is a list of all units in the population from which study sample will be selected. Moreover, we select Ipoh, Taiping, and Kampar for our research sampling location because Perak have more number of employees that working in hotel industry and tourist.

3.3.3 Sampling Elements

Elements that can be drawn from sample is called sampling element. The sampling element for this research is the front line employees working in Kampar, Taiping, and Ipoh, which having distinct demographic profile. Therefore, the questionnaires are distributed to the budget hotel employees in the Perak state of Malaysia.

3.3.4 Sampling Technique

There are two major categories of sampling techniques such as probability and non-probability sampling methods. Probability sampling method means that all subjects in target population have an equal chance to be chosen in the sample. Besides, non-probability sampling method refer to the theory of probability is not followed when selecting elements from a sampling population (Mohamed Elfil & Ahmed Negida, 2017). According to (Taherdoost, 2016), convenience sampling method is the quick way to conduct the questionnaire because respondent are usually easily and readily available, so that we used convenience sampling in this research. We had distributed 300 questionnaires to the front line employee working in budget hotel industry, which located in Perak.

3.3.5 Sampling Size

Sample size refers to the number clarified from a population. In our research, we want to avoid the systematic errors or get more accurate information from the population. In order to perform and collect good information, we

decided to take 300 respondents in our research and this 300 respondents will represent the overall population of budget hotel front line employee.

3.4 Research Instrument

Researchers used questionnaires as a tool for this study to collect raw data from the respondents. Questionnaire consists multiple-choice of answer for respondents to answer based on their own opinion. Questionnaire make respondents readable, understand, and answer it at ease. Researchers use this method to collect primary raw data from the respondents that selected for further analysis. This method also help researchers save lots of money to get accurate information from the large number of respondents.

3.4.1 Questionnaire Design

Fixed-alternative questions are used in this research. It will suggest few multiple-choice answers for the respondents. Therefore, it is easier for respondents to read, understand, and choose the answer that is closely matched their own opinion. This can save lots of money and save time. Based on the questionnaire, the questions are separated into three sections, which are section A, B and C.

The questionnaire includes a cover page that states the research title, research objective, and detail information of the researchers. Moreover, questionnaires was classified into three sections. Based on Section A, there are consist of 6 questions which related to respondents demographic profile such as gender, age, ethnicity, educational level, working experience, and job position. The purpose of Section A is to get simple information about

respondents. Both of the nominal scale and ordinal scale were applied in this section.

Next, Section B consists of one dependent variable (employee performance) and 6 questions that carried out in this research. While Section C consists of four independent variables (Affinity bias, Confirmation bias, Halo effect, and Bandwagon effect) and 6 questions for each independent variables that carried out in this research. The total number of question in Section C is 24 questions. Both Section A and Section B is purposely ask the respondents to test the relationship among the variables. Questions in Section B and Section C are designed in the 5-Likert scales format, which is used to allow the respondents' to express how much they agree or disagree with a particular statement.

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

3.4.2 Pilot Test

Pilot test defined as a trial collection of data to detect the weaknesses in design and instrument. Pre-tests are designed to reveal errors in the design. The pre-test can be optimized before the final test. Pilot test is considered an essential element in research study. A pilot test does not confirm the successful in the research but it helps to improve the feasibility (Teijlingen, 2001). From the pilot test, we also able to identify the issues and try to get solutions to overcome it before we test for our main research test.

We distributed 30 sets of questionnaires to the front-line employees who work in budget hotel that located in Kampar, Taiping, and Ipoh. The respondents also giving cooperation to answer all the questions and given immediate response of questionnaire which around 10 minutes. After the raw data was collected, we start to generate the results through running SPSS software to examine the reliability and validity of questionnaires. Cronbach's Coefficient Alpha is the method that used by researchers to measure the internal variables consistency.

Table 3.1: Summary of Reliability Test Result

Variables	Cronbach's Coefficient Alpha	Strength of Reliability
Dependent Variable:		
Employee Performance	0.743	Good
Independent Variables:		
Affinity Bias	0.711	Good
Confirmation Bias	0.724	Good
Halo Effect	0.635	Fair
Bandwagon Effect	0.609	Fair

Source: Developed for the research.

Table shows the pilot test results for this research that is generated using SPSS software. The Coefficient Alpha value of dependent variables (employee performance) is 0.743, which is a good reliability for this research. Moreover,

among the four independent variables, confirmation bias has showed the highest value 0.724 of Coefficient Alpha. For affinity bias, the Coefficient Alpha value is 0.711. Furthermore, the Coefficient Alpha value for halo effect and bandwagon effect are not far apart, the value showed 0.635 and 0.609 respectively.

In short, all of the variables that showed in the Table is more than 0.6, so that they are indicated as reliable. Therefore, the researchers can conduct further research on a wider range of respondents throughout the study.

3.5 Construct Measurement

There are four kinds of measurement level such as nominal, ordinal, interval, and ratio scale. Four types of measurement level will be discussed in this research.

3.5.1 Nominal Scale

Nominal scale is the first level of scale measurement. It classifies data into different categories that do not imply ranking. It is the simple way to assigned it different categories. For this research, there are three questions that using nominal scale, which are gender, ethnicity and job position under Section A.

- | |
|--|
| <p>Gender</p> <ul style="list-style-type: none">• Male• Female |
|--|

3.5.2 Ordinal Scale

The second level of scale measurement is ordinal scale. It is similar to nominal scale but the different is ordinal scale is to measure of non-numeric concepts. Ordinal scale is also called ranking scale. There is one question categorized as ordinal scale under Section A such as educational levels.

Educational Levels

- SPM
- Diploma
- Bachelor of Degree
- Others

3.5.3 Ratio Scale

Ratio scale is highest level of measurement and has an absolute zero characteristic. This type of scale allows researchers to compare the intervals or difference. It is the most informative scale, which tell about the order and number of object between values of the scale. The example of ratio scale is working experience and age.

Working Experience

- Less than 5 years
- 5-10 years
- 11-20 years
- More than 20 years

3.5.4 Interval Scale

Interval scale is a numerical scale where the order is known and the difference between the values has meaning. 5-Likert Scale is adopted in the questionnaire in order to show the degree of respondents' viewpoint. The questions in this kind of scale measurement level will be designed under the questionnaire in Section B and Section C.

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I have high commitment in my job.	1	2	3	4	5

3.6 Data Processing

Data processing is a process that translate input data that collect from questionnaires into usable information (Sharma, 2018). It is essential for data processing to be done correctly. It is concerned about checking, editing, and coding the research data.

3.6.1 Data Checking

The first step in data processing is data checking which the questionnaires have collected back from the respondents. Data checking aim to avoid error occur in questionnaire such as the questionnaires did not answer completely.

Therefore, researchers have to ensure that the data is complete and accurate, so that can make sure the quality of the survey.

3.6.2 Data Editing

Secondly, researchers have to conduct data editing for examining the data collected. According to (Ton, Jeroen, & Sander, 2011) stated that errors can occur during the measurement process. For example, respondents misread or misinterpreted the questions, typing errors cause the differences between reported and true value, and respondents skip a question to give answer. Therefore, adjustment of data is needed. This is because an adjustment of data can improve the questionnaires' accuracy and consistency.

3.6.3 Data Coding

The following step is data coding. Coding is the process of assigning numbers or symbols to the responses of respondents (Kothari, 1990). The table below show the sample of coding that will be used in this research study.

Table 3.2: Coding of Question in Section A

No.	Questions	Coding
1	Gender	<ul style="list-style-type: none"> • 1=Male • 2=Female • 99=Missing Information
2	Age	<ul style="list-style-type: none"> • 1=20-29 years old • 2=30-39 years old • 3=40-49 years old • 4=50 years old and above • 99=Missing Information
3	Ethnicity	<ul style="list-style-type: none"> • 1=Chinese • 2=Malay • 3=Indian • 4=Others • 99=Missing Information
4	Education Levels	<ul style="list-style-type: none"> • 1=SPM • 2=Diploma • 3=Bachelor of Degree • 4=Others • 99=Missing Information
5	Working Experience	<ul style="list-style-type: none"> • 1=Less than 5 years • 2=5-10 years • 3=11-20 years • 4=More than 20 years • 99=Missing Information

6	Job Position	<ul style="list-style-type: none">• 1=Front-line• 2=Operations• 3=Hotel Management• 4=Others• 99=Missing Information
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Source: Developed for the research.

Dependent and Independent Variables in both Section B and C of the questionnaires are coded as follow:

Dependent Variable:

- “Employee Performance” coded as EP

Independent Variables:

- “Affinity Bias” coded as AB
- “Confirmation Bias” coded as CB
- “Halo Effect” coded as HE
- “Bandwagon Effect” coded as BE

Question under section B and C, the coding styles as below:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree
- 99 = Missing Information

3.6.4 Data Transcribing

The final step of the data processing is the data transcribing. Researchers need to analyse and transferred the coded data into the pilot study by using SPSS software. After done coding, all of the data will be enter directly into the system but the researchers have to ensure that the negative form question will be reversed. After that, the SPSS software help us to perform the analysis and shows the results.

3.7 Data Analysis

We have finish collect the data from the questionnaires that we distribute to the respondents, then we start to figure out and interpret the data by using SPSS system. In our research, we have applied descriptive analysis, scale measurement and inferential analysis.

3.7.1 Descriptive Analysis

Descriptive analysis is the revolution of basic data into a form that allow us to understand more easily and interpret, reorganize, conducting and manage the data to produce information (Zikmund, 2003). In our research, we applied frequency analysis to study the demographic data of respondent which under section A of questionnaire. In the analysis, we will analyze respondents' gender, age, ethnicity, educational level, working experience and job position.

3.7.2 Scale Measurement

Scale measurement refers to method in attaching scale values to measurements. In creating a questionnaire, the reliability is important as it will show whether the result of our respondents is consistent or not. Reliability can be defined as the strength of findings, which the validity can describe the accuracy of findings (L.Altheide & Johnson, 1994). When trying differently at measuring concentrate with same results, it will be more accurate (Zikmund, 2003). Cronbach's coefficient alpha normally used in reliability tests in research. There is figure that shows the order and stability of the narrow relationship between the dependent variable and independent variable, the figure is known as coefficient alpha (α).

As the result is showed in higher coefficient alpha value, then the reliability of the questionnaire will be more accurate. The coefficient alpha value is from 0 to 1. If the value is equal to 0, then it is inaccurately within the answer that collected from the respondents. However, if the value is equal to 1, then

it mean that the accuracy of data from the respondents are in consistent.
Below are the categories of coefficient alpha value:

Coefficient alpha (α) value	Reliability
0.80 – 0.95	Very good reliability
0.70 – 0.80	Good reliability
0.60 – 0.70	Fair reliability
Below 0.60	Poor reliability

Table 3.3: Rules of Thumb of Reliability Test

3.7.3 Inferential Analysis

In our questionnaires, we have one dependent variable and four independent variables. Dependent variable is employee performance while other four independent variables are affinity bias, confirmation bias, halo effect and bandwagon effect. In this analysis, we used Pearson Correlation Coefficient and Multiple Regression Analysis to analyze the relationship between dependent variable and independent variables.

3.7.3.1 Pearson Correlation Coefficient

Pearson Correlation Coefficient Analysis is an analysis that to analyze the strength of the relationship between dependent variable and independent variables. In this analysis, the value range is between -1 to +1. If the value is +0.1, then there is an exact positive correlation. On the other hand, if there value is -0.1, then there is no correlations between dependent variable and independent variables.

Coefficient Range	Strength
+/- 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	Small, almost negligible

Table 3.4: Rule of thumb of Pearson Correlation Coefficient

3.7.3.2 Multiple Regression Analysis

Multiple Regression Analysis is an analytical method in order to determining the relationship among two or more variables. This analysis analyzed the relationship between a dependent variable and independent variables. Through this analysis, we able to have more clearly and understanding on determining the independent variables that influence dependent variable by correlated with the beta weight which demonstrated in the statistical table.

3.8 Conclusion

In conclusion, we able to conclude that research methodology are applied in this research to gather, analyze and clarify the data from the respondents. We have 300 respondents that take part in helping us out in our research from the hotel industry in Perak. Moreover, we have applied Pearson Correlation Coefficient and Multiple Regression Analysis in order to interpret the data. Lastly, we gathered the data and discussed the result that in chapter 4.

Chapter 4: Data Analysis

4.0 Introduction

Throughout this chapter, the results that were collected from the respondents will be analysed by using SPSS software (Statistical Package for the Social Sciences) and it will present in tables and figures. There are few inferential analysis is analysed in this chapter which are Descriptive Analysis, Reliability Analysis, Pearson Correlation Analysis and Multiple Regression Analysis. Descriptive analysis is used to measure the demographic of respondents, Reliability Analysis is used to measure the reliability of variables, Pearson Correlation Analysis is used to measure the statistical relationship between two variables and Multiple Regression Analysis is used to measure the relationship between independent variables and dependent variable.

4.1 Descriptive Analysis

Frequency analysis is used to analyse the demographic information of respondents. There are totally seven questions of respondents' demographic profile. The data obtained in questionnaires is used to interpret the quantitative data.

4.1.1 Respondent Demographic Profile

The questions require the personal information of respondents which include gender, age, ethnicity, education levels, working experience and job position.

4.1.1.1 Gender

Table 4.1 and Figure 4.1 below show the gender of respondents.

Table 4.1: Statistics of Respondents' Gender

Gender	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
Male	173	57.70	173	57.70
Female	127	42.30	300	100
Total	300	100	300	100

Figure 4.1: Statistics of Respondents' Gender

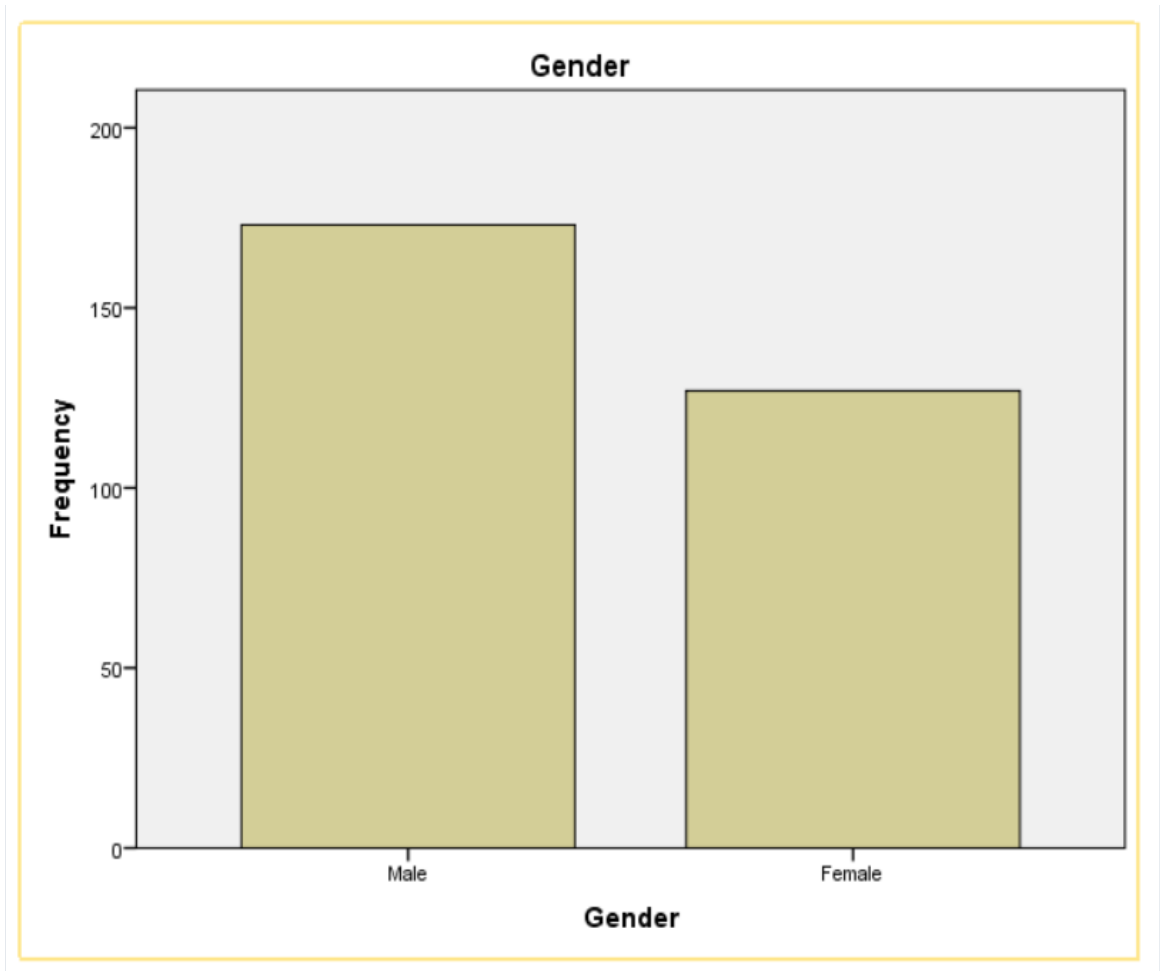


Table 4.1 and Figure 4.1 demonstrated that there are two gender groups which are male and female respondents who are participated in this research. There are total 173 male respondent with 57.70% and total 127 female respondent with 42.30%.

4.1.1.2 Age

Table 4.2 and Figure 4.2 show the age group of respondents

Table 4.2: Statistics of Respondents' Age

Age	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
20-29 years old	145	48.30	145	48.30
30-39 years old	112	37.30	257	85.60
40-49 years old	33	11.00	290	96.60
50 years old and above	10	3.30	300	100
Total	300	100	300	100

Figure 4.2 Statistics of Respondents' Age

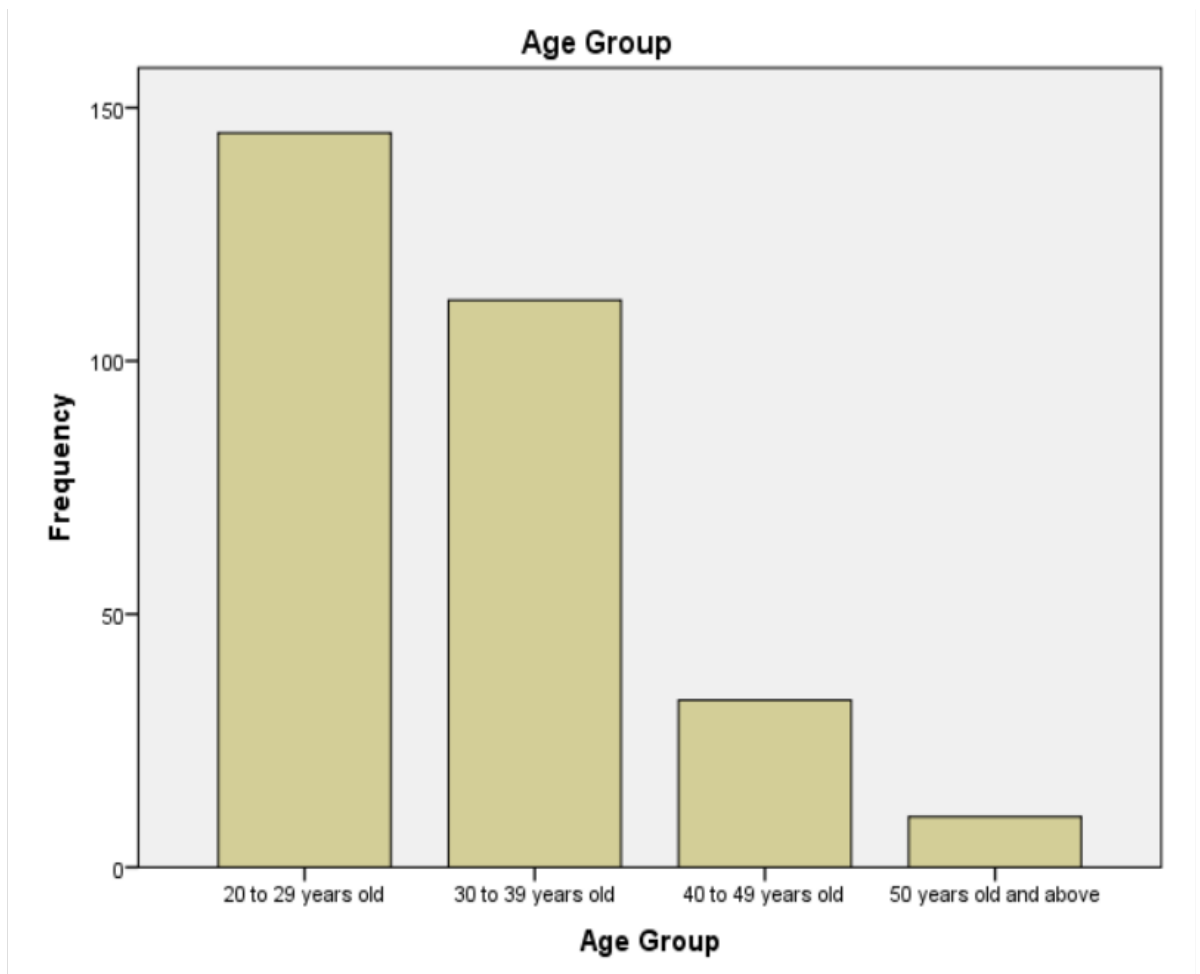


Table 4.2 and Figure 4.2 demonstrated that there are four different age groups which are 20 to 29 years old, 30 to 39 years old, 40 to 49 years old, 50 years old and above. First of all, there are 145 respondents who aged at 20 to 29 year old with 48.30%. Next, there are 112 respondents who aged at 30 to 39 year old with 37.30%. Moreover, there have 33 respondents who aged at 40 to 49 years old with a percentage of 11%. Lastly, there are 10 respondents who aged at 50 years old and above with 3.33%. From the chart, 20 to 29 years old has the highest percentage of age group while 50 years old and above has the lowest percentage of age group in our research.

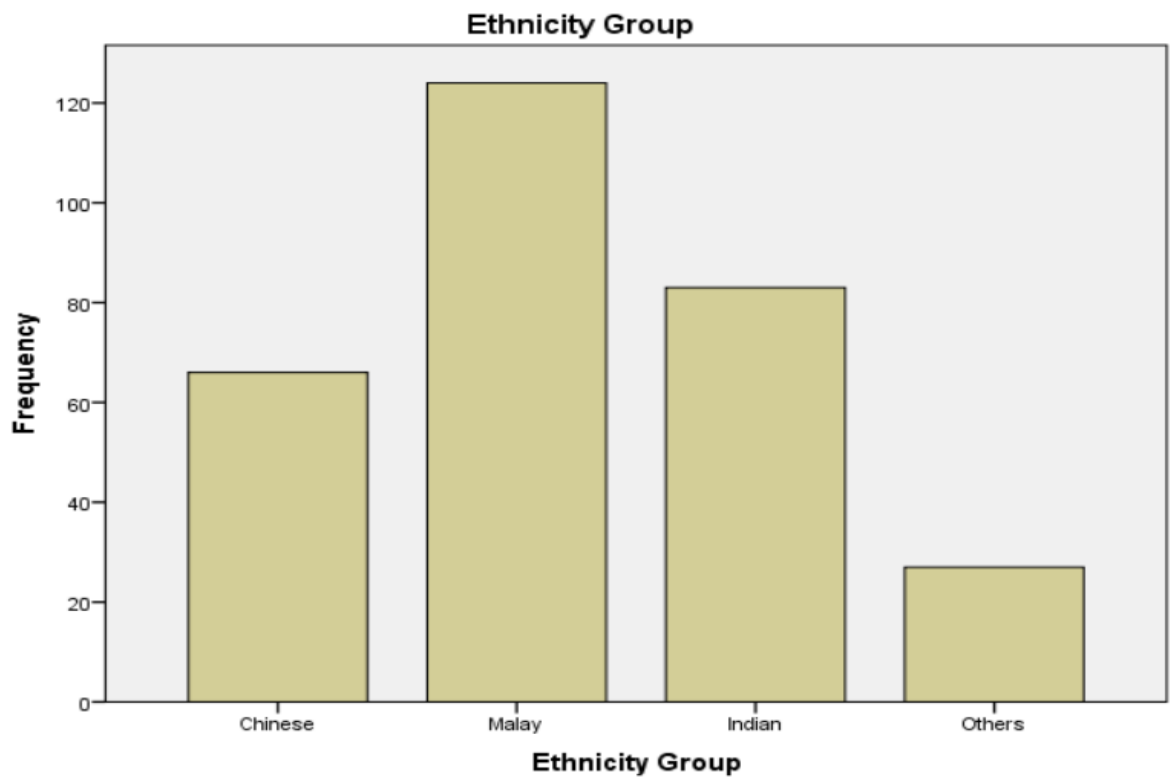
4.1.1.3 Ethnicity

Table 4.3 and Figure 4.3 show the ethnicity of respondents.

Table 4.3: Statistics of Respondents' ethnicity

Ethnicity	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
Chinese	66	22.00	66	22.00
Malay	124	41.30	190	63.30
Indian	83	27.70	273	91.00
Others	27	9.00	300	100
Total	300	100	300	100

Figure 4.3 Statistics of Respondents' Ethnicity



By referring Table 4.3 and Figure 4.3 had categorized respondents' ethnicity into four different groups, which are Malay, Chinese, Indian and others. There are 124 respondents are Malay with 41.30% represent the largest ethnic group. Furthermore, there are 82 respondents who are Indian with a 27.70%. Next, there are 66 respondents with 22% are Chinese. Lastly, there are only 27 out of 300 respondents with 9% are under others categories which represent the smallest ethnic group in this research.

4.1.1.4 Educational Level

Table 4.4 and Figure 4.4 show the education level of respondents.

Table 4.4: Statistics of Respondents' Educational Level

Educational Level	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
SPM	202	67.30	202	67.30
Diploma	70	23.30	272	90.60
Bachelor of Degree	7	2.30	279	92.90
Others	21	7.00	300	100
Total	300	100	300	100

Figure 4.4 Statistics of Respondents' Education level

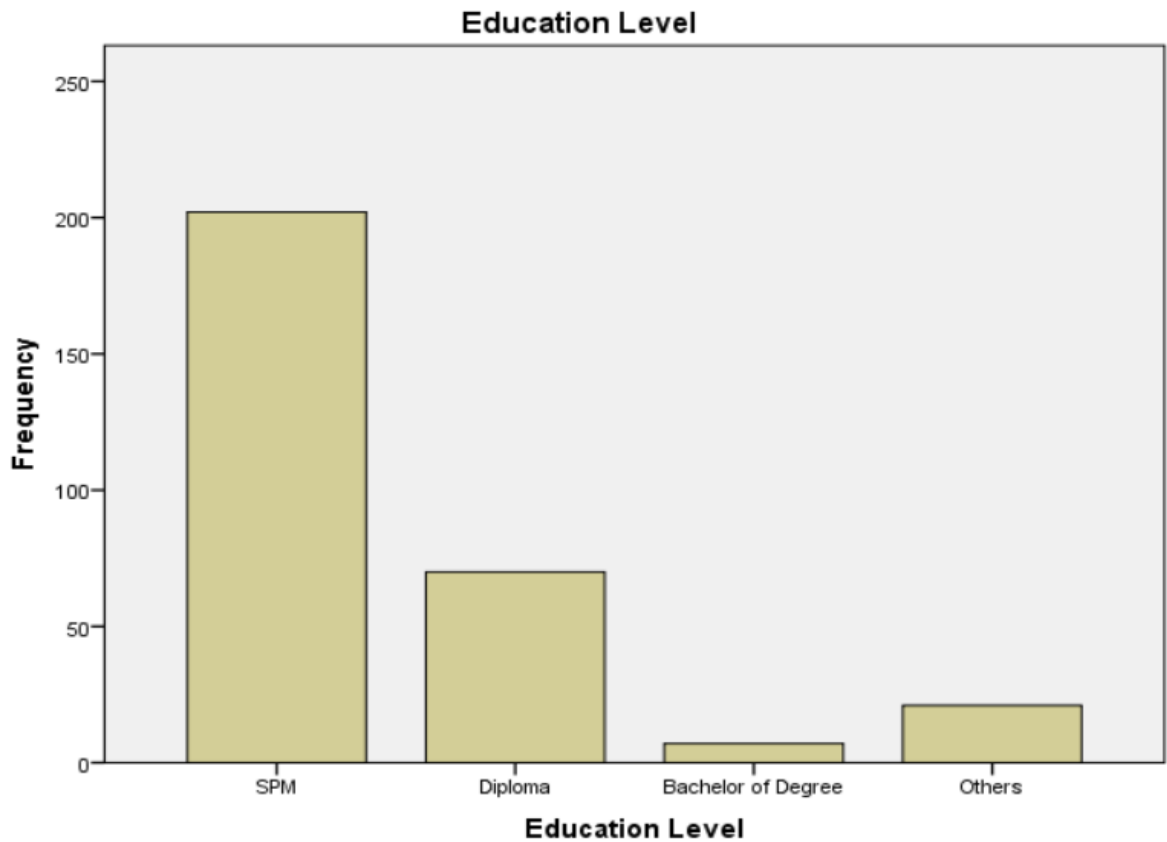


Table 4.4 and Figure 4.4 show that there are four-education level, which are SPM, Diploma, Bachelor of Degree and others. There are 202 respondents with 67.30% are holding SPM which represent the largest group. Next, 70 respondents with 23.30% are holding Diploma. There have 7 respondents with 2.30% hold Bachelor Degree. Lastly, there is only 21 respondents with 7% are categorized on others.

4.1.1.5 Working Experience

Table 4.5 and Figure 4.5 show the Working Experience of respondents.

Table 4.5: Statistics of Respondents' Working Experience

Working Experience	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
Less than 5 years	211	70.30	211	70.30
5-10 years	72	24.00	283	94.30
11-15 years	17	5.70	300	100.00
More than 15 years	0	0.00	300	100.00
Total	300	100	300	100

Figure 4.5 Statistics of Working Experience



The years of working experience had been categorized into four different groups. By referring to Table 4.5 and Figure 4.5, there have 211 respondents with 70.30% have less than 5 years and 72 out of 300 respondents with 24% have their working experience between 5 to 10 years. Lastly, there have 17 respondents with 5.70% have 11 to 15 years worked in hotel industry.

4.1.1.6 Job Position

Table 4.6 and Figure 4.6 show the Job Position of respondents.

Table 4.6: Statistics of Respondents' Job Position

Job Position	Frequency	Percentage	Cumulative Frequency	Cumulative Percentage
Front-line	286	95.3	286	95.3
Hotel Management	14	4.7	300	100
Others	0	0	300	100
Total	300	100	300	100

Figure 4.6 Statistics of Respondents' Job Position

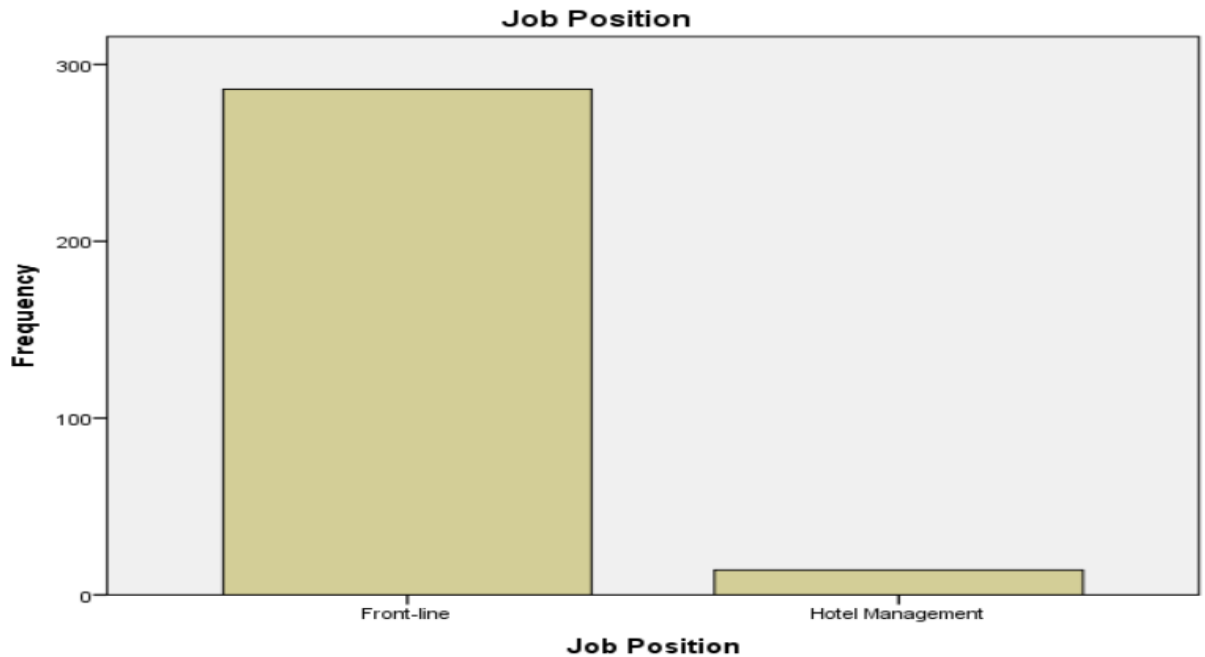


Table 4.6 and Figure 4.6 show that there are three classification of job position, which are front-line, hotel management and others. There are 286 respondents who are work in front-line position with 95.3% which represent the majority of the working period. Next, there are 14 respondents who are work in hotel management position with a percentage of 4.7%.

4.1.2 Central Tendencies Measurement of Constructs

In this part, mean and standard deviation of construct measurements of independents variables and dependent variable will be shown and interpreted by applying SPSS system.

4.1.2.1 Employee Performance

Table 4.7: Central Tendencies Measurement of Employee Performance

Variable	Statement	N	Mean	Ranking of Mean	Std Dev	Ranking of Std Dev
EP1	I satisfied with organization treatment	300	3.6000	3	0.91805	4
EP2	I have high commitment in my job.	300	3.4333	6	0.95670	2
EP3	I learn and gained experience in my workplace.	300	4.0333	1	0.65853	6
EP4	My manager involve us in problem solving and making decision	300	3.7000	2	0.93787	3
EP5	I able to work well with other colleagues.	300	3.4667	5	1.08912	1
EP6	I am giving authority in performing my work.	300	3.5667	4	0.80481	5

Based on table 4.7 shows that question EP3 has the highest mean value which is 4.0333 while it also the lowest standard deviation value of 0.65853. On question EP4 has second highest mean of 3.7000 and the standard deviation value is 0.93787, whereas question EP1 placed on third rank with 3.6000 mean value while 0.91805 on standard deviation value. The fourth rank is question EP6 with 3.5667 mean and 0.80481 standard deviation. For the question EP 5 placed second lowest of mean 3.4667 but with highest on standard deviation 1.08912. Question EP2 under lowest rank with 3.4333 mean value while the standard deviation value is 0.95670.

4.1.2.2 Affinity Bias

Table 4.8: Central Tendencies Measurement of Affinity Bias

Variable	statement	N	Mean	Ranking of Mean	Std Dev	Ranking of Std Dev
AB1	I prefer work with easy going colleagues.	300	2.8000	2	1.42599	1
AB2(R)	I dislike other department colleagues.	300	2.4000	6	1.173852.	3
AB3	I feel my workplace ethic is good.	300	4.0333	1	0.70750	6
AB4	I treat my colleagues like family members.	300	2.7000	4	1.21721	2
AB5	I prefer talk with people who having sense of humour as me.	300	3.7333	3	0.96540	5
AB6(R)	I do not like social with the people have low value.	300	2.5667	5	1.08758	4

According to the Table 4.8, shows that question AF3 has the highest mean value which is 4.0333 while it also the lowest standard deviation value of 0.70750. On question AB1 has second highest mean of 2.8000 and the highest standard deviation value is 1.42599, whereas question AB5 placed on third rank with 3.7333 mean value while 0.96540 on standard deviation value. The fourth rank is question AB4 with 2.7000 mean and 1.21721 standard deviation. For the question AB6(R) placed second lowest of mean 2.5667 but with fourth rank on standard deviation 1.08758. Question AB2(R) under lowest rank with 2.4000 mean value while the standard deviation value is 1.173852.

4.1.2.3 Confirmation Bias

Table 4.9: Central Tendencies Measurement of Confirmation Bias

Variable	statement	N	Mean	Ranking of Mean	Std Dev	Ranking of Std Dev
CB1(R)	I prefer to rely on my intuitive impression toward others.	300	2.9333	3	1.23855	1
CB2	I feel myself more capable than my colleagues.	300	2.8000	4	1.13915	3
CB3	I confident with my manager decision making.	300	3.6667	1	0.79013	5
CB4(R)	I will eliminate the thought that does not uphold my belief.	300	2.7333	5	1.15470	2
CB5	I believe that my colleagues are friends.	300	3.5667	2	0.66861	6
CB6	I normally have clear and explainable reasons towards my decisions.	300	2.6333	6	0.94968	4

Based on result above, show that question CB3 has the highest mean value which is 3.6667 while it also the second lowest standard deviation value of 0.79013. On question CB5 has second highest mean of 3.5667 and the lowest standard deviation value is 0.66861, whereas question CB1(R) placed on third rank with 2.9333 mean value while the highest value on standard deviation 1.23855. The fourth rank is question CB2 with 2.8000 mean and 1.13915 standard deviation. For the question CB4(R) placed second lowest of mean 2.7333 but with second highest on standard deviation 1.15470. Question CB6 under lowest rank with 2.6333 mean value while the standard deviation value is 0.94968.

4.1.2.4 Halo Effect

Table 4.10: Central Tendencies Measurement of Halo Effect

Variable	statement	N	Mean	Ranking of Mean	Std Dev	Ranking of Std Dev
HE1	I feel my colleagues are sociable.	300	3.2000	3	1.27754	1
HE2	I think my manager is smart because he or she looking good.	300	3.1000	4	0.94497	4
HE3	I feel my manager is important because he or she is leading us.	300	3.6000	1	0.75845	5
HE4(R)	I do not feel any passionate from my colleagues at workplace.	300	2.6667	6	1.07676	2
HE5(R)	I feel not comfortable because my colleagues look serous in work place.	300	3.4667	2	0.71922	6
HE6	I think my colleagues look reliable.	300	2.9000	5	0.97973	3

Based on table 4.10 show that question HE3 has the highest mean value which is 3.6000 while it also the second lowest standard deviation value of 0.75845. On question HE5(R) has second highest mean of 3.4667 and the lowest standard deviation value is 0.71922, whereas question HE1 placed on third rank with 3.2000 mean value while with highest standard deviation 1.27754. The fourth rank is question HE2 with 3.1000 mean and 0.94497 standard deviation. For the question HE6 placed second lowest of mean 2.9000 but with standard deviation 0.97973. Question HE4(R) under lowest rank with 2.6667 mean value while the second highest standard deviation value is 1.07676.

4.1.2.5 Bandwagon Effect

Table 4.11: Central Tendencies Measurement of Bandwagon Effect

Variable	Statement	N	Mean	Ranking of Mean	Std Dev	Ranking of Std Dev
BE1	I satisfied with my job because everyone satisfied with their job too.	300	3.0333	4	1.05003	2
BE2(R)	My colleagues said that job bored, so I think bored too.	300	2.6333	6	0.79645	5
BE3	I believe my workplace is the best because others believe it.	300	3.8333	1	0.58311	6
BE4	I have good working attitude because influence by my colleagues.	300	3.4000	3	1.05374	1
BE5	I follow the rules of workplace as everyone followed.	300	3.7667	2	0.80481	4
BE6(R)	My colleagues dislike bad attitude customers and I dislike too.	300	2.9667	5	1.01768	3

From the Table 4.11, the result showed that question BE3 has the highest mean value which is 3.8333 while it also the lowest standard deviation value of 0.58311. On question BE5 has second highest mean of 3.7667 and the standard deviation value is 0.80481, whereas question BE4 placed on third rank with 3.4000 mean value while 1.05374 is the highest on standard deviation value. The fourth rank is question BE1 with 3.0333 mean and 1.05003 for the second highest standard deviation. For the question BE6(R) placed second lowest of mean 2.9667 but while the value of standard deviation 1.01768. Question BE2(R) under lowest rank with 2.6333 mean value while the standard deviation value is 0.79645.

4.2 Scale Measurement

4.2.1 Reliability Test

The purpose of conducting reliability test is to measure the consistency and stability of the variables of our research. There were 300 sets of questionnaire were distributed and conducted in this reliability test and its results will be shown in the table below.

Table 4.12: Reliability Test Result for Actual Study

Question	Coefficient Alpha Value	Number of Item
Dependent Variable: Employee Performance	0.816	6
Independent Variable: Affinity Bias	0.843	6
Confirmation Bias	0.791	6
Halo Effect	0.746	6
Bandwagon Effect	0.744	6

Sources: IBM Statistical Package of Social Sciences (SPSS)

Based on the Table 4.11 shown the result of the 300 sets of questionnaire for the variable though SPSS software. First of all. The Cronbach's Alpha for the dependent variable (employee performance) is 0.816. While for the independent variable, the relationship between employee performance and affinity bias is highest, which is 0.843. Confirmation bias with value of 0.791 and the value for halo effect is 0.746. The value of the bandwagon effect has the lowest Cronbach's Alpha, which is 0.744. In conclusion, the

result of the Cronbach's Alpha for every variable are within 0.7 to 0.8 and 0.8 to 0.9, so it show that all the variable is acceptable and good reliability.

4.3 Inferential Analysis

4.3.1 Pearson's Correlation Coefficient

The purpose of the Pearson correlation coefficient analysis is to measure the connection between dependent variable (employee performance) and independent variable (affinity bias, confirmation bias, halo effect and bandwagon effect) at the level of interval and ratio (Adler & Parmryd, 2010). Nevertheless, it use to determine its direction, strength and importance. In Table 4.12, show the standard of Pearson Correlation Coefficient had established with the coefficient range and associated strength.

Table 4.13: Standard of Pearson Correlation Coefficient Analysis

Coefficient Range	Strength of Association
± 0.91 to ± 1.00	Very strong
± 0.71 to ± 0.90	Strong
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
0.00 to ± 0.20	Slight, almost negligible

4.3.1.1 Affinity Bias and Employee Performance (Hypothesis 1)

H₀: There is no significant relationship between affinity bias and employee performance in hotel industry.

H₁: There is significant relationship between affinity bias and employee performance in hotel industry.

Table 4.14: Correlation between Affinity Bias and Employee Performance

		Employee Performance
Affinity Bias	Pearson Correlation	- 0.358
	Significant (2-tailed)	< 0.001
	N	300

Source: Generate from IBM Statistical Package of Social Sciences (SPSS)

Direction

Based on Table 4.13 result show that, the Pearson correlation Analysis for affinity bias and employee performance. The correlation coefficient value of - 0.358 indicate that have negative relationship between affinity bias and employee performance. Thus, when the affinity bias high, employee performance will low.

Strength

The value of correlation coefficient is 0.358, which fall under the range of 0.21 to 0.40. Therefore, the relationship between affinity bias and employee performance is small but define relationship.

Significance

Based on the result above, affinity bias and employee performance has a significant relationship because the p-value (< 0.0001) is less than the alpha value 0.005. As a result, the alternate hypothesis (H_1) is accepted.

4.3.1.2 Confirmation Bias and Employee Performance

H_0 : There is no significant relationship between confirmation bias and employee performance in hotel industry.

H_1 : There is significant relationship between confirmation bias and employee performance in hotel industry.

Table 4.15: Correlation between Confirmation Bias and Employee Performance

		Employee Performance
Confirmation Bias	Pearson Correlation	-0.481
	Significant (2-tailed)	< 0.001
	N	300

Source: Generate from IBM Statistical Package of Social Sciences (SPSS)

Direction

From the Table 4.13, the result of Pearson Correlation Coefficient for the relationship between confirmation bias and employee performance is negative because there is negative value, which is -0.481. Thus, when the confirmation bias high, employee performance will low.

Strength

The result of correlation coefficient -0.481 is fall under the coefficient range from ± 0.21 to ± 0.40 . Therefore, the relationship between confirmation bias and employee performance is small but define relationship.

Significance

As the result above show that, the relationship between conformation bias and employee performance is significant because the p-value (< 0.001) is less than the alpha value (0.05). Thus, the null hypothesis (H_0) is rejected and alternate hypothesis (H_1) is accepted.

4.3.1.3 Halo Effect and Employee Performance

H_0 : There is no significant relationship between halo effect and employee performance in hotel industry.

H_1 : There is significant relationship between halo effect and employee performance in hotel industry.

Table 4.16: Correlation between Halo Effect and Employee Performance

		Employee Performance
Halo Effect	Pearson Correlation	-0.192
	Significant (2-tailed)	0.001
	N	300

Source: Generate from IBM Statistical Package of Social Sciences (SPSS)

Direction

According to the Table 4.15 result show that, the Pearson correlation coefficient for halo effect and employee performance is negative because there is negative value, which is -0.192. Thus, when the halo effect high, the employee performance is low.

Strength

The value of correlation coefficient is -0.192 is fall under the range of coefficient 0.00 to ± 0.20 . Therefore, the relationship between halo effect and employee performance is slight, almost negligible.

Significance

The relationship between halo effect and employee performance is significant because the P-value (0.001) is less than the alpha value (0.05). Therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted.

4.3.1.4 Bandwagon Effect and Employee Performance

H_0 : There is no significant relationship between bandwagon effect and employee performance in hotel industry.

H₁: There is significant relationship between bandwagon effect and employee performance in hotel industry.

Table 4.17: Correlation between Bandwagon Effect and Employee Performance

		Employee Performance
Bandwagon Effect	Pearson Correlation	-0.253
	Significant (2-tailed)	< 0.001
	N	300

Source: Generate from IBM Statistical Package of Social Sciences (SPSS)

Direction

As the result show that, there is negative relationship between bandwagon effect and employee performance because there is negative value (-0.253). Thus, when the bandwagon effect high, employee performance is low.

Strength

The value of this correlation coefficient is -0.253 that is fall under coefficient range ± 0.21 to ± 0.40 . Therefore, the job relationship between bandwagon effect and employee performance is small but definite relationship.

Significance

From the Table 4.16 show that, the relationship between bandwagon effect and employee performance is significant because the P-value (< 0.001) is less than the alpha value (0.05). Thus, the alternative hypothesis (H_0) is accepted and the null hypothesis (H_1) is rejected.

4.3.2 Multiple Regression Analysis

Multiple regression analysis used to predict the value of a valuable based on the value of two or more variables.

Table 4.18: Summary of Multiple Regression Analysis model

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate
1	.534	.285	.276	.55570

Source: Generate from IBM Statistical Package of Social Sciences (SPSS)

- a. Predictors: (Constant), Affinity Bias, Confirmation Bias, Halo Effect, Bandwagon Effect

According to the Table 4.17, the value of correlation coefficient (R-value) between the dependent variable (employee performance) and independent variable (affinity bias, confirmation bias, halo effect and bandwagon effect) is

0.534. Thus, it is positive and moderate correlation between dependent and independent variable. Moreover, R-Square also can be name as coefficient of determination. The independent variable (affinity bias, confirmation bias, halo effect, bandwagon effect) indicate that 28.5% of the dependent variable (employee performance). However, there have 71.5% unexplained in this study. In other word, there are additional variable that are important in employee performance that have not been considered in this study.

Table 4.19: ANOVA

Model 1	Sum of Squares	DF	Mean Square	F	Sig.
Regression	36.349	4	9.087	29.428	.000 ^b
Residual	91.095	295	.309		
Total	181.244	299			

Source: Generate from IBM Statistical Package of Social Sciences (SPSS)

Dependent Variable: Employee Performance

- a. Predictors: (Constant), Affinity Bias, Confirmation Bias, Halo Effect, Bandwagon Effect

H₀: There is not significant relationship between the four independent variables (affinity bias, confirmation bias, halo effect, bandwagon effect) and employee performance.

H₁: There is a significant relationship between the four independent variables (affinity bias, confirmation bias, halo effect, bandwagon effect) and employee performance.

Based on the table 4.18 (ANOVA), the p-value (Sig.000) is less than alpha value 0.05. Thus, the relationship between the F-statistic is significant in this research. For this study, the model is a good descriptor of the relation between the dependent variable and independent variable. Therefore, the independent variables (affinity bias, confirmation bias, halo effect, bandwagon effect) are significant explain the variance in organizational performance. Thus, the alternate hypothesis (H₁) is proved by the data.

Table 4.20: Coefficient

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std.Error	Beta		
(Constant)	5.051	.190		26.624	.000
Affinity Bias	.314	.086	.403	3.666	.000
Confirmation Bias	-.827	.108	-.896	-7.647	.000
Halo Effect	.292	.084	.290	3.477	.001
Bandwagon Effect	-.234	.087	-.214	-2.698	.007

Source: Data generated by Statistical Package for Social Sciences (SPSS).

a. Dependent Variable: Employee Performance

Table 4.19 showing the result of the significance of each independent variable toward the dependent variable by comparing the P-value and alpha value, which is 0.05. The P-value of affinity bias and confirmation bias is (<0.001) is less than the alpha value 0.05 which mean is significant with employee performance. The last second independent variable (halo effect) is significant with employee performance because the P-value (0.001) is less than alpha value (0.05). Lastly, the independent variable (bandwagon effect) also has significant with employee performance because the P-value (0.007) is less than the alpha value (0.05).

Regression Equation

The multiple linear regression equation is represented as below:

$$Y = a + b_1(X_1) + b_2(X_2) + b_3(X_3) + b_4(X_4) + b_5(X_5)$$

Y = Employee performance

a = Constant value

X1: Affinity bias (AB)

X2: Confirmation bias (CB)

X3: Halo effect (HE)

X4: Bandwagon effect (BE)

$$\text{Employee performance} = 5.051 + 0.314 (AB) - 0.827 (CB) + 0.292 (HE) + 0.234 (BE)$$

Based on the Table 4.19, confirmation bias is the predictor variable that contribute the highest to the variation of the dependent variable (employee performance) because Beta value for this predictor variable is the highest (-0.827). In other words, it make the strongest unique contribution to explain the employee performance, when the variance explained by all other predictor variable in the model is controlled for. Affinity bias is the predictor variable that contribute the second highest to the variation of the dependent variable (employee performance) because Beta value for this predictor variable is the highest (0.314). Halo effect is the predictor variable that contribute the second smallest to the variation of the dependent variable (employee performance) because Beta value for this predictor variable is the highest (0.292). Bandwagon effect is the predictor variable that contribute the smallest to the variation of the dependent variable (employee

performance) because Beta value for this predictor variable is the highest (0.234). Therefore, it make the least unique contribution to explain the employee performance, when the variance explained by all other predictor variable in the model is controlled for.

4.4 Conclusion

As a conclusion, the collected data from 300 respondents has been analysed by using SPSS software. We have showed the demographic profile of the respondents in tables, bar charts and pie charts. Other than that, the reliability of the independent variables and dependent variable have also been analysed and summarised. Besides that, Pearson Correlation Coefficient Analysis has been used to conduct and investigate the relationship among the variables' relationship (independent variables and dependent variable). Lastly, Multiple Regression Analysis as a predictive analysis has been used to explain the relationship between the dependent variable and independent variables. The results will be used as reference for researchers to proceed and discuss in Chapter 5.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

In this chapter, we discussed the result of statistical analysis which we have conducted in previous chapter. From our questionnaires, we have discussed the results such as descriptive analysis, central tendency, scale measurement and inferential analysis. In this chapter, we will discuss on the major findings of study and implication of this research. Besides, we also discuss our limitations in this research and provides recommendations to future researchers and hotel management in understanding more about unconscious bias toward employee performance.

5.1 Summary of Statistic Analysis

5.1.1 Descriptive Analysis

Table 5.1 Summary of Descriptive Analysis

Variables	Frequency	Percentage (%)
Gender		
Male	173	57.70%
Female	127	42.30%
Age		
20-29 years old	145	48.30%
30-39 years old	112	37.30%
40-49 years old	33	11.00%
50 years old and above	10	3.30%
Ethnicity		
Chinese	66	22.00%
Malay	124	41.30%
Indian	83	27.70%
Others	27	9.00%
Educational Level		
SPM	202	67.30%
Diploma	70	23.30%
Bachelor of Degree	7	2.30%
Others	21	7.00%
Working Experience		
Less than 5 years	211	70.40%
5-10 years	72	24.00%
11-15 years	17	5.70%
More than 15 years	0	0.00%
Job Position		
Front-line	20	6.7%
Hotel Management	119	39.7%
Others	118	39.3%

Source: Data generated by IBM Statistical Package of Social Sciences (SPSS)

A summary of demographic information of respondents are demonstrated in Table 5.1. From the results, there are 173 male respondents with the percentage of 57.70% and the remaining 127 respondents are female with the percentage of 42.30%.

Next, in age group, there are 145 respondents who age between 20 to 29 years old with the percentage of 48.30% which is the largest age group in this research; 112 respondents who age between 30 to 39 years old with 37.30%, 33 respondents who age 40 to 49 years old with 11.00% and the smallest age group which is 10 respondents who age 50 years old and above with the percentage of 3.30%.

Moreover, there are 66 Chinese respondents with the percentage of 22.00%, 124 Malay respondents with the percentage of 41.30%, 83 Indian respondents with the percentage of 27.70% and 27 others ethnicity respondents with the percentage of 9.00%. From the ethnicity results, the largest ethnicity group are Malay respondents and the smallest ethnicity group are others ethnicity.

In educational level, there are 202 respondents are SPM level with the percentage of 67.30%; 70 respondents are Diploma level with the percentage of 23.30%; 7 respondents are Bachelor of Degree level with the percentage of 2.30% and the remaining respondents with others educational background with the number of 21 and percentage of 7.00%.

Besides, working experience results showed 211 respondents that have working experience less than 5 years with the percentage of 70.30%; 72 respondents are have working experience between 5 to 10 years with the percentage of 24.00%; 17 respondents are have working experience with 11

to 15 years with the percentage of 5.70%. From the results, majority of the respondents did not have working experience more than 5 years.

Lastly, in job position, there are 286 respondents who work in front-line with the percentage of 95.30% and 14 respondents are hotel management with the percentage of 4.7%.

5.1.2 Summary of Inferential Analysis

5.1.2.1 Reliability Analysis

Table 5.2: Summary of Reliability Test

Variables	Dimension	Cronbach's Alpha
Dependent Variable	Employee Performance	0.816
Independent Variables	Affinity Bias	0.843
	Confirmation Bias	0.791
	Halo Effect	0.746
	Bandwagon Effect	0.744

Source: Data generated by IBM Statistical Package of Social Sciences (SPSS)

From the table 5.3, the results that generated from the reliability analysis, it showed that the variables are treated as reliable because the coefficient alpha

values reach between the ranges of 0.70 to 0.80 and 0.80 to 0.95. For 0.70 to 0.80 is considered as good reliability while 0.80 to 0.95 is considered as very good reliability. Based on the results, dependent variable which is employee performance have 0.816 and independent variables which is affinity bias, confirmation bias, halo effect and bandwagon effect have 0.843, 0.791, 0.746 and 0.744 respectively.

5.1.2.2 Pearson's Correlation Coefficient Analysis

Table 5.3 Summary of Pearson Correlation Coefficient Result

N = 300

		Affinity Bias	Confirmation Bias	Halo Effect	Bandwagon Effect
Employee Performance	Pearson Correlation	0.358	0.481	0.192	0.253
	P - Value	< 0.001	< 0.001	< 0.001	< 0.001
	Strength of Association	Small but define relationship	Small but define relationship	Slight, almost negligible	Small But Definite Relationship

Source: Data generated by IBM Statistical Package of Social Sciences (SPSS)

In overall, from the table of Pearson Correlation Coefficient result, it showed all the independent variables which is affinity bias, confirmation

bias, halo effect and bandwagon effect have significant relationship with dependent variable which is employee performance. Moreover, the coefficient range of the variable are from ± 0.01 to ± 0.20 , ± 0.21 to ± 0.40 and ± 0.41 to ± 0.60 which affinity bias have 0.358, confirmation bias have 0.481, halo effect have 0.192 and bandwagon effect have 0.253. In conclusion, the relationship between affinity bias and bandwagon effect with employee performance is considered weak correlation while the relationship between confirmation bias and halo effect with employee performance is considered as moderately strong correlation and very weak correlation respectively.

5.1.2.3 Multiple Regression Analysis

Next, from the results of Multiple Regression Analysis, confirmation bias have the largest standard coefficient beta value of 0.896 which mean this variable provides the most input to employee performance. Second largest stand coefficient beta value is from affinity bias with 0.403, then followed by halo effect with 0.290 and the smallest standard coefficient beta value of 0.214 to the variation of employee performance is from bandwagon effect.

5.2 Discussions of Major Findings

Table 5.4 Summary of Hypothesis Testing Results

No.	Research Questions	Hypothesis	Results
1	Is there any relationship between Affinity Bias and Employee Performance in Perak hotel industry?	H1: Affinity Bias has a significant relationship with Employee Performance.	There is a significant relationship. $r = 0.358$ $p = <0.0001$ ($p <0.05$)
2	Is there any relationship between Confirmation Bias and Employee Performance in Perak hotel industry?	H2: Confirmation Bias has a significant relationship with Employee Performance.	There is a significant relationship. $r = 0.481$ $p = <0.0001$ ($p <0.05$)
3	Is there any relationship between Halo Effect and Employee Performance in Perak hotel industry?	H3: Halo Effect has a significant relationship with Employee Performance.	There is a significant relationship. $r = 0.192$ $p = <0.0001$ ($p <0.05$)
4	Is there any relationship between Bandwagon Effect and Employee Performance in Perak hotel industry?	H4: Bandwagon Effect has a significant relationship with Employee Performance.	There is a positive significant relationship. $r = 0.253$ $p = <0.0001$ ($p <0.05$)

5.2.1 Affinity Bias

H1: Affinity Bias has a significant relationship with Employee Performance.

From the Pearson Correlation Coefficient results that demonstrated in chapter 4, affinity bias have correlation value of 0.358, which mean that there is a significant relationship between affinity bias and employee performance. Thus, if the affinity bias is higher, then employee performance will be affected more. Helen Turnbull (2017) asserted affinity bias will cloud people's judgment of which the candidates who are most appealing to the whole business process. This also will cause the people in hiring the fewer diverse personalities which are the people who having the less creative view and also approaches to work.

According to Rob McCormick (2019), he stated that there is ways to avoid the affinity bias in workplace especially in the recruitment process. The recruiters should spend time to have more understanding towards the interviewee before hiring them. The more the people know about each other, the more evidence they can find to support them to be more comfortable with the people.

5.2.2 Confirmation Bias

H2: Confirmation Bias has a significant relationship with Employee Performance.

From the Pearson Correlation Coefficient result that demonstrated in chapter 4, confirmation bias have correlation value of 0.481, which mean that there is a significant relationship between confirmation bias and

employee performance. Therefore, when the confirmation bias is high, then the affection toward employee performance will be higher.

Charness & Dave (2017) stated that there is a significant relationship between confirmation bias and employee performance. Confirmation bias could cause workplace conflicts. For example, an employer have unconscious biases toward an interviewee. Then he might be find evidence to prove he is right to avoid his belief fail. Moreover, confirmation bias refers to a person might be refused to receive new information which did not uphold his primary belief. Many of them unconsciously took the wrong decision into confirmation bias due to prove their primary belief is exact (Burton, 2017).

5.2.3 Halo Effect

H3: Halo Effect has a significant relationship with Employee Performance.

Based on the Pearson Correlation Coefficient results in chapter 4, the correlation value of halo effect are 0.192 which mean there is significant relationship between halo effect and employee performance. Thus, if the halo effect of employee is higher, then the affection of employee performance will be higher as well.

According to Kahneman (2011), he stated that halo effect seen as a wrong thinking that outcome with wrong decision and judgments. Besides, halo effect also referred to a person's overall impression that affecting others feel and mind about their personalities. Based on a research, halo effect not only affect an individual, however, it also affecting in group. According to

Palmer and Loveland (2008), team member in a group discussed on a member can be lead to halo effect toward a particular person. For example, a leader blame a person that does not look smart for that failure of an event. This show that the leader have halo effect toward the person and have a bad impression and bias on that person.

5.2.4 Bandwagon Effect

H3: Bandwagon Effect has a significant relationship with Employee Performance.

According to the Pearson Correlation Coefficient results, bandwagon effect have a correlation value of 0.253 which mean that there is a significant relationship between bandwagon effect and employee performance. Therefore, when bandwagon effect is higher, then the affection toward employee performance will be higher too.

Based on Terlaak and King (2007), bandwagon effect is the personality of the principal actor. An individual, organization or both could be the decision makers in workplace. Bandwagon effect can be defined as a passive process since there is unnecessary for an individual to judge the mind, activity, alternative or others that is implemented in the organization. Bandwagon effect normally happened throughout the popularity of action from the adoption of activity of peoples. The more the number of people who adopt the action, the higher the bandwagon effect toward employee performance.

5.3 Implication of Study

5.3.1 Managerial Implications

5.3.1.1 Affinity Bias

Based on the analysis that we have done, it shown that affinity bias have significant relationship toward employee performance. The higher the affinity bias, the higher the affection toward employee performance. Therefore, hotel management need to raise their awareness on the method of avoiding the biases affecting employee performance in workplace. When there is affinity bias in workplace, the employee performance will be affected. Mostly happened within front line employee, because they have greater chances in having affinity bias by treat selected or the person they like only to communicate. In this case, hotel management need to figure a method to avoid affinity bias within employee in workplace.

5.3.1.2 Confirmation Bias

Confirmation bias have been studied in this research and the results have showed a significant relationship to employee performance. If the confirmation bias is higher, then the affection of employee performance will also higher. This is because when an employee have confirmation bias, they will find evidence to prove they are correct in some circumstances. For example, a Malay employee attended to a party that organized by company, but only he was wearing long pant to the party, he claimed that the company does not respect him. In this scenario, he has confirmation bias that influence him to find more evidence to support his belief and his

performance will be affected due to the confirmation bias (Charness & Dave, Confirmation bias with motivated beliefs, 2017). From this scenario, hotel management need to discuss among themselves to get a best solution to avoid confirmation bias exist in employee decision making.

5.3.1.3 Halo Effect

Based on the outcome of the research, halo effect has been proven with a significant relationship toward employee performance in Perak hotel industry. The higher the halo effect, the higher the affection toward employee performance. For instance, impression of a person will influence others to have a different belief toward that person. If the person wearing his shirt with clean and neat, then others might think he is a smart person. This kind of bias should not exist in workplace, especially hotel industry as they need to serve many customers and social with people. Hotel management should improve their communication because hotel management and front line employee in order to avoid halo effect exists in workplace. According to Nisbett and Wilson (1977), there are several factors that leading the effect of halo effect toward people and change their judgments through the impression of a person.

5.3.1.4 Bandwagon Effect

From the results of the research, it showed that bandwagon effect have significant relationship toward the affection of employee performance in Perak hotel industry. This research also provided future researcher or hotel management with useful and reliable data for future research purpose, so that employee performance can be improve and the unconscious biases can

be reduced in order to improve the performance of employee and reputation of hotel. Moreover, researchers or hotel management can apply this research to reach the goal of organization. For example, when the bandwagon effect does not exist among the employees, then the performance of employees able to improve and the reputation of hotel will be increase.

5.4 Limitations of study

In our research, we faced some problems when conducting our research with a new study that never been study in this industry. There is limited resources that we could find and we have to study more on the unconscious bias to get more understanding on it. For example, we faced a problem when we designing our questionnaire on bandwagon effect. We could not find much information about bandwagon effect due to our research is new study on unconscious bias and time constraint, we have to design our questionnaires based on bandwagon effect journal from our understanding. This to let everyone to have more understanding toward this bandwagon effect so that people can understand it in future. On the other hand, we also faced a problem when we distribute our research questionnaires to the respondents in Perak. The problem that we faced is we have to go to three district areas of Perak which is Kampar, Ipoh and Taiping. Besides, there are respondents that have limited education level and knowledge in answering our questionnaires. Therefore, we answered their enquiry when they have enquiry regarding to questionnaires. It took us lots of times for us to distribute and collect the questionnaires from the respondent. Lastly, there are certain hotel that do not allowed to distribute our questionnaire and we have to leave and go to other hotel to request to conduct research.

5.5 Recommendation of study

Even though there are limitations on our research, we still managed to complete our research. Here, we would like to recommend our recommendations to hotel management or anyone that wish to know more information or improvements on how unconscious bias affecting the employee performance. In our research, we have demonstrated that the relationship between the unconscious bias toward employee performance in few dimensions which is affinity bias, confirmation bias, halo effect and bandwagon effect. This four dimension of unconscious bias might be not enough to provide sufficient evidence to prove the unconscious bias are significant enough toward employee performance.

On the other hand, we would like to encourage future researchers to conduct a new research on new study to let more people to understand more study. In addition, future researchers or hotel management can include more places or select other areas of hotel industry in Malaysia to have a future study and give different perception.

5.6 Conclusion

In chapter 5, we have an introduction of this chapter then followed by summary of descriptive and inferential analysis of the results which generated from chapter 4. Next, we continued with the discussion on major findings on the results of hypotheses proved in our research and justify our research objectives.

Implication of study and limitation that we faced in our research also discussed in this chapter. Last but not least, we provided our recommendation based on our research to provide our thought towards this study.

In a nutshell, the results of analysis in our research demonstrated our independent variables which affinity bias, confirmation bias, halo effect and bandwagon effect have significant relationship with employee performance. All the independent variables have been examined in our research. Therefore, the independent variables are applicable in understanding the relationship between unconscious bias and employee performance. Last but not least, future researchers or hotel management can view our research as their references on the unconscious bias toward employee performance in hotel industry.

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Appendices

Appendix 1.0 Questionnaire



Dear Sir/ Madam:

We are final year students of Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman (UTAR). We are currently doing our final year project with carries the title “**Unconscious Bias towards Employee Performance in Perak Hotel Industry**”. The purpose of this research is to identify how unconscious bias affects employees’ performance.

Instruction:

- 1) This set of questionnaire consists of THREE (3) sections. Please answer ALL the questions in ALL sections.
- 2) This questionnaire will take about 10 to 15 minutes to complete.
- 3) Please make yourself free to share your comment on the space which has been provided. The contents of this set of questionnaire will be kept PRIVATE and CONFIDENTIAL.
- 4) Your participation is valuable to this study. The value of your time and effort employed in completing the set of questionnaire is highly appreciated.

Acknowledgment of Notice:

- I have been notified by you and I had understood, consent and agreed per UTAR Notice. (refer to Appendix I)
- I disagree my personal data will be not processed.

Final Year Project Group Members' Details:

Name	Student ID
CHU CHIN FAI	14ABB07652
NON KEE WEI	15ABB03058
TAN CHONG HAU	16ABB06916
TEO LAI TENG	15ABB04585

Section A: Demographic

Instruction: Please tick [] at the appropriate box or fill in the blanks [] with an appropriate answer.

1. Gender:

- [] Male
[] Female

2. Age

- [] 20-29 years old
[] 30-39 years old
[] 40-49 years old
[] 50 years old and above

3. Ethnicity

- [] Chinese
[] Malay
[] Indian
[] Others: _____

4. Educational Levels

- [] SPM
[] Diploma
[] Bachelor of Degree
[] Others: _____

5. Working Experience

- [] Less than 5 years

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- 5-10 years
- 11-20 years
- More than 20 years

6. Job Position

- Front-line
- Hotel Management
- Others: _____

Section B: Dependent Variable

Based on your own opinion, please use the following scale to answer the questions by circling the appropriate responses.

- (1) Strongly Disagree (SD)
- (2) Disagree (D)
- (3) Neutral (N)
- (4) Agree (A)
- (5) Strongly Agree (SA)

Employee Performance

No.	Questions	SD	D	N	A	SA
1.	I have high commitment in my job.	1	2	3	4	5
2.	I able to work well with other colleagues	1	2	3	4	5
3.	I learned and gained experience in my workplace.	1	2	3	4	5
4.	I am given authority in performing my work.	1	2	3	4	5
5.	I satisfied with organization treatment.	1	2	3	4	5

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6.	My manager involve us in problem solving and making decision.	1	2	3	4	5
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Section C: Independent Variable

Based on your own opinion, please use the following scale to answer the questions by circling the appropriate responses.

- (1) Strongly Disagree (SD)
- (2) Disagree (D)
- (3) Neutral (N)
- (4) Agree (A)
- (5) Strongly Agree (SA)

A. Affinity Bias

No.	Questions	SD	D	N	A	SA
1.	I prefer to work with easy going colleagues.	1	2	3	4	5
2.	I dislike other department colleagues.	1	2	3	4	5
3.	I feel my workplace ethic is good.	1	2	3	4	5
4.	I treat my colleagues like my family members.	1	2	3	4	5
5.	I prefer to talk with people who having sense of humour as me.	1	2	3	4	5
6.	I do not like to social with the people who have low value.	1	2	3	4	5

B. Confirmation Bias

No.	Questions	SD	D	N	A	SA
1.	I confident with my manager decision making.	1	2	3	4	5
2.	I feel myself more capable than my colleagues.	1	2	3	4	5
3.	I prefer to rely on my intuitive impressions toward others.	1	2	3	4	5
4.	I will eliminate the thought that does not uphold my belief.	1	2	3	4	5
5.	I believed that my colleagues are friendly.	1	2	3	4	5
6.	I normally have clear and explainable reasons toward my decisions.	1	2	3	4	5

C. Halo Effect

No.	Questions	SD	D	N	A	SA
1.	I think my manager is smart because he or she looking good.	1	2	3	4	5
2.	I think my colleagues look reliable.	1	2	3	4	5
3.	I feel my colleagues are sociable.	1	2	3	4	5
4.	I do not feel any passionate from my colleagues at workplace.	1	2	3	4	5
5.	I feel not comfortable because my colleagues look serious in workplace.	1	2	3	4	5
6.	I feel my manager is important because he or she is leading us.	1	2	3	4	5

D. Bandwagon Effect

No.	Questions	SD	D	N	A	SA
1.	I satisfied with my job because everyone satisfied with their job too.	1	2	3	4	5
2.	My colleagues said the job is bored, so I think bored too.	1	2	3	4	5
3.	I believe my workplace is the best because others believe it.	1	2	3	4	5
4.	I have good working attitudes because influence by my colleagues.	1	2	3	4	5
5.	I follow the rules of workplace as everyone followed.	1	2	3	4	5
6.	My colleagues dislike bad attitude customers and I dislike it too.	1	2	3	4	5

Appendix 2.0 Pilot Test

Reliability Test

Dependent Variable (Employee Performance)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.743	.752	6

Inter-Item Correlation Matrix

	Satisfaction	High commitment in my job	Learn and gain experience	Involve in problem solving and making decision	Able to work well with other colleagues	Giving authority in performing my work
Satisfaction	1.000	.608	.205	.126	.372	.329
High commitment in my job	.608	1.000	.502	.402	.463	.320
Learn and gain experience	.205	.502	1.000	.368	.230	.184
Involve in problem solving and making decision	.126	.402	.368	1.000	.092	.458
Able to work well with other colleagues	.372	.463	.230	.092	1.000	.382
Giving authority in performing my work	.329	.320	.184	.458	.382	1.000

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Independent Variable (Affinity Bias)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.711	.700	6

Inter-Item Correlation Matrix

	Prefer work with easy going colleagues.	Feel my workplace ethic is good.	Treat my colleagues like family members	Talk with people who having sense of humor as me	Dislike other department colleagues	Do not like social with the people have low value
Prefer work with easy going colleagues.	1.000	.127	.495	.200	.424	.417
Feel my workplace ethic is good.	.127	1.000	.248	.232	.111	.331
Treat my colleagues like family members	.495	.248	1.000	.089	.529	.384
Talk with people who having sense of humor as me	.200	.232	.089	1.000	-.042	.106
Dislike other department colleagues	.424	.111	.529	-.042	1.000	.544
Do not like social with the people have low value	.417	.331	.384	.106	.544	1.000

Independent Variable (Confirmation Bias)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.724	.711	6

Inter-Item Correlation Matrix

	Myself more capable than my colleagues	I confident with my manager decision making	Colleagues are friendly	Have clear and explainable reasons towards my decisions	Prefer rely on my intuitive imoression toward others	Eliminate the thought that does not uphold my belief
Myself more capable than my colleagues	1.000	-.009	-.010	.478	.436	.518
I confident with my manager decision making	-.009	1.000	.480	.340	.094	.080
Colleagues are friendly	-.010	.480	1.000	.064	.258	.130
Have clear and explainable reasons towards my decisions	.478	.340	.064	1.000	.432	.476
Prefer rely on my intuitive imoression toward others	.436	.094	.258	.432	1.000	.596
Eliminate the thought that does not uphold my belief	.518	.080	.130	.476	.596	1.000

**UNCONSCIOUS BIAS TOWARD EMPLOYEE PERFORMANCE IN PERAK
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Independent Variable (Halo Effect)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.635	.629	6

Inter-Item Correlation Matrix

	Feel my colleagues are sociable	Think my manager is smart because she looking good	Feel my manager is important to leading us	Think my colleagues look reliable	Do not feel any passionate from colleagues at workplace	Feel not comfortable on my colleagues look serous
Feel my colleagues are sociable	1.000	.544	-.060	.265	.395	.252
Think my manager is smart because she looking good	.544	1.000	.254	.445	.428	.175
Feel my manager is important to leading us	-.060	.254	1.000	.313	.094	.091
Think my colleagues look reliable	.265	.445	.313	1.000	.211	.106
Do not feel any passionate from colleagues at workplace	.395	.428	.094	.211	1.000	-.203
Feel not comfortable on my colleagues look serous	.252	.175	.091	.106	-.203	1.000

Independent Variable (Bandwagon Effect)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.609	.607	6

Inter-Item Correlation Matrix

	Satisfied with my job	Workplace is the best	Have good working attitude	Always follow the rules and regulations	Job bored so i think bored too	Dislike bad attitude customers
Satisfied with my job	1.000	.000	.397	.005	.042	-.004
Workplace is the best	.000	1.000	.114	.337	.248	.014
Have good working attitude	.397	.114	1.000	.400	.363	.373
Always follow the rules and regulations	.005	.337	.400	1.000	.160	.015
Job bored so i think bored too	.042	.248	.363	.160	1.000	.604
Dislike bad attitude customers	-.004	.014	.373	.015	.604	1.000

Appendix 3.0 Real Test

Reliability Test

Dependent Variable (Employee Performance)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.816	.817	6

Inter-Item Correlation Matrix

	Satisfaction	Passionate toward job	Duty and responsibilities	Easily give up when face problem	Maximum effort doing work	Doing well in the work
Satisfaction	1.000	.655	.465	.287	.355	.308
Passionate toward job	.655	1.000	.508	.518	.511	.462
Duty and responsibilities	.465	.508	1.000	.287	.305	.154
Easily give up when face problem	.287	.518	.287	1.000	.432	.580
Maximum effort doing work	.355	.511	.305	.432	1.000	.575
Doing well in the work	.308	.462	.154	.580	.575	1.000

Independent Variable (Affinity Bias)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.843	.841	6

Inter-Item Correlation Matrix

	Talk with same gender	Comfortable to work with own department	Only socialize with my department	Talk with people with same interest	Dislike Colleagues	Dislike New Employees
Talk with same gender	1.000	.504	.563	.326	.687	.569
Comfortable to work with own department	.504	1.000	.245	.356	.427	.280
Only socialize with my department	.563	.245	1.000	.387	.786	.584
Talk with people with same interest	.326	.356	.387	1.000	.419	.304
Dislike Colleagues	.687	.427	.786	.419	1.000	.582
Dislike New Employees	.569	.280	.584	.304	.582	1.000

**UNCONSCIOUS BIAS TOWARD EMPLOYEE PERFORMANCE IN PERAK
HOTEL INDUSTRY**

Independent Variable (Confirmation Bias)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.791	.784	6

Inter-Item Correlation Matrix

	Myself more capable than others	Obey instruction from department colleagues	Colleagues are friendly	Work longer in this hotel	Unsatisfied Manager	Feel Unsafe when colleagues did not talk to me
Myself more capable than others	1.000	-.074	.105	.550	.559	.646
Obey instruction from department colleagues	-.074	1.000	.485	.371	.285	.122
Colleagues are friendly	.105	.485	1.000	.223	.409	.326
Work longer in this hotel	.550	.371	.223	1.000	.491	.551
Unsatisfied Manager	.559	.285	.409	.491	1.000	.596
Feel Unsafe when colleagues did not talk to me	.646	.122	.326	.551	.596	1.000

Independent Variable (Halo Effect)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.746	.751	6

Inter-Item Correlation Matrix

	Manager care about us	Strong belief toward my manager	Manager leading in right path	Manager have high passionate	Manager did not treat good	Feel unsecure when manager absent
Manager care about us	1.000	.537	.393	.497	.243	.517
Strong belief toward my manager	.537	1.000	.009	.553	.296	.177
Manager leading in right path	.393	.009	1.000	.396	.123	.527
Manager have high passionate	.497	.553	.396	1.000	.254	.256
Manager did not treat good	.243	.296	.123	.254	1.000	.245
Feel unsecure when manager absent	.517	.177	.527	.256	.245	1.000

Independent Variable (Bandwagon Effect)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.744	.740	6

Inter-Item Correlation Matrix

	Like the job	Always be punctual	Wear uniform neatly	Always follow the rules and regulations	Do not like room service	Dislike bad attitude customers
Like the job	1.000	.391	.562	.286	.255	.189
Always be punctual	.391	1.000	.381	.416	.012	.216
Wear uniform neatly	.562	.381	1.000	.623	.295	.480
Always follow the rules and regulations	.286	.416	.623	1.000	-.082	.195
Do not like room service	.255	.012	.295	-.082	1.000	.604
Dislike bad attitude customers	.189	.216	.480	.195	.604	1.000

Pearson Correlation Coefficient

Affinity Bias and Employee Performance

Correlations

Correlations

		Employee Performance	Affinity Bias
Employee Performance	Pearson Correlation	1	-.358**
	Sig. (2-tailed)		.000
	N	300	300
Affinity Bias	Pearson Correlation	-.358**	1
	Sig. (2-tailed)	.000	
	N	300	300

** . Correlation is significant at the 0.01 level (2-tailed).

Confirmation Bias and Employee Performance

Correlations

		Employee Performance	Confirmation Bias
Employee Performance	Pearson Correlation	1	-.481**
	Sig. (2-tailed)		.000
	N	300	300
Confirmation Bias	Pearson Correlation	-.481**	1
	Sig. (2-tailed)	.000	
	N	300	300

** . Correlation is significant at the 0.01 level (2-tailed).

Halo Effect and Employee Performance

Correlations

		Employee Performance	Halo Effect
Employee Performance	Pearson Correlation	1	-.192**
	Sig. (2-tailed)		.001
	N	300	300
Halo Effect	Pearson Correlation	-.192**	1
	Sig. (2-tailed)	.001	
	N	300	300

** . Correlation is significant at the 0.01 level (2-tailed).

Bandwagon Effect and Employee Performance

**UNCONSCIOUS BIAS TOWARD EMPLOYEE PERFORMANCE IN PERAK
HOTEL INDUSTRY**

Correlations

		Employee Performance	Bandwagon Bias
Employee Performance	Pearson Correlation	1	-.253**
	Sig. (2-tailed)		.000
	N	300	300
Bandwagon Bias	Pearson Correlation	-.253**	1
	Sig. (2-tailed)	.000	
	N	300	300

** . Correlation is significant at the 0.01 level (2-tailed).

Multiple Regression Analysis

ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.349	4	9.087	29.428	.000 ^b
	Residual	91.095	295	.309		
	Total	127.444	299			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Bandwagon Bias, Affinity Bias, Halo Effect, Confirmation Bias

Coefficient

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.051	.190		26.624	.000
	Affinity Bias	.314	.086	.403	3.666	.000
	Confirmation Bias	-.827	.108	-.896	-7.647	.000
	Halo Effect	.292	.084	.290	3.477	.001
	Bandwagon Bias	-.234	.087	-.214	-2.698	.007

a. Dependent Variable: Employee Performance

Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.534 ^a	.285	.276	.55570

a. Predictors: (Constant), Bandwagon Bias, Affinity Bias, Halo Effect, Confirmation Bias