FACTORS INFLUENCING JOB SATISFACTION IN MALAYSIA HOSPITALITY INDUSTRY

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BY

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A final year project submitted in partial fulfilment of the requirement for the degree of

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(3)   Sole contribution has been made by me in completing the FYP.

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DEDICATION

This study is dedicated to everyone who helped make this research venture a success by offering invaluable support and assistance during the process. I want to express my sincere gratitude and thanks to my supervisor, Mr. Khairul Anuar Bin Rusli, for all of his help, support, and advice throughout our study.

To all my dear family and friends, this work is dedicated to your unconditional love, understanding and support. Your positive words of advice and your support have helped me overcome every obstacle and your company has been my strength.

Last but not least, the study is dedicated to the deserving hardworking players in the hospitality industry whose struggle informed this research. Their commitment to excellence and service is truly admirable, and I hope this work contributes meaningfully to enhancing their experiences and satisfaction in the workplace.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF APPENDICES

LIST OF ABBREVIATIONS

GDP   Gross Domestic Product

JS   Job Satisfaction

WE   Work Environment

WH   Working Hours

C   Compensation

LM   Leadership and Management

SPSS   Statistical Package for Social Sciences

PREFACE

In order to finish the bachelor's degree studies, a final year Bachelor of International Business student has conducted this research project.

This research title is Factors Influencing Job Satisfaction in Malaysia's Hospitality Industry. The independent variables addressed in this study are compensation, number of working hours, working environment and leadership and management. The dependent variable is job satisfaction and shall focus on hospitality employees.

The hospitality industry plays a critical role in the growth of the economy of Malaysia. However, it faces challenges such as high turnover, poor working conditions, and employee dissatisfaction, which significantly affect service quality and organisational success. The findings of this research analyse the antecedent factors affecting job satisfaction and also review the correlations between the independent variables and job satisfaction with the aim of enhancing the satisfaction and retention of the workforce in the hospitality industry.

The findings of this research will contribute to academic understanding and serve as a resource for practitioners aiming to enhance employee satisfaction in the hospitality sector.

ABSTRACT

The hospitality industry is the major driver of Malaysia's economy. However, it has ongoing issues like high turnover, unrefreshed staff, and irregular quality services. This study investigates the factors influencing job satisfaction among hospitality employees in Malaysia, focusing on four independent variables: work environment, working hours, compensation and leadership and management. Job satisfaction serves as the dependent variable, reflecting its pivotal role in improving employee retention and organizational success.

This study employed a quantitative research technique based on a descriptive design for the collection of data from hospitality employees in Malaysia. The collected data was analysed using the Statistical Package for Social Sciences (SPSS), applying analysis techniques such as multiple regression analysis and Pearson's correlation coefficient to determine the relationships between the independent and dependent variables.

The findings reveal significant positive relationships between job satisfaction and two independent variables (working hours and compensation). However, the remaining independent variables (work environment and leadership and management) do not significantly relate to job satisfaction. Hence, this study provides valuable insights for both scholars and practitioners in the hospitality industry, including the key findings, limitations, and recommendations.

Keywords: Job Satisfaction, Hospitality Industry, Malaysia, Working Hours, Compensation

CHAPTER 1: RESEARCH OVERVIEW

1.0   Introduction

Employee's job satisfaction can directly impact on the job turnover rates. The high turnover rate will lead to an increase in the spending of a company. There are many factors that may impact an employee's satisfaction with their job. This research aims to explore the various factors that affect job satisfaction within Malaysia's hospitality industry.

This chapter begins with an overview of the research background to gain a clear understanding of the hospitality industry and the key factors that impact employee job satisfaction in Malaysia's hospitality sector. It is then followed by the problem statement section, which identifies the issues that may influence job satisfaction among employees in this industry. Then, continue with the research objectives, research questions, and research significance. Lastly, it will be followed by a conclusion to summarize this chapter.

1.1   Research Background

The hospitality industry makes a massive impact on the world economy providing billions of dollars to the GDP and giving work to millions of people around the world. Nonetheless, the industry's human resource management is a constant problem that the firms experience while trying to retain talented employees and muster a high level of motivation. Internationally, overall job turnover is one of the highest in this industry, primarily due to the challenging character of hospitality occupations and the fact that the hospitality business is based mainly on direct

employee–client interactions. This issue becomes especially topical now after COVID-19 when employers and employees rethink what they value in the conditions of a shifting labour market. In recent years, various crises including quitting and burnout have brought attention to the importance of fostering positive and sustainable work environments (Heimerl et al., 2020).

This presents a major challenge in the hospitality industry because high turnover affects costs such as recruitment and training expenses while harming the steadiness of business, service delivery and customer satisfaction. International practice indicates that sectors recognising employee's welfare, in areas such as remuneration, training etc. have higher rates of staff loyalty and productivity. This is in compliance with recent trends and advancements that highlight the importance of the satisfaction of workers in an organisation, and business performance (Ghaderi et al., 2021).

Tourism is way among the leading sectors in Malaysia. According to statistics depicted in Figure 1.1, the tourism industry directly contributed more than 81 billion Malaysian Ringgit to the country's gross domestic product (GDP) in 2023. Despite the GDP contraction in 2020 and 2021 due to the pandemic, Malaysia's tourism industry has improved in the last year. Although the number of international tourists to Malaysia dropped significantly when the pandemic broke out, data from 2023 shows that the industry has almost fully recovered (Siddharta, 2024). Malaysia's tourism and hospitality industry has similar states of high dependence on employees, just like the rest of the global industry. According to this, Malaysian hospitality employees also demanded a higher degree of job satisfaction based on factors such as work-life balance, promotion and recognition. Nevertheless, quite a number of hospitality enterprises continue to experience some constraints in responding to these requirements. These issues are the key concerns that need to be tackled for the long-term development and sustenance of competitiveness in the Malaysian hospitality industry chain (Heimerl et al., 2020; Khattak et al.,2022).

Figure 1.1: Tourism Industry's GDP Contribution in Malaysia from 2014 to 2023
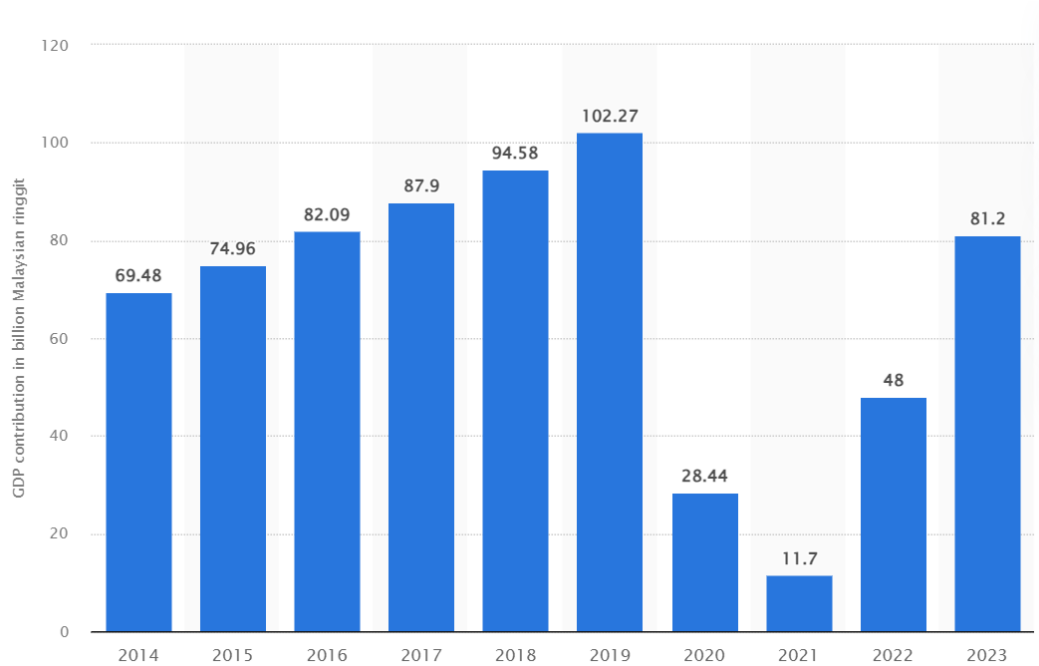
Adapted from: Siddharta, A. (2024). *Gross domestic product direct contribution from tourism in Malaysia from 2014 to 2023*. Statista.

1.2   Research Problem

The hospitality industry in Malaysia plays a crucial role in the country's economic growth, contributing significantly to employment and tourism. The hospitality industry is highly dependent on employee job satisfaction to deliver quality services, enhance customer experiences and increase retention rates. Unlike most corporate sectors, the hospitality industry relies on direct, continuous interaction with customers, which means the attitudes and satisfaction of employees are essential to organisational success (Heimerl et al., 2020). However, the industry is often plagued by high employee turnover, low morale and poor service quality. It also always operates in high-stress environments, with employees working extended hours on unpredictable schedules and extreme emotional demands (Balwa et al., 2021).

For this customer-facing sector, job satisfaction is essential but remains an unattained ambition of many hospitality organisations. Then, the challenging conditions in the industry can drive dissatisfaction, with the consequent lower employee morale and service quality as well as customer satisfaction. To ensure that their organisations survive, organisations need their employees to feel supported and happy in their roles. The low job satisfaction from hotels will lead to high turnover rates, and the disadvantages will be high costs of recruitment and training due to the disruption of operational consistency. Thus, to keep the competitive advantage and a sustainable long run, knowing and improving job satisfaction becomes essential in the hospitality market (Pu et al., 2024).

The hospitality industry's employees frequently encounter unique challenges that may negatively impact their job satisfaction. Amissah, Ocran, and Mensah (2021) found that high turnover rates are particularly common within the industry. Factors include emotional exhaustion, burnout, a lack of advancement possibilities within the field, or an advanced feeling of inequity in office policies. Customer service roles require employees to manage and express emotions aligned with organisational expectations. This might fall at the expense of the employee's emotional well-being.

Table 1.1: Mean Monthly Salary of Different Industries in Malaysia in 2023

Industry	Mean Monthly Salary	Source
Mining & Quarrying	RM 5,623	(Department of Statistics Malaysia,2024)
Services Sector	RM 3,619	
Manufacturing	RM 3,052	
Construction	RM 2,903	
Accommodation & Food	RM 2,305	
Agriculture	RM 2,204	

Source: Department of Statistics Malaysia. (2024). *Salaries & Wages*. Ministry of Economy Department of Statistics Malaysia Official Portal.

Historically, hospitality compensation has been lower than in other industries, especially at entry-level positions. Compensations include monetary and non-monetary rewards, for example, salary, wages, benefits and rewards (Peluso, 2017). Based on Table 1.1 shows the mean monthly salary of different industries in Malaysia in 2023. The accommodation and food industry is most related to the hospitality industry, it is lower compared with other industries. The main compensation that employees will consider is the salary. The discrepancy in salaries may significantly cause dissatisfaction among employees (Jolly et al., 2021). Tufft, Constantin, Pacca, Mann, Gladstone, and Vries (2024) found that inadequate compensation not only affects employees' financial well-being but also indicates a lack of value for their contributions, further lowering job satisfaction. Employees who don't have competitive pay or have unclear career progression paths are more likely to feel undervalued, which leads to demotivated and could be less committed.

Understanding and addressing employee job satisfaction in the hospitality industry is crucial. When employees are satisfied with their jobs, they are more likely to remain with the organisation, which can help reduce turnover rates and minimise the costs associated with frequent hiring and recruitment. Furthermore, employees who experience job satisfaction are generally more engaged and perform better and in turn positively create a work atmosphere that improves customer experiences and adds to the organisation's reputation (Heimerl et al., 2020). Customer satisfaction and loyalty play such an important role in success in the service-oriented nature of hospitality; a satisfied and stable workforce is invaluable. Directly, job satisfaction affects people's attitudes and behaviour towards their jobs, because quality service depends on it and can affect the organisational reputation and the competitive position of the organisation.

According to Tufft et al. (2024), supportive leadership can create a culture where employees are respected and motivated in the working environment. However, poor management can create a harmful environment. For instance, a work environment with a lack of communication, minimal recognition and a lack of support. Teamwork is important in the hospitality industry, inconsistent or

ineffective leadership can lead to high job stress, leading to lower job satisfaction and more turnover (Amissah et al., 2021). As the hospitality industry is characterized by dependence on people-driven services, job satisfaction among the workforce is not only beneficial but strategically advantageous for hospitality companies that aspire to sustain long-term growth and resilience in a competitive market.

Existing literature tends to generalise findings across industries or focuses on Western contexts, which may not fully capture the cultural, economic, and organisational dynamics unique to Malaysia. This provides hospitality organizations with great difficulty in developing a suitable HR strategy that would help in retaining talent and also provide good service. Additionally, as competition and customer demands grow, understanding what leads to job satisfaction of hotel employees has become more important than ever. Moreover, academic research on Malaysia's hospitality industry has largely concentrated on employee job performance, highlighting its critical role in organisational success, as emphasised by Bhaswani et al. (2022), Deeb et al. (2020), and Jawabreh et al. (2020). Similarly, studies on employee work engagement, such as Halbusi et al. (2023), have highlighted that empowerment leadership and affective commitment significantly boost engagement, with self-efficacy acting as a crucial moderating factor that strengthens these relationships in the hospitality industry. However, job satisfaction is the main component that will affect the employees' services quality to the customers. So, there is a clear research gap concerning job satisfaction within Malaysia's hospitality industry, which remains underexplored. The purpose of this research is to bridge the missing link: Understanding the significant factors that affect job satisfaction of the hospitality industry in Malaysia and get ideas on how it can improve employee's wellbeing, reduction of turnover and increase overall organisation performance. This understanding can result in improved company policies, improved employee welfare, superior service delivery, and thus improved customer satisfaction and organisational success.

1.3 Research Objectives

1.3.1 General Objective

To investigate the factors influencing job satisfaction in the hospitality industry.

1.3.2 Specific Objective

1. To examine whether the work environment influenced job satisfaction in the hospitality industry.
2. To examine whether the working hours influenced job satisfaction in the hospitality industry.
3. To examine whether the compensation influenced job satisfaction in the hospitality industry.
4. To examine whether leadership and management influenced job satisfaction in the hospitality industry.

1.4 Research Questions

1.4.1 General Research Question

What are the factors influencing job satisfaction in the hospitality industry?

1.4.2 Specific Research Questions

1. Does the work environment affect job satisfaction in the hospitality industry?
2. Does the working hours affect job satisfaction in the hospitality industry?
3. Does the compensation affect job satisfaction in the hospitality industry?
4. Does leadership and management affect job satisfaction in the hospitality industry?

1.5 Research Significance

By focusing on job satisfaction and analysing the key dimensions, such as work environment, working hours, compensation, leadership and management, this study provides a deeper understanding of the antecedents that drive employee well-being and productivity. It highlights how improving job satisfaction can also be used to improve job performance and organisational results. Moreover, the study expands the discourse beyond performance metrics, offering insights into how Malaysian hospitality organisations can create more sustainable, employee-centred workplaces that benefit both individuals and businesses. This holistic perspective fills the current research gap by linking employee satisfaction directly to the foundational structures of organisational support, paving the way for practical strategies tailored to the unique challenges of the hospitality sector in Malaysia.

This study will be highly useful for **Malaysia's hospitality organisations** that seek to improve employee satisfaction and decrease turnover. Understanding the main factors can help organisations to develop policies that improve employee retention. The company may reduce the recruitment and training costs that are bound with a high turnover rate by addressing these factors while fostering a stable and committed workforce. Existing literature evidence indicates that improved employee satisfaction translates to better employee retention coupled with

uniformly high service quality, which is important in the hospitality industry where client satisfaction is the key determinant of business viability and reputation (Amissah et al., 2021). This study provides practical insights for hospitality managers to identify the most impactful areas for improvement, making it a valuable tool for developing a competitive advantage in a high-demand market.

The research results can provide **hospitality industry employees** with a better work environment and provide them with a happier life. Ideas gained from this study might help hospitality organisations pay more attention to the interests of their employees, promotion of workplace equity, and lessening of burnout, as well as the enhancement of job satisfaction. If the role of these factors becomes more evident to organisations, employees can experience organisational changes related not only to remuneration but also to career advancement and personal growth. Ultimately, the results may also enhance employee engagement and resilience. Satisfied employees will be more engaged in their work as well as be more resilient and better equipped to handle the high-stress demands typical of hospitality roles.

For **academic researchers**, this study contributes valuable knowledge to the field of job satisfaction in the hospitality industry, addressing specific gaps in understanding the factors that uniquely impact this sector. This study also offers valuable guidance and data support on the factors affecting job satisfaction in the hospitality industry. It may serve as a useful reference for future researchers interested in conducting further studies on related topics. By addressing these elements collectively, this study creates a roadmap for future investigations and comparative studies across related service-oriented fields.

1.6 Conclusion

In conclusion, this chapter outlined the research background and defined the research problem. Additionally, it presented the research objectives, research questions, and the significance of the study. The upcoming chapters will provide a detailed literature review and conceptual framework for the study.

CHAPTER 2: LITERATURE REVIEW

2.0   Introduction

Chapter 2 will provide a comprehensive overview of both the dependent variable (DV) and the independent variables (IVs). This research examines the relationship between job satisfaction, identified as the dependent variable, and several independent factors, namely, work environment, working hours, compensation, and leadership and management. The chapter begins with a discussion of Social Exchange Theory (SET), which forms the theoretical basis of the study. This framework supports the analysis of how these independent variables influence job satisfaction within the hospitality industry in Malaysia.

2.1   Underlying Theories

According to Davlembayeva et al. (2023), Social Exchange Theory (SET) was developed by John Thibaut, George Homans, Peter Blau and Harold Kelley, who are theorists of social science. The theory states that people get involved in interactions to maximise rewards such as compensation and recognition, while minimising costs such as effort and stress. Confidence, balance and mutual return are the pillars upon which these exchanges are built. SET provides a theoretical perspective on how organisational practices influence job satisfaction in the hospitality industry. The employees in the hospitality industry have invested a lot of energy, skills and emotional labour into their roles, expecting rewards such as a supportive work environment, manageable work hours, fair pay and effective leadership and management. When these expectations are met, employees are most likely to be satisfied in their jobs, engaged and committed to their organizations. On another note, where this exchange is skewed, there are negative consequences that

among others include dissatisfaction, higher turnover, and impact on job performance and company reputation (Davlembayeva et al., 2023).

A positive and supportive work environment reflects an organization's investment in its employees, it may foster employee's trust and loyalty (Patov, 2024). Based on SET, when employees feel valued and supported in a clean, safe, and inclusive work environment, they perceive the exchange as fair and are more likely to reciprocate with loyalty, enhanced morale, and improved performance (Davlembayeva et al., 2023). With high emotional demands environments prevalent in the hospitality industry, employers need to provide proper resources, personal emotional support and a cohesive team culture which enhances the employee-employer relationship and amplifies job satisfaction. For instance, providing a break room or a stress management program demonstrates care for employee well-being, further reinforcing the sense of reciprocal value (Albulescu et al., 2022).

In the hospitality industry, irregular and long working hours are common, leading to difficulty for employees balancing their work and personal life (Wen et al., 2020). Fair and manageable schedules are a way to show respect for employees' personal time and establish a sense of fairness. If organisations provide enough breaks during the day and assign shifts equally, employees find the exchange favourable, resulting in greater satisfaction and less fatigue. On the other hand, excessive or nonstandard working hours are considered exploitative and may ruin trust and the balance of the exchange and result in dissatisfaction and turnover (Wen et al., 2020). The company may offer options like rotational shifts or additional leave days for holiday work to mitigate these challenges and reinforce positive reciprocity.

Competitive pay and comprehensive benefits directly fulfil employees' expectations for their labour, positioning compensation as a foundation of the employer-employee exchange relationship (Sorn et al., 2023). According to the social exchange theory, fair compensation is a tangible reward that validates

employees' contributions and enhances their sense of worth and satisfaction (Davlembayeva et al., 2023). Beyond monetary rewards, offering non-financial benefits like performance bonuses, health coverage, or meal allowances can further enrich the exchange. By ensuring that compensation aligns with the market rate and employees' expectations, organisations demonstrate their commitment to equity, strengthening job satisfaction and retention rates.

Leadership and management are crucial in building trust, fairness and support. Effective and ethical leaders can guide their teams effectively and foster an environment where employees feel valued and respected. Leadership behaviours like clear communication, transparent decision-making as well as effort recognition maintain the reciprocity of the relationship (Hadziahmetovic et al., 2022). For instance, managers that give constructive feedback, offer development chances and praise employee's achievements build a culture of gratitude and bring employees closer to the organization. By addressing employee concerns and showing empathy, leaders ensure that employees perceive the exchange as mutually beneficial, enhancing job satisfaction and commitment.

Figure 2.1: Model of Social Exchange
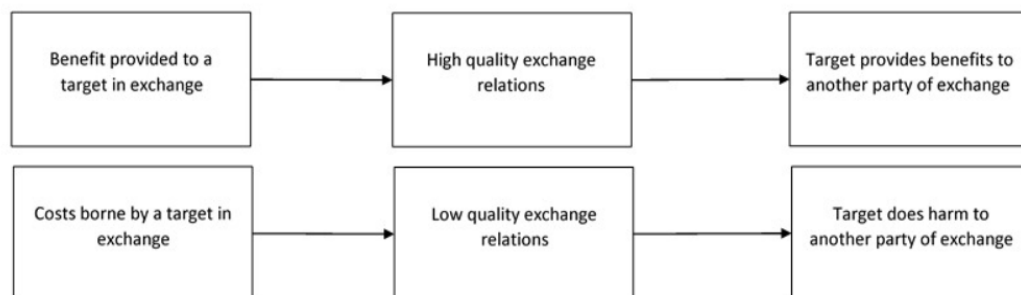
Adapted from: Davlembayeva, D., & Alamanos, E. (2023). *Social Exchange Theory: A review*. TheoryHub.

As shown in Figure 2.1, high-quality exchange relationships emerge when employees perceive that the benefits such as fair compensation, supportive leadership and a healthy workplace outweigh the associated costs, like stress or

effort. This affects the employees' response in terms of loyalty, commitment and better performance. Conversely, low-quality exchanges, where costs outweigh perceived benefits, can lead to dissatisfaction and counterproductive behaviours. In the hospitality industry, applying SET can be crucial for organisations to highlight the importance of maintaining healthy and positive work relations to reach higher levels of job satisfaction (Davlembayeva et al., 2023).

2.2   Review of Variables

2.2.1 Job Satisfaction (JS)

Mallick (2021) found that job satisfaction is the extent of the employees' contentment in connection to their jobs. This extends beyond their daily duties to encompass satisfaction with the colleague or manager, satisfaction with policies within that organisation, and the influence of the job on personal life. Job satisfaction is a positive emotional response you experience when doing your job or when you are present at work. Job satisfaction surveys have become a staple in most workplaces because they help organisations enhance performance by measuring this metric. Job satisfaction varies from employee to employee, which means that in the same workplace under the same conditions, the factors that help one employee feel good about their job may not apply to another employee. Hence, it is essential to have a multidimensional approach to employee satisfaction such as challenging work that pushes employees to reach new heights, flexible work hours and a normal commute, a comfortable work environment, regular appreciation from direct management and the entire organization, competitive compensation that allows employees to maintain a good quality of life and commitment to career development in sync with employees' personal growth goals (Mallick, 2023; Taheri et al., 2020).

Phuong and Vinh (2020) found that it is difficult to establish job satisfaction, but doing so, it makes the employees feel comfortable and innovate their jobs. Hence, analysing the job satisfaction of employees is critical, especially in service organizations like those in the hospitality industry, mainly because the 'employee' is a component of the service delivery system of a business firm to the customer. When employees are satisfied with their jobs, they will have a positive attitude towards their jobs, and vice versa. From another perspective, researchers believe that job satisfaction is the result of employees comparing their job expectations with actual results. Job satisfaction reflects employees' feelings about whether the results of their job perceptions meet their physiological and psychological needs. If employees' high expectations are met, their job satisfaction will be higher. At the same time, if they are not satisfied with their jobs, they are more likely to leave (Phuong et al., 2020).

2.2.2 Work Environment (WE)

Spilker (2023) found that the work environment is a general term for the various conditions or environments that affect employee productivity, satisfaction, and overall well-being. According to Taheri et al. (2020), it stated the work environment has been divided into two dimensions which are the physical conditions and social conditions of the workplace. This environment provides the foundation for any organisation and plays a critical role in determining the level of an employee's performance, level of motivation and job satisfaction. A positive work environment, therefore, is not only a situation where one's office is pleasant and has good pay. It extends to do with the attitudes employees have towards their tasks, fellow workers, their supervisors, and the company they work for. It includes creating a positive organizational culture of civility, valuing and encouraging positive employee relations, empowering personal and

organizational health and supporting the potential for personal and organizational growth. A positive work environment is crucial for boosting performance, innovation, and job satisfaction. It helps reduce stress and burnout, lowers turnover rates, and creates a sense of belonging among employees. Furthermore, such an environment can improve an organization's reputation, attracting potential talent and making it an appealing workplace (Spilker, 2023).

In the study of Heistad et al. (2022), the work environment may impact employee's health directly. For instance, the worst work environment may lead to poor health, thus affecting job satisfaction and reducing job performance. The finding suggests that if the organization enhance their working environment and workplace risks, it will lead to a good review and reduce absenteeism rate. Conditions under which people work in an office should be constructed with ergonomics, such as the position of tables, office chairs or other items on the desks. Improper ergonomic design may can place physical pressure on employees, which may result in severe musculoskeletal diseases when exposed to bad ergonomic systems for a long time. Such increased risk of getting injured cone prove to have a negative influence on employee satisfaction and performance (Fithri et al.,2019). Regardless it is an in-house setup, remote work, or a hybrid model, ensuring a good work environment is an important responsibility of the organization (Spilker, 2023).

2.2.3 Working Hours (WH)

Fondia (2022) stated that the Working Hours Act, in essence, applies to all job arrangements. Regarding the basic regulation of the Act, working hours are defined as the time spent on labour and time at the workplace. Working hours are hours that are not tied to a specific address, hence they include all the activities carried out by the employee outside the place of work. In other words, working hours may include remote work or work that is performed at the client's site. The Employment (Amendment) Act 2022 proposes amendments to Malaysia's Employment Act 1955. The minimum employment clause says that working hours must be eight hours each day, with a maximum of 45 hours per week. Employees also have the right to 30 minutes of rest for every five hours worked. Regardless of normal working hours, the Malaysian government has established a limit of 104 hours of overtime work every month (Malaysia Federal Legislation, 2022).

Davidescu et al. (2020) found that if working hours are excessively lengthy, employees become dissatisfied, which increases absenteeism, resulting in higher overhead expenses and poor business performance. Flexible work arrangements enable individuals to balance their personal and professional lives, and research indicates that this flexibility can enhance an organization's efficiency by improving job satisfaction, performance, and overall organizational development. According to Zheng et al. (2023), besides the impact of job satisfaction, extended working hours also impact employee's health conditions. Longer hours of work are related to greater weariness and decreased productivity. Working hours more than 55 hours per week contributed to around 0.74 million deaths from stroke and ischaemic heart disease in 2016, as reported by the World Health Organisation and International Labour Organisation. Therefore, excessive working hours have also been correlated with negative psychological heath output such as stress, somnipathy, weariness, job dissatisfaction and low levels of pleasure and enjoyment.

2.2.4 Compensation (C)

According to Idris et al. (2020), the company pays their employees to recognise their hard work and performance. It is a way for management to increase productivity, motivate employees, and improve employee performance. Mudor et al. (2011) stated that compensation practice is one of the human resource management approaches that generally includes salary, wages, benefits and rewards. Based on Konovsky (2000), compensation plays a vital role in an organisation, particularly in ensuring equitable pay. Unequal compensation among employees can lead to negative consequences, such as job dissatisfaction, reduced organisational commitment, and a loss of trust in the organisation. As a result, an organisation should maintain equitable compensation for its employees to promote job satisfaction, employee engagement, and minimise staff turnover rates. Serrano et al. (2005) mentioned that jobs can be classified as either excellent or terrible. An excellent job provides good working conditions and a high income, which can lead to great job satisfaction. A terrible job has poor working conditions and low pay, which can lead to job dissatisfaction.

Normally, there are two types of compensation, monetary and non-monetary. Employee benefits are a typical type of indirect compensation, which is non-wage compensation provided to employees on top of their normal pay (Rahmawati et al., 2022). Prioritising non-financial instruments, such as increased vacation benefits, can improve employees' perceptions of the company. Rewards can help explain some characteristics of the job that are particularly essential to the organisation, such as job satisfaction. As a result, rewards include all financial perks the business offers, including pay, promotions, verbal recognition, and responsibilities (Abdullah et al., 2013). Bonuses, salaries, and benefits are all considered kinds of "compensation," which encompasses all forms of payment that employees get while working (Sidabutar et al., 2020).

2.2.5 Leadership and Management (LM)

Center for Creative Leadership (2024) found that Leadership is the process of people working together to attain goals. Wajdi (2017) found that leadership is concentrated on two components, which are the process of impacting a group of people to achieve a common objective and developing a vision. Leaders focus on encouragement and inspiration. Leaders strive to instil enthusiasm in their followers to pursue their vision, achieve long-term goals, take risks to achieve common goals and challenge the status quo. Furthermore, leaders should possess charisma, a sense of mission, the capacity to influence others in a good atmosphere, and the ability to solve difficulties.

Wajdi (2017) defined management as using executive, administrative, and supervisory responsibilities to influence a group or organisation. Management duties are often task-oriented and include training employees, coaching high-potential individuals, and settling disputes while upholding morals and discipline. Furthermore, according to Kotter (2001), effective managers manage resources and collaborate with employees to achieve objectives and improve quality and efficiency. The emphasis is on daily duties and operations, as well as making sure employees fulfil expectations for their work and methods. Effective work delegation, resource management, dispute resolution, and meeting deadlines and goals are all hallmarks of a competent manager (Center for Creative Leadership, 2024).

As a result, leadership and management significantly influence workers' intrinsically motivated actions towards the accomplishment of the organization's goals in addition to their emotional and mental states. (Dubey et al., 2023).

2.3   Proposed Conceptual Framework

This research study conceptual framework identifies the variables that determine job satisfaction in the Malaysian hospitality industry. The main idea behind the proposed conceptual model was to determine the nature of association shared between the four separate antecedent variables that include work environment, working hours, compensation, leadership and management with the dependent variable that is job satisfaction. This research seeks to investigate how these four independent variables influence employee's overall level of job satisfaction.

Figure 2.2: Proposed Conceptual Framework
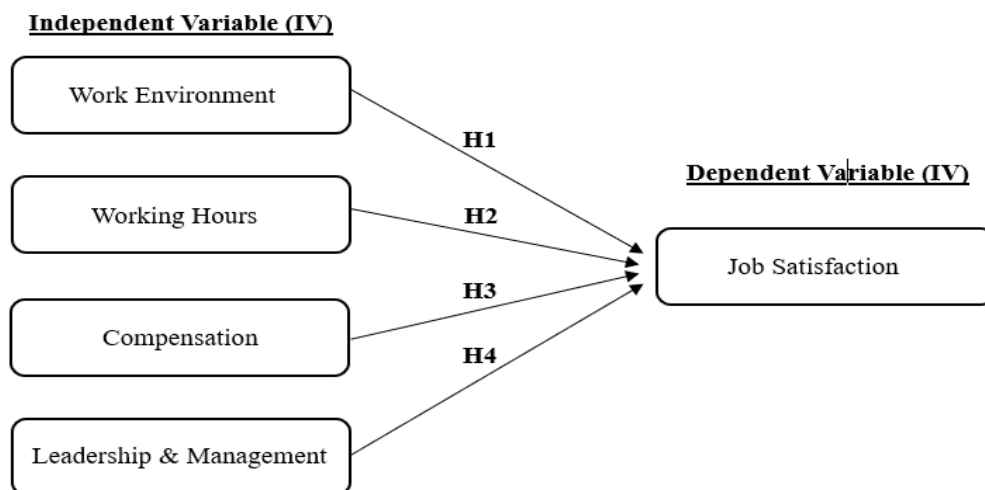
Source: Developed for the research.

2.4   Hypotheses Development

2.4.1 Relationship between work environment and job satisfaction

Working environment including interpersonal settings with colleagues and customers, is a significant determinant of job satisfaction. Stamolampros, Korfiatis, Chalvatzis, and Buhalis (2019) found that job satisfaction relates to the working climate and company culture in the employee reviews. According to Bufquin, DiPietro, Orlowski, and Partlow (2017), it has been revealed that organizational relationships with other employees and customers enhance job satisfaction. Gjerald and Øgaard (2010) found that high level of relationship between job satisfaction with that of competence in colleagues through flexibility and initialization. Bedi (2019) found that exclusion by colleagues enjoys lesser satisfaction and emotional exhaustion, namely emotional exhaustion is negatively associated with job satisfaction. Those workers who feel at par with the company and the guests and customers they are serving may have satisfaction (Gjerald et al., 2010). Furthermore, job satisfaction is strongly impacted by an organization's sense of justice and fairness (Nadiri et al., 2010). Another important component of seasonal workers' job satisfaction is internal communication (Arasli et al., 2019).

Several research studies have estimated that the employees have been seeking promotion prospects, increased quality leadership, reasonable wages and more relevant fairness in working environment (Frye et al., 2020). Nadiri and Tanova (2010) also found that organizational justice; for instance, rewards, voice, and politeness affected job satisfaction that in turn led to employee intentions to stay in the hospitality company. These findings are similar with Cabarcos et al. (2015) research that argued that the categorical

fairness within working environments had significant impact on hospitality employees' job satisfaction on their organizational commitment in the hotel industry. Moreover, employees who can perform challenging and more interesting tasks feel committed to their organization and are not likely to quit (Frye et al., 2020).

In summary, the findings consistently demonstrate a direct link between the work environment and job satisfaction. A favourable work environment affects job satisfaction in a significant way precipitated by factors such as perceived workplace fairness, interpersonal relations and communication which affect employee morale and turnover. Positive work organization increases organizational incorporation feelings, decreases emotional weariness, and enhances organizational commitment, solidifying its link to job satisfaction. Based on these insights, the following hypothesis was derived:

H1: There is a significant relationship between work environment and job satisfaction.

2.4.2 Relationship between working hours and job satisfaction

Montes, Perlines, Han, and Law (2019) found that in the case when the hospitality industry does not provide favourable working conditions or encourage positive changes in the mental state of workers, such workers may leave. Poor working conditions cause work interferes with family, work hours interference, weariness, and time pressure thus they have high turnover intentions (Heimerl et al., 2020). Furthermore, the hospitality sector is often criticised for its unstable and unsociable working hours, which includes weekend and midnight work. (Palomo et al., 2020; Tan et al., 2020). According to Heimerl et al. (2020), achieving a balance

between work and family life, or more broadly, reducing the amount of work that interferes with leisure time, is strongly associated with job satisfaction. Stress and pressure are directly and negatively impact to job satisfaction (Heimerl et al., 2020).

Wanger and Susanne (2017) found that failure to achieve a wished working hours or working time arrangement may lead to employee' turnover. Unsettling working schedules present challenges to be active in other social activities or strike a healthy work balance. According to research on job satisfaction, such variables as job working hours-related aspects have also been demonstrated to affect job satisfaction; persons satisfied with the duration of working hours have higher job satisfaction. Sarah and Alwine (2012) have revealed that actual working hours and working overtime in the company improve the job satisfaction of the employee while having an unfavourable effect on the satisfaction levels of employees only when they desire to have shorter working hours. If employees overtime, then their satisfaction increases provided they have been paid adequately.

In summary, the work environment is directly linked to job satisfaction, as favourable conditions such as balanced working hours, reduced stress, and opportunities for personal time significantly enhance employees' well-being. On the other hand, negative conditions such as irregular working schedules, organisational pressure, and workload decrease organisational commitment and increase turnover. Ensuring a supportive and fair work environment fosters employee satisfaction and strengthens organizational commitment. According to the above discussion, the following hypothesis is proposed:

H2: There is a significant relationship between working hours and job satisfaction.

2.4.3 Relationship between compensation and job satisfaction

Mabaso & Diamini (2017) found that attractive and competitive compensation still comes as one of the crucial factors that influence job satisfaction because it meets employee's financial and material needs. Deery and Jago (2015) revealed that many people believe that the hospitality sector offers low wages and terrible working conditions. Appropriate compensation scales seem to be a more significant factor in employee retention. Employees are often forced to take on second jobs due to a high percentage of low net earnings and the lack of overtime pay (Montes et al., 2019). According to Frye et al. (2020), job satisfaction was positively related to their compensation, and it was also the most often given reason regarding the possibility of leaving the organisation. This may perhaps suggest that employees were not content with the correlation between the number of their working hours and the amount of compensation they received. The study by Arnolds and Boshoff (2004) described that job satisfaction was found to be significantly impacted by financial pay. Often, people associate their pay with the importance and contribution of an employee to the employer's company. Low wages combined with the organization's failure to appreciate the efforts of the employees result in high job injustice, thus high turnover rates among the employees. Conversely, Mabaso et al. (2017) proposed that substantial compensation keeps workers on board and eventually fosters dedication, loyalty, and job satisfaction.

According to Munap, Badrillah and Rahman (2013), organisational rewards are positively related to job satisfaction. Workers are sure that through their contribution to the organisation, they will be compensated fairly and appropriately. As a result, the majority of workers therefore have faith that their efforts will be recognised for each task well done and that they will be sustained in pursuit of greater rewards. Rehman, Mahmood,

Salleh, and Amin (2014) found a favourable correlation between compensation and job satisfaction.

In summary, compensation plays a direct role in satisfying organizational employees, and where compensation satisfies the compensation expectation of the employee, this is likely to increase value commitment, on the other end, poor wages or wages without recognition results in job dissatisfaction, and turnover. Fair compensation reduces turnover thus enhancing the organizations position as a viable business. Based on these insights, the following hypothesis was formulated:

H3: There is a significant relationship between compensation and job satisfaction.

2.4.4 Relationship between leadership and management and job satisfaction

According to Heimerl et al. (2020), leadership and management behaviour have a positive effect on job satisfaction. Baquero, Delgado, Escortell and Sapena (2019) found that managers' capacity to convey goals, deliberate choices, transparency, self-assurance, and adherence to personal values is critical to raising employee satisfaction. Additionally, empowerment is another crucial element of job satisfaction. When employees are given the opportunity to utilize their unique skills, be creative, make decisions independently, and take responsibility for their actions, their job satisfaction tends to increase (Heimerl et al., 2020). In the work organization, Lundberg, Gudmundson, and Andersson (2009) observed that delegation of responsibility to the employees and feedback tools can enhance employee motivation among the workers. Kong, Jiang, Chan and Zhou (2018) found that employees involved in decision-making also influence the level of job satisfaction. Del Río-Rama, Álvarez-García,

Saraiva and Ramos-Pires (2016) also mentioned that quality and process management have a positive impact.

According to Frye et al. (2020), employees view their relationships with their managers and supervisors as the most crucial relationships at work. According to them, one of the key motivators at work is their connection with their supervisors. Kultalahti and Viitala (2014) mentioned that employees in the hotel industry want to feel like they belong and are valued as human beings; they also want to work in a healthy environment and have their supervisors encourage them to improve. Strong favourable relationships between managers and staff generally result in lower turnover and higher work satisfaction.

In summary, there is a direct and strong positive relationship between leadership and management and job satisfaction levels. Communication, employee involvement, and organisational support from supervisors enhance feelings of acceptance and motivation. When managers establish trust, promote decision-making and acknowledge employee contribution, work satisfaction rises and there's less turnover with more identification with the company. Based on the above discussion, the following hypothesis is proposed:

H4: There is a significant relationship between leadership and management and job satisfaction.

2.5   Conclusion

Five main hypotheses are developed in this chapter. The purpose of these hypotheses is to examine whether job satisfaction is significantly correlated with independent variables such as work environment, working hours, compensation, and leadership and management. Many papers have been reviewed and analysed by researchers before hypotheses are developed. Thus, there is broad consensus among academics that hospitality employee's job satisfaction would be impacted by work environment, working hours, compensation and leadership and management. The next chapter will discuss the research methodology.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

This chapter will provide a detailed explanation of the study's research design, sampling design, data collection method, research instrument, origin and construct measurement, and the proposed data analysis tools.

3.1 Research Design

3.1.1 Descriptive Research Method

The descriptive research design is used in this study to explore the factors influencing job satisfaction in the hospitality industry in Malaysia. This design is suitable because it aims to report on the initial status of factors like work environment, working hours, compensation, and leadership and management without manipulating them. Descriptive research gathering and analysing employee perceptions and experiences offers a clear view of the fundamental factors explaining the level of job satisfaction. This approach allows the study to identify patterns, trends, and relationships among variables, offering insights that are essential for addressing challenges and improving employee well-being within the hospitality sector.

3.1.2 Quantitative Research Method

The quantitative research design is employed to measure and analyse the relationships between variables affecting job satisfaction in the hospitality industry. Quantitative research employs questionnaires in regard to respondent data. Using structured surveys and Likert-scale questions, this approach ensures the collection of numerical data that can be analysed statistically. Quantitative research provides objective findings, making it ideal for identifying trends, correlations, and variations in satisfaction levels across different groups of employees. This method enables the study to derive evidence-based conclusions, offering actionable recommendations for improving employee satisfaction and retention in the hospitality sector.

3.2 Sampling Design

3.2.1 Target Population

To investigate, evaluate, and choose a sample frame from the population, the researcher must decide on a target group. The hospitality industry encompasses a diverse range of service sectors, including food and beverage, travel and tourism, lodging, and recreation (EHL Insights, 2024). Therefore, it is difficult to calculate the exact population of employees in the industry. The target population for this study is employees in the hospitality sector in Malaysia.

3.2.2 Sampling Frame and Sampling Location

All the elements of the population are included in the sample frame. It is an exhaustive list of all the people or things we plan to examine. The inclusion criteria for the sampling frame are full-time and part-time employees working in hospitality establishments across Malaysia. This study sampling location is within Malaysia. As a result, we will distribute the survey questionnaire to hospitality workers in Malaysia.

3.2.3 Sample Elements

The sample elements in this study will be individual employees within hospitality organisations in Malaysia. Such individuals include receptionists, waitstaff, housekeeping personnel, chefs, and customer service representatives, as well as managerial roles like supervisors and department heads. Employees from various establishments, including hotels, motels, resorts and restaurants, will be included to ensure a comprehensive representation of the industry.

3.2.4 Sampling Technique

There are two types of sampling techniques: probability sampling and non-probability sampling. Purposive sampling is a type of non-probability sampling in which participants are deliberately chosen based on predefined characteristics that align with the goals of the research. It is commonly applied across different fields to target specific groups or attributes essential to the study. This study utilises purposive sampling by specifically selecting participants who are employed in Malaysia's hospitality industry.

3.2.5 Sample Size

G-Power is a software used to conduct statistical tests in the social, behavioural, and biological sciences (Faul Franz, 2009). The sample size required for this research may be determined using G-Power. Figure 3.1 shows that the test family is F-test, the statistical test is linear multiple regression, and the kind of power analysis is used to calculate the necessary sample size. The effect size f^2 value is 0.15, an alpha error probability value is 0.05, and the power value (1-β error probability) is 0.95. Since this study has four IVs, the predictors will be 4. As a result, the sample size for this study is set at 129, meaning that at least 129 responses are needed to ensure the accuracy of the study. However, since obtaining an accurate number of responses can be challenging, this study will distribute 150 survey forms to employees in the hospitality industry.

Figure 3.1: Calculation of Sample Size by using G-Power
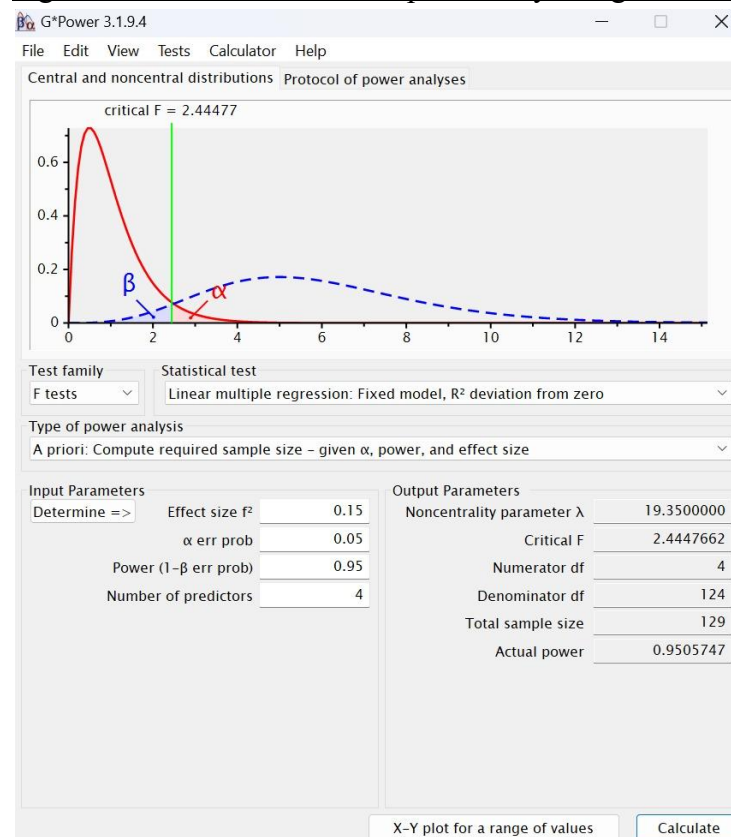
Source: G-Power version 3.1.9.4

3.3   Data Collection Method

Data collection is the process of gathering data from all relevant sources to solve the research problem, examine the hypotheses, and evaluate the findings (Taherdoost, 2021). Data collecting is considered an essential part of the study, which increases the likelihood of achieving high-quality research project outcomes while also lowering the possible danger of mistakes. Therefore, data collecting is helpful for this study to obtain more accurate and trustworthy. We will use a questionnaire survey with some questions to get information from responders.

3.3.1   Primary Data

Primary data is first-hand data collected by the researchers from the respondents. Since it is collected directly from the source without alteration, the data will be more accurate and most recent. This study will use questionnaires to collect data, as they are an efficient and cost-effective method for gathering large amounts of information from a sizable sample. Google Forms is a great approach to gathering data rapidly and it can prevent data loss. It only required respondents minimal time to fill out the survey questions.

3.4   Research Instrument

This study will distribute the survey questionnaires to the hospitality industry in Malaysia. Fixed-alternative questions adapted from online journals were used in this study due to time constraints. This study will not conduct open-ended questions because it is highly time-consuming.

3.4.1 Questionnaire Design

The questionnaires will be divided into six sections and the total consists of 30 questions. Section A gathers demographic data, including the respondent's gender, age, race, education level, and income level, providing an overview of their characteristics. Sections B and C include questions related to the dependent and independent variables. The aim of these sections is to understand the perspectives of employees in Malaysia's hospitality industry regarding the work environment, working hours, compensation, leadership and management, and job satisfaction.

3.4.2 Pilot Study

A pilot study is a preliminary feasibility study conducted to test various aspects of a larger, more comprehensive, or confirmatory study (Lowe, 2019). We have distributed 40 sets of questionnaires to hospitality industry employees who work in Malaysia. The data collected will be tested for reliability and validity by using SPSS software.

3.5   Origin and Constructs Measurement

3.5.1 Origins of Construct

Table 3.1: Table of Origin of Measurement

Constructs	Sources
Job Satisfaction	(Frye et al., 2020)
	(Ghaderi et al., 2021)
	(Raziq et al., 2015)
Work Environment	(Frye et al., 2020)
	(Heimerl et al., 2020)
	(Jawabreh et al., 2020)
Compensation	(Frye et al., 2020)
	(Heimerl et al., 2020)
Working Hours	(Frye et al., 2020)
	(Heimerl et al., 2020)
Leadership and Management	(Frye et al., 2020)
	(Heimerl et al., 2020)

Source: Developed for the research.

Table 3.2: Section A Questionnaires

Questions	Options	Measurement Scale
Gender	• Male • Female	Nominal Scale
Age	• 20 years old and below • 21 to 30 years old • 31 to 40 years old • 41 to 50 years old • 51 and above	Ordinal Scale
Race	• Chinese • Malay • Indian • Other	Nominal Scale
Education Level	• SPM and below • STPM • Diploma • Bachelor's Degree • Master's Degree and above	Ordinal Scale
Income Level	• Below RM 2,000 • RM 2,000 to RM 3,999 • RM 4,000 to RM 5,999 • RM 6,000 and above	Ordinal Scale

Source: Developed for the research.

<u>Table 3.3: Sections B & C Questionnaires</u>

Variables	Construct Measurement	Measurement Scale
Work Environment	- I am satisfied with the pleasantness of the working conditions. - I enjoy working together with my colleagues. - I feel accepted, treated with courtesy, listened to, and invited to express my thoughts and feelings. - I am satisfied with the policies and practices toward employees of my company. - My company reacts quickly to solve the problem when told about safety concerns.	Likert Scale
Working Hours	- Company breaks provided for by law are observed. - I am satisfied with the duty roster and working time regulations. - My workload is appropriate. - My company has sufficient staff to make sure I don't have to work extra hours. - I can relax during my time off work.	Likert Scale
Compensation	- Women and men are compensated equally and fairly. - I am satisfied with my remuneration. - I feel satisfied with my changes for pay increases. - I feel I am being paid a fair amount for the work I do. - I receive reasonable pay when compared to similar positions at other organizations.	Likert Scale
Leadership and Management	- My superiors provide regular personal feedback. - My superiors deal with questions and concerns fairly. - My superiors leave me room to make my own decisions. - I also receive praise from my superiors for good work. - My superiors make decisions in consultation with the team.	Likert Scale
Job Satisfaction	- I feel fairly well satisfied with my present job. - I am satisfied with the working conditions. - I get a feeling of accomplishment from my job. - I feel that I am happy with my work. - I am satisfied with the training opportunities in the company.	Likert Scale

<u>Source</u>: Developed for the research.

3.5.2 Measurement Scale

Nominal, ordinal, and Likert scales will be employed in this study. According to Mishra et al. (2018), a nominal scale is used to categorize or identify variables without assigning numerical values. While the categories can be divided into groups, there is no inherent hierarchy among them. In Section A of the questionnaire, gender and age are examples of nominal scale data. Ordinal scale data are also present in Section A, such as age, education level, and income level. The key distinction between nominal and ordinal scales is that ordinal scales have a clear order or ranking of data (Mishra et al., 2018). Sections B and C consist of a Likert scale questionnaire, where respondents can choose how much they agree with the questions to express their views on the factors affecting job satisfaction in the hospitality sector.

3.6   Data Processing

Data processing is the process of turning the gathered data into information that can be used and is helpful to improve its quality and accuracy (Shukla, 2018). The processes included data checking, editing, coding and entry. Before conducting the survey, researchers must ensure that the questionnaire's problem has been fixed. This may reduce the errors and misunderstandings will be made by responders. Data editing is the process of applying checks to identify inconsistent, missing, or erroneous data inputs or to identify possibly incorrect data records so that the data are suitable to be used for analysis. Each response is encoded and transformed into a numerical value via data coding. Respondents' answers are indicated by a numerical code (1–5) on the sections B and C questionnaire. '1' denotes strongly disagree, while '5' denotes strongly agree. Data entry is the procedure of entering acquired data into software for analysis. SPSS software will be used to analyse the data in this study.

3.7   Proposed Data Analysis Tool

3.7.1 Descriptive Analysis

Descriptive analysis can outline the relationship between variables in a population or sample and effectively organize the data. It used mathematical computations to measure the data by central tendency and variability including the mean, median, mode, standard deviation and variance (Hayes, 2024). Section A's demographic data will be evaluated by descriptive analysis. Histograms, tables, pie charts, and bar charts are used to make results easier to understand.

3.7.2 Reliability Analysis

According to SPSSanalysis (2025), Reliability analysis assesses a measuring tool's stability and consistency across time. This method guarantees that the instrument generates accurate data in a consistent setting. Cronbach's alpha is a widely used technique that assesses internal consistency or the degree to which a group of elements are connected. Greater dependability is indicated by higher values of the coefficient, which spans from 0 to 1. The range of coefficient alpha is seen below:

Table 3.4: 3Rule of Thumb of Cronbach's Coefficient Alpha Range

$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Un acceptable

Adapted from: SPSSanalysis. (2025).

The result of the pilot test study is shown as the table below:

Table 3.5: Pilot Test Result

Variables	Cronbach's Alpha	No. of Items	Strength
Job Satisfaction	0.738	5	Acceptable
Work Environment	0.700	5	Acceptable
Working Hours	0.898	5	Good
Compensation	0.868	5	Good
Leadership and Management	0.783	5	Acceptable

Source: Developed for the research.

According to Table 3.5, the pilot test results from 40 respondents show that the dependent variable, job satisfaction, has a Cronbach's Alpha value above 0.7, indicating acceptable reliability. The independent variables, such as the work environment and leadership and management, have values of 0.700 and 0.783, respectively, which are also considered to have acceptable reliability. Additionally, the independent variables, including working hours and compensation, have Cronbach's Alpha values above 0.8, signifying good reliability.

3.7.3 Inferential Statistics

According to Bhandari (2020), inferential statistics analyses sample data from a known population using probabilistic techniques to gain a better understanding of the complete population. This research is concluded using inferential analysis. The overall sample size will affect the findings of the study.

3.7.3.1 Pearson Correlation Coefficient Analysis

Pearson Correlation Coefficient Analysis is used to assess the linear relationship between independent variables (IVs) and the dependent variable (DV). The relationship between the dependent variable (X) and the independent variable (Y) is often represented through correlation (Mukaka, 2012). Table 3.4 illustrates the interpretation of different correlation coefficient values, explaining the relationship between the variables. The values that are interpreted fall between -1 and +1. A value of 0 signifies that there is no linear relationship between the IV and DV. A complete positive correlation exists when the r value among two variables equals +1. When r equals -1, the correlation is completely negative.

Table 3.6: Interpretation of Pearson Correlation Coefficient

Size of Correlation	Interpretation
.90 to 1.00 (−.90 to −1.00)	Very high positive (negative) correlation
.70 to .90 (−.70 to −.90)	High positive (negative) correlation
.50 to .70 (−.50 to −.70)	Moderate positive (negative) correlation
.30 to .50 (−.30 to −.50)	Low positive (negative) correlation
.00 to .30 (.00 to −.30)	negligible correlation

Source: Mukaka, M. M. (2012). Statistics Corner: A guide to appropriate use of Correlation coefficient in medical research. *Malawi Medical Journal*

3.7.3.2 Multiple Linear Regression Analysis

To examine the relationship between the dependent variable and multiple independent variables, multiple linear regression analysis is one of the most effective statistical techniques that researchers commonly use for analysing the data. It is a technique

that can be used to predict an unknown dependent variable based on known independent variables. Multiple linear regression analysis can be used to understand whether job satisfaction can be predicted based on work environment, working hours, compensation and leadership and management.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 \ldots b_nX_n$$

- Y is the dependent variable

- a is the constant term

- b is the bias regression coefficient. These coefficients show how much the outcome changes with a one-unit change in the predictor variables.

- X_1, X_2, X_3 .... are the independent variables

3.8   Conclusion

In summary, this chapter explores the quantitative research on the influence of work environment, working hours, compensation, and leadership and management on job satisfaction among employees in Malaysia's hospitality industry. The data collected will be analysed using SPSS, and the results will be discussed in the following chapter.

CHAPTER 4: DATA ANALYSIS

4.0   Introduction

This chapter provides an overview of the analysis of 141 survey data sets using SPSS version 30.0. It includes descriptive analysis, scale measurement, and inferential analysis to identify the factors affecting job satisfaction in Malaysia's hospitality industry. The results will be presented in a clear format using tables and charts.

4.1   Descriptive Analysis

The descriptive analysis focuses on the respondents' gender, age, race, education level, and income level. This information was collected through the demographic profile section (Section A) of the questionnaire.

4.1.1 Respondent Demographic Profile

4.1.1.1 Gender

Table 4.1: Gender

Gender	Frequency	Percentage (%)
Male	56	39.7
Female	85	60.3
Total	**141**	**100**

Source: Developed for the research.

Figure 4.1: Gender
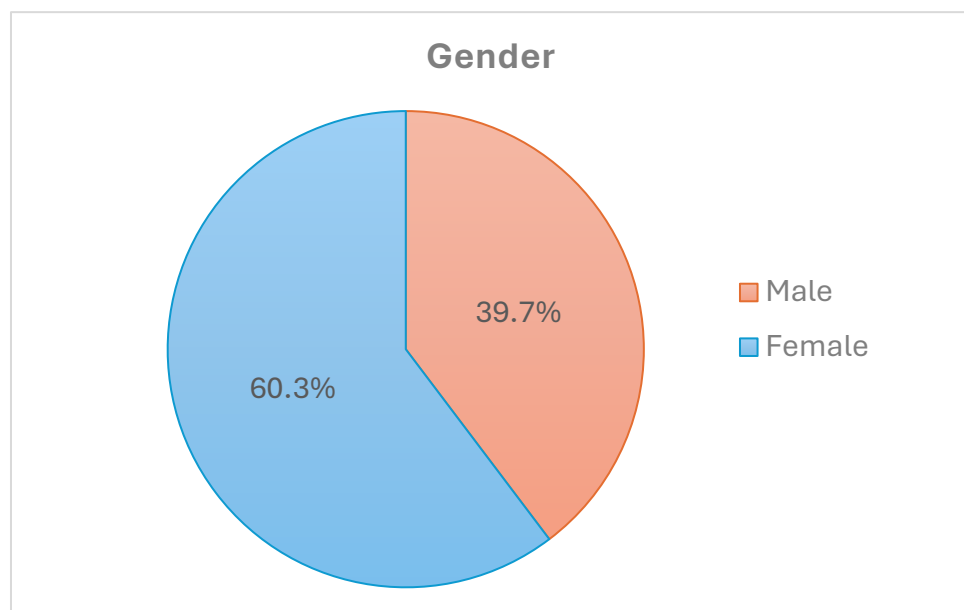
Source: Developed for the research.

Table 4.1 and Figure 4.1 show that 56 respondents are male, accounting for 39.7% of the total respondents. However, 85 respondents were female, accounting for 60.3% of the total respondents.

4.1.1.2 Age

Table 4.2: Age

Age	Frequency	Percentage (%)
20 years old and below	21	14.9
21 to 30 years old	56	39.7
31 to 40 years old	40	28.4
41 to 50 years old	18	12.8
51 years old and above	6	4.3
Total	**141**	**100**

Source: Developed for the research.

Figure 4.2: Age
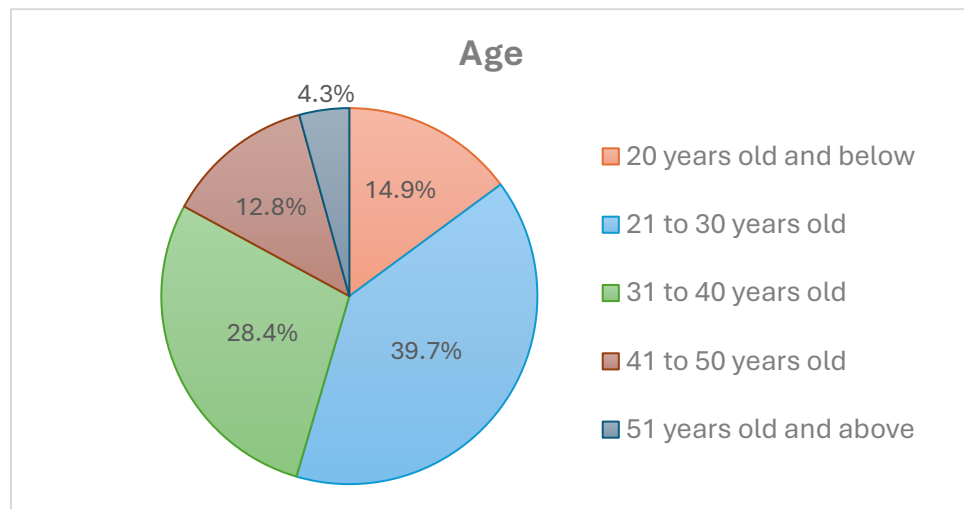
Source: Developed for the research.

Based on Table 4.2 and Figure 4.2, most respondents (39.7%) are between the ages of 21 to 30. In addition, 40 respondents between the ages of 31 to 40 made up the second-highest proportion (32.2%), while 6 respondents aged 51 and above made up the lowest percentage (4.3%). Meanwhile, there were 21 respondents aged 20 and below (14.9%). The remaining 18 respondents are aged between 41 to 50 (12.8%).

4.1.1.3 Race

Table 4.3: Race

Race	Frequency	Percentage (%)
Chinese	62	44
Malay	36	25.5
Indian	36	25.5
Other	7	5
Total	**141**	**100**

Source: Developed for the research.

Figure 4.3: Race
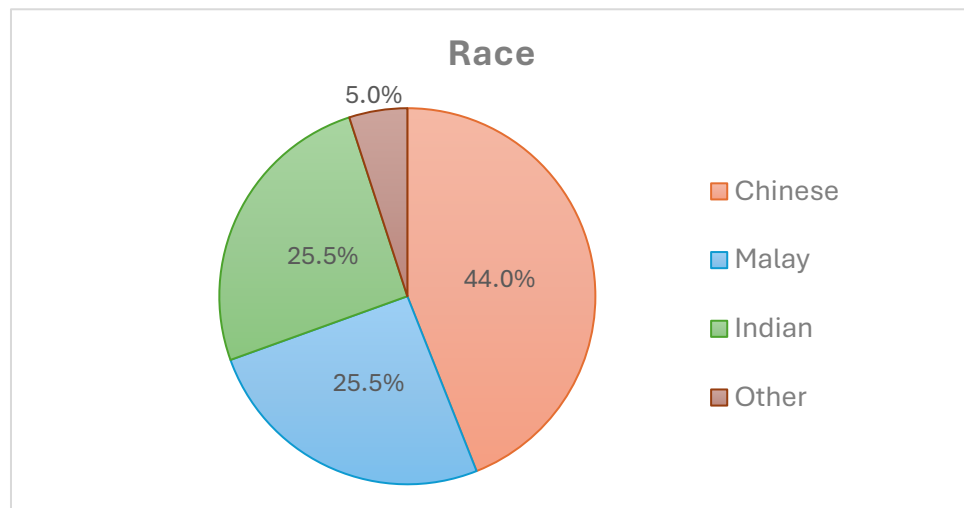
Source: Developed for the research.

According to Table 4.3 and Figure 4.3, most respondents are Chinese, with 62 respondents (44%). Followed by Malay and Indian with an equal number of respondents, each with 36 people (25.5%). The smallest group falls under the "Other" category, which consists of 7 individuals (5%).

4.1.1.4 Education Level

Table 4.4: Education Level

Education Level	Frequency	Percentage (%)
SPM and below	31	22
STPM	38	27
Diploma	11	7.8
Bachelor's Degree	26	18.4
Master's Degree and above	35	24.8
Total	141	100

Source: Developed for the research.

Figure 4.4: Education Level
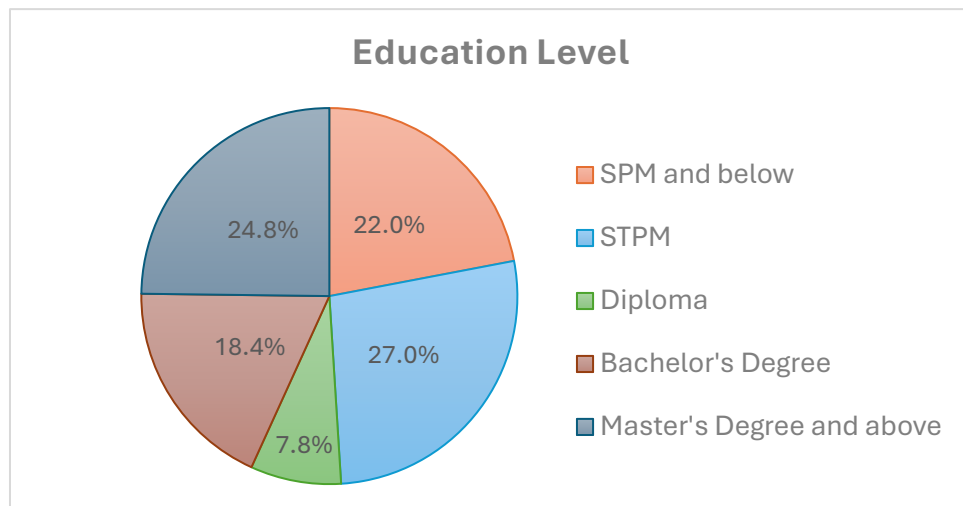
Source: Developed for the research.

Table 4.4 and Figure 4.4 present the education level distribution of 141 respondents. The largest group comprises STPM holders, which are 38 individuals (27%), followed by those with a master's degree and above (35 individuals, 24.8%). Respondents with SPM and below account for 31 individuals (22%), while bachelor's degree holders make up 26 individuals (18.4%). The smallest group consists of Diploma holders, with 11 individuals (7.8%).

4.1.1.5 Income Level

Table 4.5: Income Level

Income Level	Frequency	Percentage (%)
Below RM 2,000	16	11.3
RM 2,000 to RM 3,999	47	33.3
RM 4,000 to RM 5,999	59	41.8
RM 6,000 and above	19	13.5
Total	**141**	**100**

Source: Developed for the research.

Figure 4.5: Income Level
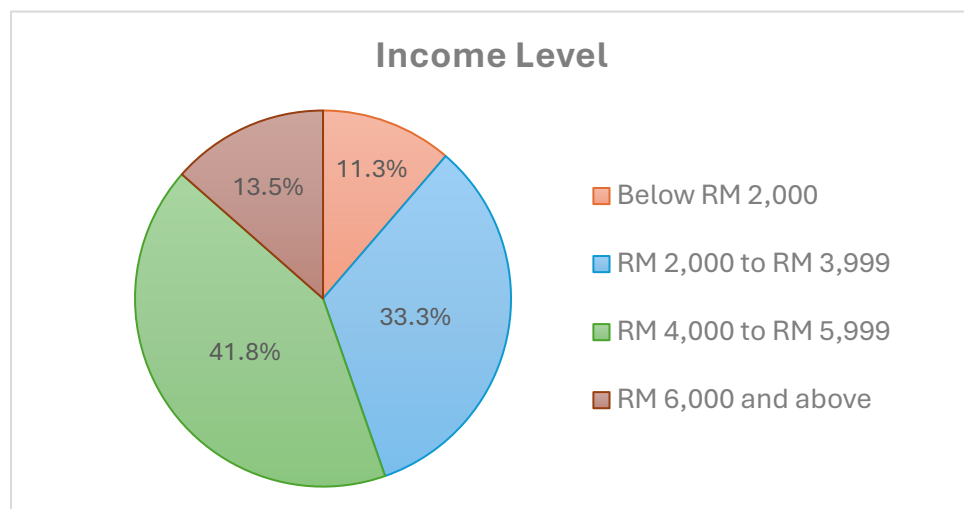
Source: Developed for the research.

Table 4.5 and Figure 4.5 show that the largest group earns RM 4,000 to RM 5,999, comprising 59 individuals (41.8%). This is followed by RM 2,000 to RM 3,999 earners, with 47 individuals (33.3%). A smaller portion of respondents, 19 individuals (13.5%), earn RM 6,000 and above. Moreover, the lowest-income group, earning below RM 2,000, consists of 16 individuals (11.3%).

4.2 Scale Measurement

4.2.1 Internal Reliability Test

Table 4.6: Summary of Reliability Test

Variables	Cronbach's Alpha	No. of Items	Strength
Job Satisfaction	0.716	5	Acceptable
Working Environment	0.729	5	Acceptable
Working Hours	0.882	5	Good
Compensation	0.851	5	Good
Leadership and Management	0.760	5	Acceptable

Source: Developed for the research.

Researchers used SPSS to examine the reliability of the variables to test whether the results were consistent while measuring scales. A higher Cronbach's Alpha value signifies better reliability. The results of the Cronbach's Alpha reliability test for the five variables in the study are presented in Table 4.6. The dependent variable, **JS**, reveals that Cronbach's Alpha is **0.716**, which indicates an acceptable level of reliability. Besides that, the independent variables, such as **WE and LM**, also fall within the acceptable level of reliability, which is **0.729 and 0.760**, respectively. Meanwhile, the remaining independent variables, such as **WH and C**, are both classified as having good reliability, which is **0.882 and 0.851**, respectively. As all variables have a Cronbach's Alpha value above 0.7, the questionnaire used in this study is deemed reliable, ensuring consistency in the responses across items within each variable.

4.3 Inferential Analysis

4.3.1 Pearson Correlation Coefficient

Table 4.7: Pearson Correlation Coefficient

	JS	WE	WH	C	LM
JS	1.0	0.581**	0.742**	0.796**	0.424**
WE		1.0	0.610**	0.415**	0.498**
WH			1.0	0.407**	0.465**
C				1.0	0.252**
LM					1.0

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

Source: Developed for the research.

Pearson correlation coefficient analysis highlights significant relationships between job satisfaction (JS) and the various workplace factors. **Compensation (C) (r = 0.796, p < 0.01)** has the strongest positive correlation with job satisfaction, suggesting that employees who receive better salaries and benefits tend to be more satisfied with their jobs. Similarly, **work hours (WH) (r = 0.742, p < 0.01)** also show a strong positive relationship with job satisfaction, indicating that structured and manageable work schedules contribute to higher employee satisfaction. The **work environment (WE) (r = 0.581, p < 0.01)** is moderately correlated with job satisfaction, indicating that a positive and supportive workplace enhances employees' overall job contentment. Lastly, **leadership and management (LM) (r = 0.424, p < 0.01)** has the weakest but still significant positive correlation with job satisfaction. This suggests that while effective leadership plays a role in shaping employees' experiences, it may not be as strong a determinant of job satisfaction as compensation, work hours, or the work environment.

4.3.2 Multiple Linear Regression Analysis

Multiple linear regression analysis examines the relationship between the dependent variable and independent variable.

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919[a]	.845	.841	.37145

a. Predictors: (Constant), WE, WH, C, LM

b. Dependent Variable: JS

Source: Developed for the research.

According to Table 4.10, the correlation coefficient (R value) for this study is 0.919, indicating a strong positive relationship between the independent variables (WE, WH, C, LM) and job satisfaction. The R Square value of 0.845 reveals that 84.5% of the variance in job satisfaction is accounted for by the predictors. However, 15.5% of the variance remains unexplained, suggesting that other factors influencing job satisfaction were not considered in this study.

Table 4.9: ANOVA Table

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	102.665	4	25.666	186.021	<.001[b]
	Residual	18.765	136	.138		
	Total	121.430	140			

    a.   Dependent Variable: JS

    b.   Predictors: (Constant), LM, C, WH, WE

Source: Developed for the research.

As shown in Table 4.9, the P-value (<0.001) is lower than the alpha value (0.05). Additionally, the F-statistic (186.021) is significant, indicating a substantial relationship between the independent variables (WE, WH, C, LM) and the dependent variable (JS).

Table 4.10: Coefficients Table

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.150	.145		1.038	.301
	WE	.035	.044	.036	.795	.428
	WH	.381	.037	.463	10.360	<.001
	C	.500	.033	.581	15.312	<.001
	LM	.041	.038	.043	1.083	.281

    a.   Dependent Variable: JS

Source: Developed for the research.

Table 4.10 shows that the independent variables (WH and C) significantly impact job satisfaction, with a P-value of less than 0.05. Nevertheless, the independent variables (WE and LM) do not substantially affect the JS when the P-value exceeds 0.05.

Multiple linear regression equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 \dots b_nX_n$$

Y = Job Satisfaction

X1 = Work Environment

X2 = Working Hours

X3 = Compensation

X4 = Leadership and Management

$$JS = 0.150 + 0.035(WE) + 0.381(WH) + 0.500(C) + 0.041(LM)$$

Based on Table 4.10, **compensation (β = 0.581)** is the strongest predictor, playing the most significant role in influencing employee satisfaction. The second strongest predictor is **work hours (β = 0.463)**, while **leadership management (β = 0.043)** is the third highest contributor to the variation in job satisfaction. Moreover, **work environment (β = 0.036)** has the lowest Beta values, showing that they have a weaker influence on job satisfaction.

4.4   Conclusion

In summary, this chapter covered descriptive analysis, scale measurement and inferential analysis. The results show that compensation has the most significant to job satisfaction. The key findings and study implications will be discussed in the following chapter.

CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATIONS

5.0 Introduction

The key findings of this study regarding the factors influencing job satisfaction are presented below. This chapter will also discuss the implications, limitations, and recommendations for future research.

5.1 Discussions of Major Findings

Table 5.1: Summary Table of Pearson Correlation Coefficients

	JS	Significant Value	Result
WE	0.581**	<0.001	Moderate Correlation
WH	0.742**	<0.001	High Correlation
C	0.796**	<0.001	High Correlation
LM	0.424**	<0.001	Low Correlation

Source: Developed for the research.

Table 5.2: Summary of Hypothesis Testing Result

Hypothesis	Significant Value	Conclusion
H1: There is a significant relationship between work environment and job satisfaction.	0.428	Rejected
H2: There is a significant relationship between working hours and job satisfaction.	<0.001	Supported

H3: There is a significant relationship between compensation and job satisfaction.	<0.001	Supported
H4: There is a significant relationship between leadership and management and job satisfaction.	0.281	Rejected

Source: Developed for the research.

H1: There is a significant relationship between work environment and job satisfaction.

According to Table 5.2, the analysis reveals that H1 produced an unfavourable result, as its alpha value (0.428) exceeds the p-value (0.05). This indicates no significant correlation between the working environment and job satisfaction among hospitality employees in Malaysia. Furthermore, the correlation coefficient was measured at 0.581, which falls within the moderate range. This suggests that the correlation remains low. Hence, H1 will be rejected.

In this research, the work environment does not significantly influence hospitality employees' job satisfaction. As Tokuda et al. (2009) and Rafiq et al. (2012) stated, the working environment has a negative relationship with employees' job satisfaction, while extrinsic rewards serve as the most effective motivator for enhancing job satisfaction. Moreover, Kiptoo and Katuse (2018) also found that the physical work environment had no significant impact on employees' job satisfaction, whereas psychosocial factors and work-life balance were important than the work environment.

H2: There is a significant relationship between working hours and job satisfaction.

According to Table 5.2, the significant value of working hours is <0.001 less than the p-value (0.05), which means that H2 is supported. This shows that working hours have a significant correlation with hospitality industry employees' job satisfaction. Based on Table 5.1, the correlation coefficient was measured at 0.742, which falls within the high correlation range. This indicates a positive relationship between working hours and job satisfaction.

According to Dong et al. (2021), the research findings suggest that working hours are linked to job satisfaction, with both excessively short and long working hours negatively impacting job satisfaction. Furthermore, greater job autonomy can help mitigate the negative effects of extended working hours on job satisfaction. Similar findings, such as Bartoll and Ramos (2020) indicate that actual working hours and working overtime positively impact job satisfaction among full-time employees. However, a negative effect arises when full-time employees desire to reduce their working hours but cannot do so. As a result, this confirms the significant positive influence of working hours on job satisfaction among hospitality employees in Malaysia.

H3: There is a significant relationship between compensation and job satisfaction.

As shown in Table 5.2, the significance value for compensation is <0.001, which is lower than the p-value threshold of 0.05, indicating that H3 is supported. This confirms a significant correlation between compensation and job satisfaction among employees in the hospitality industry. Additionally, Table 5.1 reports a correlation coefficient of 0.796, which falls within the high correlation range, suggesting a strong positive relationship between compensation and job satisfaction.

As the previous study mentioned, Mabaso et al. (2017) found that compensation plays a significant role in influencing employees' job satisfaction. The research established a positive correlation between compensation and employee satisfaction, suggesting that higher compensation leads to greater job fulfilment. Employees who perceive their pay as fair and competitive tend to be more motivated and engaged in their work, contributing to overall job satisfaction.

H4: There is a significant relationship between leadership and management and job satisfaction.

According to Table 5.2, the analysis concludes that H4 has an unfavourable result, as its alpha value (0.281) exceeds the p-value (0.05). This implies that leadership and management do not show a significant correlation with job satisfaction among hospitality employees in Malaysia. As shown in Table 5.1, the correlation coefficient of 0.424 falls within the low correlation range, indicating a positive relationship between leadership and management and job satisfaction, but the correlation remains weak. Hence, H4 will be rejected.

In this research, the leadership and management does not significantly influence hospitality employees' job satisfaction. Morais, Queiros, Couto, Gomes, and Simaes (2024) found that leadership did not emerge as a significant predictor of job satisfaction in certain contexts, suggesting that other factors may play a more substantial role in influencing employee satisfaction. Furthermore, Nisa and Hasanah (2024) concluded that the leadership and management variable does not have a significant impact on job satisfaction when considered individually.

5.2 Implications of the Study

5.2.1 Theoretical Implications

This study contributes to the theoretical understanding of job satisfaction in the hospitality industry by reinforcing the Social Exchange Theory (SET). The findings support the notion that employees' job satisfaction is influenced by working hours and compensation. When employees feel valued and appropriately rewarded, they are more likely to exhibit higher levels of job satisfaction and commitment, which aligns with the fundamental principles of SET.

Moreover, this study offers new insights on how different factors of the workplace, like working hours and compensation, relate to the level of satisfaction an employee has toward their job in the hospitality industry in Malaysia. Most past research seemed to look at these variables individually, but this study attempts to explain them by bringing all of them together and looking at the big picture. Further research can build on these results by adding more moderating variables like personality or other cultural factors that would assist in understanding the complexities of job satisfaction in various hospitality environments.

5.2.2 Managerial Implications

This research found that working hours and compensation have a significant impact on employees' job satisfaction. As a result, it suggests that improving the physical work environment or the leadership and management singularly is unlikely to yield positive results in job satisfaction levels. Since these aspects did not bear any significant results, managers have to reconsider their retention and motivation strategies towards other aspects that play a more important role. This also means that hospitality businesses need to devote greater attention to other motivational tools, like compensation and personal life balance. Offering better salaries and bonuses may positively influence the level of satisfaction more than changing the working conditions and leadership and management. Also, managers can use other methods to enhance the overall job satisfaction for employees, such as offering more flexible hours, stress-relief programs, or wellness programs.

Furthermore, although the leadership and the work environment may not have a direct link with job satisfaction, they are to some degree relevant. There should be effective operational communication and good management for trust and participation to be fostered. In summary, these results recommend that managers in the hospitality sector must take a more strategic and effective approach regarding job satisfaction. By focusing on compensation and the allocation of working hours, hospitality businesses can create a more sustainable and satisfied workforce, ultimately leading to better performance and service quality.

5.3   Limitations of the Study

First of the study's limitations is the reliance on a questionnaire as the primary method for collecting data. Surveys are helpful when attempting to gather information from a broad audience, but they do not necessarily capture the nuances and detailed thoughts that can be shared by employees. Respondents might answer questions incorrectly due to social desirability bias or misinterpretation of the questions posed. Moreover, the questionnaires do not allow for follow-up queries, which means that researchers are unable to delve deeper into the responses of employees. For instance, interviews could delve into the reasons that impact job satisfaction far more than questionnaires.

Furthermore, this study did not explore possible moderating factors that influence the relationship between job satisfaction and its correlates. For instance, highly emotionally resilient or intrinsically motivated employees might be less impacted by a negative work environment. Moreover, job autonomy might also be considered a moderating variable affecting job satisfaction. Employees enjoying relatively higher autonomy over the performance of their duties and making decisions regarding the work may be satisfied with their jobs even when the working conditions are less than satisfactory. Further studies might wish to study these variables to offer more insights on mediating factors that affect job satisfaction in the hospitality industry.

Hence, the other limitation of this study is the relatively small sample size of survey responses, which totalled only 141. While the findings offer valuable insights, the limited number of respondents may not fully represent the broader population of the hospitality industry. A larger and more diverse sample might yield more comprehensive and reliable data. The low response rate is due to limited access to target participants.

5.4　Recommendations for Future Research

Future studies may add qualitative research methods, such as interviews, to support the information gained through surveys. While questionnaires allow for large-scale data collection, they may not fully capture employees' detailed thoughts, emotions, and lived experiences. An interview methodology should be used to let employees reveal nuanced explanations about their job satisfaction or dissatisfaction regarding specific trigger factors. Survey research combined with qualitative research methods would enable the researcher to develop a complete view of job satisfaction elements.

Additionally, future research should examine potential moderating variables that impact the relationship between job satisfaction and its determinants. Investigating these variables would provide a clearer understanding of the conditions under which specific factors influence job satisfaction. Moderating variables can influence the strength or direction of the relationship between job satisfaction and its predictors. Analysing these factors in future studies will enhance the comprehension of job satisfaction, which will enable organizations to create targeted programs that enhance employee satisfaction. Future studies should explore these areas to deepen the understanding of job satisfaction in the hospitality industry and beyond.

For future research, it is recommended to expand the data collection process to obtain a larger and more diverse sample. Researchers could consider using multiple distribution channels such as social media platforms, industry forums, or in-person outreach to boost participation. Additionally, offering small incentives or follow-up reminders may help increase response rates. A larger sample size would not only enhance the validity of the findings but also allow for more robust statistical analysis, leading to a deeper understanding of the factors influencing job satisfaction in the hospitality industry.

5.5   Conclusion

The findings indicate that working hours and compensation have a significant impact on job satisfaction, whereas work environment and leadership and management do not significantly affect job satisfaction in Malaysia's hospitality industry. This study also offered implications, limitations, and recommendations that could be valuable for future research.

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APPENDICES

Appendix 1.0: Questionnaire

UNIVERSITI TUNKU ABDUL RAHMAN

FACULTY OF ACCOUNTANCY AND MANAGEMENT

BACHELOR OF INTERNATIONAL BUSINESS (HONS)

UKMZ 3016 RESEARCH PROJECT

Factors Influencing Job Satisfaction in Malaysia's Hospitality Industry

Survey Questionnaires

Dear Respondents,

I am Janice Tan, a final year undergraduate student from Universiti Tunku Abdul Rahman (UTAR) who enrolled in Bachelor of International Business (Hons). I am currently conducting research for my final year project entitled **"Factors Influencing Job Satisfaction in Malaysia's Hospitality Industry"**.

The main objective of this study is to collect the perceptions of respondents on the factors influencing job satisfaction from four perspectives. This survey consists of three (3) sections:

- Section A: Demographic Information
- Section B: Factors Influencing Job Satisfaction in Malaysia's Hospitality Industry
- Section C: Job Satisfaction

Your participation is voluntary, and your responses will remain CONFIDENTIAL. The data gathered will only be used for academic purposes. Completing this survey will take approximately 10 to 15 minutes, and your valuable input is greatly appreciated.

If you have any questions or require further clarification regarding this research, please feel free to contact me at janicetan@1utar.my.

Personal Data Protection Notice

Please be informed that under Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, Universiti Tunku Abdul Rahman ("UTAR") is hereby bound to take notice and require consent for collection, recording, storage, usage and retention of personal information.

Notice:
1. The purposes for which your personal data may be used are inclusive but not limited to:-

- For assessment of any application to UTAR

- For processing any benefits and services

- For communication purposes

- For advertorial and news

- For general administration and record purposes

- For enhancing the value of education

- For educational and related purposes consequential to UTAR

- For the purpose of our corporate governance

- For consideration as a guarantor for UTAR staff/Students applying for his/her scholarship/study loan

2. Your personal data may be transferred and/or disclosed to the third party and/or UTAR collaborative partners including but not limited to the respective and appropriate outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.

4. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:
1. By submitting this form you hereby authorise and consent to us processing (including disclosing) your data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.

2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfil our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

3. You may access and update your personal data by writing to us at janicetan@1utar.my.

Acknowledgment of Notice

[ ] I have been notified and that I hereby understood, consented and agreed per UTAR above notice.

[ ] I disagree, my personal data will not be processed.

Section A: Demographic Information

Please select an option for each of the following statements:

1. Gender

- o Male
- o Female

2. Age

- o 20 years old and below
- o 21 to 30 years old
- o 31 to 40 years old
- o 41 to 50 years old
- o 51 years old and above

3. Race

- o Chinese
- o Malay
- o Indian
- o Other

4.   Education Level

- o SPM and below
- o STPM
- o Diploma
- o Bachelor's Degree
- o Master's Degree and above

5. Income Level

- o Below RM 2,000
- o RM 2,000 to RM 3,999
- o RM 4,000 to RM 5,999
- o RM 6,000 and Above

Section B: Factors Influencing Job Satisfaction in Malaysia's Hospitality Industry

Please select the most appropriate option that best indicates your agreement level about the following statements.

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

Factor 1: Work Environment

No.	Questions	SD	D	N	A	SA
1	I am satisfied with the pleasantness of the working conditions.	1	2	3	4	5
2	I enjoy working together with my colleagues.	1	2	3	4	5
3	I feel accepted, treated with courtesy, listened to, and invited to express my thoughts and feelings.	1	2	3	4	5
4	I am satisfied with the policies and practices toward employees of my company.	1	2	3	4	5
5	My company reacts quickly to solve the problem when told about safety concerns.	1	2	3	4	5

Factor 2: Working Hours

No.	Questions	SD	D	N	A	SA
1	Company breaks provided for by law are observed.	1	2	3	4	5
2	I am satisfied with the duty roster and working time regulations.	1	2	3	4	5
3	My workload is appropriate.	1	2	3	4	5
4	My company has sufficient staff to make sure I don't have to work extra hours.	1	2	3	4	5
5	I can relax during my time off work.	1	2	3	4	5

Factor 3: Compensation

No.	Questions	SD	D	N	A	SA
1	Women and men are compensated equally and fairly.	1	2	3	4	5
2	I am satisfied with my remuneration.	1	2	3	4	5
3	I feel satisfied with my changes for pay increases.	1	2	3	4	5
4	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5
5	I receive reasonable pay when compared to similar positions at other organizations.	1	2	3	4	5

Factor 4: Leadership and Management

No.	Questions	SD	D	N	A	SA
1	My superiors provide regular personal feedback.	1	2	3	4	5
2	My superiors deal with questions and concerns fairly.	1	2	3	4	5
3	My superiors leave me room to make my own decisions.	1	2	3	4	5
4	I also receive praise from my superiors for good work.	1	2	3	4	5
5	My superiors make decisions in consultation with the team.	1	2	3	4	5

Section C: Job Satisfaction

Please select the most appropriate option that best indicates your agreement level about the following statements.

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

No.	Questions	SD	D	N	A	SA
1	I feel fairly well satisfied with my present job.	1	2	3	4	5
2	I am satisfied with the working conditions.	1	2	3	4	5
3	I get a feeling of accomplishment from my job.	1	2	3	4	5
4	I feel that I am happy with my work.	1	2	3	4	5
5	I am satisfied with the training opportunities in the company.	1	2	3	4	5

Appendix 2.0: Pilot Test Results

Job Satisfaction

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.738	.738	5

Work Environment

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.700	.707	5

Working Hours

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.898	.898	5

Compensation

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.868	.870	5

Leadership and Management

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.783	.785	5

Appendix 3.0: Descriptive Analysis Results

Frequency Table

1. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	85	60.3	60.3	60.3
	Male	56	39.7	39.7	100.0
	Total	141	100.0	100.0	

2. Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 years old and below	21	14.9	14.9	14.9
	21 to 30 years old	56	39.7	39.7	54.6
	31 to 40 years old	40	28.4	28.4	83.0
	41 to 50 years old	18	12.8	12.8	95.7
	51 years old and above	6	4.3	4.3	100.0
	Total	141	100.0	100.0	

3. Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese	62	44.0	44.0	44.0
	Indian	36	25.5	25.5	69.5
	Malay	36	25.5	25.5	95.0
	Other	7	5.0	5.0	100.0
	Total	141	100.0	100.0	

4. Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's Degree	31	22.0	22.0	22.0
	Diploma	38	27.0	27.0	48.9
	Master's Degree and above	11	7.8	7.8	56.7
	SPM and below	26	18.4	18.4	75.2
	STPM	35	24.8	24.8	100.0
	Total	141	100.0	100.0	

5. Income Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below RM 2,000	16	11.3	11.3	11.3
	RM 2,000 to RM 3,999	47	33.3	33.3	44.7
	RM 4,000 to RM 5,999	59	41.8	41.8	86.5
	RM 6,000 and above	19	13.5	13.5	100.0
	Total	141	100.0	100.0	

Appendix 4.0: Reliability Test Results

Job Satisfaction

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.716	.718	5

Work Environment

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.729	.731	5

Working Hours

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.882	.884	5

Compensation

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.851	.852	5

Leadership and Management

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.760	.758	5

Appendix 5.0: Pearson Correlation Coefficient Results

Correlations

		JS	WE	WH	C	LM
JS	Pearson Correlation	1	.581[**]	.742[**]	.796[**]	.424[**]
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	141	141	141	141	141
WE	Pearson Correlation	.581[**]	1	.610[**]	.415[**]	.498[**]
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	141	141	141	141	141
WH	Pearson Correlation	.742[**]	.610[**]	1	.407[**]	.465[**]
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	141	141	141	141	141
C	Pearson Correlation	.796[**]	.415[**]	.407[**]	1	.252[**]
	Sig. (2-tailed)	<.001	<.001	<.001		.003
	N	141	141	141	141	141
LM	Pearson Correlation	.424[**]	.498[**]	.465[**]	.252[**]	1
	Sig. (2-tailed)	<.001	<.001	<.001	.003	
	N	141	141	141	141	141

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

Appendix 6.0: Multiple Linear Regression Analysis Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1
1	.919[a]	.845	.841	.37145	.845	186.021	4

| | | | | | Change Statistics | | |

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	102.665	4	25.666	186.021	<.001[b]
	Residual	18.765	136	.138		
	Total	121.430	140			

a. Dependent Variable: JS

b. Predictors: (Constant), LM, C, WH, WE

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence ... Lower Bound
1	(Constant)	.150	.145		1.038	.301	-.136
	WE	.035	.044	.036	.795	.428	-.052
	WH	.381	.037	.463	10.360	<.001	.308
	C	.500	.033	.581	15.312	<.001	.435
	LM	.041	.038	.043	1.083	.281	-.034

Appendix 7.0: Ethical Clearance Approval Letter

UNIVERSITI TUNKU ABDUL RAHMAN DU012(A)
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Re: U/SERC/78-420/2024

23 December 2024

Dr Fitriya Binti Abdul Rahim
Head, Department of International Business
Faculty of Accountancy and Management
Universiti Tunku Abdul Rahman
Jalan Sungai Long
Bandar Sungai Long
43000 Kajang, Selangor

Dear Dr Fitriya,

Ethical Approval For Research Project/Protocol

We refer to your application for ethical approval for your students' research projects from Bachelor of International Business (Honours) programme enrolled in course UKMZ3016. We are pleased to inform you that the application has been approved under <u>Expedited Review</u>.

The details of the research projects are as follows:

No.	Research Title	Student's Name	Supervisor's Name	Approval Validity
1.	The Factors that Impact Women's Intention to Purchase Luxury Handbags in Malaysia	Lee Wen	Dr Mahendra Kumar a/l Chelliah	23 December 2024 – 22 December 2025
2.	Evaluating Customer Satisfaction in International Coffee Chains in Malaysia By Using SERVQUAL Model	Wong Xuan	Dr Malathi Nair a/p G Narayana Nair	
3.	Integrated Marketing Communication (IMC) Motivates Student's eWoM Intentions and Choice of University Through Brand Equity	Oo Kai Shi	Dr Tang Kin Leong	
4.	Exploring the Impact of Social Media Marketing on Consumer Brand Engagement in Fashion Branded Jewellery	Leow Yi Ling	Dr Malathi Nair a/p G Narayana Nair	
5.	Factors Influencing Women's Barriers to Career Advancement Within Malaysian Workplaces	Chia Xin Rou	Dr Kalaivani a/p Jayaraman	
6.	Factor Affecting Customers' Trust in E-commerce	Lai Yen Ee	Mr Low Choon Wei	
7.	Factors of Students' Behavioral Intention to Adopt Artificial Intelligence (AI) Chatbots in Higher Education	Seow Jia Ling	Dr Foo Meow Yee	
8.	The Influence of Green Marketing Strategies on Consumer Purchase Intention for Electric Vehicles	Ng Chang Da	Dr Yeong Wai Mun	
9.	Factors Influencing Job Satisfaction in Malaysia's Hospitality Industry	Janice Tan	Mr Khairul Anuar Bin Rusli	
10.	Factors Influencing Malaysian Consumers' Impulse Buying Behaviour in Live Streaming Commerce	Tan Zhi Wei	Dr Corrinne Lee Mei Jyin	
11.	How Working Abroad Affects Consumer Behaviour: A Study on Factor Influencing Consumers' Purchasing Behaviour When Working Abroad	Li Wen Kee	Mr Khairul Anuar Bin Rusli	

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Tel: (603) 9086 0288 Fax: (603) 9019 8868
Website: www.utar.edu.my

No.	Research Title	Student's Name	Supervisor's Name	Approval Validity
12.	The Linkage Between Entrepreneurial Motivation Towards Their Business Strategy Choices in Malaysian SMEs	Pua Shue Ling	Dr Mahendra Kumar a/l Chelliah	23 December 2024 – 22 December 2025
13.	Exploring the Motives of Generation Z's Purchase Intention for Branded Sport Shoes	Jeow Bin Hong	Dr Malathi Nair a/p G Narayana Nair	
14.	The Effectiveness of Live-Streaming Commerce in Driving Consumer Engagement and Purchasing Intention	Leong Ze Qi	Dr Fok Kuk Fai	
15.	The Impact of Generative AI on Employee Output	Lim Qi Fei	Dr Corrinne Lee Mei Jyin	
16.	Analyzing The Effects of Workplace Culture on Employee Retention Rate Among SME Companies in Malaysia	Yaw Wei Jian	Mr Khairul Anuar Bin Rusli	
17.	The Perception of Youths on The Board of Directors' Performance towards Sound Governance	Lee Xing Jia	Dr Abdullah Sallehhuddin Bin Abdullah Salim	
18.	Evaluating the Influence of Monetary and Non-Monetary Rewards in Enhancing Employee Performance	Geetha Kaurr Chandi A/P Stevender Singh	Dr Komathi a/p Munusamy	
19.	Analyzing the Adoption of Mobile Payment Systems Among Malaysian University Students	Samuel Rinaldo		
20.	The Comparative Influence of Traditional Celebrities and Digital Influencers in Fashion Industry for Generation Z	Lai Pei Xuan	Pn Ezatul Emilia Binti Muhammad Arif	
21.	Analysing the Effectiveness of Real-time Inventory Technology in Optimising Central Kitchen Operations	Sim Kah Khai		
22.	Analyzing the Key Challenges that Demotivates Women Entrepreneurs to Execute Online Business in Malaysia	Yeo Yee Shen		
23.	Influencer Marketing Effectiveness: Analyzing the Impact of Influencers in Driving Consumer Purchase Intention Among Generation Z	Foo Yen Thung	Dr Choo Siew Ming	

The conduct of this research is subject to the following:

(1) The participants' informed consent be obtained prior to the commencement of the research;

(2) Confidentiality of participants' personal data must be maintained; and

(3) Compliance with procedures set out in related policies of UTAR such as the UTAR Research Ethics and Code of Conduct, Code of Practice for Research Involving Humans and other related policies/guidelines.

(4) Written consent be obtained from the institution(s)/company(ies) in which the physical or/and online survey will be carried out, prior to the commencement of the research.

Should the students collect personal data of participants in their studies, please have the participants sign the attached Personal Data Protection Statement for records.

Thank you.

Yours sincerely,

Professor Ts Dr Faidz bin Abd Rahman
Chairman
UTAR Scientific and Ethical Review Committee

c.c   Dean, Faculty of Accountancy and Management
       Director, Institute of Postgraduate Studies and Research