

Factors Influencing Employees' Performance in Hotel Industry at Batu Pahat

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Abstract: Employees are the important asset of our country. Poor and inconsistent performance by employees has led to dissatisfaction, which in turn has led to a drop in their performance, which can endanger the institution's survival, decrease motivation, increase absenteeism, grievances, and turnover, and cause other problems. This research was conducted to determine the factors influencing employees' performance in hotel industry at Batu Pahat. Employee performance can be explored by investing amounts of energy to factors that upgrade the employee's persuasive level, inventiveness and occupation fulfilment and solace working spot climate. The objectives of this study were to identify the relationship between work environment, empowerment and salary and employees' performance in hotel industry at Batu Pahat. This research took place around Batu Pahat area for by doing a survey. The scope focus on selected hotels employees with 80 respondents selected from sample frame of 100 employees. Quantitative method has been used in this research by distributing questionnaires to selected hotels. Statistical Package for the Social Sciences SPSS 26 software was applied to test all the findings and hypotheses. This finding has revealed that work environment, empowerment and salary has a significant influence on employees' performance in hotel industry. The value of determination coefficient correlation between work environment, empowerment and salary and employees' performance shows a perfect positive correlation.

Keywords: Employees' performance, Hotel industry, Batu Pahat

1. Introduction

Employee performance is one of the various resources to accomplish the goals. Employee performance is the actions of workers in carrying out their tasks as defined by their job descriptions (Kustono, 2020). This is in line with the organization's authority and obligation to fulfil its mission, vision and objectives including the persistence, independence and capacity within the allotted time frame, without violating the law and in accordance with morals and ethics. Employee plays an important role in achieving the targeted goals by performing needed tasks in a quality way.

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According to (Shikha, 2017), employee performance is described as an individual carry out their job responsibility given by their management. A few organizations measure their employees' performance yearly based to improve problematic areas within their employees. This is because employee performance will also impact the improvement of an organization. An organization can developed better when the employees perform well in organizational development. Therefore, management of an organization should be alert on factors that affect employees' performance.

Service sectors is considered essential in Malaysia since it contributes around 55% Gross Domestic Product (GDP) in the year of 2021 (Department of Statistics Malaysia Official Portal, 2021). By this, hotel industry seems to grow in this sector when the tourism industry growing after the huge pandemic. Employees' performance in hotel management gives a huge impact in revenue. Top management of hotel management should focus on employees to build a culture of providing quality services to maintain a long-lasting relationship with customers by offering high quality of services. Besides, the level of employee's performance not only depend on their abilities but also in the motivation they show. The employee's performance has might been influence by a variety of factors such as employee empowerment, working environment, motivation and salary and compensation.

Many researchers discovered that employees' performance in hotel industry is facing problems. A survey has found that Malaysian employees are overworked, and sleep deprived with 51 per cent suffering from at least one dimension of stress because of work as well as 53 per cent getting less than seven hours of sleep in a 24-hour period (Ram, 2019). Many researchers also have discovered that hotel industry is facing employment rate and turnover problems. Study shows that employee turnover rate in hotel industry is 73.8 percent annually (Hausman, 2016). The excessive turnover can affect the profit of hotel industry by losing customers due to lack of quality services. This leads to excessive expenses to hotel management to select and hire new comers by providing training (C. Wah *et al.*, 2013). Besides, increased expenditures in numerous stages of human resources duties, including as recruiting and selection, training and development are negative effects of employee turnover. Although there are many studies have been made before, further study is necessary to identify the relationship between the factors and employees' performance in hotel industry. Hence, this study attempts to fill the knowledge gap on factors influencing employees' performance at Batu Pahat.

The research questions of this study are what is the relationship between work environment and employees' performance in hotel industry at Batu Pahat, what is the relationship between empowerment and employees' performance in hotel industry at Batu Pahat and what is the relationship between salary and employees' performance in hotel industry at Batu Pahat? The research objectives are to identify the relationship between work environment and employees' performance in hotel industry at Batu Pahat, to identify the relationship between empowerment and employees' performance in hotel industry at Batu Pahat and to identify the relationship between salary and employees' performance in hotel industry at Batu Pahat.

The scope of this study was limited to hotel industry which in Batu Pahat district of Johor. The researcher was targeted to employees of hotel industry on that district to be as respondents. There are four hotels that located nearly to each other, and all hotel employees could be respondents to achieve the objectives clearly in that district. In order to achieve the research aims, a questionnaire was used in this study to gather all of the data from the sample respondents. In Chapters 4 and 5, the study's data interpretation will be presented.

The purpose of this study to understand the factors influencing employees' performance in hotel industry. Employers should be more concern in knowing the factors influencing employees' performance because it will affect the entire organization as well. This research is mainly a great significant to employers of hotel industry as it gives knowledge or information regarding how to carry out employees' performance effectively. Besides, employers should be a guideline for employees to have a better performance and able to achieve the organization goals. This shows that employees are

important assets for every organization and able to grow the market of the organization by performing well.

2. Literature Review

2.1 Conceptual Definition

a) Employees' performance

Employee performance relates to how employees act at work and how well they carry out the tasks that have been assigned to them. Employees are the treasure, power, and backbone of an organization's success, so how employers treat and motivate employees to work at their best is crucial (Ghebreorgis, 2018). Employee performance is one of the most crucial pillars of an institution's foundation, therefore examining the factors that influence it serves a valuable function.

b) Hotel industry

According (Introduction to Hotel Industry, 2018), the hotel industry is a service industry that contributes to the country's economic development in another way. Before the term "hotel," there was the term "accommodation" or "places for travellers," which has a wider scope than the word "hotel." However, the hotel provides lodging for tourists who wish to pay the proprietor for their stay. The term 'hotel industry' can be defined as the business administration relating to staying, set up to receive payments from travellers or people seeking a temporary stay, with services on food and drink and a systematic control on the specific administration.

2.2 Factors Influencing Employees' Performance in Hotel Industry

In this study, researchers from past studies have come out with few factors influencing employees' performance in hotel industry such as:

a) Work environment

The workplace environment is characterized as a physical geographical region, such as an office, where variables such as air quality, noise level, employee wellness, and even adequate parking are taken into account (Oswald, 2012). Working environment variables may be classified into two types: physical work environment and nonphysical work environment. Each of these two components has its own performance indicator that is related to the other.

b) Empowerment

Empowerment refers to the process of allowing employees to use their full potential in order to benefit the group or organization (Tajuddin, 2013). According to (Meyerson & Dewettinck, 2012), employee empowerment has long been acknowledged as an important component of organizational success, with numerous researchers noticing a direct connection between employee empowerment and employee performance, job satisfaction and commitment. In recent years, the concept of empowerment has been a major topic in management.

c) Salary

According to (Murphy, 2015), the measure of salary, points of interest, or counterpart's worker receives in-kind compensation for service delivered to the organization. It's a daily collaboration that ensures employees feel like their contributions are valued by the organization. Wages and salaries are the most focused direct cash benefits by employees, so they sort of take center stage in the scheme of things when it comes to job rewards (Calvin, 2017). Recognizing and rewarding strong performance, as well as offering incentives to improve it, performance management has an impact on performance.

2.3 Hypothesis Development

According to (Diana, Supriyanto, Ekowati, & Ertanto, 2021), performance is the outcome of labour that can be accomplished by employees of an organisation both individually and in groups. This is in keeping with the organization's authority and obligation to fulfil the goals, mission and vision by including independence, persistence, and the ability to solve problems within the legally specified timeframe, as well as morality and ethics. The hotel sector incorporates components into their goods to improve their client offerings. Rooms and food services are essential components that support events, corporate demands, and tourism needs. As a result of observing and discussing the findings of previous studies, the following hypothesis was developed:

Hypothesis 1: There are significant relationships between work environment and employees' performance in hotel industry.

According to Busro (2018), performance is a work result delivered by employees in an organisation, both individually and in groups. Employee performance refers to how successfully workers carry out their tasks and duties (Kustono, 2020). Following the organization's authority and duty to fulfil its vision, purpose, and goals, including the capacity, persistence, and independence within the time limit, in a morally and ethically sound manner.

Hypothesis 2: There are significant relationships between empowerment and employees' performance in hotel industry.

According to (Motowidlo, 2003), employment performance is characterized as the aggregate anticipated that esteem would the organization of the discrete behavioural scenes that an individual does over a standard period. Accordingly, the performance is characterized by the activities judgmental and evaluative procedures. For each hotel, the most essential component is the staff's performance in light of the fact that the achievement or disappointment of an organization relies upon the performance of a worker.

H3: There are significant relationships salary and employees' performance in hotel industry.

According to (Sonnetag & Frese, 2008), the idea of performance encompasses a variety of different dimensions and is susceptible to a wide range of subjective standards and evaluations. It is possible to conduct an evaluation by utilising a performance rating that is completed by co-workers or supervisors. This method is the one that is utilised the most frequently in order to evaluate performance.

2.4 Conceptual Framework

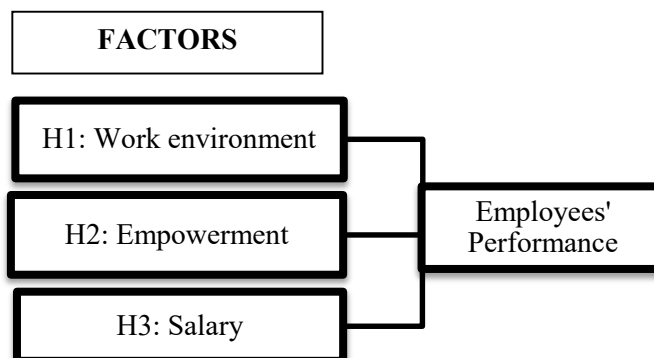


Figure 1: shows the conceptual framework of this study

The purpose of a conceptual framework is to indicate which variables are independent and which are dependent. Work environment, empowerment and salary are factors that influence employees'

performance and are used as independent variables in this study while the employees' performance is the dependent variable.

3. Research Methodology

This methodology chapter should explain how various type of methodologies used in this research to gather and analysis the data collected.

3.1 Research Design

A research design is a set of parameters for collecting and analyzing data with the goal of combining relevance to the research objective with economy and method (Akhtar, 2016). Research is a significant method of gathering new facts and information while research design is a master plan that lays out the process and techniques for researchers to collect and analyze data needed. In order to perform this research, quantitative research was chosen in conducting this research. Quantitative research method focuses on objective measurements and numerical analysis of data collected through questionnaires and surveys.

3.2 Sampling Design, Sample Size & Population

The population of this study is the employees of hotel industry located at Batu Pahat, Johor. Krejcie and Morgan table method has been used in this research to simplify the process of determining the sample size for the population. In this study, a total of 80 sets of questionnaires will be distributed to employees of chosen hotel at Batu Pahat.

3.3 Research Instruments

A set of questionnaires are distributed to collect primary data from employees on the factors that influence their performance. The questionnaire will prove to be the most effective tool for gathering information from responders. Then, data analysis was carried out to assess the results of the study and to determine whether the research would achieve the research objectives by using the Statistical Packages for Social Science (SPSS) tool.

Table 1: Research Instrument Questionnaire

Section	Category	No of Items	Sources
A (Demographic)		5	
B (Factors Influencing Employees' Performance)	• Work environment	5	(Sinnappan, 2017)
	• Empowerment	5	
	• Salary	5	
C (Employees' Performance)		5	

4. Results and Discussion

This chapter will discuss the findings of the study obtained from the data collected from the questionnaires distributed to 80 employees in hotel industry at Batu Pahat.

4.1 Response Rate

According to Krejcie and Morgan's table (1970) in Chapter 3, a total of 80 respondents are chosen as sample among 100 population in this study. Out of 80 questionnaires distributed, 80 valid questionnaires are return with response rate 100%.

4.2 Missing Value Analysis

Missing value analysis is used to ensure all the data from questionnaires are key into SPSS without any missing value. Finding the best strategy to address this problem might be difficult because missing data are a typical problem in most scientific projects including data processing (Yadav & Roychoudhury, 2018). Therefore, there was no missing value in the data collected for all variables.

4.3 Reliability Analysis

The reliability of the data collected is measure by using Cronbach's alpha coefficient in SPSS software. If the Cronbach's Alpha reliability value is at 0.9, this indicates that data collection is very good and effective with a high level of consistency. Whereas if the Cronbach's Alpha reliability value is less than 0.5, this indicates data collection should be dropped.

a) Reliability test

Table 2 shows the Cronbach's alpha value for independent variables and dependent variable. The reliability of Cronbach's alpha for work environment, empowerment and salary are 0.834, 0.899 and 0.839 respectively which indicates the consistency are very good. Whereas, the reliability of Cronbach's alpha for employees' performance is 0.911 which indicates the consistency is excellent. All the variables shows acceptance and able to proceed with this study.

Table 2: Reliability Test

Variables	Cronbach's Alpha
Independent Variables	
Work Environment	0.834
Empowerment	0.899
Salary	0.839
Dependant Variables	
Employees' Performance	0.911

4.4 Descriptive Analysis (Demographic)

Descriptive analysis demographic is used to measure the background of the respondents. In questionnaire, section A will be usually demographic section to obtain respondent's background. In this study, demographic section has gender, age, education level, marital status and work experience questions.

Table 3: Results of Demographic

Item	Frequency	Percentage (%)
Gender		
Male	45	56.3
Female	35	43.8
Total	80	100

Age		
20-30 years old	35	43.8
31-40 years old	28	35.0
41-50 years old	11	13.8
Above 51 years old	6	7.5
Total	80	100
Education Level		
SPM	17	21.3
STPM/ ALevel/ Diploma	38	47.5
Bachelor's Degree	19	23.8
Master's Degree	6	7.5
Total	80	100
Marital Status		
Single	47	58.8
Married	33	41.3
Total	80	100
Work Experience		
Less than 1 year	17	21.3
1-5 years	35	43.8
5-10 years	19	23.8
Above 10 years	9	11.3
Total	80	100

4.5 Descriptive Analysis (Variables)

This section of the summary of descriptive analysis was conducted by calculating the mean, standard deviation, and measurement level of the tendency to see more clearly the factors influencing employees' performance in hotel industry at Batu Pahat based on the frequency distribution.

a) Section B: To identify the relationship between work environment, empowerment and salary and employees' performance

Table 4 shows the analysis of mean and standard deviation of respondent's relationship between work environment and employees' performance. Overall, the analysis of respondents' relationship between work environment and employees' performance shows the average mean score which is 3.632 and standard deviation as 1.221. The analysis of respondents' relationship between empowerment and

employees' performance shows the average mean score which is 3.726 and standard deviation as 1.1752 and the analysis of respondents' relationship between salary and employees' performance shows the average mean score which is 3.678 and standard deviation as 1.1848.

Table 4: Analysis of mean and standard deviation of respondent relationship between work environment, empowerment, and salary and employees' performance

Items	Average Mean	Std. Deviation	Level
Work Environment	3.632	1.221	High
Empowerment	3.726	1.1752	High
Salary	3.678	1.1848	High

b) Section C: Employees' Performance

Table 5 shows the analysis of mean and standard deviation of respondents' employees' performance. The analysis of respondents' employees' performance shows the average mean score which is 3.728 and standard deviation as 1.255.

Table 5 Analysis of mean and standard deviation of respondent's employees' performance

Items	Average Mean	Std. Deviation	Level
Employees' performance	3.728	1.255	High

4.6 Normality Analysis

The researcher used the Kolmogorov-Smirnov to determine the normality of the data since the respondent sample exceeds 50. The data distribution is normal if the significant is more than 0.05 ($p > 0.05$) and the data distribution is abnormal if the significant is less than 0.05 ($p < 0.05$). Based on the table 6, the result shows that p-value is 0.00 which is smaller than 0.05 ($0.00 < 0.05$), thus the data is not normally distributed. In this study, both tests showed the data were not normal where the Kolmogorov-Smirnov and Shapiro-Wilk significant values were both 0.000.

Table 6 Result of normality test

Variable	Kolmogorov- Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employees' performance (Dependent Variable)	0.179	80	0.000	0.888	80	0.000

4.7 Correlation Analysis

In this study, correlation analysis is used to determine the relationship between independent variables such as work environment, empowerment and salary and dependent variables such as employees' performance.

a) *Correlation between Work Environment and Employees' Performance*

Table 7 Correlation between work environment and employees' performance

		Employees' Performance	
Spearman's rho	Work Environment	Correlation Coefficient	0.910**
		Sig. (2-tailed)	0.000
		N	80

Table 7 shows the result of relationship between work environment and employees' performance by using Spearman's Rho correlation coefficient. There is a positive correlation between these two variables which shows the value of 0.910 which is more than 0.05 ($P > 0.05$). Therefore, it shows there is a significant relationship between work environment and employees' performance.

b) *Correlation between Empowerment and Employees' Performance*

Table 8: Correlation between work environment and employees' performance

		Employees' Performance	
Spearman's rho	Empowerment	Correlation Coefficient	0.939**
		Sig. (2-tailed)	0.000
		N	80

Table 8 shows the result of relationship between empowerment and employees' performance by using Spearman's Rho correlation coefficient. There is a positive correlation between these two variables which shows the value of 0.939 which is more than 0.05 ($P > 0.05$). Therefore, it shows there is a significant relationship between empowerment and employees' performance.

c) *Correlation between Salary and Employees' Performance*

Table 9: Correlation between Salary and Employees' Performance

		Employees' Performance	
Spearman's rho	Salary	Correlation Coefficient	0.920**
		Sig. (2-tailed)	0.000
		N	80

Table 9 shows the result of relationship between salary and employees' performance by using Spearman's Rho correlation coefficient. There is a positive correlation between these two variables which shows the value of 0.920 which is more than 0.05 ($P > 0.05$). Therefore, it shows there is a relationship between salary and employees' performance.

5. Conclusion

This chapter will discuss the overall studies that has been conducted. The conclusion will be based on the information gather from Chapter 1 till Chapter 5 in this study.

a) Discussion of findings

The first objective of this study was to identify the relationship between work environment and employees' performance in hotel industry at Batu Pahat. The findings of this study shows that employees in hotel industry at Batu Pahat have an average mean of 3.632 with standard deviation of 1.221. To make it clearer, it shows that work environment has high positive influence on employees and would affect their performance. According to (Sedarmayanti, 2003), a good working environment is a place where individuals can perform their duties in an ideal, safe, healthy, and comfortable manner. However, many studies shows that work environment can also be a toxic which can affect an employee. The physical environment at work is crucial for employee productivity, enjoyment, social relationships, and health. It is commonly accepted that the physical architecture of offices and the ambient circumstances of workplaces are significant organisational performance variables. It will be able to provide numerous elements of the working environment and their influence on job performance. Thus, hypothesis 1 is supported because this study indicate there is a significant relationship between work environment and employees' performance.

The second objective of this study was to identify the relationship between empowerment and employees' performance in hotel industry at Batu Pahat. The findings of this study shows that employees in hotel industry at Batu Pahat have an average mean of 3.726 with standard deviation of 1.1752. This shows that empowerment has high positive influence on employees and would affect their performance. According to (Bramah D. M., 2016), empowerment was found to be a significant factor in encouraging staff accountability in the hospitality sector. An empowering work environment has a profound effect on employee accountability. As a result, the staff member may come to feel more important to the hotel and more invested in its success. According to (Kim & Lee, 2013), employee empowerment has been shown to increase profits and lower costs by encouraging innovation and creativity. As an employee's responsibilities grow, so does his or her productivity. The employees who are given a lot of freedom also try to go all out to look for better chances to succeed. When employees are given more freedom, they are more likely to think of creative ways to meet customers' needs. Thus, hypothesis 2 is supported because this study indicate there is a significant relationship between empowerment and employees' performance.

The last objective of this study was to identify the relationship between salary and employees' performance in hotel industry at Batu Pahat. The findings of this study shows that employees in hotel industry at Batu Pahat have an average mean of 3.678 with standard deviation of 1.1848. This shows that salary has high positive influence on employees and would affect their performance. According to (Ahmad & Bujang, 2013), when a good performance is noticed and rewarded, there is a greater chance that it will be repeated in the future. However, a poor performance might be discouraging or even rejected in order to reduce the likelihood that it will occur again. The consistent nature of the collaboration gives employees the impression that the organisation values the contributions they make in their roles. It is thought that because of their remarkable talents, and the sort of recognition they receive, it may lead to high levels of certainty in the workplace (Sekyi, Boakye, & Ankumah, 2016). Thus, hypothesis 3 is supported because this study indicate there is a significant relationship between salary and employees' performance.

5.2 Limitation of Study

In this study, there are several limitations of the study. Among them is that this study was conducted on employees of selected hotel industry at Batu Pahat. In this study, the main factor was to identify the factors influencing employees' performance in hotel industry. In addition, the researcher did not conduct the entire employees of hotel industry at Batu Pahat and the researcher also did not chose all the hotels at Batu Pahat. Hence, the limitation of this study is in the terms of population. Besides, the

issue of honesty is a significant factor in both this research and others like it. In order to provide the researcher with reliable results, it is important that the respondents answer the questionnaires in an open and honest manner. This is an aspect of the research that the researchers were unable to control, but it should still be mentioned. In the meantime, the truthfulness of the responses that respondents provide on the questionnaire is an essential component in order to get better results.

There are some ideas from the researcher that may be used to prevent or reduce the impact of the limitations of this study. To begin, the population sample that will be used in subsequent study might be increased in size so that the findings would be more generalizable and could more accurately reflect the situation in the long run. In the meanwhile, the researchers were unable to exert control over the issue of respondents' honesty; nevertheless, they did discover that the most effective way to encourage respondents to answer questions in an honest manner was to emphasise the significance of their contributions to the investigation. In point of fact, these measures may be put into action to lessen the degree of imperfection.

5.3 Recommendation for further studies

As limitations were existed in this study so there are a few recommendations for future researcher. First, the current study was only focused on employees of hotel industry at Batu Pahat Thus, the findings of the study were unable to represent whole hotel employees in Batu Pahat. The researcher suggests that future studies should look at a larger group of people so that the results can be used in a wider range of situations, such as conduct the study to more hotel in Batu Pahat. Therefore, future research will have a better understanding about the relationship between work environment, empowerment and salary and employees' performance. A larger sample size has the potential to produce more accurate results that can be extrapolated to the entire population of Batu Pahat. In addition, the researcher only focused on the relationship between work environment, empowerment and salary and employees' performance. These factors may not be the sole ones that affect employees' performance. There are several other possible things that might have an effect on it as well. Furthermore, researcher suggest that the future researcher should use various type of instruments to collect data such as quantitative and qualitative method to understanding this issue deeply.

5.4 Conclusion

The purpose of this study is to identify the relationship between work environment and employees' performance, to identify relationship between empowerment and employees' performance and to identify the relationship between salary and employees' performance. The result of this study has discovered that work environment, empowerment and salary had highly influence employees' performance. Furthermore, the study also determines that there is significant negative relationship between work environment, empowerment and salary toward employees' performance in hotel industry at Batu Pahat. Besides, the research also identifies that employees' performance was affected by work environment, empowerment and salary that faced by respondents.

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