HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES AND JOB SATISFACTION OF THE EMPLOYEES IN THE HOSPITALITY INDUSTRY IN KLANG VALLEY

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HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES AND JOB SATISFACTION OF THE EMPLOYEES IN THE HOSPITALITY INDUSTRY IN KLANG VALLEY.

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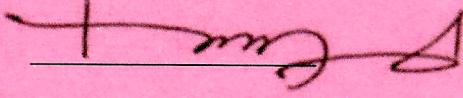
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ABSTRACT

The hospitality sector significantly depends on its workforce, yet it continually grapples with issues related to employee retention and satisfaction. This research seeks to evaluate the impact of specific human resource management (HRM) practices on the job satisfaction of hotel staff in Kuala Lumpur. The HRM practices examined encompass training and development, performance appraisal, compensation and benefit and leadership approach. Adopting a quantitative methodology, data were gathered from 169 participants through an online structured questionnaire. The sample was determined according to Krejie and Morgan's sampling guidelines. The data analysis included descriptive statistics, assessments of reliability and normality, diagnostics for multicollinearity, and multiple regression analysis. The results indicate that all five HRM factors have a statistically significant and positive influence on job satisfaction, with compensation and benefits recognized as the most influential. The regression model produced a robust R^2 value of 0.644, signifying considerable explanatory strength. These findings imply that effective HRM practices not only elevate employee satisfaction but also act as strategic instruments for minimizing turnover, enhancing morale, and improving overall organizational performance. The study provides valuable insights for hotel managers and HR professionals in aligning HR strategies with employee expectations to foster a more engaged and dedicated workforce.

Keywords: Human Resource Management (HRM), Job Satisfaction, Hotel Industry, Employee Retention, Compensation and Benefits, Training and Development, Leadership Style, Performance Appraisal, Hospitality Sector.
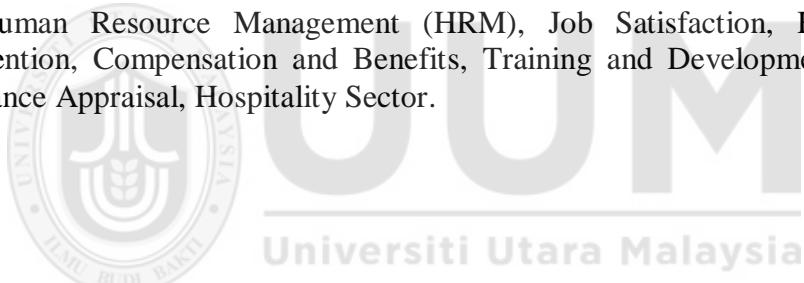
ABSTRAK

Sektor hospitaliti sangat bergantung kepada tenaga kerjanya, namun ia terus berdepan dengan isu berkaitan pengekalan dan kepuasan pekerja. Kajian ini bertujuan untuk menilai impak amalan pengurusan sumber manusia (HRM) tertentu terhadap kepuasan kerja kakitangan hotel di Kuala Lumpur. Amalan HRM yang dikaji merangkumi latihan dan pembangunan, penilaian prestasi, pampasan dan faedah, dan pendekatan kepimpinan. Dengan menggunakan metodologi kuantitatif, data telah dikumpul daripada 169 peserta melalui soal selidik berstruktur dalam talian. Sampel ditentukan mengikut garis panduan persampelan oleh Krejcie dan Morgan. Analisis data merangkumi statistik deskriptif, penilaian kebolehpercayaan dan kenormalan, diagnostik multikolineariti, serta analisis regresi berganda. Keputusan menunjukkan bahawa kelima-lima faktor HRM mempunyai pengaruh yang signifikan dan positif terhadap kepuasan kerja, dengan pampasan dan faedah dikenal pasti sebagai faktor paling berpengaruh. Model regresi menghasilkan nilai R^2 yang kukuh iaitu 0.644, menunjukkan kekuatan penjelasan yang tinggi. Penemuan ini menunjukkan bahawa amalan HRM yang berkesan bukan sahaja meningkatkan kepuasan pekerja tetapi juga bertindak sebagai alat strategik untuk mengurangkan kadar keluar masuk pekerja, meningkatkan semangat kerja, dan mempertingkatkan prestasi organisasi secara keseluruhan. Kajian ini memberikan pandangan yang berguna kepada pengurus hotel dan profesional HR dalam menyelaraskan strategi HR dengan jangkaan pekerja bagi mewujudkan tenaga kerja yang lebih komited dan bermotivasi.

Kata kunci: Pengurusan Sumber Manusia (HRM), Kepuasan Kerja, Industri Hotel, Pengekalan Pekerja, Pampasan dan Faedah, Latihan dan Pembangunan, Gaya Kepimpinan, Penilaian Prestasi, Sektor Hospitaliti.

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CHAPTER 1: INTRODUCTION

1.1 Introduction

This chapter provides an overview of the research background. It comprises the problem description and existing gap, research objectives, research questions, study hypothesis, and the importance of studying this topic, which is related to human resource practices and job satisfaction.

1.2 Research background

Job satisfaction has long been a central topic in organizational behaviour and human resource management. It relates to how satisfied individuals are with their occupations, which includes elements such as work environment, compensation, interpersonal interactions, and opportunities for personal development. According to Shah et al (2025), job satisfaction is not merely a reflection of how employees feel about their work, but a critical determinant of organizational performance, employee retention, and overall workplace morale. Contemporary studies emphasize that satisfied employees are more likely to demonstrate higher productivity, creativity and commitment to the organizational goals (Judge et al., 2023). In recent years, the conceptualization of job satisfaction has evolved, integrating psychological, social, and cultural dimensions. Scholars like Bakker and Demerouti (2022) highlight the role of job resources such as autonomy, feedback, and supportive leadership as key drivers of satisfaction. Their Job Demands-Resources (JD-R) model suggests that when employees perceive adequate support and manageable workloads, their satisfaction increases significantly. Furthermore, emotional well-being, psychological safety, and a sense of purpose at work have gained attention as essential contributors to job satisfaction in modern organizations (Rana & Malik, 2023)

The influence of organizational culture and leadership style is also emphasized in recent literature. Transformational leadership, characterized by inspirational motivation and individualized consideration, is positively associated with job satisfaction (Nguyen & Hansen, 2024). Leaders who foster inclusive environments and promote employee participation in decision-making contribute significantly to enhancing satisfaction. Moreover, the advent of remote and hybrid work models has reshaped employee expectations, necessitating adaptive strategies from organizations to maintain engagement and satisfaction levels.

Scholars also underscore the dynamic nature of job satisfaction, noting that it is not static but influenced by life stages, career progression, and changes in organizational climate. Research by Kim and Park (2023) points out that younger employees prioritize learning opportunities and work-life balance, whereas older employees may value stability and recognition more. This highlights the importance of personalized human resource practices that consider individual needs and aspirations to boost satisfaction levels across diverse workforce segments.

Every employee in a company has a distinct set of talents, knowledge, and abilities that define their job happiness and person-job fit, claims Kurniawan (2021). In order to improve job satisfaction and get the best results from each individual working for an organization, the goal is to match each employee's unique set of skills, knowledge, and talents with the work environment. According to Shah & Ayub (2021), there is a strong correlation between work satisfaction and person-job fit. Businesses that participate in contracting are also among the particular targets for allocating workers in accordance with their skills, as the firm will benefit from their successful performance. Happy employees are more likely to be committed to their work thus, each organization should also pay attention to job satisfaction of the employees.

1.3 Job Satisfaction In Malaysia

Job satisfaction in Malaysia showcases a complex landscape, demonstrating both advancement and ongoing issues in the labour force. Recent polls show an upward trend in the job satisfaction rates of workers in Malaysia. PricewaterhouseCoopers. (2024), said that 84% of employees indicate a willingness to embrace new work methods and personal development. Nevertheless, this flexibility is contrasted by worries, as 70% experience stress due to the swift rate of changes in the workplace. Although satisfaction has risen, 41% of employees are contemplating changing jobs within the next year, exceeding the 19% seen during the Great Resignation of 2022.

People Matters Global (2024), stated that the balance between work and life continues to be a major issue. Malaysia is positioned 59th among 60 nations in the Global Life-Work Balance Index, achieving a score of 27.51 out of 100. Elements leading to this low position consist of an average workweek of 40.8 hours, restricted mandatory leave, and a minimum wage of USD1.07 per hour. These circumstances underscore the difficulties Malaysian employees encounter in attaining an equitable balance between work and personal life.

Opportunities for career advancement greatly affect job satisfaction. Yahoo News (2023), noted that 50% of Malaysian workers might think about departing from their present job if it does not offer growth opportunities. This feeling is especially prevalent among younger demographics, like Gen Z and Millennials, who value ongoing education and growth.

1.4 Tourism industry in Malaysia

Malaysia's tourism industry is currently experiencing a dynamic and transformative phase, as highlighted by recent scholarly analyses and industry reports. Following the global disruption caused by the COVID-19 pandemic, the sector has rebounded strongly. In 2024, it is projected to contribute MYR 198.7 billion to the national economy surpassing pre- pandemic levels and support over 2.4 million jobs. Both domestic and international visitor spending have shown significant increases, reflecting restored traveler confidence and the success of government recovery strategies.

Malaysia's tourism industry is changing significantly as a result of digital transformation. Technological advancements like artificial intelligence (AI), augmented reality (AR), and virtual reality (VR) are improving travel experiences and increasing operational effectiveness. These technologies enable businesses to personalize services, optimize marketing efforts, and respond better to traveler needs. Scholars note that digitalization is not only modernizing the sector but also addressing long-standing issues such as workforce shortages and market segmentation.

Government initiatives play a pivotal role in supporting the industry's growth. The National Tourism Policy 2020–2030 outlines plans to position Malaysia among the world's top tourist destinations through enhanced infrastructure, digital integration, sustainability measures, and policy reform. Investment zones, improved public-private partnerships, and better tourism governance are among the key strategies being implemented to future-proof the sector.

The tourism industry plays a significant role in driving Malaysia's economic growth. It contributes directly and indirectly to the country's GDP, job creation, foreign exchange earnings and the development of related sectors such as transportation, retail and hospitality. As of 2024, tourism is expected to contribute MYR 198.7 billion to Malaysia's GDP, making up 10.5% of the national economy. This strong economic performance underscores the sector's importance as a major pillar of Malaysia's development strategy.

One of the most immediate economic impacts of tourism is employment generation. The industry supports over 2.4 million jobs in Malaysia, which includes roles in hotels, travel agencies, restaurants, tour guiding, transportation services, and cultural attractions. These employment opportunities are not only found in urban centers but also in rural and remote areas, helping to reduce regional economic disparities and improve community livelihoods.

Tourism also brings in substantial foreign exchange through international visitor spending. In 2024, foreign tourists are projected to spend approximately MYR 93.7 billion in Malaysia. These inflows help strengthen the country's balance of payments, support currency stability, and contribute to foreign reserves. Moreover, tourism encourages local entrepreneurship, particularly in small and medium enterprises (SMEs) that cater to tourists, such as craft producers, food vendors, and local tour operators. Tourism also boosts infrastructure. To meet rising visitor demand, the government and corporate sector invest in airports, roads, public transportation, hotels, and communication systems. These changes not only assist tourists, but they also improve the quality of life for locals and help other industries such as logistics and construction.

The economic multiplier effect of tourism is also notable. Spending by tourists circulates through the economy, creating demand in sectors such as agriculture (for food), manufacturing for souvenirs and goods, and financial services for insurance, banking. This ripple effect makes tourism a key driver of inclusive economic growth.

Overall, the tourism industry significantly boosts Malaysia's economic resilience by diversifying income sources, attracting foreign investment, and promoting regional development. It is a strategic sector that supports sustainable economic progress and helps position Malaysia as a globally competitive and culturally rich destination.
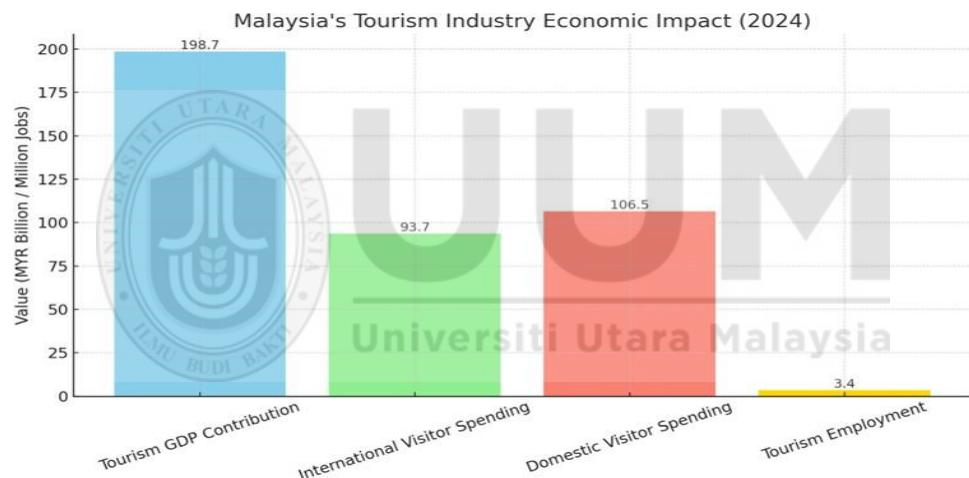
Figure 1.1: Malaysia's Tourism Industry Economic Impact in 2024

1.5 Hospitality industry in Malaysia

The hotel industry in Malaysia has been a significant contributor to the country's economic development, particularly in the years 2020 to 2025, (MAH, 2025). Despite facing challenges due to the COVID-19 pandemic, the sector has demonstrated resilience and adaptability, playing a crucial role in Malaysia's economic recovery and growth. Prior to the pandemic, tourism was a substantial part of Malaysia's economy, contributing approximately RM240

or 15.9% to the GDP and employing 3.6 million individuals, which accounted for 24% of the total workforce in 2019 (Othman & Mohd Rosli, 2023). The hotel industry, as a core component of the tourism sector, was instrumental in this contribution. However, the pandemic led to a significant downturn, with tourism's GDP contribution declining to 14.1% in 2020 and a loss of over 104,000 jobs in the sector (Othman & Mohd Rosli, 2023).

In response to these challenges, the Malaysian government introduced the National Tourism Policy (NTP) 2020–2030, aiming to revitalize the tourism sector through sustainable and inclusive growth strategies. The policy focuses on enhancing governance, promoting sustainable tourism, and increasing resilience against future crises (Hamid et al., 2020). Additionally, initiatives like the "Cuti-Cuti Malaysia" campaign were launched to stimulate domestic tourism and support the hotel industry during the recovery phase (Chan & Lian, 2023).

The hotel industry's recovery is further evidenced by the growth in accommodation establishments. According to the Economic Census 2023, the number of accommodation establishments increased by 19.2% from 2015 to 2022, reaching 14,962 establishments. The sector's gross output also rose to RM16.7 billion in 2022, indicating a steady economic contribution (BusinessToday, 2024).

1.6 HRM practices in hospitality industry in Malaysia

The hospitality industry in Malaysia heavily relies on effective Human Resource Management (HRM) practices to maintain service quality, employee satisfaction, and organizational performance. Current scholars highlight that core HRM functions such as recruitment and election, training and development, performance appraisal, compensation, and employee involvement are widely adopted across Malaysian hotels. According to Kamarudin and

Sajilan (2020), these HRM practices are directly linked to employee retention and service

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excellence, which are crucial in an industry marked by high customer expectations and service intensity.

Recruitment and selection processes in Malaysian hotels are increasingly aligned with organizational values and customer service demands. Scholars such as Ruzita et al. (2020) argue that strategic hiring improves job-person fit and reduces early turnover, a persistent challenge in the industry. At the same time, training and development have gained prominence as tools to enhance employee competency and motivation. Empirical studies (e.g., Mansor et al., 2021) show that continuous learning opportunities in the hotel sector are positively correlated with employee engagement and job satisfaction, especially in customer-facing roles.

Performance appraisal and reward systems also play an essential role in the HRM framework. Research by Salleh et al. (2022) emphasizes that regular, transparent performance evaluations coupled with fair compensation improve employee morale and loyalty. This is particularly important in a competitive labor market, where skilled hospitality workers often switch jobs for marginally better pay or benefits. In response, many Malaysian hotels are now implementing more structured and transparent performance management systems.

Moreover, the strategic integration of HRM with organizational goals is seen as a key differentiator in high-performing hotels. According to Ahmad and Scott (2014), five-star hotels in Malaysia apply differentiated HR strategies for managerial and non-managerial staff, ensuring that human capital management supports long-term business objectives. This strategic HRM approach fosters a culture of accountability, career development, and continuous improvement.

1.7 Problem Statement

The hotel industry in Klang Valley, Malaysia's most urbanized and economically vibrant region, is a cornerstone of the national tourism sector (Tourism Malaysia, 2024). As this industry continues to expand, fueled by both international and domestic travel, the demand for high-quality service becomes increasingly crucial. In service-driven industries such as hospitality, employee satisfaction is a key determinant of customer experience, operational efficiency, and organizational success. Therefore, maintaining a motivated, productive, and satisfied workforce is essential for hotels aiming to sustain competitiveness in a rapidly evolving market (Halim et al, 2021).

According to Halim et al (2021)), it is commonly acknowledged that human resource management (HRM) procedures, which include hiring and selection, training and development, performance reviews, pay, and employee relations, are essential instruments for influencing the attitudes and actions of employees. However, in the context of Klang Valley's hotel industry, there is growing concern over persistent issues such as high employee turnover, declining service quality, staff burnout, and lack of long-term employee engagement. These issues raise concerns regarding the impact of current HRM procedures on employee work satisfaction by pointing to possible flaws in their efficacy or implementation.

Despite the critical role that HRM practices play in affecting employee outcomes, there has been little research on this link in the Klang Valley hotel business. Much of the existing literature focuses on broader national or international contexts, which may not adequately capture the unique socio-economic, cultural, and operational characteristics of Klang Valley's hospitality sector. Furthermore, with increasing competition and heightened customer expectations, understanding the factors that contribute to employee job satisfaction is more important than ever.

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This gap in localized research creates a challenge for hotel managers and HR practitioners in Klang Valley who lack reliable, context-specific data to guide the design and implementation of effective HRM strategies. Without a clear understanding of which HRM practices most significantly influence employee satisfaction, organizations risk investing in initiatives that fail to address the root causes of dissatisfaction, thereby perpetuating operational inefficiencies and staff turnover.

As a result, the purpose of this study is to look into the relationship between human resource management techniques and work satisfaction among hotel employees in Klang Valley. By determining which HRM strategies have the most impact on employee happiness, the study hopes to provide practical recommendations for improving workforce management and organizational performance in the region's hospitality sector.

1.8 Research Objectives

The study shall be guided by the following specific objectives**.**

RO1: To examine the influence of training and development on the job satisfaction of the employees in hotel industry.

RO2: To examine the influence of performance appraisal on the job satisfaction of the employees in the hotel industry.

RO3: To examine the influence of compensation and benefits on the job satisfaction of the employees in the hotel industry.

RO4: To examine the influence of leadership style on the job satisfaction of the employees in the hotel industry.

1.9 Research Questions

The study shall be guided by the following specific questions.

RQ1: Does the training and development influences the job satisfaction of the employees in the hotel industry?

RQ2: Does the performance appraisal influences the job satisfaction of the employees in the hotel industry?

RQ3: Does the compensation and benefits influences the job satisfaction of the employees in the hotel industry?

RQ4: Does the leadership style influences the job satisfaction of the employees in the hotel industry?

1.10 Significance of study

The purpose of this study is to uncover the important factors influencing employee work satisfaction in Malaysia's hospitality industry. The four factors that play a major role in individual's job satisfaction are training and development practices, performance appraisal, compensation and benefits. Therefore, hospitality industry that adopt the suggested methodology derived from this study will observe a rise in the employees' job satisfaction.

The research's conclusions can help to shape decisions and policies pertaining to Malaysia's hospitality sector. A deeper understanding of the different aspects influencing employees job satisfaction in hospitality sector of Malaysia can result in well-informed policy changes that foster a more positive work environment and eventually improve the quality of instruction.

Numerous theories have been used by previous researchers to study job satisfaction. In order to look into dependent variables which is employee job satisfaction and independent variables are training and development, performance evaluation, compensation and benefits and leadership style.

Many studies, including those by Kahn (2017), Maslach et al. (2018), Melcrum (2018), Alfes et al. (2019), Welch (2019), Rasheed et al. (2020), Robinson et al. (2020), have been carried out to look into a variety of predictors of employee job satisfaction. The HRM practices were examined in the above-described research and most of them were related to perceived organizational support, work stress, organizational culture, psychological contract breaches, leadership style, and organizational justice. The study aims to address the lack of focus on the factors such as training and development, performance appraisal, compensation and benefits, and leadership style which suggests that these aspects have not been adequately considered.

In order to close this gap, this study will look into HRM practices that affect job satisfaction among employees in the hotel business, including training and development, performance reviews, compensation and benefits and leadership style.

The current study aims to offer direction to the employees of hotel industry of Malaysia, enabling them to actively prioritize the establishment of a training and development that can enhance their professional productivity. Besides, it which also enhance the employees' performance in the hotel industry. Furthermore, a comprehensive understanding of how various elements such as training and development, performance appraisal, compensation 'and benefits, and leadership style that can influence the job satisfaction which can help hotel industries lower employee turnover as employees to look for better job elsewhere. This will result in increased productivity of the product, improved job performance of the employees, and improved service quality.

1.11 Scope of the study

This study will be carried out among the staffs in three 5-star hotels which are Hotel Seri Pacific, W Hotel and Renaissance Hotel which located in Kuala Lumpur. Klang Valley has been selected as the locus for data collection in this investigation owing to its designation as Malaysia's principal economic and tourism nexus, characterized by a significant aggregation of hotels serving both domestic and international clientele. The hotel sector within this region employs a heterogeneous and multicultural workforce, thus rendering it an optimal environment for the analysis of the impact of various Human Resource Management (HRM) practices on employee job satisfaction. Furthermore, establishments within Klang Valley frequently encounter HR-related challenges, including elevated staff turnover and inconsistencies in service quality, which underscore the necessity for the implementation of more efficacious HRM strategies. The region's accessibility and advanced infrastructure also

enhance the efficacy of data collection procedures. Insights garnered from this locale are anticipated to yield significant contributions for HR practitioners and policymakers, as Klang Valley frequently establishes benchmarks for hospitality trends throughout the nation.

Data collection will be held through random distributions of questionnaires to 180 employees in the three selected 5-star hotels which are Hotel Seri Pacific, W Hotel and Renaissance Hotel in Kuala Lumpur. The study focuses on HRM practices in the three hotels that were chosen, including training and development, performance appraisal, compensation and benefits and leadership style.

Getting the information from the respondents may be an issue because some employees may not be willing to share or to open up for fear of victimization. However, the confidentiality of the information will be assured by providing them letter of authorization from the university to prove that the study is only for academic.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

According to Karatepe (2021), in the fast-paced, dynamic workplace of today, Malaysia's hospitality industry is essential to the nation's economic development and international standing. Businesses in the hospitality sector are becoming more aware of how different elements affect worker productivity and happiness. This literature review explores the key factors influencing the job satisfaction of employees in Malaysia's hospitality sector. Given the sector's crucial role in contributing to tourism and customer satisfaction, ensuring the productivity and well-being of its workforce is essential. Employees in this sector face constant challenges and evolving customer expectations, making it important to examine how maintaining a healthy work-life balance can enhance job performance and career development.

This review adds to the larger conversation on the factors that determine job satisfaction by emphasizing how supportive workplace practices can enhance employees' personal and professional lives while also improving service quality (Jayaweera, 2022). It focuses on training and development practices, performance evaluation, pay and benefits, and leadership style. In the end, the hospitality industry continues to be essential to both service excellence and national development.

2.2 Concept of Job Satisfaction

Job satisfaction represents a complex and multifaceted psychological construct that comprehensively encompasses an individual's holistic evaluation and assessment of their job-related experiences, which inherently involves a diverse array of emotional, cognitive, and behavioral dimensions that contribute to their overall sense of fulfillment in the workplace. In

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a contemporary analysis, Baxi and Atre (2024) articulate a nuanced definition of job satisfaction as being fundamentally rooted in "an individual's subjective evaluation of their work experience, which intricately encompasses a spectrum of feelings including contentment, a profound sense of fulfillment, and happiness that is derived from both the specific roles they undertake and the broader work environment in which they operate." This particular definition is in concordance with the theoretical framework posited by Hulin and Judge (2003), which meticulously delineates the distinction between the affective components, primarily consisting of emotional responses elicited in reaction to the work context, and the cognitive components, which are primarily evaluative judgments that individuals make regarding their job satisfaction levels.

Recent empirical investigations have underscored the importance of both intrinsic and extrinsic factors as pivotal determinants that significantly influence the overall levels of job satisfaction experienced by individuals in various professional settings. Intrinsic factors, which encompass elements such as a profound sense of achievement, the recognition received from peers and superiors, and the inherent nature of the work itself, have been shown to contribute positively to job satisfaction, while extrinsic factors, which include aspects such as salary, the quality of supervision, and the prevailing working conditions, also play essential and significant roles in this complex equation. In their scholarly work, Abdelmoula and Boudabbous (2021) elucidated that these dimensions of job satisfaction are particularly influential and impactful among professionals engaged in the field of accounting, indicating a nuanced interplay between various satisfaction determinants within this specific occupational context. Additionally, by making the work experience more meaningful, interesting, and ultimately rewarding for people in their roles, the Job Characteristics Model outlines five essential job attributes: autonomy, feedback, task identity, task significance, and skill variety. These attributes taken together improve job satisfaction.

It is impossible to exaggerate the significance of job satisfaction. It is the foundation for many positive organizational outcomes, such as increased output, improved employee engagement, and less attrition. Satisfied employees tend to exhibit greater loyalty and are more motivated to contribute positively to organizational goals (Ansari & Khan, 2024). In contrast, low levels of job satisfaction are linked to absenteeism, poor performance and increased turnover intention. In the hospitality industry, for instance, job satisfaction is crucial given the industry's dependency on employee engagement and service quality (Halim et al., 2021).

Furthermore, job satisfaction contributes to employees' overall well-being and psychological health. Recent studies show that it mediates relationships between work conditions and mental stress, with satisfied workers reporting fewer symptoms of anxiety, depression, and burnout (Daneshmandi et al., 2023). The strategic importance of job satisfaction has grown even more in the post-pandemic era, as organizations are increasingly focused on employee retention, resilience, and adaptability in the face of workplace disruptions.

It is said that numerous researchers have emphasized the importance of studying job satisfaction due to rapidly evolving workplace conditions, technological advancements, and shifting employee expectations. Jiayu Fan (2025) conducted a comprehensive literature review on the relationships between motivation, job satisfaction, and productivity. The study aimed to assist organizations in optimizing incentive structures and workplace environments to better support employee satisfaction and performance in the face of modern challenges.

In a similar vein, Sarina Mohamad Nor et al. (2024) focused on employees in multinational companies in Malaysia's Klang Valley, investigating the interplay between job satisfaction, motivation, and employee retention in the post-pandemic era. Their research was

motivated by the significant changes brought by COVID-19, which reshaped employee needs and organizational priorities. They found that job security, work-life balance, and career development were critical factors influencing satisfaction and retention.

Together, these studies underscore a growing research interest in understanding job satisfaction from multiple angles, including psychological, organizational, and technological perspectives. Researchers across disciplines have been motivated by the need to help organizations adapt to ongoing changes in the workforce, with the goal of improving engagement, innovation, retention, and overall job performance.

2.3 Job Satisfaction among Hospitality Employees

Job satisfaction among hotel employees in Malaysia has garnered significant attention in recent years, particularly in the context of evolving workplace dynamics and the hospitality industry's unique challenges. Recent studies have delved into various factors influencing job satisfaction, aiming to provide insights for better human resource practices and employee retention strategies.

In one noteworthy study, Halim et al. (2021) examined the connections among leader communication, workplace environment, and employee retention, using job satisfaction as a mediating factor. Workplace culture and leader communication have a major impact on job satisfaction, which in turn affects employee retention, according to a study done among staff members at 3- and 4-star hotels in the Klang Valley. This underscores the importance of fostering a positive work environment and effective communication channels to enhance job satisfaction and reduce turnover rates.

In the context of employee empowerment, a study focusing on the Furama Bukit Bintang Hotel in Kuala Lumpur found that incentives, training, rewards, and management style significantly influence job satisfaction (Raimel et al., 2019).

The findings suggest that when employees feel empowered through appropriate incentives and supportive management, their job satisfaction levels increase, leading to better performance and commitment to the organization.

Additionally, a study carried out in Sarawak looked at how organizational justice and work climate affected employees' intentions to leave, with job satisfaction serving as a mediating factor (Kasa & Hassan, 2024). According to the study's findings, job satisfaction is increased by views of justice and a healthy workplace culture, which in turn lowers employees' intentions to quit the company. This demonstrates how important fair procedures and a positive work atmosphere are for fostering employee retention and happiness.

Another study by Mazlan et al. (2021) explored the impact of financial and non- financial rewards on job satisfaction and employee loyalty in upper-upscale hospitality organizations in Selangor. The research found that financial rewards have a significant positive effect on job satisfaction and loyalty, while non-financial rewards did not show a significant impact. This indicates that, in the Malaysian hotel industry context, monetary compensation remains a key driver of employee satisfaction and loyalty.

In conclusion, recent studies on job satisfaction among Malaysian hotel employees highlight the concept's complexity, which is impacted by elements like organizational justice, rewards, employee empowerment, leadership communication, and the work environment. All of these studies point to the need for hotel management to use all-encompassing solutions that tackle both internal and external variables in order to improve job satisfaction, which will in turn improve organizational performance and employee retention.

2.4 Concept of training and development

A key element of human resource management is training and development (T&D), which aims to improve workers' abilities to fulfill present and future organizational demands.

According to Asriadi (2024), training involves imparting specific knowledge, skills, and attitudes to enable employees to perform their duties effectively, while development focuses on broader growth, preparing individuals for future roles and responsibilities. Evaluation, delivery strategies, program design and development, and requirements assessment are important components of T&D. In order to make sure that programs are in line with organizational objectives, needs assessment determines skill shortages and training requirements (Mick et al., 2021). Program design entails developing structured learning experiences that take organizational culture, learner profiles, and the employability of skills into account (Mick et al., 2021).

As technology has advanced, so too have delivery techniques. The flexibility and efficacy of blended learning, which blends traditional in-person instruction with online components, have made it popular (Hartmann & Lussier, 2020). Furthermore, training programs are incorporating immersive technologies like augmented reality (AR) and virtual reality (VR) to create realistic simulations that improve learner engagement and skill acquisition (Martins et al., 2021).

Evaluation of training effectiveness is crucial to determine the impact on employee performance and organizational outcomes. Models like Kirkpatrick's Four-Level Training Evaluation Model assess reactions, learning, behavior, and results to provide comprehensive insights into training efficacy (Kirkpatrick & Kirkpatrick, 2006).

The impact that T&D has on organizational performance serves as additional evidence of its significance. According to Fegade and Sharma (2023), businesses that invest in employee training see improvements in employee retention and profitability. According to Mehner et al. (2024), successful T&D initiatives also lead to improved organizational outcomes, higher productivity, and higher job satisfaction. Vaniarinanta et al. (2024) contend that in the framework of sustainable workforce development, high-quality education and training give workers the competencies they need to adjust to changing market conditions, promoting equitable and long-term economic growth.

It is said that the recent studies emphasizing the importance of personalized and adaptive learning approaches. The use of data analytics allows organizations to tailor training programs to individual learning styles and needs, enhancing engagement and retention (Patel & Lee, 2024). Moreover, microlearning—delivering content in small, focused segments—has been shown to improve knowledge retention and application (Jones & Brown, 2024).

It is believed that effective training and development strategies are integral to organizational success, fostering a skilled and adaptable workforce. Incorporating technological innovations and personalized learning approaches can enhance the effectiveness of T&D programs, aligning employee growth with organizational objectives.

2.5 Concept of Performance Appraisal

According to Garcia et al. (2023), performance evaluation is a formal, methodical procedure that companies use to assess each employee's productivity and work performance in respect to predetermined standards and organizational goals. It involves gathering information on job-related behaviors and outcomes to assess how effectively employees fulfill their roles. Modern writers stress that appraisal is a thorough process that includes observation, documentation, & feedback provision rather than just a rating or judgment (Smith & Lee, 2022).

This ongoing evaluation helps in identifying employee strengths, weaknesses, and developmental needs. Importantly, it is conducted periodically, often annually or semi-annually, but modern approaches advocate for more continuous and real-time assessments facilitated by digital tools (Nguyen & Patel, 2024).

The concept of performance appraisal has evolved from a traditional top-down assessment to a more inclusive, transparent, and developmental approach. Recent studies highlight the shift toward a performance management system that integrates appraisal as a continuous dialogue between managers and employees rather than a once-a-year event (Kumar & Park, 2021). Contemporary evaluation systems integrate a number of approaches, including Management by Objectives (MBO) and Objectives and Key Results (OKR), which connect personal objectives to organizational strategy, and 360-degree feedback, which gathers performance information from peers, supervisors, subordinates, and occasionally clients (Nguyen & Patel, 2024).

Additionally, the rise of artificial intelligence and data analytics allows for more objective and data-driven appraisals, reducing bias and increasing accuracy (Chen & Wang, 2025). The integration of technology also supports remote performance monitoring, a necessity that became apparent during the COVID-19 pandemic, where virtual feedback and appraisal tools became critical for managing distributed teams (Rodriguez & Smith, 2022).

The importance of performance appraisal lies in its multiple roles in enhancing individual and organizational effectiveness. First, it serves as a basis for key HR decisions such as promotions, salary adjustments, and training needs analysis (O'Connor & Lee, 2023). By providing employees with clear feedback, it encourages accountability and helps them understand how their work aligns with organizational goals. This feedback mechanism also acts as a motivational tool, boosting employee engagement and job satisfaction by recognizing

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achievements and identifying growth opportunities (Garcia et al., 2023). On the organizational level, performance appraisals enable management to identify skills gaps and workforce development needs, thereby informing strategic human resource planning and talent management (Chen & Wang, 2025). Particularly in the post-pandemic workplace, the appraisal process has adapted to remote and hybrid work models, emphasizing flexibility, real-time communication, and emotional support to sustain productivity and morale (Rodriguez & Smith, 2022). Overall, performance appraisal contributes to creating a culture of continuous learning and improvement, which is essential in today's fast-changing business environments.

It is said that several researchers have carried out recent studies that is conducted between the year 2020 and 2025 have significantly expanded the understanding of performance appraisal systems, emphasizing their evolving nature and critical role in contemporary organizations. For instance, Kumar and Park (2021) highlighted that modern performance appraisals are shifting from traditional annual reviews to continuous, real-time feedback mechanisms enabled by digital platforms. Their research showed that such approaches lead to greater employee engagement and improved performance outcomes.

By offering a more comprehensive view of employee behaviour and contributions, multi-source feedback—like 360-degree appraisal systems also improves the accuracy and fairness of performance reviews, according to Garcia et al. (2023). According to Nguyen and Patel (2024), technology and artificial intelligence are becoming more and more important in automating performance tracking and reducing bias, both of which increase the objectivity of appraisal procedures.

Additionally, the impact of the COVID-19 pandemic on appraisal practices has been a major focus. Rodriguez and Smith (2022) observed that remote work necessitated innovative

appraisal strategies, such as virtual check-ins and psychological assessments, to maintain employee motivation and productivity in dispersed teams.

2.6 Compensation and Benefits

A key component of human resource management is compensation and benefits, which include all monetary and non-monetary incentives given to staff members in return for their labor and contributions to the company (Armstrong & Taylor, 2020). In general, compensation refers to the outright monetary payments made to employees in exchange for their time, abilities, and performance. These payments include wages, salaries, bonuses, and incentives. Conversely, benefits comprise non-monetary or indirect incentives like health insurance, paid time off, retirement plans, and other employee welfare initiatives that go beyond basic compensation to promote employees' well-being (Milkovich, Newman, & Gerhart, 2021).

In recent years, the concept of compensation and benefits has evolved beyond mere transactional exchanges between employer and employee. Modern frameworks emphasize a strategic and holistic approach that aligns compensation practices with organizational goals and employee needs (Dessler, 2023). This includes flexible benefit options, wellness initiatives, work-life balance programs, and personalized incentives that cater to diverse employee demographics and preferences. Such an approach recognizes that compensation and benefits are key tools for fostering employee engagement, motivation, and retention in an increasingly competitive and dynamic labor market (Brewster et al., 2022).

Additionally, compensation and benefits are no longer viewed solely as cost centers but as critical investments in human capital that contribute to organizational performance and culture (WorldatWork, 2024). Organizations adopting contemporary compensation strategies focus on equity, transparency, and inclusivity to ensure fairness and to support a positive

employer brand. This conceptual shift reflects the understanding that effective compensation and benefits systems are essential not only for attracting talent but also for sustaining workforce commitment and driving long-term business success (Gerhart & Fang, 2023).

The importance of compensation and benefits in an organization cannot be overstated, as they directly influence employee motivation, satisfaction, and retention (Armstrong & Taylor, 2020). A well-designed compensation system serves as a key driver for attracting skilled and talented individuals in competitive labor markets by offering competitive pay and comprehensive benefits (Milkovich, Newman, & Gerhart, 2021). Organizations that provide attractive remuneration packages tend to stand out, making it easier to recruit and hire top talent.

Beyond attracting employees, effective compensation and benefits promote employee engagement and productivity by recognizing and rewarding performance. This recognition fosters greater commitment, encourages employees to put forth their best efforts, and ultimately reduces turnover costs associated with frequent hiring and training (Dessler, 2023). Employees who feel fairly compensated are more likely to stay loyal to the organization, which benefits long-term stability.

Benefits like retirement plans, health insurance, and wellness initiatives have a big impact on workers' general well-being and foster a positive work atmosphere that increases job satisfaction and lowers absenteeism (Brewster et al., 2022). Businesses foster a more resilient and driven workforce by making investments in workers' health and work-life balance.

Recent trends emphasize the strategic role of compensation and benefits in fostering organizational culture and supporting diversity and inclusion initiatives, which are essential for

maintaining a positive employer brand and enhancing long-term organizational success (WorldatWork, 2024). In this way, compensation and benefits become more than just financial transactions; they help shape the identity and values of the company, which is critical in today's rapidly changing work environment.

2.7 Leadership style

According to modern academics, leadership is the capacity to persuade and direct people or groups toward the accomplishment of shared goals. It includes a variety of abilities and conducts that enable people to give guidance, inspire team members, make choices, encourage cooperation, and advance development. In 2025's changing environment, leadership is becoming more and more defined by emotional intelligence, flexibility, and a dedication to diversity. It is expected of leaders to manage difficult situations by creating a welcoming atmosphere that promotes candid communication, mutual respect, and trust. This human-centric approach highlights how crucial it is to comprehend and meet team members' needs in order to promote organizational success.

Furthermore, the integration of technology and data-driven decision-making has become essential in modern leadership. Leaders are now required to leverage technological advancements, such as artificial intelligence, to make informed decisions and maintain a competitive edge in a rapidly changing business environment.

Contemporary leadership is a dynamic process that involves guiding others toward shared goals through a combination of strategic vision, emotional intelligence, and technological proficiency. Effective leaders in 2025 are those who can adapt to change, foster inclusive cultures, and make informed decisions to navigate the complexities of the modern world

In the complicated and quickly changing world of today, leadership is essential to an organization's success and long-term viability. Employee engagement, creativity, and flexibility are all impacted by effective leadership in addition to organizational performance (Northouse, 2022). In addition, leadership is essential for setting vision and direction. Leaders articulate clear goals and inspire followers to work toward a shared purpose, which aligns individual efforts with organizational objectives (Bass & Riggio, 2020). Without effective leadership, organizations risk losing focus and coherence, especially amid uncertainty.

Apart from that leadership significantly impacts employee motivation and satisfaction. Contemporary research highlights that leaders who demonstrate emotional intelligence, empathy, and ethical behavior foster trust and commitment among their teams (Walumbwa et al., 2020). This enhances workplace morale, reduces turnover, and encourages a culture of collaboration.

Moreover, leadership is vital for navigating change and innovation. The fast pace of technological advancement and market disruption demands leaders who can drive adaptability and continuous learning within organizations (Denning, 2023). Agile and adaptive leadership styles enable organizations to respond swiftly to challenges and seize emerging opportunities. Leadership is important because it shapes strategic direction, motivates employees, fosters innovation, and upholds ethical standards capabilities that are indispensable in the volatile and complex contexts of the 2020s.

Leadership is particularly crucial in the hotel industry, where customer satisfaction, service quality, and employee engagement directly impact business success and competitive advantage. Given the hospitality sector's dynamic nature characterized by fluctuating demand,

diverse customer expectations, and high employee turnover effective leadership is indispensable (Kusluvan & Kusluvan, 2021).

2.8 Research Framework

The suggested research framework used in this investigation is depicted in Figure 2.1. Previous study on workers' job satisfaction served as the foundation for the development of the research framework. Five independent factors training and development practices, performance appraisal, compensation and benefits, and leadership style well as the dependent variable of job satisfaction are tested on workers in the hospitality industry.

Independent Variables   **Dependent Variables**
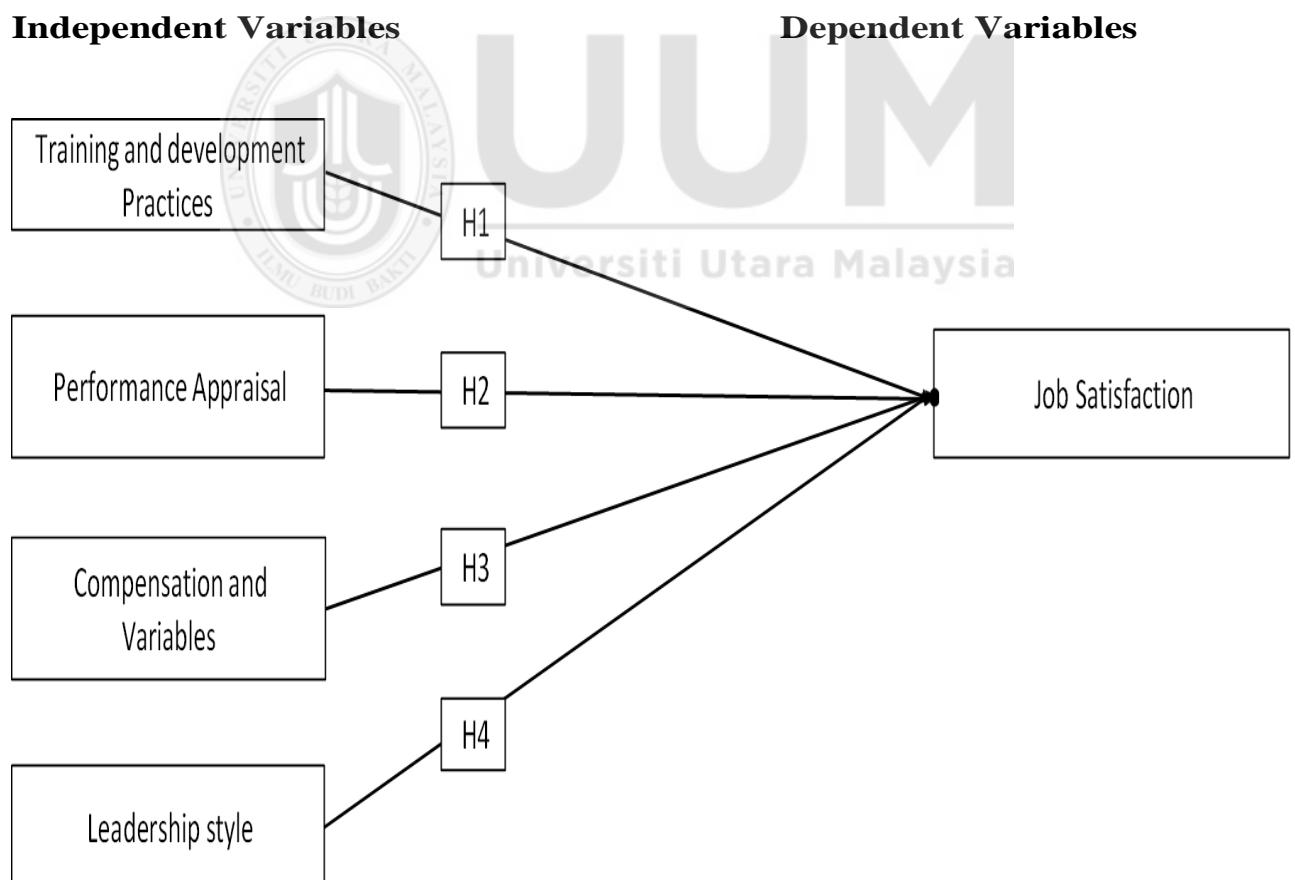
Figure 2.1: Research Framework

2.9 Hypotheses Development

Theories developed for empirical verification and testing in connection with this investigation and other empirical research. Employee job satisfaction was the dependent variable in this study, while, training and development practices, performance appraisal, compensation and benefits and leadership style were the independent variables. Consequently, five theories were developed, investigated, and validated. In this research, four hypotheses were developed, tested, and validated. The research hypothesis was created in order to achieve the study's aforementioned goals.

2.9.1 Training and development practices and job satisfaction

Training and development practices have a strong positive relationship with job satisfaction, as they enhance employees' skills, confidence, and performance while signaling organizational investment in their growth. When employees receive relevant and well- structured training, they often feel more competent, valued, and motivated, which leads to increased engagement and satisfaction with their jobs. These practices also create a sense of job security and offer opportunities for career advancement, both of which contribute to higher morale. The organizational culture, employee involvement in the process, and the training's relevancy all affect how effective it is at increasing job satisfaction. A study by Murtiningsih (2023) is stated to have demonstrated that training and development have a favorable impact on job satisfaction, which in turn has an impact on staff retention. As a result, companies that place a high priority on ongoing, meaningful employee development are more likely to have contented and dedicated workers.

H1: There is significant relationship between training and development practices and job satisfaction.

2.9.2   Performance appraisal and job satisfaction

Recent investigations conducted between 2020 and 2025 elucidate a robust affirmative correlation between the practices of performance appraisal and the satisfaction derived from one's job. Empirical studies have indicated that when employees perceive equity in performance evaluations which includes dimensions of procedural, distributive, interpersonal, and informational justice they report elevated levels of job satisfaction and exhibit a greater propensity to retain their positions within their organizations. For example, Uraon and Kumarasamy (2024) illustrated that perceptions of justice within performance appraisals substantially augment job satisfaction and the intention to remain employed, with job engagement serving as a partial mediator in this correlation.

In a similar vein, Hamidi (2023) accentuated that efficacious performance appraisals enhance employees' feelings of achievement and self-esteem, thereby cultivating trust in the appraisal mechanism and augmenting job satisfaction. Ram Sing and Liow (2021) established that transparency and equity in performance assessments exert a positive impact on job satisfaction among academic personnel in both public and private higher education institutions. Collectively, these findings underscore the critical importance of well-structured and equitable performance appraisal frameworks in fostering employee satisfaction across diverse sectors and geographic regions.

H2: There is significant relationship between performance appraisal and job satisfaction.

2.9.3 Compensation and benefits and job satisfaction

Fair and competitive pay, as well as worthwhile benefits like health insurance, retirement plans, and paid time off, help employees feel appreciated and financially secure, which is why compensation and benefits have a big impact on job satisfaction. Employees are typically more motivated and content with their jobs when they believe their pay is fair and in line with their duties and efforts. Strong pay packages can increase employee satisfaction, but they are not the only factors that affect it; other important factors include career advancement, recognition, meaningful work, and a positive work environment. Therefore, in order to maintain long-term job satisfaction, a comprehensive approach is required, even though pay and perks are crucial.

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

2.9.4 Leadership style and job satisfaction

Job satisfaction and leadership style are closely related because how leaders engage with and lead their teams has a big impact on how contented workers are in their positions. By encouraging trust, empowerment, open communication, and acknowledgment, supportive and participative leadership philosophies such as transformational and democratic leadership have been shown to increase employee work satisfaction. On the other hand, employees may become dissatisfied with authoritarian or laissez-faire leadership styles, particularly if they feel underappreciated, micromanaged, or unsupported. Ultimately, effective leadership that aligns with employees' needs and organizational goals can create a positive work environment, enhance motivation, and improve overall job satisfaction.

H4: There is significant relationship between leadership style and job satisfaction

CHAPTER 3

METHODOLOGY

3.1 Introduction

The chapter which emphasizes research methodology acts as a guide for carrying out the study on the human resource management (HRM) practices and job satisfaction of the employees in the hotel industry in Klang Valley. In order to guarantee that the study is thorough, organized, and in line with its goals, this chapter describes the strategies and tactics that will be used to collect and evaluate data. It offers a clear picture of the entire research process, from gathering data to analyzing and interpreting it. This part starts with a succinct summary of the research concept and methodology, which is followed by an explanation of the methods utilized for data collecting, sampling, and data analysis. The study's limitations and ethical issues are also covered, guaranteeing that the investigation is carried out honestly and openly.

3.2 Conceptual Framework

The research framework will serve as the main tenet of the entire study, according to C.C. Ozeh (2025). Job satisfaction serves as the study's dependent variable (DV), while the independent variables (IV) are leadership style, employee engagement, performance evaluation, training and development procedures, and pay and benefits. Therefore, Figure 3.1 below shows the conceptual framework for this study.

Based on a conceptual model for study on the factors impacting workers' job satisfaction in Malaysia's hospitality sector, the research methodology and data interpretation will be conducted. It makes planning and visualization easier. The conceptual framework for this investigation is displayed in Figure 3.1.

Independent Variables   **Dependent Variables**

Figure 3.1: Conceptual framework
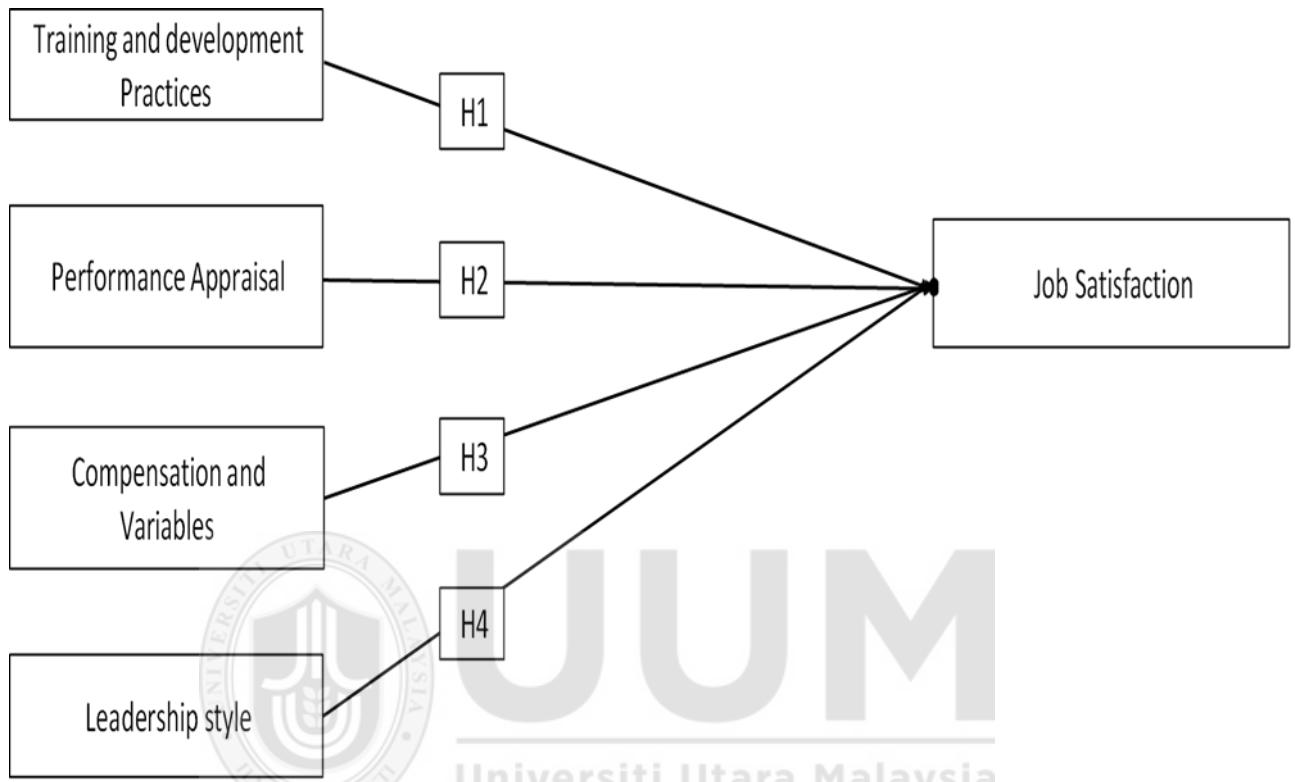
The conceptual framework provides a visual representation of the variables in this study and their relationships. Empirical study is necessary to determine the importance and strength of these correlations in the context of Malaysia's hospitality industry. Surveys, questionnaires and data analysis were used in this investigation. The results of the study helped validate or enhance this framework and deepened our understanding of the HRM practices and job satisfaction of employees in Malaysia'

3.3 Research Design

The study focuses on how human resource management (HRM) practices, including, training and development practices, performance appraisals, compensation and benefits, and leadership style affect employee satisfaction. To achieve the research objective outlined in the earlier chapters, the study has adopted a quantitative technique. The results and study conclusion are based on statistical data collected and analyzed using Statistical Packages for Social Sciences (SPSS) version 26.

3.4 Unit of analysis

The main object under study and analysis in a research endeavor is referred to as the unit of analysis. Individual workers in the hospitality sector, more especially those employed at the three 5-star hotels Hotel Seri Pacific, W Hotel, and Renaissance Hotel in Malaysia's Klang Valley, serve as the unit of analysis for this study. The data for the analysis comes from each employee's unique answers to the survey, which each constitutes a separate data point in the study. The goal is to comprehend how these workers view and are affected by different HRM strategies, such as training and development, performance appraisal, compensation and benefits and leadership styles. The objective is to ascertain how these HRM elements affect or contribute to their job satisfaction, which is the study's dependent variable. In the larger Klang Valley hotel business, the research attempts to make inferences that represent the general relationship between HRM practices and employee work satisfaction by examining the attitudes and views of individual employees.

3.5 Population

The population of this study comprises 300 employees who are currently employed in three selected 5-star hotels which are Hotel Seri Pacific, W Hotel and Renaissance Hotel which are located in the Klang Valley region of Malaysia. This region is known as a central hub for tourism and business, making it a strategic location for studying the hospitality sector. The selected hotels were chosen not only for their high standards of service and reputation but also for their ethnically diverse workforce, which includes employees from the Malay, Chinese, and Indian communities. This multicultural environment allows the study to capture a wide range of employee experiences and viewpoints, enriching the quality and diversity of the data collected.

The population includes individuals from various job roles and departments, such as front office, food and beverage, marketing department, finance department and human resource department, thereby providing a well-rounded understanding of how different categories of staff perceive and respond to human resource management (HRM) practices. By focusing on this specific group, the research aims to explore the direct impact of HRM strategies such as training, appraisal systems, compensation, and leadership on job satisfaction at the individual level. This targeted population provides a meaningful sample that is representative of the broader employee base in Malaysia's luxury hospitality sector.

3.6 Sample size

The sample size for this study consists of 169 employees for a population of 300, were selected from Hotel Seri Pacific, W hotel and Renaissance Hotel which is located in the Klang Valley, Malaysia. This number was determined based on the accessibility and cooperation of the hotels involved, as well as the need to gather sufficient data for meaningful statistical analysis using quantitative methods. Sample size determination literature indicates that a sample comprising 169 respondents is both adequate and suitable when the overall population is estimated to be

300 or fewer individual. The chosen sample is considered adequate for the application of various statistical tests, such as descriptive statistics, correlation, and multiple regression analyses, which require a moderate sample size to ensure reliability and validity of results. By selecting 169 participants across multiple hotel departments and roles, the study ensures a diverse and representative sample that reflects the different experiences and perceptions of employees within the hospitality industry. The sample size also aligns with the study's objective of examining how specific human resource management (HRM) practices influence employee job satisfaction, allowing for generalizations to be made about similar 5-star hotel settings in the Klang Valley and potentially the broader Malaysian hotel sector.

3.7 Sampling technique

Convenience sampling is a non-probability sampling technique that involves selecting participants based on their accessibility and willingness to take part in the study, was the sampling strategy used in this investigation. This approach was applied to select respondents from the Klang Valley's Hotel such as Hotel Seri Pacific, W Hotel and Renaissance Hotel when there were 300 employees in total. The researcher opted for convenience sampling due to the ease of reaching participants who were readily available during the data collection of period and willing to respond to the questionnaire. This method allowed for practical and efficient data gathering given the operational constraints and varying work schedules within the hotels. This technique was particularly suitable this context as it facilitated timely data collection while accommodating the operational demands of the hospitality industry.

3.8 Source of data

The technique employed to collect the data is quite important. For this reason, primary data gathering is used in this study. Primary data as information that is directly relevant to the particular location of the research operations. The questionnaire was used as the main research instrument which was given to the employees at three hotel which is Hotel Seri Pacific, W Hotel and Renaissance Hotel in Klang Valley. The three 5-star hotels have been chosen because the employees from these hospitality sectors were from multiracial where they are mixture of Malay, Indian and Chinese. Thus, the researcher believed that the researcher will get variety of responses for the questionnaires as they are from different background.

3.9 Data Collection

It is an online survey form that they completed and returned as soon as possible. This has been done with the support of the employees from the three 5-star hotels which are Hotel Seri Pacific, W Hotel and Renaissance Hotel which is located in Klang Valley. The online survey form distribution is believed to be a good system. Questionnaires were self- administered as part of the survey. The researcher was able to gather the completed questionnaire from the participants quickly is considered as one of the advantages.

Data has been gathered from the 169 respondents using a quantitative method for a research study on the Human Resource Management (HRM) practices and job satisfaction of the employees in the hospitality industry. To get quantifiable data on opinions regarding the variables affecting and how it influence the job satisfaction of the employees, create standardized questionnaires or survey forms. Ask the participants about their training and development practices, performance appraisals, compensation and benefits and leadership style.

3.10 Data collection procedures

The data collection procedures for this study were designed to ensure efficient, accurate, and ethical gathering of information from the target respondents. A structured questionnaire was used as the primary research instrument, and it was distributed to employees working in the three selected 5-star hotels which are Hotel Seri Pacific, W Hotel and Renaissance Hotel which is in Klang Valley, Malaysia. The questionnaire was developed based on validated instruments from previous studies and divided into sections that covered both demographic information and variables related to human resource management (HRM) practices namely training and development, performance appraisal, compensation and benefits, and leadership style and as well as job satisfaction, the dependent variable.

To streamline the process and reach respondents conveniently, the data were collected through an online survey platform. This method allowed employees to complete the questionnaire at their own pace and at a time convenient for them, increasing the response rate and ensuring honest answers. The self-administered online format also minimized researcher influence or bias during the response process. A total of 169 completed responses were gathered, which represents the full population under study. This comprehensive response rate was facilitated by coordination with the hotels' human resource departments and by ensuring participants of the confidentiality and anonymity of their responses. These procedures ensured that the data collected were both reliable and ethically obtained, forming a strong basis for the quantitative analysis conducted in the study.

3.11 Pilot study

A small-scale preparatory study carried out prior to the main study is called a pilot study. The primary objective of this research is to assess the comprehension and lucidity of the questionnaire items to ensure that the intended respondents fully comprehend them. In this investigation, the pilot study included 30 respondents in total. This study also seeks to evaluate the instrument's reliability, typically by determining the degree of internal consistency of a construct's items using the Cronbach's Alpha value. A reliability score of $\alpha > 0.7$ is deemed satisfactory by Sekaran and Bougie (2016), whereas higher scores suggest stronger internal consistency (see Table 3.1)

Table 3.1

Interpretation of Cronbach's Alpha

Cronbach's Alpha (α)	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Source: Sekaran and Bougie (2016)

This pilot study also helps identify any initial weaknesses in the questionnaire design, such as unclear instructions, confusing question order, or too long response time. Therefore, the implementation of this pilot study with 30 respondents can avoid major issues during the actual study and ensure that the instrument used is valid and reliable.

Table 3.2

Result Pilot Study for Dependent Variable and Independent Variable

	Variables	No of Items	Cronbach's Alpha
Dependent Variable	Job Satisfaction	5	.819
Independent Variable	Training and Development Practices	5	.896
	Performance Appraisal	5	.888
	Compensation and Benefits	5	.870
	Leadership Style	5	.928

The results of the pilot study showed that all variables in this study instrument had a high level of reliability (internal consistency). For the dependent variable, Job Satisfaction, which consists of five items, recorded a Cronbach's Alpha value of Meanwhile, for the independent variables, all constructs also showed a high Cronbach's Alpha value. Training and Development Practices recorded a Cronbach's Alpha value of $\alpha = .896$, while Performance Appraisal obtained $\alpha = .888$, and Compensation & Benefits recorded $\alpha = .870$ all three were in the good range. In addition, Leadership Style showed the highest alpha value of $\alpha = .928$, which is classified as excellent, all of these values exceed the recommended minimum value of $\alpha = .70$, thus proving that the instrument used has an acceptable and strong level of reliability, and is suitable for use in real studies.

3.12 Data Analysis Technique

3.12.1 Descriptive statistics

In terms of data analysis technique, descriptive statistics were utilized to summarize and present the key characteristics of the data collected from the respondents in a clear and organized manner. Descriptive statistics provide an overview of the demographic profile of the participants as well as their responses to questions related to human resource management (HRM) practices and job satisfaction. This analysis includes the use of frequency distributions, percentages, means, standard deviations, and ranges to describe patterns and central tendencies in the data.

For instance, frequency and percentage tables were used to present demographic variables such as age, gender, work experience, and job position. Meanwhile, measures like mean scores and standard deviations were applied to assess the overall responses to items measuring the five independent variables (training and development, performance appraisal, compensation and benefits, and leadership style) and the dependent variable (job satisfaction). These statistical tools help to identify general trends, such as the level of agreement or satisfaction among respondents with various HRM practices, and provide a foundational understanding before moving on to inferential analysis. By using descriptive statistics, the study effectively conveys an overall picture of the sample and the initial insights into the relationships between HRM practices and employee job satisfaction.

3.12.2 Inferential statistics

In terms of data analysis technique**,** inferential statistics were employed to test hypotheses and draw conclusions about the relationships between human resource management (HRM) practices and employee job satisfaction beyond the sample data. While descriptive statistics summarize the data, inferential statistics allow the researcher to examine

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whether the observed patterns and relationships are statistically significant and can be generalized to a larger population within the hospitality industry.

In this study, several inferential statistical methods were used, including correlation analysis, multiple regression analysis, t-tests, and analysis of variance (ANOVA). Correlation analysis was conducted to measure the strength and direction of the relationships between the independent variables such as training and development, performance appraisal, compensation and benefits, and leadership style and the dependent variable, job satisfaction. Multiple regression analysis was applied to determine the extent to which each HRM practice predicts job satisfaction while controlling for other variables, thus identifying the most influential factors. Additionally, t-tests and ANOVA were used to compare the means of job satisfaction scores across different demographic groups (e.g., age, gender, years of experience), allowing the researcher to explore potential differences in perceptions among subgroups.

These inferential statistical techniques were conducted using SPSS version 26, ensuring a rigorous and accurate analysis of the data. The results of these tests provided valuable insights into the significance and predictive power of HRM practices on job satisfaction, ultimately supporting or rejecting the hypotheses developed in the study.

3.13   Measurement of Variables

The measurement of variables in this study was structured to accurately capture the relationship between human resource management (HRM) practices and employee job satisfaction in the hospitality industry. The study employed quantitative methods using a structured questionnaire with items developed and adapted from validated sources. The variables were categorized into one dependent variable and four independent variables, each measured using multiple items rated on a five-point Likert scale, where 1 = Strongly

Disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree, and 5 = Strongly Agree.

The dependent variable, job satisfaction, was measured using five items adapted from Yousuf (2020), focusing on employees' emotional attachment to their job, satisfaction with their roles, compensation, and the overall image of the hotel. The use of multiple items for each variable ensures content validity and reliability, while the Likert scale format allows for quantifiable data collection suitable for statistical analysis. This structured approach to measuring variables provides a strong foundation for analyzing the influence of HRM practices on job satisfaction among employees in the hotel industry.

3.1 presents the items for employee job satisfaction.

Table 3.3

Summary of Variables and Measurement of Instruments

Variables	Number of items	Sources
Job satisfaction	5	Yousuf et al (2022)
Training and development practices	5	Magaisa et al (2022)
Performance appraisal	5	Magaisa & Musundire (2022); Asif et al (2021)
Compensation and benefits	5	Swati Bansal & Deepak Bansal(2025), Ebegbetale(2023)
Leadership style	5	Maher, A., & Elbaz, A.M. (2022)

The researcher specifically chose the five HRM practice elements training and development, performance appraisal, compensation and benefits and leadership style, because these are among the most consistently recognized and impactful factors influencing job satisfaction in existing literature and practical HRM models. While there are indeed more HRM practices, such as recruitment and selection, workforce planning, or health and safety, the selected five were likely prioritized for their direct and observable impact on employees' daily work experiences and emotional well- being. Moreover, including too many variables could complicate the study design, reduce the clarity of findings, and increase the risk of multicollinearity in statistical analysis. By narrowing the focus to these four core practices each supported by prior studies the researcher ensured a more focused, statistically manageable, and theoretically grounded examination of job satisfaction in the hospitality industry.

Several studies conducted between 2020 and 2025 have underscored the importance of researching the impact of human resource management (HRM) practices on job satisfaction within the Malaysian context, particularly in the hospitality industry. These studies highlight the critical role of HRM in enhancing employee well-being, engagement, and retention, which are pivotal for organizational success.For instance, a study by Miah and Hafit (2020) reviewed HRM practices in Malaysia's hotel industry and identified significant challenges such as high turnover rates, inadequate training, and lack of motivation. The study emphasized that effective HRM practices are essential for improving job satisfaction and, consequently, employee retention in the hospitality sector.

Another research by Halim et al. (2021) investigated the relationships between workplace environment, leader communication, and job satisfaction among hotel employees in Klang Valley.

The findings revealed that job satisfaction significantly mediates the relationship between workplace environment and employee retention, highlighting the necessity for organizations to

focus on HRM practices that foster a positive work environment and effective communication. Furthermore, a study by Bawazir et al. (2023) examined HRM practices in the banking industry in Kuala Lumpur and found a significant relationship between HRM practices such as training and development, performance appraisal, and compensation—and job satisfaction. This study reinforces the idea that well-implemented HRM practices are crucial for enhancing job satisfaction across various sectors in Malaysia.

All of these studies support the idea that particular HRM practices like training and development, performance reviews, compensation and benefits, and leadership style, should be prioritized since they directly and significantly affect work satisfaction. In Malaysia's cutthroat hospitality sector, firms looking to increase staff retention and happiness must comprehend and improve these areas.
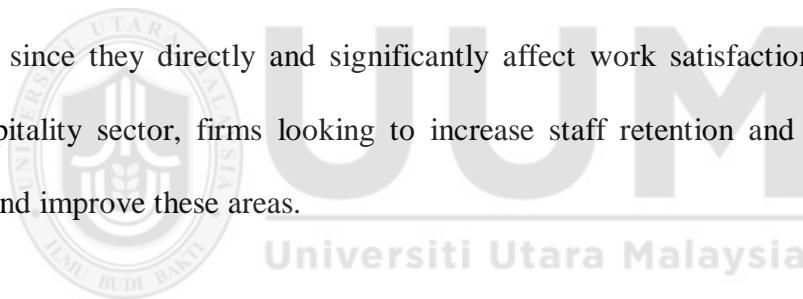
3.13.1 Job Satisfaction

The job satisfaction questionnaire developed by Yousuf (2020) demonstrates high reliability, as evidenced by Cronbach's alpha values ranging from 0.887 to 0.942 for its various components, including salary satisfaction, task satisfaction, supervisor satisfaction, and work environment. These values exceed the accepted threshold of 0.70, indicating strong internal consistency and reliability of the measurement items. The five questions adopted in the current study covering aspects such as job happiness, salary and benefits, emotional attachment, task satisfaction, and organizational image are aligned with Yousuf's original constructs, making them both valid and dependable for assessing employee job satisfaction in the hospitality industry.

Recent studies across various sectors have employed job satisfaction questions similar to those listed by Yousuf (2020). For example, Ahmed and Malik (2022) in the banking sector examined employees' satisfaction with their current position, salary, emotional attachment, and job tasks. In healthcare, Nguyen, Tran, and Lee (2023) explored nurses' satisfaction regarding salary, benefits, emotional connection to the hospital, and job roles.

Sharma and Kaur (2021) in the education sector measured teachers' satisfaction with their position, compensation, tasks, and institutional image. Likewise, Park and Kim (2020) investigated IT professionals' job satisfaction and organizational commitment, while Gonzalez and Lopez (2022) studied retail employees' satisfaction related to pay, tasks, emotional attachment, and company reputation. These studies demonstrate the widespread acceptance and application of such job satisfaction measures across diverse industries.

Table 3.4

Items of Job satisfaction

Code	Items	Sources
JS1	I'm happy with my current position.	
JS2	My salary and other benefits are satisfactory.	
JS3	I am emotionally attached to my hotel	**Yousuf (2020)**
JS4	I am satisfied with the tasks I undertake here	
JS5	I am satisfied with the hotel's image.	

3.13.2 Training and Development Practices

The training and development questions adapted from Magaisa et al. (2022) have demonstrated strong reliability in measuring employees' perceptions of training opportunities and career development programs. In their study, the authors reported a high internal consistency for the training construct, with Cronbach's alpha values typically exceeding the accepted threshold of 0.70, indicating that the items consistently reflect the underlying concept of training and development. This reliability suggests that the adapted questions are dependable for assessing employees' access to and satisfaction with training programs, as well as the organization's commitment to enhancing employee skills.

Several recent studies from 2020 to 2025 across various sectors have utilized training and development questions similar to those adapted from Magaisa et al. (2022). For instance, Mampuru, Mokoena, and Isabirye (2024) investigated the impact of training and development on job satisfaction, loyalty, and retention among academics in South Africa, employing questions related to training opportunities and career development programs. Similarly, Onyango (2023) examined the influence of training and development on employee retention in the banking industry in Tanzania, utilizing a five-item scale with a Cronbach's alpha of 0.882, indicating acceptable reliability. In the hotel sector, a study by Saputra and Ong (2024) explored the impact of training development, work environment, motivation, and competence on employee performance, with job satisfaction acting as a mediating variable. These studies demonstrate the widespread application of training and development measures across different industries, reflecting their relevance and reliability in assessing employees' perceptions of training opportunities and career development.

Table 3.5

Items of Training and Development Practices

Code	Items	Sources
TND1	This organization has provided me with training opportunities enabling me to extend my range of skills and abilities.	
TND2	I have access to career development programs to enhance my skills.	
TND3	The training programs at the hotel help me to improve my job performance.	**Magaisa et al (2022),**
TND4	I am encouraged to attend external workshops and seminars	
TND5	This organization is committed to the training of its employees.	

3.13.3 Performance Appraisal

The performance appraisal questions adapted from Magaisa et al. (2022) have demonstrated strong reliability in capturing employees' perceptions of the appraisal process and its impact on motivation and job satisfaction. In their study, Magaisa et al. reported high internal consistency for the performance appraisal construct, with Cronbach's alpha values typically above the recommended threshold of 0.86 indicating that the items reliably measure aspects such as fairness, motivation, goal setting, recognition, and overall satisfaction with the appraisal process. This reliability supports the use of these questions as a dependable tool for assessing employees' views on performance evaluations within organizational settings.

Several studies between 2020 and 2025 have employed performance appraisal questions similar to those adapted from Magaisa et al. (2022), focusing on aspects such as goal setting, motivation, fairness, and satisfaction. A study in Brazil (2023) was examined satisfaction with performance appraisals across public and private sectors, highlighting the importance of appraisal fairness and recognition, utilized a performance appraisal satisfaction scale with a Cronbach's alpha of 0.836, demonstrating acceptable internal consistency. These studies collectively affirm the applicability and reliability of performance appraisal questions similar to those adapted from Magaisa et al. (2022) across various sectors and contexts.

Table 3.6

Items of Performance Appraisal

Code	Items	Sources
PA1	Performance appraisals help me to set realistic goals for personal and professional development.	
PA2	I feel motivated to improve after receiving my performance evaluation.	
PA3	Performance appraisals positively influence my job satisfaction.	**Magaisa et al (2022)**
PA4	Good performance is recognized and rewarded through the appraisal process.	
PA5	The performance appraisal process is fair and unbiased.	

3.13.4 Compensation and Benefits

The compensation and benefits questions adapted from Latiff et al. (2024) have demonstrated strong reliability in measuring employees' perceptions of compensation systems within the hotel industry. In their study, the authors reported a Cronbach's alpha value of 0.853 for the compensation construct, indicating a high level of internal consistency among the items. This suggests that the questions reliably assess various aspects of compensation and benefits, such as satisfaction with salary, performance-based incentives, non-financial rewards, employee involvement in decision-making, and the fairness and transparency of the compensation system. The high reliability coefficient supports the use of these items in evaluating compensation-related perceptions among hotel employees.

Several studies across various sectors have employed compensation and benefits questions similar to those adapted from Latiff et al. (2024), focusing on aspects such as salary satisfaction, performance-based incentives, non-financial rewards, employee participation in decision-making, and fairness and transparency of compensation systems.

For instance, Malik and Musah (2024) conducted a conceptual study on millennial employees in Malaysia's construction sector, examining the impact of compensation and benefits satisfaction on turnover intention.

Table 3.7

Items of Compensation and Benefits

Code	Items	Sources
C&B1	I am satisfied with my current salary and compensation.	
C&B2	The hotel provides bonuses an incentives based on individual or team performance.	
C&B3	Non-financial rewards are given to the employees such as wellness program, recognition etc.	**Latiff et al (2024)**
C&B4	The employer encourages the employees to participate in decision making process like suggesting the benefits programs.	
C&B5	The compensation system is fair and transparent.	

3.13.5 Leadership Style

The leadership style questions adapted from Maher and Elbaz (2022) have demonstrated strong reliability in measuring employees' perceptions of leadership within the hospitality industry. In their study, the authors reported a Cronbach's alpha coefficient of 0.776 for the leadership style construct, indicating a high level of internal consistency among the items. This suggests that the questions reliably assess various aspects of leadership, such as guidance, supportiveness, motivation, coaching, and ethical behavior. The high reliability coefficient supports the use of these items in evaluating leadership styles in hotel settings. Numerous studies across various sectors have employed leadership style questions similar to those adapted from Maher and Elbaz (2022), focusing on aspects such as task guidance, supportiveness, motivation, coaching, and ethical behavior. Wiyono et al.'s 2024 study, for example, examined how servant leadership affected the work ethic culture in the hospitality sector, emphasizing the importance of moral and encouraging leadership in forming organizational culture. A 2020 study in the healthcare industry validated the Implementation

Leadership Scale (ILS) among nurses and midwives, evaluating aspects such as proactive and supportive leadership. The scale's reported Cronbach's alpha of 0.95 indicates high reliability. A 2023 study also examined the connection between ethical behavior, leadership styles, and workers' well-being, highlighting the beneficial impacts of ethical and participatory leadership on workers' mental health. These studies highlight how widely used and trustworthy leadership style assessments are in a variety of contexts and businesses.

Table 3.8

Items of Leadership Style

Code	Items	Sources
LS1	My employer provides a clear guidance on how to perform my tasks.	
LS2	Leadership in the hotel is supportive and approachable.	
LS3	The leadership style in this hotel is motivating and inspiring.	**Maher, A., & Elbaz, A.M. (2022)**
LS4	I receive coaching and mentoring from my supervisor when needed.	
LS5	Managers demonstrate ethical behaviour in dealing with the employees.	

3.14 Questionnaire Design

This study examines the variables influencing employees job satisfaction in three selected 5-star hotels in Klang Valley by using a survey questionnaire with structured questions. This questionnaire consists of seven (6) sections. The demographic information of the respondents will be displayed in Section A. The demographic information of the respondents including age, gender, working experience, status and hotel that they are working. The Section B questions related to the dependent variable which is employees job satisfaction. While the independent variables that used in the conceptual framework which are training and development practices, performance appraisals, compensation and benefits, and leadership style will be discussed in the other four sections of the questionnaire which are in the section C, D, E and F. The survey questionnaires used 5 Likert-point scales to test. The scale ranges from 1 represents strongly disagree, 2 disagree, 3 indicates unclear, 4 indicates agree, and 5 indicates strongly agree. The data obtained from the survey will be coded with Excel software and then will be analyzed with the help of SPSS software version26. Two-stage step analysis will be conducted to test the hypothesis. To evaluate the validity of the data and reliability of the variables, a preliminary analysis will be carried out.

3.15   Summary of Chapter

The research methodology, which includes the research framework, conceptual framework, research design, data collecting, study population, sampling strategy, pilot study, and variable measurement, is highlighted in this chapter. The rate of response, demographics, preliminary analysis, descriptive analysis, normalcy analysis, reliability analysis, Pearson correlation analysis, and multiple regression analysis will all be covered in the upcoming chapter.

CHAPTER 4

FINDINGS

4.1 Introduction

The findings of the data analysis done to look at the link between the study's independent and dependent variables are presented in this chapter. Multiple regression analysis, multicollinearity testing, normality assessment, reliability testing, and descriptive analysis are all included. This chapter aims to understand and clarify the information gathered from respondents via the questionnaire and assess whether the results corroborate the theories developed in Chapter 3. To give readers a clear grasp of the patterns, trends, and statistical significance of the variables under study, the results are presented in tables and explained methodical

4.2 Response of Respondents

This study employed a questionnaire as the primary research instrument to collect the required data. The questionnaire was developed based on predetermined constructs and was distributed online via the Google Form platform to facilitate access and data collection from respondents.

The study involved a population of 300 employees working in the hospitality industry. Respondents were selected using simple random sampling, and the sample size was determined based on Krejcie and Morgan (1970) table, which recommends a sample size of 169 for a population of 300. The use of Google Form enabled faster and more efficient data collection and provided respondents with flexible access regardless of location. This approach aligns with the demands of post-pandemic research practices and the current digital norm.

Table 4.1

Questionnaire Distributed and Received Back

Questionnaire distributed	Received back
180	169

A total of 180 questionnaires were distributed to employees in the hospitality industry. Out of this number, 169 completed questionnaires were returned, yielding a response rate of 93.89%.

This high response rate is considered excellent in quantitative research, as it indicates strong participation from the respondents and enhances the reliability of the collected data. Furthermore, the number of questionnaires received meets the required minimum sample size of 169, as determined by Krejcie and Morgan (1970) sample size table for a population of 300.

4.3   Demographic

Descriptive analysis of frequency and percentage was used for the purpose of demographic analysis of the study respondents. The following is a summary of the demographic analysis of the study.

Table 4.2

Demographic Analysis of the Study

Respondent profile	Indicators	Frequency	Percentage (%)
Gender	Male	63	37.3
	Female	106	62.7
Age	18 – 25 years	15	8.9
	26 – 35 years	119	70.4
	36 – 45 years	15	8.9
	46 – 55 years	15	8.9
	56 and above	5	3.0
Highest Level of Education	High School	6	3.6
	Diploma Bachelor's	25	14.8
	Degree Master's	102	60.4
	Degree	36	21.3
	Doctorate	0	0
Nationality	Malaysian	164	97.0
	Non-Malaysian	5	3.0
Race	Malay	11	6.5
	Chinese	5	3.0
	Indian	143	84.6
	Others	10	5.9
Marital Status	Single	102	60.4
	Married	57	33.7
	Others	10	5.9
Do you have past experience of working in hotel industry?	Yes	119	70.4
	No	50	29.6
Currently working in which hotel?	Hotel Seri Pacific, Kuala Lumpur	62	36.7
	WHotel	57	33.7
	Renaissance Hotel Kuala Lumpur	50	29.6
Currently working in which department?	Front desk	20	11.8
	F&B	62	36.7
	Marketing	5	3.0
	HR	61	36.1
	Accounts	21	12.4
Duration of service	Less than a year	20	11.8
	1-5 years	119	70.4
	6 -10 years	20	11.8
	11-15 years	10	5.9
	More than 15 years		

This study involved a total of 169 respondents working in the hotel industry. In terms of gender, the majority of respondents were female (62.7%), while 37.3% were male. The age group most represented was between 26 and 35 years old, accounting for 70.4% of the sample. Meanwhile, 8.9% of respondents were between 18 and 25 years, another 8.9% were between 36 and 45 years, and only 3.0% were aged 56 and above. This indicates that the majority of the respondents were young adults in the early to mid- stages of their careers.

In terms of educational background, most respondents held a Bachelor's Degree (60.4%), followed by those with a Master's Degree (21.3%) and a Diploma (14.8%). Only a small number (3.6%) had completed high school, and none of the respondents held a Doctorate degree. This suggests that the workforce in the selected hotels is generally well-educated. The vast majority of respondents were Malaysian citizens (97.0%), while only 3.0% were non-Malaysians. Ethnically, Indian respondents formed the largest group (84.6%), followed by Malays (6.5%), Others (5.9%), and Chinese (3.0%). This ethnic composition may reflect the staffing demographics of the selected hotels or regional employment patterns.

Regarding marital status, 60.4% of the respondents were single, 33.7% were married, and 5.9% fell into the "Others" category (which may include divorced or widowed individuals). A large proportion of respondents (70.4%) reported having prior experience working in the hotel industry, while 29.6% had no previous experience. This indicates that the majority of participants had at least some background knowledge or skills related to hospitality operations.

The respondents were employed across three major hotels in Kuala Lumpur: 36.7% worked at Hotel Seri Pacific, 33.7% at W Hotel Kuala Lumpur, and 29.6% at Renaissance Hotel Kuala Lumpur. In terms of departmental distribution, the most common departments were Food and Beverage (36.7%) and Human Resources (36.1%), followed by Accounts (12.4%), Front Desk (11.8%), and Marketing (3.0%). This suggests that most respondents held roles related to either operations or human resource functions.

With respect to their duration of service, the majority (70.4%) had been working in the hotel industry for between 1 to 5 years, followed by 11.8% who had served for less than one year, and another 11.8% who had worked for 6 to 10 years. Only 5.9% had over 10 years of service. These figures indicate that most respondents were still in the early or developmental stages of their hospitality careers.

In summary, the demographic profile of the respondents suggests that they were primarily young, educated, and experienced individuals, with strong representation from the Indian ethnic group and a majority serving in Food and Beverage or HR departments. These characteristics provide an important context for interpreting the results of this study, particularly in relation to their views on job satisfaction and human resource practices.

4.4 Reliability Test

The reliability test was conducted to evaluate the degree of internal consistency among the items used to measure each construct in this study. It is essential to ensure that the measurement instrument yields consistent and dependable results, regardless of the respondents or testing conditions.

Table 4.3

Interpretation of Cronbach's Alpha

Cronbach's Alpha (α)	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Source: Sekaran and Bougie (2016)

In this study, Cronbach's Alpha was employed to measure the reliability of all constructs, indicating how well the items within each variable were correlated. Based on the scale suggested by Sekaran and Bougie (2016), a Cronbach's Alpha value of 0.70 or above is deemed acceptable, whereas values above 0.80 reflect strong internal consistency. Values exceeding 0.90 indicate that the items are highly reliable and consistent in measuring the intended construct.

4.4.1   Reliability Test for Dependent Variable (DV)

The following table is the results of the Reliability Test for the dependent variable, namely job satisfaction.

Table 4.4

Reliability Testing for Dependent Variables

Variables	No of Items	Cronbah's Alpha
Job Satisfaction	5	.847

Table 4.4 shows the reliability result for the dependent variable, Job Satisfaction, which consists of five items. The Cronbach's Alpha value obtained was 0.843, indicating a high level of internal consistency among the items measuring this construct.

According to the reliability scale by Sekaran and Bougie (2016), a Cronbach's Alpha value between 0.8 and 0.9 is interpreted as "Good", suggesting that the items used to assess job satisfaction are consistently measuring the same underlying concept. This result confirms that the instrument used for the dependent variable is reliable and suitable for further analysis in the study.

4.4.2 Reliability Test for Independent Variable (IV)

Table 4.5 is the result of the reliability test for the independent variable which consists of 1) training and development practices, 2) performance appraisal, 3) compensation and benefits, 4) leadership style and 5) employee engagement.

Table 4.5

Reliability Testing for Independent Variables

Variables	No of Items	Cronbach's Alpha
Training and Development Practices	5	.838
Performance Appraisal	5	.758
Compensation and Benefits	5	.758
Leadership Style	5	.823

Table 4.5 presents the reliability results for the independent variables, each measured using five items. The findings indicate that all constructs meet the acceptable threshold for internal consistency, as defined by Sekaran and Bougie (2016).

The Training and Development Practices variable recorded a Cronbach's Alpha value of 0.838, which falls within the "Good" range, suggesting that the items measuring this construct are highly reliable. Similarly, Leadership Style also demonstrated strong reliability with an Alpha value of 0.823, further supporting the consistency of the items used.

Performance Appraisal and Compensation and Benefits, shows the Cronbach's Alpha values of 0.758 and 0.758 respectively. These values fall within the "Acceptable" range ($0.7 \leq \alpha < 0.8$), indicating that the items measuring these variables are sufficiently reliable for research purposes.

In summary, all four independent variables demonstrated acceptable to good levels of internal consistency. This confirms that the measurement instrument used in the study is statistically sound and reliable for further data analysis.

4.5 Normality Test

Before proceeding with hypothesis testing, the data set underwent a final stage of screening to assess normality and compliance with statistical assumptions. According to Tabachnick and Fidell (2007), testing for normal distribution is essential to ensure the validity and robustness of statistical analysis, especially in parametric tests. Normality tests help determine whether data are normally distributed or exhibit skewness that could affect the accuracy of the results. As emphasized by Chua (2013), several methods can be used to assess normality, and ensuring that these assumptions are met is important to avoid biased findings and inaccurate interpretations.
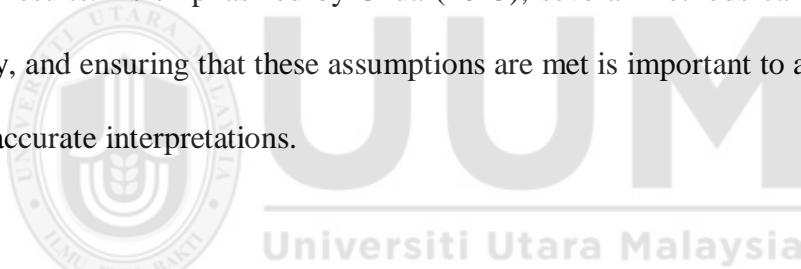
4.5.1   Skewness and Kurtosis

The normality of the data in this study was assessed through descriptive analysis of all questionnaire items. To determine whether the data followed a normal distribution or showed skewness, the values of Skewness and Kurtosis were examined. These measures help identify the shape of the data distribution — whether it is normally distributed or deviates from normality. The results indicated that all items had Skewness and Kurtosis values within the range of -2 to +2, which is considered acceptable for normal distribution, as recommended by Tabachnick and Fidell (2007).

Table 4.6

Skewness Value and Kurtosis Value for the Dependent Variable

Section		No. of Item		Skewness Value	Kurtosis Value
B	Job Satisfaction	5		-.105	-.835

Table 4.6 presents the results of the normality test for the dependent variable, Job Satisfaction, which consists of five items. The Skewness value was -0.105 and the Kurtosis value was -0.835. Both values fall within the acceptable range of -2 to +2, indicating that the data is approximately normally distributed (Tabachnick & Fidell, 2007).

A Skewness value close to zero suggests that the distribution of responses is relatively symmetrical, while a negative Kurtosis value within the acceptable range indicates a distribution that is slightly flatter than the normal curve but still considered acceptable. These findings confirm that the data for the dependent variable meets the assumption of normality, and therefore, is suitable for further parametric statistical analyses such as multiple regression.

Table 4.7

Skewness Value and Kurtosis Value for the Independent Variable

Section		No. of Item	Skewness Value	Kurtosis Value
C	Training and Development Practices	5	.014	-.773
D	Performance Appraisal	5	-.097	-.808
E	Compensation and Benefits	5	.203	-.697
F	Leadership Style	5	-.753	.146

Table 4.7 presents the Skewness and Kurtosis values for all independent variables in the study, each measured using five items. The results show that all variables fall within the acceptable range of -2 to +2, indicating that the data for each construct is approximately normally distributed, as suggested by Tabachnick and Fidell (2007).

The variable Training and Development Practices recorded a Skewness of 0.014 and a Kurtosis of -0.773, suggesting a nearly symmetrical distribution with a relatively flat curve. Performance Appraisal had a Skewness of -0.097 and a Kurtosis of -0.808, while Compensation and Benefits showed a slight positive Skewness (0.203) and a Kurtosis of -0.697, both of which also indicate acceptable normality. For the variable Leadership Style, the Skewness was -0.753, indicating moderate left skew, and the Kurtosis was 0.146, which is close to normal.

These results confirm that the data for all independent variables meet the assumption of normality, which supports the use of parametric statistical techniques such as multiple regression in the analysis.

4.5.2 Multicollinearity of Data

High correlation between two or more independent variables in a regression model is known as multicollinearity, and it can have an impact on the accuracy and stability of the coefficient estimations. Tolerance and Variance Inflation Factor (VIF) data are utilized to identify this problem. VIF shows how much a coefficient's variance is inflated by multicollinearity, whereas tolerance shows how much of a variable's variance cannot be explained by other predictors. Hair et al. (2010) state that while VIF values below 5 are often acceptable, a tolerance value below 0.10 or a VIF value above 10 indicates a multicollinearity issue.

Table 4.8

Collinearity Statistic for Independent Variable

Section	Variables	Collinearity Statistics	
		Tolerance	VIF
C	Training and Development Practices	.288	3.466
D	Performance Appraisal	.469	2.132
E	Compensation and Benefits	.344	2.903
F	Leadership Style	.631	1.584

For the variable Training and Development Practices, the Tolerance value was 0.288 and the VIF was 3.466, suggesting no serious multicollinearity, although this variable had the highest VIF among all predictors. Performance Appraisal recorded a Tolerance of 0.469 and a VIF of 2.132, while Compensation and Benefits had a Tolerance of 0.344 and a VIF of 2.903. These values also fall within acceptable thresholds, indicating that the variables are moderately correlated but not to a problematic extent. Similarly, the variable Leadership Style showed a Tolerance of 0.631 and a VIF of 1.1584. These results further support that there is no indication of multicollinearity among the independent variables included in the regression model.

In summary, all independent variables meet the acceptable criteria for collinearity statistics, confirming that each predictor contributes uniquely to the model without excessive overlap or redundancy. Therefore, the data is suitable for reliable regression analysis

4.5.3 Extreme Values

In regression analysis, standardized residuals are used to detect extreme values or outliers, as they reflect the difference between observed and predicted values in standard deviation units. According to Field (2013), residuals beyond ±3.0 are considered unusual and may indicate data points that poorly fit the model. If all standardized residuals fall within this range, it suggests that the model is free from significant outliers, supporting the assumptions of normality and linearity and enhancing the reliability of the regression analysis.

Table 4.9

Minimum and Maximum Standard Residual Value (Standard Residual) for Job Satisfaction

Pemboleh Ubah	Minimum	Maximum
Residual Piawai (Standard Residual)	-2.681	2.376

Table 4.9 presents the minimum and maximum standardized residual values for the dependent variable, Job Satisfaction. The analysis shows that the minimum value is -2.681 and the maximum is 2.376. According to Field (2013), standardized residuals that lie outside the range of ±3.0 are considered extreme values or potential outliers. Since both values fall within the acceptable range, it can be concluded that no significant outliers were detected in the regression model. This indicates that the data meets the assumption of normality and that the model is not influenced by extreme or unusual cases.

4.6   Descriptive Means and Standard Deviations

The table below outlines a commonly accepted scale for interpreting mean scores in social science research, particularly when using a Likert scale ranging from 1 to 5. Mean scores represent the average response or level of agreement from participants toward specific items or constructs being measured.

Table 4.10

Interpretation of Mean Score Level

Mean Score Range	Level
1.00 – 1.99	Very Low
2.00 – 2.99	Low
3.00 – 3.99	Medium / Medium High
4.00 – 4.49	High
4.50 – 5.00	Very High

Source: Nunally and Bernstein (1994)

As stated by Nunnally and Bernstein (1994), a mean score falling between 1.00 and 1.99 signifies a very low level, while scores from 2.00 to 2.99 are considered low. Values in the range of 3.00 to 3.99 reflect a moderate perception, and those between 4.00 to 4.49 indicate a high level. Mean scores ranging from 4.50 to 5.00 demonstrate a very high degree of agreement or positive perception from respondents. This scale provides a useful benchmark for researchers in interpreting Likert- based responses and drawing consistent, meaningful conclusions from survey data.

4.6.1 Descriptive for Dependent Variable

Table 4.11

Descriptive statistics of Dependent Variables

Section	Variable	No. Item	Mean	Std. Deviation
B	Job Satisfaction	5	4.169	.582

Table 4.1 presents the descriptive statistics for the dependent variable, Job Satisfaction, which was measured using five items. The mean score obtained was 4.169, with a standard deviation of 0.582. Based on the interpretation scale by Nunnally and Bernstein (1994), this mean falls within the range of 4.00 to 4.49, indicating a high level of job satisfaction among the respondents.

4.6.2 Descriptive for Independent Variable

Table 4.12

Descriptive statistics of Independent Variables

Section	Variables	No. Item	Mean	Std. Deviation
C	Training and Development Practices	5	4.077	.576
D	Performance Appraisal	5	4.213	.522
E	Compensation and Benefits	5	4.097	.523
F	Leadership Style	5	4.473	.485

Table 4.12 presents the mean scores and standard deviations for the five independent variables measured in this study. All variables were rated on a five-point Likert scale, and the results indicate that respondents generally expressed high to very high levels of agreement across all constructs.

The variable Leadership Style recorded the highest mean score at 4.473 (SD = 0.485), suggesting that respondents perceived their leaders as supportive and effective in their roles. Performance Appraisal had a mean of 4.213 (SD = 0.522), indicating a high level of satisfaction

with how performance is evaluated. Compensation and Benefits also scored high, with a mean of 4.097 (SD = 0.523), suggesting respondents are generally content with their rewards and remuneration. Lastly, Training and Development Practices recorded a mean of 4.077 (SD = 0.576), reflecting that respondents viewed opportunities for growth and training positively.

Overall, the standard deviation values across all variables were relatively low (all below 0.6), indicating consistent responses among participants and suggesting a shared perception regarding the human resource practices being assessed. These results support the conclusion that employees in the hotel industry involved in this study generally held favourable views toward the HR practices implemented in their workplaces.

4.7 Regression Analysis

Regression analysis was conducted for the purpose of testing the research hypothesis in order to achieve the study objectives that have been set. The following are the hypotheses for this study,

H1a: There is a significant influence of training and development on employee job satisfaction in the hospitality industry.

H1b: There is a significant influence of performance appraisal on employee job satisfaction in the hospitality industry.

H1c: There is a significant influence of compensation and benefits on employee job satisfaction in the hospitality industry.

H1d: There is a significant influence of leadership style on employee job satisfaction in the hospitality industry

Table 4.13

Model Summary for Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797[a]	.636	.627	.35528

a. Predictors: (Constant), Compensation_and_Benefits, Performance_Appraisal, Leadership_Style, Training_and_Development_Practices
b. Dependent Variable: Job_Satisfaction

Table 4.13 summarizes the multiple regression analysis, revealing a strong positive correlation (R = 0.797) between the predictors and job satisfaction. The model explains 63.6% of the variance in job satisfaction (R^2 = 0.636), with an adjusted R^2 of 0.636. This indicates that the five HR practices—training and development, performance appraisal, compensation and benefits, and leadership style meaningfully influence job satisfaction, and the model shows a good fit.

Table 4.14

ANOVA Result for Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.167	4	9.042	71.591	.000[b]
	Residual	20.713	164	.126		
	Total	56.880	168			

a. Dependent Variable: Job_Satisfaction
b. Predictors: (Constant), Compensation_and_Benefits, Performance_Appraisal, Leadership_Style, Training_and_Development_Practices

Table 4.14 displays the ANOVA results used to test the overall significance of the regression model. The F-value is 71.591 with a significance level (Sig.) of .000, which is less than 0.05. This indicates that the regression model is statistically significant, meaning that the combination of independent variables Training and Development Practices, Performance

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Appraisal, Compensation and Benefits, and Leadership Style significantly predicts the dependent variable, Job Satisfaction.

The analysis confirms that the model explains a significant proportion of variance in job satisfaction and that the predictors, taken together, have a meaningful impact on the outcome variable.

Table 4.15

Coefficients for Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.222	.288		-.771	.442
Training and Development Practices	.285	.089	.282	3.211	.002
Performance Appraisal	.176	.077	.157	2.288	.023
Compensation and Benefits	.336	.089	.302	3.759	.000
Leadership Style	.250	.071	.208	3.510	.001

a. Dependent Variable: Job_Satisfaction

Table 4.15 presents the findings from the multiple regression analysis to evaluate the influence of each independent variable on the dependent variable, Job Satisfaction. The analysis also considers the significance (sig.) values to determine whether the effect of each predictor is statistically meaningful, with a threshold set at $p < .05$.

The results reveal that Compensation and Benefits has the strongest impact on job satisfaction, with a β value of 0.302 and a highly sig. value of .000 ($p < .05$), indicating that improved perceptions of compensation are strongly associated with increased job satisfaction. This is followed closely by Training and Development Practices, which recorded a β value of 0.282 and a sig. value = .002 ($p < .05$), suggesting that when training opportunities improve, employees' satisfaction levels also increase in a meaningful way.

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Leadership Style demonstrated a significant positive relationship with job satisfaction, with a β value of 0.208 and sig. value = .001 (p < .05), highlighting the role of supportive leadership in shaping positive employee perceptions. Performance Appraisal yielded a β value of 0.157 with sig. value = .023 (p < .05), indicating a positive and significant effect, smaller, showing that effective appraisal systems contribute positively to employees' satisfaction.

Overall, the results suggest that all four independent variables have positive and significant effects on job satisfaction, with Compensation and Benefits emerging as the most dominant predictor, followed by Training and Development Practices, Performance Appraisal and Leadership Style.

Based on the β values obtained from the regression analysis, the independent variables that influence job satisfaction can be ranked according to their strength of impact. Compensation and Benefits emerged as the most influential predictor (β = 0.302), followed closely by Training and Development Practices (β = 0.282). This indicates that employees' perceptions of fair compensation and opportunities for growth play a critical role in shaping their overall job satisfaction. The next strongest predictor is Leadership Style (β = 0.208). Last is Performance Appraisal (β = 0.157), suggesting that transparent and fair evaluation systems also contribute positively, though to a lesser extent. These findings imply that while all five variables are important, Compensation and Benefits and Training and Development Practices are the most dominant factors influencing job satisfaction among hotel employees in this study.

4.8   Summary of Study Findings

The following is a summary of the findings of the regression analysis that was conducted to achieve the set objectives.

Table 4.16

Summary of Study Finding

Objective	Hypothesis	Result
To examine the influence of training and development on the job satisfaction of the employees in hotel industry.	H1a: There is a significant influence of training and development on employee job satisfaction in the hospitality industry.	β = .282 & sig = .002 (p < .05) Accept H1a
To examine the influence of performance appraisal on the job satisfaction of the employees in the hotel industry.	H1b: There is a significant influence of performance appraisal on employee job satisfaction in the hospitality industry.	β = .157 & sig = .023 (p < .05) Accept H1b
To examine the influence of compensation and benefits on the job satisfaction of the employees in the hotel industry.	H1c: There is a significant influence of compensation and benefits on employee job satisfaction in the hospitality industry.	β = .302 & sig = .000 (p < .05) Accept H1c
To examine the influence of leadership style on the job satisfaction of the employees in the hotel industry.	H1d: There is a significant influence of leadership style on employee job satisfaction in the hospitality industry.	β = .208 & sig = .001 (p < .05) Accept H1d

Based on the results of the regression analysis, for the training and development practice factors, the results show $\beta = 0.282$ and sig. value $= .002$ ($p < .05$) which means there is a significant and positive influence on job satisfaction in the hospitality industry. With these results, the study hypothesis H1a is accepted, which is there is a significant influence of training and development on employee job satisfaction in the hospitality industry.

Next is the performance appraisal factor with the results $\beta = 0.157$ and sig. value $= .023$ ($p < .05$) which means there is a significant and positive influence on job satisfaction in the hospitality industry, so the study hypothesis H1b is accepted, which is There is a significant influence of performance appraisal on employee job satisfaction in the hospitality industry.

The compensation and benefits factor also obtained the results $\beta = 0.302$ and sig. value $= .000$ ($p < .05$) which means there is a significant and positive influence on job satisfaction in the hospitality industry. So the study hypothesis H1c, which is there is a significant influence of compensation and benefits on employee job satisfaction in the hospitality industry, is accepted.

Last is the leadership style factor with the results $\beta = 0.208$ and sig. value $= .001$ ($p < .05$) which means there is a significant and positive influence on job satisfaction in the hospitality industry and accept the study hypothesis H1d which is there is a significant influence of leadership style on employee job satisfaction.

CHAPTER 5

DISCUSSION, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

The in-depth explanation and conclusion have been provided by the researcher in this section. The theoretical and practical contributions results would be also discussed in this chapter. It also looks at the limitations of the exploration, which always points to areas that need greater investigation.

5.2 Summary of findings

The study focuses on the relationship between training and development practices, performance appraisal, compensation and benefits, leadership style, and employee engagement among selected hotel employees from five-star hotels such as Hotel Seri Pacific, W Hotel Kuala Lumpur, and Renaissance Hotel in Kuala Lumpur. The five independent factors in this study are training and development, performance appraisal, remuneration and benefits, leadership style, and employee engagement, with job satisfaction as the dependent variable. The results revealed that all five HRM practices had significant positive relationships with jobs.

5.3 Discussion of results

This study investigated the connection between job satisfaction and Human Resource Management (HRM) practices among workers in Malaysia's Klang Valley hotel industry.

5.3.1 Relationship between training and development practices and job satisfaction.

Training and development practices emerged as a key contributor to employee job satisfaction. Employees consistently reported that structured and ongoing training programs

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not only enhanced their technical and interpersonal skills but also increased their sense of competence, self-efficacy, and career preparedness. This outcome indicates that when hotels invest in employee growth through formal training, coaching, and upskilling opportunities, staff feel more valued and capable, which leads to increased morale and motivation.It contributes to a sense of purpose and belonging, which is essential in service-oriented industries such as hospitality, where frontline staff must consistently perform under pressure and meet high guest expectations. Furthermore, the availability of training was found to contribute to psychological safety in the workplace. Employees who had access to skill- building programs reported feeling more confident in managing guest complaints, handling operational challenges, and engaging in teamwork.

The new findings confirm previous research showing that training and development techniques affect employees' job satisfaction. The second position in the current thesis is occupied by training and development activities ($\beta = 0.290$). When assessing how employees feel about training opportunities and career development programs, for instance, a study conducted by Magaisa et al. (2022) showed the highest ranking. In addition, Onyango's (2023) study supported the idea by examining the impact of training and development on staff retention in Tanzania's banking sector. Consequently, the current study is consistent with the earlier findings.

5.3.2 Relationship between performance appraisal and job satisfaction.

Performance appraisal was also revealed to be an important influence. Fair and open appraisals that include constructive comments and recognition increased employee trust in the business and offered a sense of accomplishment. This is congruent with the findings of Uraon and Kumarasamy (2024), who highlighted the importance of procedural fairness and developmental feedback in increasing job satisfaction. Fair, consistent, and transparent performance appraisal systems have a significant impact on employee perceptions of the

organization. When employees believe their efforts are appropriately appraised and fairly rewarded, they experience a sense of fairness and recognition at work.

The current results provide support for the past studies that the performance appraisal influence the job satisfaction of the employees. The performance appraisal (β =0.179), hold the fourth rank in the current thesis. For example, a study that carried out by a researcher in Brazil (2023) was examined satisfaction with performance appraisals across public and private sectors, highlighting the importance of appraisal fairness and recognition, utilized a performance appraisal satisfaction, the result of the study positively supporting for the current thesis. Besides that, the previous study was carried out by Magaisa et al (2022) also supporting the hypotheses of the current thesis.

5.3.3 Relationship between compensation and benefits and job satisfaction.

Compensation and benefits showed a significant influence as well. Employees felt satisfied when their compensation reflected their workload, performance, and industry standards. The findings support studies such as Mazlan et al. (2021), which assert that competitive pay structures play a vital role in retaining top talent and maintaining morale, particularly in high-turnover sectors like hospitality.

The current results provide support for the past studies that the compensation and benefits influence the job satisfaction of the employees. The compensation and benefits (β =0.321), hold the first rank in the current thesis. For example, a study that carried out by Latiff et al. (2024) have demonstrated strongest value in measuring employees' perceptions of compensation systems within the hotel industry. Besides that, the previous study was carried out by Malik and Musah (2024), similarly supporting the current thesis.

5.3.4 Relationship between leadership style and job satisfaction.

Leadership style, had a profound impact on job satisfaction among the hotel employees. Leaders who communicated effectively, valued employee input, and led by example created a supportive work environment. This supports the work of Kusluvan & Kusluvan (2021), which underscores the importance of effective leadership in dynamic and service-intensive industries.

The current findings confirm previous research that has found that leadership style influences employee work satisfaction. Leadership style ($\beta = 0.168$) rank in third position in the current thesis. For example, Maher and Elbaz's (2022) study found the greatest value in measuring employees' perceptions of leadership style in a variety of areas, including guidance, supportiveness, motivation, coaching, and ethical behavior in the hotel industry. Furthermore, Wiyono et al (2024) investigated the impact of servant leadership on work ethic culture in the hotel industry, emphasizing the importance of supportive and ethical leadership in establishing organizational culture, which supports the study's current premise.

5.4 Research Implications

5.4.1 Theoretical Implications

This study adds to the growing body of literature on human resource management and job satisfaction by demonstrating the significant impact of five key HRM practices, training and development, performance appraisal, compensation and benefits, leadership style, and employee engagement, on employee satisfaction in Malaysia's hotel industry. The findings corroborate and expand on current models such as the Job Demands-Resources (JD-R) model and Herzberg's Two-Factor Theory, indicating that HR practices are critical job resources that buffer work stressors and increase job satisfaction.

Moreover, by integrating multiple HRM constructs into a unified framework, this study offers a more holistic view of how interrelated HR activities influence employees'

psychological responses, filling a gap where most studies only focus on isolated variables. Thus, the study provides empirical support for a multi-dimensional HRM job satisfaction linkage within service-intensive environments. Future researchers can build upon this integrated model to explore mediating variables such as organizational commitment, employee well-being, or turnover intention, thus expanding theoretical development in this domain.

5.4.2 Practical Implications

The hotel managers and HR practitioners also can get benefit from this study. This is because this research provides actionable insights into the HR strategies that directly influence employee satisfaction and retention. The results emphasize the need for a well-rounded HR approach that includes not just financial incentives but also non-monetary elements such as skill development, performance recognition, leadership quality, and emotional connection to the workplace.

Besides that, other hotel organizations such as 1-star hotels, 2-star hotels, 3-star hotels and 4-star hotels in Klang Valley and beyond can use these insights to prioritize investments in training programs, introduce transparent appraisal systems, and revamp reward structures to align better with employee expectations. Furthermore, the study shows that cultivating supportive leadership and employee engagement is just as important as offering competitive pay. In practical terms, adopting the recommendations from this research may lead to reduced staff turnover, improved service quality, and stronger employee loyalty factors that are vital in sustaining competitive advantage in Malaysia's rapidly evolving hospitality industry.

5.4.3 Policy Implications

The findings of this study also hold relevance for policymakers, particularly those involved in labour regulation, tourism development and national HR standards. Malaysia aims to position itself as a premier tourist destination, by ensuring a skilled, satisfied and stable hospitality workforce is essential. Policies that promote employee well-being, mandate transparent appraisal practices, or incentivize companies to upskill their workforce especially in high-turnover sectors like hospitality will support both industry growth and labor market sustainability.

For example, in Japan, hospitality staff receive national recognition through awards linked to service excellence and innovation. Therefore, Malaysia's Hospitality can adapt the concept from Japan and execute such a program with the collaboration of MOTAC and MAH. They can launch a National Hotel Service Excellence Award" to recognize outstanding hotel employees annually. In addition, in UAE and Qatar require employers to provide or subsidize
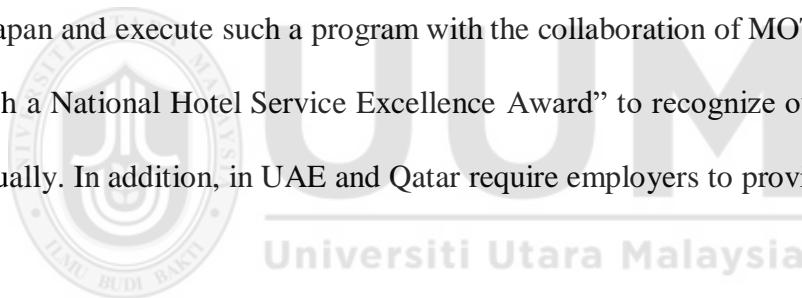
housing and transport for hotel staff due to long shifts and high living costs. Therefore, Malaysia' hospitality industry can implement such a policy in future for the employers.

This study can be used by government organizations like the Human Resources Development Corporation (HRD Corp), Tourism Malaysia, the Malaysian Hotel Association (MAH), and the Ministry of Tourism, Arts, and Culture (MOTAC) to improve grant programs or training subsidies that meet the HR needs noted here.

5.5 Limitations

Firstly, the study was geographically confined to three 5-star hotels within the Klang Valley region, which, although economically significant, does not reflect the full diversity of Malaysia's hospitality landscape. The HRM practices and job satisfaction levels observed in urban, high-end hotels may differ from those in rural, smaller, or lower-tier hotel establishments. As such, the results may not be fully applicable to other regions or hotel categories in Malaysia.

Secondly, the research was conducted under a strict time constraint, which limited the depth of data collection and analysis. The timeframe allocated for data gathering was relatively short, which put pressure on the researcher to collect responses quickly and limited opportunities for follow-up with non-respondents or for conducting interviews that might have enriched the findings.

Another notable limitation involved the response behaviour of employees. Although a total of 169 responses were successfully collected, delays in response submission occurred due to employees' shift schedules, workload, and limited availability. Some staff hesitated or declined to respond, likely due to concerns about confidentiality, fear of negative repercussions, or lack of time. While anonymity and academic purpose were assured, this hesitancy may have resulted in less candid answers or non-response bias.

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5.6 Recommendations to the hospitality industry

5.6.1 Strengthen Training and Development Programs

To elevate the sense of job ful-fillment among employees, hotel management ought to channel resources into dynamic and well-organized training and development (T&D) initiatives. These initiatives should transcend mere introductory sessions and encompass ongoing learning avenues designed for both specialized job skills and individual advancement. Training endeavors such as skill enhancement workshops, modules focused on exceptional customer service, and leadership cultivation programs can significantly enhance employee proficiency while also signaling that the organization cherishes its workforce. Crafting personalized development blueprints (IDPs) and implementing consistent performance coaching can further customize the educational experience, enhancing both engagement and retention. Hotels should also consider harnessing e-learning platforms and bite-sized learning formats to render training more accessible and adaptable for frontline staff who operate in varying shifts.

5.6.2 Develop Internal Career Pathways

In order to retain human capital and mitigate employee turnover, hospitality establishments ought to establish well-defined internal career trajectories. This necessitates the specification of competencies essential for professional advancement, the implementation of organized mentoring initiatives, and the consistent communication of promotional prospects. When personnel perceive a viable future within the organization, their motivation and allegiance are significantly enhanced. Succession planning and programs facilitating internal mobility can assist in the identification of high-potential individuals and equip them for leadership or specialized positions. Furthermore, cross-training initiatives across various departments, such as transitioning from front desk operations to guest services, or from food

and beverage to event management, enhance operational adaptability while simultaneously affording employees exposure to a variety of roles.

5.6.3 Embrace Technology to Support HR Practices

Digital tools can enhance the effectiveness of HRM practices across all areas. For instance, using HR information systems (HRIS) can automate payroll, leave tracking, and performance management, reducing administrative workload and increasing accuracy. Mobile-friendly platforms for accessing training modules or submitting appraisals can enhance convenience for frontline employees. Data analytics can help HR teams monitor engagement levels, predict turnover risks, and evaluate the success of various initiatives. By embracing technology, hotels can modernize their HR processes while improving responsiveness to employee needs.

5.6.4 Integrate Corporate Social Responsibility (CSR) with Staff Involvement

Allow employees to participate in hotel-led CSR efforts such as charity drives, eco-friendly campaigns, or community service projects. This fosters pride in the organization and gives employees a sense of purpose beyond their daily tasks. Many studies have shown that socially responsible companies attract and retain more motivated and values-aligned employees.

5.6.5 Build Organizational Resilience Through Crisis Preparedness

The COVID-19 pandemic highlighted the importance of organizational agility and employee well-being during crises. Hotels should develop crisis communication plans, provide employees with emotional and financial support during uncertain times, and offer training in adaptability and remote/hybrid skills (if applicable). This prepares the workforce to respond confidently and reduces job-related anxiety in times of disruption.

5.6.6 Encourage Diversity, Equity, and Inclusion (DEI) Initiatives

should actively promote workplace diversity by ensuring fair recruitment, inclusive language, and anti-discrimination policies. Organizing cultural sensitivity training and celebrating multicultural events can help employees feel respected and appreciated. A diverse and inclusive environment promotes innovation, harmony, and stronger team collaboration, especially in a multicultural hub like Klang Valley.

5.7 Conclusion

Training and development, performance evaluation, pay and benefits, leadership style, and employee engagement are the five key HRM practices that this study sought to examine in relation to job satisfaction in the Klang Valley hotel industry. The findings confirmed that worker perceptions of job satisfaction are significantly impacted by each of these strategies. There are two implications of this research. First off, it adds empirical findings from a localized, post-pandemic Malaysian hospitality scenario, which enhances the existing body of literature. Second, it gives hotel management teams important information about how to boost staff retention, performance, and satisfaction in a cutthroat environment.

As the hospitality industry faces problems such as high turnover, changing client expectations, and economic uncertainty, effective HRM strategies will be important in creating healthy workplace environments. Organizations that invest in their employees through growth, recognition, fair compensation, effective leadership, and engagement not only increase job happiness, but also improve overall service delivery and organizational resilience. Future research could broaden the scope of this study by including other HRM characteristics such as work-life balance, organizational culture, and possibilities for promotion.

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HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES AND JOB SATISFACTION OF THE EMPLOYEES IN THE HOSPITALITY INDUSTRY IN KLANG VALLEY.

Dear respondents,

I am Asshini Mani Vannan, pursuing my postgraduate studies in Human Resource Management in Universiti Utara Malaysia (UUM). I'm currently conducting a survey for my research titled: "Human Resource Management (HRM) Practices and Job Satisfaction of the Employees in the Hospitality Industry in Klang Valley.

I'd truly appreciate your participation in this survey, which will take approximately 10 minutes to complete. Your responses will contribute significantly to the success of this academic study. All the information provided will remain strictly confidential and will be used solely for academic purposes.

For any inquiries, do not hesitate to contact me at asshinimanivannan@gmail.com and my mobile number is 014-3999697. Thank you for your cooperation.

Respondent profile	Indicators
Gender	Male Female
Age	18 – 25 years 26 – 35 years 36 – 45 years 56 and above
Highest Level of Education	High School Diploma Bachelor's Degree Master's Degree Doctorate
Nationality	Malaysian Non-Malaysian
Race	Malay Chinese Indian Others
Marital Status	Single Married Others
Do you have past experience of working in hotel industry?	Yes No
Currently working in which hotel?	Hotel Seri Pacific, Kuala Lumpur W Hotel Kuala Lumpur Renaissance Hotel Kuala Lumpur
Currently working in which department?	Front desk F&B Marketing HR Accounts
Duration of service	Less than a year 1-5 years 6 -10 years 11-15 years More than 15 years

SECTION B: JOB SATISFACTION

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by circling the number in the range given.

	Strongly diagree	Disagree	Neutral	Agree	Strongly agree
JS1 I'm happy with my current position.	1	2	3	4	5
JS2 My salary and other benefits are satisfactory.	1	2	3	4	5
JS3 I am emotionally attached to my hotel.	1	2	3	4	5
JS4 I am satisfied with the tasks I undertake here.	1	2	3	4	5
JS5 I am satisfied with the hotel image.	1	2	3	4	5

SECTION C: TRAINING AND DEVELOPMENT PRACTICES

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by circling the number in the range given.

	Strongly diagree	Disagree	Neutral	Agree	Strongly agree
TND1 This organization has provided me with training opportunities enabling me to extend my range of skills and abilities.	1	2	3	4	5
TND2 I have access to career development programs to enhance my skills.	1	2	3	4	5
TND3 The training programs at the hotel help me to improve my job performance.	1	2	3	4	5
TND4 I am encouraged to attend external workshops and seminars.	1	2	3	4	5
TND5 This organization is committed to the training of its employees.	1	2	3	4	5

SECTION D: PERFORMANCE APPRAISAL

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by circling the number in the range given.

	Strongly diagree	Disagree	Neutral	Agree	Strongly agree
PA1 Performance appraisals help me to set realistic goals for personal and professional development.	1	2	3	4	5
PA2 I feel motivated to improve after receiving my performance evaluation.	1	2	3	4	5
PA3 Performance appraisals positively influence my job satisfaction.	1	2	3	4	5
PA4 Good performance is recognized and rewarded through the appraisal process.	1	2	3	4	5
PA5 The performance appraisal process is fair and unbiased.	1	2	3	4	5

SECTION E: COMPENSATION AND BENEFITS

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by circling the number in the range given.

	Strongly diagree	Disagree	Neutral	Agree	Strongly agree
C&B1 I am satisfied with my current salary and compensation.	1	2	3	4	5
C&B2 The hotel provides bonuses an incentives based on individual or team performance.	1	2	3	4	5
C&B3 Non-financial rewards are given to the employees such as wellness program, recognition etc.	1	2	3	4	5
C&B4 The employer encourages the employees to participate in decision making process like suggesting the benefits programs.	1	2	3	4	5
C&B5 The compensation system is fair and transparent.	1	2	3	4	5

SECTION F: LEADERSHIP STYLE

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by circling the number in the range given.

	Strongly diagree	Disagree	Neutral	Agree	Strongly agree
LS1 My employer provides a clear guidance on how to perform my tasks.	1	2	3	4	5
LS2 Leadership in the hotel is supportive and approachable.	1	2	3	4	5
LS3 The leadership style in this hotel is motivating and inspiring.	1	2	3	4	5
LS4 I receive coaching and mentoring from my supervisor when needed.	1	2	3	4	5
LS5 Managers demonstrate ethical behaviour in dealing with the employees.	1	2	3	4	5

COLLEGE PERMISSION LETTER FOR THE DATA COLLECTION PROCESS.

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Our Ref : UUM/UUMKL/243/7
Date   : 3rd July 2025

TO WHOM IT MAY CONCERN

COLLECTION OF DATA FOR RESEARCH PAPER

We are pleased to inform you that the following student is from Universiti Utara Malaysia Kuala Lumpur and is presently pursuing her Master of Human Resource Management. She are required to collect data from your organization as requirement for the Research Paper (BPMZ69912) course this semester.

No.	Name	Matric No.	I/D No.
1.	ASSHINI A/P MANI VANNAN	832235	970319106702

Please be informed that the data collected is purely for academic purposes and we assure you that all information will be kept strictly confidential.

We really appreciate your kindness and cooperation in the above matter.

Thank you.

"MALAYSIA MADANI"
"KNOWLEDGE, VIRTUE AND SERVICE"
"ACADEMIC EXCELLENCE UUM EMINENCE"

Sincerely yours,
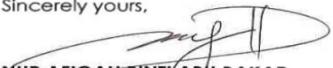
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