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Abstract

This study examines the relationship between training and development, job satisfaction, and compensation towards employee's job performance in the hotel industry within Kuala Lumpur, Malaysia, post pandemic. The COVID-19 pandemic had a significant influence on the hotel sector through physical, psychological, and financial difficulties as hospitality workers had to face high job demands, irregular working hours, labor shortage, and insecure working position. Employees that are unhappy or frustrated are more likely to perform poorly. Increasing the number of guests and enhancing hotel earnings still heavily rely on the performance of hotel employees. It is crucial to increase the earnings of the hotel industry post pandemic to increase employment, improve living standards, and larger tax income to state and local governments. Data are gathered from 315 employees in a 3 to 5-star hotels from various department in Kuala Lumpur and analysed through correlation by using SPSS version 27. The findings from this research reveals that training and development, and compensation does have a relationship towards employee's job performance in the hotel industry, but not job satisfaction. Future research may include adding other factors that affect employee's job performance in hotel industry and emphasizing on a specific position held in the organisation.

Keywords: Compensation, Employee's Performance, Human Resource Management, Job Satisfaction, Training And Development

Introduction

A global catastrophe brought on by the COVID-19 epidemic has affected employment particularly hard (Conteh & Yuan, 2021). In Malaysia, a total of 170,084 hotel reservations made between 11 January and 16 March 2020 were cancelled, resulting in an RM68,190,364 loss in revenue (Foo et al., 2021). The authors added that Kuala Lumpur's hotel staff have been the worst affected by the pandemic, according to statistics on cancelled reservations where there have been 542 layoffs out of a total sample size of 17,826 employees, or 3%. This situation has forced hospitality firms like hotels to abandon plans for hiring new employees and to decrease employee benefits. In these organisational conditions, the workers deal with

unfavourable workplace attitudes that encourage knowledge concealment by the management and thus impair team effectiveness. Employees in the tourism and hospitality industries reportedly experienced emotions of insecurity and isolation because of the pandemic, which led to a decrease in engagement and readiness (Liu et al., 2022) thus affecting job satisfaction, the key component contributing towards job performance. The high-quality performance of employee is crucial in the hotel industry for its success. The reductions of salary during pandemic leads to reduction in employee's performance as it does not reflect the cost of living in Malaysia which has drastically rises. Due to factors such as a relatively temporary workforce, poor wages, unattractive work schedules, and an unfavourable value of the organization, businesses in these industries have led to issues of hiring and maintaining personnel (Lin, 2018). Organizations are currently being compelled by the need to react to these new labour trends in the tourism and hospitality industry to create new formulas to motivate employees, develop capabilities, and engage important contributors (Huertas-Valdivia et al., 2018). Reviving human capital strategies can help hospitality firms take advantage of some of their best possibilities to increase service, client loyalty, growth, and job performance. Essentially, the modern service organisation must design work environments that foster passion and purpose if it is to achieve high performance. The key resource in the hospitality industry is the workforce. This issue is viewed as primarily a human crisis, and Human Resource Management (HRM) is positioned as a critical component. It is the duty of tourism and hospitality businesses leaders to provide effective employee support and engagement initiatives to combat the crisis and lessen hardship while meeting this unprecedented challenge (Liu et. al., 2022). In today's competitive economy, the concept of job performance is a crucial component for firms to survive and prosper (Nguyen, 2020).

Many researchers have attempted to outline the effects of the job insecurity, job stress and employees' mental health towards job satisfaction and retention in the hotel industry, post COVID-19 pandemic (Karatepe et al., 2021; Vo-Thanh et al., 2022; Guzel & Ergen, 2022). To the best of the authors' knowledge, only few researchers consider addressing the current pandemic as a human crisis that needs efficient human crisis management measures. There is a need for information and validated research on the factors that affect hotel employees' job performance, in the hotel industry for those who remain serving the hotels post crisis.

Furthermore, no study has been found on employees of 3-to-5 stars hotel in Kuala Lumpur. In this research, there are three (3) theories that has been tested and related with the independent variables of the research namely the Maslow's Hierarchy of Needs, Herzberg Two Factor Theory and Vroom Expectancy Theory 1994. These theories adopt a metatheoretical perspective on motivation of an individual and contends that the interaction between a certain environment and an individual responding to it affects both the valence and strength of motivation. Hence, the hotel employees require training and development programs to perform the tasks given effectively in the new working environment. This research focuses on identifying the relationship of factors that affect the employee's performances in the hotel industry. The following variables are believed to have an impact on an employee's performance, job training and development, compensation, and job satisfaction. The hotel industry in Malaysia needs to produce high quality employee's performance to gain its competitive edge against the neighbouring countries. Meeting this challenge through providing training, compensation, and job satisfaction is possible as it will motivate employee's in performing their job with quality.

Research Questions (RQ)

RQ1: Is there a relationship between training and development and hotel employees job performance in Kuala Lumpur post pandemic?

RQ2: Is there a relationship between job satisfaction and hotel employees job performance in Kuala Lumpur post pandemic?

RQ3: Is there a relationship between compensation and hotel employees job performance in Kuala Lumpur post pandemic?

Research Objectives (RO)

RO1: To examine the relationship between training and development towards hotel employees job performance in Kuala Lumpur post pandemic.

RO2: To examine the relationship between job satisfaction towards hotel employees job performance in Kuala Lumpur post pandemic.

RO3: To examine the relationship between compensation and hotel employees job performance in Kuala Lumpur post pandemic.

Literature Review

Theoretical Perspective

Maslow's Hierarchy Needs

The main principle of Maslow's Hierarchy Needs is the motivation of an individual based on their needs. Motivation and personality, which described Maslow's idea of how people satisfy their unique needs in connection with their professions, was first published in 1954. Based on his experiences as a humanistic therapist, he asserted that there is a general example of needs awareness and fulfilment that results in individuals continuing in roughly the same arrangement. Maslow's Hierarchy Needs is a theory of motivation that divides an individual's feelings which consist into five main categories. The needs consist of physiological needs (food or shelter), safety needs (job), love and belonging needs (friendship), esteem and self-actualization. Numerous pieces of motivational literature claim that it might be difficult for people to consistently explain what they desire from a certain profession. As a result, companies have not given employees what they claim they desire. Instead, employers allocate the employees to the suitable management department that most people would want in the current situation. According to (Gawel, 1996) mentioned that these choices has been influenced by Maslow' Hierarchy of Needs.

Herzberg Two Factor Theory

Herzberg's Motivation-Hygiene Theory concluded that several influencing elements might be the basis for dependable motivating performances in organizations. He made the important conclusion that although certain elements are simply associated with job unhappiness, others are related to job satisfaction. This theory has been classified into two categories as motivator factors (satisfaction) and hygiene factors (dissatisfaction) (Ishfaq et al., 2021). The study's hypothesis discovered that variables affecting motivation and hygiene factors have a definite influence on employee's job satisfaction. The factors include peer and supervisor relationships, remuneration, working environment, achievement, business policy and

administration, job recognition, and compensation. Additionally, two categories of rewards from this theory are intrinsic and extrinsic rewards. Rewards are perceived as an appreciation for the employees to motivate them. Intrinsic rewards symbolize those that emerge within the employees themselves. A motivated employee pursues satisfaction personally and may enjoy challenging tasks they perceive to be crucial to the firm. Regular interaction with an employee can help a management comprehend that person's motives and come up with inventive strategies. Extrinsic incentives also convey the value of being quantified and connected to the task. It can be divided into cash rewards and non-financial rewards, and both types of rewards can significantly improve an employee's ability to execute their performance as per supported by (Ye, 2022).

Vroom Expectancy Theory

In 1994, Victor Vroom developed the Expectancy Theory of Motivation to explain why workers are motivated by their job satisfaction and performance. When an employee starts a new job, they typically have personal objectives they want to achieve as well as motivating factors. Every employee will usually be more motivated if they know that their employers will appreciate them if they accomplish their goals within a certain amount of time. For instance, companies could declare that they will grant rewards, such as money and vacation time, in honor of an employee's top performance over a certain time. In order to determine the number of organizational rewards that suit each employee's personal goals and how appealing these rewards are to the recipient, it is crucial to take into account the relationship between organizational incentives or work achievements and personal ambitions (Parijat & Bagga, 2014). Furthermore, a motivated person who enjoys working for the company may find job satisfaction. Wages are one example of a reward for an employee's performance. It also acts as one of the main motivators and stimulants. Employee motivation, performance, and happiness may all improve if the company's pay structure is managed well (Ali & Anwar, 2021).

Employees' Job Performance

Employees' job performance is the process of determining whether an employee in an organisation achieves a goal based on predetermined standards, such as accuracy, effectiveness, speed, and cost (Afshan et al., 2012). Organizational culture is a theoretical framework made up of shared values, norms, and behaviours among members of the company. A group of highly motivated people who are aligned with one another in terms of their significance to the motivation of the organization's culture has a positive effect on job motivation (Kadir & Amalia, 2017). How a company achieves its organisational objectives is strongly dependent on the evolution of the establishment. In a previous study conducted by (Rindorindo, 2019), workload was found to influence employee performance. Employees that are overworked often feel that their performance is below par. A worker's estimate of the task they must perform to meet the objectives and the allowed work time is referred to as their "workload." Workloads that are excessively demanding might hurt performance. Managers can gauge the state of the business by keeping tabs on staff performance. Employee involvement may be defined in numerous ways across different industries. Employee engagement is a mental state that develops from interactions with coworkers and contributes to an organization's success. When a worker is aware of the company's objectives, culture, and rules, they perform better. Margaretha et al (2021) assert that a critical attribute would have a big impact on how engaged someone is at work. Employee engagement is

connected to long-term employment, adjustments in how individuals work, what they anticipate from their jobs, and how they behave in all aspects of the workplace. This information does not only bolster any immediate competitiveness-boosting measures that organizations can take, but it also supports any potential expansion plans. Concentrating on employee performance improves more than just the business. It helps employees to work to the most extent of their abilities while also enhancing overall effectiveness, which can raise morale and the quantity of work produced.

Job Training and Development

Vocational training is defined as an activity designed by the organisation to help employees obtain more skills and knowledge and is expected to apply these in their work, in the organization (Riyanto et al., 2022). Training is commensurate with individual requirements. By implementing the appropriate training and development method in each hotel, it will influence the employee's performance. Based on Abdullahi (2018), training and development have increased the productivity of employees. Providing training to the employees will not only improve performance on useful techniques, knowledge, and talents, it will also lead to achieving tangible results such as enhanced self-esteem, improved morale and elevate employee's satisfaction (Nguyen, 2020). According to the Maslow's hierarchy needs, an important factor in determining an employee's efficacy and efficiency in the business is their training and development. It significantly contributes to an organization's ability to stay competitive and remain relevant applicable in the contemporary, technologically advanced, and rapidly evolving business environment. Training is also considered as a tool used by the organisations to access the unproductive aspects of employee that contributed to the job performance (Adejare et al., 2020). As claimed by a variety of motivational literature, individuals frequently struggle to consistently express what they want from a career. Therefore, employers haven't responded to what people say they want. Instead, they have educated staff what they desire based on what management believes most people would like in the current situation. These choices have frequently been influenced by Maslow's hierarchy of needs (Gawel, 1996). The Maslow's needs theory motivates the employees on how they are performing their job. As reported by (Stefan, 2020), the connection between safety and performance may be affected indirectly by satisfaction. The author strongly believes that aside from self-actualization, the satisfaction of all other categories of needs only has a positive impact on professional performance if the employees are content with their work, thereby highlighting the critical role that job knowledge plays in the motivation-performance relationship. The primary goal of this research project is to determine the connections between and elements influencing employee performance in the hospitality industry. An organisation must attract, develop, and retain employees with the essential skills and expertise to boost the overall effectiveness and efficiency of the company in order to survive in the evolving workplace (Azami et al., 2023). This statement can be supported by Yang (2020), who stated that job training contributed to the high performance of employee. Thus, the following hypotheses is formulated

Hypothesis 1 (H1). There is a significant relationship between training and development and the employee's performance in the hotel industry.

Job Satisfaction

Being content as an individual with their employment is referred to as their job satisfaction. Job satisfaction may also be referred to an employee's overall attitude toward their job depending on work considerations (Rojikinnor et al., 2022). Job satisfaction cannot be defined from just one explanation since it has a broad scope. It is the term used to describe happy or optimistic experiences that result from evaluating an individual work and the employee's experience (Permana et al., 2021). The author validated that an employee who is happy with their job will be more motivated to do it to the best of their abilities, in contrast to an employee who is dissatisfied, which can create feelings of boredom or frustration and other negative consequences. As mentioned by (Puspitawati & Admaja, 2021), employees at the hotels could not finish their work perfectly although they are overwhelmed with works to accomplish which lowers their job satisfaction. Increasing productivity, responsiveness, quality, and recognition service are all dependent on the satisfaction of the employees where quality of supervision, social interactions with the work group, and how well or poorly a person performs at work will all have an impact on how satisfied an employee is with their employment (Ali & Anwar, 2021). Satisfaction of the employees can be fulfilled through various ways to maintain their good quality of working performance in the company. In addition to job security, favorable working environment, co-worker support, working conditions (Oneybu and Omotayo, 2017), "SHRM 2007 Job Satisfaction Survey" (HR Focus, 2007) revealed that job satisfaction of service employees is impacted by such elements as communication between employees and senior management, relationship with immediate supervisor, and management recognition of employees' job. The factors that impact one employee's job satisfaction may not apply to another performing in roughly the same profession under the same circumstances. As a result, this study suggests that job satisfaction influences employees' job performance in the hotel industry:

Hypothesis 2 (H2). There is significant relationship between job satisfaction and the employee's performance in the hotel industry.

Compensation

Chuang and Liao (2010) defined compensation as all remuneration received by an employee, whether financial or otherwise, including salaries, wages, bonuses, incentives, and other benefits, as well as health insurance, leave pay, food allowances, vacation time, and other benefits that have an impact on how well the organization's workers perform in general. Compensation by human resource management in each hotel may be one of the indicators that boost up employee's motivation to produce high quality performance. Performance of the employees can be influenced by compensation and benefit of their company (Nguyen et al., 2020; Ali & Anwar, 2021). Every employee will tend to be motivated if they are aware that their employers would give an appreciation reward if they achieved their target in the specific period. In this matter, employees will have the mindset of wanting to achieve the reward at the same time they able to achieve the goals targeted by the company. Maslow (1954) proposed a five-level hierarchy of human wants, ranging from physiological requirements to safety, belongingness and love, esteem, and self-actualization. Some scholars have examined job satisfaction from the perspective of need fulfilment based on Maslow's theory (Kamaruddin et al., 2018). The Maslow's hierarchy of needs theory shows what motivates the employees to perform well in their job. A person needs to feel physically and emotionally secure to feel safe in their family, society, and protected from violence. The desire for safety

is reflected in the demand for a stable work, savings, and health, mental health, old age, and disability insurance (Lahida et al., 2017). Thus, the following hypotheses is formulated: Hypothesis 3 (H3). There is a significant relationship between compensation with employee's performance in the hotel industry.

The illustration of the conceptual framework can be seen in Figure 1. Managing employee performance from a human resource management perspective is crucial. When an employee applies their specialised knowledge and skills to successfully execute their tasks in accordance with the typical service standards of lodging facilities, this is referred to as performing well on the job in the hotel sector. Employees carry out a variety of duties inside the company, notably supplying visitors with amenities like accommodations and culinary, as well as other additional services and positions connected to aspects like accounting, finance, advertising, administration, and maintenance. The external factors and modernization have increased company competition. Every business has a responsibility to improve employee performance to meet its goals as effectively as possible.

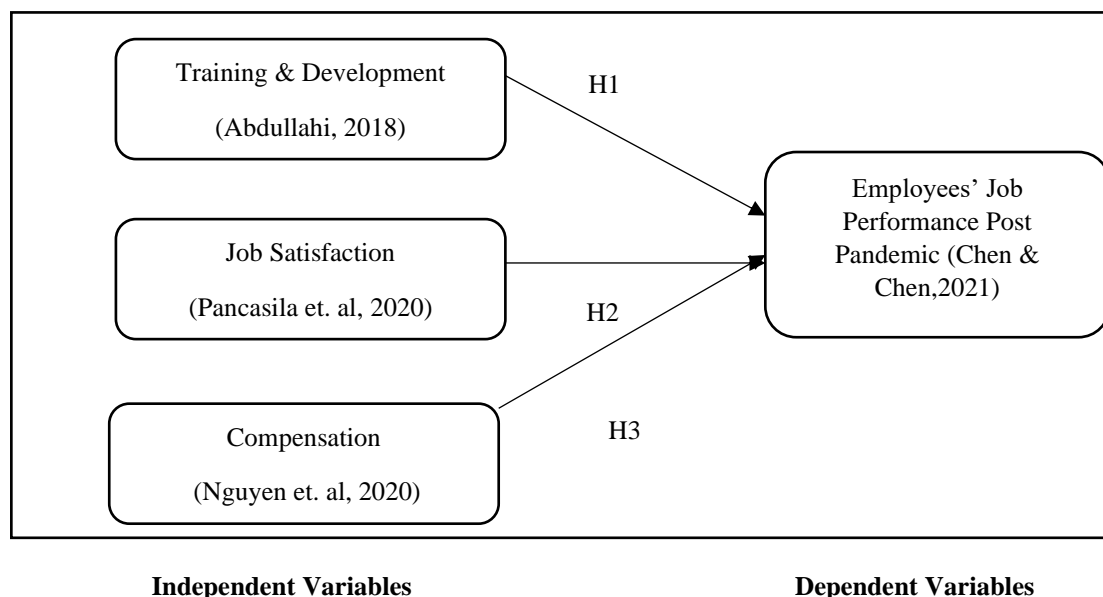


Figure 1: Proposed Conceptual Framework

Research Methodology

Sample and Data Collection

This study employed quantitative research because it facilitates the accumulation of numerical data that can be used to evaluate and analyse the relationship between the two variables (McLeod, 2019). Due to the fact that the quantitative research method can include a large population, it is more appropriate and efficient to examine and evaluate the study's hypotheses as well as construct numerical models and theories. The survey was conducted using self-administered questionnaires via an online Google Form. Data were collected through non-probability sampling towards employees of 3-to-5-star hotels in Kuala Lumpur of diverse positions and departments. Representatives from seven hotel employees were approached to discuss the study's aims. After reaching an agreement, the representatives handed questionnaires to their colleagues who work in a 3- to 5-star hotels. The questionnaire was given out and gathered with 315 feedbacks, within the stipulated time of

1-month. According to the figures published by the Department of Statistics of Malaysia (DOSM) as of 2021 is 121,815. The sample sizes are chosen from a table of simplified sample sizes created by Krejcie and Morgan (1970), which is shown in Figure 2 below:

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size
Source: Krejcie & Morgan, 1970

Figure 2: Sample Size Determination using Krejcie and Morgan Table (1970)

Before starting the actual survey distribution, a pilot test was done as pre-testing or trying out of the study's set of particular instrument research. A pilot test is a small-scale trial or research undertaken before the appropriate data are utilised for the main test. The pilot study is valuable for collecting data transparency from a small sample of individuals' trials. The data transparency derives from a reliability test that evaluated the consistency of a statistic. A pilot test needed 10% to 20% of the sample size recommended in the study. Therefore, the questionnaire was given to 30 respondents in order to conduct a pilot test. There were 21 questions in the questionnaire that were included for the pilot test.

Table 1
Pilot Test Cronbach Alpha

Variables	Cronbach's Alpha (α)	No of Items
Employee's job performance	.909	5
Training and Development	.924	6
Job Satisfaction	.883	5
Compensation	.914	5

Table 1 shows the results of coefficients (α) are between 0.883 and 0.924. The employee's job performance showed the coefficient (α) of 0.909, which indicates excellent reliability. On the other hand, the coefficient (α) for the independent variables of training and development is 0.924, and variables of compensation is 0.914, which showed excellent reliability. While the coefficient (α) for job satisfaction of 0.883, is considered very good reliability (Zikmund et al., 2013). Based on the table above, it shows that the value of Cronbach's Alpha is over than 0.7 value to shows that it is reliable to proceed the distribution of the questionnaire to obtain the actual data.

Operationalization of Variables and Analysis

All elements and structures were taken directly from the literature: training and development, job satisfaction, compensation, and employees' performance. A 5-point Likert scale with the values "1 = strongly disagree" and "5 = strongly agree" has been used to evaluate each item. With SPSS software version 27, data analysis was carried out. Cronbach's alpha coefficients were used to evaluate the reliability analysis. The validity of each concept was investigated as well as the links between the variables using a Pearson correlation analysis.

Findings**Demographic Analysis**

Based on the sample, females represented 57.1% and males 42.9%. The races were Malay 54.9%, Chinese 13%, Indian 21.35% and others 10.75%. In terms of education, 40.6% had bachelor's degree, 39.4% had a Diploma, 11.4% was SPM holders, and 7.9% with a Master's Degree. Employees of the hotel's majority has been employed for 2 – 5 years of service with their current hotel. The breakdown for age group was as followed; 20 years old and below (1.9%), 21-30 years old (44.8%), 31-40 years old (29.8%), 41-40 years old (41.6%), 51 years old and above of 2.9%.

Table 2

Summary of Respondents' Demographic

Variable	Classification Variable	Frequency	Percentage (%)	Cumulative Percentage (%)
Gender	Male	135	42.9	42.9
	Female	180	57.1	100.0
Age	Below 20 years	6	1.9	1.9
	21-30 years	141	44.8	46.7
	31-40 years	94	29.8	76.5
	41-50 years	65	20.6	97.1
	51 and above	9	2.9	100.0
Race	Malay	173	54.9	54.9
	Chinese	41	13.0	67.9
	Indian	67	21.3	89.2
	Others	34	10.8	100.0
Education	STPM	36	11.4	11.4
Background	Diploma	124	39.4	50.8
	Bachelor's Degree	128	40.6	91.4
	Master's Degree and above	27	8.6	100.0
Job Position	Human Resource	75	23.8	23.8
	Front Office	67	21.3	45.1
	Housekeeping	41	13.0	58.1
	Kitchen or Food	26	8.3	66.4
	Production			

	Food and Beverage Service	79	25.1	91.5
	Purchasing	14	4.4	95.9
	Other	13	4.1	100.0
Hotel Rate	5 Stars	38	12.1	12.1
	4 Stars	172	54.6	66.7
	3 Stars	105	33.3	100.0
Working Experience	Under 2 years	126	40.0	40.0
	2-5 years	128	40.6	80.6
	5-10 years	37	11.7	92.3
	10 years and above	24	7.6	100.0

Descriptive Analysis

The mean and standard deviation of each variable are shown in Table 3, allowing us to assess the responses of the respondents to this study. The average mean of employee's job performance for dependents variable is 4.1092, with a standard deviation of .50401. With a mean of 4.3201 and a standard deviation of .44921, training and development is the independent variable with the highest average mean. Job satisfaction is the second highest average mean, with a mean of 4.0398 and a standard deviation of .44921. Compensation ranks third, with a mean of 3.6524 and a standard deviation of .50401. Table 3 reported that all variables have a mean greater than 3.50.

Table 3

Descriptive analysis

Variables	Mean	Standard Deviation
Training and Development	4.3201	.44921
Job Satisfaction	4.0398	.52681
Compensation	3.6524	.62857
Employee's job performance	4.1092	.50401

Normality Test

Points on the Normal QQ plot show if the dataset is univariately normal. The points will lie on the 45-degree reference line if the data is properly distributed. The points will stray from the reference line if the data is not properly distributed. Figure 3, 4 and 5 below shows that that the points lie mostly along the straight diagonal line with some minor deviations along each of the tails. Based on this plot, we could safely assume that this set of data is normally distributed

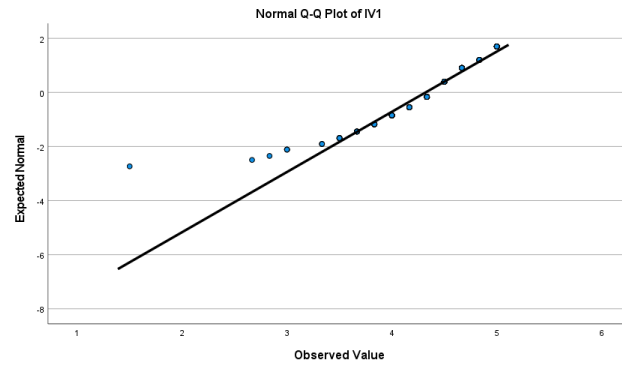


Figure 3: Training and

Development

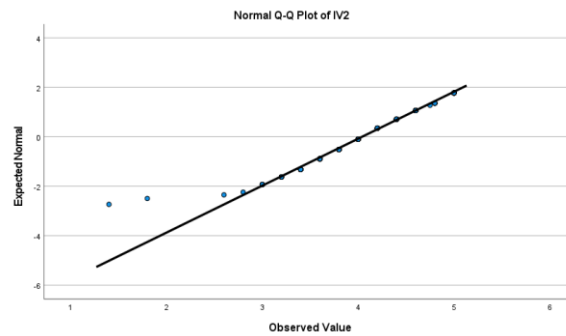


Figure 4: Job

Satisfaction

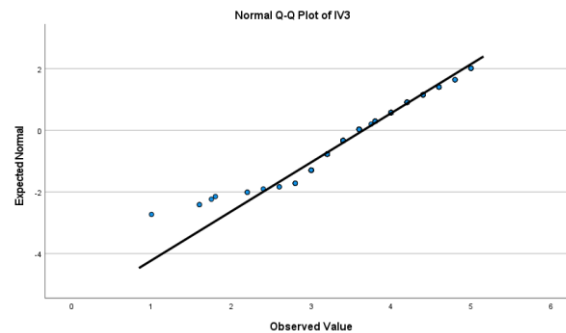


Figure 5: Compensation

Reliability Analysis

The objective of reliability test is to assess the research study's consistency measurement concept. It also provides information about the questionnaire's capacity to yield the same outcome under identical circumstances. It can be done by using Cronbach's Alpha. Hair et al (2019) pointed out that a minimum reliability test to achieve is 0.6. Therefore, the study reported the reliability of 315 respondents. The Cronbach's alpha value for the three independent variables and one dependent variable ranges from 0.742 to 0.853. Since all alpha values are above 0.6, we can justify that the measurements for all variables used in this study are valid and reliable.

Table 4
Reliability Analysis

Variable	Cronbach's Alpha	Internal Consistency	N of Items
Training and Development	0.781	Good	6
Job Satisfaction	0.759	Good	5
Compensation	0.853	Very Good	5
Employee's Job Performance.	0.742	Good	5

Pearson Correlation Analysis

The study's hypothesis was tested using a correlation analysis to assess the strength of the relationship between independent and dependent variables. Employee's performance in table below is the dependent variable and job training and development, job satisfaction and compensation and salary are for the independent variable. This test indicates positive or negatives direction and strength the relationship. A perfect correlation analysis of 1 or -1 indicates the value of one variable by knowing the other one value of variable. The correlation of 0 means there is no relationship between two variables.

Table 5
Pearson's correlation coefficients

Correlations		TD	JS	C	EJP
TD	Pearson Correlation	1	.580**	.273**	.577**
	Sig. (2-tailed)		.000	.000	.000
	N	315	315	315	315
JS	Pearson Correlation	.580**	1	.543**	.451**
	Sig. (2-tailed)	.000		.000	.000
	N	315	315	315	315
C	Pearson Correlation	.273**	.543**	1	.378**
	Sig. (2-tailed)	.000	.000		.000
	N	315	315	315	315
EJP	Pearson Correlation	.577**	.451**	.378**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	315	315	315	315

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

The result of the correlation analysis in table 5 above was run to access the relation between training and development and employee's performance. There was a positive correlation and moderate correlation between the two variables (r=0.577). There is a significant relationship between training and development and the employee's performance.

The result of the correlation analysis in table 6.6 above was run to access the relation between job satisfaction and employee's performance. There was a positive correlation and moderate

correlation between the two variables ($r=0.451$). There is a significant relationship between job satisfaction and the employee's performance.

The result of the correlation analysis in table 6.6 above was run to access the relation between compensation and employee's performance. There was a positive weak correlation between the two variables ($r=0.378$). There is a weak relationship between compensation and salary and the employee's performance.

Regression Analysis

The multiple correlation coefficient (R) indicated in Table 6 uses all predictors at the same time and has a value of 0.622. The R achieved was 0.386, which suggests that three variables, including training and development, job satisfaction, and compensation, may affect employee retention by 38.6%. However, the variance of 61.4% could be attributed to other variables affecting an employee's job performance.

Table 6

Multiple Correlation Coefficient

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.622 ^a	.386	.380		.39670
a. Predictors: (Constant), Training and Development, Job Satisfaction, Compensation					
b. Dependent Variable: Employee's Job Performance					

Multiple Regression Analysis

The regression coefficient shows how much the dependent variable employee's job performance is expected to increase when the predictor variable under consideration increases by one and all other independent variables are held at the same value. A p-value that is larger does not affect the model as in that case, the changes in the value of the predictor and the changes in the response variable are not directly linked. Hence, in regression analysis, it is observed that the variable job satisfaction is not significant with a p-value $>.05$, while the other two variables namely training and development, and compensation is significant with p-value $<.05$. As such, the most significant relationship between training and development and employee; s job performance is the ($\beta = 0.488$, $p < 0.001$). Following that is compensation ($\beta = 0.218$, $p < 0.001$). The results can be found in Table 7.

Table 7

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.912	.230		3.966	<.001
TD	.548	.061	.488	8.936	<.001
JS	.048	.060	.050	.795	.427
C	.175	.042	.218	4.115	<.001

a. Dependent Variable: Employee's Job Performance

Summary of Hypotheses

The summary table, Table 1.11, is provided in this section to summarize work performance and the relationship between factors. Because the p-value is less than 0.05, the second and third hypotheses were accepted, whereas the first hypothesis was denied because the variable has a p-value greater than 0.05.

Table 8

Summary of Hypotheses

No	Hypotheses	P-Value	Remark
H1	There is a significant relationship between training and development and the employee's performance in hotel industry	<.001	Supported
H2	There is no significant relationship between job satisfaction and the employee's performance in hotel industry	>.05	Not Supported
H3	There is a significant relationship between compensation and salary with employee's performance	<.001	Supported

Discussion

The results of this study confirmed the Maslow's hierarchy of needs theory that had been referred to in determining the factors affecting employee's job performance in the hotel industry. All the factors that were mentioned in this research were shown to have reflected in the theory. However, training and development, and compensation are the two factors that affect employee job performance in the hotel industry in Kuala Lumpur, while job satisfaction is not a factor that affect directly on employee's job performance.

It is proven that the effects of training and development does helps the employees to alter how they perform in their current position. The outcomes of the research can be supported by (Adejare et. al., 2020) impacts the similar result from different geography that training is considered as one of the tools that's has been used by the organisations to assess the unproductive environment of the employees impacts towards job performance. Due to the training and development from an instructor within a business, training is a useful method of instructing and transferring knowledge to employees. The respondents confirmed that training they have received is when they approach a senior employee in their department and ask for instruction on how to use a particular tool to increase productivity, particularly when they are having trouble using the tool or piece of equipment to perform their duties. Hotel's training and development programme implementation will help the employees to be able to do their task and improving their work performance.

Meanwhile, hotel employees do not agree when receive praise and rewards when doing a job well will affect their job performance. It is likely that it does not gives huge impact to the performance. After the coronavirus pandemic's impact brought the world to a sudden standstill, recovery has been slow and dismal for many industries. The future of the hospitality and tourism industry seemed grim. However, the road ahead will not be smooth, and essential efforts may need to be made to provide visitors with services that fulfil their expectations in

the post-covid era. Being able to secure a job with sufficient trainings and development with a fair compensation would be the most expected out of hotel employees during tough times. The result from the study shows that every employee is more likely to be motivated if they are aware that their employers would show their gratitude if they achieved the company's intended goals within a given time frame. A systematic process must be implemented with an efficient compensation plan so that employees are compensated or rewarded in accordance with the requirements of their jobs. As employees receive rewards and incentives that are commensurate with the quality of their job, which inspires them to reach the next goal, their performance will increase. The relationship between compensation and employee performance is relatively weak, however, previous studies shows that compensation could still influence employee's job performance in hotel industry (Akter & Husain, 2016) where employees with high morale are more determined to show up on time daily do their excellent efforts. This also implies that there are other factors besides compensation and benefits that affect performance. This statement has been supported by (Kadir, 2019).

This study's primary goal was to explore the significant aspects that effects employees job performance in hotel industry. The data from this research reveals several practical applications worth of future study. A training environment that emphasizes the implementation of soft skills like interpersonal skills, adaptability, and tolerance in the workplace can facilitate participation and performance. In some respects, job satisfaction factor may be studied in a different study area covering a wider number of participating hotels around Malaysia to test whether job satisfaction has an impact on employee's job performance. As employees feel satisfied, they are more likely to care about the excellence of their job, to be dedicated to the company, to have increased retention rates, and to be more productive in overall.

Practical Implication

This research study allows companies to understand how important employee's performance is in the hotel industry in addition to providing relevant and credible information. It might generate a positive reputation among customers in the hotel industry. Businesses may benefit from an understanding of the aspects that affect employee's performance in the hotel industry. Employers and human resource managers may now have a complete grasp of the elements that will enhance employee's job performance. Consequently, companies will thrive in the future. To prevent workplace monotony, human resource managers may assign employees with a variety of duties. These initiatives do not only provide employees the chance to develop their skills but also allow employers the chance to improve the working environment and increase employee productivity. Participation and performance can be facilitated by a training environment that stresses the use of soft skills including interpersonal abilities, flexibility, and tolerance in the workplace. The organisational training and development activities may be carried out by giving the employees the chance to broaden their knowledge through formal education in a variety of fields, including higher education, position courses, seminars, and other training, as well as daily learning from the working experiences of one employee to other employees. This study also shows how the hotel industry compensation and job performance have strategic potential. The outcomes of the research may benefit researchers, academicians, and employers in identifying strategies to enhance employee's job performance to achieved company target.

Limitation and Future Research

Our study's limitations undoubtedly have an influence on the flaws in the findings of our research. These limitations include, among other factors, the fact that our study relies on a series of questionnaires as a measuring tool to save time and energy. As a result, there will be limitations like bias in answering the questions, and it's possible that respondents will only respond to the questionnaire's questions in the best-case scenario rather than honestly. It is advised to carry out additional study to ensure a bigger sample size based on a randomised approach to all types of hotels in the business and to further generalise the findings. Therefore, it is recommended to conduct more research with a focus on different areas in Malaysia because the results may vary, and management decisions would need to be adjusted accordingly.

Additionally, future research can be conducted for investigating the impact of compensation on employee's performance in hotel industry as the outcome of this study is limited. Furthermore, having a large sample size distinguishing job position would be beneficial for future research. Apart from that, the study this research is still very limited because it only examines the training and development, compensation, job satisfaction and employee performance. The timeline of post pandemic towards endemic should be considered for future research as factors that may affect their behaviour may differ from among the employees. Thus, it is recommended for future research to add other factors that affect employee's job performance in hotel industry to the development of research.

Conclusion

In essence, the hypothesis of job training and development, and compensation variables do effects employee's job performance in hotel industry. The relationship between compensation and employee's performance is moderated by job satisfaction. Organizations must continue to keep their emphasis on ways to improve employee performance, much like in the hotel industry. Employee performance is crucial in this area since personnel in it engage directly with clients and oversee making sure they are happy as every hotel acquired a lot of advantage and benefits from a satisfied client. This will ensure a good reputation of the company, thus promising business sustainability upon return customers. It is crucial to increase the oncome level of the hotel industry to increase employment, improve living standards, larger tax income to state and local governments, and growth in local retail sales. Due to this, the hotel industry could have a great opportunity in investing more effort to ensure employees will commit to the company towards achieving its goals and targets.

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