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Pay equity and Satisfaction analysis in Hotel industry

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Abstract

The pay equity and salary demand from employer to each employee is a basic condition that company should have to treat their employees this will increase the motivate employees to achieve the goal. This currents research concentrate on employees pay and their satisfaction based on equity theory. The question is how much Pay Level, Benefits, Pay Raises, Pay Structure/Administration give their Salary satisfaction in Hotel industry. About 250 data was collected from 15 hotels. The results shows that employees pay equity in Hotel industry is not to the level of their expectation and it's due to Pay Level Benefits, Pay Raises, and Pay Structure/Administration. We suggested few recommendation to the hotel management and future research suggestion with limitation of the study

Keywords: Pay Level Benefits, Pay Raises, Pay Structure/Administration, Salary satisfaction

1.0 Introduction

Pay Equity is the equal pay for the work of equal value (Meehan, & Kahn, 2016). Equity theory can be description and explanation by using an example like inequity at the workplace, for example employees may associate in a certain or more than reward as usually with particular effort. But when they feel that they are not getting a fair reward, they may take a stroll or do enough. If unfair sentiment is widespread, employee turnover may be high. They believe that the work performance they do is pay equity and the similar category, as well as treated equally in terms of other benefits. O'Reilly, Smith, Deakin, and Burchell, (2015) believe that unfair feelings can lead employees to adjust their work style. For example, when employees think that income is low then their work performance, they will adjust his work for example output to what he thinks equals his salary. Kluegel, and Smith, (2017) argues that perceptions of inequities will lead to stress, so this will affect the more feeling of inequity the higher the level of stress.

Although Malaysians' pay and salaries have grown significantly in recent years, they do not satisfy their income as purchasing power is gradually decreasing. Low income of the executive and non-executive affect lifestyle of Malaysians. Along with high living cost, it reduces the opportunity for them to make investment or long-term saving. Based on the Annual Report of 2017, Bank Negara highlights that the spending of bottom population is growing quicker than their total earnings. It also shows that half of the employees are not earned more than national median monthly salaries of RM1703 in 2016. There has a statistic shows that employee or staff in hotel and restaurant industry earned lowest pay or salary among industries as it is listed as lowest-paying industry overall (Kana, 2018).

Hotel and restaurant industry are labour intensive as they need a lot of labour to run the operation smoothly. Normally, the job positions in this industry are being divided by into 4 levels, which are entry-level, junior executive, senior executive and manager level (Introduction to hospitality, n.d.). While low-paid employment is highly provided in this sector since more of the employees are low-skilled or unskilled. Low-skilled or unskilled labours are highly hired as it reduces the overall operation cost and because of entry-level job are not attract high education level of graduates. Due to their low productivity level, they are compensated with low payment which is below than RM 900 per month (Ahmad, Scott & Abdul-Rahman, 2016).

Because of low monthly salary, collective agreement (CA) which is a system was be introduced between hotel and union employees to increase employee's salary. Through this system, services fees charged by hotel industry will be distributed to the hotel's unionised employees based on service charge point allocation. With the protection of CA, hotel able to keep 10% of total service charge for its administrative cost. However, some hotels only distributed the lowest of 30% service charge for its employee without union protection. It implies that almost 75% of employee's salary comes from service charge. In other hand, when government carry out the policy of minimum wage, the hotels use the service charge to fulfil the requirement of the policy. They save high amount of Employees Provident Fund (EPF) contribution from its employees because service charge are be avoided in EPF contribution. As a result, employee earn low monthly salary as well as EPF (Lo, 2015).

There is another issues occurs after implementing policy of minimum wage. Some of high class of hotel and restaurant industry pay minimum salary for its all employee regardless of local workers or foreign workers. Low-skilled or unskilled worker entitled for the minimum pay rate, while higher level of job position would not be adjusted since their salary is more than the required payment before the policy enforced (Ahmad, Scott & Abdul-Rahman, 2016). Based on Jobstreet, the entry-level job position such as housekeeper earns at least RM 1000 of monthly salary, restaurant worker earned at least RM 1300 of salary. While, higher level position in this industry such as hotel manager earned a salary between RM 3000 to RM 4000, a restaurant manager earned around RM 3300 of salary. With the impact of the policy, employee in this industry earned at least of the minimum salary (Jobstreet, 2017).

In other side, some hotels fulfil the requirement of minimum wage policy, it also bring negative impact to some of their employees. This is because minimum wages guide almost benefit for

entry-level employees, mid and high-level jobs employees do not get benefit from the policy. This policy somehow affects the quality of life. According to Herner (2015), he reports that it is not a perfect plan in raising wages for those earn low salary. They need to consider the mid and high-level jobs employees to increase their wages as well. The previous year, there is two to five percent increase the wages unfairly. In short, the company should focus on pay equity on all level of employees. If they only focus on increase salary within particular level of employees, the others level of employees might feel unfair about this policy.

2.0 Literature review and Hypothesis development

The equity theory was developed by John Stacey Adam. People will consider that they are treated fairly if the ratio of inputs and outcome of they perceived is balance to people around them. This theory consists of four propositions. Firstly, he explained that people tend to maximize the outcome that they perceived. Outcome is the rewards minus costs. Second proposition of equity theory is groups will develop the equity rewards and cost systems to maximize the rewards. This is to make sure all the member receives equal rewards. Next, the equity theory explained that people who perceive inequality will feel more distress. Individual who either get "too much" or "too little" of rewards will feel distress about it. For those individuals who get too little of rewards will feel angry, while individuals who get too much of rewards will feel guilty and shame. Last proposition is people who perceive inequality treatment tend to minimize their stress by restoring equity (Adam's Equity Theory, n.d.).

Pay Equity is the equal pay for the work of equal value. Equity theory can be description and explanation by using an example like inequity at the workplace, for example employees may associate in a certain or more than reward as usually with particular effort. But when they feel that they are not getting a fair reward, they may take a stroll or do enough. if unfair sentiment is widespread, employee turnover may be high. They believe that the work performance they do is pay equity and the similar category, as well as treated equally in terms of other benefits. Bell and Martin (2012) believe that unfair feelings can lead employees to adjust their work style. For example, when employees think that income is low then their work performance, they will adjust his work for example output to what he thinks equals his salary. Hofmans (2012) argues that perceptions of inequities will lead to stress, so this will affect the more feeling of inequity the higher the level of stress.

A salary demand is the person that need to accept a position the amount of money and compensation that person needs to receive a position which is salary or wage. As for another explanation is the salary demand is the amount of compensation a employee that needs to accept in the position. Some job postings require you to include the dollar amount you expect and fit to receive in your wage or salary, or you have even ask and already know about the amount of salary that position can receive. You may feel uncomfortable if you can't get the salary you are expect and looking for. Employers sometimes will pay extra salary when employees have the

right education and experience about this work. The employees have a good work performance that employers will extra give bonus.

The company requires salary information for various reasons. The majority employers will not choose an employee they have a higher demand of salary, or will offer you a lower salary than other candidates. This is why the most company offer the lower salary because they don't want to pay so much.

The employer can legally ask the applicants about the state their salary demand but if the job listing does not have mention applicants must state their past salary, applicant can no need provide any the about the salary information. However, all the applicant following the instructions is the best, because the employer relatively bias the applicant are following the intrusion. You can ignore the salary application but this will make you may not be able to accept in the interview, but there are some ways to provide information that can be limited the risk of screening and avoid employer offer low salary. For example when an employer asks to include a salary requirement, you can include a salary range instead of a specific amount. This answer prevents you from locking yourself in low pay. If employer asked to provide a salary history the applicant can also list the previous salary as a range instead of a specific amount. A salary demand is the salary that a person that can get and expect in the job position but for candidate it is a job that can affect whether he can get the job.

From Tolman's monkeys (Bell, 2011). In the form of bananas or monkey chow is a reward for good behavior and this receive by monkeys in example of Tolman's monkeys. They feel cheated when they expected can rewarded with bananas but got monkey chow. And this feeling of were regarded as an example of Bell (2011) the feelings of inequity at the workplace. Base on discussion above, below arte the hypothesis have been developed:

H1: Pay Level have positive relationship on Hotel employee's job satisfaction
H2: Benefits have positive relationship on Hotel employee's job satisfaction
H3: Pay Raises have positive relationship on Hotel employee's job satisfaction
H4: Pay Structure/Administration have positive relationship on Hotel employee's job satisfaction

3.0 Methodology

The hotels are rating with three stars to five stars in Georgetown, Tanjung Bungah, Batu Ferringhi, and Gurney Kuala Lumpur, Langkawi and Johor baru participated in our research. We have distributes questionnaire for employees who work in different department like Human Resource Department, Marketing Department, Management Department and etc. The employees are involve are front desk reception or front line employees and non- executive level employees, all top management or supervisor is not included. The top management employees like Human Resource manager is involved to listen our briefing about our questionnaire, and help us to distribute it. They also make sure that we are following the entire personal data protection act to

protect their company's important information. We also distribute it according to the respondent's age group, education level, and gender to make sure that we can get different types of information are provided from different classes of employees.

We will use the Non probability sampling to conduct our study. We choose convenience sampling due to unknown exact population. The convenience sampling is time save and cost save. Before we distribute our questionnaire, we contact with more than 50 hotels. At the end, we get permission from 15 hotels to allow us distribute our questionnaire for their employees. We are assign 30 sets of questionnaire for each hotel, for the purpose to make sure that we can get the accurate data and avoid any mistake like leave the fill blank, circle for two answers and other unexpected mistake. Therefore we have around 30 extra questionnaire are answer by the respondents, some company also unable to help us answer all 30 sets of questionnaire. The questionnaire will past to the top management, and there are distribute to according to the department are mention during our briefing. Every department and every employee have the same equal chance to answer our questionnaire.

The original PSQ was modified to an 18-item measure that tapped four dimensions of pay satisfaction by Heneman and Schwab (1985) as follows:
　(1) Level (4 original level items);
　(2) Benefits (4 original benefits items);
　(3) Raises (3 original raise items plus the one original administration item);
　(4) Structure/Administration (6 remaining original structure and administration items).

The modified Pay Satisfaction Questionnaire (PSQ).
The statements below describe various aspects of your pay. For each statement, decide how satisfied or dissatisfied you feel about your pay, and put the number in the corresponding blank that best indicates your feeling. To do this, use the following scale: 1 2 3 4 5 Very dissatisfied, Dissatisfied, Neither satisfied nor dissatisfied, Satisfied, Very satisfied

Table 1: *Modified PSQ items and SS items*

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　1. My take-home pay. (L)
　2. My benefit package. (B)
　3. My most recent raise. (R)
　4. Influence my supervisor has on my pay. (R)
　5. My current salary. (L)
　6. Amount the company pays toward my benefits. (B)
　7. The raises I have typically received in the past. (R)
　8. The company's pay structure. (S/A)
　9. Information the company gives about pay issues of concern to me. (S/A)

10. My overall level of pay. (L)

11. The value of my benefits. (B)

12. Pay of other jobs in the company. (S/A)

13. Consistency of the company's pay policies. (S/A)

14. Size of my current salary. (L)

15. The number of benefits I receive. (B)

16. How my raises are determined. (R)

17. Differences in pay among jobs in the company. (S/A)

18. How the company administers pay. (S/A)

Note: L = level, B = benefits, R = raise, S/A = structure/administration.

Below are the modified Salary satisfaction questionnaire:-

Salary Satisfaction items by Sharma, and Bajpai, (2011):-

(i)   In my organization, employees are positively affected;

(ii)   In my organization, employees generally get pay schemes based on incentives;

(iii)   In my organization, employees and management believes in pay-for-performance system;

(iv)   In my organization, pay system is based on equity and justice;

(v)   In my organization, pay system is based on seniority;

(vi)   In my organization, job utility depends on the level of pay;

(vii)   In my organization, employees generally feel secured about their job dimension;

(viii)   My organization provides a healthy working condition;

(ix)   In my organization, pay system is based on qualifications and

(x)   Company provides a pay system related to its size and background

4.0 Data Analysis

First, the measurement models of all constructs have been examined for reliability, validity of convergence and discrimination validity, before testing hypothetical models. Table 2 shows the scores obtained from the measurement model. Based on Table 2, it can be seen that all loads are higher than 0.70 which is the threshold proposed by Hair, Hult, Ringle & Sarstedt 2013). The average variance extracted (AVE) of all contracts exceeds 0.5 (Bagozzi & Yi, 1988) while the composite reliability score (CR) is higher than 0.7 (Hair et al., 2013). Thus we can conclude that Convergent conclusions are achieved.

The VIF has also been examined to test for possible issues of multicollinearity (Table 2). A range of below 5 of the VIF values for all the constructs confirms sufficient construct validity by a lack of multicollinearity. This is also because the values fall significantly below the minimum threshold of 9 (Yong & Pearce, 2013).

Table 3 shows that results for the validity test of discrimination. As proposed by Fornell Larcker and Cha (1994) and Fornell and Larcker (1981), AVE for each development should be higher correlation between them and anything else construction model. As shown in Table 5, all constructions meet this criterion indicating construction has the validity of discrimination Hair et al. (2013) shows that the measured variable load of items should be higher than cross-load by all at least 0.1 to indicate the legality of discrimination sufficient. As shown in Table 4 contains all constructions meeting this criterion. Therefore, we can conclude that the validity of discrimination is achieved.

Henseler, Ringle, and Sarstedt, (2015) also went on to demonstrate the superior performance of this method by means of a Monte Carlo simulation study. As such, we have also tested the discriminant validity using this new suggested method and the results shown in Table 5. There are two ways of using the HTMT to assess discriminant validity: (1) as a criterion or (2) as a statistical test. For the first one, if the HTMT value is greater than HTMT.85 value of 0.85 (Kline 2015), or HTMT.90 value of 0.90 (Gold & Arvind Malhotra, 2001) then there is a problem of discriminant validity.

To assess for measurement model fitness, this study follows the guide of Henseler, Hubona, and Ray (2016) to highlight the fitness of the measurement model. The authors recommend that researchers ought to examine the saturated model and Standardized Root Mean Square Residual (SRMR) at a 95% bootstrap quantile. They further advocate that the SRMR is the only approximate model fit criterion applied for PLS path modelling. Additionally, the dG and the dULS (Dijkstra & Henseler, 2015) which are distance measures that relate more than one way to quantify the discrepancy between two matrices have also been accentuated to contribute to model fitness index in PLS (Henseler et al., 2016). Table 5 shows that the dG and the dULS are 0.457 and 0.946 respectively. This reflects an indication of a well-fitting measurement model (Dijkstra & Henseler, 2015). Additionally, the SRMR is 0.067. This is below the cut-off of 0.08 (Hu & Bentler, 1999) implying that the measurement model fit this study.

Table 2 *Convergent validity*

	Items	Cronbach's Alpha	rho_A	CR	AVE	VIF
B1	0.832	0.791	0.81	0.863	0.612	1.701
B2	0.795					1.597
B3	0.767					1.646
B4	0.733					1.559
PL1	0.808	0.835	0.84	0.89	0.67	1.758
PL2	0.86					2.274
PL3	0.828					1.814
PL4	0.775					1.772

PR1	0.868	0.839	0.84	0.903	0.757	1.985
PR2	0.896					2.254
PR3	0.845					1.832
PS1	0.873	0.815	0.82	0.89	0.729	1.827
PS2	0.84					1.833
PS3	0.848					1.747
SS10	0.738	0.859	0.87	0.894	0.586	1.695
SS2	0.7					1.716
SS4	0.721					1.758
SS7	0.805					2.129
SS8	0.828					2.266
SS9	0.793					1.941

Table 3 *Fornell & Lackers*

	B	PL	PR	PS	SS
B	**0.783**				
PL	0.775	**0.818**			
PR	0.587	0.603	**0.87**		
PS	0.516	0.492	0.767	**0.854**	
SS	0.768	0.66	0.563	0.548	**0.766**

Table 4 *Cross Loadings*

	B	PL	PR	PS	SS
B1	**0.832**	0.607	0.464	0.43	0.69
B2	**0.795**	0.559	0.424	0.388	0.639
B3	**0.767**	0.677	0.451	0.367	0.534
B4	**0.733**	0.609	0.523	0.439	0.482
PL1	0.686	**0.808**	0.481	0.382	0.568
PL2	0.626	**0.86**	0.513	0.408	0.527
PL3	0.659	**0.828**	0.496	0.417	0.572
PL4	0.555	**0.775**	0.486	0.404	0.486
PR1	0.498	0.539	**0.868**	0.636	0.492
PR2	0.553	0.544	**0.896**	0.694	0.511
PR3	0.479	0.49	**0.845**	0.674	0.465
PS1	0.5	0.421	0.706	**0.873**	0.515
PS2	0.413	0.418	0.625	**0.84**	0.411

PS3	0.402	0.422	0.628	**0.848**	0.467
SS10	0.579	0.485	0.434	0.429	**0.738**
SS2	0.473	0.356	0.302	0.333	**0.7**
SS4	0.494	0.471	0.451	0.475	**0.721**
SS7	0.653	0.539	0.522	0.5	**0.805**
SS8	0.65	0.591	0.406	0.385	**0.828**
SS9	0.646	0.555	0.449	0.388	**0.793**

Table 5 *HTMT*

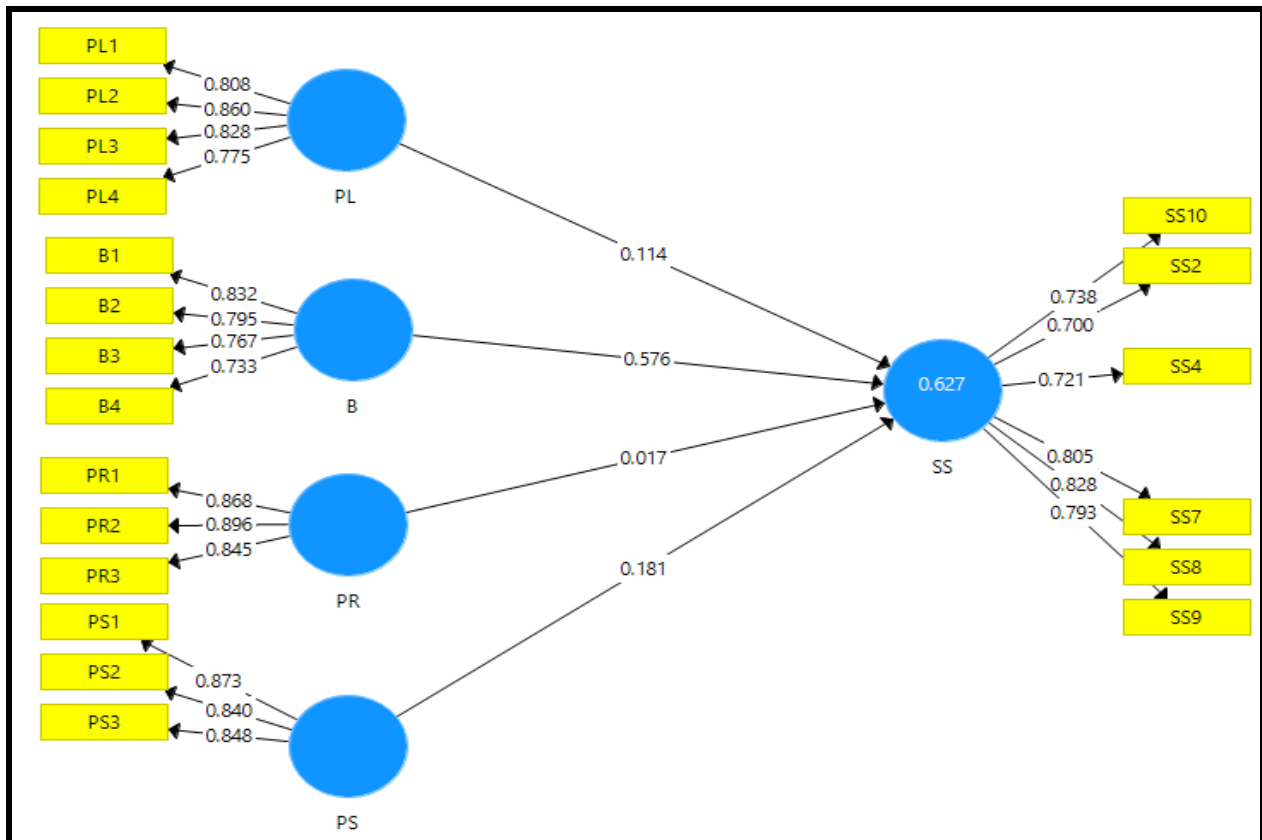|	**B**	**PL**	**PR**	**PS**	**SS**		**Saturated Model**
B						SRMR	0.067
PL	0.595					d_ULS	0.946
PR	0.464	0.713				d_G	0.459
PS	0.288	0.451	0.682				
SS	0.682	0.747	0.635	0.419			

Figure 1 Measurement Model

Structural Model
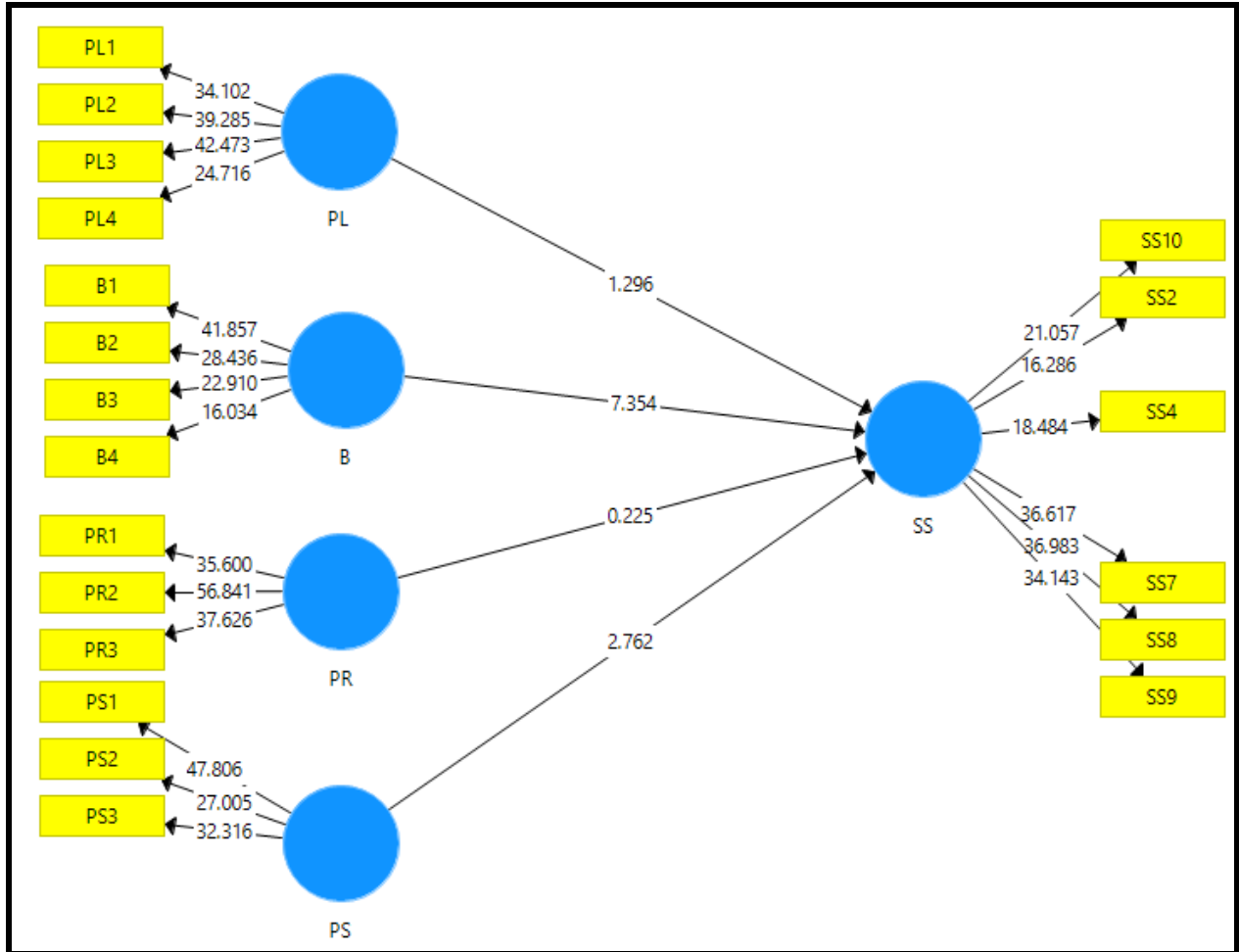
Figure 2 Structural Model

Table 6 *Hypothesis results*

Hypothesis	beta value	Std Error	T value	P Values	LL	UL	r2	f2	q2	Decision
PL -> SS	0.114	0.088	1.296	0.098	-0.029	0.261	0.627	0.013	0.337	Not supported
B -> SS	0.576	0.078	7.354	0	0.439	0.694		0.331		**Supported**
PR -> SS	0.017	0.077	0.225	0.411	-0.108	0.144		0		Not supported
PS -> SS	0.181	0.065	2.762	0.003	0.072	0.289		0.035		**Supported**

5.0 Discussion of Findings

Under the pilot study test, the reliability test result is 0.830, which means it shows the questionnaire is reliable and ideal. Below are the demographic tables:-

Table 7: Demographic profile

		Frequency	Percent	Valid Percent	Cumulative Percent
GENDER	Male	109	46.0	46.0	46.0
	Female	128	54.0	54.0	100.0
	Total	237	100.0	100.0	
AGE	18-25	93	39.2	39.2	39.2
	26-35	85	35.9	35.9	75.1
	36-44	40	16.9	16.9	92.0
	45-50	16	6.8	6.8	98.7
	50 ABOVE	3	1.3	1.3	100.0
	Total	237	100.0	100.0	
Valid	Malay	69	29.1	29.1	29.1
	Chinese	63	26.6	26.6	55.7
	Indian	53	22.4	22.4	78.1
	Sabah/Sarawak	40	16.9	16.9	94.9
	Others	12	5.1	5.1	100.0
	Total	237	100.0	100.0	
Valid	Single	125	52.7	52.7	52.7
	Married	99	41.8	41.8	94.5
	Others	13	5.5	5.5	100.0
	Total	237	100.0	100.0	
Valid	SPM	38	16.0	16.0	16.0
	STPM/Diploma	45	19.0	19.0	35.0
	Degree	100	42.2	42.2	77.2
	Master	28	11.8	11.8	89.0
	Professional	3	1.3	1.3	90.3
	Others	23	9.7	9.7	100.0
	Total	237	100.0	100.0	

5.1 Result of the Smart PLS 3.2.7 Bootstrapping results

These results are coming from 200 respondents and analyzed by *Smart PLS 3.2.7*. To examine the statistical significance of path coefficients, Hair, Ringle, and Sarstedt (2011) recommended a minimum threshold of 1.65 t-statistics values at $p \leq 0.1$ confidence interval. Likewise, Lowry and Gaskin (2014) espouse that effect sizes of 0.35, 0.15, and 0.02 indicate a large, medium, and

small effect, respectively. Sarstedt Ringle, Smith, Reams and Hair (2014) highlighted that R 2 values of 0.75, 0.50, and 0.25 reflect substantial, moderate, and weak values respectively.

R Square used to identify the coefficient for determination in the dependent constructs. According to Chin (1998), he state that for a strong R square need 0.67, while for moderate need 0.33 and for a weak R square need 0.19. Besides, according to Hair et al. (2016), the R square of 0.75 is strong, 0.5 is moderate, and 0.25 is weak. Next, Falk and Miller (1992) recommended that R square should be equal to or bigger than 0.10 in order, for the variance explained of a particular endogenous construct to be deemed adequate.

To attain the significance levels, the consistent PLS bootstrapping option was initiated using 5000 subsamples (Hair et al., 2014). Hence, based on these study, the R square for researcher's study is good enough (0.627) as per table 6.

Next, researchers have to know on the F Square in order to know about the power of this model. The purpose to have the Effect Size (f square) was to help researchers to determine a good model. By referring to the table 6, it has a nearly large effect size, In conclusion, researchers had known that researchers' model had meet the requirement of the Inner Model by referred to the measurement requirement for the Inner Model.

Table 6 shows the entire hypothesis stated down from H1 to H4. It also contain the T-statistics value for each hypothesis. When the hypothesis is significant, the t-value is more than 1.645 (p<0.05), t-value more than 2:33 (p <0.01) for 1-tail test, t-value more than 1.96 (p<0.05) or t-value more than 2:58 (p <0.01). From Table 6 indicates that there are three hypothesis, which are H2, and H4 are significant because the lower limit the upper limit for the hypothesis is in a positive value, so the hypothesis had become significant which is zero. At the same time, the remaining hypothesis H1 and H3 is not supported.

6.0 Managerial Implication

Our second Finance Minister Datuk Johari Abdul Ghani mentioned that the expenditure on food and food away from home spend 31.2 per cent of Malaysian's income in a month (Free Street Time, 2016). So saving cost on eating become an important matter for the employee. To reduce the cost of living on lifestyle, the company can provide free lunch to their employee. it not only save cost on the employee's expenditure but also save time on eating lunch as their having lunch at their company Moreover, it also increase the productivity level due to reducing the time for eating lunch at outside (Pratt, 2013).

The hotel should provide training programme for the low skilled and no skilled employee so they able to improve their work quality. According to Pochanajun 2011, the training development programme can be categorized into skilled employee and unskilled employee. The training development should leaded by the professional trainer so that the trainee able to learn the new knowledge and skill from the trainer. The training development programme should administered

regarding to the position and department of the employee to ensure the employee can learn new thing regarding to the work position. For example, the training course "how to use IT system in organisation" only provide to the employee from IT department (Pochanajun, 2011).

A pay equity and salary demand on company was eliminate the inequity payment on gender. To eliminate the gender bias in workplace, the company should educate employees about how stereotypes work. Because individual are not always aware of their own biases, they do not realize when their behaviour were the way of gender bias so they think it as normal condition in workplace (Lorenz, 2017). This condition can influencing other's decision-making and affect the productivity of employee. Therefore, education and awareness should provide to the employee as a key point to moving forward towards the company (Lorenz, 2017). The company can choose a person who capability as the leader without gender bias. It can lead the employee reduce their stereotype toward gender when found that their superior capable on work. In addition, the stereotype regarding to the gender can break down and prove that women also has the ability to be responsible and capable person in workplace (Monster, n.d.).

In short, providing pay equity and salary demand for employee is an essential issue for every organization. The company should more open to accept the new thing in order to reduce the salary payment of employee. However, the benefit of the effective way to ensure pay equity and salary demand on employee was not only improving the productivity of employee but also bring the well-being and loyalty of employee toward their company.

7.0 Limitation of study

The research and finding help us to understand the development of how employee pay equity in the hotel industry. Unfortunately, there are various difficulties that face by us during the research progression. The importance of this part can help us to realize the challenges that may threaten in our long term well –being. As a result, the underlying problem or factor may help to build up and enhance the acknowledgement and knowledge of our prestigious study.

Firstly, we found that it was hard for us to distribute our questionnaire to some of the chosen hotel respondent. Unfortunately, due their compliance and regulatory, the status of compliance with law, regulations and also the codes conduct had caused them refuse or deny to help us fill up our questionnaire. As a result in the early stage of distributing the survey, we felt frustrated on the outcome. Moreover, there is also another limitation we faced, we afraid of the second choice of hotel respondent may provide slightly differential outcome from other. This is because the rating of the hotel may have different working environment or atmosphere in their work force. We believe that number of work force, the employee and manager may have different understanding on employee pay equity, thus the independent variable that we construct is crucial for the study.

Nevertheless, the limitation of sample size and lack of geographical area that we conduct may be insufficient or lack for our study. The underlying factor was we just focus our study in the hotel

that located in Penang, Langkawi Kuala Lumpur and Johor state. We believe that a specific state of respondent could hardly provide an accuracy and consistency result or outcome to our study. Therefore, their idea or respond can't represent the perspective or feedback of other hotel worker in the entire Malaysia.

Therefore, the researcher also found some difficulties that some of the respondent (Hotel employee) didn't concentrate and not seriously answer the developed questionnaire. As an outcome, this may affect the overall reliability of the result. Hence, the researcher believe some of the worker not dare to respond exactly their feeling towards the survey that been given. This is due to their manager may supervise or overlook on their answer when they collect back the questionnaire. As a result, they afraid that their feedback given on the questionnaire may eventually create prejudice or stereotype from their supervisor or manager. So, the results might be affected indirectly and became inaccurate, thus there will be an occurrence of unfairness and miscalculation.

Although there had many critical moments during our research study, but this did not become one of many obstacle affecting the overall progression of study. In conclusion, the researcher had built up some relationship with the hotel manager and also other forms of support from them.

8.0 Recommendation for Future Research

The future researcher can decide to choose a particular department in the hotel industry with same rating. They can use more sampling to collect information, like stratified sampling, cluster sampling and others. The researcher must try to frame their target from similar background, department, working experiences and other. The purpose is making sure their opinions are consistence, and provide the answers are more accurate. The researcher in future also can frame their sampling design depend on more relevant statistic before they make decision. This can make sure their research can follow the current trends and changes issue.

By reducing the bias of answering questions because of the top management are checking the respondents' answer after they submit that, we are highly recommend by using online survey. That information of respondent will be protected and all the answer will only show in percentage. Therefore, the respondent can answer the questions follow their heart. It is the truly mind-set and opinion from the respondents.

Other than that, the role of Human Resource Department is important in our research topic. Human Resource Management is able to help employees build up some particular values to fit with organization. In additional, some of the value are developed by particular training can help to motivate employees for achieve the best performance in Hotel industry. Hotel industry has potential and expected to become a major industry in many countries for the future. It is also turning operations to global. Therefore more and more researcher can continue to do research for this topic area.

9.0 Conclusion

In conclusion, pay equity and salary demand which is no wages discrimination that employer pay for their employees by equal work on their tasks, the performance of which requires equal skill, effort and responsibility. All the employees will expect to receive the reasonable salary or commission based on their efforts and performances. However, employees will feel cheated or inequity when they could not get any rewards if they work hard for their company.

Besides, the nature of business for hospitality industry is service-oriented basis which focuses on customer service. Thus, it needs a huge number of employees who could be treated as one of the hotel assets to operate the business smoothly in order to maintain good reputation. Based on prior studies, it stated that employees or staffs who work in hospitality industry earned the lowest wages among other industries. They did not satisfy with their wages due to high living cost that might limit and reduce the purchasing power and saving for making investment. Government has implemented the policy which is legislation of minimum wages in order to reduce burden of livelihood and increase their income level. Unfortunately, it may affect the hospitality industry to pay minimum wages rate for its all workers whether he or she is low skilled or unskilled worker.

Other than that, gender inequity paid to employees also becomes an issue that could influence the employee's motivation level toward the works. In addition, reduced risk of prosecution for discrimination is one of the advantages for company to help an industry to avoid several cost such as direct and indirect cost. For the disadvantages of paying inequity salary, it might raise the risk and bear the expenses if the industry did not practice the pay equity policy. The industry need to take some methods in order to avoid these kind of problems. Firstly, company should provide welfares such as free lunch for employees to having their lunch in the company to save their cost and time. The next suggestion is to provide the training programme for the low skilled and unskilled workers it will enable the employees to improve their work quality. Moreover, eliminate the inequality payment on gender by giving same treatment to the employees and choose the person who suits to be a leader without any gender bias.

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