

LENGTH OF WORKING EXPERIENCE AS A MODERATOR IN A HOTEL MANAGERS' BEHAVIOURAL INTENTION TO ADOPT ISLAMIC QUALITY STANDARDS FOR HOTELS IN PENINSULAR MALAYSIA

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Abstract

Islamic hospitality is reported as one of the important segments in Malaysia tourism development. However, most of the hotel operators claimed that they are confused with the standard of Islamic Hotel concept and there are still lack of studies on the hotel operators' opinion and attitude towards Islamic hotel concept and its standard. With the emergence of Islamic Quality Standard for Hotels (IQS), there are possibilities for hotel managers' to adopt the standard. The purpose of this study is to examine the relationship between attitude, subjective norms, perceived behavioural control and behavioural intention to adopt IQS using Theory of Planned Behaviour (TPB) and also to examine the role of length of working experience as a moderator variable. Quantitative method is used to investigate any relationship between three considerations in TPB with hotel managers' behavioural intention to adopt IQS. Questionnaires were used to obtain data from 72 hotel managers. This study found that all three independent variables significantly influence hotel managers' intention to adopt IQS. Other important parties such as others managers and friends who are important to the hotel managers also help them to decide the adoption of IQS at their respective organizations. Working experience has been reported to be insignificant moderator because as a profit-oriented organization, business objectives are the most important factor to be considered. Academically, this study contributes to knowledge regarding hotel managers' behavioural intention to adopt policy and standard and practically, it also provides knowledge about Islamic hotel standard to the hotel operators.

Keywords: *Islamic Hospitality, Islamic Hotel, Islamic Hotel Standard*

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1 Introduction

Islamic tourism is one of the excellent prospect sectors globally (Battour, Ismail, & Battor, 2010; Scott & Jafari, 2010). As reported in World Travel and Tourism Council (2014), Muslim travellers all around the world generated US\$140 billion or 13% of all expenditure for the total tourism industry in a year 2013, this segment expected to bring USD 200 billion by 2020 from the Muslim travellers worldwide (Henderson, 2016; MasterCard & CrescentRating, 2016). The Muslim globally is predicted to reach 2.8 billion in 2050 which can bring more and expand the Muslims market (Pew Research, 2015). Din (1989) agreed that Islamic tourism and hospitality promotes a cross-cultural communication, understanding between religion and increased a good relationship among ummah (Muslims), thus, Razalli,

Ismail, and Yaacob (2015) predict that Islamic hospitality will increase with the encouragement and uniqueness of Muslim lifestyle. Nowadays, most countries around the world has tapped into a large business of Islamic hospitality concept and most visited leisure destination of an Islamic characteristics reported are Malaysia, UAE and Turkey (Henderson, 2016; MasterCard & Crescent Rating, 2016).

Malaysia has a large opportunity to develop Islamic tourism due to Islam is the official religion, furthermore, Malaysian has ranked as the most preferred Muslim destinations to travel worldwide, and will be a big lost if the industry players did not take the advantage of this situation because this market segment is expected to grow fast and it brings significant benefit to local destinations (Azmin et al., 2015; Halim, Marzuki, Hilmi, Ali, & Ishak, 2015; Omar et al., 2013; Yusof, 2011). To attract more Muslim tourist to Malaysia and non-Muslim tourists with motivation to taste the culture of Islamic hospitality, the number of Islamic hotel should be increased with appropriate marketing strategies (Battour & Ismail, 2015; Razalli et al., 2015, Stephenson, 2014). Islamic hotels provided an Islamic feature such as staffs to follow the Islamic dress code, providing halal food and guestrooms equipped with prayer facilities, it is beyond than conventional hotel that provide alcoholic drinks, non-halal food and the staff dress code did not follow the sharia principles (Stephenson, 2014). Islamic hotels provides a lot of job opportunities to the Muslim hoteliers especially focusing on God's blessing in their job and salary, at the same time putting other aspects in second priority (Zamani-Farahani & Henderson, 2010). Thus, it is the right time for Malaysian Islamic destination providers to promote the concept of Islamic Hotel and show the appropriate Islamic hospitality services according to the sharia principles (Idris & Wahab, 2015; Othman, Taha, & Othman, 2013). Most of the Islamic organizations worldwide acknowledged that Islamic hotel must be operated with Muslim hospitality ambience, Islamic human resource and Islamic financial system based on sharia principles to create Islamic value and brand for the hotel (Mohsin et al., 2015; Razalli et al., 2015; Samori & Rahman, 2013; Sahida, Suhaimi, Khairil, & Yaakob, 2011). However, El-Gohary (2015) mentioned that a good understanding of tourism cannot be established without a good understanding about religion, practices and its impacts to the tourists and providers.

Ahmat, Ridzuan, Din, Zainol & Razali (2015) found that the reason of slow development in Islamic hospitality in Malaysia is because of lack of consensus among hotel operators and no standard have been introduced by the Malaysian Islamic authorities. The hotel operators are confused about the capacity management based on the segregation of facilities for male and female, problems in human resource management dealing with sharia principles and also problem in marketing focusing on non-Muslim guests perception (Battour & Ismail, 2015; Yusof & Mohammad, 2013; Razalli et al., 2015; Salleh, Hamid, Hashim, & Omain, 2014). Mohsin et al. (2015) and Samori, Salleh and Khalid (2015) mentioned that there are still lack of Islamic research in providing the real concept of halal hotel and the differences of Islamic hotel and conventional hotel. With the increasing demand of Muslim friendly accommodation and activities from the customer's side, it is significant to study on halal tourist accommodation based on the hotel managers' perspectives with specific standard that contribute to the development of Islamic hotel in Malaysia (Henderson, 2010; Razalli et al., 2012). It is align with Stephenson (2014) who proposed to assess and examine hotel operator's opinions and attitudes towards Islamic hotel concept. In addition, Ahmat et al. (2015) and Ibrahim and Jamal (2016) explained that the low awareness among practitioners

about the concept of Muslim-friendly hotel is because of lack of advertising and government initiative in promoting it.

In 2013, the emergence of Islamic Quality Standard for hotels (IQS) in Malaysia brings a bright future for Islamic hospitality because it will fill the gap absence of Islamic hotel standard and it is important to provide IQS by Universal Crescent Standard Centre (UCSC) to the hotel operators (Ahmat et al., 2015). Thus, this study tries to understand the attitude, subjective norms and perceived behavioural control with the hotel managers' behavioural intention of to adopt IQS in their respective organizations by using the Theory of Planned Behaviour (TPB). This study is conducted to provide knowledge related to Islamic hotels operations and its standard to the hotel operators in Malaysia, and also provide information regarding the lack of literature on standard of Islamic hotels to the academicians with the focus on hotel managers' consideration to adopt IQS. In addition, this study also examine the role of moderating effects of working experience on relationship of the independent variable in TPB and the hotel managers' behavioural intention to adopt IQS. The results of moderating effect will help the academicians to understand hotel managers' behavioural intention in the policy adoption.

2 Islamic Hotel Development and the IQS Standard

2.1 Halal tourism in Malaysia

Essential concepts of Islamic tourism are very old even though for many scholars and practitioners seem the concept is new in the field of tourism because Muslims are required to perform their obligations based on sharia principles (El-Gohary, 2015). Allah SWT encourages his servants to travel as mentioned in Quran Surah al-Nisa': 100, Surah al-Ankabut: 20 and Surah al-An'am: 11, the purpose of the travelling in Quran is for human to gain knowledge, learning from the Allah SWT creation and take heed from what was happened to those who rejected Allah SWT and Islam. Muslim need to perform their religious obligations while travelling based on the Pillars of Islam and Pillars of Iman (El-Gohary, 2015; Samori *et al.*, 2015). Duman (2011) defined Halal tourism as any Muslim activities that start from Islamic inspiration which are completed according to the principles of sharia.

There is an Islamic Tourism Centre (ITC) in Malaysia National Tourism Organisation which helps the tourism and hotel providers to provide the needs and wants by the Muslim travellers (Henderson, 2015). Global Muslim Travel Index (GMTI) 2016 announced Malaysia as number one destination for Muslims for fifth year in a row starting from 2011 until 2016. The availability of Halal food and mosque, and huge number of flights from West Asia and OIC countries have placed Malaysia as the top preferred destination for inbound Muslim travellers (Azmin, Khalifah, Ismail & Salleh, 2015; Henderson, 2015; Islamic Tourism Centre, 2015; Shafaei & Mohamed, 2015). By offering halal services according to the sharia principles Malaysia actively promoted halal tourism in various tourism segment such as business tourism, major event, health tourism, eco-tourism and also family fun tourism (Samori & Rahman, 2013). In 2015, Malaysia has been reported to receive 5,152,947 Muslim travellers from all around the world which consists of 20.41% from total tourist arrivals in Malaysia, it show increased number of tourist arrival from 2013 with just only 5,120,903 tourists in record.

2.2 *Islamic Hotel in Malaysia*

Since 2015, Ministry of Tourism and Culture Malaysia (MOTAC) marketed Malaysia as a 'Muslim-friendly' destination and the concepts become popular and increased the hotel providers to take part in the Islamic hotel business (Carboni & Janati, 2015). According to Sahida *et al.* (2011), a hotel can be defined as an operation that provides accommodation and other related services to the people that are away from home. Sharia compliant hotel (SCH) and Islamic hotel both are operated according to sharia principles (Idris & Wahab, 2015; Samori & Rahman, 2013). However, Othman, Taha and Othman (2015) explain that SCH is governed by sharia standard that go beyond the concept of Islamic hotels and dry hotels. In addition, Salleh *et al.* (2014) and Ahmat *et al.* (2015) also agreed that sharia compliant hotel is different from Islamic hotel, this statement is contradict with Razalli *et al.* (2012) that state SCH also known as Islamic Hotel. In general, based on previous studies there are three types of hotel in Muslim-friendly accommodation namely SCH, Islamic hotel and dry hotel. In this study, we believe that Islamic hotel is hotel establishment that provide basic facilities and services for Muslim travellers that go beyond the dry hotel concepts to ease Muslims perform their religious obligations and also provide others services and facilities same with conventional as long as does not violate the principles of sharia. Dry hotels can be defined as hotel establishment that operates the same as conventional hotel but did not sell the alcoholic drinks in their properties (Rosemberg & Choufany, 2009).

Islamic Hotel was introduced by the hospitality providers to attract the niche market of Muslim travellers who are sensitive about religion aspects and want to feel the uniqueness of Islam culture (Ahmat *et al.*, 2015). From the perspectives of non-Muslim, Ibrahim and Jamal (2015) also found that there is awareness about Muslim friendly hotel in Malaysia but still in moderate level. Salleh (2015) assert that hotel managers should understand the needs of Muslim travellers to give great impacts to the Muslim traveller's satisfaction and to ease them perform their religious routine. Previous studies have found that halal food, segregated male and female health facilities (sauna, gym and spa), segregated of prayer rooms, prayers facilities such as *qiblah* (direction of Makkah) and prayer mat as most important factors in determining tourist choice to select Islamic hotel (Ibrahim & Jamal, 2016; Jaswir & Ramli, 2016; Mohsin *et al.*, 2015;). In *Maqasid* sharia (foundation goals), hotel providers should consider 5 important things such as preserve the religion, lineage, life, property and intellect, it is simply to attract the Muslim travellers and also to protect the hotel management (Ahmat *et al.*, 2015; Othman *et al.*, 2015). It is clear that Islamic hotel cannot be neglected because of the demand from the customer's side.

The concept of Islamic Hotel in Malaysia is still unclear and possess ambiguity in their characteristics, this situation led to many complaints from the hotel operators that they are confused with the facets of Islamic hotel concept (Yusof & Muhammad, 2013; Salleh *et al.*, 2014; Nursanty, 2012; Razalli *et al.*, 2015 and Saad, Ali, & Abdel-Ati, 2014; Zailani, Omar, & Kopong, 2011). In addition, Azmin *et al.* (2015) stress that the situation become more unclear when the hotel operators themselves have different understanding and misinterpretation about the concept. Due to limited comprehensive guideline on Islamic hotel concept, there are several challenges experienced by the hotel operators such as the loss of profit due to the banning of alcohol, high costing capacity management, double standard for halal certification process, human resource management due to segregation of gender based and family floors, the secure environment for female guest, non-Muslim understanding and acceptance, acceptance from the international chain hotel management, Islamic promotional

and advertising campaign and biggest challenge is to hire officers who have knowledge in sharia principles with a basic knowledge in hotel operations (Azmin *et al.*, 2015; Idris & Wahab, 2015; Othman *et al.*, 2015; Saad *et al.*, 2014; Sahida *et al.*, 2011; Stephenson, 2014). The absence of standard for Islamic hotel concept and religious body that can monitor the hotel operators has been answered with the emergence of Islamic Quality Standard for Hotels (IQS) by Universal Crescent Standard Centre Malaysia (UCSC). Thus, this study tries to create awareness among hotel managers about the standard for Islamic Hotel concept.

2.3 *Islamic Quality Standard for Hotels (IQS)*

IQS is an instrument for assessing the level quality of service accommodation in accordance with the Islamic principle (Othman & Othman, 2013). The evaluation will give a quality score to all aspects of the accommodations and service including cleanliness, services, food, bedrooms and bathrooms. The hotel will be awarded with seven quality levels of IQS ranging from IQS One to IQS Seven. IQS is used as a guideline for conventional hotels to convert to a Muslim-friendly hotel. Based on Othman and Othman (2013), IQS requires that hotel have a minimum of 10 bedrooms, each guest room must be completed with basic facilities such as bathroom facilities with bidets, minimum of one queen bed or two single bed, telephone, 24 hours hotel access and 24 hours staff on duty. Size of the guestroom is suitable and comfortable for Muslim travellers to perform their prayer in a room. Basic needs for Muslim travellers should be provided, these needs are such as direction of Makkah (*qiblat*), prayer mat and time schedule for prayer, serving halal foods and at least 2 prayer rooms in hotel for Muslim staffs and guests.

IQS also requires a hotel to provide a dining room or restaurant serving halal food and also provide room service with also serve halal food only. IQS encourage hotel to provide lounge but with absence of alcohol drinks and non-halal food. All health facilities provided by the hotel such as spa, gym and swimming pools should be separated for male and female guests. This standard also suggest Muslim-friendly hotel to provide additional service such as concierge, business centre, boutique arcade and valet parking services. IQS also suggest hotels to provide *Sahur* and *Ramadhan* buffet during *Ramadhan* month to ease Muslim travellers perform their religious obligations. The most important thing is the hotel should meet the minimum standards for cleanliness, maintenance and facilities services. The recognition by the UCSC will be awarded to the hotels that fulfil the compliance of Muslim-friendly hotel services as shown in Table 2.1. For example, The Grand BlueWave Hotel, Malaysia has been awarded Five IQS.

Table 2.1
IQS Award and Level

Award	Level
One IQS	Basic Level
Two IQS	Standard Level
Three IQS	Comfort Level
Four IQS	First Class Level
Five IQS	Luxury Level
Six IQS	Super Luxury Level
Seven IQS	Super Excellent Luxury Level

2.4 The Applicability of the TPB

In this study researcher choose Theory of Planned Behaviour (TPB) by Ajzen (1991) as an underpinning theory. TPB is an extension version of Theory of Reasoned Action (TRA) by Ajzen and Fishbein (1980) and Fishbein and Ajzen (1975). Ajzen (1991) added a new variable to the TRA framework known as perceived behavioural control (PBC) due to lack of voluntary and not under control in TRA. The existence of PBC complete the TPB model with two others predictors namely attitude toward behaviour and subjective norms. The stronger the attitude, subjective norms and perceived control, the stronger should be the person's intention to perform the behaviour in question. Strong behavioural intention led individuals to perform the behaviour under considerations.

Attitude toward behaviour is defined as an index of the level to which an individual like or disliked the evaluation of the behaviour in question (Ajzen, 1991; Ajzen & Fishbein, 1980). Thus in this study, we believe that attitude can be defined as predisposition or feeling towards an Islamic hotel concept. The attitude can be measured by the individual's behaviour belief and the evaluation of the importance of the concept. The result can be favourable or unfavourable, good or bad and like or dislike (Ajzen, 1991; Lam & Hsu, 2006). The second predictor in TPB known as subjective norms consists of individual normative belief and motivation to comply (Ajzen, 1991; Shakona, 2013). Magdelene, Ramayah and Amin (2015) explained that subjective norms in TPB hold the person's motivation to engage in chosen behaviour will be determined by the significant referent groups' preferences. In the context of this study, subjective norm is defined as a set of values that exert social influences on a person's participation in Islamic hotel concept based on referent groups.

PBC is defined as individual belief and control concerning access to the resources and opportunities needed to perform any behaviour (Chen, 2007; Chiou, 1998). In hospitality context, PBC refers to the perceived ease or obstacle information of a given behaviour which is presumed to reflect an individual's hospitality experience to create behaviour as well as expected obstacles to certain behaviour (Lam & Hsu, 2006). Hence, PBC is defined as the degree to which hotel manager believes that an individual has a control over his or her personal and external factors that may encourage or repress the behaviour. This variable can be measured by assessing the individual control belief and power of those beliefs (Ajzen, 1991; Braun, 2012). Behaviour intention is subjective probability to either adopt or not adopt a certain form of behaviour (Correia, Santos, & Barros, 2007). The three predictors have a strong relationship to determine the behaviour intention by the individual. TPB has the power to predict human behaviour intention. It can be assumed that the behavioural intention as hotel managers' expectations, subjective probability and plan towards behavioural performance. This variable can be assessed by measuring hotel managers' initiatives and practices (Ajzen, 1985, 1991; Lam & Hsu, 2006; Shakona, 2013).

Magdelene *et al.* (2015) listed TPB has a support in several field of study like psychology, sociology, marketing, health and other disciplines of research field. The TPB has been used in many fields but there are limited literature using TPB to explore the Halal Tourism (Shakona, 2013). Usually, TPB is used to measure behaviour intention from the customer perspective. However, Khasif, Zarkada and Ramayah (2016) and Braun (2012) have used TPB to measure behaviour intention from the manager's perspective and this is consistent with Ajzen (1991) suggestion. Thus, this study applies TPB as the underpinning

theory to measure the relation between attitude, subjective norms, perceived behavioural control and intention of Malaysian hotel managers to adopt IQS for hotel.

2.5 Hypotheses development

With the application of TPB framework, this paper hypothesized that 3 main predictor namely as attitude, subjective norms and perceived behavioural control may influence hotel manager behaviour intention to adopt IQS in their organizations. Ajzen (1991) mentioned that attitude as a degree to which an individual has a favourable or unfavourable appraisal of the behaviour, and intention will predicts behaviour. In Islamic research, Alam and Sayuti (2011), Abdul Khalek and Syed Ismail (2015) and Hussin and Rahman (2016) reported that attitude has a significant influence on behavioural intention. Similarly, in tourism research the authors observed that attitude has a positive and significant effect on the intention to choose a travel destination (Han, Lee, & Lee, 2011; Hsieh, Park, & McNally, 2016; Lee, Han, & Lockyer, 2012). As a conclusion, previous studies have concluded that attitude toward behaviour influence that can lead to individual intention. Therefore, this study predicts that attitude toward behaviour will increase hotel managers' intention to adopt IQS. Therefore, it is proposed that:

H1. There is a relationship between attitudes toward behaviour with hotel managers' behavioural intention to adopt IQS.

Subjective norms is defined as perceived social pressure to implement or not to implement behaviour and it refer to the referent groups that closed to the individual, in this study, we believe that other managers, hoteliers friends, co-workers and family can be considered as referent group (Ajzen, 1991). A significant relationship between subjective norms and behavioural intention has been reported in the literature (Al Ziadat, 2015; Charseatd, 2016; Min & Jeffrey, 2016). Chen and Tung (2014), report that there was a significant relationship between subjective norms and consumer's intention to visit green hotels. Recently, Kashif *et al.* (2016) also found that this second TPB predictors significantly predict the behavioural intention of Pakistani managers to behave ethically. If hotel manager's is viewed favourably by a manager's social circle, he/she is most likely to have increased intention to adopt IQS in their respective organizations (Magdelene *et al.*, 2015). As mentioned above, previous studies proved that subjective norms could increase individual behavioural intention. It is possible to hypothesise that subjective norms have an influence to the hotel managers' behavioural intention to adopt IQS. Thus, the second proposition of this study as mention below:

H2. There is a relationship between the subjective norms with hotel managers' behavioural intention to adopt IQS.

Perceived behavioural control refers to the perceived ease or difficulty of performing the behaviour (Ajzen, 1991). Clarke (2013) defined the PBC as an individual's perception and ability about control belief in resources management to implement or not to implement the behaviour. In tourism research, Sparks and Pan (2009) found that PBC was a significant predictor of the intentions to visit a target destination; time and money were the resources to help the tourist have intentions to travel. In addition, Magdelene *et al.* (2015) mentioned that power of decision making and ownership will help the managers to have intention to hire new staff in the company. Previous studies evaluating PBC as predictor to influence intention in Islamic research also find a significant relationship in their findings (Abdul Khalek & Syed Ismail, 2015; Hussin & Rahman (2016); Shakona, 2013; Siang & Weng, 2011). As a

conclusion, PBC have a significant impact on the behaviour. Thus, for this study, if the hotel managers have the power to adopt IQS in their organizations the effect on intention to adopt is likely to be increased. Hence, it could conceivably be hypothesised that:

H3. There is a relationship between the perceived behavioural controls with hotel managers' behavioural intention to adopt IQS.

Previous studies have applied working experience as a moderator variable in the relationship between independent variables and dependent variable (Ling, Chai & Piew, 2010; Purani & Sahadev, 2008; Shi & Chow, 2015). Earley, Lee and Hanson (1990) have found that experience has a moderation effects in technology adoption, and experiences will determine techniques, methods and skills that directly produce development in performance capabilities. In addition, Shi and Chow (2015) found that working experience moderate the relationship between independent variable and dependent variables in social commerce web site studies. Bennett *et al.* (2005) also found that experience moderate the relationship of independent variable and brand loyalty. From the above discussion, we propose that experience can be used as moderator variable to see the effects on the relationship between attitude, subjective norms and perceived behavioural control with hotel manager behaviour intention to adopt IQS. Hence, it can be suggested that:

H4a. Length of working experiences has moderating effects on the relationship between attitudes towards behaviour with hotel managers' behavioural intention to adopt IQS.

H4b. Length of working experiences has moderating effects on the relationship between subjective norms with hotel managers' behavioural intention to adopt IQS.

H4c. Length of working experiences has moderating effects on the relationship between perceived behavioural controls with hotel managers' behavioural intention to adopt IQS.

3 Methodology

Quantitative method is used to investigate any relationship between three considerations in TPB with hotel managers' behavioural intention to adopt IQS. The respondents consisted of hotel managers or board of directors who act as top management of their companies and play an important role in decision making process in hotel policy and operations. The population of this research come from hotel managers who worked in the hotel that are registered under the tourism licensing division under Ministry of Tourism and Culture Malaysia (MOTAC). There were 355 hotels registered in the list of tourist accommodation premises for the year 2015 ranging from three star to five star hotels. Population studies were used by the researcher to reduce a risk of missing potential respondents in the conduct of research. Survey questionnaire were used to collect the data among respondents. The questionnaire comprises six sections with section A is on business demographic and section B focus on demographic; the remaining four section focusing on attitude, subjective norms, perceived behavioural control and behavioural intention item that using five Likert's scaled (Ajzen, 2006).

To ensure that respondents are aware of the IQS standard, the survey attached the attributes of Islamic Hotel that have been listed in the standard. Magdelene *et al.* (2015) scale to measure attitude, subjective norms, perceived behavioural control and behavioural intention are being adapted. Before running the actual data collection, pilot testing was conducted to ensure that the respondents have proper understanding on the items (Creswell, 2014). The results of pilot test suggest that no amendments to the questionnaire should be

done. In collecting the data, a cover letter accompanying the questionnaire is forwarded which explained the objectives of the study. The questionnaires were sent by mail addressed to the hotel manager and a self-addressed envelope is attached to ease the respondent's feedback process. Questionnaires were sent to 355 respondents and in return 72 responses were received, with a response rate of 20.3 percent. Most of the respondents are the general manager or hotel managers (43 respondents or 59.7 percent) or hotel board of the directors (29 respondents or 40.3 percent). The next section details the SPSS approach to data analysis and other analysis results.

4 Data Analysis and Results

SPSS version 20.0 was used to analyse the data for statistical findings. The data were divided into two sections, the descriptive evaluation of demographic profile and followed by the statistical analyses. In frequencies analysis, 85.2 percent of from 72 respondents were males and the rest 14.8 percent were females. Half of the respondents (50 percent) come from age of 41 years old to 50 years old, 17 respondents come from group 51 to 60 years old and 14 respondent's age range from 31 to 40 years old. The frequencies analysis shows that 49 (68.1percent) respondents are Muslim and 31.9 percent of the respondents are non-Muslims. 43 respondents hold a position of general manager or hotel manager and the remaining 29 respondents are board of the directors. The feedback comprises of 43.1 percent (31) respondents from three star hotels, 26.4 percent (19) from four star hotels and the rest 30.6 percent (22) respondents are from five star hotels consists of 49 conventional hotel and 23 from dry hotel concepts. A total of 38 (52.8 percent) respondents claimed that they have more than ten years' experience and 34 (47.2 percent) have less than ten years' experience as hotel manager.

The items validity has been tested using factor analysis test, the factor loading for all items exceeded the recommended value of 0.65 based on significant factor loading based on sample size of 72, all item in the range 0.75-0.92. Hence, all items in the instruments were retained for data analysis. The internal consistencies of the research instruments were analysed using Cronbach α scores as shown in the Table 4.1. The reliability scores for all variables between 0.894 and 0.961. However, based on the statistic the VIF value in collinearity analysis found that all variables are below than 5. Thus, the instrument is reasonably satisfactory and reliable to be used for hotel managers behavioural intention research as Nunally (1967) and Hair, Black, Babin and Anderson (2010) mentioned that reliability range are more than 0.5 and 0.6. To find the effect of the independent variables and dependent variables, the multiple regressions were tested to see the relationship. The diagnostic test were performed before researcher run the multiple regressions all five assumptions for regression namely as normality, linearity, multicollinearity, autocorrelation and homocedasticity (Ramayah, 2015).

Table 4.1
Cronbach α scores

Variable	Numbers of Items	Cronbach's α
ATTD	8	0.961
SN	7	0.957
PBC	6	0.894
BI	3	0.926

Notes: ATTD, attitude toward behaviour; SN, Subjective norms; PBC, perceived behavioural control; BI, behavioural intention

To see the relationship between the independent variable and dependent variable, the three hypotheses were tested using correlation analysis. Based on the result, correlation coefficient between subjective norms and behavioural intention to adopt IQS is significant and shows as the strongest predictor with 0.824 at 0.01 significance level. The result is followed by attitude (0.733, $p < 0.01$) and perceived behavioural intention (0.645, $p < 0.01$). For further and upgraded analysis, regression analysis was applied to determine the impact of internal and external factors that contributed to the study findings. Table 4.2 presents the regression analysis result; the R^2 of 0.537 indicates that 53.7 percent of variance in hotel manager behavioural intention can be predicted by the attitudes variables. In addition, subjective norms indicate 68 percent and perceived behavioural control brings 41 percent to predict the dependent variable. The positive coefficients for the all independent variables were found to be statistically significant in suggesting the behavioural intention to adopt IQS in their organizations. Moreover, the significance F-value shown that all variable is positively significant at 0.01 levels. Hence hypotheses $H1$, $H2$ and $H3$ are supported and this study concluded that attitude, subjective norms and perceived behavioural control affect the hotel managers' behavioural intention to adopt IQS.

Table 4.2
Regression analysis results

Variable	Coefficient	Standard error	<i>t</i>	R^2	Adjusted R Square	F-statistic	Sig.
ATTD → BI	0.733	0.088	9.003	0.537	0.530	81.061	0.000**
SN → BI	0.824	0.073	12.161	0.679	0.674	147.878	0.000**
PBC → BI	0.645	0.100	7.065	0.416	0.408	49.918	0.000**

Notes: ** $p < 0.01$

Table 4.3
Hierarchical regression analysis results

Variable	Coefficient	<i>p</i>	<i>T</i>	R^2	Adjusted R Square	F-statistic	Sig.
Step 1 Main effect							
ATTD	0.250	0.035	2.151	0.725	0.713	59.671	0.000
SN	0.531	0.000	4.059				
PBC	0.250	0.007	2.791				
Step 2 Moderating Effect							
Length of working experience	0.200	0.143	1.482	0.733	0.718	2.196	0.143
Step 3 Two way interaction							
ATTD x LOWE	-0.150	0.558	-0.589	0.742	0.713	0.665	0.576
SN x LOWE	0.227	0.415	0.821				
PBC x LOWE	0.102	0.585	0.549				

Notes: LOWE, Length of Working Experience, *** $p < 0.01$

The interaction terms between length of working experience and attitude, subjective norms, perceived behavioural control were examined to test the moderating effect. Based on Ramayah (2005), the moderating effect exists when the significant R^2 increased with a significant F-change value. As shown in Table 4.3, the R^2 value increased from 72% to 74%, however the significance F-change value at 0.576 show that there is insignificant moderate when $p < 0.01$. Result found that, the interaction effect between length of experience and the three independent variables were found insignificant. In other words, it can be said that length of working experience does not moderate the relationship between attitude, subjective norms, perceived behavioural control and hotel managers' behaviour intention to adopt IQS. Although the previous studies state that length of working experience has been reported significantly moderate the relationship for quality task strategy and staff commitment by Earley *et al.* (1990) and Yousef (2006); however, in this study found that length of working experience insignificantly moderates the hotel managers decision-making in changing policy from conventional to Islamic hotel and to adopt IQS for their respective organizations. The company objectives and profit vision which can see more influential in determining the innovation in hotel policy and hotel concept (Nieves & Segarra-Ciprés, 2015; Razalli *et al.*, 2015). Hence, hypotheses $H4a$, $H4b$ and $H4c$ are rejected.

Table 4.4
Hypotheses result

Hypotheses	Variable	Result	Hypotheses	Variable	Result
$H1$	ATTD → BI	Supported	$H4a$	ATTD, LOWE → BI	Rejected
$H2$	SN → BI	Supported	$H4b$	SN, LOWE → BI	Rejected
$H3$	PBC → BI	Supported	$H4c$	PBC, LOWE → BI	Rejected

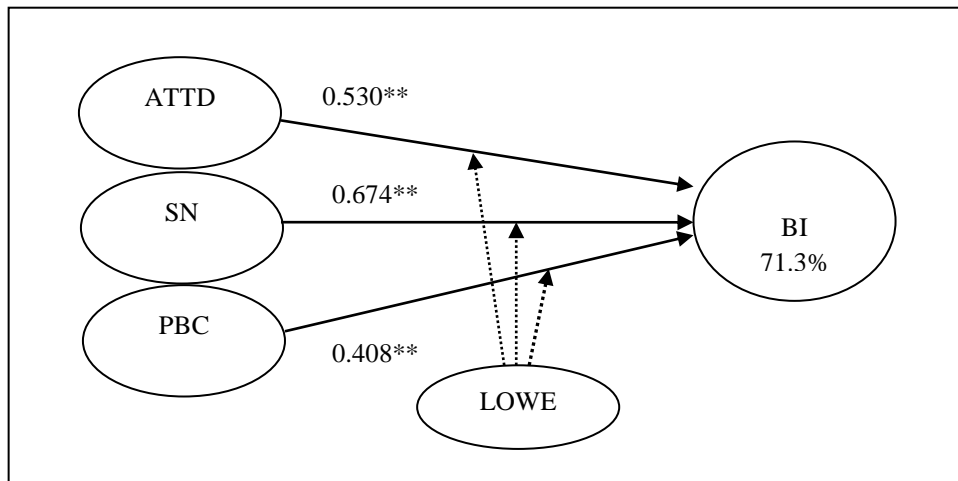


Figure 4.1 Analysed research model

5 Discussion

Focus of this study tries to see the relationship between 3 independent variables in TPB with hotel managers' behavioural intention to adopt IQS. The result of this study has found that generally all independent variables have a significant relationship with hotel managers' behavioural intention to adopt IQS in their respective organizations. The present result in Table 4.4 shown that there are direct positive relationships of the three considerations in TPB is in line with previous researches conducted by Abdul Khalek and Syed Ismail (2015), Charseatd (2016) and Min and Jeffrey (2016).

Among the three independent variables subjective norms is found to be most important variable in predicting hotel managers' behavioural intention to adopt IQS followed by the attitude towards behaviour and perceived behavioural control. In this study, subjective norm is considered as a combination of hotel managers' social pressure and motivation to comply certain behaviour. Thus, subjective norms in this study could be assumed as hotel managers' participation in Islamic hotel concept development based on their own referent groups. From this study it can be concluded hotel managers' intention could be increased if other hotel managers, friends and family support the hotel managers' to develop the Islamic hotel concept. However, it is contradicts with Chun, Yi and Cheng (2006) and Hussin and Rahman (2016) that found subjective norms are not important factors to explaining Muslims intention to purchase Islamic insurance and volunteerism. In other research, the positive results are aligned with Alam and Sayuti (2011) and Magdelene *et al.* (2015).

The second important predictor in this study is attitude. This study found that attitude were good predictors in hospitality research aligned with Martin, Ramamonjiarivelo, and Martin (2011) and Hsieh *et al.* (2016) and contradicts with Hsu (2013) and Sparks (2007) found that attitude is insignificant with tourist intention to choose travel destination and wine tourism. The good things about IQS attributes and the benefit from adopting IQS are influence the increases the favourable attitude towards adopting IQS in their organization. From the perspective of motivation to comply, the hotel managers' prediction of good value in hotel branding and good environment will occurs when they adopt IQS also help in increased the intention to adopt the standard. Thus, with the favourable attitude and positive motivation to comply; researcher found the intention of hotel managers to adopt IQS in their respective company.

The third independent variable in TPB known as PBC was also found to be significant with the hotel managers' behavioural intention to adopt IQS. These results are aligned with Siang and Weng (2011) and Hanudin, Abdul-Rahim and Dzuljastri (2009) who tested TPB in Islamic banking research. Most of the hotel operators in Malaysia have an awareness on the Islamic hotel concept in Malaysia when De Palma Ampang start to develop new concept of hotel in Malaysia, thus they have some sort of experiences or knowledge's about the concept of Muslim friendly accommodation. With the power of decision making and enough resources to develop Islamic hotel concept, the intention to adopt IQS increased because the power of control within their own boundary to decides.

This study reported that working experience did not moderate any relationship between three considerations in TPB with the hotel managers' behavioural intention to adopt IQS. The analysis also divided the less experience hotel (< 10 years experiences) and more experience (> 10 years experiences) hotel manager, however, both analysis shown that also

insignificant to moderate the relationship. Thus this study found that working experiences did not give any differences behavioural intentions to perform any behavioural in question in a managerial level. It contradicts from the previous literature that found working experience moderate the relationship between independent variables and dependent variables, Bennett *et al.* (2005) and Shi and Chow (2015) found that the experience moderate the relationship because of the information and other resources given to the customer before perform certain behaviour. The differences level of experience among customer's play an important role in brand loyalty and trust transfer.

5.1 Managerial Implications

Hotel managers' may express positive attitudes toward adopting IQS in their organizations to create a new brand image in their hotel. The effort must be strengthened to enhance the other managers' attitudes by increasing their understanding of Islamic hotel concept and the new market share for this kind of tourism and hospitality opportunities (Ahmat *et al.*, 2015). The comprehensive understanding among managers and the need of good Islamic working environment, the organization culture also will affect the hotel managers' attitude towards adopting IQS in their hotel. The influence of others also could increase the intention to adopt IQS in their organization. The hotel manager should refer to the authorities' body who can guide them such as JAKIM and UCSC in order to develop or enhance the concept of Islamic hotel and get the recognition as Islamic hotel concept (Yusof, 2011). They also could experience with the existing Muslim friendly hotel and refer to the hotel manager on how to develop the concept at their organizations. The positive social pressure from others referent group that hotel managers' believe could influence intention to adopt IQS in their hotel (Ajzen, 1991; Jaswir & Ramli, 2016).

Perceived behaviour control is found as significant to the intention to adopt IQS, thus it is important for the hotel managers to look back what other criteria that they have to adopt IQS in their hotel. The hotel manager could influence the owner of the hotel and board of director to convert or develop the Islamic hotel concept with all the resources they have and present the Muslim market share to strengthen the argument. To be different in the conventional hotel market and get more attention from the worldwide Muslim and non-Muslim travellers, the hotel operators should provide the uniqueness of Islamic facilities and Islamic environment to the hotel customers. Halal certified food, guestroom equips with prayer facilities and arrangement of some religious events would attract a future customer's attention (MasterCard & CrescenRating, 2016; Stephenson, 2014). With the current star rated the hotel owner must be happy with extra recognition of Islamic hotel concept to show they are competitive and different from others conventional hotels. As reported in the findings, the hotel managers' working experiences were found to be insignificant to moderate the relationship between attitude, subjective norms, perceived behavioural control and behavioural intention to adopt IQS. That result shows that the hotel manager did not have to worry about the experience of hotel management that they have in order to develop the Islamic hotel concept. The most important thing to consider is the owner demand, hotel objectives, hotel policy and the comprehensive standard operation procedure to change the hotel operations and management based on the Islamic concept (Ahmat *et al.*, 2015; Mohsin *et al.*, 2015; Nieves & Segarra-Ciprés, 2015).

6 Conclusion, limitations and future research

The main purpose of this is to examine the relationship between attitude towards behaviour, subjective norms, perceived behavioural control with Malaysian hotel manager behavioural intention to adopt IQS, and also to test the moderating effects of the length of working experience between the independent variables and dependent variable. This study also creates an awareness among hotel managers' in Malaysia about the emergence of new Islamic hotel standard namely as IQS, by placing the summary of IQS standard before the research questions in the questionnaire. On top of that, the hotel operators who have an intention to change from the conventional hotel style to the Islamic Hotel concept, they have a choice to run and implement the Islamic Hotel concept based on this standard and can directly contact UCSC as one of the recognition body for Muslim friendly accommodation in Malaysia.

The results has been identified that attitude towards behaviour, subjective norms, perceived behavioural control significantly contribute to the dependent variables. However, the moderator variable is found to be insignificant to influence the relationship between attitude, subjective norms and perceived behavioural control with behavioural intention to adopt IQS. This study is conducted based on cross-sectional approach; we believe the longitudinal approach may give more information and interesting result. It is also suggested to add more independent variables to strengthen the theory to predict individual's behavioural intention. To get in depth response from the participants, future research also suggested to be done in qualitative approach.

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