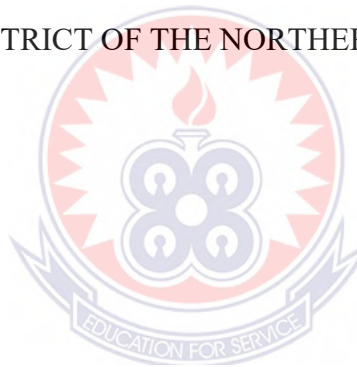


UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

ASSESSING THE EFFECTS OF EMPLOYEE MOTIVATION ON HOTELS
PERFORMANCE, A CASE STUDY OF SELECTED HOTELS IN THE SAGNARIGU
DISTRICT OF THE NORTHERN REGION



IBRAHIM NSHINMI IDDRISU

JUNE, 2016

UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION-KUMASI

ASSESSING THE EFFECTS OF EMPLOYEE MOTIVATION ON HOTELS
PERFORMANCE, A CASE STUDY OF SELECTED HOTELS IN THE SAGNARIGU
DISTRICT OF THE NORTHERN REGION



**A Dissertation in the Department of HOSPITALITY AND TOURISM
EDUCATION, Faculty of VOCATIONAL/TECHNICAL EDUCATION, submitted
to the School of Graduate Studies, University of Education, Winneba, in partial
fulfilment of the requirements for award of the Master of Technology (Hospitality
and Tourism) degree**

JUNE, 2016

DECLARATION

STUDENT'S DECLARATION

I, IBRAHIM NSHINMI IDDRISU, declare that this Dissertation, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE:

DATE:

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of Dissertation laid down by the University of Education, Winneba.

NAME OF SUPERVISOR: DR. GILBERT OWIAH SAMPSON

SIGNATURE

DATE

ACKNOWLEDGEMENTS

All praise is to the Almighty Allah. The Most Gracious and the Most Merciful for His gift of life and health, blessing, divine protection, mercy, strength and wisdom granted me till this day.

This thesis attained its present status with the support and valuable assistance of many people. However, as I cannot mention names of all of them, I find it necessary to extend my regards for their efforts. The painstaking efforts put in by my supervisor Dr. Gilbert Owiah Sampson a lecturer in the Hospitality and Tourism Management Education of the University of Education, Winneba-Kumasi Campus who read through the entire work, made corrections and concrete suggestions can never be forgotten. I really owe him special thanks for not only being my supervisor but also a mentor. He also guided and supported me throughout my course work in the University. Sir, I say thank you and May the Good Lord richly bless you.

I am also grateful to all the lectures in the Design and Technology Department in the Kumasi campus cannot be forgotten. May the Lord bless all of you greatly.

DEDICATION

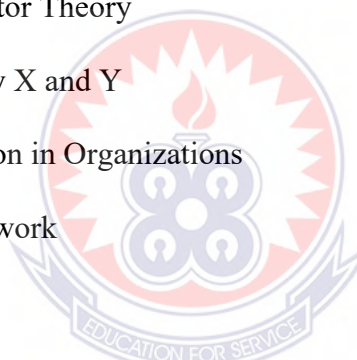
The success of this work is dedicated to my lovely children Ibrahim Ismail Qatari and Ibrahim Fatima Saha



TABLE OF CONTENTS

CONTENT	PAGES
DECLARATION	ii
ACKNOWLEDGEMENTS	iii
DEDICATION	iv
TABLE OF CONTENTS	v
LIST OF TABLES	ix
LIST OF FIGURES	x
ABSTRACT	xi
CHAPTER ONE: INTRODUCTION	
1.1. Background to the Study	1
1.2 Statement of the Problem	3
1.3 Main Objective of the Study	4
1.3.1 Specific Objective	4
1.4 Research questions	5
1.5 Significance of the study	5
1.6 Delimitation	6
1.7 Organization of Work	6
CHAPTER TWO: LITERATURE REVIEW	
2.0 Introduction	7
2.1 The Concept of Motivation	7
2.2 Importance of Employee Motivation in Hotel Industry	12

2.3	Factors of Motivation for Employees in Hotel Industry	15
2.4	Impact of Motivational factors on performance in Hotel Industry	20
2.5	Challenges to Employee Motivation and Satisfaction in the Hotel Industry	21
2.6	Theories of Motivation	23
2.6.1	Maslow's Need Theory	26
2.6.2	Alderfer's ERG Theory	28
2.6.3	Vrooms Expectancy Theory	29
2.6.4	Adams Social Equity Theory	30
2.6.5	Herzberg Two Factor Theory	30
2.6.6	McGregory Theory X and Y	32
2.7	Forms of Motivation in Organizations	35
2.8	Conceptual Framework	37



CHAPTER THREE: RESEARCH METHODOLOGY

3.0	Introduction	39
3.1	Research Design	39
3.2	Study Area	39
3.3	Population for the Study	41
3.4	Sample Techniques and Sampling Size	42
3.5	Types and Sources of Data	42
3.6	Instruments for Collecting Data	43
3.6.1	Questionnaire	43
3.7	Validity and reliability of the instruments	43

3.8	Data Analysis	44
3.9	Ethical Consideration	44

CHAPTER FOUR: RESULTS AND DISCUSSION

4.0	Demographic Characteristics of Employers	46
4.1	Gender of Respondents	46
4.2	Age	47
4.3	Level of Education	48
4.4	Marital Status	49
4.5	Employment Details of Respondents	50
4.6	Factors that Motivates Employees to Work in the Hotel Industry	51
4.7	Signs of Unmotivated Employees in the Hotel Industry	53
4.8	Motivational Techniques used in the Hotels	56
4.9	Employers Perception on Motivating Factors	58
4.10	Employer Observation on some signs of Unmotivated Employees	61
4.11	Employers Motivational Techniques used in the Hotels	62

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND

RECOMMENDATIONS

5.0	Introduction	69
5.1	Summary of Findings	69
5.2	Conclusions	71

5.3	Recommendations	72
5.5	Suggestions for Future improvement	72
	REFERENCES	73
	Questionnaire for Employers	77
	Questionnaire for Employees	82



LIST OF TABLES

TABLE	PAGE
4.1: Age Distribution of Respondents	47
4.2 Employees ranking of what motivates them to work	51
4.3 Signs of Unmotivated Employees	54
4.4 Motivational Techniques used in the Hotels	56
4.5 Employers ranking of what motivates them to work	59
4.6 Employers Response on Signs of Unmotivated Employees	61
4.7 Motivational Techniques used in the hotels	63
4.8 Correlation Matrix	67
4.9 Descriptive Statistics	67



LIST OF FIGURES

FIGURE	PAGE
2.1: Maslow's Need Hierarchy	27
2.2: Herzberg Two Factor Theory	32
2.3 Performance Enhancement	38
3.1 National and Regional Map of Ghana	40
3.2 Map of Sagnarigu District	41
4.1 Gender Distribution of Respondents	46
4.2 Level of Education	48
4.3 Marital Status	49
4.4 Nature of Employment	50



ABSTRACT

The motivation of employees, whether professional, skilled or unskilled, is a major issue in all Hospitality organizations. Employee motivation is a big challenge facing businesses today. The fundamental question to address is what exactly to do, to motivate employees to do their job the way it is supposed to be done and enjoy it too. The objective of this study was to find out the effects motivation has on the performance of employees in the hotel industry. The quantitative research design was used for the study. The main data for the study was primary data which was gathered in the selected hotels under study using structured questionnaires. A convenient sampling method was used to select 144 respondents comprising of 24 management staff (employers) and 120 employees of the eight hotels used in the study. The study results indicated that motivating staff of an organisation should not be centered on only management decision. The study revealed empathy, recognition, promotion and gifts as a promotional technique used by the hotel industry. It was interesting to note that motivation can influence employees' performance or output and this was affirmed by both employers and employees with 100% responding confidently to it in the questionnaire. It is recommended to management that, salaries/wages, gifts and bonuses in the industry should be improved upon as employees believe this is one of the factors which affect their performance most. The attitude of employees to motivational strategies proved employees responded positively to factors of motivation to increase output and the relationship between employers and employees motivational impact with output revealed productivity increases when workers in the hotels are motivated. In conclusion, the study affirms that productivity surely increases if workers in the hotels are motivated by management.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The hotel industry is a significant part of the tourism industry worldwide and its employees play a key role in delivering service product, to its customers. Excellent service provided by employees can create lasting positive experiences for customers. The individual motivational constructs of the hospitality employee play an important and perceivably a significant role in achieving high satisfaction among hotel customers.

The motivation of employees, whether professional, skilled or unskilled, is a major issue in all service organizations. For the hotel industry, employee motivation is a major issue. It is a challenge for the management of the hotel industry to motivate employees to stay on the job and to offer the efficient, good service which customers expect.

Today it is clear that businesses give importance to factors that increase employee's motivation. Recent years researches show that there is a direct proportion between employers who value its employee's motivation and business performance and productivity raising. In a hotel which is a service business, it is very important for business profit and productivity to identify factors that increase motivation, to its employees (Toker, 2007).

Hotels are physical structures supported by human resources that enable the delivery of service. Key in the process of delivering quality service is the individual motivation of all employees whether professional, skilled or unskilled. With the growth of the service industry the hotel industry now competes for quality service employees (Toker, 2007).

Research finds that it is a challenge for hotel management today to motivate employees to provide quality services as high turnover and absenteeism is widespread in the industry.

Today, to remain standing in competitive world, hotel businesses need both to increase their employee's motivation and to be in effort of continuous development of their businesses facilities provided for their customers (Aksu, 2000). Employees' performance and efficiency is among the factors that affect the success of these businesses. Employees showing high rate of performance and working efficiently relates to their enough satisfaction of their jobs (Toker, 2007). Especially in service sector, employees' motivation is very important in terms of ensuring the continuous of service quality (Hays & Hill, 1999). Ensuring the continuous of service quality is closely related to employees' satisfaction.

The increasing importance of efficiency is a factor affecting the management of contemporary businesses in today's world. Therefore it is vital for today's administrators to examine various employee motivation methods and determine which is the most successful. A business will perform inefficiently if it does not effectively utilize its human resources. There are many theories about motivation that will be discussed in in chapter two. However, it is not possible to identify a specific theory that provides a single universal reality. Motivation is a complex concept influenced by numerous individual and situational variables.

This study is aimed at looking into the importance of motivation in the management of people at work, no system moves smoothly without it, and no organization achieve its

objective without motivating its human resources. The study therefore is to study and come out with the effect and ways of motivating worker in organization.

1.2 Statement of the Problem

In recent times, there have been labour agitations between employers and employees in the hospitality industries in the Sagnarigu District of the Northern Region, a new district carved from the Tamale Metropolis of the Northern Region of Ghana with a lot of hotels in the area. The major problem is due to employers' attitude towards employees or employees misconception about employers based on conditions of service. Much research work has been conducted on job stress, job motivation, and employees' performance in organisations but this research work is specifically conducted for the hotel industry and also in Ghana. Workers leave organization due to the fact that they are not motivated enough. Some are not willing to leave because they are enjoying some benefit in terms of promotion, which leads to increase in salaries and wages, bonus and some other incentives. Managers need to know some of the factors that motivate their employees and hence lead to increase in productivity. They also need to have knowledge on motivational factors to enable them take corrective measures to improve upon or eliminate the negative factors that may have effect on the work life of their employees, hence the need for this research in the hotel industry. According to Halepota (2005), motivation is crucial for organizations to function; without motivation employees will not put up their best and the company's performance would be less efficient. This is evident in Ghana where in recent times the labour front has been hit with several industrial unrests. For example, the Ghana National Association of Teachers (GNAT); the National

Association of Graduate Teachers (NAGRAT); Coalition of Concerned Teachers (CCT); Teachers and Educational Workers Union (TEWU); the University Teachers Association of Ghana (UTAG), Doctors and Pharmacists have all embarked on strike action this year. It is therefore necessary to research into ways of motivating employees to avert the upcoming of this unrest in the industry.

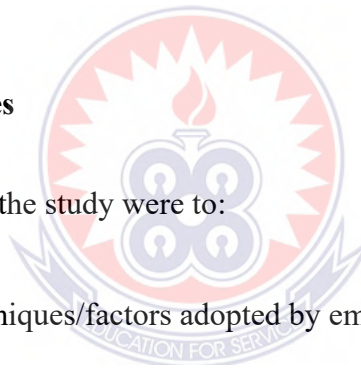
1.3 Main Objective of the study

The main objective of this study was to assess the employee motivation and performance in selected hotels in the Sagnarigu District of the Northern Region of Ghana.

1.3.1 Specific Objectives

The specific objectives of the study were to:

1. determine the techniques/factors adopted by employers for motivating employees.
2. identify the responses/attitudes of employees to motivational strategies.
3. evaluate the relationship between employers-employees motivational impact with output.



1.4 Research Questions

1. What are the techniques used by employers in motivating employees?
2. How do employees respond to motivational techniques/strategies?
3. Can motivation influence employees' performance or output?

1.5 Significance of the study

This study has immense significance and importance. Academically, this study adds to the availability of literature. There is plethora of research that is done about job stress, job motivation and employees' performance but, this research entails the element of specificity as it is conducted particularly for hotel industry. So, this study would fill the gap in literature about the employee motivation on hotel performance in the industry.

This study is also significant from the aspect of practical implications as it would provide impetus to the managers as to what are the factors that may motivate employees and hence increase productivity. Once they have the knowledge and information about these factors they can take corrective measures to improve upon or eliminate negative factors that may have effect on the work life of their employees. Moreover, this study would also provide ideas to managers about the factors through which they can motivate their employees. Understanding about motivational factors would help managers and supervisors to better deal with their employees and to derive maximum performance from them.

1.6 Delimitation

The research will cover only some selected hotels within the jurisdiction of the Sagnarigy District of the Northern Region. Both employees and managers of the hotels will be contacted or observed.

1.7 Organization of Work

The research will be organized on five chapters. Chapter one will cover the introduction. Chapter two will give an overview of literature; the research methodology is in chapter three. Chapter four will be on the results of the study and chapter five is to cover on summary, conclusion, recommendations and areas for future research.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews related literature on the subject matter. The relevant literature was reviewed under the following outline: The concept of motivation, importance of motivation to the service industry, theories of motivation, forms of motivation in the service industry and conceptual frame work.

2.1 The Concept of Motivation

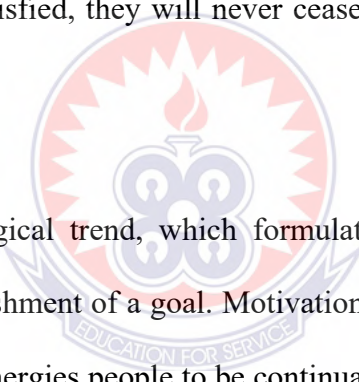
Rajput *et al.*, (2011), contends that the word motivation is derived from a Latin word “Movere” which literally means “to move”. They defined motivation as “the individual’s desire to demonstrate the behaviour and reflects willingness to expend effort”. Motivation can be divided into extrinsic and intrinsic motivation. Extrinsic motivation refers to external factors, which can be measured in monetary terms, such as salary and benefits, promotion and disciplinary action. Extrinsic motivators can have an immediate and powerful effect, but it will not necessarily last long. Intrinsic motivation refers to internal factors such as job satisfaction, responsibility, freedom to act, scope to use and develop skills and abilities and challenging work and opportunities for development. Intrinsic motivators which are concerned with the quality of working life are likely to have a deeper and longer term effect. These two different aspects of motivation are connected to each other and cannot be seen in isolation.

The concept of motivation is not new in the field of Human Resource Management. Several scholars have defined and viewed this term in several fields and they have

provided different meanings to motivation of employee. However, several of these definitions show similar ideas. From the perspective of psychology, human studies and economy, motivation is referred to one reason or many that make an individual to get engaged in a specific behaviour (Bratton & Gold, 2007). From this context, an individual can be influenced by several drives and fundamental needs such as food and desire for a state of being or an object can be included in this reason for motivating an individual to act in a specific manner or to perform certain tasks. On the other hand, the concept of motivation refers to extrinsic together with intrinsic factors that makes a person to take specific actions (Adair, 2009).

According to Middle Most and Hit (as cited in Chukwuma, and Obiefuna, 2014), motivation is the willful desire to direct one's behaviour towards goals. The three key elements in this definition are willful desire, (person's choice) behaviour and goal - directed purpose of behaviour. Robbins *et al.*, (2008) defines motivation as the forces that energizes, direct and sustains a person's effort. They spoke at motivation as a term used generally when somebody is stimulated, the interest of a worker so as to be able to work and bring or breeds efficiency in his work. Mee-Edoiye and Andawei (2002) viewed motivation as a human engineering approach being triggered by the individual needs. Flippo (1982) defined motivation as a psychological process initiate by the emergence of needs involving a good directed action and behaviour aimed at satisfying a particular desire. It is inducement given to workers for higher output.

Motivation, as a process, started with a need in human being which creates a vacuum in a person. In an attempt to fill the vacuum an internal driving force is generated which starts and sustains a chain of action and reaction. It is at that point that the vacuum is also filled. According to Nnabife (2009) motivation is defined as the internal or external driving force that produces the willingness to perform an act to a conclusive end. This first aspect of motivation chooses to describe internal motivation because the driving force comes from within an individual. The second aspect is external motivation, is applied by the organization. This is because employees are motivated to identify with organization in order to satisfy their varied and variegates needs and desires. Until they have been identified and properly satisfied, they will never cease to impede smooth running of the organizations

The logo of the University of Education, Winneba, is a circular emblem. It features a central lamp with a flame, set against a background of a sunburst. Below the lamp, the motto "EDUCATION FOR SERVICE" is inscribed. The entire emblem is surrounded by a decorative border.

Motivation is a psychological trend, which formulates a person's characteristics and direction toward accomplishment of a goal. Motivation is an internal and external factors that stimulate desire and energies people to be continually interested in achieving a goal". According to Mohammad *et al.*, (2011), Singh and Tiwari (2011) "motivation is defined as an important aspect on one's desire and feeling which does force and compel somebody to do something. It is a pleasure and enthusiasm, which gives an unexpected touch to an activity and exciting situation, to stand steadfastly to reach one's aspirations". If managers know precisely what designed job and rewards should be made to encourage the people working for them, then motivation can be taken as a stimulator which would arouse employees' needs (Ramlall, 2004).

Nelson and Quick (2003) see motivation as a process of arousing and sustaining goal-directed behavior. The cited definitions shared some implicative commonalities. First, motivation is in-built in every human being and only needed to be activated or aroused. Second, motivation is temporal as a motivated person at one time can become demotivated another time. Hence, individual motivation must be sustained and nourished after it has been effectively activated. Third, the essence of individual motivation in management or an organizational setting is to align employee's behavior with that of the organization. That is, to direct the employees thinking and doing (performance) towards effective and efficient achievement of the organizational goals.

According to Greenberg and Baron (2003) this definition could be divided into three main parts. The first part looks at arousal that deals with the drive, or energy behind individual(s) action. People tend to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part referring to the choice people make and the direction their behaviour takes. The last part deals with maintaining behaviour clearly defining how long people have to persist at attempting to meet their goals.

Young (2000) posits that motivation can be defined in a variety of ways, depending on who you ask. Ask someone on the street, you may get a response like "it is what drives us" or "it is what makes us do the things we do." Therefore motivation is the force within an individual that account for the level, direction, and persistence of effort expended at work."

Halepota (2005) defines motivation as “a person’s active participation and commitment to achieve the prescribed results”. Halepota (2005) further presents that the concept of motivation is abstract because different strategies produce different results at different times and there is no single strategy that can produce guaranteed favourable results all the times. “The set of processes that arouse, direct, and maintain human behaviour towards attaining some goal” (Greenberg & Baron, 2003).

According to Antomioni (1999), the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organization prevents them from attaining good outcomes.

It can be observed from the above definitions that, motivation in general, is more or less basically concerned with factors or events that moves, leads, and drives certain human action or inaction over a given period of time given the prevailing conditions. Furthermore the definitions suggest that there need to be an” invisible force” to push people to do something in return. It could also be deduced from the definition that having a motivated work force or creating an environment in which high levels of motivation are maintained remains a challenge for today’s management. This challenge may emanate from the simple fact that motivation is not a fixed trait –as it could change with changes in personal, psychological, financial or social factors.

2.2 Importance of Employee Motivation in Hotel Industry

For past several years, Motivation among employees in hotel industry is an interesting topic for a number of researchers and scholars. The employee performance in hospitality organisations can be analysed with their alertness, friendliness, appearance and their behaviour. Moreover, the way they conduct their job responsibilities and perform their assigned tasks determine their motivation level in their job (St-Onge *et al.*, 2009). In other word, the employees' performance in restaurants and pubs should create higher customer satisfaction so as to create repeated business with them. Hence, the success of an organisation in hospitality sector, particularly in restaurants and pubs are highly dependent on how well the leaders and management manage their work in this type of organisation. This shows that most significant asset of the organisations in hospitality industry is the workforce including management and non-management employees (St-Onge *et al.*, 2009). The employees' motivation, whether professional, skilled or non-skilled is a considerable matter in every service organisation. For hotels, level of motivation in employee is a major issue. Management comes across several challenges in hotel industry to motivate their employees to remain on the job and to provide effective and good quality services as per the expectations of the customer (Cheng, 2005).

A service is eventually offered at hotel establishments. Quality becomes more important than the quantity as the service outcome is not physical and it cannot be measured by quantitative tools. Therefore, besides inputs, we should take management, organization, creativity, intelligence, attitude and behaviours of the workers into consideration; that is to say, qualitative and quantitative outputs should also be dealt within defining

productivity for service establishments (Yilmazer and Yıldırğan, 2008). Besides the actual value of the service quality at hotel establishments, perception of this fact by the consumer is important in determining the output quality. According to Gronroos (2001) service quality has two components: Technical quality is related with what is offered to the consumer. As for the functional quality, it is related with the behaviours of the service provider and the way the service is offered.

The consumer is impressed more by the way how a service is presented than the scope of it at a hotel establishment. Within this context, a bad presentation of quality food to a customer has no value; moreover, it negatively effects the perception of the real quality of hotel facilities. It is assumed that when the quality level of labour factor is high, the value reflected to customers by the hotel establishment is also high. Although the service quality is determined by consumers, it is created by workers. Therefore, human factor controls the balance of final service quality.

Service providers are not only considered as service distributors or creators, but also the equivalent of the company in the eyes of the consumers (Kandampully and Hu, 2007). In this sense, they are the consumers who assess their general and vocational knowledge and competence, their elegance and sincerity towards touristic consumers and their success in meeting consumers' needs. Creating a value through motivating the workers is explained as follows: (Kottler, Bowen and Makens, 2007):

1. Service quality within an enterprise: this stage refers to selection of quality employees, a good working environment, boosting the employees who are

constant contact with consumers, and the support of the management in meeting the needs and expectations of employees and the consumers. To sum up, motivating the personnel to ensure the service quality within the enterprise is fundamental.

2. Motivated and productive service personnel: motivation is achieved as a result of satisfying the employee needs in the previous stage. By this means, motivated and more enthusiastic employees are possessed.
3. Higher service value: employees who are motivated for certain purposes have the opportunity to add an extra value to the enterprises they are identified with through a more enthusiastic and successful service.
4. Consumers attached to the enterprise: thanks to additional values gained in the previous stage, a group of consumers whose attachments to the enterprise have been achieved and who also suggest the enterprise to others are created. Within this context, it is witnessed that the employee is effective in the decision of the touristic consumers on their next holiday plan and when they have an intention to go to a touristic attraction place, they actually choose the hotel establishments whose personnel create an additional value. Furthermore, satisfied touristic consumers have a positive effect on other consumers.
5. Healthy growth rate and profit: having satisfied and loyal consumers will provide a greater rate of profit and an advantage in competition. Lack of motivation among the employees of hotel establishments or the employees working at organizational level has many possible adverse outcomes. Effects such as not enjoying the works assigned, reluctance, discontent, failure to complete a work in

time and even the desire to quit may be seen. Even it is not noticeable at first sight, the existence of motivational problems can be revealed after reviewing the performances of the employees. It is possible that the lack of motivation may be effective in work performance and even in the desire to quit. When an employee has an intention to quit, below mentioned signs can be observed: (Kappa, Nitschk and Schappert; 1990)

- i. Rise in the rate of absenteeism,
- ii. Decrease in the productivity,
- iii. Unpunctuality,
- iv. Negative attitude towards the enterprise and other employees,
- v. Tendency to avoid top administrators and
- vi. Increase in disciplinary incidents.

Administrators are supposed to detect the reasons when they observe low-productivity. Then, employees should be motivated in accordance with the reason revealed.

It is reported by Yu (1999), that for the reduction of labour turnover and retention of productive workforce, it is important for management to improve working conditions and motivate the employee appropriately. They are required to comprehend the motivational processes and needs of human resources in various cultures (Yu, 1999).

2.3 Factors of Motivation for Employees in Hotel Industry

Simon and Enz (2005) studied motivation factors for Employees in hospitality industry. They surveyed 268 hotel employees from 12 hotels throughout the United States and

Canada. They found that employees in hospitality industry preferred following factors as the top three motivators (Simons and Enz, 2005);

- i. Good salaries
- ii. Security for their job
- iii. Career development and Professional growth opportunities

As per the literary analysis, it has been analysed that employee motivation is most of the time used as a key strategic factor for the motivation of workers in hospitality industry (Casas-Arce, 2010). Furthermore, it has been revealed that empowerment of staff is particularly correlated to motivation level of employees in hospitality industry. This is due to the fact that employees in this industry, particularly frontline employees have direct contact with customers. The satisfaction level of customers for hospitality organisations can be improved by empowering workers to deal with the requests of customers and resolve their issues instantly devoid of supervision or dependence for assistance and support from management or supervisors every time (Boudrias *et al.*, 2009).

There are many studies that have analyzed the relationship between motivation and job satisfaction and its relationship between and among other related variables (George & Jones, 1996; Newstrom & David, 1993; Mullins, 1989). Low wages and salaries, physical working conditions, low-status positions and tiring jobs are among the common reasons that cause problems in service sector businesses.

Gunu (2003) established employees' satisfaction with their esteem needs (e.g. promotion), and safety needs (e.g. work itself). High level of staff motivation and job satisfaction was found to exist among the employees of an agribusiness in Zarai, Nigeria (Abdulsalam, Damisa and Iliyasu, (2007). Isaac (2008) observed poor attitude to work among civil servants of Akwalbon State, Nigeria, which instigated him to probe into causes of such behavior. His study revealed low motivation among the staff, and high absenteeism from work, low punctuality to work, indolent to work, and fraudulent behavior. Furthermore, a significant relationship was established between motivation and employees' punctuality to work, motivation and indolent behavior, motivation and attitude to work, motivation and fraudulent behavior, and motivation and absenteeism Isaac (2008).

Abejirinde (2009) used two motivational indicators, namely growth and promotion, to determine the level of staff motivation in the Nigerian public and private sectors. He established high rate of growth and promotion opportunities for the employees in both private and public organization. He equally established high rate of job performance among the staff. In her study of Ghana Airport Authority, Aryeetey (2011) observed that intrinsic and extrinsic motivators do lead to job satisfaction irrespective of the status of employees in the organizations.

Also, Kovach conducted a study in relation to motivation of employees in the hospitality industry and the following factors were outstanding in motivating workers to put up their best (Kovach, 2007):

1. Job appreciation
2. Good wages
3. Opportunity for career growth
4. Security
5. Loyalty to employees
6. Sense of ownership
7. Interesting job
8. Careful discipline
9. Good environment for work
10. Sympathetic personal assistance

In an effort to motivate employees, organizations have used a number of tools both monetary and non-monetary. Of the non-monetary strategies, employee empowerment has been noted as one of the most common tool used to motivate employees. This involves giving the employees more responsibility and decision-making authority to carry out their given tasks. As Madura (2007) contends, empowerment intrinsically motivates the employees to contribute creative and innovative ideas for selling the company products or services. In addition, flexibility in job design has also been used by many organizations that have consequently reported increased employees' retention, productivity, and better morale (Encyclopedia of Business, 2014). Further, mentoring or coaching has also been found to be a useful employee motivation tool. This involves development-oriented relationship between senior and junior colleagues or peers for purposes of advising, role modeling, sharing contacts, and giving general support

(Gomez-Mejia *et al*, 2007). Job enrichment has also been identified as another effective tool in employee motivation. This involves the vertical expansion of jobs which increases the degree to which the worker controls the planning, execution, and evaluation of the work (Robbins and Judge, 2009). In addition, strategies to ensure job security have also been adopted as a motivator for employees. These addresses employees search for more secure jobs in terms of stability and certainty, as well as safety and protection from physical and emotional harm (Maslow, 1954).

Different forms of monetary incentives have also been utilized in organizations as a means of stimulating workers to higher performance, commitment, and eventually satisfaction (Kinicki & Williams, 2008). These have particularly been identified as an effective motivator for frontline staffs to generate higher quality, productivity and profitability (Armstrong, 2003). Among the most commonly used monetary incentives include: pay for performance (also known as merit pay) (Kinicki & Williams, 2008; Pfeffer, 2006) and bonuses or profit sharing (Kinicki & Williams, 2008).

Within the hotel industry, the most common used form of monetary incentive pay is the service charge. This takes the form of gain-sharing incentives (also known as productivity incentives) which generally refer to incentive plans that involve many or all employees in a common effort to achieve a company's productivity plan (Armstrong, 2003).

2.4 Impact of Motivational Factors on Performance in Hotel Industry

In every kind of organization, managers have generalized the assumptions regarding what motivate the workforce. Motivation appears to be the only most significant determinant of organisational performance (Lawler, 1973).

It is argued by Rutherford (2005) that motivation brings in effectiveness in the organisational performance since motivated workforce look for better ways to perform all the time, in general these employees are more quality oriented and productive. Therefore, it is significant for management to comprehend how organisation influences the motivation level of its individual employee (Rutherford, 2005).

Lack of motivation in employees of hotel industry has adverse effects on overall performance of the organisation. Effects like no enjoyment in job, discontentment, reluctance, failure to do tasks in time and even job turnover rate are obvious. Even it is not observable at first look, the presence of problems related to motivation can be noticed after performance review of the employees (Ibrahim, 2013). Job performance is not a single unified construct but a multidimensional construct consisting of more than one kind of behaviour. However, Austin and Villanova (1992) and Campell (1990) argue that job performance is a complicated and multidimensional factor.

The most important dependent variable in industrial and organizational psychology is job performance. One of the major concerns of manufacturing companies has focused on improving worker productivity, which is one of the job performance measures (Borman, 2004). According to Keller (2006), when you expect the best from your employees they

will give you their best. On the other hand, when you expect little from employees they will give you low performance in return. Many people feel that they are not recognised or appreciated by their employers for their hard work and in turn they feel demotivated. Lack of communication and feedback from employers cause employees to feel overlooked and inhibits them from performing to the best of their ability. Employee motivation is one of the strategies managers employ to enhance effective job performance among workers in organisations.

2.5 Challenges to Employee Motivation and Satisfaction in the Hotel Industry

The service intensive nature of the hotel sector implies that the quality of a hotel's products relies heavily on its employees. As such, the quality of employees remains an organization's service foundation making it rather critical for hotels to retain their valuable employees (Jones, 2008). However, as Branham (2005) asserts, attracting and retaining a skilled workforce can be challenging especially for the hotel sector that has long been plagued by high turnover rates than most industries. Employee motivation is therefore an important managerial task for the hotel and catering industry where members of the workforce are in direct contact with the customer, and that people are part of the finished product which the customer is paying for (Mullins, 2007).

In today's work environment, employee motivation has remained a challenge to the hotel management given the various factors within the work environment and outside work that affect employee motivation (Horwitz, 2008). Further, employees appear to have changed and look for more benefits from work than their earlier counterparts who would content with employment and salary only. A number of factors have been identified as driving

this change. Broadly, the advent of the internet, globalization, and rise in the cost of living and lifestyle trends have been noted to contribute to the changing employee job expectations (Crick and Spencer, 2011). The formal knowledge-based economy; the World Wide Web; and increasing communication that the Internet has made possible have influenced the changing patterns of employment hence impacting on human resource policies within organizations. As such, employees have increased their quest for more training, increased need for medical attention and formed social groups to share issues that affect them, among others (Crick and Spencer, 2011).

More so, changes in the global human relations policies which appear to have given a new focus on employee's welfare at work might have further created a new paradigm in the employee welfare at the work place (Horwitz, 2008). Consequently, such changes have had an adverse influence on individual employee value system hence creating new challenges for management of employee motivation. This is of particular interest to the hospitality industry noting that employees are part of the hospitality service for which the customer pays, as earlier noted (Mullins, 2007). The dynamic nature of human beings and their desires that keep changing from one person to another and even within the same person at different times thus seem to be the source of challenges that face the management of employee motivation today (Aamodit, 2010). Unfortunately, most organizations rely on traditional employee motivation policies which are misplaced in view of today's workforce expectations (Estreicher, 1995). As Drucker (2008) notes, management strategies in organizations should be formulated with social realities in mind noting that the success of an organization depends on whether employees prefer to work for the organization over and above all other opportunities. In the hotel sector however,

the management rarely conducts assessment to establish the effectiveness of the motivation strategies used despite of the rapidly changing work environment (Blum, 2004). As Blum (2004) observes however, employee motivation is complex and unpredictable as evident in the disparity of what motivates individual employees noting that, whereas some employees may be motivated by factors present at the work place, others are motivated by factors that are not part of work. This given, employees' motives could be easily predicted if the motivators from within and outside an individual could be known. Further, Berning *et al.* (2008) asserts that for an individual to be motivated, human behaviour has to be understood. However, the author cautions that understanding human behaviour is difficult given that human behaviour keeps changing.

2.6 Theories of Motivation

There have been attempts to present models of motivation which list a specific number of motivating needs, with the implication that these lists are all-inclusive and represent the total picture of needs. Unfortunately, each of these models has weaknesses and gaps, and thus leaving the existing literature without a general theory of motivation.

These groups of researchers were over the years divided into what was later labeled the content and process theories of motivation. According to Steers, Mowday and Shapiro (2004) the process generated during this period makes it referred to as "the golden age of work motivation theories". "Never before and, some would argue, never since has so much progress been made in explicating the aetiology of work motivation" (Steers *et al.*, 2004).

The existing literature reveals several classifications of motivational theory. Motivational theories are generally classified into two (2): content motivation theories and process motivation theories (Anonymous, 2009).

Content theories try to explain why people are motivated in different ways and in different work settings. In this category belong 'need theories' (Maslow, 1954; Alderfer, 1972; and McClelland, 1961), job content theory (Herzberg, 1966; and Hackman and Oldham, 1975). The need theories maintain that an individual is motivated to do something if he or she experiences a specific need that may be fulfilled directly or indirectly by performing that action. However, the job content theories maintain that only aspects related to job content satisfy and motivate people to work. Specifically, Herzberg (1966) proposed a two factor (motivation-hygiene) motivation theory. The satisfier/motivators include achievement, recognition; work itself, responsibility, advancement and growth, while the hygiene factors include company policy and administration, supervision, relationship with supervisor, working conditions, personal life, salary, and relationship with subordinates, status, and security. Motivators are the factors that fulfill individual's needs for meaning and personal growth; hygiene factors create dissatisfaction when they are mishandled.

Cole (2002) states that to take a motoring analogy, hygiene factors can be considered as filling up the petrol tank, i.e. the car will not go, if there is no fuel, but refueling of itself

does not get the vehicle under way. For forward movement, the car electric must be switched on and the starter operated – this is the effect created by the motivators.

Process or cognitive motivation theories attempt to understand how and why people are motivated. According to Cardona, Lawrence and Espejo (2003), cognitive development motivation tries to explain how people initiate, sustain, and terminate work motivation. Vroom's Expectancy Theory, Adam's Equity Theory, Locke's Goal Setting Theory and Skinner's Reinforcement Theory, are examples of process theories.

Expectancy theory is founded on the basic notions that people desire certain outcomes of behavior and performance, which may be thought of as rewards or consequences of behavior, the performance they achieve, and the outcome they receive (Nelson and Quick, 2003). Equity theory suggests that individuals are motivated when they find themselves in situations of inequity or unfairness. Inequity occurs when a person receives more, or less, than the person believes is deserved based on effort and/or contribution. The goal setting theory assumes that human behavior is guided by conscious goal (Locke, 1968). Skinner's reinforcement theory holds that behavior can be controlled through the use of reward.

Other motivation theories are intrinsic and extrinsic motivation theories, incentive theories, drive-reduction theories, broad theories, outcome theories, and unconscious motivation theories.

2.6.1 Maslow's Need Theory

Maslow (1943) was the first to use people's needs in motivation theory. He worked with individuals having neurotic ailments and assessed their hierarchy of needs in 1943. Maslow suggests that human needs can be classified into five categories and that these categories can be arranged in a hierarchy of importance. These include physiological, security, belongings, esteem and self-actualization needs. According to him a person is motivated first and foremost to satisfy physiological needs. As long as the employees remain unsatisfied, they turn to be motivated only to fulfill them. When physiological needs are satisfied they cease to act as primary motivational factors and the individual moves up the hierarchy and seek to satisfy security needs. This process continues until finally self-actualization needs are satisfied. According to Maslow the rationale is quite simple because employees who are too hungry or too ill to work will hardly be able to make much a contribution to productivity hence difficulties in meeting organizational goals.

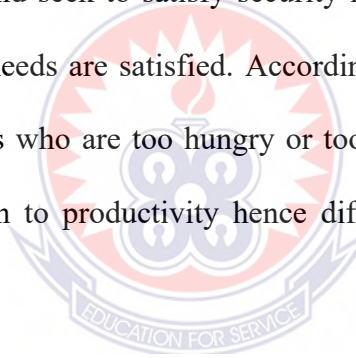




Figure 2.1: Maslow's Need Hierarchy

Source: Adopted from Maslow Theory of Motivation (1943).Psychological Review.

Despite the lack of strong research support, Maslow's theory found obvious applications in business settings. Understanding what people need gives us clues to understanding them. The hierarchy is a systematic way of thinking about the different needs employees may have at any given point and explains different reactions they may have to similar treatment. An employee who is trying to satisfy esteem needs may feel gratified when her supervisor praises an accomplishment. However, another employee who is trying to satisfy social needs may resent being praised by upper management in front of peers if the praise sets the individual apart from the rest of the group (Shah and Shah, 2007).

With Maslow's theory, an employee's beginning emphasis on the lower order needs of physiology and security makes sense. As argued by Tanner (2010), a person beginning their career will be very concerned with physiological needs such as adequate wages and stable income and security needs such as benefits and a safe work environment. "We all want a good salary to meet the needs of our family and we want to work in a stable environment. Employees whose lowest level needs have not been met will make job

decisions based on compensation, safety, or stability concerns. Also, employees will revert to satisfying their lowest level needs when these needs are no longer met or are threatened (such as during an economic downturn). This places an extra obligation on managers to act humanely when difficult organizational decisions such as staff reductions have to be implemented. Callous implementation of difficult decisions will cause the remaining employees in the organization to feel threatened about the ability or desire of the organization to continue to meet their physiological and security needs” (Tanner 2010).

2.6.2 Alderfer’s ERG Theory

Closely related to Maslow’s theory is the ERG theory. Alderfer (1972) developed his ERG theory, which refers to the need for existence, relatedness and growth. Alderfer’s theory of motivation is a constricting of Maslow’s theory. He based his theory on the “ERG” theory. ‘E’ means Existence needs which include the physiological needs as proposed by Maslow; ‘R’ means Relatedness needs which include Maslow social and egoistic needs and ‘G’ means Growth needs which include Maslow’s self-actualization needs which involves the desire to be creative and to achieve full potential in the existing environment.

Alderfer (1972) asserts that these three basic human needs: Existence, relatedness and growth, must be met by an employee to enable him, increase performance. This could not have been put in a different way considering the fact that employees generally would more likely put up their best in a working environment in which they feel ‘satisfied’ with their well-being.

2.6.3 Vrooms Expectancy Theory

Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it. He suggests that motivation leads to efforts and the efforts combined with employees' ability together with environment factors results to performance. This performance in turn leads to various outcomes, each of which has an associated value called Valence.

Victor Vroom's expectancy theory is one such management theory focused on motivation. According to Holdford and Lovelace-Elmore (2001), Vroom asserts, "intensity of work effort depends on the perception that an individual's effort will result in a desired outcome". Vroom suggests that "for a person to be motivated, effort, performance and motivation must be linked" (Droar, 2006). Three factors direct the intensity of effort put forth by an individual, according to Vroom; expectancy, instrumentality, and preferences (Holdford & Lovelace-Elmore, 2001).

In order to enhance the performance-outcome tie, managers should use systems that tie rewards very closely to performance. Managers also need to ensure that the rewards provided are deserved and wanted by the recipients. In order to improve the effort-performance tie, managers should engage in training to improve their capabilities and improve their belief that added effort will in fact lead to better performance. Vroom emphasizes self-interest in the alignment of rewards with employee's wants and the connections among expected behaviors, rewards and organizational goals (Vroom 1964).

Expectancy Theory, though well known in work motivation literature, is not as familiar to scholars or practitioners outside that field.

2.6.4 Adams Social Equity Theory

Adams (1965) on his part suggests that people are motivated to seek social equity in the rewards they receive for high performance. According to him the outcome from job includes; pay, recognition, promotion, social relationship and intrinsic reward. To get these rewards various inputs needs to be employed by the employees to the job such as time, experience, efforts, education and loyalty. He suggests that, people tend to view their outcomes and inputs as a ratio and then compare these ratios with others and turn to become motivated if this ratio is high. This in my view is not far from the truth as motivational packages which are not evenly allocated leads to a demotivated staff. Also people have left organizations because they think based on their inputs they deserve better than they are being given.

2.6.5 Herzberg Two Factor Theory

Herzberg (1957) suggested that there are factors in a job, which causes satisfaction. These he called intrinsic factors (motivators) and other factor he refers to as dissatisfies (hygiene factors).

According to him if the motivational factors are met, the employee becomes motivated and hence performs higher. The determinants of job dissatisfaction were found to be: company policy, administrative policies, supervision, salary, interpersonal relations and working conditions. From the results, Herzberg, (1957) concludes that the response people gave when they felt good about their jobs were significantly different from the response given when they felt bad. Certain characteristics tend to be consistently related to job satisfaction and others to job dissatisfaction. Intrinsic factors, such as work itself,

responsibility and achievement seem to be related to job satisfaction. On the other hand, dissatisfied respondents tended to cite extrinsic factors such as supervision, pay, company policies and working condition.

According to Herzberg (1957), the factors leading to job satisfaction are separate and distinct from those that lead to job dissatisfaction. Therefore, managers who seek to eliminate factors that can create job dissatisfaction may bring about peace but not necessarily motivation. They will be placating their workforce rather than motivating them. As a result, conditions surrounding the job such as quality of supervision, pay, company policies, physical working condition, relations with others and job security were characterised by Herzberg as hygiene factors. When they are adequate, people will not be dissatisfied; neither will they be satisfied. If we want to motivate people on their jobs, Herzberg suggested factors associated with the work itself or with the outcomes directly derived from it, such as promotional opportunities, opportunities for personal growth, recognition, responsibility and achievement. These are the characteristics that people find intrinsically rewarding.



Figure 2.2: Herzberg Two Factor Theory

Source:<http://nhanajoni.blogspot.com/2010/12motivation-psychological-force.html>

2.6.6 McGregor Theory X and Y

According to McGregor (1960), Theory X and Y are not different ends of the same continuum. Rather they are two different continua in themselves.

Theory X assumptions are these individuals dislike their careers. Theory X people have to be supervised. As for *Theory Y* assumptions are individuals like their careers and are willing to take part in responsibility. Theory Y people do not need supervision and can be expected to turn good productive value in their jobs.

Theory X and Theory Y relate to Maslow's hierarchy of needs in how human behavior and motivation are main priorities in the workplace in order to maximize output. In

relation to Theory Y, the organization is trying to create the most symbiotic relationship between the managers and workers, which relates to Maslow's needs for self-actualization and Esteem. For self-actualization, the manager promotes the optimum workplace through morality, creativity, spontaneity, problem solving, lack (or minimization) of the effects of prejudice, and acceptance of facts. We must accept that prejudice exists in others, even as we try to minimize it in ourselves. These issues relate to esteem when the manager is trying to promote each team member's self-esteem, confidence, achievement, happiness, respect of others, and respect by others.

Bassett-Jones & Lloyd (2005) suggests that, the “content theorists led by Herzberg, assumed a more complex interaction between both internal and external factors, and explored the circumstances in which individuals respond to different internal and external stimuli. On the other hand, process theory, where Victor Vroom was the first exponent considers how factors internal to the person result in different behaviours.

From the focus point of these two groups, one could observe that the process theories attempt or try to understand the thinking processes an individual might go through in determining how to behave in a workplace. The primary focus was on how and why questions of motivation, how certain behaviour starts, developed and sustained over time. It is true that human behaviour in general is dynamic and could affect the individual's personal attitude as well as factors surrounding that individual. These exogenous factors eminent from the environment in which the individual operates generate stimuli to employees.

According to Bassette-Iones & Lloyd (2005) “expectancy, equity, goal setting and reinforcement theory have resulted in the development of a simple model of motivational alignment. The model suggests that once needs of employees are identified, and organizational objectives also satisfy employee needs, if poorly aligned, then low motivation will be the outcome”.

“Modern approaches to motivation may be organised into three related clusters: (1) personality-based views (2) cognitive choice or decision approaches and (3) goal or self-regulation perspective; where personality-based views emphasis the influence of enduring personal characteristics as they affect goal choice and striving. Workplace behaviour is posited to be determined by persons current need state in certain universal need category. Cognitive choice approaches to work motivation emphasis two determinants of choice and action; expectations, and subjective valuation of the consequences associated with each alternative.

These expectancy value theories are intended to predict an individual choice or decision. Goal framework to work motivation emphasize the factors that influence goal striving which focuses on the relationship between goals and work behaviour. The assumption is that an employee’s conscious intentions (goals) are primary determines of task-related motivation since goals direct their thoughts and action” (Wiley, 1997).

2.7 Forms of Motivation in Organizations

According to Anyim *et al.*, (2012), motivational factors can be broadly divided into two groups: *Monetary Factors and Non-Monetary Factors*. Monetary factors include Salaries or Wages, bonus and incentives (medical and educational allowance). Salaries or wages is one of the most important motivational factors. Reasonable salaries must be paid on time. While fixing salaries, the organization must consider factors such as: cost of living and capability of company to pay etc. Non-monetary forms include: status or job title, appreciation and recognition, delegation of authority, working conditions, job security, job enrichment, workers participation, cordial relations, proper job placements, proper promotions and transfers, proper welfare facilities, flexible working hours, and employee training (Anyim *et al.*, 2012).

Like the early Scientific Management Theorists, contemporary scholars view money as a key factor in motivation. Cole (1996) states that the concept of Rational Economic-man propounded by Edgar Schein has its roots in the economic theories of Adam Smith. This theory postulates that the pursuit of self-interest and maximization of financial gains are the prime motivators of man. This implies that employees are essentially motivated to work by financial reward. They would give off their best only if they are adequately rewarded financially. In the view of Dessler (1999), pay for performance is the first thing that comes to mind when most people think about motivating employees. Pay for performance or piecework pay refers to any compensation method that ties pay to the quality or quantity of work an employee produces. Vroom's expectancy approach talks

about motivation as depending on employee seeing the link between performance and reward.

Furthermore, according to a research into the 'affluent worker' by Goldthorpe *et al*, as cited in Armstrong (2003), pay was the dominant factor in choice of employer and consideration of pay was very powerful in binding people to their present job. Money provides the means to achieve many desires. It is a powerful force because it is linked directly or indirectly to the satisfaction of many needs. It can clearly satisfy all types of needs; from the basic need for survival to self -actualization needs. Money can set a person apart from his fellows and can buy him things they cannot to build up his prestige (Armstrong, 2003).

In his work to find out the effects of motivation on employee performance in Ghana Commercial Bank, Owusu (2011) established that employees are interested in enhanced salaries, fringed benefits, promotion, and car loans as motivating elements sufficient to push them to give out their best. The research also revealed that the core duty of the bank is normally carried out by clericals who are more than the supervisors and as such motivational packages should be geared towards the clerical workers to ensure that they delight the customers. If the reward is adequate good management practices and public relations motivate the worker to put in all efforts. According to Drucker (1974) there is not one shred of evidence for the alleged turning away from material rewards.

Adjei-Sefa (2007) found out that Ghanaian employees, generally, regardless of occupation or position are basically motivated to work by salaries and bonuses than other issues like achievement and promotion. Much as financial reward can contribute significantly to employee motivation and performance, it is believed that the effectiveness of each reward depends on the underlying motivations of employees themselves. For example a young salesman would likely be more interested in bonuses and commissions than basic salary and then pension schemes. However, in the manufacturing environment employees would value their basic salary and be interested in long term benefit like pension schemes, health and life insurance.

2.8 Conceptual Framework

Battu (2008) asserts that employee productivity is the result of a combination of employee ability, motivation, and work environment. When productivity falls off or more positively, when productivity improves—the change is usually traceable to enhanced skill, motivation, or a work environment conducive to high performance. Battu (2008) concludes that if any of these three dimensions or factors is low, productivity is likely to suffer. Battu (2008) summarized the foregoing viewpoint through the equation below. $\text{Performance} = f(\text{ability, motivation, environment})$. The study will therefore look at the relationship between motivation and employee performance.

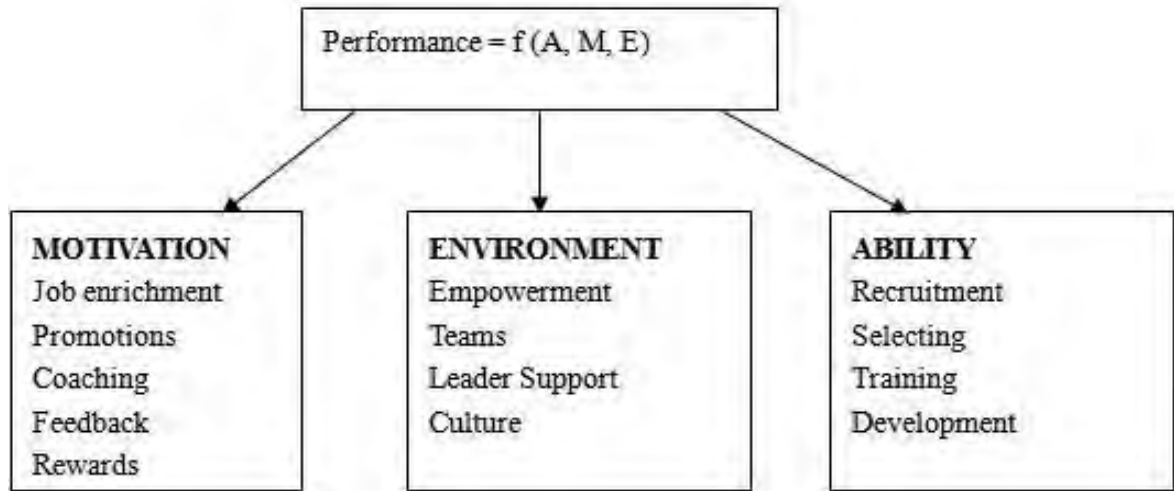


Figure 2.3 Performance Enhancement of Employees

Source: Battu, N. R. (2008).



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This part of the study looked at the methods employed in conducting investigation into the problem under consideration. The chapter is divided into the following sections research design, population, sample and sampling procedures, data collection instruments, and procedure for data analysis.

3.1 Research Design

The research design employed in collecting, analyzing and interpreting the data is the survey strategy. As a strategy, the survey method was used to assess the effect of motivational packages on staff performance in the organization. The study tried to assess thoughts, opinions and feelings of employees and the survey method is the most appropriate for this exercise. Survey is also used for research information gathering and describing attitudes, building and testing theories and this is applicable to this study. The choice of survey strategy allowed for the collection of large amount of data from the population in a highly economical way.

3.2 Study Area

The study was conducted in the Sagnarigu District a suburb of Tamale Metropolis in the Northern Region of Ghana. This District is conveniently selected to allow the researcher to obtain a representative data since it contains a larger proportion of the Hotels in the Tamale Metropolis of the Northern Region. Sagnarigu District with its capital **Sagnarigu**

was carved from Tamale and forms part of the new districts and municipalities created in the year 2012. These districts were inaugurated at their various locations simultaneously on the 28th June, 2012. The population of Sagnarigu District, according to the 2010 Population and Housing Census, is 148,099 representing 6 percent of the Northern Region's total population. Males constitute 50.6 percent and females represent 49.4 percent. Majority of the inhabitants in the district are farmers. They practice subsistence farming and petty trading. The proportion of Ghanaians by birth in the district is 95.4 percent. Those who have naturalized constitute 0.7 percent and the non-Ghanaian population in the district is 2.0 percent. The literacy population constitutes eleven years and above, 60.0 percent are literate and 40.0 percent are non-literate. The proportion of literate males is higher (68.3 %) than that of females (52.0%).

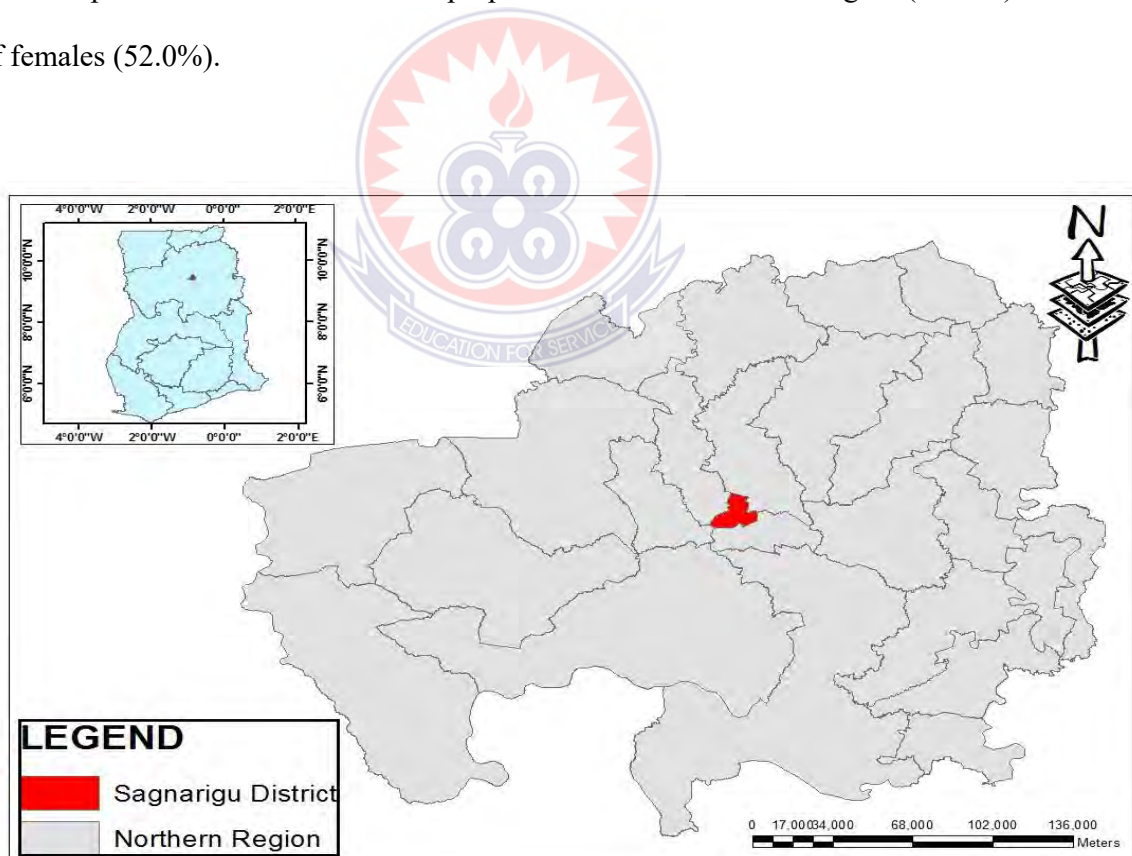


Figure 3.1 National and Regional Map of Ghana

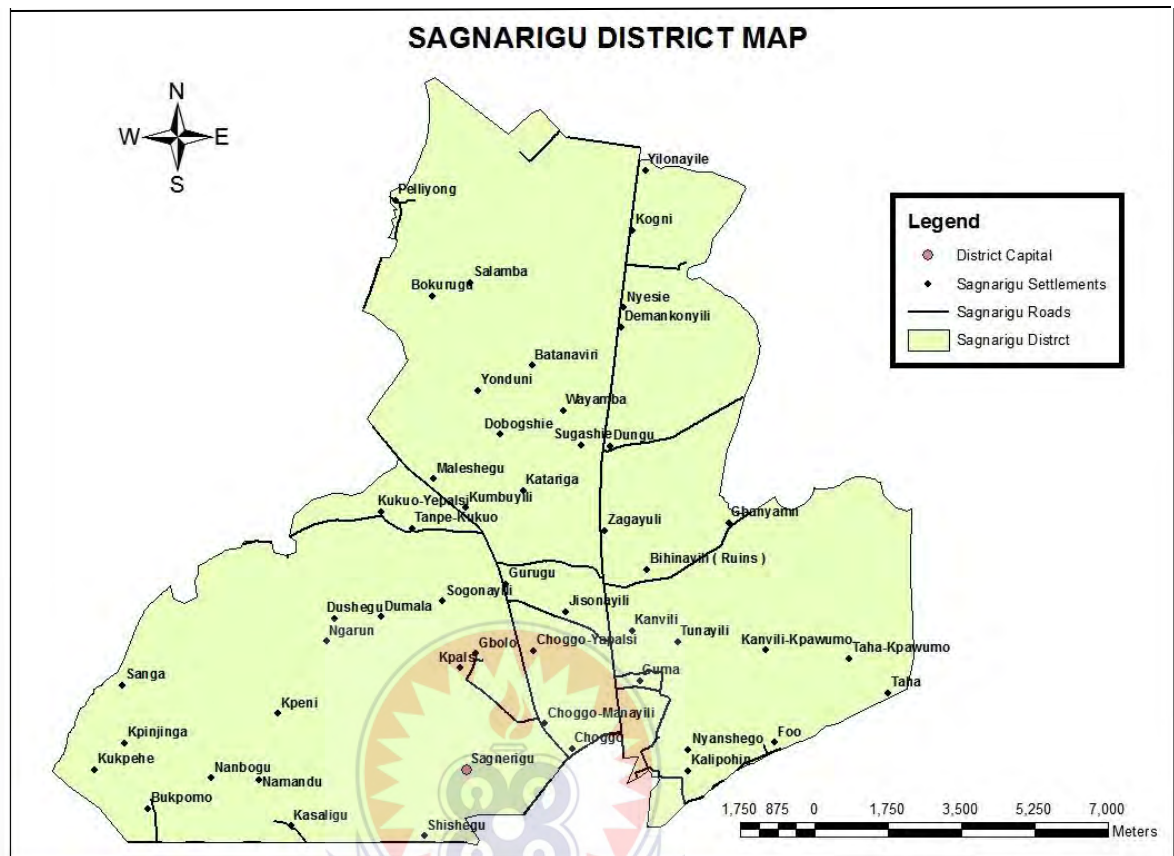


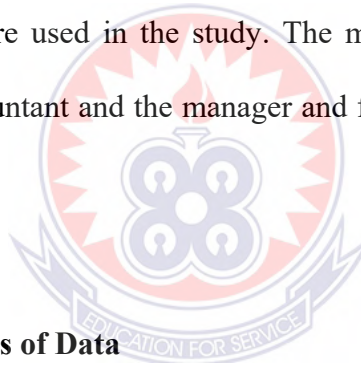
Figure 3.2 Sagnarigu District Map

3.3 Population for the Study

The population of the study comprise of eight hotels in the Sagnarigu District of the Northern Region. The target population was made up of management staff and lower level employees in the selected hotels in the Sagnarigu District of the Northern Region of Ghana.

3.4 Sample Technique and Sampling Size

The convenient sampling method was used to select the respondents for the study. The eight hotels in the Sagnarigu District were selected with the use of the lottery technique. The names of hotels in the district were written on pieces of papers and numbered one to twenty and each paper scrambled and kept in a box. The scrambled papers were randomly selected from the box and the first eight papers that were picked from the box were considered for the study. The managers as well as the staff of the hotels were selected using the convenience sampling technique. A total number of 144 respondents comprising of 24 management staff (employers) and 120 employees of all the eight hotels located in the district were used in the study. The management staff comprises of the human resource, the accountant and the manager and fifteen lower level employees from each hotel.



3.5 Types and Sources of Data

The main data for the study was primary and secondary data. The primary data was collected using structured questionnaires through interviews. The secondary data constituted information that was extracted from records from the Human Resource Department of the hotels.

3.6 Instruments for Collecting Data

3.6.1 Questionnaire

Structured questionnaire was the main instrument used in collecting data from the study. The questionnaire was prepared with both close and open ended questions and hence dichotomous questions such as “Yes” and “No” was also used. A 5 point Likert-type scale was used to elicit employees’ overall impression regarding motivation in the organization with regards to factors which affect their job performance. The five point Likert scale was used with the following ratings – 1 (Not at all Important), 2 (Unimportant), 3 (Neutral), 4 (Important), and 5 (Very Important).

Among other variables, the questionnaire was used to elicit responses on the respondents’ perspectives on the forms of motivation in their organization and how this results to their job satisfaction and impacts on their overall job performance. Demographic information collected included age of employees; number of years worked in the organization, the educational level and sex of respondents. With the forms of motivation in the organization, employees were asked among other things whether they are aware of any form of motivation. Questionnaires for the managers and employees in appendix ‘A’ and ‘B’ respectively.

3.7 Validity and reliability of the instruments

The instruments were pre-tested to establish and improve their validity and relevance to the objectives of the study. Sample of the questionnaire was given out to some of the workers of the hotels for pre-testing. This was done in the selected hotels to ensure

accuracy and reliability since the study is going to be conducted in those hotels. Research supervisor assisted to scrutinize for errors and omissions, ambiguity, legibility and relevance of the instruments.

3.8 Procedure for Data Collection

The collection of data from the study was self-administered. Face-to-face interview was conducted with the functional heads and the lower level employees as well as auxiliary staff using a semi-structured questionnaire with both closed and open-ended questions. Twenty four questionnaires were distributed to the management staff (employers) and one hundred and twenty for the employees of the eight hotels in the Sagnarigu District. Questionnaire were administered on same day and collected immediately after response.

3.9 Data Analysis

Most of the data obtained from the questionnaires was analyzed using the Statistical Package for Social Sciences (SPSS) version 16. Plausible checks were conducted and inconsistent data was cleared appropriately. Statistical tests were run. The Pearson's r correlation was used to determine the significant relationship between employers-employees motivation. Data was presented in tabular and graphical forms for better explanation and understanding. The likert scale data was analysed by considering the highest frequencies or modal response with a positive construct and or positive constructs in the questionnaire. The highest positive construct or constructs was ranked first and followed with the second highest and in that order.

3.10 Ethical Consideration

The researcher obtained the consent of all subjects involved and disclosed the essential nature of the research to the subjects. The researcher also upheld confidentiality and anonymity of respondents. The researcher also charted a clear ethical path to ensure that data collection and analysis did not lead to inhuman and disrespectful situations.



CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Demographic Characteristics of Employers

This section presents the results of socio-demographic characteristics of respondents (employers). The data gathered from the questionnaires were presented, analyzed and discussed to set the background for discussion of results in line with the study questions and objectives. The results are presented as descriptive statistics including frequencies and percentages in tables and graphs. Extracts of interviews are incorporated as evidence of actant perspective.

4.1. Gender of Respondents

The gender of both the managers and the employees of the various hotels selected for the study is represented in Figure 4.1 below.

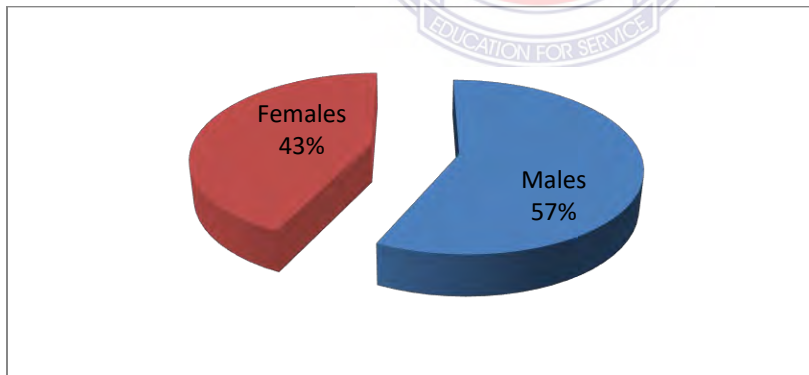


Figure 4.1 Gender Distribution of Respondents

The gender of both employees and managers of the various hotels selected for the study revealed that out of 144 respondents interviewed, 57% were males and 43% were females. This disparity suggests that decisions and policies concerning motivation in this

organization are likely to be skewed towards the welfare of male staff. This can lead to dissatisfaction among female staff which may affect their performance considerably.

4.2 Age

The age distribution of the respondents for the study have been categorized into ranges to give the researcher a fair idea of the category of age group that mostly participated in the study and this is indicated in Table 4.1 below.

Table 4.1: Age Distribution of Respondents (n=144)

Age (Years)	Frequency (N)	Percentage (%)
18 – 25	10	7
26 – 35	85	59
36 – 45	30	21
46 and above	19	13
Total	144	100

Source: Field Survey, 2015

The age group of the workers in the various hotels revealed more than half 59% of the workers was within the age group of 26-35 years. The second largest age group workers representing 21% were within the bracket of 36-45 years. The age group of 46 years and above recorded 13% whereas the least age group workers representing 7% were within 18-25 years. The data showed that majority of the workers were within the youthful age and hence matured and energetic to work efficiently and effectively when given the needed support and logistics.

4.3 Level of Education

The level of education of the employers and the employees was investigated in the study.

Figure 4.2 shows the educational background of the respondents.

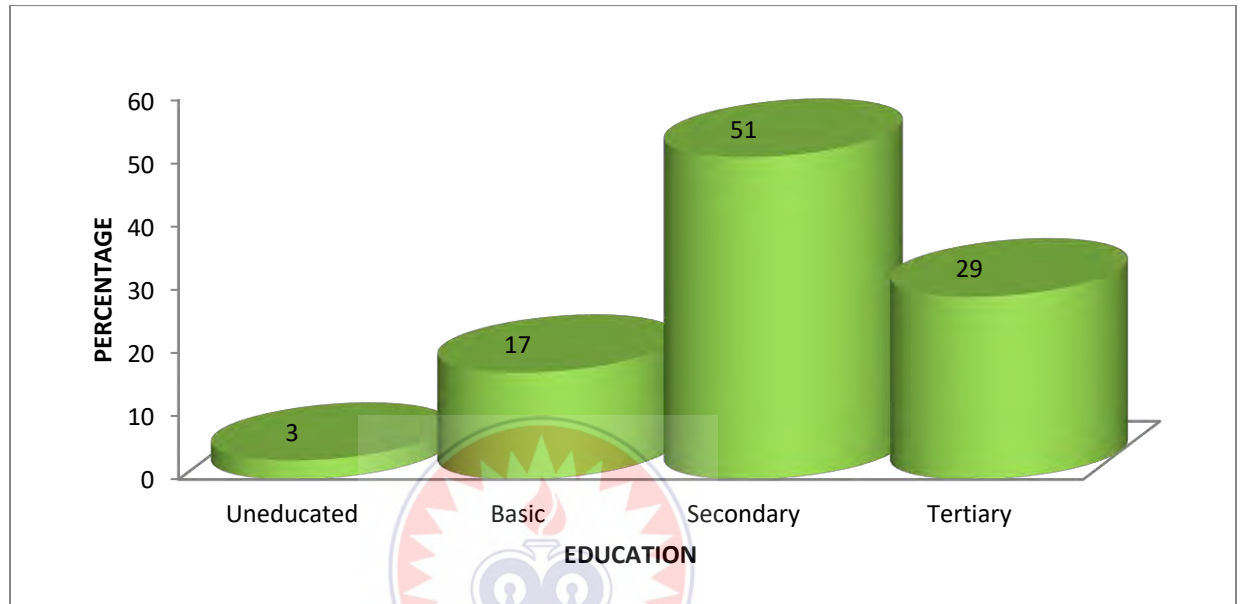


Figure 4.2 Level of Education (n=144)

The educational level of employees determines to a large extent their attitudes towards the job assigned to them. It has been documented that employee motivation is most of the time used as a key strategic factor for the motivation of workers in hospitality industry (Casas-Arce, 2010). Furthermore, it has been established that empowerment of staff through education and on the job training is particularly correlated to motivation level of employees in hospitality industry. This is due to the fact that employees in this industry, particularly frontline employees have direct contact with customers. The satisfaction level of customers for hospitality organisations can be improved by empowering workers to deal with the requests of customers and resolve their issues instantly devoid of supervision or dependence for assistance and support from management or supervisors

every time (Boudrias *et al.*, 2009). Also the ability of workers to combine different methods especially modern technology to improve their performance at work depends on their level of educational exposure. Figure 4.2 showed that more than half (51%) obtained secondary education followed by 29% with tertiary education and 17% with basic education. However, three percent (3%) of the employees were uneducated.

4.4 Marital Status

Marital status of both employers and employees was also gathered for the study. Figure 4.3 gives detail information of both employers and employees marital status from the various hotels.

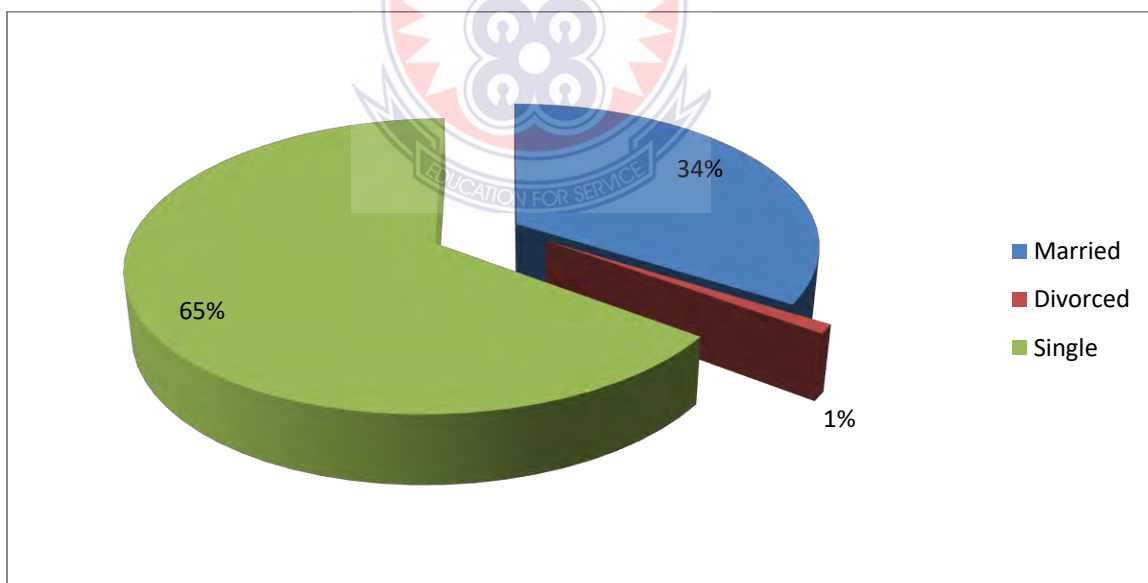


Figure 4.3 Marital Status (n=144)

The data gathered from the study revealed that two-thirds (65%) of the workers in the hotels were not married whereas 34% married and one percent (1%) divorced. This

indicates that majority of the workers are not married and this corroborates the youthful nature of workers as observed from the age distribution where majority of them were within the group of 18-35 years.

4.5 Employment Details of Respondents

The nature of employment of the respondents was studied at in the various hotels to ascertain whether workers in the various were fully employed, not employed or are working on a part time

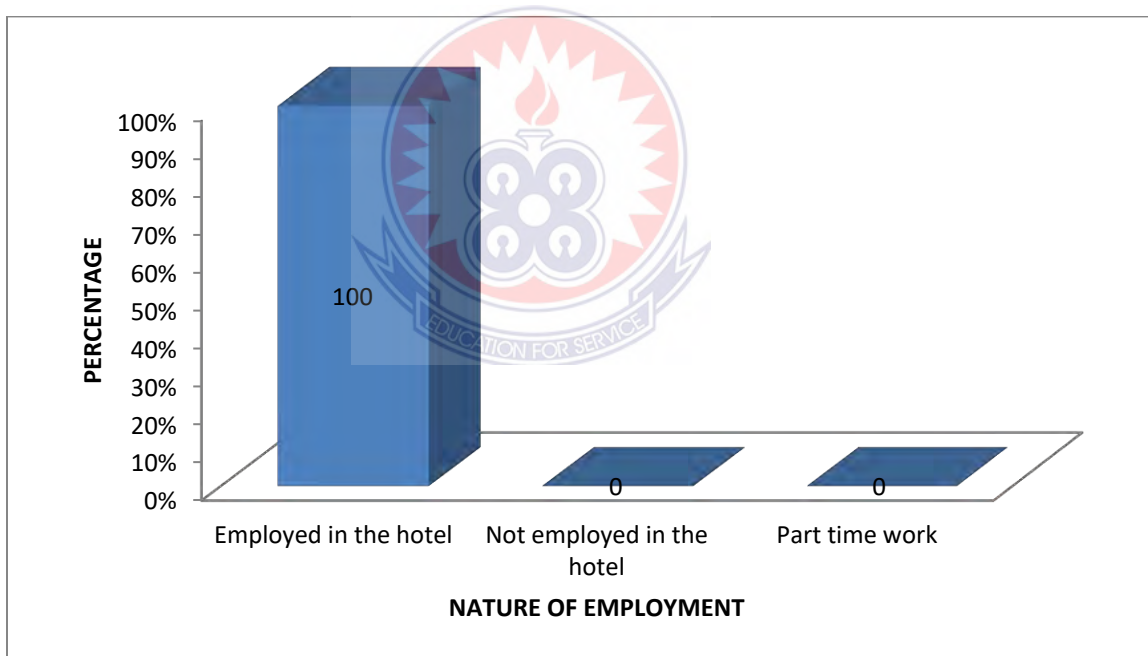


Figure 4.4 Nature of Employment

The study on the workers occupational status revealed that, all the workers in the hotels were dully employed and hence received salaries/wages from the industry. This

showed employment status of workers in the hotel an overwhelming affirmative response of 100%.

4.6 Some Factors Which Motivate Employees to Work in the Hotel Industry

The current study investigated factors that motivated the staff to work in the hotel industry. Table 4.2 shows respondents perceptions on how certain factors influenced their decision to work in the hotel industry.

Table 4.2 Employees ranking of what motivates them to work (n=120)

Motivational Factors	Respondents Rating			Total	Rank
	Fair	Good	Very Good		
Good Salaries/wages					
Freq	0	80	40	120	1 st
%	0	67	33	100	
Bonuses/ Allowances					
Freq	10	80	30	120	2 nd
%	8	67	25	100	
Security for Job					
Freq	50	65	5	120	3 rd
%	42	54	4	100	
Career development and professional growth					
Freq	68	34	18	120	4 th
%	57	28	15	100	

Source: Field Survey, 2015

The study revealed that, good salaries/wages motivates hotel workers to work. In the case of good salaries as a motivational factor 33% of the respondents indicated that due to the very good salaries they received, they always felt motivated to work in the hotel industry while 67% indicated that the salary was good. On the whole salaries was ranked first as the chief motivating factor where decision to stay employed in the hotel industry is concerned. In line with the study Simon and Enz (2005) studied motivation factors for Employees in hospitality industry in the United States and Canada. They found that employees in hospitality industry preferred the following factors as the top three motivators' good salaries, security for their job and career development and professional growth opportunities. Also, Kovach, (2007) study revealed good wages, security for job and sympathetic personal assistance as motivational factors in his study.

The study also revealed that 25% agreeing bonuses/allowances given to workers motivates them and 67% of them considered bonuses/allowances as a good motivational factor for workers in the hotel industry and was ranked second on the list. Given recognition to workers in the form of allowances and bonuses for their hard work makes them comfortable and committed to work for the organisation without much supervision or force. This supports Aryeetey (2011) observation made in Ghana Airport Authority, according to her, intrinsic and extrinsic motivators do lead to job satisfaction irrespective of the status of employees in the organizations. The study also revealed 4% of the respondents considering security of the job as a very good motivational factor with majority 54% considering it as a good motivational factor whereas 42% consider it as a fair motivational factor in the hotel industry. The respondents acknowledging of job

security as an important motivational factor in the hotel industry ranked third. The least acknowledged motivational factor by the respondents was career development and professional growth opportunities. The employees did not consider career development and professional growth opportunities as an important motivational factor in the hotel industry. About a half of the respondents representing 57% considered career development and professional growth as a fair motivational factor in the hotel industry whereas 15% consider it very good and 28% consider it as a good motivational factor in the hotel industry.

In the case of empowering workers in the hotel industry Casas-Arce, (2010) is of the view that empowerment of staff is particularly correlated to motivation level of employees in hospitality industry. This is due to the fact that employees in this industry, particularly frontline employees have direct contact with customers. The satisfaction level of customers for hospitality organisations can be improved by empowering workers to deal with the requests of customers and resolve their issues instantly devoid of supervision or dependence for assistance and support from management or supervisors every time (Boudrias *et al.*, 2009). Robbins and Judge, (2009) also identified job enrichment as a tool for motivation in the industry.

4.7 Signs of Unmotivated Employees in the Hotel Industry

The study also assessed the signs of unmotivated employees in the hotel industry. Table 4.3 presents signs of unmotivated employees in the hotel industry for management of hotels and other similar industries to take note of them.

Table 4.3 Signs of Unmotivated Employees (n=120)

Statements	Respondents Rating			
	Unimportant	Neutral	Important	Very Important
Rise in the rate of Absenteeism				
Freq	0	0	115	5
%	0	0	96	4
Decrease in Productivity				
Freq	6	0	94	20
%	5	0	78	17
Unpunctuality				
Freq	10	2	98	10
%	8	2	82	8
Negative attitude towards enterprise and other employees				
Freq	0	0	118	2
%	0	0	98	2
Tendency to avoid top Administrators				
Freq	0	5	102	13
%	0	4	85	11
Increase in indisciplinary Incidents				
Freq	0	18	76	26
%	0	15	63	22

Source: Field Survey, 2015

Employees were interviewed to get information about some behaviours or signs of unmotivated staff in the hotels. The study revealed that, 96% of the respondents agreed to the assertion that the rate of absenteeism is an important sign of an unmotivated staff whereas 4% considered it prime sign of an unmotivated staff. On the issue of decrease in productivity, minority of the employees representing 5% held the view that unmotivated

staff cannot lead to decrease in productivity and hence considered it as an unimportant indicator of unmotivated staff whereas 78% and 17% considered it important and very important sign of unmotivated staff, respectively.

With regards to employees' punctuality to work, the study revealed 8% of employees considered it as not important indicator of unmotivated staff, 2% of the respondents that remained neutral while majority of the respondents, 82% considered not punctual as important sign of an unmotivated employee in the hotel industry. Negative attitude towards enterprise and other employees revealed 98% considering it important and 2% considering it very important sign of unmotivated employees in the hotel. This means that employees consider it as an important sign of unmotivated staff since nobody was against the statement. Tendency to avoid top administrators in the hotel showed majority of the respondents representing 85% considering it important and 11% of them considering it very important sign of unmotivated employees whereas 4% of the respondents stood neutral with their response.

Employees in the hotel increased indisciplinary incidents was also solicited from the respondents to ascertain whether is also a sign of unmotivated employee behaviour and it proved majority representing 63% considering it important and 22% considering it very important and 15% of the employees holds neutral view to it. In line with this Kappa, Nitschk and Schappert (1990) indicated that, when an employee has an intention to quit the following signs can be observed: rise in the rate of absenteeism, decrease in the productivity, unpunctuality, negative attitude towards the enterprise and other employees, tendency to avoid top administrators and increase indisciplinary incidents.

4.8 Motivational Techniques used in the Hotels

The motivational techniques used by some of the hotels in retaining their employees in the industry were looked. Some of the motivational techniques used in this study includes gifts, promotions, empathy recognition, insurance cover, provision of free accommodation to workers in the hotels and provision of transport support to workers to and from when working.

Table 4.4 Motivational Techniques used in the Hotels (n=120)

Statement	Response		Total	Rank
	Yes	No		
Gifts				
Freq	78	42	120	2 nd
%	65	35	100	
Promotions				
Freq	4	116	120	6 th
%	3	97	100	
Accommodation/rent				
Freq	2	118	120	7 th
%	2	98	100	
Insurance cover				
Freq	5	115	120	5 th
%	4	96	100	
Empathy recognition				
Freq	112	8	120	1 st
%	93	7	100	
Health care				
Freq	6	114	120	4 th
%	5	95	100	
Travel and Transport				
Freq	28	92	120	3 rd
%	23	77	100	

Source: Field Survey, 2015

The motivational techniques used in the hotels to motivate their employees to either work hard or to stay on the job were ranked and it revealed empathy recognition recorded 93% majority asserting that it is a motivational technique used in the hotel whereas 7% disagreed. Empathy recognition was ranked first on the list of the motivational techniques used by the hotels in the study area. The second highest ranked motivational technique used was gifts, 65% majority agreed gifts is a motivational technique used by the hotels whereas 35% of the respondents disagreed. The third ranked motivational technique used is promotions given to employees in the hotels. This showed 23% agreeing whereas 77% disagreed.

Health care of the employees was ranked fourth with majority 95% disagreeing whereas 5% agreed that it is used as a motivational technique in their hotels. Insurance cover of the employees was ranked fifth and again majority (96%) disagreed whereas (4%) agreed that it is used to motivate them in their work place. The sixth ranked motivational technique used in the hotels was travel and transport expenses given to employees travelling to and fro the hotel to transact business on behalf of the hotel or reporting and close of work. This revealed majority (97%) disagreeing to it whereas (3%) of the responded agreeing that they are given travel and transport expenses as a motivational technique in the hotel.

The least ranked motivational technique used in the hotels was accommodation given to employees and it reveal 98% disagreeing that they are not given accommodation whereas (2%) agreed that they are provided with accommodation as a motivational technique in the hotel. In line with the study Crick and Spencer, (2011) stated that, employees appear to have changed and look for more benefits from work than their earlier counterparts who

would content with employment and salary only. A number of factors have been identified as driving this change. Broadly, the advent of the internet, globalization, and rise in the cost of living and lifestyle trends have been noted to contribute to the changing employee job expectations. As such, employees have increased their quest for more training, increased need for medical attention and formed social groups to share issues that affect them, among others.

4.9 Employers Perception on Motivating Factors

Employers' perception on motivational factors in the hotel industry was studied based on monetary and non-monetary factors which influence them to stay in employment or motivate them to stay in employment. The study looked at salaries and wages of employers as a motivational factor, bonuses and allowances given to employers to motivate them to stay in work and the effect of involving workers in decision making in the hotel as a motivational factor.

Table 4.5 Employers ranking of what motivates them to work (n=24)

Motivational Factors	Respondents Rating			Total	Rank
	Fair	Good	Very Good		
Salaries/wages					
Freq	0	1	23	24	1 st
%	0	4	96	100	
Bonuses					
Freq	0	2	22	24	2 nd
%	0	8	92	100	
Allowances					
Freq	4	18	2	24	5 th
%	17	75	8	100	
Interest Rate on Loans					
Freq	0	14	10	24	4 th
%	0	58	42	100	
Involving employees in decision making					
Freq	0	4	20	24	3 rd
%	0	17	83	100	

Source: Field Survey, 2015

The study on salaries and wages revealed majority (96%) responding to salaries/wages as very good motivational factor which makes them stay employed in their work places whereas (4%) considered salaries and wages as a good motivational factor in the hotel industry. Salaries and wages was ranked first and hence the highest motivational factor held by the employers in the hotel industry. In line with good salaries or wages Adjei-Sefa (2007) found out that Ghanaian employees, generally, regardless of occupation or position are basically motivated to work by salaries and bonuses than other issues like achievement and promotion. The second ranked motivational factor was bonuses given to employees of the hotels. This showed majority (92%) accepting it as a very good motivational factor and (8%) accepting it as good motivational factor in the hotels. To

buttress these points as indicated by Anyim *et al* (2012), motivational factors can be broadly divided into two groups: *Monetary Factors and Non-Monetary Factors*. Monetary factors include Salaries or Wages, bonus and incentives (medical and educational allowance). Salaries or wages is one of the most important motivational factors. Non-monetary forms include: status or job title, appreciation and recognition, delegation of authority, working conditions, job security, job enrichment, workers participation, cordial relations, proper job placements, proper promotions and transfers, proper welfare facilities, flexible working hours, and employee training. Also, according to a research into the 'affluent worker' by Goldthorpe *et al*, as cited in Armstrong (2003), pay was the dominant factor in choice of employer and consideration of pay was very powerful in binding people to their present job. Money provides the means to achieve many desires. It is a powerful force because it is linked directly or indirectly to the satisfaction of many needs.

The third ranked motivational factor used in the hotels was involving employees in decision making in the hotels. It revealed 83% employers accepting it as very good motivational factor and 17% also agreeing that is good. Interest rate on loans was the fourth ranked motivational factor used in the hotels. The study revealed 42% of the employers agreeing to it as very good motivational factor and 58% the employers also agreeing to it as a good motivational factor in the hotels. The least ranked motivational factor used in the hotels was allowances. The employers' response revealed 8% accepting it as a very good motivational factor, 75% of the employers accepting it as good motivational factor whereas 17% of the employers consider it as fair motivational factor in the hotel.

4.10 Employer Observation on some signs of Unmotivated Employees

The employers' observation of some signs or behaviours of their employees when they feel unmotivated in the industry is discussed in table 4.6. The employers in their effort to make the workers happy may not be able to satisfy them completely and hence some of these signs may be exhibited as an unmotivated employee in the industry.

Table 4.6 Employers Response on Signs of Unmotivated Employees (n=24)

Statements	Respondents Rating				
	Not at all important	Unimportant	Neutral	Important	Very Important
Rise in the rate of absenteeism					
Freq	0	0	0	12	12
%	0	0	0	50	50
Decrease in Productivity					
Freq	0	0	2	12	10
%	0	0	8	50	42
Unpunctuality					
Freq	0	0	2	7	15
%	0	0	8	29	63
Negative attitude towards enterprise and other employees					
Freq	0	2	2	10	10
%	0	8	8	42	42
Tendency to avoid top administrators					
Freq	0	2	1	9	12
%	0	8	4	38	50
Increase in indisciplinary incidents					
Freq	0	0	0	6	18
%	0	0	0	25	75

Employers response on the signs of unmotivated employees revealed 50% of them considering the rise in the rate of absenteeism an important sign of unmotivated employees again 50% of the employers consider it very important sign of unmotivated employees. Decrease in productivity according to the data gathered showed 50% of the employers considering it important sign of unmotivated employees and 42% of the employers also consider it very important whereas 8% stood neutral. Unpunctuality according to the respondents indicated majority 63% assenting that it is a very important sign of unmotivated employee behaviour and again 29% of the employers also agreed that is an important sign whereas 8% of the stood neutral about it.

Negative attitude towards enterprise and other employees showed a 42% agreeing that it is a very important sign and again another employers representing 42% were of the view that is an important sign of unmotivated employee behaviour whereas 8% of them stood neutral and another 8% considered it not important sign of unmotivated employee. Tendency to avoid top administrators showed 50% majority agreeing to it as a very important sign of unmotivated staff and again 38% of them also saying it is an important sign of unmotivated employee whereas 4% stood neutral and 8% considered it not important. Increase in indisciplinary incidents as a sign of unmotivated employees' response revealed 75% considering it very important and again 25% of them also considering it as an important sign of unmotivated employees in the hotels.

4.11 Employers Motivational Techniques used in the Hotels

The motivational techniques used in the hotels by the employers was looked at based on the following elements: gifts for the employees, promotions for the employees, empathy

recognition for the employees, health care to employees, free accommodation and insurance cover to employees in the hotel.

Table 4.7 Motivational Techniques used in the hotels (n=24)

Statement	Response		Total	Rank
	Yes	No		
Gifts				
Freq	16	8	24	3 rd
%	67	33	100	
Promotions				
Freq	20	4	24	2 nd
%	83	17	100	
Accommodation/ rent				
Freq	14	10	24	4 th
%	58	42	100	
Insurance cover				
Freq	4	20	24	7 th
%	17	83	100	
Empathy recognition				
Freq	22	2	24	1 st
%	92	8	100	
Health care				
Freq	10	14	24	5 th
%	42	58	100	
Travel and Transport				
Freq	6	18	24	6 th
%	25	75	100	

Source: Field Survey, 2015

Techniques used to motivate employees in the hotel industries revealed the following results when the employers of the various hotels were interviewed. It revealed majority of the hotels used empathy recognition as a major way of motivating their employees in the industry. The results indicated empathy recognition with majority of the respondents, 92% agreeing that they visit employees and show care and concern to them when they are

catch up with anxiety whereas 8% of the employers do not use this technique to motivate their employees in the industry. Due to the fact that majority agreed to using empathy recognition as a way of motivating their employees to work it ranked first in the list of employers motivational techniques used in the hotel industry. The study further revealed 83% of the employers agreeing that promotions is a technique use to motivating employees to stay employed in work whereas 17% of the employers did not use this technique to motivate their employees and this was ranked second as a motivational technique used by the hotels. This buttressed the conclusion made by Herzberg (1966) that factors leading to job satisfaction are separate and distinct from those that led to job dissatisfaction. He argues that managers who seek to eliminate factors that can create job dissatisfaction may bring about peace but not necessarily motivation. They will be placating their workforce rather than motivating them. As a result, conditions surrounding the job such as quality of supervision, pay, company policies, physical working condition, relations with others and job security were characterized by Herzberg as hygiene factors. When they are adequate, people will not be dissatisfied; neither will they be satisfied. If we want to motivate people on their jobs, Herzberg suggested factors associated with the work itself or with the outcomes directly derived from it, such as promotional opportunities, opportunities for personal growth, recognition, responsibility and achievement. These are the characteristics that people find intrinsically rewarding.

Gifts was also studied as a motivational technique used by the employers in the hotels and this showed 67% of the respondent agreeing to it as a motivational technique used in their hotels whereas 33% disagreed using gift as a motivational technique in their hotels. Gifts were ranked third as a motivational technique used by employers to motivate their

employees to stay at work in the hotel industries. The fourth ranked technique agreed by the employers was giving or renting accommodation to their employees without charging them for rent. With this 58% agreed that it is a technique used in the hotels to motivate their employees whereas 42% of them do not use this technique to motivate their employees. The fifth ranked technique used by the employers in the hotels was health care given to their employees in the hotels. The response on this technique revealed 42% agreeing to it being used as a motivational technique whereas majority of the respondents representing 58% do not use this technique to motivate their employees in their hotels. The sixth ranked technique used was travel and transport expense of their employees. The employers' responses indicated 25% of some of the managers agreeing that it is being used to motivate their employees in the hotels whereas 75% of them responded that they do not use it in their hotels to motivate their employees. The least among the techniques used in motivating employees in the hotels was insurance cover given to workers in the hotels. This showed results of majority 83% not using it to motivate their employees whereas 17% of them use it to motivate their employees in the hotels.

The questionnaire was used to solicit information from both the employer and the employees on whether productivity increases if one is motivated, both managers and employees responded in the affirmative and recorded 100% each from them. This means that really productivity surely increases if workers in the hotels are motivated. In line with the study Ibrahim, (2013) contends that, lack of motivation in employees of hotel industry has adverse effects on overall performance of the organisation. Effects like no enjoyment in job, discontentment, reluctance, failure to do tasks in time and even job turnover rate are obvious.

Also, the researcher enquired from the respondents about what other incentive packages would employees wish to get from employers, this revealed divergent response from both employers and employees. Some of the employees indicated that, they need increased in salaries, some also indicated that they want to be promoted to become managers of the hotels, some also indicated they wanted to be given uniform to be using in the hotels. On the side of the managers some indicated end of year award to hard working employees, some indicated over time allowances of employees should be paid directly to them without taxing it, others said giving accommodation to workers to stay in the hotel and work would be ideal.

On the issue of involving employees on decision making revealed a positive response from both employers and employees. It was agreed that when employees are involved in decision making in the hotels they become committed to the work assigned to them and they work hard to meet targets. If they are not involved they care less about targets set by their employers. Finally, they also feel part of the industry and work hard for the growth of the organization. To buttress this point Halepota (2005) defines motivation as “a person’s active participation and commitment to achieve the prescribed results”. This means that involving employees in decision making means committing them to a task and hence leads to motivate them to work in achieving set targets.

With regards to industrial unrest managers of the hotels indicated they have not recorded such incident in their industries. This received a response percentage of 100% from the managers from all the hotels interviewed.

Table 4.8 Correlation Matrix

Correlation		Employers Motivational Strategy	Employee Work Output
Employers motivational strategy	Pearson Correlation	1	.011
	Sig. (2-tailed)		.960
	N	24	24
Employees work output	Pearson Correlation	.011	1
	Sig. (2-tailed)	.960	
	N	24	120

Source: Authors construct with field data, December, 2015.

The Pearson's r for the correlation between level of work out output for employees and motivational strategy adopted by employers is 0.011. This means that changes in one variable are strongly correlated with changes in the second variable even though the figure (0.011) is moderately close to zero than 1. However, the significant (2-tailed) value is greater than 0.05. Since $p > 0.05$, [0.960 > 0.05]. This means that, the relationship is not strong but we can accept that, there is a significant relationship between employers-employees motivational impact with output.

Table 4.9 Descriptive Statistics

Variable	Mean	Std. Deviation	N
Employers motivational strategy	7.5000	2.87417	24
Employee work output	10.5500	3.46374	120

Source: Authors Construct with field data, December, 2015.

The mean values however indicates that, the employee output are higher than reward they received by 28.9% but the lower standard deviation for employers motivational strategy reveals that, the strategies adopted are more closely related and centre around employee needs, hence the reason for higher employee output.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter consists of the summary of the findings, conclusion and recommendations of the study.

5.1 Summary of Findings

The study revealed that, majority of the respondents was males comprising (57%) males and (43%) females. The age distribution indicated majority (80%) within the age brackets of 26 years to 45 years with few 7% and 13% within the age brackets of 18-25 years and 46 years and above respectively. The study showed majority 97% of the hotel workers were literates with just few representing 3% uneducated. Marital status indicated (34%) married; sixty five percent (65%) single and the remaining one percent (1%) divorced. Respondents' occupation status revealed that all of them were dully employed to work in the hotels.

The study established that what motivates both the employers and employees to work hard in their hotels is good salaries/wages and bonuses that they receive from their work place. Another motivational factor which was considered very important by the employees was the allowances they receive from the work place. However, this was not same from the data gathered from the employers. The employers on the other hand did not consider involving employees in decision making as an important motivational factor

in the hotel industry. This means that one needs to find out from the employees to know what they want before management can motivate the better to work to bring success to the industry. Other factors such as interest rate on loans given to employees, job security and career development and professional growth opportunities were not much considered very important. The study findings revealed by employers indicated that there has not been any labour unrest in all the hotels under study.

In response to attitudes of employees to motivational strategies it was proved that employees worked well and productivity increases when they are motivated. However, the constructs designs to address employees' attitudes to motivational strategies in the industry proved that all the constructs were significant signs of unmotivated staff behaviour since most of the respondents considered the response variables of important and very important signs of unmotivated staff in the hotel. However, the rate of absenteeism was one of the significant signs of unmotivated staff in the hotels. Hence when employees are not motivated well there is the likelihood of an increase in the rate of absenteeism and this will affect the productivity in the hotel industry.

In addressing techniques/factors adopted by employers for motivating employees the findings revealed that techniques used to motivate hotel employees showed that, the most used technique in the hotels was empathy recognition shown to workers when they are traumatised. Other most important techniques agreed by both employers and employees were gifts and promotions for the workers in the hotels. However, employees considered accommodation/rent not an important motivational technique and with the employees

they also considered insurance cover not important motivational technique for hotel workers.

Evaluating the relationship between employers-employees motivational impact with output in the hotel industry, the study affirmed by both employers and employees that, productivity increases when workers in the hotels are motivated. This is evidenced by response rate of 100% by each of the groups of (employers and employees).

A correlation between level of work out output for employees and motivational strategy adopted by employers was 0.011 meaning that, changes in one variable are strongly related with changes in the another variable.

5.2 Conclusion

The most influential technique used in motivating employees in the hotel industry was empathy and other techniques which were also considered very important in the study were promotions and material reward (gifts) given to employees in the industry. Employees' responds to motivational techniques/strategies revealed that, employees become joyous, work hard and stay employed when they are motivated. This means that employees respond to some of the motivational strategies or techniques used by their employers and finally there was a significant relationship between employers-employees motivational impact with output. This means that motivation and performance are positively correlated. That is, when employees are motivated, productivity increases effectively and vice versa.

5.3 Recommendations

The researcher recommends the following:

- The researcher suggests to management that the salaries/wages, gifts and bonuses in the industry should be improved upon as employees believe this is one of the factors which affect their performance. Layoffs should not be used as a tool to punish non performing employees but the causes of non-performance should be adequately investigated.
- Management of hotels need to involve employees in coming out with appropriate forms of motivation in the organization. This will not only ensure that employees are appropriately motivated, but it would also make workers feel part of the organization. Once employees feel that their views are considered in the design of those packages they will be willing to accept them and in the long run their performance would be enhanced.
- Although in the research findings there was no record of labour agitations however, proper job evaluation should be done on all the jobs in the industry to ensure that all employees are adequately and fairly rewarded for work done to prevent labour agitations in the hotels.

5.4 Suggestions for Future Improvement

The researcher believes that in every situation there is always room for improvement. The researcher suggests an improvement in the number of hotels under study should be increased to twelve to involve more workers from many hotels in the study.

REFERENCES

- Aamodit, G. (2010). *Industrial organization psychology*. London: Cecngage.
- Abdulsalam, Z., Damisa, M. A., Iliyasu, B. (2007). Analysis of Workers Motivational Factors in Agribusiness Organization: A Case study of SunseedNigeriaPlc, Zaria, *Journal of Business Administration*, 1(1 & 2), 15-27.
- Abejirinde, A. A. (2009). Motivation and workers performance within public and private enterprises in Nigeria. *Lapai International Journal of Management and Social Sciences*, 2(2), 101-112.
- Adams, J. S. (1965). Toward an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67, 422-436.
- Adjei-Sefa, D. (2007). *Employee Motivation and Productivity in Three Organisations in Accra*. unpublished M. A Thesis, University of Cape Coast.
- Alderfer, C. (1972). *Existence, relatedness and growth: human needs in organisational settings*. New York: Free Press.
- Aksu, A. A. (2000). Otelişletmelerininbaşarısınımetkileyendişcevrefaktorleri. *Balıkesir UniversitesiSosyalBilimlerEnstitusuDergisi*, 3(4), 269-281.
- Anonymous (2009). *What is Motivation and How Does it Affect Performance?* New York: McGraw-Hill/Irwin.
- Anyim, C. F. Badejo, A. E., & Chidi O. C. (2011). *Motivation and Employees' Performance in the Public and Private Sectors in Nigeria*: Department of

Industrial Relations and Personnel Management, Faculty of Business Administration University of Lagos.

Armstrong, M. (2003). *A handbook of human resource management* (9th ed.). London: Kogan Page.

Austin, J. T., & Villanova, P. (1992). The Criterion Problem: 1917 – 1992. *Journal of Applied Psychology*, 77(1), 836-874.

Ayeetey, L. N. (2011). *Motivational Strategies and their Impact on Productivity: A Case Study of Ghana Airports Company Limited*. Unpublished CEMBA Thesis, KNUST

Basset-Jones, N. & Lloyd, G. C. (2005). Does Herzberg's Motivational Theory have Staying.

Battu, N. R. (2008). *Human resource development*. New Delhi: APH Publishing Corp.

Branham, L. (2005). *The 7 hidden reasons employees leave: How to recognize the subtle signs and act before it's too late*. New York: Amacom.

Bratton, J., & Gold, J. (2007). *Human resource management: theory and practice*. London: Palgrave Macmillan.

Berning, J., Beer, D. A., Toit, D. D., Kriel G., Mouton, J., Rossouw, D., & Singh, D. (2008). *Focus on Management Principles; a generic approach*. South Africa: Pearl Print.

- Blum, M. L. (2004). *Industrial psychology: Its theoretical and social foundations*. India: Harper and Row.
- Borman, W. C. (2004). The Concept of Organization Citizenship: Current Directions. *Psychological Science* 13(6), pp.238-241 brewery. *International Sociology*, 20(1), 27-44.
- Boudrias, J., Gaudreau, P., Savoie, A., & Morin, A. (2009). Employee empowerment: From managerial practices to employees' behavioural empowerment. *Leadership & Organisational Development Journal*, 625-638.
- Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of Industrial and Organizational Psychology* (pp. 687-732). Palo Alto, CA: Consulting Psychologists Press, Inc.
- Cardona, P., Lawrence, B. S., & Espejo, A. (2003), Outcome-Based Theory of work Motivation, *University of Navarra IESE Working Paper No. D/495*. Web-site: <http://ssrn.com/abstract=1262271>.
- Casas-Arce, P. (2010). Relative performance compensation. *Contests, and Dynamic Incentives*, 24(2), 11-12.
- Cheng, H. (2005). *Assessing The Importance of Employee Motivation in the Hotel Industry in Taipei, Taiwan*”, Unpublished master’s thesis, University of Wisconsin-Stout.

- Chukwuma, E. M., & Obiefuna, O. (2014). Effect of motivation on employee productivity: A study of manufacturing companies in Nnewi. *International Journal of Management Studies and Research*, 2(7), 137-147.
- Cole, G. A. (2002). *Personnel and 'human resource management* (5th ed.). London: Continuum.
- Cole, G. A. (1996). *Management; theory and practice* (5th ed.). London: Continuum.
- Crick, A. P., & Spencer A. (2011). Customer service management and organizational culture. *International Journal of Contemporary Hospitality Management*, 23(4), 463-478.
- Dessler, G. (1999). *Essentials of management*. New Jersey: Prentice Hall.
- Droar, D. (2006). *Expectancy theory of motivation*. Retrieved February 2, 2013, from http://www.arrod.co.uk/archive/concept_vroom.php.
- Drucker, P. F. (2008). *Management challenges for the 21st Century*. Oxford: Butterworth-Heinemann.
- Drucker, P. (1974). Management: Task, responsibility; practices. New York: Harper & Row. *Educational Research*, 93(1), 39-47.
- Estreicher, S. (1995). *Labor law reform in a world of competitive product markets*. U.S.A.: Department of Labour.

Encyclopedia of Business, (2014). *Employee motivation*. (2nd ed.) Retrieved from:

<http://www.referenceforbusiness.com/encyclopedia/Eco-Ent/Employee-Motivation.html>.

Flippo, E. B. (1982). *Personal management* (5th ed.). London: McGraw Hill Inc.

Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2007). *Managing human resources*. New Jersey: Pearson Prentice Hall.

Groenroos, C. (2001). From marketing mix to relationship marketing: Towards a paradigm shift marketing. *ASIA-Australia Market. J.*, 2(1), 9-30.

Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60, 159-170.

Hays, M. J., & Hill, V. A. (1999). Gaining competitive service value through performance motivation. *Journal of Strategic Performance Measurement*, 2, 36-40.

Herzberg, F. (1966). *Work and Nature of Man*. Cleveland, OH: World Publishing Co.

Herzberg, F. (1957). *The motivation to work* (2nd ed.). New York: John Wiley.

Holdford, D. A., Lovelace-Elmore B. (2001). *Applying the principles of human motivation to pharmaceutical education*. J Pharm Teach.

Horwitz, F. M., & Jain, H. C. (2008). Managing human resources in South Africa: A multinational firm focus, in Lawler, J.J. and Hundley, G. (eds.). The global diffusion of human resource practices: Institutional and cultural limits. *Advances in International Management*, 21, 89-123. DOI:10.1016/S1571-5027(08)00004-1.

- Ibrahim, C. (2013). Motivation and its impact on labour productivity at hotel business “a conceptual study. *International Journal of New Trends in Arts, Sports & Science Education*.
- Isaac, A. (2008). Motivating civil servants for higher productivity. *Journal of Business Management*, 2(1 & 2), 54-68.
- Jones, J. (2008). A Unique formula for success. *Lodging Hospitality*, 64(15), 60-64.
- Kappa, M. M., Nitschke, A., & Schappert P. B. (1990). *Managing housekeeping operations*. Michigan.
- Kandampully, J., & Hsin-Hui H., (2007). Do hoteliers need to manage image to retain loyal customers? *International Journal of Contemporary Hospitality Management*, 19(6), 435
- Kinicki, A., & Williams, B. K. (2008). *Management: A Practical Introduction 3rd Edition*. New York: McGraw-Hill.
- Kovach, K. (2007). *What motivates employees? Workers and supervisors give different answers*. *Business Horizons*, 3, 58-65.
- Kotler, P., John, T. B., Makens, J. C. (2007). *Marketing for Hospitality & Tourism Pearson Education International: USA: Pearson Prentice Hall*.
- Lawler, E. E. (1973), “Motivation in Work Organizations”, Cole Publishing. pp. 115
- Locke, E. A. (1968), Towards a Theory of Task Motivation and Incentives, *Organizational Behaviour and Human Performance*, 3, 157-189.

Madura, J. (2007). *Introduction to business* (4th ed.). USA: Thomson South-Western.

Maslow, A. (1954). *Motivation and personality*. New York: Harper.

McClelland, D. (1961). *The achieving society*. Van Nostrand.

McGregor, D. (1960). *The human side of enterprise*. New York: McGraw-Hill.

Mee-Edoiye, M., & Andawei, M. M. (2002). Motivation, an alternative to improve workers performance in today construction industry. *The Quantity Surveyors*, 40(3), 2-8.

Muhammad, S., Maira, M., & Muhammad, S. R. (2011). Association between reward and employee motivation: A case study banking sector of Pakistan. *European Journal of Humanities and Social Sciences*, 5(1), 167-168.

Mullins, L. J. (2007). *Management and organizational behaviour* (8th ed.). New Jersey: Pearson Education.

Nelson, D. L., & Quick, J. C. (2003). *Organizational behaviour: Foundation, realities and challenges* (4th ed.). Australia: Thomson South-Western.

Nnabife, E. K. (2009). *Organizational behavior and management theory*. New Jersey: Prentice Hall Inc.

Owusu, T. (2011). Effects of Motivation on Employee Performance: A Case Study of Ghana Commercial Bank, Kumasi Zone. Unpublished CEMBA Thesis, KNUST.

- Rajput, A., Bakar, A. H. A., & Ahmad, M. S. (2011). Motivators used by foreign and local banks in Pakistan, A comparative analysis. *Journal of Academic Research*, 3, 2-6.
- Ramlall, S. (2004). A review of employee motivation theories and their implications for employee retention within organizations. *Journal of American Academy of Business*, 5(1/2), 52-63
- Robbins , S. P., & Judge, T. A (2009). *Organizational behavior* (13th ed.). New Jersey: Pearson Education.
- Rutherford, D. G. (2005). *Hotel management and operations*. Van Nostrand Reinhold.
- Singh, S. K., & Tiwari, V. (2011). Relationship between motivation and job satisfaction of the white collar employees: *A Case Study*, 7(2), 31 & 33.
- Simons, T., & Enz, C. (2005). Motivating hotel employees. *Cornell Hotel and Restaurant Administration Quarterly*, 4, 20-27
- St-Onge, S., Morin, D., Bellehumeur, M., & Dupuis, F. (2009), “Managers motivation to evaluate subordinate performance, Qualitative Research in Organisational and Management. *An International Journal*, 3, 273-293.
- Steers, R. M., Mowday, R. T., & Shapiro, D. L. (2004). The future of work motivation Theory Surveys. *International Journal of Manpower*, 18(3), 264-280.
- Tanner, R. (2010). Motivation – Applying Maslow’s Hierarchy of Needs Theory. Founder & Principal Consultant Business Consulting Solutions LLC, April 19, 2010.

Toker, B. (2007). Demografikdeğişkenleriniştatminineetkileri:

İzmir'dekibeşvedortyıldızlı otellereyonelikbiruygulama. *Doğuş Üniversitesi Dergisi*, 8(1), 92-107.

Vroom, V. H. (1964). *Work and motivation*. New York: Wiley.

Wiley, C. (1997). What motivates employees according to over 40 years of Motivation

Yılmaz, A., & Yıldırım, R. (2008). KonaklamaİşletmelerindeVerimlilikKapsamındaİş

DoyumuvePersonelDevriİlişisineYönelikbirAraştırma.III.BalıkesirUlusalTurizm

Kongresi, 17-19 Nisan. *İktisadiKalkınmaVakfıDergisi*, 5, 16-31

Yu, L. (1999). *The international hospitality business*. New York, NY: The Haworth

Hospitality Press.

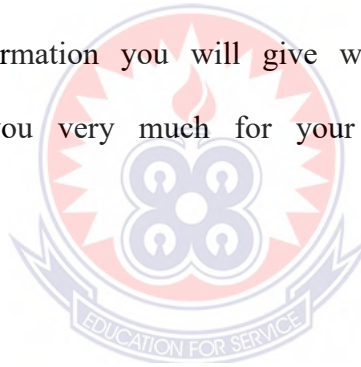


APPENDIX A

Questionnaire

Employers

Dear Sir/Madam, I am an MTECH student undertaking a study on the topic “*Factors Influencing Employee Motivation in Selected Hotels in Sagnarigu District.*” In connection with this the researcher constructed a questionnaire to gather information for the study. This exercise is part of a project towards fulfilling the requirements of the MTECH course. I would be obliged if you could provide me with some of your valuable time to contribute to the questionnaire with honesty. Please feel assured that your anonymity and the information you will give will be treated with the strictest confidentiality. Thank you very much for your kind response to my request.



SECTION A

Demographic information

Please kindly tick[√] the one that is most appropriate to you.

1. Gender: i. Male [] ii. Female []
2. Age: i. 18 – 25 [] ii. 26 – 35 [] iii. 36 – 45 [] iv. 46 and above []
3. Level of education: i. Uneducated [] ii. Basic [] iii. Secondary []
 iv. Tertiary [] iv. Others (Specify)

4. Marital status: i. Married [] ii. Divorced [] iii. Single [] iv. Widowed []

5. Occupation: i. Employed in the hotel [] ii. Not employed in the hotel [] iii.
 Part time work in the hotel [] v. Others, please (specify)

.....

SECTION B

Which of the following motivates you and your employees in the hotel (tick as many as possible)

No	Motivational factors	Fair	Good	very good	Rank
6.	Salaries/wages				
7.	Bonuses				
8.	Allowances				
9.	Interest rate on loans				
10.	Involving employees in decision making				

Which of the following are signs of unmotivated employees (tick as many as applicable)

No	Statement	Not at all Important (1)	Unimportant (2)	Neutral (3)	Important (4)	Very important (5)
11.	Rise in the rate of absenteeism					
12.	Decrease in productivity					
13.	Unpunctuality					
14.	Negative attitude towards enterprise and other employees					
15.	Tendency to avoid top administrators					
16.	Increase in disciplinary incidents					

Which of the following techniques do you use to motivate your employees in the hotel
(tick as many as applicable)

No	Motivational Techniques	Yes	No	Rank
17.	Gifts			
18.	Promotions			
19.	Accommodation/rent			
20.	Insurance cover			
21.	Empathy Recognition			
22.	Health care			
23.	Travel and Transport			



24. Does productivity increase if employees are motivated in your hotel? Yes [] No []

25. Do you involve your employees in decision making? Yes [] No []

26. If yes, how often?.....

27. How do employees respond when you involve them in decision making?

.....
.....

What other incentives are usually given to employees, please specify

.....

28. Has productivity been increased through employees' motivation? Yes [] No []

29. Has there been any industrial unrest in the organization? Yes [] No []

30. If yes? Why

.....

.....

.....

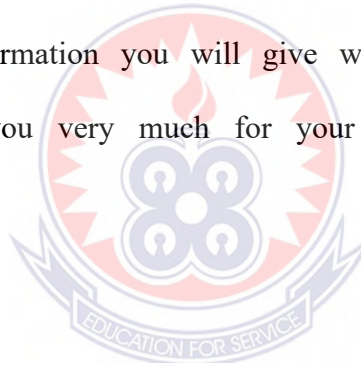


APPENDIX B

Questionnaire

(Employees)

Dear Sir/Madam, I am an MTECH student undertaking a study on the topic “*Factors Influencing Employee Motivation in Selected Hotels in Sagnarigu District.*” In connection with this the researcher constructed a questionnaire to gather information for the study. This exercise is part of a project towards fulfilling the requirements of the MTECH course. I would be obliged if you could provide me with some of your valuable time to contribute to the questionnaire with honesty. Please feel assured that your anonymity and the information you will give will be treated with the strictest confidentiality. Thank you very much for your kind response to my request.



SECTION A

Demographic information

Please kindly tick [√] the one that is most appropriate to you.

1. Gender: i. Male [] ii. Female []
2. Age: i. 18 – 25 [] ii. 26 – 35 [] iii. 36 – 45 [] iv. 46 and above []
3. Level of education: i. Uneducated [] ii. Basic [] iii. Secondary []
iv. Tertiary [] iv. Others (Specify)
4. Marital status: i. Married [] ii. Divorced [] iii. Single [] iv. Widowed []

5. Occupation: i. Employed in the hotel [] ii. Not employed in the hotel [] iii.
 Part time work in the hotel [] v. Others, please (specify)

.....

SECTION B

Which of the following motivates you in your hotel (tick as many as possible)

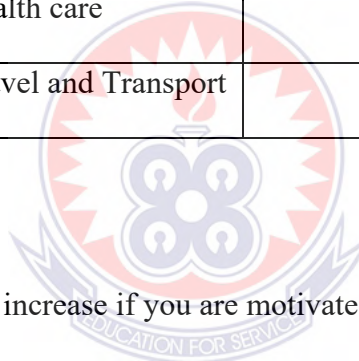
No	Motivational factors	fair	good	very good	Rank
6.	Good Salaries/wages				
7.	Bonuses				
8.	Allowances				
9.	Interest rate on loans				
10.	Involving in decision making				
11.	Security for their job				
12.	Career development and Professional growth opportunities				

Which of the following are signs of unmotivated employees (tick as many as applicable)

No	Statement	Not at all Important (1)	Unimportant (2)	Neutral (3)	Important (4)	Very important (5)
13.	Rise in the rate of absenteeism					
14.	Decrease in productivity					
15.	Unpunctuality					
16.	Negative attitude towards enterprise and other employees					
17.	Tendency to avoid top administrators					
18.	Increase in disciplinary incidents					

Indicate either Yes or No if the following are used as motivation techniques in your hotel

No	Motivational Techniques	Yes	No	Rank
19.	Gifts			
20.	Promotions			
21.	Accommodation/rent			
22.	Insurance cover			
23.	Empathy Recognition			
24.	Health care			
25.	Travel and Transport			



26. Does productivity increase if you are motivated in your hotel? Yes [] No []

27. What other incentive package would you employees wish to get from employers, please specify

.....

.....