

Driving Employee Motivation in Hotel Industry- A Case Study of an Hotel in Mangaluru, Karnataka

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Abstract-- Employees are the backbone of the hotel sector and their motivation plays a crucial role in determining the success and productivity of service business. This study investigates the factors that drive employee motivation in the hospitality segment to find its impact on job satisfaction and organizational performance. The paper will focus on employee-centric strategies for employee motivation to understand the effects of reward, recognition, growth, and leadership on employee engagement and productivity. The data is collected from 50 permanent employees of a reputed hotel in Mangaluru from the State of Karnataka in India. The samples were collected from the employees working across its various departments including reception, front office, kitchen, dining, administration, housekeeping and supporting staff of the organization.

Keywords: Employee Motivation, Driving Productivity, Employee Wellness, Employee Enrichment, Employee Engagement

1. INTRODUCTION

In today's rapidly evolving service business landscape, the success of the hospitality sector hinges on the dedication, engagement and productivity of its workforce. Motivated employees are the driving force behind the innovation, efficiency, and achievement of organizational goals. As such, understanding the factors that influence employee motivation has gained a critical priority for both researchers and practitioners alike.

Motivation, a multifaceted psychological construct, encompasses the internal and external forces that drive individuals to pursue specific actions and behaviors (Ahmad, 2021). Successful leaders always recognize the significance of cultivating a work environment that fosters both intrinsic and extrinsic motivation among their employees.

The interplay of time, material, money, and human efforts produces performance. The human element must be incorporated before the last two factors

which are inanimate and can be transformed into "productivity." The human factor, however, is considered to be the factor of production upon which the management could exercise certain control to some extent. Managing the inanimate components of production allows management to precisely forecast both the input-output interplay of productivity and change necessary factors as required to reach the predetermined organizational target.

A. *Managerial Strategies on Employee Motivation*
Motivation is a crucial factor in driving employee performance and organizational success (Ayandele & Etim, 2020) (Alase & Akinbo, 2021). To motivate employees, management typically uses the following financial and non-financial motivation techniques.

A.1 Financial Motivators:

While financial incentives have been traditionally viewed as the primary motivator. Money is either directly or indirectly related to this kind of motivation. This category includes monetary benefits in the forms of wages, salary, bonuses, profit-sharing, commission, paid time off, health insurance, and so forth. Money appears to be one of the "lower level" wants at first, that can be easily met. Yet this is untrue in reality since the rationale behind this, is that money serves more than the means of survival. In addition, one can meet physiological and safety needs with it. Even it can satisfy certain higher-order wants such as self-actualization, ego, and social status too. So, money is sometimes considered to be the most esteem need, and as a result, it becomes a very trustworthy motivator for the employees.

Employees are the backbone of the Hotel industry and their motivation and engagement are crucial to the success and competitiveness of the sector.

Financial incentives, such as compensation and benefits, have long been recognized as key drivers for employee retention and productivity. However, recent research has highlighted the importance of a more holistic approach towards employee motivation, which includes financial factors. (Woodruffe, 2006)(Bhat et al., 2018)(Ahammad et al., 2015)(Ajayi, 2015)

The existing literature on service segments states that financial motivators can have a significant impact on employee performance and organizational productivity. For example, a study conducted on the Nigerian banking industry found that poor monetary incentive packages had been a major factor affecting employees' commitment and standard of performance (Onyeukwu & Ekere, 2018). It was also observed that workers' perception of the rewards and compensation available in their organization can greatly motivate them to achieve greater productivity (Onyeukwu & Ekere, 2018)(Ajayi, 2015)(Onyeukwu & Ekere, 2018)(Ajayi, 2015). Motivation-enhancing HR practices, such as financial incentives, significantly influence the productivity and performance of employees (Ahammad et al., 2015).

A.2 Non-Financial Motivators:

Research has highlighted the significant impact of non-financial motivators on employee productivity and engagement (Ajayi, 2015)(Ndukwe & Ofondu, 2018)(Ahmad, 2021). Non-financial motivators, also known as non-economic motivators, can have a profound effect on employee performance. (Alase & Akinbo, 2021). These factors include job security, job enrichment, recognition, and opportunities for advancement (Alase & Akinbo, 2021). These incentives demonstrate to employees that they are valued, promote a sense of human dignity and boost morale for higher productivity.

Studies have shown that employees who feel their current workplace is not sufficiently motivating are more likely to leave, even if they do not have a better alternative job lined up (Onyeukwu & Ekere, 2018). The misconception that good wages are the primary motivational factor has misdirected managers for years, leading to a lack of attention paid to non-financial motivation strategies.

Non-financial employee motivation is influenced by various factors such as (Grynko, T. et al. 2017)

praise, recognition, status, competition, delegation of authority, participation, job security, job enlargement, job rotation, job loading, job enrichment, reinforcement, and quality of work life. Recognition is the most valuable form of motivation, as it fulfills the human esteem needs. It can be expressed in various forms such as praise, awards, promotions, or recognition. Status and pride are social ranks that satisfy egoistic needs and can be achieved through establishing status symbols and distinctions within an organization. Competition is another form of motivation, where individuals compete with one another to win and satisfy their "ego." However, this can generate jealousy, hostility, frustration, and even destroy team spirit. Delegation of authority (Edward & Amaluwa, 2022)(Tauer & Harackiewicz, 2004) is another powerful motivator that allows employees to take on more responsibility and be trusted by their supervisor. (Ji, Y., & Han, J. 2021) Participation in decision-making activities can also satisfy ego and self-esteem.

Job security (Senol F, 2011) is another important motivator, as it ensures employees continue working in the same plant or elsewhere, providing economic and social security through health and welfare programs. This can be achieved through regularizing work hours, finding work for surplus workers, or adopting schemes of rationalization, modernization, and automation. Job enlargement involves increasing the complexity of jobs to appeal to higher-order needs, making them less monotonous and providing workers with skills to satisfy their need for self-esteem and dignity. According to *Al-Romeedy, B. S. 2019* Job rotation involves shifting employees from one job to another to reduce monotony and boredom. Job loading involves making jobs more interesting, with horizontal job loading focusing on increasing work at the same level and vertical job loading focusing on larger areas of responsibility (Hersberg F, 1986). (Sharma, A & Bora, R. 2020) Job enrichment provides employees with opportunities for greater recognition, growth, and responsibility, making them more responsible for meeting deadlines and producing high-quality work. (Wei, L. T. & Yazdanifard, R. 2014) Reinforcement is a powerful motivation tool, as it encourages behavior that leads to positive consequences and avoids negative consequences. (Sari, N. P. R., Bendesa, I. K. G. & Antara, M. 2019) Quality of work life refers to the

degree to which members of a work organization can satisfy important personal needs through their work.

B. *Employee Motivation Methods.*

Establish a Competitive Leadership approach that inspires innovation and goal-oriented behavior. (Tesmer & Oxenford, 2021). Effective leaders should strive to create an environment that challenges employees, provides opportunities for growth and development, and recognizes deserving exceptional performances. This can be achieved through initiatives such as offering (Bustamam, F. L, Teng, S. S, & Abdullah, F. Z. 2014) competitive compensation and benefits, providing clear career paths, and implementing recognition programs that celebrate employee achievements. Organizations should focus on cultivating a (Pawirosumarto, S, Sarjana, P. K, & Gunawan, R. 2017) workplace culture that supports autonomous motivation. This involves empowering employees to take ownership of their work, make decisions, and contribute their unique ideas and perspectives (Omar et al., 2022). By fostering a sense of autonomy and control, employers can tap into employees' inherent drive to succeed, leading to increased engagement, creativity, and job satisfaction. The major methods of employee motivation are briefed below:

- Empowering the Workforce: (Kim, B., Lee, G., Murrmann, S. K., & George, T. R. (2012) Employees with more power and responsibility have better control over their work, which lowers irritation and focuses energy on self-preservation, eventually improving job completion.
- Creativity and Innovation: Employee creativity is discouraged in many hotels because of fear of mockery or rejection (Moon, T. W., Hur, W. M., & Hyun, S. S., 2019). This may result in a corporate policy that is detrimental to the workforce as well as to its own business culture. Organizations may promote flexibility, make good use of employee experience, improve information sharing, and promote openness to change and competitive advantage by giving people the freedom to create.
- Learning and Development: *Nwokorie, E. C., & Aneke, F. O. (2019)* suggests that employers may encourage staff members to work more productively by giving them access to resources and chances for ongoing education frequently. These initiatives strengthen staff members and

develop matured employee attitudes towards both customers and business.

- Quality of life: *Sari, N. P. R., Bendesa, I. K. G., & Antara, M. (2019)* the increasing number of weekly working hours and increased family responsibilities end up in increased workloads, causing a mismatch in their work-life management.
- Monetary Benefits: *Mhlanga (2018)* In order to increase employee productivity and lower absenteeism, alternative motivators such as profit sharing and monetary prizes can be substantiated. Employees immediately gain from these incentives as they promote high-quality goods, services, and procedures. Nevertheless, more incentives can be ineffective if current ones are transient.

II. THEORETICAL FREAMWORK ON EMPLOYEE MOTIVATION

According to *Maslow Atnot*, New York Press (1943) the motivation theory of hierarchy of need suggests that one's need appearance depends on the satisfaction of another, and they are closely related and can be arranged from lowest to highest. Satisfied needs become unsatisfied wants, designs, or needs, leading individuals to seek satisfaction in the higher level wants. Maslow's need hierarchy theory suggests that lower-level needs must be satisfied which in turn motivates them to strive for higher-level needs. However, this study identifies mixed motivation factors as specified earlier. In the study by Andrew Sargent, Jaico Publishing House (2001) - The study suggests that motivation and performance are interconnected. High motivation will lead to better performance among interns, resulting in their greater motivation and achievement. According to *Skinner's (1953)* managers should reinforce positive employee behaviour, while addressing negative behaviour, to ensure repeatable positive outcomes and prevent negative outcomes. Positive reinforcement leads to positive outcomes, negative reinforcement leads to negative outcomes. *Voorm's Theory (1964)* suggests that employee effort leads to performance, which can be rewarded positively or negatively. Positive rewards increase motivation, while negative rewards decrease motivation. Therefore, motivation is influenced by the reward system. *Douglas McGregor's (1967)* theory suggests that individual motivation is influenced by the manager's

perspective. Some managers believe employees will work less due to ambition, responsibilities, and resistance to change. They also view employees as selfish, gullible, and not intelligent. This theory highlights the importance of managers' perspectives in employee motivation. *MC Gregory* refers to the theory of consent contract as a belief system where managers believe that people become who they are due to their treatment from the organization, possess potential for development, assume responsibility, and behave in line with organizational goals. According to *Deci and Ryan's (1985)* the Intrinsic-Extrinsic motivation theory suggests that learners interested in learning tasks and outcomes for their own sake, rather than for rewards, are more effective. Intrinsic motivation refers to engaging in activities which are enjoyable and satisfying while extrinsic motivation includes actions for instrumental ends such as earning rewards or avoiding punishments. This type of motivation does not necessarily mean a lack of self-determination in the behaviors performed. A Study conducted by Burack and Robert Elmer's (1982) defines an incentive scheme as a plan or program to motivate individuals for good performance, often based on monetary rewards. However, incentives can also include non-monetary rewards and are often linked to productivity. *Wendell French* defines incentives as organizational mission which is a purpose or reason for being in existence. Establishments often use tag lines to describe their mission, such as "quality is job" or "doing it right the first time and building a better tomorrow". Mission gives employees a sense of value and focus on non-financial objectives over and above the concerns of the investors.

III. RESEARCH METHODOLOGY

The study is descriptive by nature to explain the working environment of Hotel X (Name Undisclosed). The study samples comprised both male and female employees aged between 20 to 60 years. The people representing management, temporary and probationary positions were excluded from the study. This study considers the socio-demographic profile of employees as a base to derive an understanding of various motivational techniques adopted at the workplace. The scope of the study is limited to one reputed hotel which is having its branches across the country and abroad. The paper focuses on identifying the factors driving

employee motivation and to analyse its impact on employee productivity. The sample chosen for the study is from 50 employees working in various departments of the chosen hotel. Both male and female employees aged between 20 to 50 are included in the study and employees working in certain cadre such as managerial, non-managerial, temporary, probationary, and older employees are excluded respectively. Primary data was collected by using structured interview schedule. Secondary sources of information were derived from published sources.

III. DATA ANALYSIS AND DISCUSSION

The analysis is carried out by breaking the complex factors into measurable indicators. The findings are systematically presented based on the set study objectives comprising the socio-demographic profile of respondents, employee motivation measures, the satisfaction of employees, and the impact of motivation on work performance in the table format.

A. Socio-demographic Profile of the Respondents: Out of total 50 respondents, majority 25(50 %) are between 20-30 years of age group, 40 (80 %) are male, 27(54 %) are unmarried, 19(38%) possess SSLC qualification, 34(68%) earn above rupees 25,000 per month, 23(46%) have less than 5 years of work experience.

B. Employee Motivation Measures: About 26(52 %) have agreed that they are consistently appreciated by the management for their good performance. About 31(62 %) reported that only sometimes management seeks suggestions while preparing policies. 33(66 %) reported that they are motivated by the good working conditions over and above the incentives and reward systems of the hotel (Figure 1). 45(90%) respondents agree that organisation recognizes their work accomplishments.

C. Satisfaction of the Employees: About 24(48%) respondents are satisfied with the relationship they share with their colleagues. 30 (60%) respondents are satisfied with the organizational welfare facilities (Figure 2). 24(48%) respondents are satisfied with the canteen facility. 32(64%) of the respondents are satisfied with the transport facilities, 33 employees (66%) expressed satisfaction with their current salary while 17 respondents (34%) indicated dissatisfaction (Table 1). 22(44 %) indicated dissatisfaction (Table 1). 22(44 %) indicated dissatisfaction (Table 1).

respondents are satisfied with the retirement benefits of the organization. 33(66 %) respondents are satisfied with the recreational facilities of the hotel. 27(54%) respondents are satisfied with the safety measures offered by the organization. 26(52%) respondents reported having good working conditions in their workplace. 25(50%) respondents feel sense average sense of belongingness towards the organisation. (Table 2) indicates that about 23 (46%) respondents reported that they are satisfied with the grievance handling procedures, while 14(28%) expressed moderate satisfaction towards it, 12(24%) reported being highly satisfied whereas, the remaining 2% respondents reported their dissatisfaction towards the grievance handling process.

Figure 1: Preference of respondents over the Method of Employee Motivation

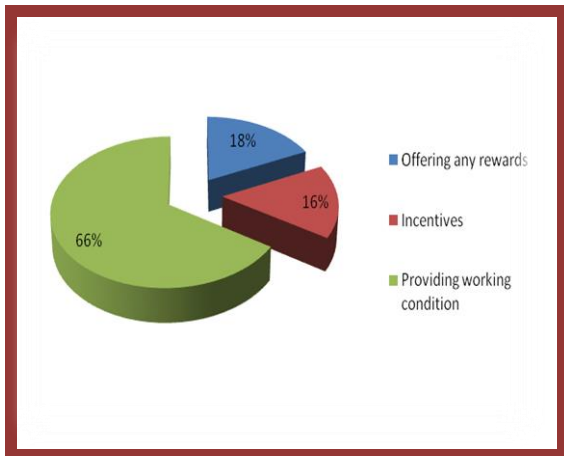
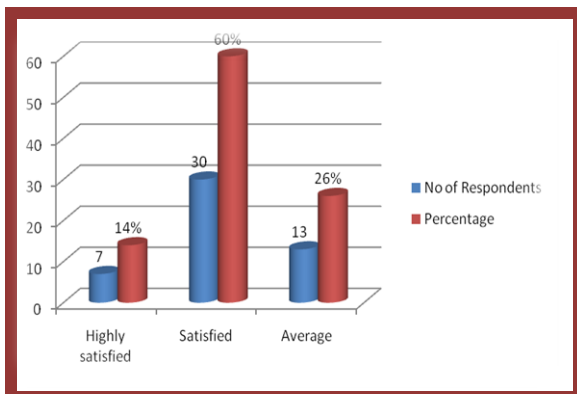


Figure 2 : Satisfaction of the Respondents over the Welfare Facilities Offered by the Hotel.



D. Impact of Motivation on Performance: About 38(76%) respondents reported that motivation is very much essential in the hotel industry. 20(40 %) respondents have very good and positive relationships with their supervisors. 39(78%) respondents reported that they are motivated by their

supervisors. 41(82 %) respondents reported that their supervisors act impartial on all official affairs. Table 1 indicates the satisfaction of employees with their jobs. Out of 50 respondents, 26 (52%) expressed satisfaction with their jobs while 15 (30%) reported being highly satisfied, 5 (10%) indicated that they were somewhat satisfied, and the rest 4 (8%) were dissatisfied with their job.

TABLE 1: Job Satisfaction

Sl. No	Response	No of Respondents	Percentage
1	Highly satisfied	15	30
2	Satisfied	26	52
3	Average	5	10
4	Dissatisfied	4	8
	Total	50	100

42(84%) respondents agreed that motivating them helps them to increase their productivity. 41(82%) respondents reported that motivation helps in building employee morale. 42(84%) respondents reported that the hotel industry is a great place to work.

TABLE 2: Satisfaction with respect to the Grievance Handling Process.

Sl. No	Response	No of Respondents	Percentage
1	Highly satisfied	12	24
2	Satisfied	23	46
3	Average	14	28
4	Dissatisfied	1	2
	Total	50	100

IV. SPECIFIC MEASURES TO IMPROVE THE EMPLOYEE MOTIVATION

Based on the above discussion, the following measures are derived to enrich the employee motivation:

1. Recognize Individual Differences: Employees are unique in their needs, attitudes, and personalities which need to be addressed carefully to ensure employee motivation.
2. Match people to Job: People with high growth needs performs better. They can achieve great things when job provides opportunity to participate, set

goals and use the autonomy. When right job is given to the right person, organization benefits in multifaceted ways.

3. Set Individual Goals: The job profiles shall be very clear about the expectations. In case of any resistance to goals, involve the employees in the goal setting process.

4. Individualize Rewards: Frame the reward system based on the individual requirements. What motivates one employee may not be a motivating factor for the other employee. Reward such as promotion, autonomy, challenging jobs, participative management shall be offered based on the need.

5. Link reward with Performance: Create rewards contingent on individual performance. Avoid favouritism, nepotism, regionalism, apple polishing, yes sir culture from the workplace. Reward shall be given immediately after attaining the goals.

6. Check the System for Equity: Requirements for each job in the form of special skills, abilities, efforts and risk must be weighed well before announcing compensation packages. Employees should experience equality in disbursing regards, recognition and power in the organization.

7. Don't Ignore Money: Money is not only a means of satisfying economic needs but also a measure of power, prestige, independence, happiness and so on.

V. CONCLUSION

Traditionally employees are believed to be motivated by the opportunity to make money as possible. However, a pluralistic explanation is needed considering the individual, organizational climate and environment. Human needs are complex and cannot be described, and each person's motivation depends on their needs, situation, and rewards. The organizational climate, including leadership style, autonomy, growth prospects, emotional support, and reward structure, plays a crucial role in determining motivation. The environment, including culture, money, customs, and societal attributes, also plays a strong motivational role. This study found that most of the employees content to their salary which reinforces the idea that adequate compensation serves as a motivating factor leading to improved performance. Providing good welfare facilities cast positive impact on employee performance. It is also found

that there is a direct relationship between motivation and increased productivity. Practicing suggestion schemes, inviting innovative ideas from employees can motivate their involvement in meaningful motivation. Employees are motivated by linking promotion with performance. Senior leaders should communicate with lower levels. Sympathetic supervision is a factor to boost employee motivation. Providing supervisors development programs will reduce clash between the middle and lower level managements. Financial benefits such as adequate incentives have become very important factor to motivate employee morale. Out of the box techniques such as family outings, vacation, sports, games, leaves, housing, transport can add values in this regard. The study demands for continuous motivational efforts from the management to maintain consistency in performance. Employee motivation leads to significant changes in work culture by filling the vacuum with "we feeling" and "enhanced productivity".

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