

**Determination of the factors that influence the motivation  
of employees in Ireland's hotel industry with a focus on  
luxury hotels in County Kilkenny.**

by

Nwabueze Ikedi Celestine

A dissertation submitted in partial fulfilment for the award of  
Master of Science degree in Entrepreneurship.

Submitted to the National College of Ireland

August, 2020.

## **ABSTRACT**

The aim of this research is to determine the factors that influence the motivation of employees in the Irish hotel industry with focus on luxury hotels (4-star and 5-star) in County Kilkenny. The research followed a quantitative (descriptive) method. A total of 168 hotel employees completed the online questionnaire used to collect data for the study. The data obtained was analysed using the statistical package for social science version 23 software. Factor analysis was employed to satisfy the research objectives. The study showed that four motivational dimensions of “responsibility and being appreciated”, “immaterial incentives”, “social opportunities” and “teamwork” have a significant influence ( $p < .05$ ) on employee motivation with “responsibility and being appreciated” emerging as the motivational dimension that has the highest influence on employee motivation while “teamwork” has the least influence. The study also revealed that company policy, employee empowerment, job training, job security, pay (monetary incentives) and opportunities for career development are further factors that influence employee motivation in Irish hotel industry. Finally, the research revealed that “teamwork” is the motivational dimension that influence female employees the most while “social opportunities” influence male employee the most.

In order to motivate employees, their needs should be evaluated regularly by hotel managers with respect to what motivate them because these needs vary by person, job or individual situation. Employees that are motivated put in their best at work to achieve organizational goals and objectives (Daft & Marcic, 2014). The findings from this study can be incorporated by hotel managers and management teams into the day to day operation of the hotel.

# **Submission of Thesis and Dissertation**

**National College of Ireland**

## **Research Students Declaration Form**

### **(Thesis/Author Declaration Form)**

**Name:** Nwabueze Ikedi Celestine

**Student Number:** 19106742

**Degree for which thesis is submitted:** Master of Science in Entrepreneurship

**Title of Thesis:** Determination of the factors that influence the motivation of employees in Ireland's hotel industry with focus on luxury hotels in County Kilkenny.

**Date:** August 2020

#### **Materials submitted for award**

- A. I declare that this work submitted has been composed by myself.
- B. I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.
- C. I agree to my thesis being deposited in the NCI library online open access repository NORMA.
- D. **Either** \*I declare that no material contained in the thesis has been used in any other submission for an academic award. **Or** \*I declare that the following material contained in the thesis formed part of a submission for the award of:

Master of Science in Entrepreneurship

Signature:

## **Acknowledgements**

Firstly, I would like to thank my family for their support and words of encouragement during the course of this program, I wouldn't have been able to do this without you all.

I would also like to express my gratitude to my supervisor Niall O'Brien for his guidance throughout the research. I would not have been able to do it alone without him.

Finally, a big thank you to all the participants who helped in completing the online survey. This research wouldn't have been possible without you all.

# Table of Contents

<b>Abstract .....</b>	<b>ii</b>
<b>Declaration .....</b>	<b>iii</b>
<b>Acknowledgements .....</b>	<b>iv</b>
<b>Table of Contents .....</b>	<b>v</b>
<b>List of Tables .....</b>	<b>viii</b>
<b>List of Figures .....</b>	<b>ix</b>
<b>List of Appendices .....</b>	<b>x</b>
<b>Chapter 1: Introduction .....</b>	<b>1</b>
<b>1.1 Overview of the dissertation .....</b>	<b>3</b>
<b>Chapter 2: Literature Review .....</b>	<b>5</b>
<b>2.0 Introduction .....</b>	<b>5</b>
<b>2.1 Conceptual framework .....</b>	<b>5</b>
<b>2.1.1 Employee .....</b>	<b>5</b>
<b>2.1.2 Employee motivation .....</b>	<b>5</b>
<b>2.1.3 The concept of motivation .....</b>	<b>7</b>
<b>2.1.4 Intrinsic and Extrinsic motivation .....</b>	<b>8</b>
<b>2.2 Motivation in the hotel industry .....</b>	<b>10</b>
<b>2.3 Theories of motivation .....</b>	<b>11</b>
<b>2.3.1 Content theories .....</b>	<b>11</b>
<b>2.3.2 Process theories .....</b>	<b>14</b>
<b>2.4 Empirical framework .....</b>	<b>18</b>
<b>2.5 Chapter summary .....</b>	<b>20</b>

<b>Chapter 3: Research objective and question .....</b>	<b>21</b>
<b>3.1 Research questions .....</b>	<b>21</b>
<b>3.2 Research hypothesis .....</b>	<b>21</b>
<b>Chapter 4: Research Methodology .....</b>	<b>23</b>
<b>4.0 Introduction .....</b>	<b>23</b>
<b>4.1 Research Methods .....</b>	<b>23</b>
<b>4.1.1 Research methodology adopted for this research .....</b>	<b>24</b>
<b>4.2 Data Collection .....</b>	<b>25</b>
<b>4.3 Data Analysis .....</b>	<b>26</b>
<b>4.4 Population and Sampling .....</b>	<b>27</b>
<b>4.4.1 Sampling Technique .....</b>	<b>27</b>
<b>4.5 Limitations of the Methodology .....</b>	<b>28</b>
<b>4.6 Research Ethics .....</b>	<b>29</b>
<b>Chapter 5: Findings and Analysis .....</b>	<b>30</b>
<b>5.0 Introduction .....</b>	<b>30</b>
<b>5.1 Demographic Findings .....</b>	<b>30</b>
<b>5.2 The findings concerning the research variables .....</b>	<b>32</b>
<b>5.2.1 Factor 1: Social opportunities .....</b>	<b>37</b>
<b>5.2.2 Factor 2: Immaterial incentives .....</b>	<b>39</b>
<b>5.2.3 Factor 3: Responsibility and being appreciated .....</b>	<b>39</b>
<b>5.2.4 Factor 4: Teamwork .....</b>	<b>39</b>
<b>5.3 Other motivational factors that influence employee motivation in Irish hotel industry .....</b>	<b>41</b>
<b>5.4 Comparison of the influence of each motivational dimension on employee motivation .....</b>	<b>42</b>

5.5 Findings on the influence of each motivational dimension on the motivational level of the male and female employee .....	42
5.6 Summary of chapter .....	45
Chapter 6: Discussion and Conclusion .....	47
6.1 Implication of research .....	51
6.2 Limitation of research .....	51
6.3 Recommendation for future research .....	51
6.4 Conclusion .....	52
References.....	55
Appendices .....	62

## **LIST OF TABLES**

Table 1: Demographic Findings of the respondents.

Table 2: Descriptive statistics for the employee motivation.

Table 3: Factor and reliability analysis of the motivational attributes.

Table 4: Correlation analysis result of the motivational elements and the overall employee motivation.

Table 5: The regression analysis result of the motivational elements and overall employee motivation.



## **LIST OF FIGURES**

Figure 1: Maslow's Hierarchy of need

Figure 2: Pie chart showing effect of each motivational variable or factor on employee motivation.

Figure 3: Pie chart showing results of other motivational factors influencing hotel employee.

Figure 4: Pie chart showing the comparison of the influence of each motivational dimension on employee motivation.

Figure 5: Pie chart showing the influence of teamwork on the motivational level of the male and female gender.

Figure 6: Pie chart showing the influence of social incentives on the motivational level of the male and female gender.

Figure 7: Pie chart showing the influence of responsibility and being appreciated on the motivational level of the male and female gender.

Figure 8: Pie chart showing the influence of social opportunities on the motivational level of the male and female gender.

## **LIST OF APPENDICES**

Appendix A

Appendix B

## **CHAPTER ONE**

### **INTRODUCTION**

This research work seeks to determine the factors that influence the motivation of employees in Ireland's hotel industry with a focus on luxury hotels (4-star & 5-star) in County Kilkenny. Kilkenny is a popular tourist destination located in the south-east region. Data from Failte Ireland, the Irish National Tourism agency, shows that tourists represents a significant percentage of guests that lodge in hotels with over 600,000 visitors in 2017 generating about €100 in revenue. The annual occupancy rate according to Revpar metrics is 73% in 2018 and this increase to 77% in 2019. This industry is obviously a key economic driver in this county playing vital role in job creation, supporting small and medium businesses in the community, etc and it is important that they continue to grow. Happy employee makes for happy guests which translates to the growth of the industry (Farah, et al., 2014). This is key in choosing this county for this research as the results would be useful in improving organizational motivational tools in the workplace. The researcher also considered other reasons such as the availability and accessibility of data for the research as the county is in close proximity to the researcher.

The hotel industry has become a highly competitive one with customers demanding quality and timely service. The vision of hotel management is to always provide top level service to their customers and they are able to do this by keeping their employee's motivated (Maung & Walsh, 2018). Employees are a vital part of the service delivery in the hotel business (Karatepe & Uludag, 2007). Therefore, keeping them motivated in the workplace is important at all times (Cetin, 2013). Moreover, employee motivation can have a positive effect on their performance and this in turn can improve work output. As a result, motivating employees is key in the hotel industry (Wasike & Ndivo, 2015). The key concern in hotel service delivery is staff that are motivated and happy (Kingir & Mesci, 2010). Therefore, ensuring that employees are motivated and happy is essential because customers happiness or unhappiness in relation to the service provided can be determined by the employee's happiness or unhappiness levels (Cetin, 2013).

However, motivating employee's to remain in their job and give customers the efficient service that is required of them is not an easy task for hotel managers and its management team (Ross, 2010). Employee's will not be able to perform to the required standard that is expected of them if they are not happy (Mhlanga, 2018). Dissatisfaction and below par performance at the workplace typically contribute to the high turnover of employees in the hotel industry.

Therefore, keeping employee's motivated is a necessary tool required to reduce labour turnover as well as in retaining effective employee's (Aksu, 2005).

In the current working climate, employee motivation has remained a problem for the hotel industry due to the different factors influencing employee motivation within and outside of the work environment. It is evident that employees have changed as they now look for more benefits from their workplace more than their earlier counterparts who were content with just being employed and getting paid (Horwitz & Jain, 2012). Different factors have been identified as the driving force behind this change. Broadly speaking, the emergence of the internet, globalization, lifestyle trends and the rise in the cost of living have been noted as contributory factors to the ever-changing employee job expectations. The traditional knowledge-based economy coupled with the increase in communication and social media that has been made possible by the internet has had an impact on the changing trends for employment hence impacting human resources policies in organizations. Thus, employees have formed social groups where they share issues affecting them (Crick & Spenser, 2011).

More so, developments in global human relations policies that seem to have focussed on the welfare of employees in the workplace may have further created a new standard in employee welfare. Consequently, these developments have influenced the value system of employees hence creating new problems for management and of employee motivation in the workplace. This is of particular interest to the hotel industry as employees are a vital part of this service-based industry which rely on their employees to deliver quality services that customers pay for. The dynamic nature of humans and their desires which continue to change from one individual to another and even within the same individual at different times appear to be the sources of challenges facing the management of employee motivation in today's hotel industry (Mullins, 2011). Unfortunately, many hotels still rely on the traditional methods of employee motivation such as monetary incentives which are misplaced in view of the current employee expectations (Aamodit, 2010). As (Drucker, 2008) pointed out, organizational management approaches should be designed with social realities in mind, recognizing that an organization's success is dependent on whether employees choose to work for the organization over and above every other opportunity. However, in the hotel industry, management seldom carries out evaluations to determine the effectiveness of the motivational approaches in place in spite of the ever-changing work environment (Blum, 2010).

Numerous research that have been conducted on motivation of employees in workplaces and the effect of the employee's motivation on their performance levels. The Majority of the results obtained from the research concludes that there exists a positive relationship between the motivation of employees and his or her performance in the organization (Odukah, 2016). Example given, (Asim, 2013) in his research explored motivation in terms of rewards and the effect it has on employee's performance in an organization. He concluded that with all things being equal, employee's performance can be improved upon by an increase in rewards. (Zhang , 2016) on his study on UK hotels concluded that employee's performance was increased or improved upon by being motivated by higher rewards. The effect that motivation has on employee performance is clear but the factors influencing employee's motivation needs to be studied further. Knowing the elements that influences motivation will enable the managements of Irish hotels to control these elements so they can improve motivation in workplaces which previous studies have shown to have a positive effect on employee performance in the organization (Odukah, 2016). Also, to the best of the researcher's knowledge, no previous peer reviewed work has identified the factors that influence the motivation of hotel employee in Ireland. Therefore, it is imperative that these factors are identified as they can be incorporated by the hotel management into their day to day running of the hotel. For this reason, the specific objective of this research is to determine the factors that influence employee's motivation in Ireland's hotel industry.

## **1.1 Overview of the dissertation**

This dissertation begins with the abstract which is then followed by six chapters, these are the introduction, literature review, the research question, research methodology, findings and analysis and ends with a discussion and conclusion section.

The first chapter gives a brief introduction about the research topic, highlighting the importance of motivating employees in the hotel industry. It also discusses the importance of the research and the objectives of the research. The second chapter is a review of the relevant literature pertaining to the topic of this research. It includes discussions on various concepts associated with the topic being discussed followed by the relevant theoretical conceptual framework and then the empirical framework. The third chapter addresses the research objectives and questions as well as the research hypothesis. The fourth chapter is a description of the research methodology used for the purpose of this work. Elements such as the data collection and analysis methods, sampling method, the research design and the ethical consideration of the

research were also discussed. The result of the research done and its analysis was presented in the chapter five and then finally, the sixth chapter featured the discussion and conclusion of the study.

# **Chapter Two**

## **LITERATURE REVIEW**

### **2.0 Introduction**

This research aims to determine the factors that influence employee motivation in Ireland's hotel industry using luxury hotels in County Kilkenny as a case study. Thus, the main purpose of this chapter is to examine extensively the literature that is relevant and significant to the subject matter of this research. This shall include discussions on various concepts associated with the topic being researched followed by the relevant theoretical concept/framework and then the empirical framework.

### **2.1 Conceptual Framework**

#### **2.1.1 Employee**

Employees are defined as “people that are paid to work by somebody” (Horhby, 2011). This definition was further expanded by the international labour organization by stating that employees are individuals that work for a public or private entity and receive payments in salary, wages, commission, tips or pay in kind. In other words, an employee is a person, who under a contract is hired by either a private or public organization to work for them, with a reward at the end of the work, whether it be wage or salary on a daily, weekly or monthly basis (Abbah, 2014).

#### **2.1.2 Employee Motivation**

Employee motivation is a complex and sophisticated subject matter; however, for an organization to achieve success, managers must face and address this issue effectively. To have a better understanding of employee motivation, managers must understand how imperative it is, its concepts as well as the differences that exist in individual needs. Managers also needs to be knowledgeable about the different factors that motivates an employee and the changes in priorities of these factors over time. Furthermore, managers need to study past and present motivational strategies as well as examples and theories behind them because having a mastery of the basics can help improve their ability to recognize the appropriate reward system that could be suitable to the needs of the employees. This understanding of the process involved in employee motivation involves a structured approach, and managers must know that the motivation of employees and the entire process involved are there for the purpose of motivating

their employees; therefore, employee input must be respected and incorporated in this process (Kim, 2014).

Motivation of employee in the workplace is an art with a purpose of getting them to work willingly as well as influencing them to behave in certain so as to accomplish the tasks set before them (Maduka & Okafor, 2014). A motivated workforce represents the most important aspect in determining an organization long term success (Hanaysha & Hussain, 2018). Nzuve, (1999) shared similar view by describing employee motivation as the willingness of an employee to commit high levels of effort into achieving business goals, influenced by the desire to accomplish certain personal needs. Employee motivation is one of the most important issues for any public or private organization because of the significant role it plays in the success of an organization (Zameer, et al., 2014).

It is stated in previous literatures that various motivational factors influence the performance of employee in an organization. These factors are wages and salaries, job security, promotion and bonus (Abbah, 2014). Rewards is also a major strategy used in reinforcing employee motivation to commit their best capabilities which could improve business functionality and further enhance organizational efficiency, either financially or non-financially (Kawara, 2014). Other strong motivating factors are personal development opportunities, appreciation for good performance, relationship with superiors, happy and autonomous work environment and the sense of a personal achievement. Thus, employees that are motivated will put in high level of effort and energy into fulfilling a given task when they feel or gain the trust that the management will reward these efforts (Hanaysha & Hussain, 2018).

The importance of employee motivation, influencing their employee behaviours to act in certain ways, can ultimately play a major role in the success or failure of an organization. Kovach, (2010) suggests that if an organization understands why its employees comes early to work, remain with the organization for their entire working lives, and are effective. Then the organization may be able to make sure that all their employees act in that way. Such organizations would have a competitive advantage over their competitors that suffers from expensive re-training programs and absenteeism. (Wiley, 2012) also suggested that organizations must understand what motivates their employees because such understanding is important in improving workplace efficiency which is necessary in the success of a company. These suggestions mean that the success of an organization is highly dependent on employee motivation, and managers need to have an understanding of what motivates their employees so



as to motivate them properly. Having a proper understanding of the concept of motivation will be helpful to inexperienced and incompetent managers in terms of identifying what motivates their employees and using them effectively (Kim, 2014). The next section of this research work will be a discussion on the concept of motivation.

### **2.1.3 The Concept of Motivation**

According to (Hellriegel, et al., 2000), motivation can be described as a force that acts on or within an individual that causes him/her to behave in a particular purpose driven manner. (Robbins, 2010) defined motivation as the reason why we do the things we do, and in a work environment, it is what makes people want to work. Lastly, (Daft & Marcic, 2014) described it as the force that exist either internal or external to an individual which stimulates excitement and persistence in pursuing a particular course of action. These definitions of motivation suggest that it is concerned with a person's behaviour, the cause of a behaviour, or the reason for individual behaviour, and the causes of people behaviour may be different due to the differences in individual needs. The insight of these concepts to managers in an organization is that they must first have an understanding of these individual differences as well as their needs, and then develop appropriate models that will be effective in motivating their employees through the fulfilment of these needs.

Therefore, organizations should not confine themselves to a particular factor of motivation; instead, they should also consider various other motivational factors in order to meet the different needs of their employees. The study done by Kovach (1987) is in support of this suggestion in saying that due to individual differences that exists between people, no standard motivational factors is applicable in all organization. For instance, an employee may place more value on good wage while someone else will place more value on interesting work.

Jones & George, (2008) identified three major components of motivation which are direction, Intensity and persistency. Direction is the path along which an individual is engaged in to achieve a goal. This shows that motivation is not random but rather goal-oriented because people decides where they invest their effort into. Intensity refers to the effort put in to achieve a goal and the third element persistence is the continuation of an effort for a distinct time duration. These three component of motivation points out that once employees are motivated in an organization, they work towards achieving their goals no matter the obstacle on their path (Abbah, 2014).

Motivation has been seen as a strong tool that strengthens behaviours and triggers the urge to continue (Moloudi, 2010). In other words, it is an internal desire to satisfy an unmet need and to accomplish a specific objective. This view of motivation shows that for an individual to attain an assured target, he/she must be satisfactorily energetic and be clear about their destination. Also, it serves as a process that starts through a psychological or physiological need and that prompt a performance set by an objective. It also demonstrates that motivation is intrinsic in an individual (Stanley, 2012).

The current economic uncertainty coupled with the emphasis on the need to satisfy customers and long-term business relations has led to the revival of interest in the concept of employee's motivation at the workplace. Literatures from social sciences, particularly in organizational behaviour has long identified the importance of motivating employees. Evidence from the literatures has shown that employee's motivation affects his/her productivity, and parts of a manager duties is to keep staffs motivated and channel their motivation towards achievement of organizational goals (Abbah, 2014).

Motivation in organizations is usually linked with economic reasons. It can be divided into intrinsic and extrinsic motivation. (Muhammad, *et al.* 2015).

#### **2.1.4 Intrinsic and Extrinsic Motivation**

Intrinsic and extrinsic motivation are referred to as two forms of drives by the self-determination theory (SDT). Intrinsic motivation has to do with people doing something for their own fulfilment or because its enjoyable for them (Ryan & Deci, 2000). It is also characterized by the interest of an individual in an activity that is devoid of an external factor such as rewards or punishment. In other word, when individuals undertake an action for personal fulfilment, the motivation behind such action is intrinsic in nature (Van Yperen & Hagerdoon, 2003).

Ryan & Deci, (2000) described intrinsic motivation as “doing something for its inherent fulfilment or happiness rather than for some separate consequences”. Once an employee derives satisfaction from a job, he/she will have the willingness to make a substantial effort to carry out their duties in the company. It emerges from desires in the workplace that are attributes of the job itself. It is what employee's get as a result of their success in accomplishing a task. Such rewards that are intrinsically motivated includes the opportunity to exhibit expertise and skills, receive recognition for job done, job responsibility and mutual respect. According to George & Jones, (2013), an employee that is inherently influenced by his/her job

would be dedicated to it for as long as he knows that the job can meet his needs. Intrinsically driven work behaviour emanates from within individual that derive happiness in doing their job.

Thomas, (2000) affirmed that the psychological signs of intrinsic motivation are a sense of meaningfulness, competence, choice and progress. At this point, it is necessary to point out that for intrinsic motivation to occur, an external reinforcement is not needed; however, it may be argued that it is still very possible to influence an individual to become intrinsically motivated. Furthermore, (Grabner & Speckbacher, 2009) pointed out that intrinsic motivation not only increases employee's commitment levels, but also significantly affects other aspects of their behaviour in the workplace.

Extrinsic motivation, on the other hand, differs from intrinsic motivation as it is concerned with individuals performing an activity to earn a reward or avoid punishment. The rewards which are the motivators are usually determined by the company an individual works for. Employees are required to work hard or extra hours to get these rewards, they may not like the job but are influenced by the rewards that comes with it (Abbah, 2014).

Motivation that is considered as extrinsic originates from outside of the individual. Money is regarded as the biggest example but nevertheless, coercion and the fear of being punished are also common examples of extrinsic motivators. Studies from social psychology has shown that extrinsic incentives can result to over justification and consequently leads to reduction in intrinsic motivation (Chauhan, 2013).

The self-determination theory (SDT) explained the difference between both types of motivation along a continuum of differing autonomy levels (La Guardia & Patrick, 2008). Thus, when an individual experiences little autonomy in doing something and an increased pressure from external sources, the individual is said to experience less intrinsic motivation and more of the extrinsic motivation (Chauhan, 2013).

It is important to point out that demonstrating high level of intrinsically driven work behaviour is accomplished by fulfilling three vital needs which are competence, autonomy and relatedness. (Deci & Ryan, 2008) argued that the fulfilment of these three needs is crucial if optimum functioning is to be sustained. By taking cognizance of these needs and understanding what motivation is, organizations can find ways to ensure that their employee's stay motivated in the workplace. Intrinsic and extrinsic motivation can both be effective at inducing

behaviours at the workplace. However, their effects on employee's behaviour is in different ways (Deci & Ryan, 2008).

## **2.2 Motivation in the Hotel industry**

Employee motivation is key to the development of an organization's core competencies and it is the leading factor towards the achievement of a competitive position in every organization (Yeboah & Abdulai, 2016). Ramlall, (2004) asserted that the realization of goals and objectives by an organization is dependent on their employees and that job performance is directly linked to motivation. In this context Chand & Katou, (2007) assert that the hotel industry is undoubtedly a labour intensive one and so its growth and development is rooted in the social and technical skills of their employees, as well as their commitment and attitudes towards their job. Therefore, the hotel management must pay attention to the issue of effective employee motivation as it is crucial to their operational success. The purpose of establishing a hotel is to meet the customer needs for accommodation, catering and merriment in a secure, healthy and pleasant environment. Therefore, hotels are undoubtedly a service-oriented business entity where quality is preferred over quantity because the service outcome are not seen or measured by quantitative means. In addition, the real value of the service quality at hotels as well as the consumers perception of this fact is important in determining the output quality. When employees provide excellent service to its customers, it can generate long lasting affirmative experiences for them. Although, service quality in a hotel is determined by its customers, nevertheless, it is created by its employees. Employees, therefore, control to a greater extent the balance of the final service quality. The hotel employee personal motivational desires play a central and notable role in attaining high satisfaction level amongst hotel customers. This means that the maintenance of a consistent quality service delivery is closely linked to employee satisfaction (Ryan & Deci, 2000). Contemporary research suggests that motivation in organizations is rarely a unitary phenomenon because hotel employees have not only disparate amount but also different types of motivation. In other words, employees desire for motivation differ not only in the kind of motivation but also in the amount of motivation. Hotel employees are motivated by different needs. This is dependent on several factors and varies by person and individual situation. Hotel managers have made generalized assumptions about what motivates their staffs. However, to understand the needs of their employees, they need to have an understanding of key theories which would help them learn about their employee basic needs (Kukanja, 2013). The next section of this work will discuss about the key theories of motivation which are important in the understanding of the needs of the employees.

## **2.3 Theories of Motivation**

Since motivation varies over time and depends on the circumstances and personality of the individual, it will be useful to provide a theoretical framework for it. There is no singular explanation as to what motivates employees to work well in the workplace (Iguisi, 2009).

Several studies in the past have postulated many competing theories which try to explain the complicatedness of motivation in the workplace. Each of these theories has provided an explanation on the influence that motivation has on employee performance at work. The basic belief is that financial and non-financial incentives influences employee motivation and there is also a correlation between job satisfaction and performance. However, it is important to take a look at the relevant theories pertaining to motivation in order to find out what really motivates an employee. These theories of motivation are grouped into two broad categories which are content theories and process theories (Iguisi, 2009).

### **2.3.1 Content Theories**

The content theories probe into the things that motivate an individual to behave in certain ways. The complex nature of human beings has, however, raised concern on how valid these theories are. Therefore, it is crucial for organizations to know the needs of its employee's and recognize that those needs can change as time goes on, while also keeping in mind that these needs vary significantly amongst employees. Examples of famous theorists who are in this school of thought are Fredrick Herzberg, Abraham Maslow, and David McClelland (Urdan & Maehr, 2015).

#### **Abraham Maslow's Hierarchy of Needs Theory**

This theory developed by Abraham Maslow in the 1940s states that people's behaviours are guided by a hierarchy of needs (Abbah, 2014). The theory is centred on the premise that people are motivated by unfulfilled needs, and that satisfying a lesser need will lead to the pursuit for the fulfilment of a higher need. In other words, a lower need must be met before the higher needs are considered. As an illustration, once an individual physiological needs such as shelter, food and water are met, then the next source of motivation for the individual will be the attainment of his/her safety needs (Nyameh, 2013).

Maslow organized these needs into five broad categories arranged in a hierarchical manner: physiological, safety, love, self-esteem and self-actualization. He believed that the physiological needs which is at the base level of the need hierarchy is the most basic need for

individual and it then progresses through safety, love, self-esteem and self-actualization needs (Sadri & Bowen, 2011). As an individual lower level of needs are satisfied, the next higher need in the Maslow hierarchy will be the major source of motivation for the individual and will remain so even if it is never fulfilled (Maslow, 1943). However, one of the most serious drawbacks of the Maslow's theory is its presumption that every individual has the same hierarchy of needs. Studies have found out that this assumption is not true. Individuals actually have varying hierarchies of need that are tied to their personal values. Needs are regarded as conscious deficiencies or lack created by inherent drives but are reinforced or weakened by societal factors such as culture. Furthermore, research has shown that the hierarchy of needs in some culture varies from that in other cultures (Oishi, 1999).



Figure 1. Maslow's hierarchy of needs

Source: Maslow, (1943).

### **Fredrick Herzberg's Two-Factor Theory**

In 1959, Herzberg published the two-factor theory of motivation in the workplace. The theory, at the time of its publication was very controversial. It provided the basis for several other theories and frameworks in the field of human resource development (Herzberg, 2003). This theory which was based on Maslow's motivation theory is one of the most famous theories that established the connection between motivation and job performance (Mehmood, et al., 2012).

Herzberg conducted his research through interviews of 203 engineers and accountants from various industries in Pittsburgh. In conducting his research, he followed the critical incident approach by which the workers were asked to give account of periods when they felt particularly good or bad concerning their present or past jobs. The information collected from

the employee's was consistent and showed that factors influencing employee motivation are in two sets of categories which are motivational factors and hygiene factors. This contributed to the rise of his two-factor theory. The difference between the motivational and hygiene factors is the key concept behind this theory (Mohammed, et al., 2017).

In Herzberg's two-factor theory, the most highly correlated variable with employee job satisfaction is motivation. Herzberg and his colleagues then argued that the motivation factors must be improved upon in order to increase job satisfaction of employees (Mohammed, et al., 2017). The theory also identified that the motivational factors are intrinsic to a job and they lead to a positive work attitude because they meet the need for growth and self-actualization (Herzberg, 1966). Motivational factors are connected to an individual job satisfaction and include factors such as the work itself, advancement, growth prospect, appreciation, responsibility and achievement (Adair, 2006).

In contrast to the motivation factors which has a direct influence on employee motivation and satisfaction levels, the hygiene factors are variables which are connected with the reduction of the level of job dissatisfaction. These hygiene factors are linked to the circumstances surrounding the "doing" of the job or the organization's workplace. Herzberg argued that these hygiene factors are extrinsic in nature to a job and can lead to averting of job dissatisfaction in the workplace if present. This is because the hygiene factors react to the workplace environment because of the "need to prevent unpleasantness". Hygiene factors function to reduce employee dissatisfaction with their job. They are related to the work context itself and comprises of company policies, interpersonal relationships, working conditions and relationship with work executives (Herzberg, 1966).

### **David McClelland Learned Need Theory**

This theory was postulated in 1961 by the psychologist, David McClelland. He particularly suggested that childhood learnings, parental approach and societal standards are factors that reinforce the need strength of an individual. He focused his attention on three learned needs of individuals which are achievement, affiliation and power (Abbah, 2014).

In McClelland's view, people with a strong need to achieve something want to accomplish reasonably demanding objectives through their individual endeavour. These type of individuals favours working alone instead of working as part of a team, and they select works that are neither too easy nor impossible to finish (reasonable degree of risk). People with high need for

achievement also crave for clear feedback and acknowledgement for the success of their work (McClelland, 1961).

Need for affiliation is a desire to obtain other people's approval, suit their desires and aspirations, and prevent conflict. People in this category of need seek to project a good picture of themselves and try to always support other colleague as well as make efforts to resolve conflicts amongst colleague in the workplace.

People who are strongly in need of power always want to exert their influence over other people and are anxious about retaining their leadership roles. People who use their powers to promote their individual interests have personalized power. Others are primarily in strong need for socialized power as a result of their desire to use it in helping others. Good leaders in an organization prefers having the socialized power to the personalized power. The message here is that organizations can reinforce or weaken their workers needs for power, achievement or affiliation by promoting an affiliation-oriented culture in the workplace, rewarding people that show affiliation orientation and employing co-workers that have developed a robust affiliation orientation in their upbringing (Abbah, 2014).

### **2.3.2 Process Theories**

The process theories study the elements involved in the motivation process (Abbah, 2014). These theories seek to explain the mechanism by which people select a target and the work that they put in to achieve those targets. The theory describes how people are motivated by analysing the relationships amongst the different complex variables that makes up motivation process. In this viewpoint, one component of the process by which an individual choose how to act or behave is accounted for by "need" and rewards could likely be the other component. For example, when an employee in a company perceives promotion as a reward for showing certain work behaviour such as being diligent in the workplace, then this reward becomes the reason for the behaviour. The four major types of the process theories are skimmers reinforcement theory, Vroom expectancy theory, goal setting theory and equity theory (Ryan & Deci, 2000).

#### **Reinforcement Theory of Motivation**

This theory proposed by B. F Skinner is one of the simplest theories of motivation and it is a theory that is based on the "law of effect". Basically, the theory states that individuals will do things they are rewarded for, and avoid things they are punished for (Skinner, 1971). In other



words, the behaviour of an individual is a function of consequences. This theory did not take cognizance of the fact that workers are motivated by their needs or a process of motivation. Rather, it focuses on how the future actions of a worker is based on the consequences of his/her previous actions. An employee is likely to repeat a behaviour which has been rewarded in the past and likely to avoid the repetition of behaviours which has resulted to unpleasant consequences in the past (Dessler, 2008). According to the reinforcement theory, an organization should employ the following approach to control the behaviour of their employees.

**Positive Reinforcement:** This is the act of giving a positive response to an employee when he/she demonstrate the requisite work behaviour. This will increase the chances of such employee showing such behaviours again. Rewards reinforces positively but not necessarily. It can only be said to be a positive reinforcer, if and only if the behaviour of an employee improves. The regular occurrence of a behaviour can be stimulated by positive reinforcement (Dessler, 2008).

**Negative Reinforcement:** This can be done by the removal of a negative or undesirable consequence in order to reward an employee. Positive as well as negative reinforcement can be used for improving a desirable or required behaviour in the workplace.

**Punishment:** This involves the application of displeasing consequences towards an employee for displaying displeasing behaviour in the workplace. For example, the suspension of an employee for flouting the rules and regulations of the organization.

**Extinction:** This means the absence or unavailability of reinforcements. Extinction means reducing the probability of an employee's undesirable behaviour or attitudes through the removal of the rewards attached to such behaviours or attitudes. For example, an employee may feel that his/her behaviour is no longer yielding a productive result when he/she no longer get commendation and praise for work done. Extinction may inadvertently reduce desirable behaviour in the workplace (Dessler, 2008).

### **Vroom Expectancy Theory**

Victor Vroom who was a well renowned scientist proposed the expectancy theory in 1964. Vroom approach is quite different to that of Maslow and Herzberg on the issue of motivation. His research on motivation gave a practical insight on motivation of people in the workplace. His theory was modelled on human behavioural choices and it describes the reason why people

favour a behavioural option over other one (Ryan & Deci, 2000). Vroom argued that people have different choices and that the decisions they make are based on the choices they believe will lead to the best possible outcome for them (Lloyd & Mertens, 2018). Vroom believed that the motivation of an individual to function effectively is dependent on the importance that he/she places on the result of his effort multiplied by his belief that the efforts will as a matter of fact help to achieve the desired goals or objectives. Therefore, managers in organizations should communicate with employees on how their goals and objectives such as increased pay, promotion, recognition, and so on can be earned in terms of what behavioural patterns that employee's are aware of, such behavioural patterns should form the basis for the administration of these rewards in the workplace. If not, issues may arise with regards to employee's lack of trust in the policy of the organization, and the outcome could be damaging to good working environment (Vroom, 1964). To measure the level of motivation, Vroom used the following formula:  $M = E \times I \times V$  where E, I and V stands for expectancy, instrumentality and valence respectively. To determine motivation, these three variables are multiplied together.

**Expectancy:** This has to do with the perception that employee have that a certain level of effort will lead to increased performance levels and hence the achievement of the desired goals and objective. For example, a sales executive will have a high expectancy level if he/she is sure of increased performance level (sell more unit of product) if there is an input of more effort (overtime). Expectancy will however be low if she is convinced she won't be able to sell more units of the product, even if she works overtime. Generally speaking, high expectations will lead to higher motivation in comparison with low expectation (Shields, 2007).

**Instrumentality:** Vroom (1964) described instrumentality as the belief that an employee has while carrying out any task, that the task or its result will lead to the achievement of their desired reward. The reward could be increased pay, job satisfaction, recognition or any other material reward. Job related incentives are one predominant case of instrumentality. These incentives are extra benefits that an employee get in addition to their salary after the completion of a job related tasks. Employee's that performs well receive greater incentives, thus increasing their instrumentality in the job (Abbah, 2014).

**Valence:** This is the value or importance placed on the outcome of a task by an individual. For an employee motivation to be high, they must value the outcome they will receive for their performance. This valence depends on different factors such as their personal need for the task outcome, how attractive the outcome is and how favourable or desirable it is.

Essentially, Vroom's theory works based on people's perceptions. So even if an organization thinks that they have made available all that is needed for motivation in the workplace, and even if it is effective with most employees in such organization, it does not mean that someone else in same organization will not perceive that it's not working for them (Daft & Marcic, 2014).

### **Equity Theory**

The equity theory by Adams has helped in explaining why factors such as pay, and conditions alone do not determine what motivate people in an organization. The theory also explained why giving pay rise or job promotion to one person in an organization can help in demotivating others in same organization. According to this theory, employees evaluate the fairness of the incentives they receive in relation to their inputs invested for the accomplishment of a task by evaluating their own investment-reward ratio and comparing it with the ratio of another colleague who occupies similar role (Latham & Locke, 2017). In other words, inequity is said to have occurred when an individual perceives that the ratio of his input to reward and that of someone else in similar position is unequal. Therefore, an individual is motivated in relation to the perceived fairness to the rewards earned for a specific amount of effort in comparison to others.

The equity theory also acknowledged the fact that people are not only concerned with the total amount of rewards they got for their input in a task, but also with what others receive in relation to this amount. The theory also pointed out that people are motivated to reduce any form of perceived inequality in an organization. When there is inequity in an organization, the individual making the comparison tries to equal the ratio either by modifying the inputs or the outcomes, thereby returning to the state of equity (Lunenburg, 2012).

### **Goal-Setting Theory**

American psychologist Edwin Locke in the 1960's propounded the goal-setting theory. This theory is the underlying explanation for other major motivation theories whether it be Maslow theory, Vroom or Herzberg's theory, McClelland's learned need theory or Skinner's theory (Lunenburg, 2012). Organizations generally accept this theory as a way of improving and maintaining job performance. The main findings of this theory, based on numerous studies, is that people who have been provided with specific, demanding but achievable goal perform better than those given easy or non-specific goals. However, at the same time, the people given

these tasks must possess the required skills, accept the goals and receive feedback related to performance (Latham, 2003).

## **2.4 Empirical Framework**

This section is going to discuss about previous literatures on the factors that influences motivation in the hotel industry. Therefore, this empirical review will encompass the findings on the above-mentioned topic.

Various studies have been done all over the world in the last decades on the factors that influences motivation of employees positively in hotel industry and as a result many factors have been identified (Mak & Sockel, 2001).

Kovach (1987) researched and analyzed the needs and motivators of employees at the workplace. His study surveyed hotel managers and their employee in relation to what motivates them at the workplace. The methodology used for the survey was for the employees to rank ten (10) factors that motivated them at work. The hotel managers were asked to choose the ten (10) factors that they believed were responsible for motivating the employees that took part in the survey. Kovach (1987) discovered that the managers had no idea what factors that motivates the employees that they managed. Interesting work, appreciation for a job well done and a feeling of being in on thing were the top three motivational factors choosed by the employees. Interestingly, wages was ranked as the fifth most important motivating factor by the employee according to the findings of the study. Subsequent studies on the issue of employee motivation were developed using the Kovach's ten (10) motivational factors (Kukanja, 2013).

In the late 1990s, researches in the area of staff motivation in hotel industry increased (Kingir & Mesci, 2010). According to Lindner (1998), the major factors in degree of importance influencing staff motivation are engaging job, increased wage, opportunities for promotions, healthy relationship between management and staff and recognitions. These conclusions are similar to the research done by (Kovach, 1995) with the difference being that according to the degree of importance, Lindner result has increased wages in second position while Kovach has work recognition in same position. Cheng & Brown, (1998) in their research concluded that job security, opportunities for growth and workers training are the factors responsible for staff motivation in hotel business. In addition to this, Tsang, et al., (1999) research identified recognition, job responsibility, and social responsibility as factors responsible for influencing motivation in hotel staffs.

Siu, et al., (1997) used the Kovach's 10 motivational factor to examine the factors that motivates hotel employees in Hong Kong. One thousand two hundred and forty-five (1245) employees from sixty-four hotels were asked to rank the ten motivational factors. The sample for the study is made up of employees from different departments in the hotels such as food and beverage, housekeeping, human resources, finance, sales and marketing, front office, public relation and engineering. The study reported that opportunities for advancement, loyalty to employee and good wages are the top three motivational factors that influences employee motivation in the Hong Kong hotel industry. Despite the small differences, the fundamental motivation of hotel employees across the various departments are comparatively similar according to the findings of the research. Therefore, hotel managers should recognize the differences when designing motivational models. The study recommended that hotel managers make the effort to find out what their employees wants. Finally, they said that the managers should understand that their employees desires not only wages but also respect (Siu, et al., 1997).

In the 2000s, there were slight changes in the factors responsible for influencing staff's motivation. In Olcer (2005) research to find factors that influence employee motivation in hotel industry, he stated that job security, healthy relationship with the management, money, recognition based on performance, good working condition, allocating work based on staff skill, cooperation amongst colleagues and flexible work rotation are responsible for influencing employee's motivation in hotel business. Olcer further emphasized that there is a substantial relationship in a positive way between an employee motivational level and performance. Kukanja (2013) researched on the most important motivational factors that influenced hotel employees in Slovenia. The study sample was from 190 employees working in various departments in the hotel. The result of the study pointed out that the most significant motivational factors as ranked by employees are good wages, flexible working hours and job security. Similar study by Dipietro, et al., (2014) on hotel employees at Aruba using same motivational model as adopted by the work of Kukanja (2013) showed that appreciation of job well done, good wages and good working conditions are the top three motivational factors as ranked by employees that influences them. Previous literature has reported job security as a significant factor that influences employee but that was not so in the case of the Aruba hotels study due to the protective employment policy set up by the government (Dipietro, et al., 2014).

Kingir and Mesci (2010) carried out a research to determine factors that influence motivation amongst hotel employees in Bodrum. They developed 16-motivational attributes used in

identifying the factors that influences hotel employee motivation during their study on hotels in Bodrum. They classified these attributes into four broad motivational dimensions which are social opportunities, teamwork, responsibility and being appreciated and immaterial incentives. The findings from their research pointed out that “responsibility and being appreciated” followed by “immaterial incentives” and “teamwork” are the factors that has a significant impact on employee motivation with “responsibility and being appreciated” having a higher impact on the overall motivation of employees. Studies done by Wasike & Ndivo, (2015) and Oswald, (2018) identified these four broad motivational dimensions as the most important factors that can be used to measure employee motivation. The result of their studies agrees with that of Kingir and Mesci (2010). This research will seek to determine the factors that influence employee motivation in the Irish hotel industry using same 16 motivational attributes model discussed above.

## **2.5 Chapter Summary**

In this chapter, a review of the relevant literatures was done on the concept of employee motivation. A review of the theoretical concept/frameworks of motivation as well as the empirical concept was also presented.

The literature over the years has pointed out several factors that has been responsible for influencing employee’s motivation in hotel industries in various parts of the world. However, recent studies has identified the four broad motivational models developed by (Kingir & Mesci, 2010) as a tool for determining the factors influencing employee’s motivation in hotel business. These four broad motivational models are teamwork, responsibility and being appreciated, immaterial incentives and social opportunities.

Studies done using this model has identified them as factors influencing employee’s motivation with job responsibility and recognition having a higher overall impact on influencing motivation. This research will seek to determine if this will hold in the Irish hotel industry using the same motivational model.

## **CHAPTER THREE**

### **RESEARCH OBJECTIVE AND QUESTION**

The objective of this research is to determine the factors that influence the motivation of employee in Ireland's hotel industry. The literature review section of this work has identified four broad motivational dimensions (social opportunities, teamwork, responsibility and being appreciated and immaterial incentives) as the factors that influence employee motivation in the hotel industry with job responsibility and recognition having the most impact. This study seek to determine if these broad motivational dimensions will hold true within the Irish context.

#### **3.1 Research Questions**

The research questions identified to satisfy the research objective are given below

1. Does job responsibility and recognition influences motivation in Irish hotel industry?
2. Does immaterial incentives influence motivation in Irish hotel industry?
3. Does teamwork influences motivation in Irish hotel industry?
4. Does social opportunities influence motivation in Irish hotel industry?
5. What motivational dimension has the most impact on employee motivation?
6. What other factor(s) influence employee motivation.

#### **3.2 Research Hypothesis**

The following null hypothesis ( $H_0$ ) will be tested against the alternative hypothesis ( $H_a$ ) in this study.

$H_0$ = Job responsibility and being appreciated has no influence on employee motivation.

$H_a$ = Job responsibility and being appreciated has an influence on employee motivation.

$H_0$ = Immaterial incentives have no influence on employee motivation.

$H_a$ = Immaterial incentives have influence on employee motivation.

$H_0$ = Teamwork has no influence on employee motivation.

$H_a$ = Teamwork has influence on employee motivation.

$H_0$ = Social opportunities have no influence on employee motivation.

$H_a$ = Social opportunities have influence on employee motivation.

## **CHAPTER FOUR**

### **RESEARCH METHODOLOGY**

#### **4.0 Introduction**

Research methodology is a systematic way of solving a research problem. In other words, it gives the description of the processes involved in carrying out the research scientifically. In carrying out a research, it is important for the researcher to not only have an understanding of the application of the various research approaches but also their relevance to the research objective, its meaning as well as the reason for choosing a particular technique. Since different research problems may have different research approach, having an understanding of the theoretical background as well as the different techniques, and being able to know the specific technique that is suitable for the research is important in helping the researcher to choose the best methodology suitable for the research (Kothari, 2009).

Therefore, research methodology is a broad concept and the research methods contributes only a part of it. According to Kothari (2009), research methodology talks not only about the research methods but also consider the rationale behind the methods being used in the context of the study being done as well as explanation of why a particular methods is favoured over another so that the result of the research are capable of being tested either by the researcher or by someone else. Thus, it is important to understand exactly what the purpose of the study is, what are the research questions that the study will answer and how it will be investigated, how the data will be collected and by what method it will be processed and analysed to produce the results and conclusion (Howell, 2013).

#### **4.1 Research Methods**

There are many types of research such as conceptual vs empirical, applied vs fundamental, descriptive vs analytical and so on. However, they are all broadly classified into two types of research methods which are the qualitative and quantitative methods.

Quantitative research is largely associated with the positivist paradigm. It involves the collection and conversion of data into numerical form in order to make statistical calculations and draw conclusions. This method is basically a deductive process which is used to test a pre-specified hypothesis. In this method, researchers use statistical data gotten from a large population sample for analysis. Therefore, the results of the analysis are considered to be more reliable and have a higher validity. This type of research offers a structured response option



because it basically supports fixed answers. The various methods of data collection here are online survey, use of questionnaires and so on (Sekaran, 2014).

Qualitative method, on the contrary, is largely associated with the social constructivist paradigm which places emphasis on the socially constructed nature of reality. It involves the gathering of information in a text-based format. It is an inductive process used in the development of a theory or concept. It also seeks to answer not only what, when, where and the who questions but also to examine the human behaviour and the reasoning behind such behaviour which represents the why and how in a decision-making process. In qualitative method, information collected are based on a few cases in which the problems described are based on a personal point of view. Thus, it is objective in nature and its validity and reliability levels is dependent on the scale of the population. This type of research provides an unstructured or semi-structured response options and the common methods are face to face interview and case study (Leppink, 2017).

#### **4.1.1 Research methodology adopted for this research**

The methodology chosen for this research work is quantitative methodology. Neither of the qualitative nor the quantitative methodologies are superior to each other, the methodology to be used at any point in time depends on the research and its objectives. The aim of this research is to determine the factors that influences employee motivation in Ireland's hotel industry using luxury hotels in county Kilkenny as a case study and the most appropriate methodology adopted for this research in order to answer the research questions is the quantitative method. Quantitative methodology, and more particularly the use of online questionnaires is the most dominant and reliable method to use when carrying out primary research in the aspect of motivation in an organization (Asare, et al., 2012). The quantitative methodology has a confirmatory approach perception where the bulk of the due diligence and thinking takes place before data is collected (Leppink, 2017). In addition, it allows a researcher to focus on a bigger sample size, making it possible for him/her to arrive at a generalized conclusion of the entire population sample based on the sample outcome in a process known as inductive reasoning (Chraif & Dumitru, 2015). This was an important factor in choosing the quantitative method as the methodology to use in satisfying the requirements of this research study. Also, previous studies on factors influencing employee's motivation has been conducted using the quantitative method (descriptive) as exemplified by the works done by (Kingir & Mesci, 2010) and (Oswald, 2018) and so this research study will follow same methodology.

## 4.2 Data Collection

Data collection is the act of gathering and measuring information on targeted variables in an established manner that enables an individual in answering relevant questions and evaluating outcomes. The data collection aspect of research is routine in all fields of study. Although the approaches vary according to discipline, the focus remains on ensuring correct and honest collection. Irrespective of the field of study, accurate collection of data is important in maintaining the research integrity. Having an appropriate data collection method and a clearly defined guidelines for their proper use diminishes the likelihood of errors occurring. There are two types of data collection method which are primary and secondary method of data collection (Whitney & Lind, 2008).

Primary data, referred to as first-hand information is collected directly from its original source and is much more reliable, authentic, and objective. Sources of primary data includes interviews, surveys, questionnaires, experiments and focus group discussion. Primary data collection methods are categorized into quantitative and qualitative collection methods (Orkin, 2014). Qualitative data are predominantly non-numerical and normally descriptive or nominal in nature. This type of data is usually collected in words or sentence forms and they capture people emotions, feelings, or subjective perception about a thing. Qualitative data are collected through focus groups, interview, and group discussions. They are expensive to implement and the findings cannot be generalized to people who did not participate in the program. On the other hand, quantitative data is numerical in nature. The method of quantitative data collection and analysis includes the use of questionnaires with open ended questions, correlation and regression methods and others. This collection method relies on random sampling and a methodical data collection tool that fit different experiences into predetermined response categories. The results gotten from quantitative data can easily be summarized, compared and generalized (John, 2019).

Secondary data on the contrary are data's gotten from a source that has already been published. It is usually collected by someone for a purpose. Secondary data is important because it is impossible to carry out a survey that can sufficiently capture previous changes or innovations. Sources of secondary data includes books, biographies, newspapers, journals and so on (Kabir, 2016).

During this research work, primary and secondary methods of data collection was used to deduce accurate results. Secondary data collected from various academic and peer reviewed

sources such as books, research reports and journals were used at the beginning of this research to gain a deeper understanding of the conceptual, theoretical, and empirical aspects of motivation.

The instrument for the gathering of the primary data used in this research is an online questionnaire because it is helpful in accessing a large number of the respondents at a minimal cost. A questionnaire is a structured or semi structured research tool consisting of an array of questions designed for the purpose of collecting information from respondents. The online questionnaire was structured around the objectives, questions, and hypotheses of this research (Mugenda, 2008). The questionnaire used for the purpose of this research are adopted and modified based on the motivational model developed by Kingir & Mesci (2010) as well as the study by Oswald (2018). The questionnaire contained the sixteen (16) items for identifying the factors influencing hotel employees. These 16 items represented the four motivational dimensions (responsibility and being appreciated, social opportunities, immaterial incentives and teamwork).

The online questionnaire is made up of three sections. The first section (section A) was based on the demographic characteristics of the respondents such as age, gender, education etc while the second section (section B) consists of an attitude scale of 16 statements to determine the factors that influences employee motivation in the hotel industry. To determine the factors influencing employee motivation in the hotel industry, every statement has to its right side the 5-point Likert-scale (1-strongly disagree, 2-disagree, 3-indifferent, 4-agree and 5-strongly agree). This was used as it best describe the degree to which the respondents agree or disagree with each of the statement in the questionnaire (Oswald, 2018). The section C of the questionnaire requires the respondents to state any other factors not listed in section B that influence their motivation which yielded a further quantitative or useful insight.

#### **4.3 Data Analysis**

Data analysis is defined as the process of using analytical or statistical tool to evaluate data for the purpose of discovering useful information. The purpose of data analysis is to extract meanings from data so that the knowledge derived can be used in making informed decision (Sharma, 2018).

The data collected for the purpose of this research was coded and captured for analysis using the statistical package for social sciences (SPSS) version 23 which will enable the production

of descriptive statistics for result interpretation. In using this software for data analysis, standard deviation, arithmetic average, frequency and percentage values of the participation of employees and data of the demographic characteristics was utilised and calculated. Factor analysis was used to satisfy the research objectives (Oswald, 2018). In determining the other factors influencing employee motivation, the statistical package for social sciences (SPSS) version 23 was used to calculate the frequency and Microsoft excel was then used to produce the pie chart.

#### **4.4 Population and sampling**

The hotel industry covers different types of facilities and businesses which are individually or jointly owned, managed, or operated. These includes motels and fully serviced hotels. It also comprises of several sub-industries such as casino hotels, travel accommodation, bed and breakfast inns, hotels (excluding casinos), recreational vehicles parks and camps, rooming and boarding houses, and various other traveller accommodation (Business USA, 2014). Furthermore, the industry also covers various activities including, but not limited to cafes, restaurants, sports, and leisure themed park. It is an industry with intense competition because of the various segments of businesses that it covers (Business, 2014). The focus of this study is on the commercially branded hotel in County Kilkenny that offers services such as fully serviced rooms, cocktail lounge, health and beauty treatments, dining room, leisure centres and so on. The size and type of hotel influences the population segment of a research such as this, so the population of this study was drawn from the four-star and five-star hotels only in County Kilkenny, Ireland.

##### **4.4.1 Sampling Technique**

Sampling is referred to as the process used in the selection of respondents for a research project. The main objective of sampling is to obtain a representative sample or a small number of cases from a bigger collection or population such that a researcher can carry out a study on the smaller group and generate an accurate conclusion about the larger group. It is not feasible to consider the whole population in an organization as respondents for the study; therefore, a smaller group of people which are referred to as the sample are selected for the study. There are two approaches to sampling in a research study and these are non-probability and probability sampling technique.

Non-probability sampling technique is one in which a single unit in a particular population has no specified probability of being chosen. In other words, in non-probability sampling each unit from the population are not selected in a mathematical random manner. Consequently, non-random samples usually yield samples that are not characteristics of the population. Therefore, the ability to generalize from them is limited. Types of non-probability sampling includes quota sampling, purposive sampling, convenience sampling and snowball sampling (Sekaran & Bougie, 2016).

Probability sampling technique is one in which a single unit in a population has a chance of being selected. The reasoning behind the use of probability sampling for most quantitative researches is to produce a sample which accurately represents the population it was drawn from. The use of random sampling is not a guarantee that every random sample represents the population perfectly. Rather, it implies that most random samples would most of the times be close to the population it was gotten from, and one can quantify the likelihood of a specific sample being accurate (Singh & Masuku, 2014).

In this research work, the probability sampling technique specifically random sampling was used. This is to enable to the researcher make accurate generalization from the small sample to the population under study. It also allows the researcher to calculate statistically the relationship that exist between the sample and the population. i.e. the size of the sampling error. This sampling method also produce accurate result at fewer cost and time (Mugenda, 2008).

#### **4.5 Limitations of the methodology**

According to Saunders, et al., (2009), the research methods acts as the foundation of a research study. The main purpose of the quantitative research methodology is the quantification of data. This method allows results to be generalized by the measurement of views and responses of the sample population. Every research method is usually made up of two broad stages which are planning and execution (Younus, 2015). Therefore, it is clear that within these two broad stages, there are likely to be limitations beyond the researcher's control (Simon, 2011). These limitations are discussed below.

##### **Inability to control the environment**

Most times, researchers are faced with challenges of not being able to control the environment where the respondents provide answers to questions in the survey. The method of data

collection in this research was through the use of online survey and this inability of having control of the environment posed a problem for this study. This is because responses are often dependent on specific times which again is dependent on the prevailing conditions during that particular time frame (Baxter & Jack, 2008).

### **Limited outcomes**

The methodology used involved mainly the use of structured questionnaire with close ended questions. This resulted to limited outcomes as can be seen in the research. The respondents were limited to a number of responses based on the selection made by the researcher.

### **4.6 Research ethics**

Concerning the ethical consideration, the researcher ensured that all the required data protection act was observed, all responses by the respondents as well as the identity of the hotels from which the samples were collected was completely anonymous for the entire duration of the research. Minors and vulnerable people in the society were not involved in this research. The participation of each respondents was voluntary, and they had a choice to withdraw at any stage they wish to without any warning. Each of the participant was also asked to give their consent about wanting to be involved in the research.

Finally, all responses were kept safe and secure. The data gotten was used only for the purpose of this study and was not transferred to a third party. All data will not be held longer than required. To the best of the researcher's knowledge, none of the respondents was treated unethically during the course of the research.

## **CHAPTER FIVE**

### **FINDINGS AND ANALYSIS**

#### **5.0 Introduction**

This chapter will present the findings from the research carried out as well as its analysis. The online survey involved a total of 169 responses but only 168 of these responses was evaluated as one of the responses was not fully completed. Therefore, the sample size for this research is 168 (n= 168). The data obtained from the online questionnaires was analysed and presented using the statistical package for social science (SPSS) software version 23. In this regard, standard deviation, arithmetic average, percentage and frequency values of employee participation and demographic data characteristics were calculated. Factor analysis was used satisfy the objectives of this study. The findings from this analysis will be used to test the stated hypothesis (section 3.2) through the Pearson's product moment correlation test.

The Pearson's product moment correlation coefficient was used to examine the correlation between the two variables: dependent variable (overall employee motivation) and the independent variable (four motivational dimensions). The strength of these correlations is determined by the value of the correlation coefficient depicted as "r", the closer to zero, the greater the evidence to suggest that the two variables are not correlated. The closer it is to +1, the more evidence that indicates a positive correlation between the two variables and the closer it is to -1 suggests a negative correlation. In addition, to the test the hypothesis, the p-value approach will be utilized. The significance level is represented as the "p" value and it reflects the strength against the null hypothesis. Any p-value  $\leq 0.05$  suggests a strong evidence against the null hypothesis ( $H_0$ ) and it can therefore be rejected in favour of the alternative hypothesis ( $H_a$ ) (Dahiru, 2014).

#### **5.1 Demographic findings**

The demographic data of the employee was evaluated using percentage and frequency analysis and has been fully presented in Table 1 below. Out of the 168 respondents, 39.3% of the employees taking part in the research were males while 60.7% were females. Most of the respondents were between the age of 25-34 years (30.9%) followed by those in the ages of 35-44 years (28.6%). When the educational level of the employee were evaluated, it was found that 55.9% of the respondents has received a college/university education, 16.1% have attained

a postgraduate degree, 15.5% have received a high school education and 12.5% of respondents received other forms of education not stated.

**Table 1:** Demographic Findings of the respondents.

Group	Variable	F	%
Gender	Male	66	39.3
	Female	102	60.7
	Total	168	100
Age	Less than or equal to 24	35	20.8
	25- 34	52	30.9
	35- 44	48	28.6
	45-54	25	14.9
	55 and above	8	4.8
	Total	168	100
Education	High school/Leaving certificate	26	15.5
	College/University graduate	94	55.9
	Postgraduate	27	16.1
	Others	21	12.5
	Total	168	100
Department	Account	16	9.5
	Food and Beverage	31	18.5



	Front office	16	9.5
	Housekeeping	46	27.4
	Human resource	10	6.0
	I.T	13	7.7
	Sales and marketing	11	6.5
	Security	14	8.3
	Others	11	6.5
	Total	168	100

## 5.2 The findings concerning the research variables

The means and standard deviation of the sixteen (16) motivational variables/factors were calculated and presented in Table 2 below.

**Table 2:** Descriptive statistics for the employee motivation

SN	Motivational Attributes	Descriptive Statistics	
		M	SD
V1	Appreciation and recognition for work done motivates the employee.	4.63	0.83
V2	Amount of payments affect the motivation positively.	4.73	0.63
V3	Teamwork at the workplace has an impact on the motivation level.	4.33	0.85
V4	Fair payment is very crucial for employee motivation.	4.96	0.94
V5	Rewards motivates employee at a higher level.	4.69	0.78
V6	Having an understanding of the importance of my job has a positive impact on my motivation level.	4.43	0.85

V7	Having a favourable working time has an impact on employee motivation.	4.98	0.96
V8	Junior staffs should have the opportunity to discuss with the senior staff at any time in any matter.	4.08	0.99
V9	Success of the employee should be appreciated at all time.	4.43	0.84
V10	Employee like to be given responsibility.	3.29	0.87
V11	The management approach to leadership in the organization has an influence on employee motivation.	4.58	0.73
V12	Participation of employee in decision making process becomes an incentive.	4.68	1.52
V13	Determination of promotion based on merit boost motivation.	4.85	0.43
V14	Employee give importance to moral incentives (appreciation, respect, etc) as well as physical incentives.	4.90	0.96
V15	Employee must be provided with social facilities (housing, transportation, etc) at the highest standard.	3.96	0.92
V16	Working is natural like games or entertainment for people.	2.49	0.94
	Overall	4.37	0.87

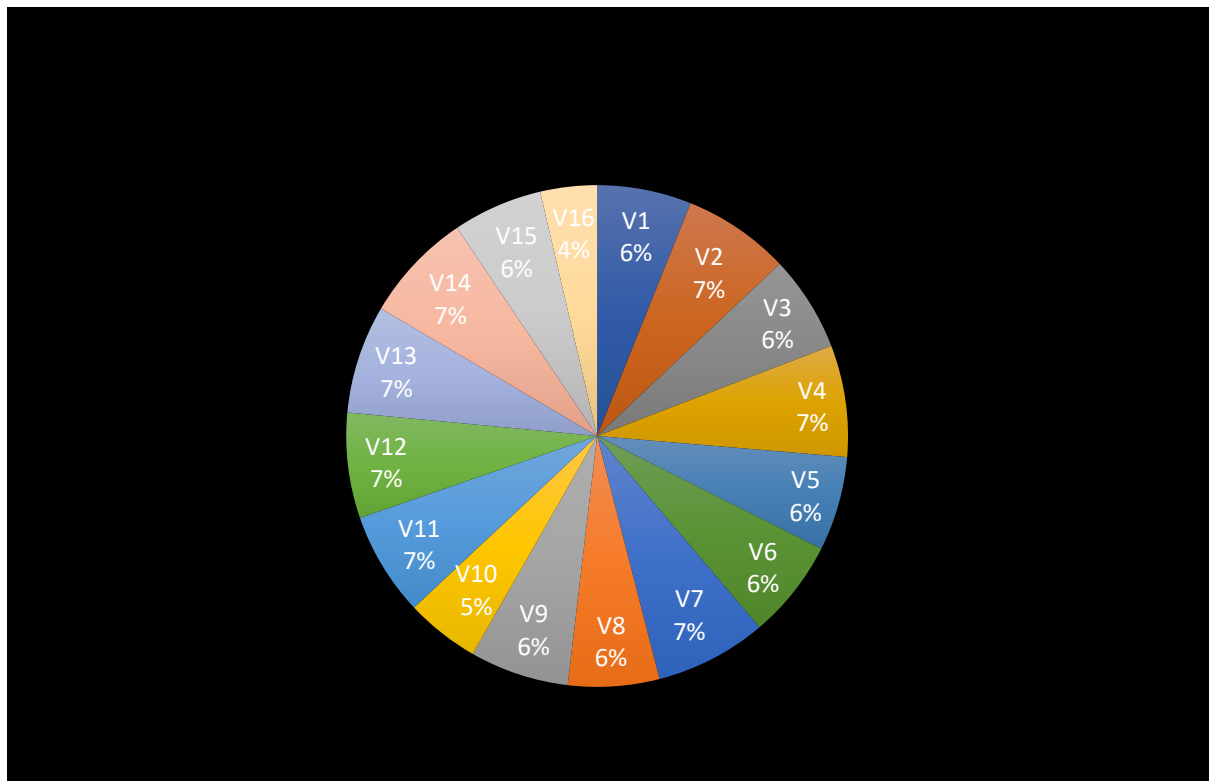


Figure 2: Pie chart showing effect of each motivational variable or factor on employee motivation.

The motivational attributes of employees were measured on a 5- point Likert scale whereby the higher the score, the higher the motivational attributes and vice versa. The mean score of the motivational attributes influencing employee motivation ranged from 2.49 to 4.90. From the table above, the motivational attributes impacting employees the most is “determination of promotion based on merit boost motivation”. This is an indication that the hotel employees agreed that the determination of promotion in the workplace based on merit boost their motivation levels. Conversely, the motivational attributes that has the least impact on employee motivation is “working is natural like games or entertainment for people”.

To determine the factors influencing employee motivation, the sixteen (16) motivational attributes underwent factor analysis to identify the underlying factors using principal component analysis with orthogonal VARIMAX rotation. The extraction of the factors and the variables was based on the factor loadings and eigen value of the variables. Factors that has an eigen value larger than one and motivational attributes with loading  $> 0.50$  were the only one considered. During the factor analysis, four factors were extracted, and this can be further illustrated in Table 3 below.

**Table 3:** Factor and reliability analysis of the motivational attributes

Motivational attributes	Factor Loads			
	Factor 1	Factor 2	Factor 3	Factor 4
Amount of payment effects the motivation positively.	0.672			
The management approach to leadership in the organization has an influence on employee motivation.	0.665			
Appreciation and recognition for work done motivates the employee.	0.763			
Having a favourable working time has an impact on employee motivation.	0.590			
Determination of promotion based on merit boost motivation.	0.679			
Employee must be provided with social facilities (housing, transportation, etc) at the highest standard.	0.579			

Fair payment is very crucial for employee motivation.	0.601			
Having an understanding of the importance of my job has a positive impact on my motivation level.		0.738		
Employee give importance to moral incentives (appreciation, respect, etc) as well as physical incentives		0.685		
Participation of employee in decision making process becomes an incentive		0.730		
Employee like to be given responsibility.			0.587	
Junior staffs should have the opportunity to discuss with the senior staff at any time in any matter.			0.710	
Success of the employee should be appreciated at all time.			0.638	

Rewards motivates employee at a higher level.			0.821	
Teamwork at the workplace has an impact on the motivation level.				0.689
Working is natural like games or entertainment for people.				0.404
Eigen Value	4.418	3.428	3.117	2.882
% of variance	25.987	18.440	18.390	15.090
Cronbach Alpha	0.874	0.730	0.701	0.631
Number of motivational attributes.	7	3	4	2

The Cronbach alpha (reliability test) was done to determine the reliability and internal consistency of each factor. The result of this analysis showed that the coefficient of the factors extracted ranges from 0.631 to 0.874 which is above the 0.60 minimum value considered acceptable as an indication of scale consistency and reliability. The value is an indication of internal consistency of the factors. Four different motivational factors as identified by VARIMAX to be reliable and consistent and with an eigen value greater than one are discussed below.

### **5.2.1 Factor 1: Social opportunities**

The social incentives consist of seven motivational attributes representing 25.987% of the variance with an eigen value of 4.418 and an alpha coefficient of 0.874. The factors included in the social incentives are “amount of payment effects the motivation positively”, “the management approach to leadership in the organization has an influence on employee motivation”, “appreciation and recognition for work done motivates the employee”, “having a

favourable working time has an impact on employee motivation”, “determination of promotion based on merit boost motivation”, “employee must be provided with social facilities (housing, transportation, etc) at the highest standard” and “fair payment is very crucial for employee motivation”.

### **5.2.2 Factor 2: Immaterial incentives**

The immaterial incentives consist of three motivational attributes representing 18.440% of the variance with an eigen value of 3.428 and an alpha coefficient of 0.730. The factors included in the immaterial incentives are “having an understanding of the importance of my job has a positive impact on my motivation level”, “employee give importance to moral incentives (appreciation, respect, etc) as well as physical incentives” and “participation of employee in decision making process becomes an incentive”

### **5.2.3 Factor 3: Responsibility and being appreciated**

The factor 3 consist of four motivational attributes representing 18.390% of the variance with an eigen value of 3.117 and an alpha coefficient of 0.701. The factors includes the following motivational attributes “employee like to be given responsibility”, “junior staffs should have the opportunity to discuss with the senior staff at any time in any matter”, “success of the employee should be appreciated at all time” and “rewards motivates employee at a higher level”.

### **5.2.4 Factor 4: Teamwork**

The factor 4 consist of two motivational attributes representing 15.090% of the variance with an eigen value of 2.882 and an alpha coefficient of 0.631. The factors include the following motivational attributes “teamwork at the workplace has an impact on the motivation level” and “working is natural like games or entertainment for people”.

The result of the factor analysis discussed above is similar to the work by Oswald, (2018) and Kingir & Mesci, (2010) with the only difference being that this research has four motivational attributes in factor 3 and two motivational attributes in factor 2 while both of the research above has three motivational attributes in both factor 3 and 4 respectively.

Using the Pearson’s product moment correlation coefficient and regression analysis, the four orthogonal factors (social opportunities, immaterial incentives, responsibility and being appreciated and teamwork) were used to examine the relationship between the dependent

variable (overall employee motivation) and the independent variable (four motivational dimension). The findings of the correlation analysis are shown below in Table 4.

Table 4: Correlation analysis result of the motivational elements and the overall employee motivation.

Motivational dimensions	Overall employee motivation	
	Correlation coefficient (r)	Significance (p-value)
Social opportunities	0.522	<.0001*
Immaterial incentives	0.566	<.0001*
Responsibility and being appreciated	0.763	<.0001*
Teamwork	0.526	<.0001*

From the data in Table 4 above, four variables namely, “responsibility and being appreciated” followed by “immaterial incentives”, “teamwork” and “social opportunities” have a significant influence ( $p < 0.05$ ) on the motivation of employee. “Responsibility and being appreciated” ( $r = 0.763$ ) is the factor with most significant positive impact on employee motivation. This is followed by “immaterial incentives” ( $r = 0.566$ ) and “teamwork” ( $r = 0.526$ ).

The correlation analysis in Table 4 above present a correlation coefficient value of  $r = 0.522$  for the motivational dimension social opportunities. This shows a positive correlation between both variables. Also, the significant value (p-value) is  $p < .0001$ . This is  $\leq 0.05$  for “p” and so the null hypothesis ( $H_0$ ) is rejected in favour of the alternative hypothesis ( $H_a$ ).

The correlation analysis shows a correlation coefficient value of  $r = 0.566$  for the motivational dimension immaterial incentives and this shows a positive correlation between both variables. In addition, the significant value (p-value) is  $p < .0001$ . This is  $\leq 0.05$  for “p” and so the null hypothesis ( $H_0$ ) is rejected in favour of the alternative hypothesis ( $H_a$ ).

The correlation analysis shows a correlation coefficient value of  $r = 0.763$  for the motivational dimension responsibility and being appreciated and this shows a positive correlation between



both variables. In addition, the significance value (p-value) is  $p < .0001$ . This is  $\leq 0.05$  for “p” and so the null hypothesis ( $H_0$ ) is rejected in favour of the alternative hypothesis ( $H_a$ ).

The correlation analysis shows a correlation coefficient value of  $r = 0.526$  for the motivational dimension teamwork and this shows a positive correlation between both variables. In addition, the significance value (p-value) is  $p < .0001$ . This is  $\leq 0.05$  for “p” and so the null hypothesis ( $H_0$ ) is rejected in favour of the alternative hypothesis ( $H_a$ ).

A complete regression analysis was done for the dependent variable (overall employee motivation). The analysis regressed the four motivational elements/dimensions against the employee motivation. Table 5 below shows the regression analysis.

Table 5: The regression analysis result of the motivational elements and overall employee motivation.

Motivational element (independent variables)	Overall employee motivation	
	t-value	p-value (p)
Social opportunities	7.962	0.0001*
Immaterial incentives	8.854	0.0001*
Responsibility and being appreciated	15.200	0.0001*
Teamwork	7.887	0.0001*

The result of the regression analysis given above shows that all the four motivational dimensions/elements; social opportunities ( $p < 0.0001$ ), immaterial incentives ( $p < 0.0001$ ), responsibility and being appreciated ( $p < 0.0001$ ) and teamwork ( $p < 0.0001$ ) have a significant positive impact ( $p < 0.05$ ) on the motivation of employee in Ireland’s hotel industry. The t-values in the table above shows the relative impact of each motivational element/dimension on employee motivation. The motivational dimension “responsibility and being appreciated” ( $t = 15.200$ ) was chosen by the hotel employee as having the highest positive impact on their motivation, followed by “immaterial incentives” ( $t = 8.854$ ) and “social opportunities”

( $t=7.962$ ). The motivational dimension “teamwork” ( $t=7.887$ ) have the least impact on employee motivation.

### 5.3 Other motivational factors that influence employee motivation in Irish Hotel Industry.

The respondents were asked to mention/state other work condition factors that has a significant impact on their motivation level. The pie chart below is a representation of their responses. From figure 2 below, 8.20% of the respondents are of the opinion that effective company policies on employee reward have a significant impact on their motivation levels, 18.50% of the respondents recognized the importance of having opportunities for career advancement as a factor that highly influence their motivation levels. 11% of the respondents believes that periodic training of employee which ensures and enhance career growth is a key motivator, 11.90% of the respondents recognized the significance employee empowerment as a motivator, 15.10% of the respondents believe that job security influence their motivation and 35.30% of the respondents said that increased pay (monetary incentive) has a significant influence on their motivation.

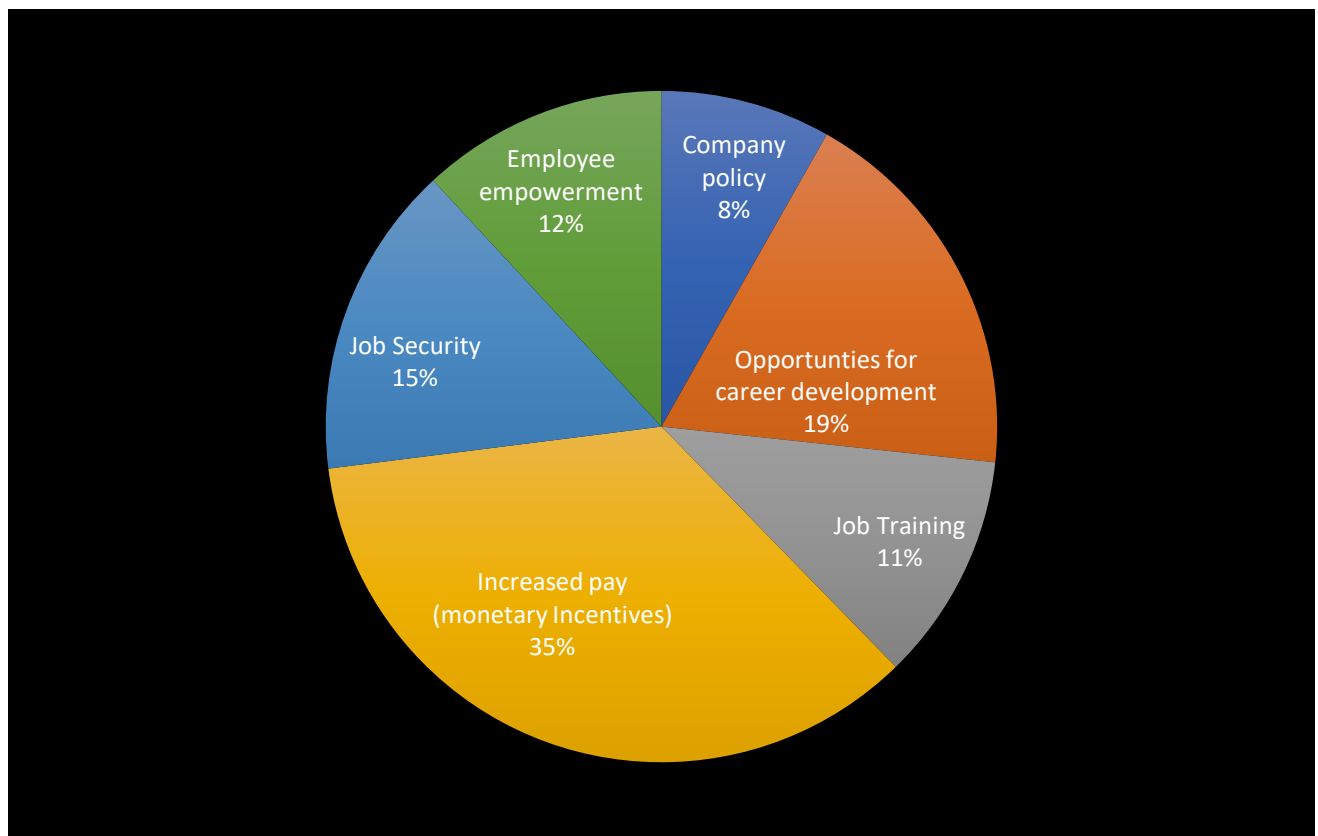


Figure 3. Pie chart showing results of other motivational factors influencing hotel employee.

#### 5.4 Comparison of the influence of each motivational dimension on employee motivation.

The Figure 3 below shows in percentage the degree to which each of the motivational dimension influence the motivation of Irish hotel employee. Factor 1 “social opportunities” has a percentage of 22%, factor 2 “immaterial incentives” has a percentage of 23%, factor 3 “responsibility and being appreciated” has a percentage of 32% and factor 4 “teamwork” has a percentage of 23%. This shows that the factor 4 has the highest influence on employee motivation while factor 1 has the least influence.

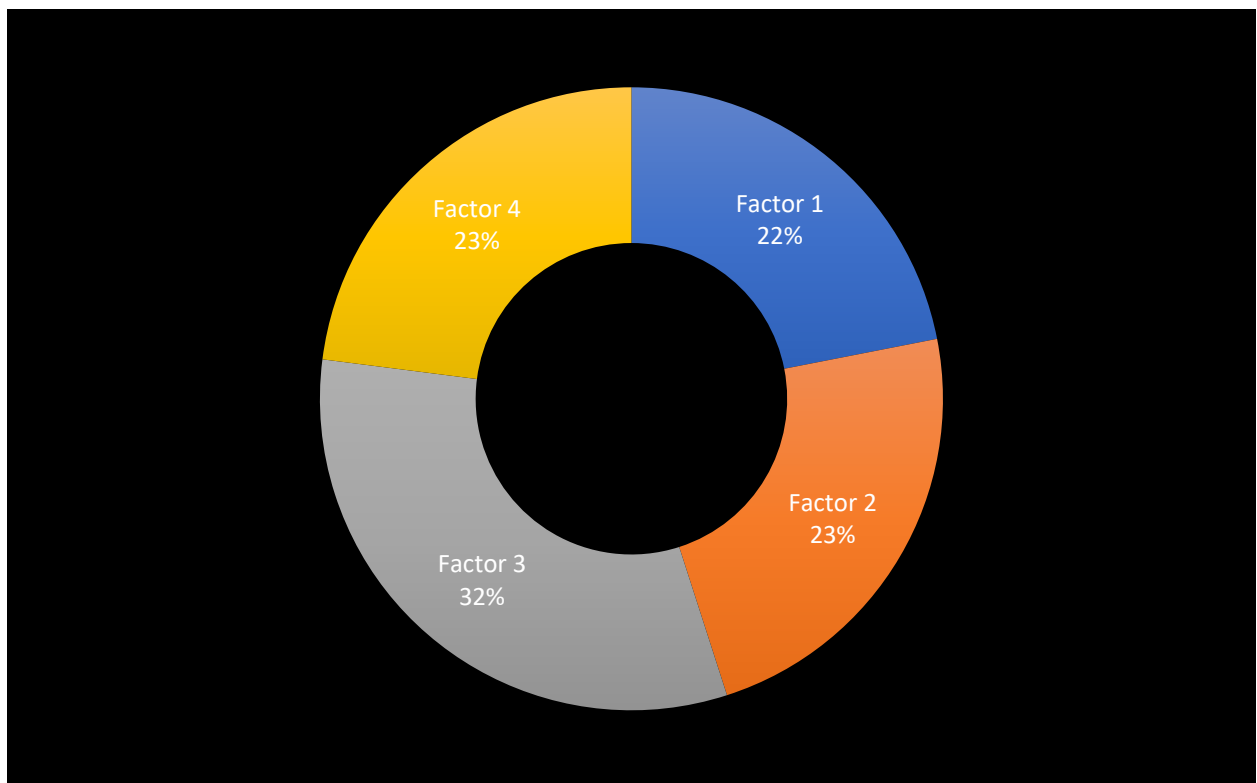


Figure 4: Pie chart showing the comparison of the influence of each motivational dimension on employee motivation.

#### 5.5 Findings on the influence of each motivational dimension on the motivational level of the male and female employee.

The impact that each of the four motivational dimension has on the male and female gender was evaluated to determine if both genders has different views about what motivates them. The pie charts also revealed the motivational dimension that has the most significant influence on the motivation of the male and female employee. The pie charts below represent the outcome

of the analysis. In figure 5 below, teamwork has a more significant influence on the motivation of the female employee.

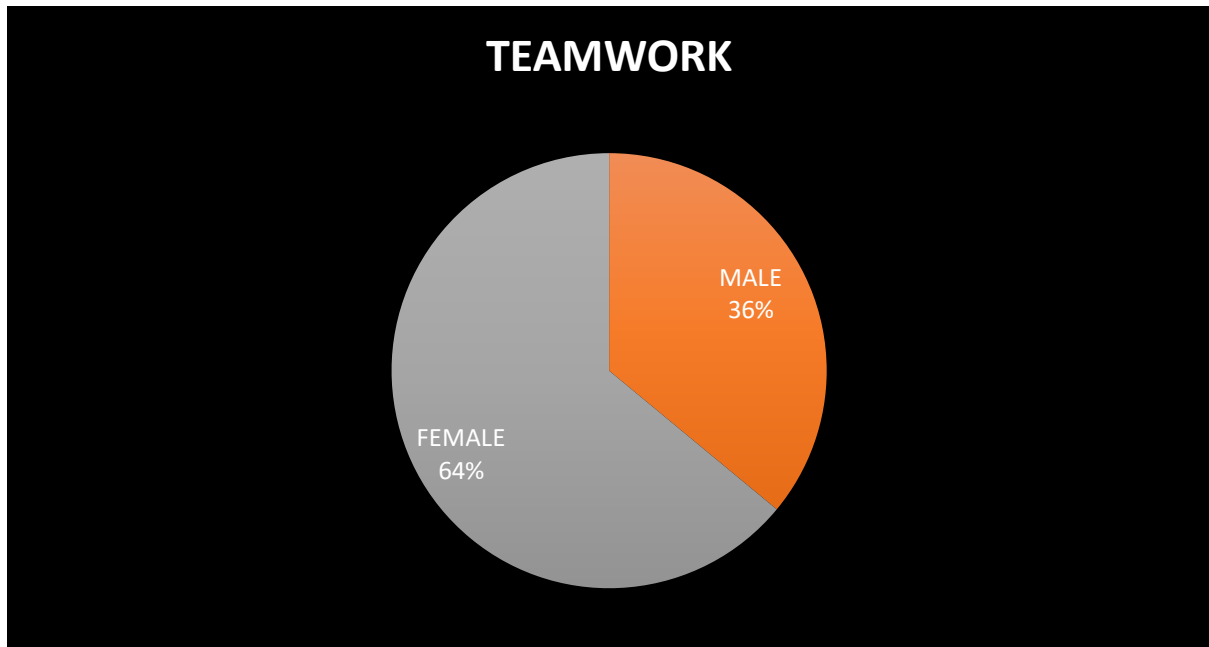


Figure 5: Pie chart showing the influence of teamwork on the motivational level of the male and female gender.

The Figure 6 below shows the influence that the motivational dimension “social incentives” has on the motivational level of both genders. This is an indication that this dimension impact most on the female employees.

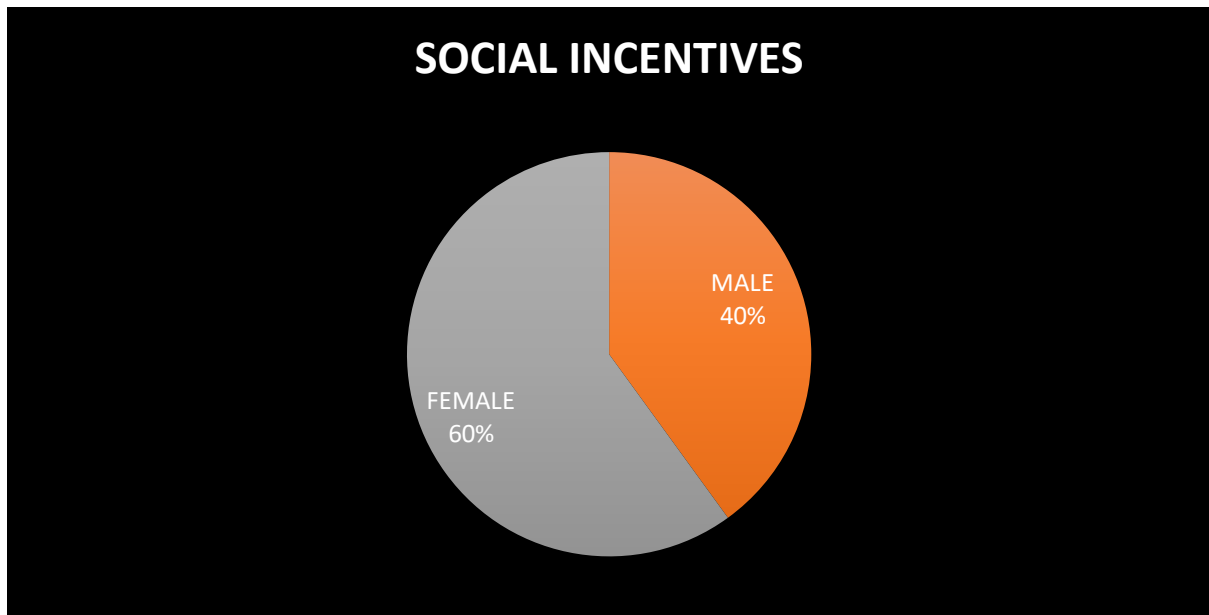


Figure 6: Pie chart showing the influence of social incentives on the motivational level of the male and female gender.

The figure below shows the influence that the motivational dimension/element “responsibility and being appreciated” has on the motivational level of both genders. It shows that this motivational dimension has more influence on the female employees.

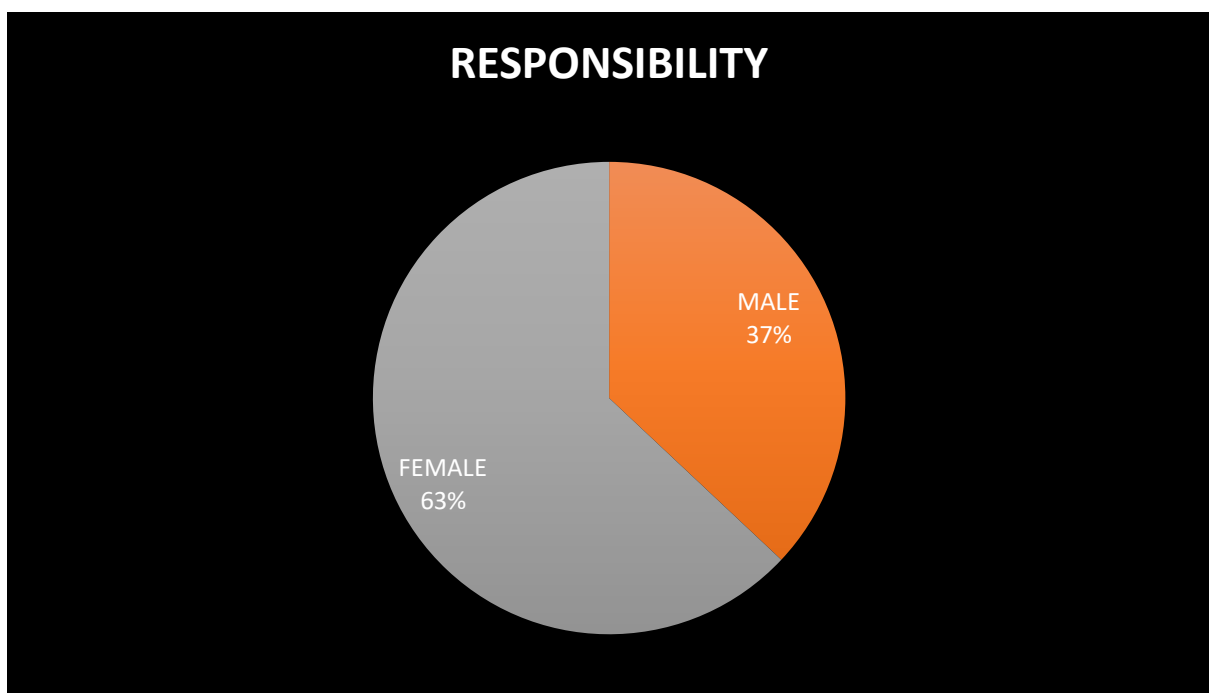


Figure 7: Pie chart showing the influence of responsibility and being appreciated on the motivational level of the male and female gender.

Figure 8 below shows the influence of the motivational dimension “social opportunities” on the motivation of the male and female employees, respectively. The pie chart revealed that social opportunities has more influence on the female employees.

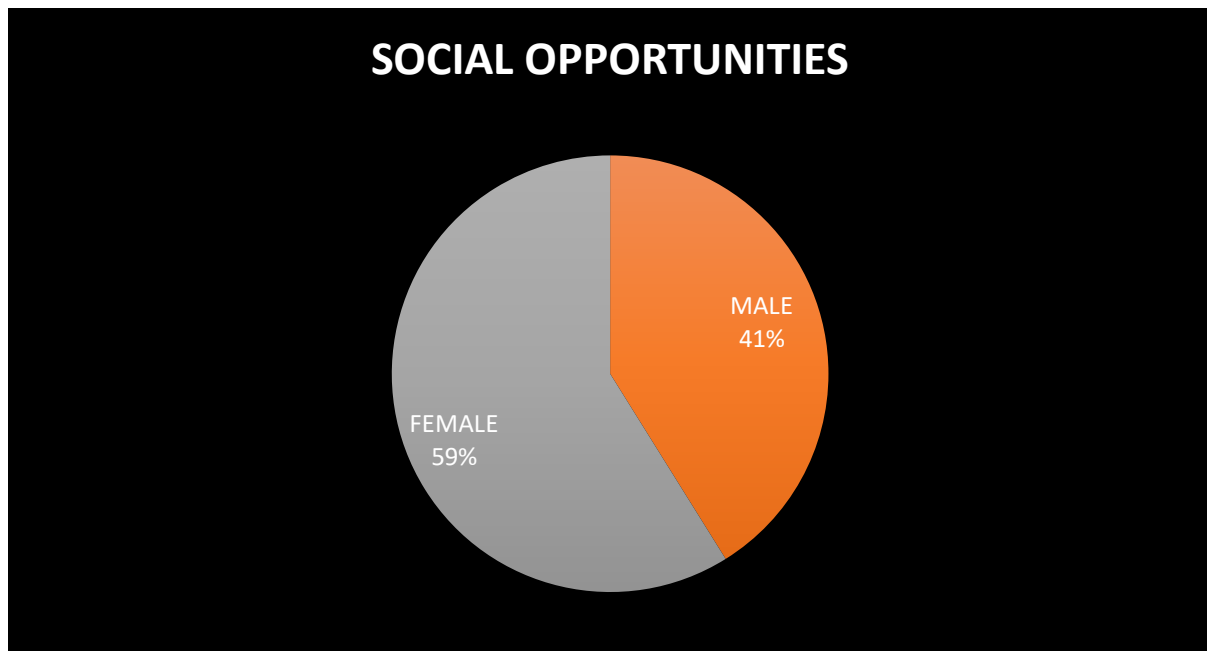


Figure 8: Pie chart showing the influence of social opportunities on the motivational level of the male and female gender.

The four pie charts above show the impact of each motivational dimension on the motivation of both genders. The results show that all four dimensions influences the female employees more that the male employees. This could be due to the fact that over 60% of the respondents in this research are females. However, the information from the four pie charts above shows that the motivational dimension chosen by the female gender to have the highest influence on their motivational level is “teamwork” with 64% while the motivational dimension chosen by the male gender to have the highest influence on their motivational level is “social opportunities” with 41%. This clearly shows that both genders have different views about what motivates them the most.

## 5.6 Summary of chapter

This chapter of the dissertation presented the findings and analysis from the research conducted. The null hypothesis was also tested in this chapter. The findings revealed that responsibility and being appreciated, immaterial incentives, social opportunities, and teamwork have a significant impact ( $p < 0.05$ ) on employee motivation with responsibility and being

appreciated having a higher impact on employee motivation more than the other motivational dimensions.

When the null hypothesis was tested, the significance value (p-value) of all the independent variables (motivational dimensions/elements) was less than or equal 0.05 ( $\leq 0.05$ ) and so all the null hypotheses were rejected in favour of the alternative hypothesis. The findings and analysis in this chapter has satisfied the goals of this research. The study also revealed that company policy, job training, job security, employee empowerment, opportunities for career development and increased pay (monetary incentives) are further factors that have a positive influence on the Irish hotel employee motivation. Another significant finding revealed here is that “teamwork” is the motivational dimension that influences the motivation of female employee the most while “social opportunity” has the highest influence on male employees.

## **CHAPTER SIX**

### **DISCUSSION AND CONCLUSION**

In this chapter, a discussion of the findings of this research will be discussed and linked back to the literature. The results will be compared to existing literature and also contrasted to already existing literature in the issue of employee motivation in the hotel industry. This chapter will also present the practical implication of this research, the research limitations of this study as well as recommendations for future research and then the conclusion. The objective of this study is to determine the factors that influence the motivation of employee in Ireland's hotel industry.

This research was based on the motivational model developed by Kingir & Mesci, (2010) on the issue of employee motivation in the hotel industry. In their research, they developed 16 motivational attributes used in identifying the factors that influences hotel employee motivation during their study on hotels in Bodrum. They classified these attributes into four broad motivational dimensions which are social opportunities, teamwork, responsibility and being appreciated and immaterial incentives. The findings from their research pointed out that “responsibility and being appreciated” followed by “immaterial incentives” and “teamwork” are the factors that has a significant impact on employee motivation with “responsibility and being appreciated” having a higher impact on the overall motivation of employees. Several other studies have used this same model to determine the factors that influence employee motivation in other countries. This research sought to determine the factors that influence employee motivation in the Irish hotel industry using same motivational model developed by Kingir & Mesci, (2010).

In order to satisfy the research objective, the researcher gathered data from employees of luxury hotels in County Kilkenny through an online survey and the data analysis was done using the statistical package for social science (SPSS) 23 software. The findings from this research showed that the four motivational dimensions namely; social opportunities ( $r= 0.522$ ,  $p<0.05$  and  $t= 7.962$ ), immaterial incentives ( $r= 0.566$ ,  $p<0.05$  and  $t=8.854$ ), responsibility and being appreciated ( $r= 0.763$ ,  $p<0.05$  and  $t=15.200$ ) and teamwork ( $r= 0.526$ ,  $p<0.05$  and  $t=7.887$ ) influence the Irish hotel employee motivation with “responsibility and being appreciated” having the highest positive impact on the motivation while “teamwork” has the least impact on motivation. These finding deviates from the study done by Oswald, (2018) and Kingir & Mesci,



(2010) in that both studies identified three dimensions namely; “responsibility and being appreciated” followed by “immaterial incentives” and “teamwork” as the factors that significantly impacted on employee motivation while “social opportunities” does not have a significant impact. In contrast, this research identified all four motivational dimensions as having a significant impact on employee motivation. The reason for this deviation could be as a result of the difference in the sample populations used in the various studies or perhaps the organisational structure differences whereby social opportunities has a higher relevance/importance. The result, however, corroborates the findings of Cheng & Brown, (1998) study on hotel employee in Singapore and Wong, et al., (1999) study on hotel employees in Hong Kong. Looking at the seven motivational attributes under “social opportunity” implies that Irish hotel employees recognize a work environment which can provide them with other social incentives such as having a favourable work schedule, management leadership style, promotion based on employee performance, recognition for their efforts towards organizational growth, and provision of social facilities as important motivational tools. This argument agrees with Bakotic & Babic, (2013) who stated that employees are dissatisfied when they are working under difficult social conditions. Furthermore, findings from the factor analysis of this study also slightly deviates from the previous study. This research has four motivational attributes in factor 3 and two motivational attributes in factor 2 while previous research has three motivational attributes in both factor 3 and 4 respectively. This deviation could be as a result of the difference in the software version used in the different studies or maybe this study highlights some changes in employee requirements.

Additionally, the research showed that both genders have different views about what motivational dimension influence them the most. “Teamwork” was chosen by the female employees to have the most significant influence on their motivation level while the male employees has a different opinion as they picked “social opportunities” to be the dimension with the most significant influence on their motivation level. This could be that females are more inclined towards and interested in cooperation and the team dynamic than males. Several studies in the past have stated that women place a high value on communication and collaboration at the workplace. (Thomson, 2013). The demographic details of this study have shown that the housekeeping and the food & beverage department has the highest number of respondents. Housekeeping and food & beverage departments are arguably the busiest department in a hotel because they provide service at all hours and are typically overrepresented by females. The researcher therefore argues that effective teamwork is of the

utmost importance in these departments because it is a means through which each employee would have the opportunity to share with their colleagues the workloads and demands as well as learn how to expertly perform their duties. Working as a team for the female employees here means accomplishing daily job task such as cleaning of guests room to the required standard, the preparation and serving of meals to customers etc together. This simply means that they start and finish their daily shift together without anyone being left behind. This requires effective teamwork and collaboration. Teamwork for the female employees working in this departments is an important motivational tool because it improves their productivity without any extra pressures or costs. The male employees are more influenced by the motivational dimension “social opportunities”. This finding corroborates the study of Peterson, (2005) whose study pointed out that men have more regard for money, recognition, pay, status and benefits more than the women does.

This research also seeks to find other motivational factors that have a significant impact on employee motivation excluding the ones listed in the questionnaire. The employee believes that having an effective company policy on employee rewards in the hotel is a motivator. Company policies can undoubtedly have varying influence on employee motivation in different ways. Implementation of an effective reward system has been shown to be an important management tool that contributes to organizational efficiency in the service industry by influencing individual behaviour and motivating employees. In addition, a clearly defined efficient reward system is one of the strongest motivators in the service industry (Lawler & Cohern, 2010). Khalid, et al., (2011) agreed that the relationship between employee motivation and an effective reward system is strategically important to the success of an organization. Thus, the hotel management should develop a working reward system as it is a source of motivation for its employees. 19% of the respondents also recognized the importance of having opportunities for career development as a motivator. The literature provides a positive relationship between career development and employee motivation in the hotel industry. Career progression entails a clearly defined path of advancement through an organization’s rank. This is based on merit without any regard for gender, age, colour or ethnicity. Employees become motivated when they realize that they all have equal of chance of progressing in their chosen career. Smit et al., (2007) pointed out that the prospect of career progression may in itself be a motivating factor for employees. In addition, Abbah, (2014) study identified career development opportunities as a motivation factor for employees. Foreign nationals are a significant part of the workforce in the Irish hotel industry, therefore, it is the duty of the hotel

management team to have a clearly defined path for career progression in their workplace that is based on merit. This would engender motivation in the workplace. Furthermore, 11% of the respondents are of the opinion that periodic training of employees is an important motivator. Training programs designed to improve the abilities, behaviour and skillset of personnel in an organization to effectively execute their jobs. Training programs are activities that boost employee development. It enhances and expands their skillset in order to survive in the competitive hospitality industry. Previous studies have also provided evidence that training is a key factor in employee motivation (Hammond & Churchill, 2018). These findings support the Maslow need hierarchy theory assumptions which says that if the needs of the employees are met, their motivation will be impacted positively. Amongst these needs are the growth need which can be achieved through job training. Job security, according to 15% of the respondents is a factor that influences employee motivation. According to Yamamoto, (2013) If employees know that they will be rewarded for a job well done and that their job is secured, their motivation level is increased which will in turn lead to a better performance from them. Similarly, study by Zhang & Wu, (2014) revealed that job security is a factor that makes an employee to be confident about their future career. Having a secured future career has a significant impact on employee motivation and this will make them put their efforts into achieving organizational goals and objectives. Therefore, it can be argued that job security is an important motivational tool for Irish hotel employees because it puts them off from the mental tension. When an employee perceived future or job security is threatened, he/she is most likely to be dissatisfied and vice-versa (Sekhar, et al., 2013). 35% of the respondents believe that having an increment in their pay (monetary incentives) has an influence in their motivation. This is not a surprising outcome because of the importance that money has on people's motivation at the workplace. Monetary incentives serve as a catalyst for greater action and encourages passion and enthusiasm towards work. Due to the laborious nature of the hotel job, increment in employees pay can help build a positive workplace environment and maintain their interest in the job. However, having money as a major motivational factor in a hotel will stifle the creativity and approach of employees towards their designated tasks (Aksu, 2005).

Finally, the findings show that employee empowerment influences hotel employees in Ireland. The influence of employee empowerment on motivation has been investigated in previous research. Caniel, et al., (2017) study revealed that employee empowerment is a significant factor that influences hotel staff motivation. Employee empowerment is advantageous to the hotel industry as it gives the employee a sense of belonging. As a matter of fact, it creates a

win-win relationship between the employees and their employers which is considered to be the ideal workplace environment for the employees and the employers (hotels). In such workplace environment where employees are empowered, they execute their tasks with enthusiasm and a sense of belonging (Yazdani, et al., 2011).

### **6.1 Implication of research**

The key objective of this study is to determine the factors that influence the motivation of employees in Ireland's hotel industry using luxury hotels in County Kilkenny as case study. The findings from this piece of work have important implications for future practice. The evidence from this research showed that "responsibility and being appreciated", followed by "immaterial incentives", "social opportunities" and "teamwork" are motivational factors/dimension that significantly influence ( $p < 0.05$ ) employee motivation in Irish hotel industry with "responsibility and being appreciated" emerging as the factors that has the highest influence on employee motivation. The researcher is suggesting that hotel management in Ireland should evaluate the needs of their employee in order to provide the right the motivational tools for them. They should also explore the idea of self-motivation as it would encourage employees to be more engaged at the workplace which is good for business because goals are often met or surpassed when employees are more engaged at work (Mahenthiran, 2012). Furthermore, hotel management should consider empowering their employees to assist their managers in achieving organizational goals and objectives.

### **6.2 Limitation of research**

A number of limitations was observed by the researcher during the course of the study. The first is that the result of the study is based on a relatively small sample gotten from a geographic area (County Kilkenny) over short period of time. Also, the research measured employee motivation using a model limited to only 16 motivational attributes. While these motivational attributes have been used in previous research and their validity tested, there may be other important attributes which are likely to have an impact on employee motivation. Additionally, the research design used for this research is a quantitative method.

### **6.3 Recommendation for future research**

This research has several limitations which gives room for future research. For example, the respondents for this study were from hotels only in County Kilkenny. Future studies could

extend it to more counties in the country and the respective results compared. Additionally, the motivational model used for the research covered only 16 motivational attributes; hence future studies should explore other motivational attributes. Future studies on this topic can use both the qualitative and quantitative methods as well.

## **6.4 Conclusion**

This study was carried out to determine the factors that influence the motivation of employees in the Irish hotel industry. The issue of employee motivation in the Irish hotel industry appears to be an understudied topic from a peer reviewed and industry perspective based on the researcher's extensive research. Therefore the findings in this piece of work can be incorporated by hotel management into the structures and processes for the running of the hotel.

The research revealed that "responsibility and being appreciated" influence hotel employee motivation in Ireland. This motivational dimension also has the most significant influence of the Irish hotel employee. It is the duty of the hotel management to appreciate their employee regularly as this has a significant influence on their motivation. Thus, it is important for the hotel management to understand the motivational factors here and incorporate them into their organization. It is important that hotel employees are appreciated because it will make them more motivated and thus lead to increased job performance. The demographic findings in this research showed that over 50% of the employees are at their early and middle career stage and research has shown that people at this stage of their career are in need of more appreciation from their boss or manager. (Sekhar, et al., 2013).

Furthermore, findings showed that "immaterial incentives" is the second most significant motivational dimension that influence employee motivation in the Irish hotel industry. This is an indication of the importance of incentives other than monetary incentives on employee motivation. The effect of non-monetary incentives on the motivational level of employee has been empirically proven in the literature. Zaman, et al., (2012) study on the relationship between rewards and employee motivation stated that non-monetary incentives such as employee autonomy, effort optimisation, elements from the work environment such as providing feedback, asking employee for their ideas, etc should be provided by the hotel management in order to increase employee motivation levels. Hayati & Caniago, (2011) study showed a positive relationship between non-monetary incentives such as praise and recognition, learning opportunities, etc and employee motivation. These non-monetary

incentives are probably highly valued due to the opportunity it provides in terms of employee job skill development which in the future could be converted into promotions and higher monetary rewards. This shows that non-monetary incentives are powerful motivators (Alam, et al., 2013). It is the duty of the hotel managers to make these other incentives such as employee autonomy, providing feedback, asking for employees ideas or input, moral support, etc at the workplace as researches has proven that they have a significant influence on motivation level.

In addition, the findings from this research showed that “teamwork” has a significant influence on the motivation levels of the Irish hotel employee. Teamwork in the workplace plays an important role in employee motivation level. It encourages knowledge sharing amongst employees (Vaskova, 2007). The core importance of teamwork amongst the Irish hotel employees can be better seen by the minimizing of employee workload, this would enhance productivity without work pressure of any kind because the task division is equally distributed amongst all members of the team. This result agrees with the Maslow’s need hierarchy theory which state that employee have multiple needs that if satisfied will increase their motivation levels. The social relationships that are forged through communication among employee at the hotel and teamwork culture are amongst these needs. Therefore, it is the duty of the hotel managers to encourage their staff to work as part of a team in accomplishing tasks. Additionally, emphasis should be made on the importance of teamwork as a means of boosting motivation levels of employees. This will increase performance levels and enhance creativity. The research also revealed that “social opportunities” significantly influence hotel employee motivation in Ireland. Hotel employees are part of a social group and they have an acute need for their inputs to be worthwhile and acknowledged (Harvey, 2013). The Irish hotel management need to look beyond the traditional economic incentives of salaries and career opportunities to other lifestyle and social factors outside the organization’s business environment. Provision of social opportunities for employees can lead employees towards the achievement of their goals in the organization. Therefore, for Irish hotels to achieve its goals and objective, they have to help boost their employee motivation levels by the provision of social opportunities and events such as a Christmas party, Summer BBQ partly or wholly paid for by Management, social funds, an annual trip to a leading hotel or restaurant for example. Furthermore, the research revealed other factors that have a significant influence on the Irish hotel employee. These other factors are company policy, opportunities for career development, training, job security, increased pay (monetary incentive) and employee empowerment.

Finally, findings from this study showed that the male and female employee have different views about what motivates them. The female employee recognized “teamwork” as the highest motivating factor while the male employee believes that “social opportunities” has the highest influence on their motivation. This is an indication that the hotel employees are motivated by different needs which are dependent on several factors and varies by individual situation. It is therefore the duty of the hotel managers or management team to understand their employees’ various needs and tailor the motivational models in the hotel to suit these different needs. For example, the managers heading departments such as the housekeeping and food & beverage departments should encourage “teamwork” in particular amongst their employee because of the influence it has on their motivation level.

## References

- Aamodit, G. (2010). *Industrial Organization Psychology*. New York: Free Press.
- Abbah, M. (2014). Employee motivation: the key to effective organization management in Nigeria. *Journal of business and management.*, 8(2), 01-08.
- Adair, J. (2006). *Herzberg's Motivation and Hygiene theory*. Philadelphia: Kogan Page.
- Adair, J. (2009). *The John Adair Leadership library: Leadership and Motivation*. London: Kogan Page.
- Aksu, A. A. (2005). Defining training needs of five-start hotel personnel: An application in the Antalya region of Turkey. (953, Ed.) *Managerial Auditing Journal*, 20(9), 945.
- Alam, M. S., Shaheed, A. A., & Aktar, S. (2013). The impact of rewards on employee performance in the service industry. *International Journal of Business and Marketing Management*, 1(2), 1-7.
- Asim, M. (2013). Impact of Motivation on Employee performance with effect of training specific to education sector of Pakistan. *International Journal Of Scientific and Research Publication*, 2250-3153.
- Bakotic, D., & Babic, T. (2013). Relationship between working condition and job satisfaction: The case of Croatian shipbuilding company. (213, Ed.) *International Journal of Business and Social Science*, 4(13), 206.
- Baxter, P., & Jack, S. (2008). Quantitative case study methodology: Study design and implementation for Novice researchers. *The Quantitative Report*, 13(2), 544-559.
- Blum, M. L. (2010). *Industrial psychology: its theoretical and social function*. India: Harper and Row.
- Business, U. (2014, August 08). *IRS: Business hotel industry review, complete version*. Retrieved from <http://www.business.usa.gov/externalsite?content=http://www.irs.gov/>
- Caniel, M. C., Neghima, C., & Schaetsaert, N. (2017). Ambidextrity of employee: The role of empowerment and knowledge sharing. *Journal of Knowledge Management*, 21(5), 1098-1119.
- Cetin, I. (2013). Motivation and its impact on labour productivity at hotel business "a conceptual study". *international journal of new trends in arts, sports and science education*, 2(1), 70-79.
- Chan, D., & Wong, Y. (2006). A study on the factors influencing employee motivation in Hong Kong hotel. *International journal of management*, 5(1), 59-74.
- Chand, M., & Katou, A. A. (2007). The impact of HRM practices on organizational performance in indian hotel industry. *Employee Relations*, 29(6), 576-594.
- Chauhan, S. S. (2013). A critical analysis of the intrinsic and extrinsic factors of motivation. *International Journal of Management and Business studies*, 3(3).
- Cheng, A., & Brown, A. (1998). HRM strategies and labour turnover in the hotel industry. *International journal of human resource management.*, 9(1), 136-154.



- Chraif, M., & Dumitru, D. (2015). Differences between motivation from competition and motivation from individual goals under the influence of inductive reasoning. *Social and Behavioural Science*, 5(1), 745-751.
- Crick, A. P., & Spenser, A. (2011). Customer service management and organizational culture. *International Journal of Contemporary Hospitality Management*, 23(4), 463-478.
- Daft, R. L., & Marcic, D. (2014). *Understanding Management* (4th ed.). New York: Mason: Thompson.
- Dahiru, T. (2014). P-value, a true test of statistical significance? A cautionary note. *Annals of Ibadan Postgraduate Medicine*, 6(1), 21-26.
- Deci, E., & Ryan, R. (2008). Facilitating Optimal motivation and psychological well-being across life domain. *Canadian Psychology*, 49(1), 14-23.
- Dessler, G. (2008). *Human Resource Management*. London: Pearson.
- Dickson, A., Emad, K. H., & Adu-Agyen, J. (2018). Theoretical and conceptual framework: mandatory ingredient of a quality research. *International journal of scientific research*, 7(1), 438-441.
- Dipietro, R. B., Kline, S. F., & Nierop, T. (2014). Motivation and satisfaction of lodging employee: An exploratory study of Aruba. *Journal of Human Resources in Hospitality and Tourism*, 13(3), 253-276.
- Drucker, P. F. (2008). *Management challenges for the 21st century*. Oxford: Butterworth-Heinemann.
- Failteireland. (2018). *Tourist accommodation in Cork, Galway and Kilkenny*. Retrieved from <http://www.failteireland.ie/Failteireland/media/websitestructure/documents/>
- Farah, L. B., Sze, S. S., & Fakhrul, Z. A. (2014). Reward management and job satisfaction among frontline employees in hotel industry in Malaysia. *Procedia- Social and Behavioural Science*, 144(2014), 392-402.
- George, J. M., & Jones, G. R. (2013). *Understanding and Managing*. New Jersey: Prentice Hall.
- Gold, J. (2007). *Human Resource Management: Theory and Practice*. London: Palgrave Macmillian.
- Grabner, L., & Speckbacher, G. (2009). How to control creative work: The role of intrinsic motivation and task programmability for for control system design. *Journal of Economics and Business*, 12(2), 1-38.
- Hammond, H., & Churchill, R. (2018). The role of employee training and development in acheiving organizational objective: A study of Accra technical university. *Archives of Business Research*, 6(2), 67-74.
- Hanaysha, J. R., & Hussain, S. (2018). An examination of the factor affecting employee motivation in the higher education sector. *Asia-Pacific Journal of Management, Research and Innovation*, 14(1), 22-31.
- Harvey, W. (2013). Victory can be yours in the global war for talent: Social factors and lifestyle help to attract top employee. *Human Resources Management International Digest*, 21(1), 37-40.
- Hayati, K., & Caniago, I. (2011). The effect of financial and non-financial incentives on job performance. *International Business Research*, 4(9), 126-135.

- Hellriegel, D., Woodman, W. R., & Slocum, J. W. (2000). *Organizational Behaviour* (6th ed.). London: St Paul: West Publishing Company.
- Herzberg, F. (2003). One more time: How do you motivate employee? *Harvard Business Review*, 81(1), 86.
- Herzeberg, F. (1966). *Work and the nature of man*. New York: World Publishing.
- Horhby, A. S. (2011). *Oxford Advanced learners dictionary*. Oxford: Oxford University Press.
- Horwitz, F. M., & Jain, H. C. (2012). Managing human resources in South Africa: A multinational firm focus. *Advances in International Management*, 21(10), 89-123.
- Howell, K. E. (2013). *Introduction to the philosophy of methodology*. London: Sage Publication.
- Iguisi, O. (2009). Motivation-related values across cultures. *African Journal of Business Management*, 141-150.
- John, D. (2019). Research methodology. Retrieved June 12th, 2020, from <http://www.research-methodology.net/research-methods/data-collection/>
- Jones, G. R., & George, J. M. (2008). *Contemporary Management*. London: Mcgraw-Hill education.
- Kabir, J. M. (2016). Methods of data collection. Retrieved June 12th, 2020, from <http://www.researchgate.net/publication/325846997>
- Karatepe, M. O., & Uludag, O. (2007). Conflict, exhaustion and motivation: a study of frontline employees in Northern Cyprus hotels. *Hospitality Management*, 26(2), 645-665.
- Kawara, P. (2014). Effects of reward system on employee productivity in Catholic University of Eastern Africa. *International Journal of Recent Research in Commerce, Economics and Management*, 1(2), 1-4.
- Khalid, K., Salim, H. M., & Loke, S. P. (2011). The impact of reward and motivation on job satisfaction in hospitality industry. *International Conference on Financial Management and Economics*, 35-41.
- Kim, D. (2014). Employee Motivation: "Just ask your employee". *Seoul Journal of Business*, 12(1), 12-24.
- Kingir, S., & Mesci, M. (2010). Factors that affect hotel employees motivation: the case of bodrum. *Serbian journal of management*, 5(1), 59-76.
- Kothari, C. R. (2009). *Research Methodology: Methods and Technique*. New Age International Limited.
- Kovach, K. A. (1987). What motivates employee? Workers and supervisors give different answers. *Business Horizon*, 30(5), 58-65.
- Kovach, K. A. (1995). Employees motivation: addressing a crucial factors in your organization performance. *Employees relation today*, 22(2), 93-105.
- Kovach, S. A. (2010). What motivational theories don't work. *SAM Advanced Management Journal*, 45(2), 54-60.

- Kukanja, M. (2013). Influence of demographic characteristics on motivation in catering companies. *Tourism and Hospitality Management*, 19(1), 97-107.
- La Guardia, J., & Patrick, H. (2008). Self-determination theory as a fundamental theory of close relationship. *Canadian Psychology*, 49(3), 201-209.
- Latham, G. P. (2003). Goal-Setting: A five step approach to behavioural change. *Organizational Dynamics*, 32(3), 309-318.
- Latham, G. P., & Locke, E. A. (2017). New developments in and directions for goal-setting theory. *European Psychologist*, 12(4), 290-300.
- Lawler, E. E., & Cobern, S. G. (2010). Designing pay systems for teams. *ACA Journal*, 1(34), 6-19.
- Leppink, J. (2017). Revisiting quantitative-qualitative-mixed methods label: Research questions, development and the need for replication. *Journal of Taibah University Medical Science*, 12(2), 97-101.
- Lloyd, R., & Mertens, D. (2018). Expecting more out of expectancy theory: History urges inclusion of the social context. *International management review*, 14(1).
- Lunenburg, F. C. (2012). Goal-Setting theory of motivation. *International Journal of Management, Business and Administration*, 12-34.
- Maduka, C. E., & Okafor, O. (2014). Effect of motivation on employee productivity: A study of manufacturing companies in Nnewi. *International Journal of Managerial studies and Research*, 2(7), 137-147.
- Mahenthiran, A. (2012). Self motivation for achievement and its impact on the employees. *SSRN Electronic Journal*, 21(8), 63-89.
- Mak, B. L., & Sockel, H. (2001). A confirmatory factor analysis of IS employee motivation and retention. *Information and management*, 38(5), 265-276.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(3), 370-396.
- Maung, W. W., & Walsh, J. (2018). Factors affecting employee's performance in Mandalay hotel industry. *Recent Issues in Human Resource Management*, 1(1), 18-43.
- McClelland, D. (1961). *The Achieving Society*. New Jersey: Van Nostrand.
- Mehmood, N., Irum, S., & Ahmed, S. (2012). A study of factors affecting job satisfaction. *Interdisciplinary Journal of Contemporary Research in Business*, 4(6).
- Mhlanga, O. (2018). Customer Experiences and return patronage in Airport hotels: Evidendence from OR Tambo International Airport, South Africa. *Acta Commercii*, 18(1), 1-11.
- Mohammed, A., Lina, S., & Phillip, M. (2017). Herzberg's two-factor theory. *Life Science Journal*, 14(5), 12-16.
- Moloudi, J. (2010). Survey of relationship between organizational justice and empowerment (A case study). *European Journal of Economics, Finance and Administrative Sciences*, 24(2), 165-171.
- Mugenda, A. G. (2008). *Research methods: Qualitative and quantitative approaches*. Nairobi: ACTS Press.

- Muhammad, M. A., Aamer, F., Mustaq, H., & Afzal, A. (2015). The impact of emotional intelligence on motivation, empowerment and organizational structure: a case study of the university of Islamabad. *Journal of basic and applied scientific research*, 22-31.
- Mullins, L. J. (2011). *Management and organizational behaviour*. New Jersey: Pearson Education.
- Nyameh, J. (2013). Application of the Maslow's Hierarchy of needs theory; impacts and implication on organizational culture, human resources and employee's performance. *International Journal of Business and Management Invention*, 2(3), 39-45.
- Nzuve, S. N. (1999). *Elements of organizational behaviour*. Nairobi: University of Nairobi Press.
- Odukah, M. E. (2016). Factors influencing staff motivation among employees: a case study of equator bottlers (coca-cola) Kenya. *Journal of human resources and sustainability*, 68-79.
- Oishi, S. (1999). Cross-culture variation in predictors of life expectations: Perspectives from needs and values. *Personality and Social Psychology*, 28(8), 980-999.
- Ooko, P. A. (2013). Impact of teamwork on the achievement of target in organizations in Kenya. *European Journal of Business and Management*, 7(15), 104-105.
- Orkin, K. (2014). Data collection methods. *Encyclopedia of quality of life and well-being research*, 1430-1432.
- Oswald, M. (2018). Influencing motivation in hotels. *African journal of hospitality, tourism and leisure*, 7(3), 2223-2814.
- Peterson, E. M. (2005). What men and women value at work: Implication for workplace health. *Gender Medicine*, 1(2), 106-124.
- Ramlall, S. (2004). A review of employee motivation theories and their implication for employee retention within organization. *The Journal of American Academy of Business, Cambridge*, 5(1), 52-63.
- Riggio, R. E. (2015). *Introduction to industrial/organizational psychology*. New Jersey: Prentice Hall. Retrieved June 2nd, 2020
- Robbins, S. P. (2010). *"Motivation: Concepts to Application" in managing and organization people*. Boston: Pearson.
- Ross, D. L. (2010). Perceived job characteristics and internal work motivation: an exploratory cross-cultural analysis of the motivational antecedent of hotel workers in mauritius and australia. *Journal of management development*, 24(3), 253-266.
- Ryan, R., & Deci, E. (2000). Self determination theory and the facilitation of intrinsic motivation, social development and well-being. *American Psychologist*, 55(1), 68-78.
- Sadri, G., & Bowen, C. R. (2011). Meeting employee recruitments: Maslow's hierarchy of needs is still a reliable guide to motivating staff. *Industrial Engineer*, 44(11), 12-34.
- Salih, K. (2011). *Managing employee attitudes and behaviours in the tourism and hospitality industry*. New York: Nova Science Publisher.
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*. New York: Pearson.

- Sekaran, U. (2014). *Research methods for business: A skill building approach*. London: John Wiley & Son.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. London: John Wiley & Son.
- Sekhar, C., Patwardhan, M., & Singh, R. (2013). A literature review on motivation. *International Network of Business and Management*, 3(1), 471-487.
- Sharma, B. (2018). Processing of data and analysis. *Biostatistics and Epidemiology International Journal*, 1(1), 3-5.
- Shields, J. (2007). *Managing Employee Performance and Reward: Concepts , Practices, Strategies*. New York: Cambridge University Press.
- Simon, M. K. (2011). *Dissertations and scholarly research: Recipes for success*. Seattle: Pearson.
- Singh, A. S., & Masuku, M. B. (2014). Sampling techniques and determination of sampling size in applied statistic research: An Overview. *International Journal of Economics, Commerce and Management*, 2(11), 1-22.
- Siu, V., Tsang, N., & Wong, S. (1997). What motivates Hong Kong hotel employees. *Cornell Hotel and Restaurant Administration Quaterly*, 38(5), 44-49.
- Skinner, B. F. (1971). *Beyond freedom and dignity*. New York: Bantam Book.
- Stanley, T. F. (2012). Motivation in today's workplace. *Human Resource Journal*, 54(6), 1-10.
- Thomas, K. (2000). *Intrinsic motivation at work: Building Energy and Committment*. San Francisco: Berrett-Koehler.
- Thomson, D. (2013, August 8). *Why women prefer working together (and why men prefer working alone)*. Retrieved from The Atlantic:  
<https://www.theatlantic.com/business/archive/2013/08/why-women-prefer-working-together-and-why-men-prefer-working-alone>
- Tsang, N., Siu, V., & Wong, S. (1999). The impact of demographic factors on Hong Kong hotel employees choice of job related motivators. *International journal of contemporary hospitality management*, 11(5), 230-241.
- Urdan, T. C., & Maehr, M. L. (2015). Beyond a two-goal theory of Motivation and Achievement: A case for social goals. *Review for Educational Research*, 65(3), 213-243.
- Van Yperen, N., & Hagerdoon, N. (2003). Do high job demands increase intrinsic motivation of fatigue or both? The role of job control and job social support. *Academy of Management Journal*, 46(3), 339-348.
- Vandercammen, L., Hofmans, J. T., & Theuns, P. (2014). Relating specific emotions to intrinsic motivation. *Journal. pone.00115396*, 22-45.
- Vaskova, R. (2007, August 08). *Teamwork and high performance work organization*. Retrieved from <http://www.eurofound.europa.eu/publication/article/2007/>
- Vroom, V. (1964). *Work and Motivation*. New York: Wiley.

- Wasike, C. K., & Ndivo, R. M. (2015). Efficacy of motivation strategies in addressing employee motivation needs in Kenya's hotel sector. *African journal of hospitality, tourism and leisure*, 4(1), 1-10.
- Whitney, C. W., & Lind, B. K. (2008). Quality assurance and quality control in longitudinal study. *Epidemiologic Review*, 20(1), 71-80.
- Wiley, C. (2012). What motivates employees according to over 40 years motivational survey. *International Journal of Manpower*, 18(3), 263-281.
- Wong, S., & Pang, L. (2003). Motivators to creativity in the hotel industry: perspectives of managers and supervisors. *Tourism Management*, 24(2), 551-559.
- Yamamoto, H. (2013). The relationship between employees perceptions of human resources management and their retention: From the viewpoint of attitudes towards job specialty. *International Journal of Human Resource Management*, 24(4), 747-767.
- Yazdani, B. O., Yaghoubi, N. M., & Giri, E. S. (2011). Factors affecting the empowerment of employee. *European Journal of Social Sciences*, 20(2), 267-274.
- Yeboah, M. A., & Abdulai, A. (2016). Evidence of Herzberg motivation-hygiene theory in small and medium enterprises through the lens of a three star hotel. *International Journal of Research - Granthaalayah*, 4(11), 23-36.
- Younus, A. F. (2015). Methodological consideration in studying transformational leadership and its outcomes. *International Journal of Engineering Business Management*, 15(2), 12-18.
- Zaman, K., Nadia, S., & Shah, S. (2012). Relationship between rewards and employee motivation in luxury hotels in Cyprus. *Business Intelligence Journal*, 4(2), 327-334.
- Zameer, H., Ali, S., Nisar, W., & Amir, M. (2014). The impact of the motivation on the employee performance in beverage industry of Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 4(1), 293-298.
- Zhang, H. Q., & Wu, E. (2014). Human resources issues facing the hotel and travel industry in China. *International Journal of Contemporary Hospitality Management*, 16(7), 424-428.
- Zhang, P. (2016). A study of the factors that affect employee performance in UK hotels. *International journal of tourism management*, 4(1), 12-34.

## Appendices

### Appendix A

The tables below illustrate the correlation and regression analysis of the motivational dimensions/element and the overall employee motivation.

Table 1. Correlation result of the motivational dimension “teamwork” and its overall impact on employee motivation.

		Overall employee motivation	Teamwork
Overall employee motivation	Pearson Correlation	1	.526**
	Sig. (2-tailed)		.000
	N	168	168
Teamwork	Pearson Correlation	.526**	1
	Sig. (2-tailed)	.000	
	N	168	168

Table 2. Correlation result of the motivational dimension “responsibility and being appreciated” and its overall impact on employee motivation.

		Overall employee motivation	Responsibility and being appreciated
Overall employee motivation	Pearson Correlation	1	.763**
	Sig. (2-tailed)		.000

	N	168	168
Responsibility and being appreciated	Pearson Correlation	.763**	1
	Sig. (2-tailed)	.000	
	N	168	168

Table 3. Correlation result of the motivational dimension “social opportunities” and its overall impact on employee motivation.

		Overall employee motivation	Social opportunities
Overall employee motivation	Pearson Correlation	1	.522**
	Sig. (2-tailed)		.000
	N	168	168
Social opportunities	Pearson Correlation	.522**	1
	Sig. (2-tailed)	.000	
	N	168	168

Table 4. Correlation result of the motivational dimension “immaterial incentives” and its overall impact on employee motivation.

		Overall employee motivation	Immaterial incentives
Overall employee motivation	Pearson Correlation	1	.566**
	Sig. (2-tailed)		.000
	N	168	168
Immaterial incentives	Pearson Correlation	.566**	1
	Sig. (2-tailed)	.000	



N	168	168
---	-----	-----

Table 5. Regression analysis result of the motivational dimension/element “social opportunities” and its impact on overall employee motivation.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.843	.233		12.182	.000
Social opportunities	.439	.056	.522	7.962	.000

Table 6. Regression analysis result of the motivational dimension/element “immaterial incentives” and its impact on overall employee motivation.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.142	.286		7.488	.000
Immaterial incentives	.561	.063	.566	8.854	.000

Table 7. Regression analysis result of the motivational dimension/element “responsibility and being appreciated” and its impact on overall employee motivation.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.783	.257		3.051	.003
Responsibility and being appreciated	.819	.054	.763	15.200	.000

Table 8. Regression analysis result of the motivational dimension/element “teamwork” and its impact on overall employee motivation.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.393	.286		8.353	.000
Teamwork	.516	.065	.526	7.887	.000

## Appendix B

### Introductory letter to respondents

Dear Recipient

My name is Nwabueze Ikedi Celestine and this online survey is part of my Master's degree in Entrepreneurship at the National College of Ireland, Dublin. The survey is designed to determine the factors that motivate hotel employee in Ireland with focus on luxury hotels in County Kilkenny.

The survey will take approximately five minutes to complete. Your participation is completely anonymous, voluntary and confidential. You can pull out of the process at anytime you wish to do so. No personal data will be collected and the information provided will be used only for the purpose of this study and will not be passed onto any third party.

Please note that this research has obtained the required ethical approval from the college ethic committee.

If you have any further questions, please do not hesitate to contact me using the details below

[x19106748@student.ncirl.ie](mailto:x19106748@student.ncirl.ie)

Thanks for your time and consideration.

# Demographic Detail

What is your age?

- ☐ less than or equal to 24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55 and above

Gender

- ☐ Male
- ☐ Female



### Educational qualification

- ☐ High school/leaving certificate
- ☐ College/University graduate
- ☐ Postgraduate
- ☐ Others

### Department

- ☐ Account
- ☐ Food and beverage
- ☐ Front office
- ☐ Housekeeping
- ☐ Human resources
- ☐ I.T
- ☐ Sales and marketing
- ☐ Security
- ☐ Others



(1) Appreciation and recognition for work done motivates the employee. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

(2) Amount of payment affects the motivation positively \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree



(3) Teamwork at the workplace has an impact on the motivation level \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

(4) Fair payment is very crucial for employee motivation \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree



(5) Rewards motivates employee at a higher level. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

(6) Having an understanding of the importance of my job has a positive impact on my motivation level. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree



(7) Having a favourable working time has an impact on employee motivation. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

(8) Junior staffs should have the opportunity to discuss with the senior staff at any time in any matter.

\*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree





(9) Success of the employee should be appreciated at all time. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

(10) Employee like to be given responsibility \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree



(11) The management approach to leadership in the organization has an influence on employee motivation. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

(12) Participation of employee in decision making process becomes an incentive. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree



(13) Determination of promotion according to merit boost motivation.

\*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

(14) Employee give importance to moral incentives (appreciation, respect, etc.) as well as physical incentives. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree



(15) Employee must be provided with social facilities (housing, transportation, etc.) at the highest standard. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

(16) Working is natural like games or entertainment for people. \*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree



## Other motivational factors

State other motivational factors that influence your motivation level.

What other factors influence your motivation apart from the one's listed in section B above?

Your answer

Page 3 of 3

Back

Submit

Never submit passwords through Google Forms.

This content is neither created nor endorsed by Google. [Report Abuse](#) - [Terms of Service](#) - [Privacy Policy](#).

Google Forms

