

Effects of Job Stress and Motivation on Performance of Employees in Hotel Industry
(Hotels at Dublin Airport)

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DECLARATION

I, Adebimpe Adebola Olaniyi declare that the contents of this dissertation/thesis represent my own unaided work, and that the dissertation/thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the University.

Signed _____

Date _____

ACKNOWLEDGEMENT

It is a good thing to give thanks unto the Lord and to give praises to the name oh most high. First and foremost, I want to give thanks to almighty God for his faithfulness and for giving me the opportunity to achieve what I have achieved today. I want to say thank you Jesus.

I would like to say a big thank you to my husband, Layi Adeniyi Olaniyi, I really appreciate your encouragement and the support you gave me throughout my stay in school. Layi I really appreciate you.

I will be indebted, if I did not mention my children's name, Princess Daniela, Simon and Irewole, thank you so much for backing me up. You people are the best.

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TABLE OF CONTENTS

DECLARATION.....	I
AKNOWLEDGEMENT.....	II
TABLE OF CONTENT.....	iii
LIST OF TABLES.....	iv
LIST OF FIGURES.....	v
ABSTRACT.....	2
CHAPTER 1: INTRODUCTION.....	3
1.1 Research Background.....	3
1.2 Problem Statement	5
1.3 Research Objectives	6
1.4 Research Questions.....	7
1.6 Significance of Research	7
CHAPTER 2: LITERATURE REVIEW	9
2.1 Stress	9
2.2 Job Stress	9
2.2.1 Job Stress and Employees	10
2.2.2 Factors that Cause Stress	10
2.3 Job Stress and Employees in Hotel Industry	11
2.3.1 Factors that Cause Job Stress in Hotel Industry	11
2.3.2 Impact of Job Stress on Employees' Performance	13
2.4 Motivation.....	14
2.4.1 Motivation and Employees.....	14
2.4.2 Factors of Motivation	15
2.5 Employee Motivation in Hotel Industry.....	15
2.5.1 Factors of Motivation for Employees in Hotel Industry	16
2.5.2 Impact of Motivational factors on performance in Hotel Industry	17
2.6 Job Satisfaction	18
2.7 Job Performance	18
2.8 Satisfaction and Performance of Employees	19
CHAPTER 3: METHODOLOGY	22
3.1 Research Design.....	22
3.1.1 Primary Research.....	22
3.2 Research Approach	23
3.2.1 Mixed Research Method	23
3.3 Research Technique.....	24
3.3.1 Interview	24
3.3.2 Questionnaire Survey.....	24

3.4 Sampling	25
3.4.1 Sampling Method	25
3.4.2 Sampling Size	26
3.5 Data Analysis.....	26
3.6 Literature Search Strategy.....	27
CHAPTER 4: ANALYSIS AND DISCUSSION	29
4.1 Participants Demographics.....	29
4.2 Job Motivation Analysis.....	32
4.3 Job Satisfaction Analysis	37
4.4 Job Performance Analysis	45
4.5 Job Stress Analysis	54
4.6 Hypothesis Analysis	57
CHAPTER 5: DISCUSSION, CONCLUSION AND RECOMMENDATIONS.....	61
5.1 Discussion.....	61
5.2 Recommendations	65
5.3 Recommendations for future studies.....	68
REFERENCES.....	69
APPENDIX	

LIST OF TABLES

Table 1- Participants Gender.....	30
Table 2- How long have you been working with your organization?.....	31
Table 3- What motivates you most at work?	32
Table 4- What de-motivates you most at work?	34
Table 5- How does your organization reward employee?	36
Table 6 - Are you satisfied with your present job?	37
Table 7- Which of these factors affect your level of job satisfaction?	39
Table 8- Which of these factors allow you to derive pleasure in your job?.....	40
Table 9- Which of these external factors add value to your job?	41
Table 10- Which of these internal factors affect your performance at work?	43
Table 11- Which of these factors lead to your dissatisfaction at work?	44
Table 12- Does the organizational policy and procedure enhances your performance?	46
Table 13- At what interval does your organization conduct performance appraisal?	47
Table 14 - How would you analyze your overall job performance?.....	48
Table 15- How will you rate your contribution to the overall goal of the organization in terms of efficiency?	49
Table 16- I receive reward in term of bonus for the job well done?	50
Table 17 - Have there been previous complaints regarding your performance	51
Table 18 - Purpose of conducting a performance appraisal	52
Table 19- stress at work.....	54
Table 20- Which of these factors cause stress for you while at work?.....	55
Table 21- What action do you take when you are stressed at work?	56

LIST OF FIGURES

Figure 1- Participants Gender	30
Figure 2- How long have you been working with your organization?	31
Figure 3- What motivates you most at work?	33
Figure 4- What de-motivates you most at work?	35
Figure 5- How does your organization reward employee?	36
Figure 6- Are you satisfied with your present job?	38
Figure 7- Which of these factors affect your level of job satisfaction?	39
Figure 8- Which of these factors allow you to derive pleasure in your job?	40
Figure 9- Which of these external factors add value to your job?	42
Figure 10- Which of these internal factors affect your performance at work?	43
Figure 11- Which of these factors lead to your dissatisfaction at work?	45
Figure 12- Does the organizational policy and procedure enhances your performance?	46
Figure 13- At what interval does your organization conduct performance appraisal?	47
Figure 14- How would you analyze your overall job performance?	49
Figure 15- How will you rate your contribution to the overall goal of the organization in terms of efficiency?	50
Figure 16- I receive reward in term of bonus for the job well done?	51
Figure 17 - Have there been previous complaints regarding your performance	52
Figure 18- Purpose of conducting a performance appraisal	53
Figure 19- stress at work	54
Figure 20- Which of these factors cause stress for you while at work?	55
Figure 21- What action do you take when you are stressed at work?	56
Figure 22- Correlation of job motivation, job satisfaction and job performance	57
Figure 23- Model Summary	58
Figure 24- ANOVAs	58
Figure 25- Coefficient	59

ABSTRACT

The purpose of this research is to examine the relationship between job stress and motivation of employees in an hotel industry and how it can have an adverse effect on their job performance and the business as a whole. Quantitative method is used for the purpose of this project.

The researcher distributed 40 questionnaires to four hotels at Dublin airport in order to get an information and from the information received, the conclusion was drawn. From the conclusion, we can see that excessive work related stress is bound to adversely affect the performance of employees.

CHAPTER 1: INTRODUCTION

The world is moving swiftly and at a rapid pace. One phenomenon that can be described as constant in this world is change. In today's rapidly changing world, the corporate and business arena has become intensely competitive. To deal with this cut throat competition organisations embrace various tactics and strategies. Besides these strategies and tactics one factor that can play its integral role to aid organisation in attaining competitive advantage is its employees.

Employees are the quintessential and lifeblood of every business and organisation. To conduct all the operations of the business expeditiously it is imperative that employees must perform well to achieve organisation's milestones. There are organisations that make serious efforts and devise effective strategies to keep their employees satisfied and stress free. Managers should make paramount efforts to derive employees to perform at their best. By eliminating stressful factors from the work life and by making the provision of motivational factors managers and supervisors can make employees satisfied which in turn increase the efficiency of employees. The core purpose of this research is to explore the stressful and motivational factors for employees. For this purpose, hotel industry is chosen.

1.1 Research Background

If we observe the progress of hotel industry over the past decade then it would be revealed to us that one of the major features that has strongly been associated with this industry is the sudden and rapid rise of international players and fierce competition. As a result of this

situation, most of the hotels in this industry got in the trap of strategic bind: making an attempt to deescalate the costs with the help of different cost cutting techniques and at the same time trying to escalate the quality and level of services that they provide to the customers (Bernhardt, Dresser, & Hatton, 2003, 165; Korczynski, 2002, 251; Peccei & Rosenthal, 2000, 581).

All over the world the hotel industry is considered as the most significant part of the tourism industry. In delivering the service product, employees of hotel industry play their integral part. Customers can taste lasting positive experiences as a result of the excellent services that the customers provide to them. The constructs related to motivation and job stress of an individual employee in the hotel industry can play a crucial role in providing up to the mark services and to make the customers of hotel satisfied.

In the hotel and hospitality industry, one of the most challenging issues that the managers have to face is related to the stress of work. This is one factor that casts its effect on the performance of employees no matter at which level they work (Ross, 2005, 11). Researches in recent past point out that in the hospitality and hotel industry, employees' stress is an important concern. As a result of the job stress employees can become exhausted and cynical which in turn would affect the services that are provided to the customers (Kim, 2008, 158). It is found through research that job stress in hotel industry is moderately correlated with a number of physical illness and physiological symptoms such as headaches, strokes, fatigue, heart attacks, indigestion, blood pressure, and ulcers. Therefore, these affected conditions of employees impeded their way to exploit their full potential. In this way, not only the productivity and quality of the service gets affected but it also becomes the reason to increase the healthcare costs for employers.

Hotels are physical infrastructures that run with the support of professional and expert human resources that make the delivery of the service possible. In delivering quality and expected services to the customers one of the key factors is the motivation level of employees. The motivation level of employees decides to which extent an employee is ready and willing to make the customer delighted and satisfied. As the hotel industry is growing and prospering so it poses the immense need of utilisation of top quality service employees. According to research in today's era one of the most challenging tasks for the management of the hotel is to motivate employees to an extent where quality services can be provided to the customers.

The above discussion shows that both job stress and motivation of employees can affect the performance of employees which in turn can affect the business, goodwill and reputation of the hotels. Therefore, it is necessary that these two issues are addressed in this industry.

1.2 Problem Statement

According to Lazarus (2003) stress is a phenomenon that is ubiquitous and multifaceted (Lazarus, 2003, 19). This phenomenon can prove to be costly for organisations as it may become the cause of increased employee turnover (Villanueva and Djurkovic, 2009, 127). The factor of stress becomes increasingly important in organisations and industries that are customer oriented. This is because employees have to face conflicting demands of company, customers and supervisors. These conflicts between employees and supervisors, employees and customers may give rise to dissonance for employees (Ruyter, Wetzels, and Feinberg, 2001, 31).

Past researches show that there is a general agreement that in the hospitality industry (which also includes hotels) addressing the issue of stress and making efforts to reduce stress is not only a noble goal, but this can also result in reduction in expenses for employers (Cooper and

Dewe, 2008, 521). Undertaking research process related to stress for hotels is a topic that is understudied but it has enough potential to affect people's lives in a positive way. By developing understanding about the key triggering factors of stress a helping hand can be provided to workers in hotels to elevate their performance. It is because of this reason it is imperative to conduct research in the hotel industry to explore the types of factors that create stress for employees.

1.3 Research Objectives

The fundamental aim of this research is to reveal stressful and motivational factors for employees in hotel industry. In order to fulfil this aim further sub-objectives are developed. These objectives are as follows:

1. To explore factors that can cause job stress and factors that can motivate employees in hotel industry
2. To reveal impact of job stress and availability of motivational factors on the performance of employees in hotel industry
3. To make recommendations to managers of hotel industry to employ motivational factors and to eliminate factors that create stress for employees

1.4 Research Questions

Following are the research questions that are formulated for this study:

1. What are the factors that create job stress for employees in hotel industry?
2. What are the factors that motivate employees in hotel industry?
3. How job stress and motivational factors can affect the performance of employees in hotel industry?

1.5 Research Hypotheses

Hypotheses that this study aims to prove are as follows:

H1: Job stress negatively affects the performance of employees in hotel industry

H2: When motivational factors are provided to employees in hotel industry then it results in job satisfaction

1.6 Significance of Research

This study has immense significance and importance. This research is beneficial both academically and from the perspective of practical implications. Academically, this study can contribute its part by adding to the availability of literature. There is plethora of research that is done about job stress, job motivation and employees' performance but, this research entails the

element of specificity as it is conducted particularly for hotel industry. So, this study would fill the gap in literature about the job stress, job motivation and employees' performance in hotel industry.

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

CHAPTER 2: LITERATURE REVIEW

The term “literature review” implies review and evaluation of the existing studies and available information related to the topic of research. Paula (2010) iterates that literature review is the objective evaluation of the existing body of information and data (Paula, 2010, 6). When a researcher begins the journey to reveal unexplored elements and new facets, then in this journey, reviewing the literature acts as an itinerary. Similarly, conducting the process of review of literature is also imperative for this study. The following part of the paper mentions vital information that is reviewed.

2.1 Stress

The meaning of the term “stress” becomes more elusive as the usage of this term increases. All the modern definitions that are put forwarded by scholars, practitioners and researchers purport that it can be defined as the personal experience of an individual that is caused by the increased pressure and excessive and inappropriate demands. Stress affects the ability of an individual to cope or rather it would be correct to put forward in this way that it affects the perception of an individual about personal abilities that he or she possesses (Ricardo, Amy and Rohit, 2007, 4).

2.2 Job Stress

Stress related to work occurs when the demands of the job (job duties and responsibilities) and the resources and capabilities of an individual worker (job specification) differ. In some cases, stress can be positive and affects workplace in a positive way by making employees to fully exploit capabilities of employees and by elevating the vigilance of the

employee (Ricardo, Amy and Rohit, 2007, 4). If there is a certain level of stress then it can add potential advantages in the efficiency of the organisation. But, once the stress becomes excessive and its level rises then it becomes unsafe. In this case, it not only affects the performance of employees but it adds the cost of organisation such as healthcare cost and increased turnover.

2.2.1 Job Stress and Employees

According to Dyck (2001) quality of life of an employee can get affected because of job stress (Dyck, 2001, 52). In both the developed and developing countries, one of the most significant health risks with which employees are exposed is job stress (Paul, 2002, 9; Danna and Griffin, 2002, 101). Paul (2009) further posits that there are scores of factors that are job stressors. These job stressors can make the assigned task difficult and stressful for employees no matter whether they work in service or manufacturing industry. In addition to this, there can stressors such as interpersonal relationship at workplace such as conflict with the policies of management, conflict with the supervisor's behaviour, conflict with subordinates and conflict with the colleagues (Paul, 2002, 9).

2.2.2 Factors that Cause Stress

Perception of population amongst UK workers related to a stress epidemic is probably accurate, on the basis of sheer ubiquity of stress related illness. In the late 1990s and in early 2000s the level of stress was noted to be on its peak amongst UK workers. Behind this high level of stress following reasons were noted (Ricardo, Amy and Rohit, 2007, 7).

- The most important factor behind high level of stress was enormous workload

- Besides immense workload there are other factors such as sexual or racial harassment, staff cutting, working in shifts, sudden change, bullying, and long hours are responsible for the work related stress

Since 2000, a little change in the relative significance of any of the factors related to stress of work is observed (Ricardo, Amy and Rohit, 2007, 7). According to Swanson et al (2008) at work, stress may occur because of different factors such as individual, socio-economic and family matters (Swanson et al., 2008, 251).

2.3 Job Stress and Employees in Hotel Industry

The nature of hospitality and hotel industry is such that it requires employees to face unpleasant experiences, makes employees to do hard work and asks employees to do jobs in odd hours. Working hours in a hotel may be different from organisation to organisation. Working hours also depend on the profile of the job. These innate characteristics of the hotel industry create stress for many employees (Pulak, 2012, A-1).

In the hospitality industry, immense diversification is taking place. The level of competition has also increased this in turn creates pressure of work and challenges. Therefore, stress of employees is one of the most encountered problems in the hotel industry. The staff turnover ratio is highest in the hotel and hospitality industry and the major reason behind this is stress and work pressure (Pulak, 2012, A-1).

2.3.1 Factors that Cause Job Stress in Hotel Industry

In the hospitality industry, there is a high incidence of employee burnout. The main reason behind this is considered to be the chronic stress of work. Pulak (2012) provides some of

the stressors that are considered as responsible for workplace stress among hotel employees.

These contributing factors are as follows (Pulak, 2012, A-1):

- Immense pressure to perform a given task in a given time and demands and requirement related to a job that become overwhelming
- Low wages that are paid to employees on a particular position
- Work that is beyond the control of employees or work in which employees have little control
- Rude and inappropriate conversation with the customers
- Stressful, unpleasant and hostile environment of the workplace
- Long hours of duty specially those that require continuously standing on feet
- Long hours of duty, night shifts may result in lack of sleep which in turn becomes the reason of stress
- Doing a job for which an employee is either under or over qualified
- Busy and tight schedule
- Feeling of lack of balance between work and personal life
- Monotonous, boring and repetitive nature of job
- Undefined job description and expectations
- Lack of communication and coordination among employees
- Doing jobs without support and guidance

Schnall, et al (2009) highlight the factor of interpersonal conflict as another stressor. Interpersonal conflict is of utmost importance in hotel industry. In a hotel, the main task of employees is to communicate and deal with the customers and co-workers on daily basis. It is indispensable for employees to provide best services to the customers. Presence of the element of

interpersonal conflicts would affect the coordination among staff which in turn affects the delivery of service to the customers. Those hotel employees that involve in the interpersonal conflict are more prone to suffer from stress, cardiac problems and hypertension (Schnall, et al., 2009, 1931).

Wallace (2003) affirm that as the nature of hotel industry is dichotomous (that is, immense pressure to deliver high quality service, fluctuations in financial profits and tight margins) so, most of the available literature mention that working in this industry can create stress to employees and can raise many concerns and issues. These concerns and issues are linked with the working in shifts and fatigue that occur as a result of long working hours, heavy physical demands, unpredictable shifts and few breaks and mental and emotional demands (Wallace, 2003, 14).

2.3.2 Impact of Job Stress on Employees' Performance

It is widely accepted by several people working in the hotel industry that stress and burn out sap the performance of the staff. Whether employees are urged for rejuvenation for themselves through communal pursuit in this world beyond the doors of the hotel, or whether they have access to more formalised opportunities during their work day, it has been considered by the hotel executives that initiatives for controlling stress are vital as a reservation desk for hotel industry (Caryn, 2011, A-1).

It is discovered in research that there is a negative correlation between quality of services delivered to customers and work related stress, that is, Highly stressed employees have failed to provide high quality services as compared to less stressed ones (Varca, 2009, 231). Moreover,

employees, who responsible for customer services, report chronic stress and they perform poorly in their jobs (Beehr, Jex, Stacy, & Murray, 2000, 401).

Generally, stress related to job has been shown as a major factor which leads to declining job performance of employees (Gilboa, Shirom, Fried, & Cooper, 2008, 236; Lepine, Podakoff, & Lepine, 2005, 881). High level of exhaustion leads to decline in employees' capability to learn new things (Lepine, Lepine, & Jackson, 2004, 882), which leads to withdrawal, more depressive symptoms, and hostility.

2.4 Motivation

The concept of motivation is not new in the field of Human resource management. Several scholars have defined and viewed this term in several fields and they have provided different meanings to motivation of employee. However, several of these definitions show similar ideas. From the perspective of psychology, human studies and economy, motivation is referred to one reason or many that make an individual to get engaged in a specific behaviour (Bratton & Gold, 2007, p. 112). From this context, an individual can be influenced by several drives and fundamental needs such as food and desire for a state of being or an object can be included in this reason for motivating an individual to act in a specific manner or to perform certain tasks. On the other hand, the concept of motivation refers to extrinsic together with intrinsic factors that makes a person to take specific actions (Adair, 2009, p. 101).

2.4.1 Motivation and Employees

It is reported by Yu (1999), that for the reduction of labour turnover and retention of productive workforce, it is important for management to improve working conditions and

motivate the employee appropriately. They are required to comprehend the motivational processes and needs of human resources in various cultures (Yu, 1999, 19).

2.4.2 Factors of Motivation

As per the results of the study of Dr. Kovach related to the hospitality job related motivations of employees are mentioned below (Kovach, 2007, 61):

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

2.5 Employee Motivation in Hotel Industry

For past several years, Motivation among employees in hotel industry is an interesting topic for a number of researchers and scholars. The employee performance in hospitality organisations can be analysed with their alertness, friendliness, appearance and their behaviour. Moreover, the way they conduct their job responsibilities and perform their assigned tasks determine their motivation level in their job (St-Onge et al., 2009, 273). In other word, the

employees' performance in restaurants and pubs should creation higher customer satisfaction so as to create repeated business with them. Hence, the success of an organisation in hospitality sector, particularly in restaurants and pubs are highly dependent on how well the leaders and management manage their work in this type of organisation (Watson, 2008). This shows that most significant asset of the organisations in hospitality industry is the workforce including management and non-management employees (St-Onge et al., 2009, 275). The employees' motivation, whether professional, skilled or non-skilled is a considerable matter in every service organisation. For hotels, level of motivation in employee is a major issue. Management comes across several challenges in hotel industry to motivate their employees to remain on the job and to provide effective and good quality services as per the expectations of the customer (Cheng, 2005, 22).

2.5.1 Factors of Motivation for Employees in Hotel Industry

Simon and Enz (1995) studied motivation factors for Employees in hospitality industry. They surveyed 268 hotel employees from 12 hotels throughout the United States and Canada. They found that employees in hospitality industry preferred following factors as the top three motivators (Simons and Enz, 2005, 24);

- 1- Good salaries
- 2- Security for their job
- 3- Career development and Professional growth opportunities

As per the literary analysis, it has been analysed that employee motivation is most of the time used as a key strategic factor for the motivation of workers in hospitality industry (Casas-Arce, 2010, 11). Furthermore, it has been revealed that empowerment of staff is particularly

correlated to motivation level of employees in hospitality industry. This is due to the fact that employees in this industry, particularly frontline employees have direct contact with customers. The satisfaction level of customers for hospitality organisations can be improved by empowering workers to deal with the requests of customers and resolve their issues instantly devoid of supervision or dependence for assistance and support from management or supervisors every time (Boudrias et al., 2009, 638).

2.5.2 Impact of Motivational factors on performance in Hotel Industry

In every kind of organisation, managers have generalised the assumptions regarding what motivate the workforce. Motivation appears to be the only most significant determinant of organisational performance (Lawler, 1973, 115).

It is argued by Rutherford (2005) that motivation brings in effectiveness in the organisational performance since motivated workforce look for better ways to perform all the time, in general these employees are more quality oriented and productive. Therefore, it is significant for management to comprehend how organisation influences the motivation level of its individual employee (Rutherford, 2005, 94).

Lack of motivation in employees of hotel industry has adverse effects on overall performance of the organisation. Effects like no enjoyment in job, discontentment,. Reluctance, failure to do tasks in time and even job turnover rate are obvious. Even it is not observable at first look, the presence of problems related to motivation can be noticed after performance review of the employees (Ibrahim, 2013, 72).

2.6 Job Satisfaction

The term job satisfaction was originally proposed by Hoppock in the year 1935. Hoppock provides the definition of this term as the emotions and attitude of employees towards their jobs. It can also be considered as the subjective reaction of employees towards their jobs (Ming, Ching and Chang, 2010, 4119). Locke and Lathan (1990) define job satisfaction as emotional state of employees that is pleasurable and pride because of positive appraisal of the job that he or she has done (Locke and Latahn, 1990, 248). A more recent source Wicker (2011) in his book provides a more formal definition of job satisfaction and states that job satisfaction can be defined as a sense of inner fulfilment and having pride in achieving the expected outcomes by doing a task and job (Wicker, 2011, 3).

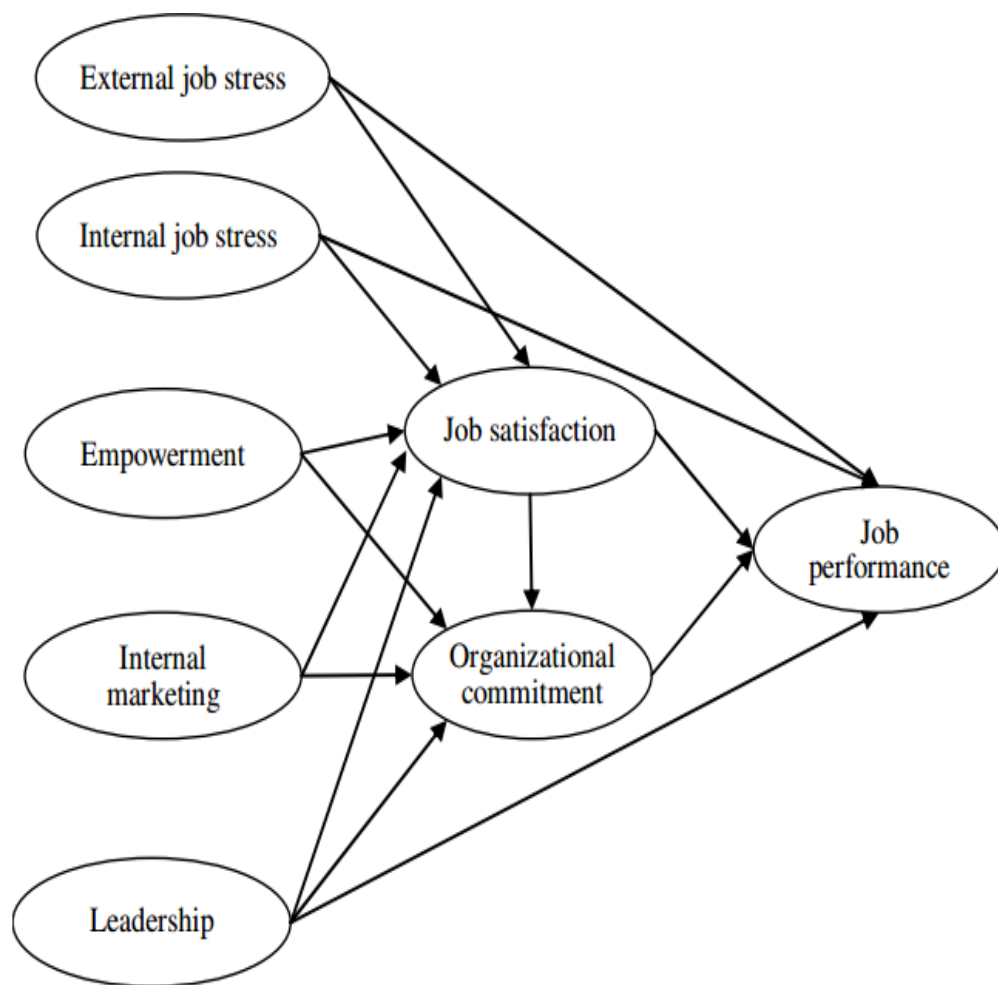
2.7 Job Performance

According to Kane and Lawler (1976) job performance is the record related to the results after practicing a job for a given period of time (Kane and Lawler, 1976, 111). Schermerhorn (1989) provides the definition of job performance and asserts that job performance can be defined as the quality and quantity that are attained by individual employees or group of employees after completing a given task (Schermerhorn, 1989, 14). After a given a period of time such as time period of probation measurement factors related to the job performance of employees can be considered as criterion to get promotions, to get the adjustment done in wages (increase on the basis of positive performance and decrease in case of negative performance) and to get rewards, punishments and evaluations (Ming, Ching and Chang, 2010, 4120).

2.8 Satisfaction and Performance of Employees

One of the major tasks of the human resource managers is to make sure the workplace motivation for employees. To keep the employees satisfied with their jobs and tasks they do the core function of human resource manager is to provide assistance to the general managers. If employees of an organisation are not satisfied then they would fail to perform according to the expected norms and expected level. In hospitality industry, specifically in developed countries such as UK and USA the high employee turnover can be observed as a result of workplace dissatisfaction and poor performance. A Hotel and Catering Training Organisation in UK mention that employee turnover remains high among women employees as compared to the male employees. It is also mentioned by this organisation that the hotel and catering industry in UK on an average has to bear the cost of around 430 million pounds every year because of employees' turnover (Lucas, 2005, 15).

Research of Rafiq and Ahmed (2000), Ahmed Et al (2003), Bass and Avolio (1997), Spreitzer (1995), Blau (1994), and Leed et al (2006), express five major factors that affect job satisfaction. These factors are external job stress, internal job stress, empowerment, internal marketing and leadership (Rafiq and Ahmed, 2000; Ahmed Et al, 2003; Bass and Avolio, 1997; Spreitzer, 1995; Blau, 1994; Leed et al, 2006). How these factors affect job satisfaction can best be described in the form of following diagram:



Constructs	Definitions	Source
Internal marketing	Employees' evaluation on reward system, internal communication, training and development.	Rafiq and Ahmed (1993) Ahmed et al. (2003)
	Leadership is divided into transformational and transactional leadership and are defined thus:	
Leadership	(1) Transformational leadership: In order to meet employees' demands, leaders care and encourage employees, including ideal traits, ideal behavior, encouragement of inspiration, stimulation of wisdom and individual care. (2) Transactional leadership: the relationship between leaders and subordinates is based on exchange, mutual benefit, fairness degree of contribution and return, including contingent rewards and active and passive exceptional management.	Bass and Avolio (1997)
Empowerment	Managers empower employees to make daily decisions. It is the degree of employees' perceived empowerment, including meaning, ability, self-decision-making and influence.	Spreitzer (1995)
Job stress	Incompatibility between individual ability and environment. It includes external job stress (such as workload, performance stress and job objective loads) and internal job stress (including lack of participation in job decision-making, without supervisory support, health advantages after changing jobs and tension).	Blau (1994)
Organizational commitment	A person identifies with the organizational goals and values and internalizes them to show positive and active intention, including effort commitment, value commitment and retention commitment.	Porter et al. (1974), Brooke et al. (1988)
Job performance	Degrees (including efficiency, efficacy and quality) of employees' accomplishment of organizational goals.	Borman and Motowidlo (1993); Shore and Thornton III (1986) Lee et al. (1999)

CHAPTER 3: METHODOLOGY

Research methodology is the road map that acts as the itinerary for researcher to accomplish the goals in the journey of research. The following part describes the research methodology that is used in this study to accomplish the aims of the research.

3.1 Research Design

In order to obtain the answers related to the research questions that are developed for this study and to test the developed hypotheses the research design provides a guide and an overall plan to the researcher. The process of designing the research for this study is done by adopting the approach of “step by step.” This means that first of all research method is selected, then research technique is designed then the sampling size and sampling method is selected and in the last step data analysis technique is described. All these steps are guided by the design of the research that is adopted. The nature of research design indicates the nature of the research and also lays down the structure of the research (Flick, 2002, 12). In order to make this research study authenticate and in order to get the accurate results related to the research questions that are developed for this study the process of research design is also done for this study. The research design that is used in this research is of primary research.

3.1.1 Primary Research

When already existing data or secondary survey do not provide enough and substantial information then the primary research is conducted to get the answers of the research question. A primary research is a research design in which data is collected, analysed and interoperated by adopting a particular approach for a particular purpose. Most common methods that lie under the

umbrella of primary research include interviews, experiments, direct observations and surveys (Turabian, 2006, 68).

3.2 Research Approach

The research approach that involved qualitative approach according to Monique, Inge and Ajay, they said is an approach in which researcher adopts various technique so that ideas, opinions and experiences in an in-depth way. By adopting this approach a researcher can explore ideas and experiences related to the issue that is to be explored through research (Monique, Inge and Ajay, 2010, 91).

3.2.1 Mixed Research Method

In mixed research method the study is based on mixed methodology, i.e. both qualitative and quantitative research technique. It is the third most significant type of research method. The mixed research methodology provides most reliable results. However, for this study, the quantitative research was employed to explore the relationship between the factors of work stress and factors of motivation in employees of hospitality industry.

In this study, I have used survey method as quantitative research tool. The statistics and numbers have summarised the behaviour and attitude of the targeted population that has been surveyed. In the survey, questionnaires have been filled by the participants. With the help of these questionnaires I have gathered the quantitative data. Furthermore, I have used statistical tools for the determination of factors of work stress and motivations for employees in Hospitality industry.

3.3 Research Technique

There are two techniques that could be used. The interview and questionnaire survey. Usually the technique of research interview is used to get the answers of research questions whereas; the technique of questionnaire survey is used to accept or reject the developed hypotheses.

3.3.1 Interview

The type of interview used for a research study is usually an in-depth interview. This will involve interviews with participants who have lived a personal experience that improve the knowledge on aspects of the research. A trained interviewer uses an established list of open questions for the most part that will be asked to investigate the research questions from the respondent. The in-depth interview gives the respondent a lot of latitude to express their views. Interviews typically last 15 to 40 minutes, sometimes longer, depending on the participant's interest in the subject. This technique allows the researcher to obtain detailed descriptions of individual experiences (May, 2001, 114).

3.3.2 Questionnaire Survey

The research instrument that would be used in this research paper to gather information is the questionnaire which is quantitative research. Questionnaire is one of the best ways to gather information. Plethora of information can be gathered through the usage of questionnaire. Getting questionnaires filled up provides good and timely information in a very low cost. Questions can cover almost all the psychographic details excluding the ones that require extensive reasoning. However, questionnaires fail to allow much of the suggestions and opinions that a participant

may want to provide including the tone of answer, body language, etc. The questionnaires would be filled by employees.

3.4 Sampling

Sampling is the first and foremost step when we begin the process of practical research. One of the most crucial aspects of sampling is to find out all those people who can provide correct and accurate impetus and information through which stated and developed research h questions can be answered (Fals, 2009, 124). Therefore, it can be inferred that sampling is a process through which it is determined which part of the population must be investigated to get impetus about the population.

3.4.1 Sampling Method

Random sampling is selecting a sample of size n from a population of N units. Each element has an equal probability of inclusion. Random sampling is simple and easy to understand. It has quick calculation of means and variances. It is based on statistical theory, and therefore there are software packages for analyze the data. In simple random sampling (SRS), each member of a population has an equal chance of being included within the sample. Each combination of members of the public also has an equal chance to compose the sample. These two properties are what define a simple random sampling (Fals, 2009, 124).

3.4.2 Sampling Size

The sample size for the survey is 40. Questionnaires were distributed to 40 employees of the hotels (A,B,C,and D) that took part in the survey. Reasonable number of participants for the study provided timely response to the questionnaire.

3.5 Data Analysis

Two methods are employed for the analysis of data in this research. The technique of frequency distribution and Pearson correlation was used.

With the help of frequency distribution it can be predicted that how many people or what percentage of people support or are in favour of a particular idea. A mammoth amount of information can be gathered through research. In order to reach a conclusion on the basis of the information that is revealed with the help of research it is imperative that the gathered information should be expressed in a reflective and summarized way. This purpose can be achieved through frequency distribution as this process helps in categorizing of data. The organization of data and information that is gathered through research is important because it makes the data useful and helps in predicting trends and patterns. On the basis of similar and changing trends a researcher can predict a logical conclusion (May, 2001, 116). One way through which data can be organized is to classify the data in different categories and classes. Once the classification or categorization is done then the next step is counting that how many observations lay within each category. The process of categorization and observation of a given data is known as frequency distribution. The actual number of observations that are falling within each interval or the percentage of observations can be predicted with the help of frequency distribution. Thus, this posits that frequency related to a particular observation is the

number of times that it emerges or repeated from the data. The value profile of the observation is the distribution of variable. The representation of the frequency distribution is done with the help of tables, histograms or frequency polygons (Glaser & Strauss, 2007, 20).

Another technique that is used in this research for questionnaire survey is of Pearson Correlation method. Pearson correlation techniques measure the relationship between the two variables (Pearson, 2007, 19). For this research, relationship is determined between job stress and employees' performance and motivational factor and employees' performance. With the help of Pearson correlation techniques three elements are measures. These three elements are nature, strength and significance. The nature entails whether there is a positive or negative between the variable (first variable: job stress and employees' performance, second variable: motivational factors and employees' performance). The second element that is measured is the strength of the relationship. This means it depicts whether there is a strong or weak relationship between the two variables. By measuring the strength it is revealed that whether job stress is strongly or weakly related to the performance of employees and motivational factors are strongly or weakly related to the employees' performance. The third element that is measured is of no significance to the relationship.

3.6 Literature Search Strategy

In order to perform the literature review several books, journals, research papers and online sources would be reviewed. The sources to gather information would include books collected from libraries, newspapers, research papers published in journals and some online sources. Thus, this implies that the literature review would be based on secondary data

collection. Different online libraries that would be concerned for literature review include: Questia library, Ebsco Host, Proquest and Phoenix.

CHAPTER 4: ANALYSIS AND DISCUSSION

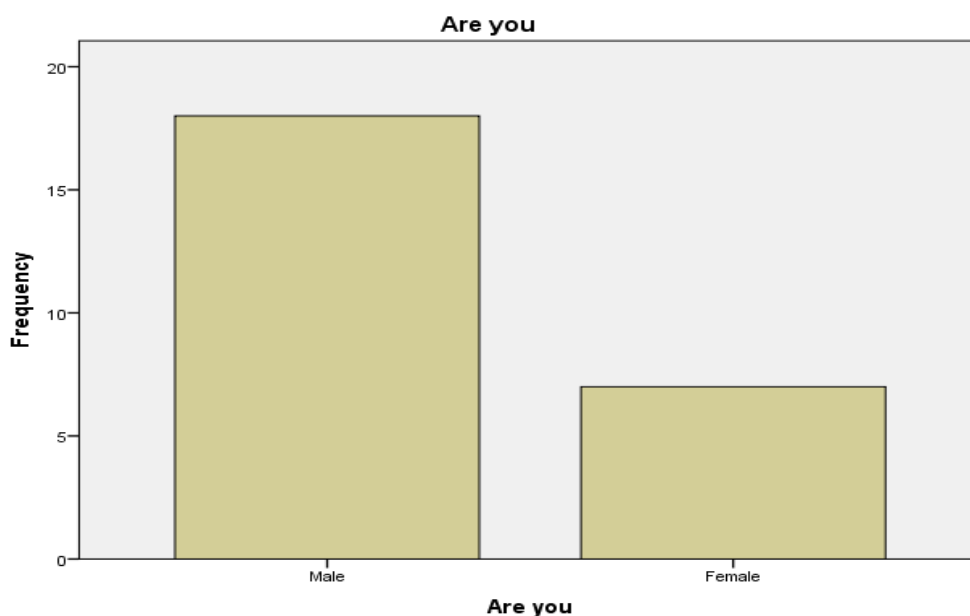
The fourth chapter of the study presents the data that has been collected by the researcher using the quantitative research method.. The researcher conducted survey questionnaire. Questionnaire has been conducted with employees at four popular hotels (A,B,C and D) in Dublin area. The participants of the study have been selected by the researcher using purposive sampling method and a total of 25 employees have been selected by the researcher. All the participant are participating on their own will and no participant have been forced for any sort of contribution. This chapter of the study, at first, presents the data that has been collected from the participants and later it will be thoroughly analyzed by the researcher using the right data analysis technique. As the collected data was quantifiable therefore, statistical tool SPSS has been used by the researcher to thoroughly analyze the collected data to drive the best outcomes for the study.

4.1 Participants Demographics

Using the purposive sampling method, the researcher selected 25 employees . The demographics of the selected participants are as following:

Are you

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	18	72.0	72.0	72.0
Valid Female	7	28.0	28.0	100.0
Total	25	100.0	100.0	

Table 1- Participants Gender**Figure 1- Participants Gender**

The above table illustrates the gender of the selected participants. Using the purposive sampling technique 25 participants have been selected out of which 18 participants are male and 7 participants are female. This clearly indicates that male participants were more in number in comparison to female participants.

How long have you been working with your organization?

	Frequency	Percent	Valid Percent	Cumulative Percent
0-2years	1	4.0	4.0	4.0
Valid 3-4years	7	28.0	28.0	32.0
5-6years	11	44.0	44.0	76.0

7-8years	2	8.0	8.0	84.0
9-10years	2	8.0	8.0	92.0
11years and over	2	8.0	8.0	100.0
Total	25	100.0	100.0	

Table 2- How long have you been working with your organization?



Figure 2- How long have you been working with your organization?

The above table elucidates the duration for which the selected employees have been working in their respective organization. Out of the selected 25 participants, around 11 participants have the experience of working with for 5-6 years. 7 participants have relation with this organizations for around 3-4 years. However, 2 participants have been working for 7-8 years, another 2 participants have been working for 9-10 years, further 2 more participant have relation for 11years and over. Only 1 participant has experience of working for 0-2years. This

evidently states that most of the selected participants have long working experience with their respective organizations.

4.2 Job Motivation Analysis

The participants of the study have been approached by the researcher to determine their job motivation level. Responses of the selected participants are as following:

What motivates you most at work?

	Frequency	Percent	Valid Percent	Cumulative Percent
Monetary compensation	16	64.0	64.0	64.0
Valid Challenging and meaningful work	6	24.0	24.0	88.0
Good bosses	3	12.0	12.0	100.0
Total	25	100.0	100.0	

Table 3- What motivates you most at work?



Figure 3- What motivates you most at work?

In this above table the researcher intended to determine the factor that motivates the employees most at work. Out of the selected 25 participants, around 16 participants indicated that monetary compensation is the most influential factor that motivates them at work. Monetary compensations are generally provided to people in exchange of the performed roles and responsibilities. However, 6 participants also noted that challenging and meaningful work also motivates them at work. Similarly, 3 participants reflected that good bosses are the most prominent factor that motivates them at work. Hence, from the responses of the selected participants it is estimated that monetary compensation is the most dominant factor that motivates people at work.

What de-motivates you most at work?

	Frequency	Percent	Valid Percent	Cumulative Percent
Monetary compensation	9	36.0	36.0	36.0
Challenging and meaningful work	10	40.0	40.0	76.0
Valid Good bosses	4	16.0	16.0	92.0
Opportunity for learning and development	2	8.0	8.0	100.0
Total	25	100.0	100.0	

Table 4- What de-motivates you most at work?

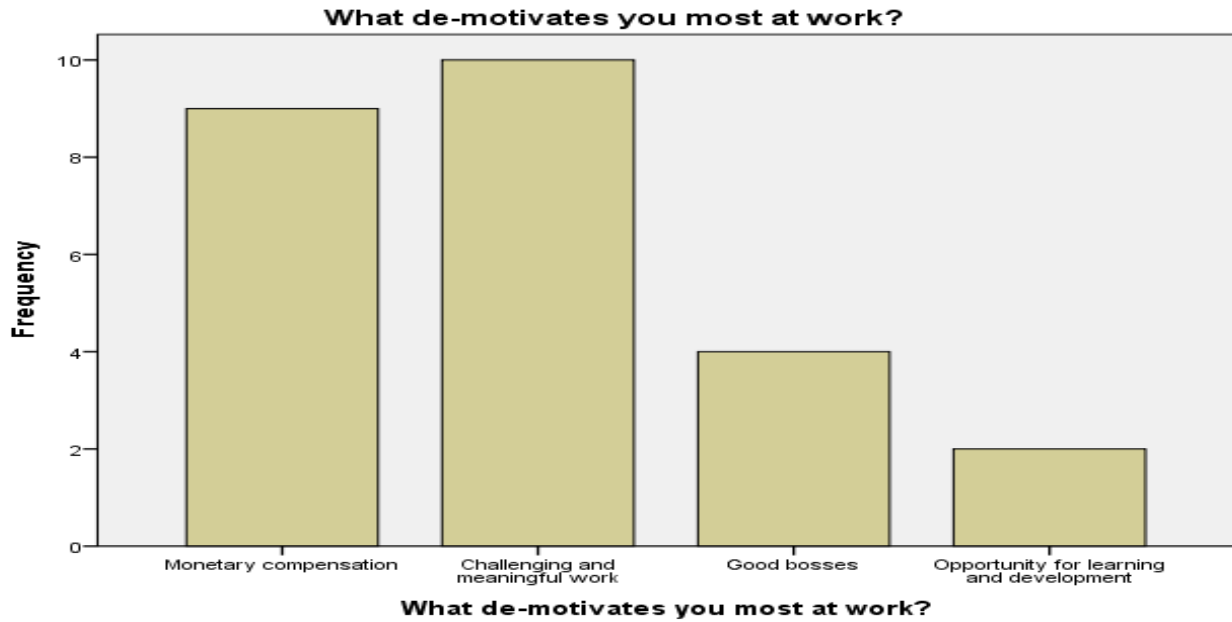


Figure 4- What de-motivates you most at work?

The researcher also intended to ask the selected participants the factor that de-motivates them at work. Upon survey, 10 participants asserted that challenging and meaningful work at times de-motivates them. 9 participants also noted that monetary compensation also to some extent de-motivates them. By monetary compensation the researcher meant when the compensation to the employees are not provided according to their assigned roles and responsibilities. Similarly, 4 participants also elucidated that good bosses also de-motives them. Good bosses are sometimes good to some. The participant here insists upon equality. Moreover, 2 participants also noted that opportunity for learning and development also results in de-motivation. With this the researcher meant when adequate opportunities for learning and development are not provided to them this leads to de-motivation. Therefore, from the responses of the selected participants it is evident that challenging and meaningful work is the most influential factor that de-motivates employees.

How does your organization reward employee?

	Frequency	Percent	Valid Percent	Cumulative Percent
Giving prizes	4	16.0	16.0	16.0
receiving Valid incentive	10	40.0	40.0	56.0
open recognition	11	44.0	44.0	100.0
Total	25	100.0	100.0	

Table 5- How does your organization reward employee?



Figure 5- How does your organization reward employee?

The above table illustrates the responses of the participant when they were asked to indicate the method with which their organization rewards their employees. From the responses the researcher acquired that around 11 participants noted that their organization provides rewards to their employees via open recognition. However, 10 participants noted that usually their organization provide employees with rewards via receiving incentive. This is a very motivating

factor and enhances the job performance of the individuals. Moreover, 4 participants also stated that giving prizes to the selected employees is the reward system that their organization follows. Thus, from the responses of the selected participants it is apparent that at the four hotels most of the employees get rewards via open recognition.

4.3 Job Satisfaction Analysis

The researcher in this study also conducted the survey to ascertain the level of job satisfaction of employees. The responses of the selected participant regarding job satisfaction are as following:

Are you satisfied with your present job?

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	15	60.0	60.0	60.0
No	8	32.0	32.0	92.0
Valid Not always	2	8.0	8.0	100.0
Total	25	100.0	100.0	

Table 6 - Are you satisfied with your present job?



Figure 6- Are you satisfied with your present job?

The above table illustrates the responses of the participants when they were inquired by the researcher regarding their satisfaction with their present job. Upon survey around, 15 participants agreed that they are satisfied with their present job. Moreover, 8 participants disagreed with mentioned connotation. However, 2 participants noted that their present job is not satisfactory always. Hence, from the responses of the selected participants it is anticipated that most of the employees at the hotels are satisfied with their jobs.

Which of these factors affect your level of job satisfaction?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Salary	4	16.0	16.0	16.0
benefits	9	36.0	36.0	52.0

job security	9	36.0	36.0	88.0
working conditions	2	8.0	8.0	96.0
social relationship	1	4.0	4.0	100.0
Total	25	100.0	100.0	

Table 7- Which of these factors affect your level of job satisfaction?

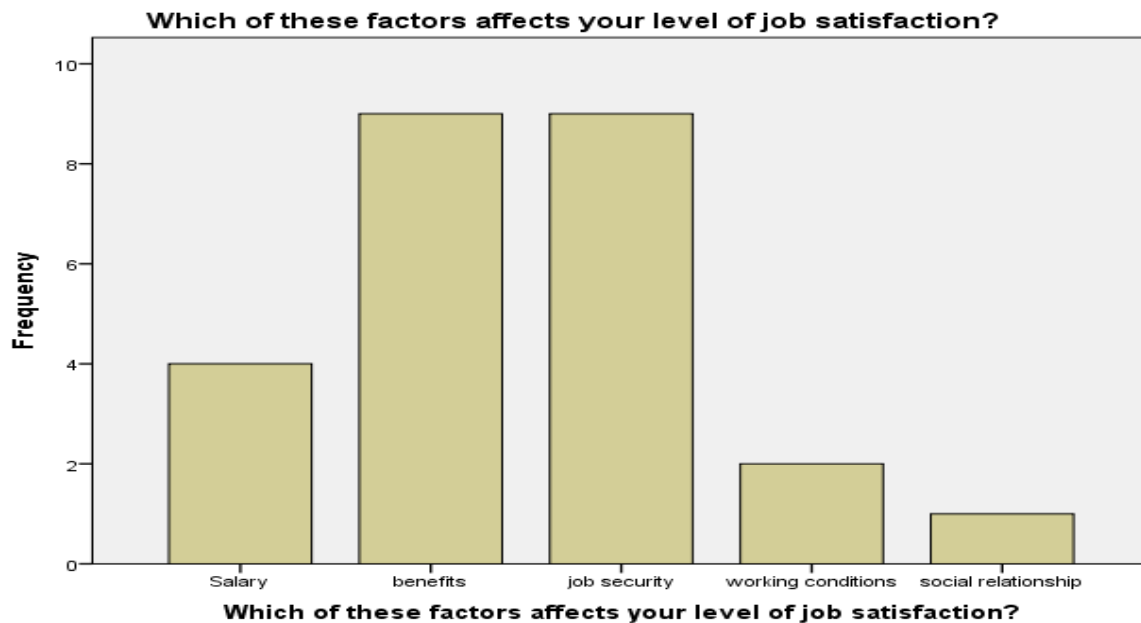


Figure 7- Which of these factors affect your level of job satisfaction?

The researcher further in this above mentioned tables investigated the selected participants regarding the factor that affect their level of job satisfaction. Upon survey, around 9 participants noted that benefits are the most important factor that affects the employee job satisfaction level. Moreover, 9 participants also agreed that job security is also a very important factor that affects level of job satisfaction. However, 4 participants also stated that salary is also another very significant factor. 2 participants reflected that working conditions somehow also

affects employee satisfaction level. Only 1 participant noted that job satisfaction is also affected by social relationship. Therefore, from the responses of the selected participants it is estimated that most of the participant's job satisfaction level is affected by job security and benefits.

Which of these factors allow you to derive pleasure in your job?

	Frequency	Percent	Valid Percent	Cumulative Percent
Availability of power and status	11	44.0	44.0	44.0
Valid pay satisfaction	9	36.0	36.0	80.0
promotion opportunity	5	20.0	20.0	100.0
Total	25	100.0	100.0	

Table 8- Which of these factors allow you to derive pleasure in your job?

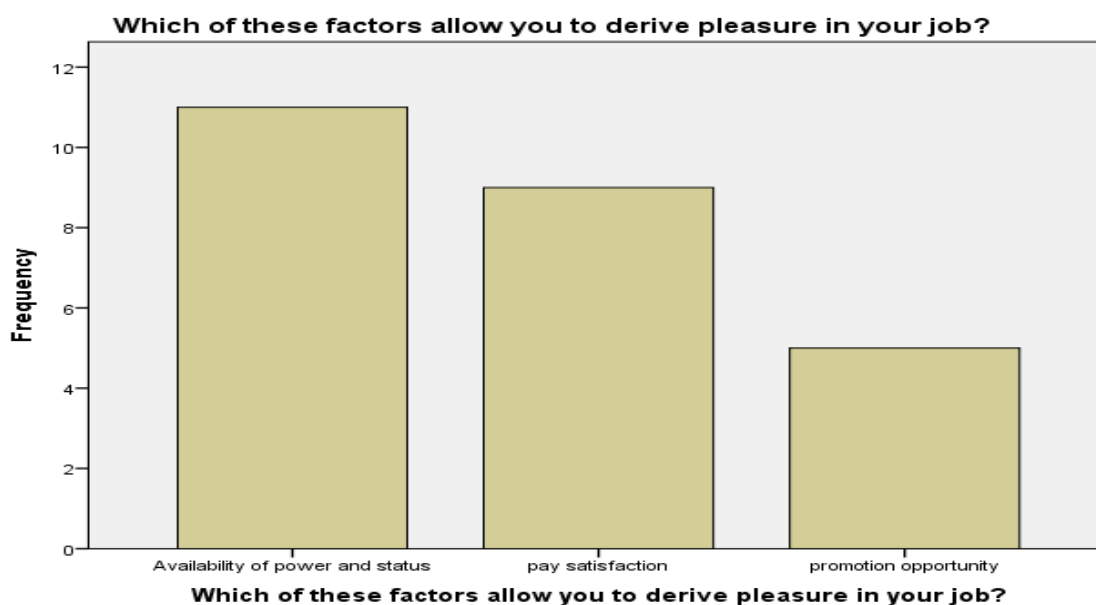


Figure 8- Which of these factors allow you to derive pleasure in your job?

The above table illustrates the responses of the selected participants when they were asked to indicate the factor that allows them to derive pleasure in their job. Upon survey, around 11 participants noted that availability of power and status is the main factor that allows them to derive pleasure in their job. 9 participants also noted that pay satisfaction is the most significant factor that allows them to derive pleasure in their job. Only 5 participants indicated that promotion opportunity is the most crucial factor that derives pleasure in their job. Hence, from the responses of the selected participants it is estimated that most significant factor that derive pleasure in employee's job is availability of power and status.

Which of these external factors add value to your job?

	Frequency	Percent	Valid Percent	Cumulative Percent
Physical work	7	28.0	28.0	28.0
promotion conditions	8	32.0	32.0	60.0
relationships with superiors and co-	6	24.0	24.0	84.0
Valid workers creativity	3	12.0	12.0	96.0
organizational structure and culture	1	4.0	4.0	100.0
Total	25	100.0	100.0	

Table 9- Which of these external factors add value to your job?

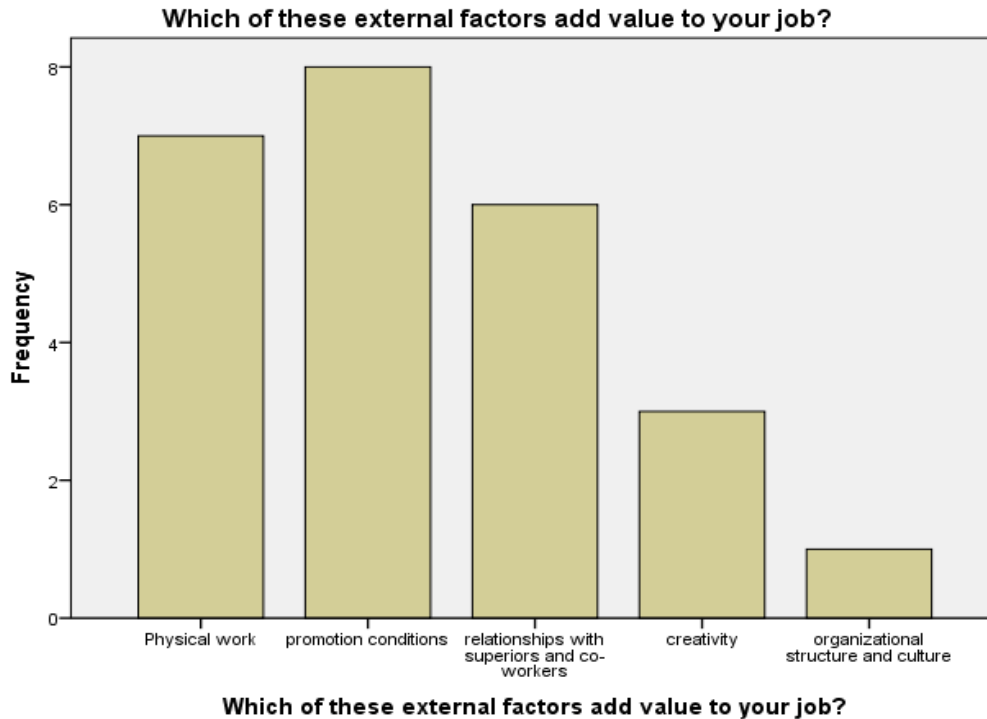


Figure 9- Which of these external factors add value to your job?

The above table illustrates the responses of the selected participants when they were asked regarding the external factors that add value to their job. Out of the selected 25 participants around 8 participants noted that promotion conditions add value to their job and is therefore the most significant external factor. Moreover, 7 participants reflected that physical work is also important external factors that add value to the assigned job. 6 out of 25 participants also believe that relationship with supervisor and coworkers also add value to work. Similarly, 3 participants also noted that creativity also adds value to their work. Only 1 participant stated that organizational structure and culture also adds values. Hence, from the responses of the participants it is believed that promotion conditions significantly add value to their work.

Which of these internal factors affect your performance at work?

	Frequency	Percent	Valid Percent	Cumulative Percent
length of service	1	4.0	4.0	4.0
educational level	5	20.0	20.0	24.0
Valid personality traits and incentive	8	32.0	32.0	56.0
knowledge and skill	11	44.0	44.0	100.0
Total	25	100.0	100.0	

Table 10- Which of these internal factors affect your performance at work?

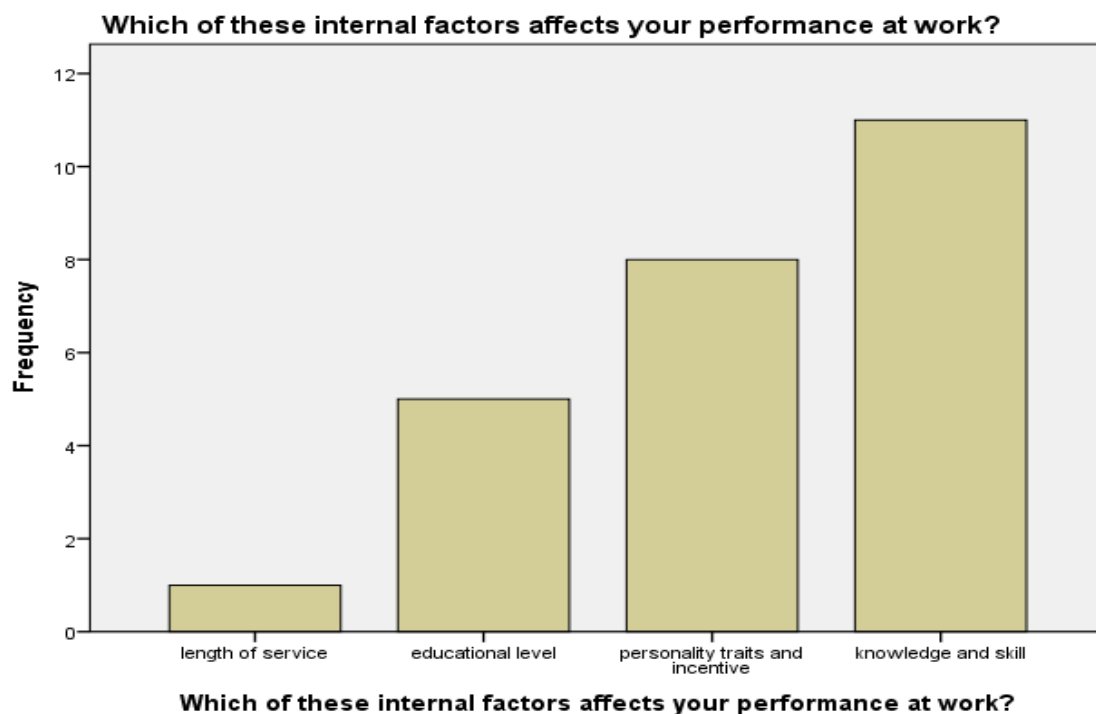


Figure 10- Which of these internal factors affect your performance at work?

The above table represents the internal factors that affect the performance of employees at work. From the responses of the selected participants the researcher acquired that 11 participants believed that knowledge and skill is the most significant factor that affect employee performance. However, 8 participants also believed that personality traits and incentive also affect employee performance at work. Hence, from the responses it is anticipated that knowledge and skill is the most significant internal factor that affect employee performance at work.

Which of these factors lead to your dissatisfaction at work?

	Frequency	Percent	Valid Percent	Cumulative Percent
administrative practices	4	16.0	16.0	16.0
organizational policies	9	36.0	36.0	52.0
Valid job position	8	32.0	32.0	84.0
payment level	4	16.0	16.0	100.0
Total	25	100.0	100.0	

Table 11- Which of these factors lead to your dissatisfaction at work?

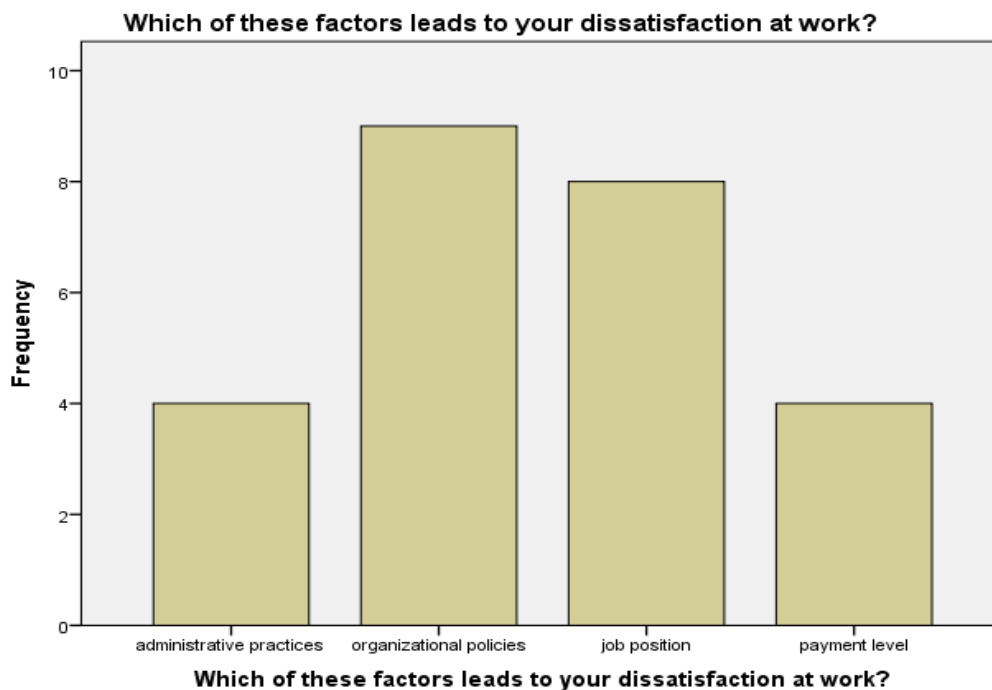


Figure 11- Which of these factors lead to your dissatisfaction at work?

In this above mentioned question, the researcher intended to ask the selected participants regarding the factors that lead to dissatisfaction at work. Upon survey, the researcher acquired that out of the selected 25 participants, 9 participants believe that organizational policies is the most influential factor that lead to dissatisfaction. 8 participants also stated that job position at times also result in dissatisfaction with work. Therefore, from the responses of the selected participants it is believed that organizational policies generally lead to dissatisfaction at work.

4.4 Job Performance Analysis

The researcher in this study also conducted the survey to determine the responses of the selected participants regarding their overall job performance. The responses of the selected participants are as following:

47

Does the organizational policy and procedure enhance your performance?

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	18	72.0	72.0	72.0
Valid No	7	28.0	28.0	100.0
Total	25	100.0	100.0	

Table 12- Does the organizational policy and procedure enhances your performance?

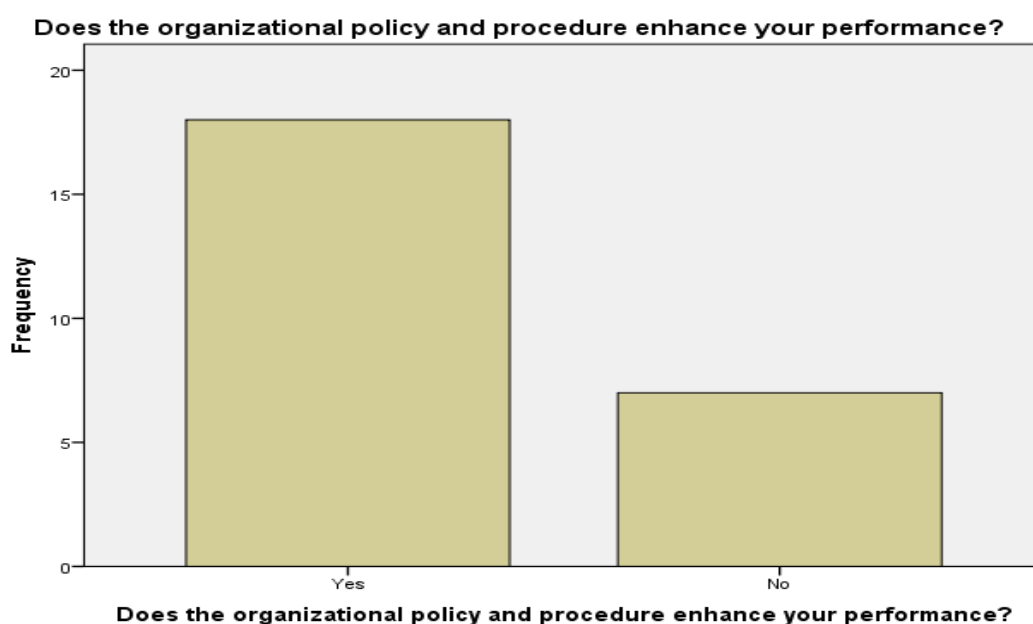


Figure 12- Does the organizational policy and procedure enhances your performance?

The above table elucidates the responses of the selected participants when they were inquired whether organizational policy and procedure enhances their performance. Upon survey, 18 participants agreed that organizational policy and procedure enhances their performance. However, 7 participants did not agree to the connotation and did not believe that organizational policy and procedures have an effect to performance. Therefore, from the responses it is estimated that most of the participants believed that organizational policy and procedures has a direct affect on employee performance.



	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Every month	2	8.0	8.0	8.0
once every three months	5	20.0	20.0	28.0
every six months	11	44.0	44.0	72.0
once a year	7	28.0	28.0	100.0
Total	25	100.0	100.0	

Table 13- At what interval does your organization conduct performance appraisal?



Figure 13- At what interval does your organization conduct performance appraisal?

The above table illustrates the responses of the selected participants when they were asked at what interval does their organization conduct performance appraisal. Upon survey, the researcher acquired that around 11 participants believed that performance appraisal is conducted

in their organization every six months. Similarly, 7 participants believe that performance appraisal is conducted in their organization every year once. However, 5 participants noted that appraisal system is done in their organization every three months. Only 2 participants stated that appraisal is developed in their organization every month. Therefore, from the responses of the participants it is estimated that generally performance appraisal is conducted every six months in the hotels surveyed.



How would you analyze your overall job performance?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Excellent	3	12.0	12.0	12.0
Good	7	28.0	28.0	40.0
Satisfactory	10	40.0	40.0	80.0
Dissatisfactory	5	20.0	20.0	100.0
Total	25	100.0	100.0	

Table 14 - How would you analyze your overall job performance?

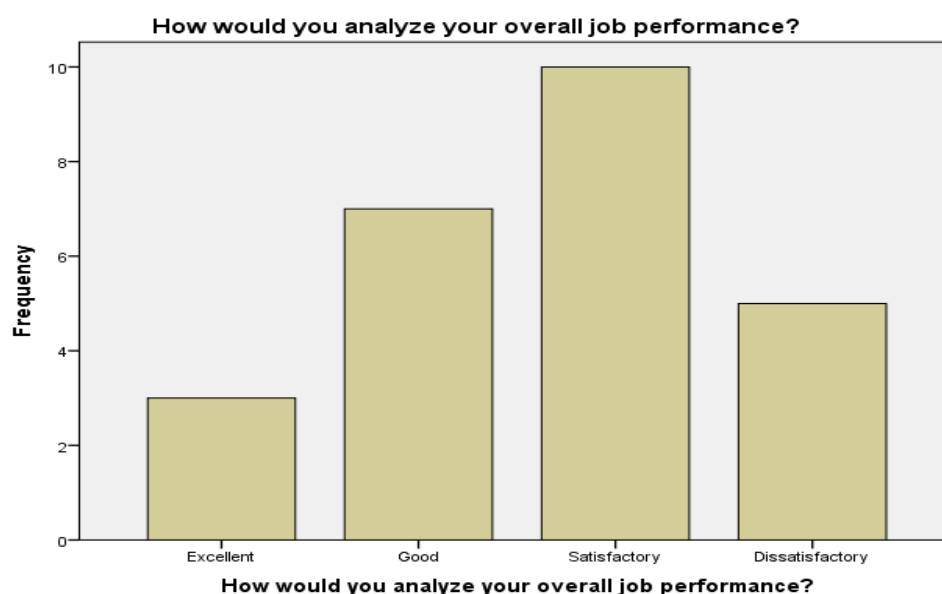


Figure 14- How would you analyze your overall job performance?

The above table illustrates the responses of the participants when they were inquired how they will analyze their job performance. From the responses the researcher acquired that 10 participants believe their performance at work is satisfactory. However, 7 participants stated that their performance is good at work. 5 participants were only dissatisfied with their job performance. Thus, from the responses it is estimated that most of the participants have satisfactory job performance.

□

How will you rate your contribution to the overall goal of the organization in terms of efficiency?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid High	7	28.0	28.0	28.0
average	9	36.0	36.0	64.0
low	9	36.0	36.0	100.0
Total	25	100.0	100.0	

□

Table 15- How will you rate your contribution to the overall goal of the organization in terms of efficiency?



Figure 15- How will you rate your contribution to the overall goal of the organization in terms of efficiency?

The researcher in this question asked the selected participants to rate their contribution to the overall goal of the organization in terms of efficiency. Upon survey, around 9 participants rated their contribution average. However, another set of 9 participants also rated their contribution low. Only 7 participants rated their contribution high. Thus, from the responses of the selected participants it is believed that most participants had average contribution to the overall goal of the organization in terms of efficiency.

✚

I receive reward in term of bonus for the job well done?

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	2	8.0	8.0	8.0
No	8	32.0	32.0	40.0
Valid Not always	15	60.0	60.0	100.0
Total	25	100.0	100.0	

Table 16- I receive reward in term of bonus for the job well done?

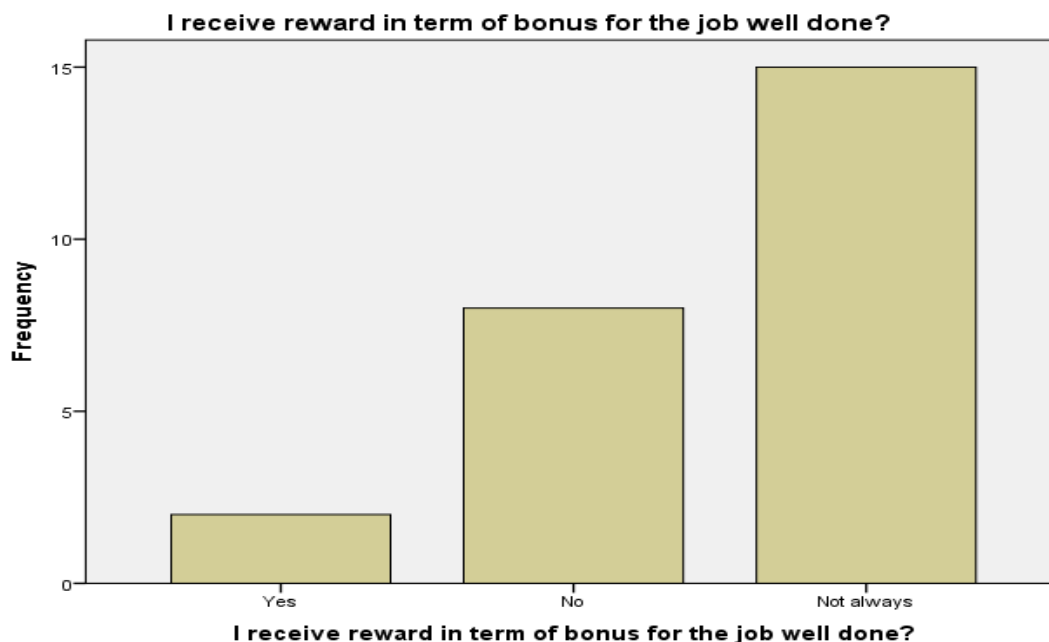


Figure 16- I receive reward in term of bonus for the job well done?

From the response of the participant in this survey question it is noted 15 participants believe that they do not receive rewards in return for the job done well. 8 participants also disagreed that they do not get rewards for the jobs done well. However, only 2 participants believe that they get rewards for the job done well. Hence, from the responses of the selected participants it is estimated that most of the employees do not get rewards in return for the jobs done.

Have there been previous complaints regarding your performance?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Once a while	18	72.0	72.0	72.0
Never	7	28.0	28.0	100.0
Total	25	100.0	100.0	

Table 17 - Have there been previous complaints regarding your performance

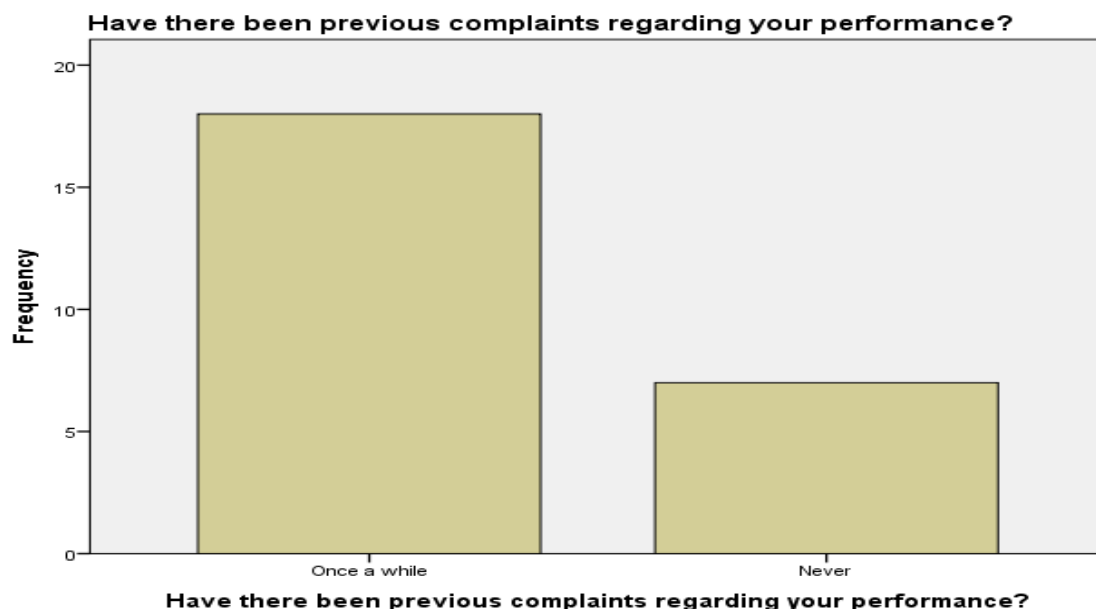


Figure 17 - Have there been previous complaints regarding your performance

The above table illustrates the responses of the participants when they were asked to reflect whether there have been any complaints regarding their performance previously. Out of the selected 25 participants 18 participants believe that once a while there has been a complaint about them. However, 7 participants believe that there have never been any complaints about their performance. Hence, from the responses of the selected participants it is estimated that once a while there has been any complaint regarding employee performance.



Purpose of conducting a performance appraisal is to achieve a purpose like solving performance problems and setting goals, are these purpose been met so far

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	15	60.0	60.0	60.0
Valid No	10	40.0	40.0	100.0
Total	25	100.0	100.0	

Table 18 - Purpose of conducting a performance appraisal

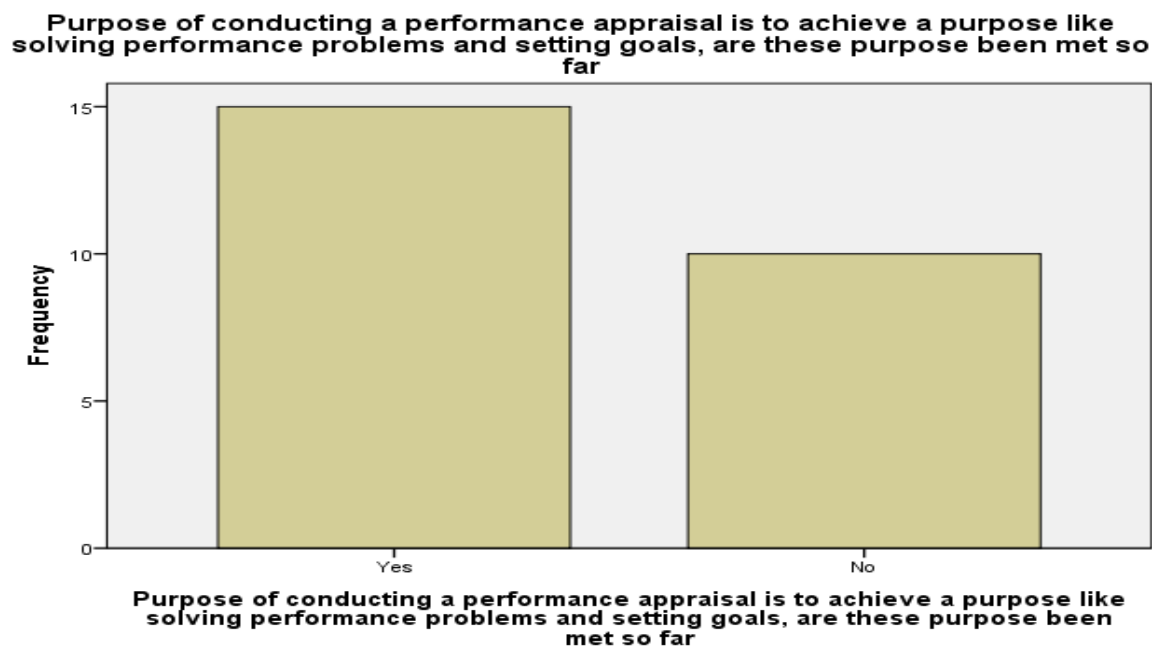


Figure 18- Purpose of conducting a performance appraisal

The above table illustrates the responses of the selected participants when they were asked to reflect the purpose of conducting a performance appraisal. Out of the selected 25 participants, 15 participants agreed that performance appraisal is to achieve a purpose like solving performance problems and setting goals. However, only 10 participants disagreed with the mentioned connotation. Hence, from the responses it is noted that at the hotels in question the purpose of conducting a performance appraisal is to achieve a purpose like solving performance problems and setting goals and these goals are met so far.

4.5 Job Stress Analysis

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	13	52.0	52.0	52.0
Valid Not always	7	28.0	28.0	80.0
Never	5	20.0	20.0	100.0
Total	25	100.0	100.0	

Table 19- stress at work



Figure 19- stress at work

From the responses of the participants it is believed that 13 participants believe that they feel stress when they are at work. However, 7 participants noted that they not always feel the stress at work. However, only 5 participants stated that they never feel the stress at work. Thus, it is estimated that most of the employees feel the stress at work.



Which of these factors causes stress for you while at work?

	Frequency	Percent	Valid Percent	Cumulative Percent
Job timings	7	28.0	28.0	28.0
work load	9	36.0	36.0	64.0
Valid number of employees verses load	9	36.0	36.0	100.0
Total	25	100.0	100.0	

Table 20- Which of these factors cause stress for you while at work?



Figure 20- Which of these factors cause stress for you while at work?

The researcher in this above question asked the participant to indicate the factors that cause stress for the employees for a while at work. From the responses it has been examined that 9 participants believe workload cause stress for employees at work. 9 participants also reflected that number of employees verses load also cause stress. Only 7 participants believe that job timings cause stress. Hence, from the responses of the selected participants it is noted that the most significant factor that cause stress is work load and number of employees versus load.



What action do you take when you are stressed at work?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Take a break	16	64.0	64.0	64.0
reduce the hour worked	8	32.0	32.0	96.0
Go for a work(leisure)	1	4.0	4.0	100.0
Total	25	100.0	100.0	

Table 21- What action do you take when you are stressed at work?



Figure 21- What action do you take when you are stressed at work?

The above table illustrates the responses of the selected participants when they were asked what actions they take when they are stressed at work. Out of the selected 25 participants, 16 participants reflected that they take a break to reduce their stress level. 8 participants also believe that they reduce their work hours to reduce the stress. Only 1 participant noted that they

go for leisure when they are stressed at work. Hence, from the responses it is estimated that most of the employees take a break when they are stressed.

4.6 Hypothesis Analysis



		Correlations		
		Job Motivation	Job Satisfaction	Job Performance
Job Motivation	Pearson	1	.698**	.523**
	Correlation			
	Sig. (2-tailed)			
Job Satisfaction	N	24	24	24
	Pearson			
	Correlation			
Job	Sig. (2-tailed)	.000	.000	.000
	N			
	24			
Performance	Pearson	.523**	.823**	1
	Correlation			
	Sig. (2-tailed)			
		24	24	24

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 22- Correlation of job motivation, job satisfaction and job performance

H1: There is a positive relationship between job motivation and job performance in hotel employee

The above table illustrate that there is Positive strong significant

H2: There is a positive relationship between job satisfaction and job performance in hotel employees

The above table elucidates that Positive strong significant

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.826 ^a	.682	.652	.3383990

a. Predictors: (Constant), Job Satisfaction, Job Motivation

Figure 23- Model Summary

R² and adj. R² are high, therefore the independent variables explain the dependent variable well.

ANOVA^s

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5.161	2	2.580	22.532	.000 ^b
Residual	2.405	21	.115		
Total	7.565	23			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Job Satisfaction, Job Motivation

Figure 24- ANOVAs

Sig. \F. → that model is overall significant, following shows individual significance.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.466	.181		2.572	.018
Job Motivation	-.222	.381	-.100	-.584	.566
Job Satisfaction	1.188	.229	.893	5.193	.000

a. Dependent Variable: Job Performance

Figure 25- Coefficient

Result: Job motivation do not predict job performance while job satisfaction predict job performance

CHAPTER 5: DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Discussion

Employees are the most valuable resource of the organization. Without competent employees no organization can ever succeed in the long run. For organization to succeed it is important to satisfy the needs of the internal employees to meet the expectation of the external employees. In this research the researcher focused the study to Hotels A,B,C and D. Employees of the hotels in question have been approached by the researcher to conduct the survey questionnaire. From the responses of the participant it has been found that for the employees of hotels A,B, C and D monetary compensation is the most dominant factor that motivates people at work. However, challenging and meaningful work is the most influential factor that demotivates employees. At these hotels most of the employees get rewards via open recognition.. Due to fair appraisal and compensation system most of the employees are satisfied with their jobs. The study also revealed that most of the participant's job satisfaction level is affected by job security and benefits. Most significant factor that derives pleasure in employee's job is availability of power and status. Promotion conditions significantly also add value to their work. With such promising factors employee motivated and feel committed.

Similarly, knowledge and skill is the most significant internal factor that affects employee performance at work. However, the factors that greatly dissatisfy the employees are organizational policies. Organizational policy and procedures has a direct affect on employee performance. Generally at hotels A,B, C and D performance appraisal is conducted every six months. This helps hotels A,B,C and D to continuously conduct the appraisal system and evaluate employee's performance that result in good productivity and competitiveness. As the

performance of employees is evaluated every six months therefore most of the employees at hotels A,B,C and D have satisfactory job performance. And therefore, most employees had average contribution to the overall goal of the organization in terms of efficiency. At these hotels the purpose of conducting a performance appraisal is to achieve a purpose like solving performance problems and setting goals and these goals are met so far. Thus, from the study it is estimated that job motivation and job satisfaction has a direct impact on job performance at the hotels surveyed.

Conclusion

The goal of this study was to determine how the employees job performance within the hotel industry can be improved through the reduction of job related stress and by motivating the employees. For the hotels to be successful it is necessary that the employees are satisfied with their work only then will they be able to perform in an effective manner, whilst hotel management is a tedious task and can increase dissatisfaction amongst the employees if not managed effectively.

The human resources especially within the hotel business play a crucial role in the success of the business. Within the hotel business, people are responsible for providing the service to others, thus the whole performance of the business is dependent on the performance of the employees. In this regard ensuring the employee's performance is exceptional can be considered as the most important factor to consider. In the present marketplace, where there is an influx of competition in order to remain standing in the competitive market is necessary for hotel businesses to provide the best possible services. For that matter it is critical that the employees are performing in the best way possible. According to Aksu (2005, p.945) one of the

most important variables for a hotel business are the services. Thus the employees' performance and their efficiency are factors which affect the success of the business. Employees who are performing effectively and working according to the standards established are prone to be more satisfied in their work (Ross, 2005, p.253).

The findings of this study as well as previous researches all indicate that lack of job security is considered to be one factor that impacts the employees in a negative manner, similarly low salaries are also closely associated with low motivation amongst the employees along with limited training and development opportunities, lack of growth opportunities and excessive job transfers (Cheng & Brown, 1998, p.135; Wong et al., 1999, p. 230; Zhang & Wu, 2004, p.424). According to (Brien, 2011, p.1) countless studies have been conducting regarding the intangible attributes or the also called the people component in order to increase productivity in the hotel business. The employees are the social capital for the organisation and focus on how the employees interact with others in terms of their communication, social relations, influence and trust. Thus ensuring the employees are motivated and stress free ensures that they are maximising their social capital and using it to improve their performance. Stress can easily be reduced amongst the employees by the management if they understand the reasons behind workplace stress, most employees tend to overwork because they have a fear of being laid off, excessive pressure to meet expectations however that does not increase the employee's job satisfaction it only makes them feel obligated to perform, staff cutbacks makes many employee's work overtime and that can also increase stress excessively amongst the employees. Work related stress has been identified as a major reason behind employee job dissatisfaction and high turnover. This study clearly highlights that in order for hotels to improve their performance it is

necessary to provide the employees with ease at work which ensures the employees are not under excessive stress and pressure.

Excessive work related stress and pressure are the major causes behind employees lacking motivation and dedication. Hotels and other hospitality organisations need to pay special attention over their workforce since they represent the whole hotel. Customers will form an impression regarding the hotel based on the people they interact with. Unlike other organisations management of hotels need to look after the employees since they are the ones representing the whole hotel. Customers are likely to return to hotels based on their interactions with the employees.

In summation, this study has effectively provided the readers sufficient evidence by using quantitative sources about the impact of stress on the employees motivation and job satisfaction. Excessive work related stress is bound to adversely affect the performance of the employees. Literary evidence clearly indicate that excessive work and stress contribute towards negative effects both physical and psychological (Bohle and Quinlan, 2000; Smith , p.18). Considering the nature of work within the hospitality industry stress is a common element, it is upon the management to devise means through which the stress of the employees can be reduced, otherwise the performance of the employees will continue to lack in quality.

Motivation should be used as a major tool that helps in reducing work related stress and excessive job dissatisfaction, the employees should be provided with the opportunities that they need incorporating motivation and focusing on increasing job satisfaction need to be considered in order to reduce stress and to ultimately provide the employees with a better environment to work in.

5.2 Recommendations

This study provides evidence which can be used in order to understand the importance of motivated employees within the hotel business. Even though employees from the hotel business have difficult jobs it is necessary on behalf of the management to ensure that the employees are provided with the best working conditions, where their stress is kept to the minimum. Following are the recommendations which need to be considered by hotel management in order to maintain their superior services by reducing stress amongst the employees and maintaining their job satisfaction.

- Apart from focusing on monetary incentives there are a number of other motivational factors that need to be incorporated within the practices. Praise and recognition are both known as positively influencers and thus the employees need to be praised for their work, they should be provided with additional benefits like the hotels empty rooms can be used as rewards for the employees who get to spend a day of leisure for their high performance.

- The use of guest cards can help the management in understanding the performance of the employees in a better manner, guests should be provided with cards that enable them to provide feedback about the employees they interacted with. Through this method the management will understand which employees are committed to performing well and which employees are not giving their best performance. For every guest that mentions an employee's name a bonus should be awarded. It is crucial that the management takes an active take on the performance of the employees and consistently evaluates their performance.

- Offering capacity bonuses can also be considered as motivating, during the busy season when conferences and events take place within the hotel or the city, it is generally considered that customers will return to the hotel if their experience was good. Thus capacity bonus would

be provided for all returning clients and the more customers return to the hotel the higher will be the bonus. Even though such bonuses rely on monetary gains it is necessary that the employees provide optimal quality services. Such practices will increase the motivation of the employees and will ensure that they provide the guests with the best services.

- Involving the staff can be considered as another motivating factor, many employees feel like they are not part of the hotel and they are not involved in any of the decisions taking place. Such feelings affect the morale of the employees and should therefore be changed. But holding combined meetings or events the employees will not only feel included but will also help the employees to get to know each other and bond. This will help the employees in working well with each other.

- Clearly defining growth opportunities can also help in increasing the motivation amongst the employees, if the entry level employees see no growth in the hotel they might not consider continue working with the hotel if they see no growth opportunities, therefore the management needs to make every possible effort to provide the employees with a clear understanding about the growth opportunities. It is also advisable that the hotel management should give the employees good growth opportunities, the receptionist if worthy should be considered for managerial roles if she has the required traits. Growth is a huge motivational factor and it needs to be clearly specified to the employees in order to keep them motivated and willing to perform for the hotel.

- Motivating employees through inspiration is also viewed as a positively motivating element. However inspiration comes from leadership. Thus hotels need to encourage leadership amongst the management. This form of motivation usually works when the employees begin understanding the purpose, goals and mission of the hotel. It helps them in feeling with they are a

part of a meaningful organisation. In order to inspire others it is necessary to have a clearly defined mission. The mission needs to be communicated amongst the employees and the leader needs to excite the employees to pursue that mission.

- The employees need to be motivated by using a merit system; this ensures that the employees understand the role that the employees play within the organisation. The employees will work in a more effective manner once they believe that they will be rewarded based on their hard work and commitment.

- Providing training opportunities can also be considered as a motivational factor. Since one of the factors identified as a contributor to the lack of motivation is no training opportunities. In order to be able to provide the employees with equal growth opportunities it is necessary to provide them with the chance to develop new skills and techniques. Thus training should regularly be provided in order to ensure the employee's are updated on better techniques and secondly those employees looking for career development should be provided with the opportunity to grow and develop.

- In order to cope with stress within the workplace it is necessary for the management to keep on the lookout for any signs indicating that the employees are being pressurised into too much work. Management needs to take remedial action immediately work should be delegated appropriately ensuring that no one is being excessively burdened. Employees should be provided with breaks and holidays on a regular basis. This can also increase in the employee satisfaction and motivation.

- Employees should not be encouraged to spend excessive overtime working instead they should be allowed to go home at a reasonable time.

- There should be a proper work schedule for all the employees specifying clearly their work shifts and hours, in this manner there won't be any confusion regarding work hours secondly any staff shortcomings can be identified in advance and dealt with accordingly.

- Management should be willing to compromise, if the employees are unable to come into work due to illnesses or other reasons the employees should be comfortable enough to discuss their issues with the management and they should be encouraged to take the time off. If the management is willing to understand the problem of the employees will feel like they are a part of the organisation.

- In order to keep the employees motivated the management should offer them better working opportunities, new challenges, better techniques and development opportunities.

Management needs to provide the employees with the right incentives both monetary and non monetary.

5.3 Recommendations for future studies

This study has laid the foundation regarding the issue of excessive work related stress and how motivation and job satisfaction can be considered in order to help the employees in reducing their stress in the hospitality industry. There is still a great need to understand means through which employees can be motivated and satisfied while ensuring that they are not stressed while working in a hotel.

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APPENDIX

QUESTIONNAIRE

Project Topic: Effect of job stress and motivation on performance of employees

My name is Adebimpe Olaniyi studying Human Resources Management honours degree at National College of Ireland. I am writing a project on the above topic and this project is part of my course. I would appreciate it if you can patiently fill out this questionnaire.

I also want to let you know that this is purely for academic purpose and all information given will be treated in strict confidence.

Thanks

(1) Are you

Male

Female

(2) How long have you been working with your Organization?

(a) 0-2years

(b) 3-4years

(c) 5-6years

(d) 7-8years

(e) 9-10years

(f) 11years and over

(3) What motivate you most at work?

(a) Monetary compensation

(b) Challenging and meaningful work

(c) Good bosses

(4) What de-motivate you most at work?

(a) Monetary compensation

(b) Challenging and meaningful work

(c) Good bosses

(d) Opportunity for learning and development

(5) How does your Organization reward employees?

(a) Giving prizes

(b) Receiving incentives

(c) Open recognition

(6) Are you satisfied with your present job?

(a) Yes

(b) No

(c) Not always

(7) Which of these factors affect your level of job satisfaction?

(a) Salary

(b) Job security

(c) Working conditions

(d) Social relationship

(8) Which of these factors allow you to derive pleasure in your job?

(a) Availability of power and status

(b) Pay satisfaction

(c) Promotion opportunity

(9) Which of these external factors add value to your job?

(a) Physical work

(b) Promotion conditions

(c) Relationships with superiors and co-workers

(d) Creativity

(e) Organizational structure and culture

(10) Which of these internal factors affect your performance at work?

(a) Length of service

(b) Educational level

(c) Personality traits and incentive

(d) Knowledge and skill

(11) Which of these factors leads to your dissatisfaction at work?

(a) Administrative practices

(b) Organizational policies

(c) Job position

(d) Payment level

(12) Does the organizational policy and procedure enhance your performance?

(a) Yes

(b) No

(13) At what interval does your Organization conduct performance appraisal?

(a) Every month

(b) Once every three months

(c) Every six months

(d) Once a year

(14) How will you analyze your overall job performance?

(a) Excellent

(b) Good

(c) Satisfactory

(d) Dissatisfactory

(15) How will you rate your contribution to the overall goal of the organization in terms of efficiency?

(a) High

(b) Average

(c) Low

(16) I received rewards in terms of bonus for the job well done?

(a) Yes

(b) No

(c) Not always

(17) Has there been previous complaints regarding your performance?

(a) Once a while

(b) Never

(18) Purpose of conducting a performance appraisal is to achieve a purpose like solving performance problem and setting goals, are these purpose been met so far?

(a) Yes

(b) No

(19) Do you feel stress when you are at work?

(a) Yes

(b) Not always

(c) Never

(20) Which of these causes stress for you while at work?

(a) Job timings

(b) Workload

(c) Number of employee versus work load

(21) What action do you take when you are stressed at work?

(a) Take a break

(b) Reduce the hour worked

(c) Go for a walk (leisure)

