An analysis of the success techniques of the employee motivation in use in
the Maldron Hotels Chain

Dissertation submitted in part fulfilment of the requirements for the degree of Master in
Business and Administration at Dublin Business School

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Declaration,

I, Mihaela Elena Ionita, declare that this research is my original work and that it has never been presented to any institution or university for the award of Degree or Diploma. In addition, I have referenced correctly all literature and sources used in this work and this work is fully compliant with the Dublin Business School’s academic honesty policy.

Signed: Mihaela Elena Ionita                                      Date: 14.08.2016
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Abstract

The purpose of this paper is to explore the motivation techniques used among the employees and by the Senior Management of the four Maldron hotels in Dublin. The aim is to analyze findings in the light of motivation theories. The information presented in the theoretical part of this paper combined with the results of the research can be useful for Senior Management through proactive responses to the motivation of employees needs.

To explain the context for this research study, Chapter one provides the reader with an overview of the research topic. Chapter two illustrates the literature reviewed by the researcher, delivering a concise overview of motivation and its techniques publications and research to date, with the aim of increasing the reader's understanding of the research topic.

To achieve the objectives of the study, the researcher applied a mixed-methods approach. The methodology strategies and philosophies employed during this study are detailed in Chapter three. The research was based on a questionnaire distributed to the employees of the front desk department and interviews were conducted with Senior Management of the selected Maldron hotels. Chapter four details the researcher's finding from primary data collected and presents a brief analysis. The key findings from this study indicate that the current employees of the front desk department with the Maldron hotels are happy with their working conditions and have good relationships with their colleagues and immediate supervisors, and they are pride to work for these hotels. On the far end of the spectrum however the findings reveal that some motivation techniques including feedback, performance management and communications are not being achieved by the Senior Management, how they said.

Through analysis of the data collected during the course of this research study, set in context of existing literature, the research study concludes in Chapter five and six with recommendations.
1. Introduction

1.2 Background of the topic

From all the processes of human resource what can be developed in hotel industry, motivation represents the process by which employees are directed to work in order to achieve the company’s goals. Motivating employees is a challenging task for managers in every organization. This challenge is amplified for managers in the hospitality industry as it is labor intensive and most of the employees have direct contact with customers. This study will help Maldron Hotels, four of them Maldron Parnell Square, Maldron Smithfield, Maldron Pearse and Maldron Airport to realize more appropriate ways of motivating its front desk staff to induce high performance, as well as forming policies or decision schemes to motivate employees in order to have increased performance within the company. Everybody has ‘motives’, is motivated and every employee has different ways to become motivated. Employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs. It is very well known that employee performance ‘held the key to business successes’. The motivation, the drive, or compelling force that energizes people to do what they do comes from either inside the employees (intrinsic motivation) or from the environment (extrinsic motivation). Intrinsic motivation derives from within the person. It refers to the direct relationship between a worker and the task, and is usually self-applied. Examples of intrinsic motivation are achievement, accomplishment, challenge and competence which are derived from performing one’s job well. Extrinsic motivation comes from the work environment, external to the person and his or her work. Good salary, fringe benefits, enabling policies and various forms of supervisions are good examples of this type of motivation.

1.2 Aim of the research

The aim of this research is to analyse the current level of staff motivation and general staff related problem areas and to identify techniques and strategies that encourage positive motivational behaviour among employees in order to develop customer service and efficient time management in each hotel. In the hospitality industry, one of the most challenging issues that the managers have to face is related to increase motivation among employees. One reason the problem has seemed challenging is that motivation ultimately comes from within the individual and therefore cannot be observed directly. Moreover, most managers are not in a position to change an employee’s basic personality structure. For this, managers should know what their employees want from their work so that they can design a work environment that is sensitive to employee’s needs and desires. ³

1.3 Relevant Research

Saunders, state that the dissertation topic must be something the researcher is capable of undertaking and one that excites the researcher’s imagination in addition to having the necessary skills. The researcher’s experience in the Maldron Hotels, accompanied by his belief in a well motivated staff has captured the researcher’s interest. Since individuals are unique in their own ways, it is essential that management at Maldron Hotels identify the individual needs of their employees and motivate them accordingly. Motivation is critically important for workers. Among other things, it puts staff into action. It also improves the level of efficiency of employees. Apart from that, it leads to the achievement of organizational goals; it builds friendly relationship and finally it leads to stability of workforce. The amount of effort an employee expends toward accomplishing the hotel’s goals depends on whether the employee believes that this effort will lead to the satisfaction of his or her own needs and desires.⁴ From this straightforward approach the key to facilitate motivation lies with managers, accurately understanding what their employees want from their work. Using that knowledge, a manager can more effectively channel employee effort toward organizational

goals. The research findings will be provided from an employee’s perspective and the Senior Management’s perspective. It is the intention of the researcher that this will facilitate identification of the possible differences between both perspectives.

1.4 Research objectives

Review best practices in Employee motivation techniques.

Present employee motivation techniques used in Maldron Hotel Chain.

Analyze efficacy of the techniques deployed.

The study will attempt to identify whether all the front desk staff from four Maldron Hotels are well motivated and if all the managerial actions are motivating properly the staff. All of the primary research will be compared with the current available literature and research.

1.5 Rationale

The motive behind this study is to understand the importance of work motivation in hospitality industry and to stress on the differential effects of each motivation tools which the organizations choose to implement. The study also aims to show the importance of choosing appropriate form of motivation tools at hotel business to increase productivity.

1.6 Recipients for Research

The main recipients for this research will be the dissertation supervisor and the awarding bodies of Dublin Business School. Further recipients will include Senior Management and the front desk staff within each of Maldron Hotels.
1.7 Background of the researcher

The researcher is a student on the MBA course with specialization in project management. During her professional career, the researcher noticed that various groups of employees act and react differently to various managerial and motivational techniques posed by their peers. Whilst completing her MBA, researcher explored various differences between non motivated staff and well motivated ones in the workplace in detail. That knowledge brought an understanding to the topic and desire to make her own research on front desk staff from four different Maldron Hotels. Researcher decided to present her findings in the form of dissertation.

1.8 Learning style

The MBA courses has thought the author a lot about herself as a learner, provided her with the correct terminology and theories of adult learning and styles of learning, which she founds to be useful and a great insight to herself.
The author undertook to ascertain her learning styles were supported by Kolb (1984) and he illustrates that learning is a circular process. This happens in four stages of a learning cycle, starting with concrete experience, reflective observations, abstract, and conceptualization and finally ends at active experimentation. Kolb highlights that the most significant learning happens when the learner moves around clockwise through the four phases of the learning cycle. Kolb describes the four learning styles below:

- **Diverging**: A combination of concrete experience and reflective observation;
- **Assimilating**: A combination of reflective and thinking;
- **Converging**: A combination of thinking and doing;
- **Accommodating**: A combination of doing and experiencing;

The author is assessing herself within Kolb’s cycle and she feels comfortable in the converging and the accommodating stages of the process.

### 1.9 Limitations

Although this research was prepared concisely and with diligence and care, the author is still aware that there are certain limitations acting against her research, as follows:
**Time Constraints** - Because the study will take over the summer, which is a peak time for the Irish hotel industry the author found that could not arrange her interviews within a short period therefore she had less time than ideal to collate her findings from the research before the deadline.

**Bias Answers** - Because the author has a professional relationship with one of the cases there was a danger that some of the data might be biased in some way. However, the author believes that the findings from the other case support the research as authentic and of value. The author intended to overcome all of these potential shortcomings by making best use of the time, resources and opportunities at his disposal. With regards to organizing her tasks in order to finish her dissertation in time please see attached the Gantt Chart in the Appendix 8.
2. Literature review

A literature review provides a general idea of what research has been carried out by authors which is relevant to the research objectives. It reviews all the current information on the chosen topic found in journals, books, articles etc. Saunders, state that “a critical review of literature is necessary to help you to develop a thorough understanding of, and insight into, previous research that relates to your research question(s) and objectives”. Employee motivation has been the focus of research in academic circles as scholars seek to understand what motivates employees in a variety of work settings. Particularly in the hotel industry, where the work is labor intensive and turnover is high, understanding workers attitudes, motivation techniques used in order to increase motivation had become an important issue for research. Communication should be clear, consistent, correct, and effective between employer and employee, and effective communication is vital to understand employee needs. Employee satisfaction with the communication process could be a technique in the complex process of motivation. Despite the importance of employee motivation in the hotel industry, relatively little research has focused on hotel employee motivation techniques. Most previous studies have concentrated on identifying the factors that are motivating employees not on the techniques used and on the efficacy of the techniques deployed. To find out what motivates an employee and which are the techniques used to do so, it is important to look at the relevant theories behind the phenomena. There is an underlying concept that financial and non-financial rewards impact motivation for work and the connection between job satisfaction and performance. Academics remain divided in their beliefs about motivational theories, resulting in two broad categories, content and process theories. According to Moorhead & Griffin ”’Needs theories represent a content perspective as they are more interested in finding out what are the aspects that motivate behaviour. While process theories focus on how motivated, orientated and how individuals satisfy needs.’’ In our days it is generally accepted that the tourism and hospitality industry is labour intensive and it is attributed to the traditional importance and irreplaceable role of personal service in service delivery. Hospitality industry is widely known as a ‘people industry’ requiring people skills from its workers.⁵ Due to the

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fact that turnover has increased in hospitality industry we try to see which would be the most suitable techniques that can motivate and retain staff in this industry.

2.1 Employee Motivation

There are many reasons for the apparent difficulty in defining motivation. Suffice it to say that there are paradoxically few philosophical orientations toward the nature of human beings and what can be known about people. Some theorists deny the usefulness of the concept altogether, and concentrate primarily on the consequences of behaviour as its causes. Some writers view motivation from a strictly physiological perspective, while others view human beings as primarily hedonistic, and explain most of the rationality of people, and consider human behaviour to be the results of conscious choice process. At the broadest level, work motivation is a psychological process that influences how personal effort and resources are allocated to actions pertaining to work, including the direction, intensity, and persistence of these actions.

Motivation is a complex process. Each employee has some need, some desire, or some emotion. The key is finding that motivating force, which varies from individual to individual and from time to time within the same individual. Motivated employees are needed in our rapidly changing workplace; they are more productive and are helping organizations to survive. "To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employee’s changes constantly." For example, research suggests that as "employees income increases, money becomes less of a motivator". Also, as employees get older, interesting work becomes more of motivator. Therefore, to better understand how to motivate

employees one must understand the basic theories of motivation. Motivation is a central factor in the management function of directing. Ruth Kanfer said that “motivation is not directly observable, represents a complex set of closely coupled and reciprocal relations among cognitive, affective, and action process, and must be inferred from analysis of person and situation antecedents and consequences”.

First, work motivation pertains to the determinants and consequences of organized work on the individual’s cognitions, attitudes, emotions, and behaviours. Early theories of work motivation emphasized these inputs and outcomes as they occurred; modern formulations have broadened the setting to include non work inputs (e.g family demands) that may affect the workplace outcomes as well as to consider the consequences of work life beyond the workplace.

The second distinguished characteristic of work motivation pertains to the use of organizationally relevant outcomes as the primary means for deciding which aspects of the ongoing stream of behaviour will be studied.\textsuperscript{10} Pinder describes motivation as “a set of energetic forces that originate both within as well as beyond an individual’s being, to initiate work-related behaviour, and to determine its form, direction, intensity, and duration”.\textsuperscript{11} Motivation has two important characteristics as a form of energy which directs and determines human behaviours.

Firstly, motivation is a form of energy that directs people to behave in a certain way. Secondly, motivation is effective in inclining towards aims. The common point in these definitions is that the motivation affects individual behaviour and it encourages individuals to take action to a certain end. Motivation as a term can be expressed as “exposing an individual to various effective factors in order to ensure that she/he acts in a different way”. For an organization, motivation is a process of triggering individuals by creating an environment to meet their needs, influencing and encouraging them. Everyone has certain needs which are neglected. Stimulating these needs results in motivation. Motivation is a driving force for action. After being motivated, the individual takes action. As a result of this action the need is


mot. Motivation process starts after defining the needs of an individual. These needs can be psychological or social needs which are neglected at any one time.\textsuperscript{12}

Since the early 1900s various theories of motivation have gained recognition. We will look at theories of motivation that have received considerable attention and are frequently offered as explanations of, or approach to, motivation, but before that in order to have a clear idea we have to understand the motivation process.

2.1.1 Motivation Process

A typical motivation model or process is comprised of four parts or steps, these being needs, establishing goals, taking action and attaining goals\textsuperscript{13}. Motivation is usually brought about by the acknowledgement of unsatisfied needs. Such needs generate wants, which can be described as a desire to achieve something. To overcome these needs, goals are formulated and followed. If the goal is attained then the need is deemed to be satisfied and a similar approach will be taken the next time. However, the same approach is less likely to be adopted should the goal fail to be attained.

\begin{figure}[h]
\centering
\includegraphics[width=0.8\textwidth]{motivation_process.png}
\caption{The Process of Motivation}
\end{figure}

According to Armstrong\textsuperscript{14} there are two types of motivation. These are intrinsic and extrinsic motivation. According to Ryan & Deci\textsuperscript{15} intrinsic motivation can be viewed as carrying out

\begin{thebibliography}{9}
\end{thebibliography}
an activity for the satisfaction that derives from doing such an activity and job done rather than the rewards offered for doing it. While extrinsic motivation develops from the connection between carrying out an activity with the aim of attaining a distinguishable outcome.

2.1.2 Traditional Theories of Motivation

Traditional approaches to employee’s motivation have relied heavily on extrinsic factors particularly pay. However, the motivation of individual employees and perceive job satisfaction will be influenced by a myriad of factors. Some will be related to individual employees and their personal characteristics. Several theories have been developed by social scientists, and all these theories tend to rationalize human motives. As social beings, we are disposed to select social esteemed reasons for our actions and present them to others and also to ourselves, as grounds for our actions. The essence of these is to improve our social and economic conditions.

Herzberg’s (1966) motivation-hygiene theory purports that people have two major types of needs, the first being hygiene needs which relate to the context in which work is performed. Among these needs are working conditions or extrinsic motivation factors. When these factors are unfavorable, job dissatisfaction may result. Herzberg calls the two key factors that support his theory hygiene and motivators. He implies that factors (hygiene) that satisfy lower-level needs are different from those (motivators) that satisfy or partially satisfy higher-level needs as we can see in Table 1.

Hygiene Factors | Motivators – job content
---|---
Technical and managerial competence of leadership | The work itself - especially interesting and challenging work
Organization’s policies and administration | Achievement from the task
Working conditions | Having responsibilities
Interpersonal relations | Prospect for advancement and development in the job
Pay | Recognition by the organization or outsiders
Status and security |

**Table 1.2 Herzberg’s two sets of factors affecting motivation**

If hygiene factors are unsuitable, employees become dissatisfied. However, adding more of this hygiene (like incentives) to the job is inappropriate to try to motivate someone, because lower-level needs are quickly satisfied. Soon the person simply inquires, “What have you done for me lately? I want another raise.” Instead of relying on hygiene, in Herzberg’s opinion, if the employer is interested in creating a self-motivated workforce should emphasize “job content” or motivator factors. Managers do this by enriching worker’s jobs so that it seems to be more challenging and by providing feedback and recognition. Through this appears the sense of enjoyment and achievement that provides the necessary motivation, not some extrinsic element like pay or supervision. The motivation, in a sense, comes from the person’s purpose and abilities, and just doing the job provides the motivation. Among other things, Herzberg’s theory makes the point that relying exclusively on financial stimulants is risky, and that the employer should not ignore the benefits of providing the recognition and challenging work that most people desire. Notably, Hertzberg purposes that not only can management improve performance by varying motivational factors. Management can vary hygiene factors to reduce levels of dissatisfaction. Hertzberg’s findings conclude that satisfaction and dissatisfaction are on separate spectra and therefore are not mirror images of each other. Satisfaction is not the opposite end of the spectrum to dissatisfaction, rather

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satisfaction does not exist\textsuperscript{17}. Furthermore if hygiene factors are causing dissatisfaction, increasing motivators will not increase motivation. Arguably the most well-known author of motivational theory is Abraham Maslow (1943).

![Maslow Hierarchy of Needs Diagram](image)

**Figure 3.2 Maslow - Hierarchy of needs**

Maslow developed the concept "Pyramid of Requirements" or “Hierarchy of Needs”. By applying both abstract philosophical deliberation and clinical observation Maslow was able to identify five categories of human needs. In this scheme of pyramid or hierarchy, higher level needs are addressed only when those on the immediately lower level have been satisfied. Maslow conclusion is particularly relevant to motivation behaviour for certain behaviour or action that should bring about the satisfaction of the need. Maslow’s concept of various levels of needs is tempting with its clarity and logic. His theory is, of course, not undisputed; almost every theory in every field will have its opponents. \textsuperscript{18}

Criticism of this theory is evident as Adair (1990) argues that the concept of self-actualization is regarded as being far too vague and ambiguous for practical application.

Alderfer suggests that motivational behaviour can be activated by the principal of „need fulfilment progression” or „need frustration regression”. The principal works on the basis that failure to meet a higher order need may trigger a regression to an already fulfilled need or a lower order need. Therefore when a person is frustrated by attempts to meet the need of fulfilment progression the needs regression principal results in existing fulfilment of the relatedness need surfacing again as a key motivator. Ambivalent literature with mixed-research findings further questions the validity of the theory. A number of attempts have therefore been made to “reconsider”, “reconfigure”, “rebuild,” “renovate” and “rewire” Maslow’s theory. Alternatives include the spiral model, which underscores the recurrence of needs; the Y-model, which offers a genetic and culture-sensitive reinterpretation of the hierarchy; the evolutionary model, which emphasizes the importance of mating and parenting in human motivation; the interactive-dynamic model , which identifies social relationships as necessary for the gratification of all other needs. The many limitations and criticisms raised against Maslow’s hierarchy of needs are evaluated in the light of existing literature.¹⁹

Douglas McGregor’s Sigmund Freud suggested that people are lazy; they hate work to the extent that they avoid it; they have no ambition, take no initiative and avoid taking any responsibility; all they want is security, and to get them to do any work, they must be rewarded, coerced, intimidated and punished. This formed the basis of the so called ‘stick-and-carrot’ approach to management. If this theory was valid – latter called Theory X – managers would have constantly to monitor their staff, which they cannot trust and who will refuse to cooperate. Sadly, in such an oppressive atmosphere, for both staff and manager, there was no room for achievement and little creative work. Theory X is based on the following assumptions: people usually prefer to work as little as possible, so they must be confined, controlled, threatened and enforced, to be determined to work harder to fulfill organizational objectives. An ordinary person prefers to be conducted while avoiding responsibility and being dominated by the need for more security than anything else. In contrast to the theory X, Theory Y assumes the following assumptions about human nature: people can invest their energy in physics with ease and control, given their capacity for self-control. Involvement in the work can be performed also by intrinsic motivations, such that in certain favorable conditions, people should not only accept their responsibilities, but also work like it is implied. Even though critics were unreasonable, sometimes maybe unfair, human relations orientation, aimed to concentrate exclusively on the study of interest personal and interpersonal factors or limitations of explanations concerning the consequences of psychological organizations issues of interpersonal relations, torts, and one cannot ignore the advanced concepts of the human relations school.

On the other hand, Douglas McGregor believed that people want to learn and that work is their natural activity to the extent that they develop self-discipline and self-development so-called Theory Y. Their reward is not so much in cash payments but in the freedom to do difficult and challenging work by them. The manager’s job is to integrate the human wish for self-development into the organization need for maximum productivity efficiency in achieving its goal. Therefore, the basic objectives of both are met and with imagination and integrity, and the enormous potential of the human capital can be realized.

2.2 Contemporary Theories of Motivation

Vroom’s Theory states another important motivational fact is that, in general, people won’t pursue rewards they find unattractive, or engage in tasks on which the odds of success are
very low. Psychologist Victor Vroom’s motivation theory echoes this common sense of observations. He says a person’s motivation to perform some level of effort is a function of three things: the person’s expectancy that his or her effort will lead to performance; instrumentality, or the perceived connection between successful performance and actually obtaining the rewards; and valence, which represents the perceived value of which the person attaches to the rewards. Most managers will agree that employees will differ in terms of motivation. Employees with similar demographics can be completely different in terms of their delivery through performance and completion of tasks. Thus while Vroom conceptualizes motivation as a process governing choices made by persons or lower organism among alternative form of voluntary activity, Dubrin\(^20\) (1978) suggests that motivation centers on the expenditure of effort towards achieving an objective the organization wants to accomplished. Arnold (1995)\(^21\) using a mechanical analogy, suggest that the motive force gets a machine started and keeps it going and argue that motivation concerns the factors that push or pull us to behave in certain ways. Bennet (1991)\(^22\) argues that an employee’s motivation to work consist of all drivers, forces and influences - conscious or unconscious – that cause the employee to want to achieve certain aims.\(^23\)

Vroom’s theory also suggests that employees must see the instrumentality of their own efforts- they must believe that successful performance will in fact lead to getting the reward. Managers can accomplish these in many ways- by creating certain situation so that it would be easy to understand the incentive plans, and by communicating other past success stories, in order for the employees see that they will be rewarded by doing well. Last but not least, (with respect to “V”) the reward itself must be of value to the employee. Here (as explained above), the manager should take individual experience and additional references of the employee into account, and endeavour to use extrinsic and intrinsic rewards that make sense in terms of the specific behaviours you want to encourage. Also, this theory focuses on three relationships:

1. Effort performance relationship. The probability perceived by the individual that exerting a given amount of effort will lead to performance.


2. Performance-reward relationship. The degree to which the individuals believe that performing at a particular level will lead to the attainment of a desired outcome.

3. Rewards-personal goals relationship.

According to Mabey & Salaman (1995) expectancy theory has been developed from Vroom’s early specifications. These specifications are expressed very evidently as a combination of three factors, which are expectancy, instrumentality and valence.

**Expectancy:** the probability assigned by individuals that their work effort will be followed by a given level of achieved task performance. The employee must believe that the level is achievable or they will not exert the required effort.

**Instrumentality:** the probability assigned by individuals that their level of task achieved and task-performance will result in different rewards. The employee’s performance will be measured by the perceived outcome.

**Valence:** the value attached by individuals of their outcomes. The measure or perceived value the outcome or reward resides with the employee.

Expectancy theory helps explain why a lot of workers aren’t motivated on their jobs and do not make the minimum effort to succeed and prefer to get by. This is evident when we look at the theory’s three relationships in a little more detail.

Goal setting theory stated by Latham and Locke (1979) implies that people perform better when they have certain challenging but reachable goals. Acceptance of goals is achieved when:

- People perceive the goals as fair and reasonable and trust their managers.
- There are arrangements for individuals to participate in goal setting.
- Support is provided by the supervisor.
- A supportive supervisor does not use goals to threaten subordinates but rather to clarify what is expected of them.
- People are provided with the resources required to achieve their goals.
- Success is achieved in reaching goals that assures acceptance of future goals.

**Locke and Latham (1990)** assure that specific and challenging goals can lead to higher performance than no goals or generalized goals, such as “try your best”. Also people who set their own goals and are aware of how to achieve them are more likely to set more difficult goals than others will set for them, but when setting a higher goal difficulty it usually leads to increased commitment. Feedback and competition have a similar effect on performance. Therefore, the extent to which someone sets its own goals that lead to performance depends
on participation, commitment and other elements of the performance management process such as feedback. Employees may provide their own feedback or receive it from others, such as supervisors or peers. Coaches are another source of feedback and support for participation when dealing with goal setting. Employees need feedback to help to increase their progress toward a specific goal, as well as to suggest ways to adjust the level or direction of their efforts or to shift performance strategies. The combination of goals plus feedback is more effective than goals alone (Locke and Latham, 2002). Feedback and praise in the form of public recognition or by means of monetary bonus do not affect performance unless they lead to setting of, and committing to, specific and difficult goals. This theory will be essential within the factors of our research and we will have the following hypothesis: Feedback and goal-setting is extremely important when motivating employees.

Goal setting theory is also seemingly at odds with expectancy theory, which was first introduced into industrial –organizational psychology by Vroom (1964). This theory asserts that, other things being equal, expectancy of success is positively related to performance. However, as shown later, goal-setting theory and expectancy theory can be fully reconciled. Goal – setting theory approaches the explanation of performance quite differently from that of motive or need theories such as those of McClelland and Maslow. Whereas needs and motives are crucial to a full understanding of human action, they are several steps removed from action itself. Goal-setting theory was developed by staring with the situational specific, conscious motivational factors closest to action: goals and intentions. It then worked backwards from there to determine what causes goals and what makes them effective. In summary, the precursor of a high level of work motivation will be present when the individual is confronted by a high degree of challenge in the form of a specific, difficult goal or its equivalent. We say precursor because being confronted by a challenge does not guarantee high performance. There are at least five known factors or moderators that affect the strength of the relationship between goals and action.24

Equity Theory introduced by J. Stacy Adams, proposes that people comparing themselves to others focus on two variables; outcomes and inputs. Equity theory is a motivation theory that explains how employees respond to situations in which they feel they have received less or more than they deserve. Wren pointed out that equity theory emphasizes the motivational importance to employees of fair treatment by their employers. Snell and Sherman states that

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individuals form a ratio of their inputs (abilities, skills, experiences) in a situation to their outcomes (salary, benefits) in that situation.

2.2 Motivation in the Hotel Sector

What makes hotel employees motivated and satisfied with their jobs? The hotel industry has long struggled with this question because of high employee turnover. It is believed that the nature of the work, its low pay, and its long working hours contribute to the high turnover. Thus, to effectively address this turnover problem, employee motivation could be an ongoing and critical issue for managers in hotel operations. The hospitality industry has one of the highest rates of employee turnover in most territories some characteristics unique to the industry, such as long and abnormal working hours, low-skill requirements in entry level jobs, high variability in work demand, and high potential for work-life conflict all contribute towards the high rate of labor turnover in the industry. The high rate is not ideal for either employees or the employers. In the case of the employers, a high rate of employee turnover leads to additional costs required for recruiting and training new employees, as well as possible interruptions in service delivery. Employees, on the other hand, are likely to have poor morale due to job insecurities, particularly as most of the entry level jobs in this industry are tied to work demand. Byrne (1986) highlights that as well its high labor turnover and labor intensive nature, the hotel industry is characterized by low job security, low pay, shift duties and limited opportunities for promotion. The studies of Simons and Enzi (1995) and Riley and Dodrill (1992) added that these characteristics seemed to be more extreme in the seasonal sector. Even though hospitality employees are not a homogeneous group they share a number of common characteristics: a wide range of skills are required but there are also high numbers of unskilled staff for example students that are coming to have their internship practice and are used as proper staff; many employees are poorly paid; staff often expect to work long and ‘unsocial’ hours; there is a large proportion of female, part-time, casual and foreign staff; labor mobility and turnover are high. Hotel employees require intelligence, job knowledge and skills, and time management ability but without motivation, an employee will not advance in his/her career Wonget (1999). Lee-Ross (1995) stated the concept of ‘‘internal work motivation,’’ which is to intrinsic motivation in that the more effort is expended on the jobs, the more motivated they would become. However, motivation factors including pay, monetary rewards, opportunity for advancement and promotion have been examined in the hotel industry. Also, other motivation factors such as job responsibility, recognition from
people, job challenge, and feelings of accomplishment and development of self-esteem have been identified important for hotel employees. Intrinsic means belonging naturally, existing within, and extrinsic operating or originating from the outside: intrinsic work motivation refers to motivate someone by his/her heart (e.g., feelings of accomplishment and development of self-esteem) and extrinsic work motivation applies monetary rewards. Thus, this study also intended to comparatively examine importance of intrinsic and extrinsic work motivation for hotel employees with their intensive labor work, low pay, image of low status and few opportunities for advancement. Both hotel employees and the management acknowledge the importance of employee motivation, and both will benefit from a better understanding of forms of employee motivation. Hotel employees will be motivated in the way they want to be motivated to do their jobs and to enjoy their jobs. Hotel management will implement employee motivation more effectively, and effective employee motivation will impact employee performance and service quality directly or indirectly. The pro-posed employee motivation model can help hotel management understand the needs and wants of employees and develop effective motivation plans for employees. Furthermore, the research model also can be applied to motivate individuals at the managerial level in the hotel industry. Consequently, the analysis of employee needs in the tourism industry constitutes one of the main presuppositions both for understanding their attitudes and motivating factors and for designing an incentive system of techniques, which will contribute to the improvement of organizational performance. One of the most influential approaches that try to explain the phenomenon of work motivation is an analysis of people’s needs. One of the very clearest analyses of people’s motivation is contained within the principles of scientific management.

**Taylor (1911)** argued for the importance of selecting only the best workers, ensuring that they are treated and work as individuals and paying them only for what they produce underlying the significance of just transactional and economic relations between employers and employees. However, there is no straightforward relationship between pay and effort, and Maslow (1943) and McGregor (1960) argued that work motivation has also psychological roots than were never taken into consideration in Taylor’s philosophy. Maslow (1943) argued that humans have a hierarchy of needs that range from the low-level and basic (such as a need to eat and sleep) to the high-level and complex (for example, a need for self-fulfillment).

Moreover, McGregor (1960) suggested that conventional Taylorist practice was underpinned by a profoundly pessimistic theory of motivation (‘Theory X’), underpinned by
the assumption of bored employees who dislike work and need coercion to be productive. While acknowledging that the assumptions of Theory X may hold true under a limited set of conditions, he argued that work motivation was much more commonly underpinned by employees’ self generated drive to better themselves and fulfill their own potential (Theory Y). McGregor (1960) argued that traditional organizational practice approach place too much emphasis on the role of lower-order needs as motivators of worker’s beliefs. In contemporary Western society, the physiological and safety needs of most workers are satisfied and this means that their behavior is more commonly motivated by higher-order needs. Moreover, Alderfer (1972) distinguished between a person’s needs for existence, relatedness and growth, and McClelland (1987) argued that motivation to work reflects a higher-order need for achievement which was different from the other lower-order needs, the need for affiliation and the need for power. Similar ideas to these are also central to Herzberg’s (1966) motivation–hygiene theory which proposed that managers should put their energies into providing avenues for the satisfaction of employee’s personal needs in order to get the best from them. According to the theory, people have two major types of needs: hygiene needs, which relate to the context in which work is performed. These include work relationships, working conditions, supervision, salary, company policies and administrative conditions, status and security. However, the fulfillment of hygiene needs cannot in itself result in job satisfaction, but only in the reduction or elimination of dissatisfaction. On the other hand, people have motivator needs which are related to things involved in actually doing the job. These include achievement, recognition, work itself, responsibility, advancement and growth. According to the theory, the factors that lead to job satisfaction are those that satisfy an individual’s need for self-actualization (self-fulfillment) in their work, and it is only from the performance of the task that individuals can enjoy the rewards that will reinforce their aspirations. Compared to hygiene factors, which result in a neutral state neither satisfied nor dissatisfied, when present, positive motivator factors supposedly result in job satisfaction. The theory led to the widespread enthusiasm for job enrichment (rotating, enlarging jobs), defined as an attempt by management to design tasks in such a way as to build in the opportunity for personal achievement, recognition, challenge and individual growth Furnham (1999). Among other things, this involved attempts to increase individuals’ accountability for their own work, increase their control over discrete and varied elements of a particular job and allow workers the opportunity to become authorities and experts in relation to those elements.
The expectancy theory of motivation, originally developed by Vroom (1964), is a theory explaining the process individuals use to make decisions on various behavioural alternatives. The motivational force for a behaviour, action, or task is a function of three distinct perceptions: expectancy, instrumentality, and valence. Motivational force is the force directing specific behavioural alternatives, which are suggested when deciding among behaviour options. Expectancy theory generally is supported by empirical evidence and is one of most commonly used theories of motivation in the workplace.

Expectancy theory provides a general framework for assessing, interpreting, and evaluating employee behaviour in learning, decision-making, attitude formation, and motivation Chen and Lou (2002). However, Mitchell (1974) suggested that the construct validity of the components of expectancy theory remains little understood. The results of the meta-analysis by Van Eerde and Thierry (1996) suggest that Vroom’s model does not yield higher effect sizes than the components of the models, implying that the model lacks external validity. In addition, little research has been devoted to developing a theory for the process of employee motivation, and the lack of a strong theoretical framework may negatively affect the validity of the Vroom’s model. Thus, one main purpose of this study was to gain more understanding of employee motivation and its decision-making process by testing the proposed model that was based on Vroom’s expectancy theory.

Summarizing, the general message to emerge from needs-based research is that employee's motivation will be greater to the extent that they are allowed to self-actualize, grow and progress as individuals. This conclusion is one that has been reached with a fair degree of consensus and is argued that has great relevance in the hospitality industry. It is argued therefore, that in hospitality organizations, one way to develop high performance is to understand, take care of and meet employee’s individual needs, such as financial incentives, recognition and skill development Riley (1996). According to Simons and Enz (1995), employees from different departments responded in a different way to the job rewards offered by the organization, suggesting that individual differences and individual-level variables should be considered when designing incentive programs. Hierarchical management level may contribute to different employees being motivated by the satisfaction of different needs. Individual studies have shown, for example, that recognition and appreciation, rewards and salary and improving task performance are among the three main factors that motivate managers to have a good performance in a number of different context. However, for lower-level employees, the satisfaction of needs such as self-development, team work, salary and
rewards seem to have the most impact in triggering motivation and on end in their performance. However, to date very little has been done to investigate whether there are differences among employees at various levels of hierarchy within the same organization.25

2.3. Techniques

Seeing as motivation plays such an important role in employee performance and improving factors such as productivity and efficiency is important to look at what kind of techniques and how these techniques act in motivating employees, particularly in hotel industry. In order to have motivated staff, managers have to use different techniques:

1. Work Environment

Work environment refers to the working conditions in which employees have to perform their duties. These conditions include work schedules, reporting times, nature of supervisors, nature of work, and work flexibility among others26. Wells and Thelen cited by Das and Baruah (2013)27 “stated that organisations which have generous human resource policies, have a very good chance to satisfy and retain employees by providing them an appropriate level of privacy and sound control on work environment which enhances the motivation levels to commit with the organisation for the long term”. Challenging work conditions can cause increased levels of job stress amongst employees, which can cause them to depart the industry.

2. The listen and respond technique

Essentially, this technique involves, on one hand, active listening by the manager of the messages sent by the interlocutor, maintained by a clear and precise feedback so that

effective communication to occur, subject to the tasks set and projected targets. During its use, managers must comply with several rules to ensure good communication, increase confidence and self-subordinates and facilitate the development of effective interpersonal relationships.

3. Motivational feedback technique

Feedback is essential to motivate people to perform well. If they are never told how they are doing they may not really know and will soon become de-motivated. Feedback must be rapid both positive to praise good performance and constructive to correct poor performance. Although it is based only on spiritual and moral reasons, proper use and the frequency required by their activities, motivational verbal feedback technique proves particularly effective.

4. Job Enrichment

Enrichment station is incorporated into the content of a post made to a wider range and more important tasks, powers and responsibilities of implementation and management, enhancing autonomy and the role of that post. The technique is based on job enrichment redistribution of procedural organizational elements vertical management system, resulting in considerable changes in the organization of the company. Unlike job enlargement, this technique combines motivational tasks, powers and responsibilities of the executive managerial nature.

5. Management by objectives

It is a process where a motivational manager collaborates with his subordinates in setting goals and aims mainly to clarify the role of each subordinate in achieving these objectives. Management by objectives allows workers to participate in both the setting of targets and assessing their performance so as to increase the motivation, to increase the efficiency of their work.

6. Workweek modification

Compressing the workweek, flexible working week job partly have been described as alternatives to working traditional technique used to increase employee motivation. If an
employee is permitted to decide when to work, while he will develop a sense of autonomy and professionalism, which boost motivation.

7. Behaviour modification
It is a technique based on the theory of strengthening and encouraging, used as a systematic program to encourage the desired behavior of the organization (establishing rules).

8. Money as a motivator
Whether liquid stocks/shares, insurance policies or any other bills, money is one of the motivations, most important for young people, which are in phase to build a family. For some people, money is an end in itself, of utmost importance, while for others this is not the case.

9. Engagement/ Employee participation in decision-making
It is cited as a technique to motivate their employees, where they have a role in deciding the goals of the organizations, developing a sense of their involvement (through the formation of committees with specific destinations and decided participation in their actions). This feeling of participation of a certain employee in the organization will surely lead to increase his motivation.

10. Competition
A technique used, usually in some areas of the organization. The competition involves placing the positions of individuals or units, based on the idea that people will be motivated to increase their performance when they will be offered to earn extra money.

11. Empowering Employee
Most hospitality operations function with employee teams, which need to grow and develop just as individuals do. One great asset that a team provides to its members is the opportunity to grow within the group setting. But the organization must provide additional opportunities for its members to satisfy this important need. The most widely discussed strategy for doing so is empowerment. Empowerment is the assignment of appropriate decision-making
responsibility to the individual. Empowerment is broader than the traditional concepts of delegation, decentralization, and participatory management. The empowered server can personalize the service experience as it relates to each guest's expectations and can take whatever steps are necessary to prevent or recover from any service failures.

12. The legitimacy of the request

Sometimes people are influenced to change their performance because the application makes sense and I understand it (it is in line with their values and interests), and the manager must have data and information on which can explain the need to change his behavior. For changing their behavior, people need to understand the reasons for the change. The context will be difficult for a minded leader to adapt a strategy that ensures the workers that they understood and accepted the request.

13. Extra authority

Managers often think that when they ask someone to undertake a task on their behalf they are delegating to them the 'responsibility' to achieve a particular outcome. People like to have control over the ‘how’ a job is done and to have ‘ownership’ of the goal reached – Maslow’s self actualisation. Giving people extra authority can achieve this.

2.3 Employee Motivation Successful Outcomes

The general purpose of this study is to motivate employees’ trough efficient techniques. If employees are motivated, they will be satisfied by their jobs and if they are satisfied by their job then they will work hard to attain organizational goals and if goals are achieved then organization will get profit. All employees are seen as ambassadors of their company by any average customer. So if a customer sees that an employee does not have a positive attitude, a customer may make the wrong assumptions leading the customer to question the trustworthiness of the company and resulting in decreased sales for the company. It is necessary for an organizational manager to focus on increasing employee motivation as an integral part of creating a positive work environment. Employees with positive attitudes should be encouraged to make contact with customers at every opportunity to create the best

customer relations to generate the best experience a customer can attain. They should also be encouraged to take responsibility for customer satisfaction that pays off in increased customer retention and higher profits for the company. Motivated staff is delivering a positive service which leads to a customer satisfaction and loyalty. In order to increase job satisfaction and encourage employees to deliver consistently high performance levels and increase customer satisfaction it is important to find out what motivates each employee. Forward thinking hotels are now moving beyond that, also asking how they can link employee engagement and customer satisfaction. Employees from the hotel industry provided information about organizational resources, engagement, and service climate. Customers from these units provided information on employee performance and customer loyalty. Structural equation modeling analyses were consistent with a full mediation model in which organizational resources and work engagement predict service climate, which in turn predicts employee performance and then customer loyalty. Further analyses revealed a potential reciprocal effect between service climate and customer loyalty. A change in organization’s way of treating people will lead to higher level of productivity; increase the quality of the customer service. The hotels that adopted this managerial practices that I have mentioned above these were more like an organizational approach that helped them to gain not only success but rather respect from the employees, feeling proud to came daily at work and do their job cheerfully. It is expected that if someone puts in effort, they will perform in a particular way, which will produce a given outcome that in turn will produce a level of satisfaction - as we shall see, it is the links that are important and it is here that the managers can have a significant impact on the individual’s motivation.

1. The effort – performance link

There will be little motivation if this link is weak. For the link to be strong, people must believe that their efforts have a good chance of producing the desired performance. Managers need to be able to communicate what performance is required in terms that people can be understood. Four main factors affect this link:

Ability: If people are poorly trained for the task, they will not have the ability to do the job. Allocate tasks appropriately to those best suited to do them or ensure that there is sufficient support for them to learn the skills.

Clarity of objectives: People must know exactly what is expected from them and know themselves whether the job is being done to the required standard. Focus on the ‘outputs’ of the job and the tangible elements of what is required.

Communication: Do not assume that they know what is required – don’t ask if they understand, ask if you have explained things appropriately.

Resources: Make sure that they have the materials, equipment, information and time to do the job – time is often forgotten.

![Figure 5.2 The relationship between four factors that affects motivation](image)

2. Outcome-job satisfaction link
   For this link to be strong, the outcome must be value. Do not assume that any given outcome must be of value. Do not assume that any given outcome is of value to all staff. Remember that people have different needs and motivations; an outcome must be of value to the individual.

3. Benefits of a motivated work force:
   Cost savings: Motivated employee will not only work faster, but they will use their creativity to recommend process improvements that can lead to millions of euro of saving for your organization.
**Increased quality:** Motivated employees will offer a quality service to the guests.

**Reduced turn-over:** doesn’t cost money to replace the individuals, but it also slow down your organization’s progress while replacements are being trained.

**Increased product value:** With motivated employees you will have a better service, because the staff will feel like this is their product/service and will want to make sure that it provides real value to the customers. They will go the extra mile to make your service stand out from the completion. Conversely, employee’s retention is a vital issue and challenge to all organisations currently; it remains a crucial issue for the organisation because of the costs associated with recruiting, selecting and training new employees\(^\text{30}\). Employee retention is the “effort by an employer to keep desirable workers in order to meet the business objectives” by keeping the right people on the right jobs\(^\text{31}\). A successful company often has a high employee retention rate. For instance, high turnover of employees can cause the pool of entry-level employees to shrink, force the use of temporary employees, impact negatively on productivity and competitiveness, and impede skills development\(^\text{32}\). Branham (2005) suggested that there are seven main reasons why employees leave a company: “Employees feel the job or workplace is not what they expected. There is a mismatch between the job and person. There is too little coaching and feedback. There are too few growth and advancement opportunities. Employees feel devalued and unrecognised. Employees feel stress from overwork and have a work/life imbalance. There is a loss of trust and confidence in senior leaders”.

### 2.4 Conclusion

The purpose of the above section was to give a comprehensive review of the literature available surrounding the areas of motivation alongside techniques and outcomes used to maintain and increase motivation. While the main theories, texts and academic journals surrounding these areas have been researched and analysed above there is still scope for the researcher to continue the exploration of motivation, its techniques and outcome. The above studies, while providing a comprehensive theoretical outline and critical engagement with

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some of the key areas such as the theories of motivation and how is motivation seen in hotel industry, and what are the techniques used for this process. The main reasoning behind this is that each employee values and perceives motivation differently and the extent of this can only truly be recognised through the results of the researcher’s data collection and findings.

Motivating employees in this industry can be enhanced through the implementation of several techniques like: job flexibility, good relations between superiors and subordinates, facilitation of career development, training of employees, creation of a good working environment, recognition of the skills and good contributions from the employees, and good communication among co-workers and across the various levels in the work place. Therefore, using these techniques we can see the beneficial outcome for both parts the employee and the employer.
3. Research methodology

In this chapter the author is describing the sources that will provide the data to be analyzed and the methods and design used in collecting this data. The author has chosen to use in-depth interviews with targeted general managers and also to use questionnaires. She has chosen these methods as an optimal way to collect data on an individual’s perspectives, particularly where sensitive topics are discussed. Data collection and interview selection directly related to this research paper, and the research philosophy, approach and strategy will also be explored in detail. Ethical issues associated with the research methods used will also be described. In understanding research methodology, you must examine research philosophy and according to Sanders this centers on how knowledge is developed and the nature of that knowledge.

3.1 Research Objectives

Saunders defines “research objectives as clear, specific statements that identify what the researcher wishes to accomplish as a result of doing the research”. 33

The objectives of this research are:
1. By way of literature research: - To provide the reader with an understanding of employee motivation.
2. By way of interview: - To present a view of employee motivation and techniques from the perspective of the General Management in the Maldron Hotels.
3. By way of employee questionnaires - To present a view of employee motivation and to see how these techniques and strategies are increasing the motivation from the perspective of front desk staff in Maldron Hotels.

4. By way of analysis of findings - To identify the connection between the perspectives of employees and General Management within the front office departments of the Maldron Hotels. To conclude, the research study will present recommendations on the research question based on the qualitative and quantitative data collected, supported by literature reviewed.

3.2 Research Philosophy

The consideration of the research philosophy is an important part of the research process and relates to developing knowledge and understanding the type of knowledge in question. Saunders purport that developing an in-depth knowledge of the researcher’s viewpoint can inadvertently reveal the „taken-for-granted” assumptions that enable the researcher to examine these beliefs, challenge them if appropriate, to ensure the researcher conducts themselves in a transparent manner while undertaking a research study. As this research is based around human behaviour in terms of work motivation the researcher believes a ‘realism’ outlook on the research is appropriate. As Bryan and Bell state “what makes critical realism critical is that the identification of generative mechanisms offers the prospect of introducing changes that can transform the status quo”. Moreover the primary research is collected through in depth interviews in an organization where the researcher is currently employed and not only. This was on a small sample and in relation to interpretive philosophy, the data collection characteristics are for qualitative techniques with small samples. Thus, this researcher for the purpose of this research should be considered a ‘feelings’ researcher who has extensive knowledge in the industry the research is based upon and uses that knowledge to collect and interpret that data in a ‘resourced’ manner. Blumberg (2008) report that positivism is a research philosophy derived from the philosophy of science assumed from the natural sciences and has three basic principles, that the social world exists externally and is viewed objectively, that research is value free and finally the researcher is independent, taking the role of an objective analyst. Positivism is scientific in its application, studied

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through facts and statistics, quantitative in its execution. Carson (2001) \(^{35}\) argues that a quantitative questionnaire should be employed to secure data collection when conducting research based on positivism philosophies.

### 3.3 Research Approach

Saunders claim there are two approaches to research which can be described as inductive reasoning and deductive reasoning. Ghauri and Gronhaug \(^{36}\) state deductive reasoning is “the logical process of deriving a conclusion from a known premise or something known as true, inductive reasoning is the systematic process of establishing a general proposition on the basis of observation or particular facts”. These two approaches are commonly used in business and management research, particularly in terms of the cause-effect relationship. The qualitative approach to this research aims to give the researcher a better feel for what is the perceived opinion, both positive and negative, of the motivation systems structure and what impact that has on the topic in question. As the aim of this research is to interpret people’s behaviour, a quantitative approach is taken because the outcome is concerned about what people actually do and what they think. So, both of these approaches can be used in terms of collecting research data from several different sources. The researcher has decided to adapt an inductive and deductive approach. Saunders defines the so-called research process “onion”, consisting of five different layers in terms of design. In greater detail Saunders (2009) through the use research onion presented in Figure 6.3 illustrates the issues essential to the choices of data collection techniques and analysis procedures which, comparable to the layers of an onion must be peeled away layer by layer to reveal the core theme. The research onion consists of six layers, research philosophies, approaches, strategies, choices, time horizons and finally techniques and procedures. The research onion is a fundamental tool to the choice of data collection techniques and analysis methods.

1). Research Philosophy (Positivism, Interpretive, Realism).
2). Research Approaches (Deductive, Inductive)

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3). Research Strategies (Survey, 4 in depth interviews).

4) Time Horizons (Cross sectional)

5). Data Collection Methods (questionnaires, interviews).

How we collect this knowledge and interpret is further charted in the ‘research onion’:

![Research Onion Diagram]

**Figure 6.3 The Research Onion Source**

According to Blumberg\(^{37}\) the decision to choose between a deductive and an inductive research approach is concerned primarily with both the start and the end of the research.

### 3.3.1 Inductive research

Inductive research is a study where ‘Theory is developed from the observation of empirical reality; thus, general inferences are induced from particular instances’\(^ {38}\)

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3.3.2 Deductive Research

This research employs a deductive approach, where the researcher ‘On the basis of what is known about a particular domain and of theoretical considerations in relation to that domain, deduces a hypothesis that must then be subjected to empirical scrutiny’\(^{39}\). In doing this the author formulated a theory and developed a questionnaire that challenged and tested the said theory.

3.3.3 Timescale

Based on the research question and the fact that most research projects undertaken for academic courses are time constrained, this research was cross-sectional. Cross-sectional studies often employ the survey strategy\(^{40}\). However they may also use qualitative methods. Many case studies are based on interviews that take place over a short period of time. The author gathered all of the primary data on the 9th, 10th of July and 10th of August which allowed sufficient time for the data to be analyzed and for the results and recommendations to be completed before the submission date. Before the author started gathering the primary data, he piloted his research methods. Bryman and Bell\(^ {41} \) identify questionnaires, structured or semi-structured interviews, structured observation, content analysis, official statistics and diaries as methods associated to a cross-sectional design. When observing individuals or events over a period of time, the researcher is able to apply a measure of control over variables being studied, providing that either is not affected by the research process itself. During the course this research study the researcher employed a cross-sectional approach. The researcher believes that the cross-sectional approach is best suited to this research study given the fixed timeframe for completion of the study. The population selected for this research, including the cost variables to the companies to facilitate employees and Senior Management to participate further supports the cross-sectional approach over the longitudinal approach.

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3.4 Research Strategy

According to Saunders the main research strategies are “experiment, survey, case study, action research, grounded theory, ethnography and archival research”, and the method chosen will be the one most applicable to your actual research question. For this study, the researcher decided to use a survey using quantitative approach and four in depth interviews using a qualitative approach. Surveys are often obtained by the use of questionnaires being given to a sample; the data are easily standardized which allows for easy comparison. This method is commonly used and generally easily understood. The survey technique, as many others, has benefits and drawbacks. Data collected will allow for an easy comparison and analysis, however, on the other hand, the analysis of data afterwards is time consuming and the progress of the research is dependent on other’s contribution. The survey strategy is usually associated with the deductive approach; therefore it is a frequent strategy in business and management research. It is most often used to answer who, what, where, how much and how many questions. The researcher felt that carrying out a closed question questionnaire as part of a quantitative research followed on from what many others have research, to attain a non-biased set of data. According to Burns (1992), it is held that quantitative research is a highly objective research method where the researcher is decidedly unlikely to influence the study through their own values. As regards the most suitable means in accomplishing a research study the primary issue the researcher must deal with is that of the appropriate use of either quantitative or qualitative methods. In order to gain more general information about the topic in question, in depth interviewing was chosen to gain the maximum amount of feedback and in line with the inductive approach. This allowed the researcher more flexibility. It is important that the interviewer frames the questions in the correct context and understands the issues in question, thus the interviewee must be able to explain and understand events, patterns and forms of behaviour. The qualitative research interviews have been recorded


transcribed, and attached to the appendices of this research study. The researcher is confident that no pre-determined assumptions have influenced the outcomes and that the recommendations are transparently presented.

3.5 Population and Sample

3.5.1 Population

Malhotra & Birks explain that sampling is a main component of any research design. In keeping with the purpose of majority of marketing research projects is to gather information about the characteristics of a population. This information may be collected by a means of a census or a sample\(^4^4\). Malhotra & Birks define a census as “a complete enumeration of the elements of a population or study objects”. According to Maylor and Blackmon it is vital to comprehend the intended population and the characteristics to be measured when conducting research studies. When approaching the area of sampling this requires the researcher to understand the necessity of restrictions surrounding time, money, and access while attempting to improve the accuracy of results and population elements\(^4^5\). The target population for this research study is the front office departments of the four Maldron Hotels: Maldron Parnell Square, Smithfield, Maldron Pearse and Maldron Airport. Bryman and Bell and Saunders support the relevance of sampling techniques as a valid alternative to a census approach when surveying the entire population is not possible due to time constraints and limited resources. The total employee population in the selected Maldron Hotels is approximately 60. The researcher conducted a census to secure employee feedback and participation, disseminating the quantitative surveys to each employee of the selected Maldron hotel. To test the research question of this research study, the General Managers of each selected Maldron hotel will be asked to participate in a face to face interview to secure the qualitative data collection.


### 3.5.2 Sample

Sampling is the selection of a fairly small number of individuals from which the research obtains data in order to be able to generalize about a large group. Sampling techniques are used in the research work where it is not possible to survey the entire population due to time constraints or limited resources. The basic idea is to select a part of the population by which the researcher can draw conclusions about the entire population. Consequently, the target population should be classified in relation to: elements, sampling units, extent and time. As a result, the researcher has set her target population as follows:

- **Elements**: front office staff
- **Sampling units**: four General Managers belonging to four different Maldron Hotels
- **Extent**: Ireland, Dublin
- **Time**: May – August 2016

The samples of 50 respondents were generated for the purpose of this study. All samples derived from the survey. These samples were selected from the population of the employees working in different four hotels. In order to collect the quantitative data, the researcher asked for the respondents to complete questionnaire which will be handed to front office staff from each hotel and collected after one week.

### 3.7 Data Collection

Data collection method can either be quantitative and qualitative data, quantitative is used as a “synonym for any data collection techniques (such as a questionnaire or data analysis procedure such as graphs and statics) that generates or uses numerical data “in contrast qualitative is used as a synonym for any data collection techniques such as an interview or

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data analysis procedure such as data that generated or use non numerical data”. Saunders (2009).

The researcher will conduct four qualitative interviews, with Senior Management of the selected Maldron Hotels, each representing their respective hotel. Boyce and Neale (2006) argue that the interview is a qualitative technique best used to find the perspective of a small number of respondents, while Trochim (2006) states that face to face interviews are best suited to allow the interviewee to explore their ideas about the phenomenon of interest. This strategy was employed to achieve the research objective in identification of Senior Managers’ perceptions of the factors affecting their employees motivation levels and which are the techniques that encourage staff to be motivated”.

According to Saunders questionnaire type method is the most commonly used data collection technique within the survey strategy. Each respondent is asked to answer to the same set of questions which provide an effective way of collecting responses from a large sample prior to quantitative analyze. Malhotra & Birks underline, that any questionnaire has three precise objectives. Firstly, it must turn the information sought after into a set of specific questions that the respondent can and will answer. Secondly, a questionnaire must persuade the respondent to become involved, to cooperate, and to complete the task. Thirdly, a questionnaire should reduce response error. For the quantitative data the researcher is going to do face to face questionnaires to each hotels in order to gather information in an easy way which can be simply analyzed, the format is familiar to everyone, it is easy to distribute to a large population within a limited budget. The information collected is standardized and can also seek the answers to the sensitive topics, which might be had to be cover using other methods.

3.8 Transcribing Qualitative Data

As has been mentioned previously the personal interview was chosen as the foremost tool to gather the necessary data required to answer the research question. According to Saunders (2009) because the interviewer is not only interested in what is said, but in the way it is said transcribing audio-recorded interviews can be very time consuming. They further assert that it can take anything between six to ten hours to transcribe one hour of recording. It is
therefore important that interviews are transcribed as soon as possible after they take place. The author of this dissertation conducted six interviews (three from each organisation). The aim of the author was to conduct and transcribe interviews from one organisation before proceeding with the next set of interviews. The author was able to do this because of the time between interviews in both organisations. The author believed this was the most suitable approach given the inductive nature of the study. By using this approach the author was able to identify different themes that were further investigated in the subsequent sets of interviews. The researcher acknowledges that due to the timeframe for this research, the most achievable approach to attain the information required to measure the statistical correlations presented was to apply a pre-determined structured self-report questionnaire. A five point Likert style questionnaire was applied to the primary quantitative data collection for this research. This method of collection will facilitate the statistical measurements of the data through the analysis of individual responses. The Likert Scale is a non-comparative data collection technique, which asks respondents to indicate their level of agreement with a pre-set statement, represented in nominal, ordinal and scale values. While nominal and scale responses are based on facts, ordinal measures of responses reflect perceptions. The researcher accepts that he cannot determine the participants’ perception of the adjacent values, how the respondent differentiates between strongly agree and agree will differ from person to person. Within the applied self-report questionnaire there are 18 questions in total. All responses will be presented by way of percentages and variability. The statistical reports are presented in the form of bar charts, pie charts and frequency tables generated in Microsoft excel. The self-report mode of measurement has much critique. According to Wright, Aquiline & Supple (1998) argue there is higher non-response and errors within this style of questionnaire in contrast to other administered formats. The researcher recognises the perspective highlighted from Wright, but argues that the inclusion of this format within this research was to maximize the time to conduct the research on the selected population locations throughout the country. The researcher further acknowledges that there have been shortcomings as identified by Wright through inaccurate answers by complicated questionnaires and failure to answer appropriate questions. The researcher argues that short self-reporting questionnaire, attached Appendix 1, and reduced the probability of inaccuracy within this primary research. The researcher removed all potential bias in both the pluralistic approach adopted by offering and sanctioning complete anonymity to all participants during this research (see Appendix 7 for Confidentiality Statement.)
This distinction of responses was included by the researcher in light of findings in the literature review, Chapter 2, indicating the techniques used to review and improve motivation. According to Saunders (2009) a clear and concise set of conclusion and recommendations must be presented at the end of the research project. The conclusions and recommendations arising from this study are presented in Chapter 5 and 6.

3.9 Ethical Issue and Procedure

Hart states that “ethics in research, as in everyday life, are a combination of socialization, instinct, discretion and been able to put you in the position of others to reflect on and see our actions as others may do”. The very nature of this research study could be considered controversial for most people in the workplace who are subject to varying levels of motivation and how those tools of motivation affect them both personally and professionally. I intend to disclose in full the reasons for the study, the procedure in analyzing the results of the interview questions and of the questionnaires and to obtain their consent for using the findings as part of this study and to clarify that all individual feedback would be kept confidential. A confidentiality agreement will also be presented and signed prior to each interview conducted. The researcher is trying to maintain honesty, integrity, and objectivity throughout the process of this research study.
Chapter 4: Findings, Analysis and Discussion

4.1 Introduction

The aim of this chapter is to illustrate the findings from the research methodology and compile visual evidence of what the research shows. As outlined above the research for this thesis was carried out by a quantitative questionnaire disseminated among employees in the front office departments of the selected Maldron Hotels, as a means of collecting primary data. A set of eighteen questions made up the questionnaire which was completed and submitted. The main objective of this questionnaire was to ask strategic questions that related to the set objectives of this research. This included finding out which are the best techniques used in the hospitality industry and what is the level of motivation through a sample of employees from Maldon Hotel based in Dublin received, and which is the outcome of using certain techniques and strategies on the motivation in this industry.

These quantitative findings are compared to responses delivered during the qualitative interviews conducted with the Senior Management of each selected Maldron. Each question will be supported by the theories and research presented in the literature review, Chapter 2. The results will be shown visually using graphs and charts to represent the data collected. Each question will be broken down showing the response rate and how a percentage of respondents answered in each question. The data will also be shown on diagrams such as bar charts and point graphs. These diagrams will then be discussed and broken down verbally.
1. How long are you working for your current employer?

Table 1 Length of employment in the hotel

<table>
<thead>
<tr>
<th>Segment No.</th>
<th>Years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0-3</td>
<td>44</td>
<td>80%</td>
</tr>
<tr>
<td>2</td>
<td>3-6</td>
<td>5</td>
<td>15.5%</td>
</tr>
<tr>
<td>3</td>
<td>6+</td>
<td>1</td>
<td>4.5%</td>
</tr>
</tbody>
</table>

Figure 1 Length of employment in the hotel

From the above graph it is clear that only 80% from the respondents are in the company for the last three years whereas, 20% have between three and six years, which means the turnover in the Maldron Hotels is higher. This is a great loss for the company, given the fact that it has spent a lot of resources to perfect the skills of these employees, only to have them leave the company and render their services to competitors. From the qualitative data the Senior Managers reported that they do not have a high turnover in staffing, only one general Manager admitted that he has an average of 35 persons leaving each year.
2. Contract type: Full Time or part time

Table 2 Contract Type

<table>
<thead>
<tr>
<th>Contract type</th>
<th>Percentage</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full time</td>
<td>94%</td>
<td>46</td>
</tr>
<tr>
<td>Part time</td>
<td>6%</td>
<td>4</td>
</tr>
</tbody>
</table>

Figure 2

As we could see in Chapter 2, Maslow outlined among many factors that have an influence on motivation, that job security, and environment, are main factors. The sample population consists of a predominant 96% full –time employee’s base, whereas the part – time employee base is students. Three of four Senior Managers confirmed that flexi-time options are considered on an individual basis as long as suits to the business as well. While one of the managers said that usually they are taking on the consideration the business needs firstly.
3. How do you rate your working conditions?

Table 3 Working condition level

<table>
<thead>
<tr>
<th>Working condition level</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below Average</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td>Average</td>
<td>30</td>
<td>50%</td>
</tr>
<tr>
<td>Above Average</td>
<td>13</td>
<td>23.40%</td>
</tr>
<tr>
<td>Excellent</td>
<td>5</td>
<td>24.60%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Figure 3

Herzberg purports that: the hygiene factor can have a great impact on employee motivation. Working conditions are also supported by Maslow as a factor of motivation. A total of 98% of respondents believe that their conditions are average and above. So, we can notice that according to Maslow, these needs are being met by the hotels. The qualitative findings indicate that, two senior managers identified working conditions as a contributing motivational factor.
4. Do you have the resources you need to do your job?

<table>
<thead>
<tr>
<th>necessity Resource for work</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>1</td>
<td>2.2%</td>
</tr>
<tr>
<td>Agree</td>
<td>40</td>
<td>80%</td>
</tr>
<tr>
<td>Disagree</td>
<td>6</td>
<td>10.40%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>3</td>
<td>7.4%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.00</td>
</tr>
</tbody>
</table>

82.2% of respondents agree or strongly agree that they feel that they have the resources needed to do their job. Maslow and Hertzberg identified resources with employee’s level of satisfaction and hierarchy of needs. According to Maslow, managers will have motivated staff by giving satisfaction through meeting his and her needs and having the necessary resources to do so.
5. Do you know what exactly is expected from you in the role that you have?

Table 5 Expectancy from my role

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>0.2</td>
<td>1%</td>
</tr>
<tr>
<td>Agree</td>
<td>45</td>
<td>90%</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>5%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>2.8</td>
<td>4%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Figure 5

The responses show that 90% of respondents agree or strongly agree that they know what is expected of them within their role. Adam in his theory also supported the work objectives and the role expectancy. On the other side, the management side unanimously agrees that their employees know what is expected of them, confirming that all employees have a clearly defined job description. Although they stated that staff are expected to carry out duties
beyond their defined jobs, either to help their colleagues in order to be a strong team or they are pride of themselves and they want to give the very best for their job.

6. Are you feeling secured in your job?

Table 6 Job Security

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>1</td>
<td>0.5%</td>
</tr>
<tr>
<td>Agree</td>
<td>39</td>
<td>79%</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>2.5%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>8</td>
<td>6%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Job security seems to be an important factor, technique in the hospitality industry as 79.5% from the respondents either strongly agree or agree the importance of it. Maslow stated that once our physical needs are met we will turn our attention to ensure our bodily and mental safety.
7. How well do you feel you are paid for your current employer?

Table 7 How well do you feel you are paid by your current employer?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below Average</td>
<td>38</td>
</tr>
<tr>
<td>Average</td>
<td>8</td>
</tr>
<tr>
<td>Above Average</td>
<td>2.5</td>
</tr>
<tr>
<td>Excellent</td>
<td>1.5</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

Vroom on the expectancy theory identify that employees measure their inputs versus their output or employee’s level of effort which can have an impact on their motivation. 55% from the respondents positioned their remuneration as below average, which indicates that they would consider departing the company to seek increased pay or benefits and 35% from them positioned their remuneration as being average.
8. Recognition of your work is important for you and affects your performance?

Table 8 Work Recognition

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>1</td>
<td>25%</td>
</tr>
<tr>
<td>Agree</td>
<td>39</td>
<td>69%</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>8</td>
<td>4%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Figure 8

Recognition is also one of the techniques that managers use to improve performance and to increase motivation. 94% from the correspondents says that they agree or strongly agree that recognition is really important. They really mean that the managers need to provide the things that get people activated and influence individuals to engage in the desired behaviour. From the qualitative data, the managers suggested that recognition is one of the techniques used by them in order to motivate their staff as with new or more difficult tasks. Two of them said that he is using the technique of job chat twice per year, so he can improve the performance
of each individual by offering more training and experience to move up, so that person will have new skills and becomes more valuable for the team as a whole.

**Table 8.2 Cross Tabulation Perception of Recognition versus Receiving Informal Feedback**

<table>
<thead>
<tr>
<th>Count</th>
<th>Do you receive informal feedback on your performance?</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Never</td>
<td>Once a year</td>
</tr>
<tr>
<td>Work Recognition</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>Agree</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>5</td>
<td>20</td>
</tr>
</tbody>
</table>

37 from the respondents feel that recognition affects their performance.
9. Do you receive informal feedback on your performance?

Table 9. Do you receive informal feedback on your performance?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Once a year</td>
<td>70</td>
<td>29</td>
</tr>
<tr>
<td>Twice a year</td>
<td>25.5</td>
<td>15</td>
</tr>
<tr>
<td>Once a month</td>
<td>3.3</td>
<td>4</td>
</tr>
<tr>
<td>Weekly</td>
<td>1.2</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>50</td>
</tr>
</tbody>
</table>

Figure 9

Goal setting theory stated by Locke and Latham assure that goals and feedback work together to As we can see from Figure 9, 70% from the respondents state that they are receiving an informal feedback once per year, which is supported by the Senior Managers, two of them are confirming that they are offering feedback to their employers trough job chat technique. Two of the Managers, reported that they feel that recognition and feedback are important techniques for employee motivation. Moreover, they mentioned that feedback must be rapid –
both positive to praise motivation and constructive to correct poor motivation and performance.

10. Does the company provide opportunities to further develop its employees, both professionally and personally?

Table 10 Opportunities for developing and training

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>34</td>
<td>65.5%</td>
</tr>
<tr>
<td>Agree</td>
<td>10</td>
<td>24%</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>3.3%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>4</td>
<td>7.2%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Figure 10

65.5% from the respondents strongly agree and 24% from them agree that they do have opportunities to train and to develop their skills in their perspective role. From the qualitative data, two of the Managers reported that training is a great technique and is a necessity for future business development. Above all, they acknowledge how important training is outside business as well, in both external professionals institutions, off-site industry training and identify how this does improve motivation of their employees. Maslow, in his theory also supported the opportunities to train and to progress as being a motivational technique.
11. Does the company support you in balancing your personal life?

Table 11 Work balance versus Personal Life

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>3</td>
<td>10.3%</td>
</tr>
<tr>
<td>Agree</td>
<td>5</td>
<td>20%</td>
</tr>
<tr>
<td>Disagree</td>
<td>35</td>
<td>53%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>7</td>
<td>16.7%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Figure 11

Company support of work-life balance is aligned to hygiene factors and is proposed by Herzberg to increase employee motivation. This technique is important from an employee’s perspective when judging the company support towards a balance work and personal life. Interestingly, 30.3% of respondents either strongly agree or agree that the company supports them in their work-life balance. The qualitative interviews reveal that 2 of the Senior Managers are trying to balance as much as they can the rosters, sometimes they are trying to do their best as their employee are studying or have families. However, most of them maintained it was possible to facilitate work life balance requests once the needs of the
business were not affected. Having said that, one of the managers said that business is coming first and after that the individual needs, as we can see from the quantitative questionnaires 60.7% of the respondents aren’t happy with regards to their schedule from the hospitality industry.

12. How would you describe your relationship with your co-workers?

Table 12 Relationship with co-workers

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below Average</td>
<td>9</td>
<td>10%</td>
</tr>
<tr>
<td>Average</td>
<td>31</td>
<td>23%</td>
</tr>
<tr>
<td>Above Average</td>
<td>4</td>
<td>40%</td>
</tr>
<tr>
<td>Excellent</td>
<td>6</td>
<td>27%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Figure 12

Herzberg facilitates a connection to motivation between relationships with fellow workers. 67% from the respondents, state that they have an excellent or above average relationship with their co-workers. The positive feedback from the respondents indicates that there is a harmonious working environment with good camaraderie among front desk staff. Literature review confirms that this leads to increased motivation. The Senior Management agrees promoting team spirit is important for the company achieving its objective and creating a
harmonious working environment. They reported having few events in the company such as Road Show, Charity Events or Birthdays. However, they state that apart from this the company doesn’t have the possibility to offer or to organize big events outside the company, whereas one of them stated that they do organize a lot of event like healthy week, where they have a personal trainer or meditation week and the management team takes care of their staff outside working hours.

13. How would you describe your relationship with your immediate supervisor?

Table 13 Relationship with immediate supervisor

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below Average</td>
<td>6</td>
<td>10%</td>
</tr>
<tr>
<td>Average</td>
<td>28</td>
<td>36%</td>
</tr>
<tr>
<td>Above Average</td>
<td>11</td>
<td>30%</td>
</tr>
<tr>
<td>Excellent</td>
<td>5</td>
<td>24%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

Locke and Latham (1990) stated that support is provided by the supervisor. A supportive supervisor does not use goals to threaten subordinates but rather to clarify what is expected of them. The results from the respondents illustrate that 54% from the respondents feel they have an excellent or above average relationship with their immediate supervisor. Supervisors
or team leaders can either motivate a work force or de-motivate them towards achieving the set organizational goals

14. How would you describe the relationship with Top Management in your company?

Table 14 Relationship with Top Management

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below Average</td>
<td>2</td>
<td>10%</td>
</tr>
<tr>
<td>Average</td>
<td>30</td>
<td>56%</td>
</tr>
<tr>
<td>Above Average</td>
<td>11</td>
<td>20%</td>
</tr>
<tr>
<td>Excellent</td>
<td>7</td>
<td>14%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.00</td>
</tr>
</tbody>
</table>

34% from the respondents feel they have an excellent or above average relationship with the top management, whereas 56% from them describe their relationship with high level management as average. From the qualitative data collection analysis, it is evident that four Senior Managers differentiate between middle-managers and all staff, through effective communication and involvement in company plans. One could therefore assume that
interaction between Senior Managers and Middle Managers has a direct effect on how Middle Management respondents view their relationship with high level management.

15. Do you feel that your work is valued by the company?

Table 15 Do you feel that your work is valued by the company?

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>15</td>
<td>30%</td>
</tr>
<tr>
<td>Agree</td>
<td>18</td>
<td>40%</td>
</tr>
<tr>
<td>Disagree</td>
<td>10</td>
<td>18%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>7</td>
<td>12%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.00</td>
</tr>
</tbody>
</table>

70% from the respondents agree or strongly agree that their work is valued by the company, whereas only 12% disagree this fact. From these results we can notice that the employees from Maldron Hotel seem to be valued by the company which is a benefit in order to increase motivation. The benefit of employees feeling that their work is valued by the company is supported by the motivational theory of Herzberg. One Senior Manager, reported that ‘feeling loved’ and ‘cared for’ is a technique for employer motivation.
16. Does the company communicate effectively its vision, strategy and plans to their employees?

Table 16 Communication between company and employees

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>17</td>
<td>36%</td>
</tr>
<tr>
<td>Agree</td>
<td>23</td>
<td>42%</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
<td>14%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>3</td>
<td>8%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Figure 16

78% from the respondents feel that the company does communicate its strategy plans to them, whereas when examining the qualitative response from two of the Senior Managers, they reported that this is only discussed at management level and will filter through heads of the departments to staff but they are not involved in the communication reciprocal process of the vision and strategy of their business. One of the Senior Managers mentions that the communication between company and all the employers has improved later. The communication process is vital to the company’s success and the vision plus future plans need commitment from employees and employee contribution to be successful. Whereas the last Manager reported that they have a great communication between top management and all
staff, she gave the example of the Road Show where the CEO of the company came and explain its rebranding system to all the staff.

17. Rate the statement “Top Management is interested in motivating the employees”?

**Table 17 “Top Management interest in motivating the employees”**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>4</td>
</tr>
<tr>
<td>Agree</td>
<td>23</td>
</tr>
<tr>
<td>Disagree</td>
<td>6</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

**Figure 17**

60% from the respondents strongly agree or agree that they are feeling motivated by the Top Management, whereas 28% feel that they are not motivated which is concerning. From the qualitative data the Top Management reported that their staff is motivated. One of the managers reported that the chain had a survey and their results were positive. Seems to be place for improvement and more motivation techniques should be adopted by the chain, in motivating and maintaining their good staff.
18. Do you plan to remain working for your company in the foreseeable future?

Table 18 Plan for foreseeable future

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>35</td>
<td>75%</td>
</tr>
<tr>
<td>No</td>
<td>15</td>
<td>25%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

84% of respondents plan to remain working for their company in the foreseeable future. This is a very positive response and illustrates a stable environment in the industry. Three of the Senior Managers also report a very low turnover in staffing, supporting this response rate. One of the Senior Manager, reported that he has thirty five persons leaving each year, due to the new opportunities that arise on the market and due to the training.
5. Discussions - Summary Discussion and Recommendations

Saunders (2009) state that the main purpose of the conclusion chapter is “meeting the objectives and if appropriate supporting or otherwise the research hypothesis”. This chapter will focus on highlighting the various findings deduced from the results discussed in the previous chapter. The objective of this dissertation is to review best practice in employee motivation techniques, to present them and to analyze its efficacy, from two points of view: one from the employee perspective and the other one from the Management one. The findings indicate that there is some disconnection between the employee’s perspective and the Senior Management’s perspective. This chapter will discuss the main conclusions identified from the quantitative data, from 50 participants as illustrated in Chapter 4 and the qualitative research transcripts in Appendices 3 through 6. The following factors were found in the results:

5.1 Motivation techniques

Employees require to be motivated from time to time to not only to improve their skills, but also to foster great work relationship, team work and a safety environment. Motivation is essential in all working environments. In fact, it is one of the major factors that determine employee loyalty to the company.\textsuperscript{48} The results deduced from the questionnaires outlined the existence of medium levels of motivation in their workplace, as 79.5% are feeling secured in their job and 98% from the respondents are offering a high percent for their work conditions, so, according to Maslow and Herzberg, these needs are being met by the hotels. However, 24% from the respondents said that their skills were not used effectively and they always felt neglected.

5.2 Work life balance

The second major aspect that was discovered from the responses provided through the questionnaires is the work-life balance. The respondent 60.7%, which means 35 of them expressed that they worked for long and odd hours. It is important for managers to make allowances for hotels flexible working hours that allow their employees to enjoy their social life. However, from the questionnaires, most of the employees worked long and unsocial hours and thus missed out on their social lives- question 11 in the questionnaire revealed these reactions from the participants. In the hospitality industry, services are often provided to clients on a 24 hours basis. This means that employees have to work in shifts to keep the hotel running like, they are working an afternoon shift and after that they are starting the second day an early shift. However, long shifts may have a negative impact on the employees, especially if the shifts overlap with their family commitments or restricts and social life. This often has negative effects on the productivity of these employees.

5.3 Pay and benefits

Motivation theorists recognize pay and employee benefits as important motivational techniques. However the perception of fairness and equality has been proven to have a profound effect on employee’s perceptions of their remuneration and in turn of their motivation levels. Wages were also another issue that was highlighted in the responses. To begin with, they responded strongly when asked to state whether the pay they received from their jobs was adequate in relation to the responsibilities. Here, 55% of them rated their salary is below average whereas 35% from them said their salary is average.

5.4 Training and Development

„One of the key elements of successful knowledge management is training to help employees recognize what knowledge is valuable and therefore promoting sharing of that
information to gain a competitive edge.” The provision of training to employees to undertake these new duties is crucial to ensure employee and customer satisfaction. 65.5% from the respondents strongly agreed that they have training and development opportunities. However, 7.2% of the employee participants in this research study feel they do not have the opportunities to train and develop in their current role.

**5.5 Performance management and feedback**

Performance feedback, appraisal and management systems are a key feature in motivational theories. Motivational theorists and research practitioners support feedback on performance as a critical factor affecting employee motivation and engagement levels. From the qualitative data two of the general managers stated that they are having job chats with their employees once or twice per year. They consider the job chat as being an important tool to appraise on a periodic basis the employee performance and to look at improving that performance through personal developing plan. So training and development is important at the end of the job chat to help that person – give some more training, give some more experience to move on.

**5.6 Relationship with supervisors and Top Management**

The superior-subordinate relationship is, from an employee’s perspective, the most important relationship in a hotel. To a very large extent, this relationship, according to Taylor determines how happy and satisfied the employees are with their jobs and work environment, how good their prospects of career development are within the hotels, and the quality of their day-to-day experiences in the workplace. According to our analyses form quantitative data, question 12, 67% from the respondents offered a positive feedback which indicates a harmonious environment. In what concern the relationship with their supervisor 54% stated that they an excellent or above average relationship, whereas only 34% stated they have a good relationship with their Top Management.

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5.7 Communication

Each Senior Manager responded positively, indicating that their expectations are currently being met by employees. Furthermore 90% of respondents agreed that they feel they know what is expected of them in their role (Question 5). This is a positive indication of the clarity of communication to employees regarding the company’s expectations of them at this time. However 8% of respondents felt they do not understand the company’s vision. (Question 16). A further 78% felt that the company does communicate their vision, strategy and plan, Senior Managers supported these response perceptions with only two reporting that the company feels communication with staff is vital to staff commitment and the ultimately the company’s success. Motivation theories and research practitioners purport that effective communication is key to employee motivation and ultimately effective strategic execution\(^{50}\). Two of the Senior Managers stated that the company communicates its strategies and vision only to the head of departments, whereas the other two stated that the head office is communicating all the strategies to their employee in order to be more informed to know what are they selling. It is evident from the quantitative and qualitative data collected during this research study that a collective communication strategy does not exist in the selected Maldron Hotels.

This research has pointed out to the existence of several techniques as mentioned above that contribute to the high employee motivation levels in the Maldron chain. The researcher feels she has achieved the objectives of this study as outlined in Chapter 1, by way of the following:

1. Review and present best practices in employee motivation techniques has been achieved through presentation of literature reviewed in Chapter 2 and 4.
2. Presentation of qualitative data collected, summarized in Chapter 4 and attached in Appendix 1 through to 6, presents a view of employee motivation from the perspective of the Senior Management in the Maldron Hotels.

3. Presentation of quantitative data collected and summarized in Chapter 4, illustrates a view of employee motivation techniques from the perspective of the employees of the front desk departments within selected hotels in the Maldron Chain.

4. Findings presented illustrate a disconnection between the perspectives of Senior Management and the front desk employees of the Maldron Hotels.

5. Recommendations on the research question based on the qualitative and quantitative data collected, is supported by literature reviewed and presented in Chapter 5

### 5.8 Relevance for Employers and Organizations

Knowing your company can be the best helpful point in order to choose how to begin a strategy. One of the best techniques that can be deployed is:

1) Securing your employees;

3) Payment according to your employees performances (assure that the payments is made also at organizational level);

4) Be as closest as possible to your employees by changing the differences provided by the managerial staff status;

5) Share information about performance and managing with people to your employees;

6) involve your people into the decisional making process;

7) Try to invest as much as you can in your people: e.g. offering training;

8) When it comes to hire your employees, be more selective and bring into your organization the people that have more skills and experience;

In addition to this, more time should be devoted towards the development of highly efficient employees that will ensure all companies goals and objectives are achieved. However, these hotels must also be aware of the costs associated with employee retention. Just like any other assets, employees are important investments for these companies. Companies in the Irish hospitality industry have spent a lot of resources in perfecting the skills of their employees to boost their productivity\textsuperscript{51}. To retain their employees, these companies must invest in training and development programs, offer them attractive salaries and benefits and present them with opportunities for career advancement. All of these activities require significant financial

resources. However, properly trained and motivated employees will bring in more returns for a company, making it more profitable.

6. Recommendation

Employees require constant motivation to improve their performances as well as instill some vital skills that come in handy when executing their core tasks and responsibilities. In fact, in the hospitality industry, motivation of employees is a key determinant to the success of a company. This is primarily because employees provide services to the clients directly. Motivated employees tend to offer great and high quality services to clients, guaranteeing a return purchase and thus customer loyalty. From the responses provided by the respondents it was clearly evident that they felt motivated working in their hotels. There are several techniques and theories which attempt to explain how hotels like those in Maldron Chain can motivate their employees when working. For starters, these companies can adopt the various employee motivation techniques available. This includes adopting a totally new job design that looks out for the interests of the employees. Under this new design, job rotation can be incorporated to allow employees to conveniently enjoy their social hours. Secondly, the hotels can introduce awards for hardworking employees. Recognizing the efforts and input of employees often motivates them to work even harder. Thirdly, these companies can encourage more employee participation through empowerment and delegation. Allowing employees to make important decisions pertaining to the company motivates them to continually look out for the best interests of the company. Finally, the hotels should create a culture of continuous feedback and coaching, offer training to all supervisors, team leaders and managers to be equipped and perform their responsibilities. Give employees access to job descriptions and competency requirements needed to qualify for other positions in the company will motivate them to stay longer with the company.


In addition to this, these hotels can adopt the Herzberg’s two factor theory to encourage employee motivation at their places of work. This will involve determining the satisfiers and dissatisfies within the workplace. Satisfiers promote job satisfaction and this includes career advancement opportunities, employee recognition, rewarding achievements and much more. Dissatisfies on the other hand include any negative aspects in the workplace environment that may inhibit the successful execution of tasks. They include, working conditions, supervisors, salaries and much more.  

6.1 Work-life balance

Work-life balance was a critical issue highlighted by a majority of the 39 respondents in this research project. Human beings are social beings that require time to relax with friends and family members. When this is inhibited by work-related commitments, stress is inevitable. As mentioned earlier, the hospitality industry is comprised of companies whose purpose is to provide services to clients on a 24 hour basis. At times, employees bear this burden and instances of overworking arise. Employees may become less efficient and the company ends up wasting a lot of resources, including losing clients in the long run. Hotels from the Maldron Chain should therefore adopt this approach as it will help its employee embrace working productively, even in unsocial hours. Competitive payment for employee efforts during unsocial hours is a great motivator. Hotels should also encourage fun in the work place, organize and encourage group outings as fun activities, which can relieve employees of stress.

6.2 Pay and Benefits

Survey employees on fairness and consistency of the pay system and ask them what recognition programs they would consider to be good incentives. This way, they will feel that their input is appreciated. Moreover, additional benefits packages should be offered to employees for their hard work. Benefits are a great way of boosting employee morale while


working. With these benefits and an appropriate salary, employees are bound to work for longer periods of time with their companies. This will in turn reduce the high employee turnover rates in the Irish hospitality industry.  

1. Employment of effective communication strategy and performance management systems: as outlined in Conclusion 1 and 2, would provide the Senior Management with a platform to dispel employee concerns of unfairness and inequity.

2. Provision of non-monetary benefits: Revision of the company’s position on work-life-balance options could increase employee’s perception of fairness and equity of their total-benefits packages.

6.3 Recommendation - Performance Management and Training

1. Implementation of Performance appraisals systems: The implementation of employee performance management and appraisal systems will have far reaching effects on employee productivity. Without performance management systems in place employee performance levels and effectiveness is immeasurable. The researcher recommends performance management systems as a technique, not paying for performance.

2. Training provision for line managers: A positive 60% of employees report an excellent or above average relationship with their immediate supervisor, which could indicate that employees are happy with their immediate supervisor’s capacities and abilities. However with 65% of employees currently not participating in performance appraisal systems and 38% receiving no feedback of an informal nature, the delivery of performance feedback to employees currently not receiving feedback, could realize a shift in relationships among the front desk employees and their respective immediate supervisor. Training of all supervisors in the effective design, delivery and execution of performance management is essential prior to implementation.

3. Feedback: Feedback on performance is reported among motivational theories as essential for employee satisfaction and commitment. 80% of employee’s not receiving feedback on

their performance has stated that this aspect is important to them and affects their performance outcomes. The creation of a sustainable reciprocal culture of feedback would increase employee motivation levels through clarity, direction and clear guidance.

6.4 Recommendation Communications

1. *Review of the company’s communication strategy:* It is recommended that all hotels must review their communications strategies. Implementation of a strategic companywide communication strategy in order to improve motivation would ensure that all levels of employees receive up to date information on the company’s objectives and performance.

2. *Company Vision Statement:* An organization’s vision statement clearly defines what the organization aspires to achieve in the mid-term or long-term future. The vision statement provides employees with direction from the company’s leaders. 8% of respondents state they do not understand the overall vision of the company with 14% remaining neutral in their response. Clear communication of the company’s vision statement is required to ensure that all employees in all departments understand the company’s purpose and values. The vision statement provides direction to employees as to how they are expected to conduct themselves during employment and to develop a shared common goal. 78% from the respondents strongly agreed or agreed that they have a clear strategy of the company. Reciprocal communications, involving employees in the company’s strategic design will further provide for clarification on the company’s vision. This will further increase employee’s feeling of value and recognition and can be a very useful technique in motivation front desk staff.

6.7 Recommendations based on Findings

This segment of the research project will provide a convincing conclusion that sums up the findings deduced throughout the entire project. This research project produced a lot of vital data that reviewed and presented the techniques used by the managers to motivated employees -Objective 1 and 2 and has analyzed efficacy deployed by these techniques in four Maldron hotels – Objective 3. The questionnaire gave very useful insights as to why these
techniques are important in Maldron hotels both for the managers and the employers. This research project focused entirely on studying motivation techniques through hotel employees in the Maldron chain. Other research projects should be launched aimed at studying the current employees of the Maldron hotels to determine their views on what is causing medium level of motivation, the techniques used should be improved or renewed. Does the hotel industry attract more youth because typically they move from one organization to another within the sector? This will work greatly in ascertaining the accuracy of the results deduced through this research project.

6.8 Recommendations for Future Research

The researcher recommends that each Maldron in the chain undertake employee motivation and techniques studies with their entire employee population. This research study is based on employee perceptions and the researcher recognizes that responses may vary depending on participant’s circumstances. The researcher recommends that each Maldron undertake these studies at regular intervals, recording longitudinal datasets of employee attitudes to assist in the development and implementation of sustainable employee motivation plans. It is also important for the hotels in the Maldron to constantly educate their employees on the importance of working through unsociable hours i.e. the benefit to guests etc. Most of these hotels make a lot of their money during these odd and unsocial hours. An example is a hotel which makes money during unsocial hours, i.e., at night, on public holidays and during summer when people are either travelling or just having a good time with friends and families. These are the peak times for hotels and thus the employees must step up and provide the necessary services for the hotel to make money. If the employees do not fully comprehend this, then they may find it difficult or unfair to be working when their friends are socializing. They must be thoroughly educated on this to improve their perception and attitude when working. 57.

Reflection

I believe that over the entire MBA course especially during the dissertation stage my academic writing skills have significantly improved when compared to the early stages of the program. My ability to research more efficiently and present clear and coherent pieces of academic writing improved with each piece of work that was submitted in stages one and two which went a long way to helping me during the dissertation stage.

My communication skills were also enhanced during the course because of the discursive nature of the modules. I found the interaction with the lecturers and classmates beneficial both in a communication sense and overall learning about the subject matter.

During the MBA program more specifically the dissertation stage, I had the opportunity to put into practice everything I had learned in class. In particular, I was able to learn how to collect and gather useful data for research project. This is important in my career I will get to understand other people's opinions better after this process. In addition to this, I learned the importance of prior planning for everything. The choice of topic for my dissertation and the skills I have acquired to complete it, have proved both motivating and advantageous in my professional career. This has led to a behaviour change in how I act and process information.

As a front desk supervisor, going outside of my comfort zone of operations into the world of human resources was a deliberate choice in order to understand the power behind those operations; the people. This has proved challenging for me, as during my MBA I have chosen as a stream Project Management, but I believe has given me valuable insight into a new field of study- human resources. Working in the same industry, hospitality, where so much change is happening, this topic felt particularly relevant to me.

Time Management, in particular balancing the work-life-college balance was a task in itself. The demands of work and as discussed throughout the dissertation topic, accompanied by the challenges of time schedules to complete assignments, projects and presentations was a challenge I feel I completed very effectively and efficiently. However, I have to say I encountered a number of problems during my dissertation. An example of a problem that I felt I dealt with it well was in relation to organizing interviews to gather my primary research. Because the study took place over the summer I found it difficult to tie interviewees from the hotel industry down to specific dates and times for the interviews because the summer is their...
peak season. However, I remained patient and accepted that the interviews would take place later than ideal but within sufficient time for me to complete this research.

Finally, the demands of this course and working full time plus having a family were tough. Having said that, I am delighted that I have completed this research within the little time and I have enjoyed the whole process.
7. Bibliography

7.1 Journals


7.2 Books


### 7.3 Websites


Appendix 1 Quantitative Survey - Questionnaire

Dear Participant,

My name is Mihaela Ionita and I am a MBA graduate student at Dublin Business School. For my final project I am examining the level of motivation for front desk staff working on Maldron Hotels. I am inviting you to participate in this research study by completing this questionnaire. The following questionnaire will require approximately 5 minutes completing. In order to ensure that all the information will remain confidential, please do not include your name. Copies of the project will be provided to Dublin Business School.

How long are you working for your current employer?
0-3 years
3-6 years
Over 6 years

Are you working:
Full time
Part time
Contract Worker

3) How do you rate your working conditions?
Excellent
Above Average
Average
Below Average

4) Do you have the resources you need to do your job?
Strongly Agree
Agree
5) Do you know what exactly is expected from you in the role that you have?
Strongly Agree
Agree
Disagree
Strongly Disagree

6) Are you feeling secured in your job?
Strongly Agree
Agree
Disagree
Strongly Disagree

7) How well do you feel you are paid by your current employer?
Excellent
Above Average
Average
Below Average

8) Recognition of your work is important for you and affects your performance?
Strongly Agree
Agree
Disagree
Strongly Disagree
9) Do you receive informal feedback on your performance?

Never
Once a year
Twice a year
Once a month
Weekly

10) Does the company provide opportunities to further develop its employees, both professionally and personally?

Strongly Agree
Agree
Disagree
Strongly Disagree

11) Does the company support you in balancing your personal life?

Strongly Agree
Agree
Disagree
Strongly Disagree

12) How would you describe your relationship with your co-workers?

Excellent
Above Average
Average
Below Average
13) How would you describe your relationship with your immediate supervisor?
Excellent
Above Average
Average
Below Average

14) How would you describe the relationship with Top Management in your company?
Excellent
Above Average
Average
Below Average

15) Do you feel that your work is valued by the company?
Strongly Agree
Agree
Disagree
Strongly Disagree

16) Does the company communicate effectively its vision, strategy and plans to their employees?

Strongly Agree
Agree
Disagree
Strongly Disagree
17) Rate the statement “Top Management interest in motivating the employees”?

Strongly Agree
Agree
Disagree
Strongly Disagree

18) Do you plan to remain working for your company in the foreseeable future?

Yes
No

Thank you for taking the time to assist me in my educational endeavours.

Regards,
Mihaela
Appendix 2 Qualitative Interview Template Questions

Do you think your current staff are highly motivated and engaged in their work?

What do you feel motivates staff most?

Which do you think are the techniques that seem to motivate better the staff?

What is the outcome of using these techniques?

Do all staff members have a clearly defined job description?

Do you think that promoting team spirit is important to the company achieving its objectives and create a harmonious working environment?

If so do you have the resources or opportunity to promote team based activities?

Have you experienced a high turn-over in staffing?

Do you or the company perform exit interviews to establish reasons for leaving? If yes, are the findings helpful in addressing staffing turn over issues?

Should all staff be treated equally or do you think performance management should affect employee’s status in the company?

Is there a performance management system in place in the company?

Does the company communicate its strategic plan and direction with all staff?

Does the company actively seek staff input in drafting the operational and tactile plans?
Does the company offer work-life balance options to staff, such as flexi time, job share?

**Appendix 3 Interview Transcript 1 - Maldron Parnell Square – Mr. Philip Uzice –GM**

1. Do you think your current staff are highly motivated and engaged in their work?
   In general, I think so. It is a level of efficiency and the level of customer service that is experienced by the guest would reflect that is a fairly motivated team.

2. What do you feel motivates staff most?
   Motivation –is part of the person and the work itself/ they are motivating themselves/the joy /fun in the development/progression working environment

3. Which do you think are the techniques that seem to motivate better the staff?
   Techniques: underline sort of training/respect/trust & development – training

4. What do you feel engages staff most?
   Environment that they are work in, interdepartmental or within the team would have a great impact for how they conduct themselves on day to day basis and interact with each other and push them further

5. Do all staff members have a clearly defined job description?
   Yes all categories of jobs have a job description specific to that role.

6. Do you think that promoting team spirit is important to the company achieving its objectives and create a harmonious working environment?
   Team spirit is something that is very much a reserve of what other things should put in, for example if you have a fairness with people, if you have a trust with people and if the conditions around the environment of the work is good, the recognition of the individual and the team for the efforts produced and the encouragement given will all contributed towards making a team that it is highly motivated will reflect this team.
7. If so do you have the resources or opportunity to promote team based activities?
Team based activities in this company is limited, I mean examples that does promote team activities is very much related to the work itself is either develop an incentive basis that the team participated as a whole or you develop something that the team would enjoy participating for the whole hotel, an example of that would be the children charity The Crumlin Children Hospital, if you look at that saying that is a common goal for everybody and they can contribute on their own way, to make that a success. Other things that could be look at are the social activities that you can devise for the hotel that can show recognition of the team and individual: the birthday do you show something for that, the birth of a child, somebody getting married, xmas arriving, there are certain times of the year when these events give you some opportunities to bring staff together and create that spirit of team work.

10. Should all staff be treated equally or do you think performance management should affect employee’s status in the company?
First of all, people should be treated fairly across the board, regardless of their performance as a base everybody should be fairly treated condition should be the same there should be no buyers, there shouldn’t be no preference, but above that people are individual and performance management, is the tool to measure individuals and above all there are two layouts everybody should be treated well of course equally to motivate and let people rich their aspiration we should use the tool of performance and to give people targets and to get people to move their expectancy higher

11. Is there a performance management system in place in the company?
There is performance management in place and this is taken under on a basic role of job chat, the job chat is basically a tool to appraise on a periodic basis the person’s performance and to look at improving that performance what you call a pdp – personal developing plan, so training and development is the purpose at the end of the job chat to help that person, give some more training and give some more experience to move up.
12. Does the company communicate its strategic plan and direction with all staff?
No the company probably doesn’t explain that fully to all the staff to all levels what are their strategies, and that for me is a failure in terms of communications not easy in terms of languages especially in this hotel language in some departments language is not great to understand in English terms and also to break it down in very simple terms at department levels rather than the big company strategy, the big company strategy might be for Dalata to own let say 50 hotels in the next five years, the guy working in housekeeping is not very interested in this purchase they wants to know how Dalata here in this hotel is going to benefit her own future in that sense you forget the big company strategies and bring it to hotel level how the hotel policy will assist employee in their search for self determination, self aspiration that they opportunity for training, development to move on to different hotel, so it is brought down to that level.

13. Have you experienced a high turn-over in staffing?
Turnover in staff has been consistently in this hotel, hasn’t been more or less, we have periods of turnover which I would put down on people moving on due to opportunities in the job market becoming available and therefore our trained staff and developed would then aspire to this jobs that are becoming available which is faire but overall the turnover in this hotel has been fairly consistently around 35 persons per year.

14. Does the company offer work-life balance options to staff, such as flexi time, job share?
At the department level very much so, let say there are 2 layouts of operational plan: budget and financial for the year. First plan conducted by mainly by the gm and revenue manager and accountant, however this plan will not succeeded unless you go to the next level, the head of the department to input and develop a strategy to back that plan, so examples for that if you want productivity in accommodation to go up that is from your plan then housekeeping staff has to be involved, if you want customer service to be a plan for achieving great customer care, people from the front line being front office, restaurant must assist in the development and execution of that plan.
15. Does the company offer work-life balance options to staff, such as flexi time, job share?

Very good point. It’s very difficult to say that we have work life balance for everybody; it is a business that runs 24 hours, 7 days per week. The objective is that yes we do try, we do not ignore people’s needs, people’s lives outside work, but what we know is that we also have a business need and an individual need or team need and you try to act as faire as you can which means that opportunities of life balance is distributed across and unfortunately not everybody is 100 percent happy there will be always someone who doesn’t fit, their life doesn’t fit entirely in the roster because it is impossible to do it in the constrain of delivering for the business and also delivering for the person’s life balance to have both meeting harmoniously 100% the base line of that is to endeavor.

Appendix 4 Interview Transcript 2 - Maldron Smithfiled – Anne Marie - GM

1. Do you think your current staff are highly motivated and engaged in their work?

Yes I do think they are. We did a survey there before Christmas, and our score was quite high, so we are very happy with our score, well, there are improvements to be made but in general staff were very motivated and happy to work here.

2. What do you feel motivates staff most?

I think respect, communication and just generally team work for here, I suppose somebody say could be money but is not necessary money because if people are happy in their work, then they are they are motivated in their work, you have to pay a faire wage, but as long as people feel appreciate, that they feel that what they are doing is worthwhile and are not given jobs just for the sake of given job or if they give the hake when it is needed then the money is not everything.

3. Which do you think are the techniques that seem to motivate better the staff?
Fairness, I think is probably the biggest one here, we try to get the rosters early so they know what they are doing and not to change roster very often and which I think can really upsets people because at least they can make plans. I suppose Fairness is the important one.

4. What is the outcome of using these techniques?
Generally, we find that staff are happy and they can make their plans, and do what they want to do, they are coming happy at work, but if you are constantly change rosters or if you are constantly cancelling people when they should been, they thought they are working, then obviously you are upsetting their home life which can upset their work life and no matter what you say about not bringing home life into work they are everybody does, you hide it a little bite but does happen so I suppose for us is to be faire, I know it is Maldron vanity however, I really do think is very important, it is not only about central Reservation Office it is about what is actually happening here.

5. Do all staff members have a clearly defined job description?
Yes, they do have.

6. Do you think that promoting team spirit is important to the company achieving its objectives and create a harmonious working environment?
Very much so. It is very hard to get staff now, good staff, you need to look after the ones you have, good staff specially the ones that are very good, and obviously the ones that we have you want to keep because wouldn’t be here otherwise. It is really, really important

7. If so do you have the resources or opportunity to promote team based activities?
We do, we are only a small hotel only 30 people here, so we are doing in house staff then we are do outside the hotel, because it is not possible, we need to have the core staff here in the hotel all the times, but we do staff birthday, obviously we do employee of the quarter.
8. Have you experienced a high turn-over in staffing?

It is quite low here, I suppose probably our biggest turnover is in accommodation, but I have my core staff there, it is tough work there. If people can find that is not quite as demanding on them, then we tend to lose people in that way. I have good core accommodation girls, who are working here years before me even, otherwise restaurant staff is here nearly as long as me, kitchen team are here 2 years plus here most of them, in general we have strong core team. We lost a few but the turnover is quite low.

10. Should all staff be treated equally or do you think performance management should affect employee’s status in the company?

I think everyone should be given a faire go, obviously if there is a staff member that is not performing due to laziness, or anything like that then yes of course, I wouldn’t say I treat them differently, because I don’t agree with that, but they would have to be managed differently maybe just to encourage them to do the same like everybody else but otherwise you have to treat everybody equally. Some people might need more a little bite attention but that only to help them or to get them there, some of them might not be great at the beginning, but with training and encouragement, but for the most part everyone eventually they will at the level you want to be, but they ‘ll get there. If it is truly laziness or they don’t care then probably shouldn’t be part of the team anyway but we give everyone a faire shot.

11. Is there a performance management system in place in the company?

Yes. We have regular job chats either if it weather will be with the departmental manager, deputy manager or general manager, they are getting nervous I don’t know why. Obviously, we have hr one day per week here, but we are constantly talked with our staff here.

12. Does the company communicate its strategic plan and direction with all staff?

Yes, although if it is fairly new, all the staff will know what we want to achieve as a company where we are, however the support from central reservation office has improved, so there is obviously a lot more training programmers available for staff, so nothing to do like somebody working in accommodation learning portfolio in reception, something like that. As a company, I think that overall, Dalata, we have the engagement survey, training, we had the ‘Road show’,
was good, quite informative. The staff here really liked and enjoyed here, there is a little bite to go, but we are going to the road direction

12. Does the company offer work-life balance options to staff, such as flexi time, job share?
Job share no, Flexible time is depending on the job, we are a small hotel, we have some staff that can work X amount of hours because we know it before they arrived if a staff member comes to me and said I am doing to do a course on a Thursday or Wednesday then I will work around it, but we have full time and part time staff here, it doesn’t really come in to it.

Appendix 5 Interview Transcribe 3 - Maldron Pearse – Mr. Nabil Chamki – FOM

1. Do you think your current staff are highly motivated and engaged in their work?
Yes they are.

2. What do you feel motivates staff most?
Appreciation, if anybody for example, they are doing a good job, go back and thank them and then to say well done, catch them, is the best thing.

3. Which do you think are the techniques that seem to motivate better the staff?
The best job to be done, achieve actually, to be mentioned and a number of staff to know that, so to be proud of it.

   Interviewer: Do you think environment would contribute to motivation, money?
Environment is very important of course especially managers so they are the most confident people, money are important as well.

4. What is the outcome of using these techniques?
Outcome is efficient for the company, first of all, to be fair like myself or somebody else if you are happy you can work extra hours you don’t feel the time, we can feel as in the family you do not feel like in your work place.

   Interviewer: Will have an impact on your customer?
Yes is very important for the customer to see you happy, cheerful because if the team are working together, united, this the main part actually, they are feeling more relax but as soon as they walk in and they feel divergence this will affect the customer.

5. Do all staff members have a clearly defined job description?
Yes everybody have a clear description, it is described clearly

6. Do you think that promoting team spirit is important to the company achieving its objectives and create a harmonious working environment?
Obviously it is. If you encourage people, you value them, you promote them, keep them.

7. If so do you have the resources or opportunity to promote team based activities?
Yes, most of the managers are coming from the reception to be honest. If you are working at the reception you have a good knowledge of everything, actually. If a guest is not happy with the restaurant, accommodation, bar service they have to come at the front desk, is the heart of the hotel.

8. Have you experienced a high turn-over in staffing?
No.

9. Do you or the company perform exit interviews to establish reasons for leaving? If yes, are the findings helpful in addressing staffing turn over issues?
No

10. Should all staff be treated equally or do you think performance management should affect employee’s status in the company?
There are basic things to treat them equally and you have to keep all the staff happy to not be allergy, emotional feelings.

11. Is there a performance management system in place in the company?
There is, yes
Interviewer: Can you describe a little bite?

Every department is doing a procedure performance week, we get all the front office team, including the entire duty manager, we bring one subject and we discuss ways to sort it. One weekly managers team, discuss the main points to be improved.

12. Does the company communicate its strategic plan and direction with all staff?

Not with all the staff, in fairness, no. It is selected you can’t actually open access to the channels to all staff, it is selected.

13. Does the company offer work-life balance options to staff, such as flexi time, job share?

Not really, because everybody has to support themselves, customers come first, for example if the restaurant should be open at 6 o’clock in the morning then has to be open at 6 o’clock in the morning, you have engagement with the company and so on. We can’t turn the back to the business.

Interviewer: But you do try to be flexible?

We try when it is possible, but business comes first

Appendix 6 Transcript 4 – Ms. Andreaa Newman – Deputy Manager – Maldron Dublin Airport

Do you think your current staff are highly motivated and engaged in their work?
I would say so because it is constantly busy there, there are so many people checking in and checking out, it is a 24 hours hotel, they have to be on the ball all the time so they need to have a momentum and I think they actually create a lot of motivation for themselves, they want to be the best.

What do you feel motivates staff most?

Pride in their work, pride in themselves, want to be the best, want to be a good representative of the company, the hotel. There are so many different forms of social media and guest feedback
now that obviously, and helps when the people are identified for the right reasons not the wrong reasons, they are actually being praised like the comments on trip advisor, booking.com

Which do you think are the techniques that seem to motivate better the staff?
It really depends on the staff member, because some of them are really pride and they don’t want to let the hotel down, they don’t want to let themselves down, they are some for financial game in various different up selling they want to make money, I think that here in the hotel reception team it is really much a team, so they don’t let each other down so that’s what motivates them to be the best, because they want to do their work efficiently, and then move on to help their colleagues if they are stuck.

What is the outcome of using these techniques?
Better experience for the guest, happier team. If you have a happy team then you have a happy guest.

Do all staff members have a clearly defined job description?
Yes.

Do you think that promoting team spirit is important to the company achieving its objectives and create a harmonious working environment?
Absolutely, 100%. This is what I said earlier on: you are nothing without your team. You need to have a solid team behind you, they have to work together, work for each other and again a happy team is a happy guest.

If so do you have the resources or opportunity to promote team based activities?
In what sense?
Interviewer: Like are you going out, different team activities?
We have a summer social event every year, we all go out, a Christmas party, we had a children party for the staff. This week we have health week in the hotel. Also we had staff motivation, meditation, mindful thinking, we had a personal trainer yesterday and as a team we going to run 5k in September, so this personal trainer is going to help us to prepare nutritionally and
physically. So we do quite a lot of staff for bounding the team not only for the front desk staff for the entire hotel.

Have you experienced a high turn-over in staffing?
Not really. We tend to have people who are here for a long time because it is a quite good place to work, I think the employee are treated quite well, we have staff benefits. We have plenty of hours going, many people tend to leave employment because they can’t secure in fairness it is a quite happy place to work, I am not saying that people don’t have bad days at work of course people have good and bad days but overall I don’t think people treat to come at work.

Do you or the company perform exit interviews to establish reasons for leaving? If yes, are the findings helpful in addressing staffing turn over issues?
No.

Should all staff be treated equally or do you think performance management should affect employee’s status in the company?
If you are asking if we use performance management, we certainly do because not everybody is the same. You do get employee that they don’t want to be here, they are not motivated, you can do everything you can trying to motivating them, this people are few in a far between but yes you do come across, but if they don’t want to be here then we will performance management out them because we have to think on the rest of the team that they are working with and the impact they will have on the guest.

11. Is there a performance management system in place in the company?
There is indeed, If it is a issue with somebody, it will brought one aside, it will be pointed out what the issue is and it will be given a chance to improve and if it is repeated occurrence of core performance will actually documented it, then if continues to happen we have the disciplinary route, nobody wants to do this but if people are not performing, are going against the rail you have to make the business decision, you have to do what is best for your business we want to have the right people on the job you don’t want the wrong ones. Is very, very important if you
want to keep your team motivated, they are dealing with this people because if you are not you will allow bad performance to go unnoticed for somebody how is working to high standard, can be demotivated by somebody who is not performing as they should do, so it is very important for the performance management to be in place for that particular reason.

12. Does the company communicate its strategic plan and direction with all staff?
Yes we have communication days, and probably the other Maldron Hotels have told you Patrick, CEO of the company, comes in and he visits all staff, the most recently we had Maldron Road Show regarding the branding, cause we change the branding in the company so he came in and spoke with all the staff about that, saying how we rebranding, saying how it will affect our brand what will going to change so to not be any confusion, the staff heard straight from the top of the company, I think staff appreciated that he takes time off when he is a busy man, to come in to speak with them. In our hotel the communication is the key, the more information the people have the better equipped they are to do their job and to inform the guest so very much so communication we are very open.

13 Does the company offer work-life balance options to staff, such as flexi time, job share?
It very much depends on what you mean by that because there are, we try to be as faire as we can now what we often do for front desk you could work an late and then an early, but the philosophy behind this you are to check in the guest and then you will him on check out so you’ve been dealing with them not all of the time it is nice to see the person that checked you in is checking you out : Mr Kchena how did you enjoy yourself, and they might know something from their first conversation that they are flying to America, gives a more personal touch. The thing is that in here they were in a late and after that in an early but they are finishing at 3.30 p.m in the day and gives the whole rest of the day for yourself and you could not be working until late the next day, so I think that creates a nice balance you have your hole afternoon for yourself, that compensates. I would say we do our best regarding roster, but at the end of the day it is a 24 hours business so people are ringing sick, you know things like that happened but because they are well motivated and engaged team they are happy to help others to make sure the shift is covered and they know that they will get their days sort it out. It is an eying young situation.
Appendix 7 Confidentiality Statement

Confidentiality and Non-Disclosure Agreement for Research Participants

Title of Research Project: An analysis of the success of the employee motivation techniques in use in the Maldron Hotels Chain

Researcher: Mihaela Ionita

While conducting this research study, submitted in partial fulfillment of the requirements for the completion of Master’s in Business Administration, I understand that I may have access to confidential information about study sites and participants. By signing this statement, I am indicating my understanding of my responsibilities to maintain confidentiality and agree to the following:

I understand that names and any other identifying information about study sites and participants are completely confidential.

I agree not to divulge, publish, or otherwise make known to unauthorized persons or to the public any information obtained in the course of this research project that could identify the persons who participated in the study.

I understand that all information about study sites or participants obtained or accessed by me in the course of my research is confidential and only for the purpose of fulfillment of my studies. I agree not to divulge or otherwise make known to unauthorized persons any of this information.

I understand that I am not to read information about study sites or participants, or any other confidential documents, nor ask questions of study participants for my own personal information but only for the purpose of completing my studies as required by Dublin Business School.
I agree that identification of the study participant companies will be removed from the study after submission to the Examinations board of Dublin Business School.

Confirmation of requirements of this study can be obtained from my research adviser, Martin O’Dea, Dublin Business School.

Mihaela Elena Ionita
## Appendix 8. Gantt Chart

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<tr>
<th>Activity</th>
<th>2015</th>
<th>2016</th>
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<td>Writing research proposal</td>
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<td>Reading literature</td>
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<td>Draft literature review</td>
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<td>Devise research approach</td>
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<td>Draft research strategies and method</td>
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<td>Review secondary data</td>
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<td>Feedback introduction and middle chapter</td>
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<td>Transcribe data</td>
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<td>Writing the final conclusions and proof reading</td>
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<td>Binding and final submission</td>
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