



***How Motivational factors influence  
employee's performance  
(Case - Radisson Blu Hotel, India)***

Semester: Master Thesis

Student: Khushneet Kaur

Student Number: 67317

Total Characters: 152750

## ACKNOWLEDGEMENT

Foremost, I would like to acknowledge and give my warmest thanks to my supervisor Ada Scupola who made this work possible. Her guidance helped me in all the time of research and writing of this thesis. I would also like to give special thanks to my husband Mr. Sarabpreet Singh and my family as a whole for their continuous support and helping me in completing my thesis. Your prayer for me was what sustained me this far. Also, I would like to express my gratitude to all the interview participants for allowing me to know the insights of their working environment.

Finally, I would like to thank god, for letting me through all the difficulties, I have experiences your guidance day by day which enhanced me to perform better and better. I will keep on trusting you for my better future.

# DECLARATION

I, the undersigned, declare that this master thesis has been composed solely by myself and it is my original work and has not been submitted to any other college, institution or university and all the sources that have been used is properly acknowledged by the means of references.

Signature

Date; 01-06-2022

# ABSTRACT

Many organizations struggle to keep their employees motivated. The motivation of employees has a huge impact on organizational performance. In this research project, we will analyze the impact of motivation on employee performance in the case of the Radisson Blu Hotel in India. Our research will be limited to the employees of Radisson Blu Hotel in Amritsar. We hope to gain insights to help organizations better understand how to keep their employees motivated.

The primary question of this study is how different monetary and non-monetary factors impact employee motivation and performance within an organization. By understanding what influences employee motivation, organizations can take steps to improve the overall performance of their employees. This study aims to evaluate how monetary and non-monetary factors affect employee motivation and performance within an organization. By evaluating the impact of financial incentives on worker motivation, we can glean insight into how businesses can improve employee retention rates.

The research will employ a mixed-method approach, presenting both secondary and primary data. The secondary data will take the form of a literature review discussing relevant theories. The primary data will come from questionnaires sent to hotel employees, with interviews conducted if necessary. In the literature review, the research will discuss relevant theories and how they apply to our research. The goal of the literature review is to obtain a better understanding of our key issues. We will present both a survey and interviews with hotel employees in the data collection stage. These tools will help us better understand how the industry works and identify further issues that we would otherwise have missed.

The primary method of data analysis for this study will be descriptive statistics, including means and frequencies. Data will be analyzed to identify trends and relationships between variables, and conclusions and recommendations will be based on these findings. Results will be presented, accompanied by graphs and data tables. The research will feature a bulleted list of key findings. The data tables will show the distribution of results from each respondent and any notable relationships between responses. Conclusions will be based on the findings, and recommendations for future research will also be included. While descriptive statistics are used to present results in this paper, correlation and regression analysis would have been better alternatives.

## Table of Contents

Chapter 1: Introduction.....	7
1.1 Background of the Study .....	7
1.2 Problem Statement.....	8
1.3 Purpose of the study .....	9
1.4 Objective of the study.....	9
1.5 Research Questions .....	10
1.6 Significance Of The Study .....	10
1.7 Conceptual Framework.....	11
1.8 Summary.....	12
Chapter 2: Literature Review .....	12
2.1 Introduction .....	12
2.2 Monetary factors which affect an employee's motivation .....	13
2.3 Nonmonetary factors affecting employee motivation .....	16
2.4 How motivation factors influence employees' performance.....	17
2.5 Impact of motivation on the productivity .....	18
2.6 The organization's productivity.....	20
2.7 Summary.....	22
Chapter 3: The Theoretical Framework.....	23
3.1 Introduction .....	23
3.2 Motivation Theories .....	24
3.2.1 Hierarchy of Needs Theory .....	24
3.2.2 Alderfer's ERG theory .....	24
3.2.3 McClelland's Need Achievement Theory .....	26
3.2.4 Herzberg's motivation-hygiene theory( two factors theory).....	27
3.3 Summary.....	28
Chapter 4. Research Methodology .....	29
4.1 Research Philosophy .....	29
4.2 Research Approach.....	29
4.3 Research method .....	29
4.4 Research Design .....	31
4.5 Data Collection techniques and Procedures .....	31
4.6 Reliability & Validity ( Triangulation Method) .....	35

4.7 Research Ethics .....	37
4.8 Limitations.....	38
4.9 Conclusion.....	38
Chapter 5: Analysis and Findings.....	39
5.1 Introduction .....	39
5.2 Analysis and presentation of survey (quantitative) data.....	40
5.2.1 Working in a Stressful Environment .....	40
5.2.2 The Level of Satisfaction With the working Environment of Radisson Blu Hotel .....	41
5.2.3. Non-Monetary Factors that Motivate Employees.....	42
5.2.4 The monetary benefits that Contribute to the productivity of employees .....	44
5.2.5 Incentives Motivate Employees.....	46
5.2.5 Employee Efforts being appreciated.....	47
5.3 Analysis and Presentation of Qualitative Data .....	48
Chapter 6: Discussion & Conclusion.....	52
6.1 Working in a Stressful Environment .....	52
6.2 The Level of Satisfaction With the working Environment of Radisson Blu Hotel .....	53
6.3 Non-Monetary Factors that Motivate Employees.....	54
6.4 The monetary benefits that Contribute to the productivity of employees .....	54
6.5 Incentives Motivate Employees.....	55
6.6 Employee Efforts being appreciated.....	56
6.7 Interview Questions/Thematic Analysis.....	57
6.8 CONCLUSION .....	58
6.9 RECOMMENDATIONS .....	59
List Of References .....	63
APPENDICES.....	67
APPENDIX 1 : QUESTIONNAIRE .....	67
APPENDIX 2: INTERVIEW TRANSCRIPTS .....	71
TRANSCRIPT 1: (INTERVIEWEE: SONALI, DESIGNATION: SUPERVISOR) .....	71
TRANSCRIPT 2: (INTERVIEWEE: KANWAL, DESIGNATION: FRONT DESK EMPLOYEE) .....	73
TRANSCRIPT 3: (INTERVIEWEE: RAMAN, DESIGNATION: HOUSEKEEPER) .....	77

# Chapter 1: Introduction

## 1.1 Background of the Study

It is widely accepted that human resources are a key factor in organizational success. In today's competitive landscape, retaining talented and motivated employees is essential to maintaining a successful organization (Harsch & Festing, 2020). Employees committed to their work and high energy and creativity are signs of a motivated workforce. Creating an environment that fosters employee motivation should be a priority for any organization. The key to organizational success lies in more than just financial resources--human capital makes the real difference. Businesses must retain their workforce in today's competitive climate. Humans are motivated by many different things. Some people are motivated by money, others by power or fame. Some people are motivated by helping others or making the world a better place. Whatever the reason, motivation drives us to do what we do. Motivation can be defined as the reason for performing a certain action. It is an internal force that compels us to take action to satisfy a need or achieve a goal. Motivation is what gives direction and purpose to our behaviour. The concept of motivation has been studied since the early 1800s. Before that, philosophers and social theorists used "will" to describe motivated human behaviour. Today, motivation is still one of the most important concepts in psychology.

In the current global market conditions, many organizations have been forced to change their strategies to maintain profitability and ensure steady growth (Esmaeel et al., 2018). One of the main ways they are doing this is by reducing operational costs. However, it is important to note that reducing operational costs can also have negative consequences, such as affecting the quality of the end product, brand image, safety, and even the firm's longevity. Human capital is one of the major operating costs, and so this is an area that organizations focus on to achieve cost efficiencies. As economies worldwide continue to grow slowly, many organizations have had to modify their strategies. These organizations now focus on ensuring profitability and steady growth through strategic planning. It is necessary to control and reduce operational costs to achieve these targets. However, it is important to note that reducing operational costs can also negatively impact the quality of the final product, the brand image of the company, safety standards, and even the company's longevity. A large portion of operational costs goes towards human capital, making this an area where organizations can achieve cost efficiencies.

As the market and economy fluctuate, organizations need to have strategies in place that will help control costs and maintain stability. Many international banks, including Barclays, Royal Bank of Scotland, and Credit Suisse, have implemented cost-cutting strategies to reduce operational costs and stay afloat during tough times. However, such strategies can often negatively affect employees, who may feel demotivated or insecure in their jobs. Additionally, productivity may suffer as experienced employees leave the organization. As the market and economy take a downturn, organizations must be strategic in their plans to control costs and maintain stability. One way to reduce operational costs is by reducing employees. However, this strategy can have negative consequences, such as demotivated employees who feel insecure.

Additionally, the organization may lose productive employees. Job security is directly related to team performance and overall organizational performance. Therefore, the organization would be under pressure to retain the best employees by paying them less and making them work more. This would decrease morale and motivation levels, creating an uncertain future for employees.

## 1.2 Problem Statement

A motivated employee is more likely to be productive and engaged in their work, leading to better workplace outcomes. Companies that strive to improve employee productivity should prioritize motivation (Akhmetshin et al., 2018). A lack of motivation can lead to lower productivity levels and, in some cases, complete apathy towards one's work. Low morale impacts an individual's work quality and quantity, but it can also spread throughout the workplace, contributing to a generally negative attitude amongst employees. Employees who feel motivated at work are more likely to be engaged and productive. Researchers at the University of Pennsylvania found that employees who felt motivated were more than twice as likely to be engaged and productive. The study's authors suggest that managers can impact employee motivation by providing opportunities for meaningful work, offering feedback and recognition, and fostering a climate of trust. It is no secret that employee productivity has a direct correlation with motivation. When workers feel motivated, they are more likely to be productive. On the other hand, when employees are not motivated, productivity decreases.

To increase productivity in the workplace, it is essential to find ways to motivate employees. Employees who receive training tend to be more satisfied with their work and perform better (Jaworski



et al., 2018). This is because satisfaction increases with the quality of training received. The responsibility for employee motivation does not lie solely with line managers but is three-fold. Top management, immediate bosses and employees all play a role in creating a motivated workforce. Motivated employees are important to the success of any business. From boosting their work quality to improving the company culture, great motivation leads to greater employee satisfaction and productivity. Employees can be motivated or demotivated based on Herzberg's Two-Factor Theory, distinguishing between intrinsic and extrinsic motivation. This theory can be used to create a work environment that motivates employees to do their best work. Against this background, the researcher will investigate the impact of motivation on employee performance at Radisson Blu Hotel in Amritsar, India. Given the current state of the economy and the cut-throat nature of the hotel industry, it is more important than ever for businesses to ensure that their employees are motivated and performing at their best. This study will provide insights into how motivation affects employee performance and what implications for businesses operating in today's competitive environment.

### 1.3 Purpose of the study

This dissertation aims to explore the impact that motivation has on employee performance. The researcher hopes to identify strategies that can help managers create a work environment that is conducive to productivity and satisfaction. Additionally, the study will also investigate the factors associated with motivation in employees and how these relate to their workplace performances. The ultimate purpose of this research is to provide practical recommendations on how employers can effectively motivate their personnel for them to achieve optimal results.

### 1.4 Objective of the study

- ❖ To study whether monetary and non-monetary factors have any impact on the productivity level of employees
- ❖ To analyze the impact of motivation on the productivity and satisfaction level of employees
- ❖ To analyze the motivational strategies adopted by the Radisson Blu Hotel, Amritsar for its employees.

- ❖ To examine Whether or not there is a correlation between employee satisfaction and motivation levels

### 1.5 Research Questions

- ❖ What monetary and non-monetary factors impact the productivity level of employees?
- ❖ What is the impact of motivation on employees' productivity and satisfaction levels?
- ❖ What were motivational strategies adopted by the Radisson Blu Hotel, Amritsar, for its employees?
- ❖ Is there a correlation between employee satisfaction and motivation levels?

### 1.6 Significance Of The Study

Motivation is an essential factor in employee performance, and this study is designed to explore the impact of motivation on employee performance. The case study focuses on Radisson Blu Hotel, Amritsar, India, and examines how different motivational techniques affect worker productivity. By studying this particular example, researchers would be able to generate valuable insights that can be applied to other businesses. One key finding from the research would be that engagement (focused on creating a sense of shared identity) is crucial for motivating employees. When teams are engaged with their work, they're more likely to perform optimally – regardless of their level of motivation or experience. In addition, providing constructive and praise-worthy feedback has a positive effect on team morale and overall productivity. Motivation has a significant impact on employee performance, and this study is an attempt to quantify that impact. By studying the engagement levels, job satisfaction, and productivity of employees at the Radisson Blu Hotel in Amritsar, India, the researcher would identify specific factors that contributed to improved performance. Overall, the findings from this study suggest that it is crucial to focus not just on raising employees' levels of motivation but also on ensuring they're engaged in their work environment. This way, all individuals involved will be better equipped to succeed as part of team. This study provides valuable insights into how motivators can affect employee performance positively across various dimensions

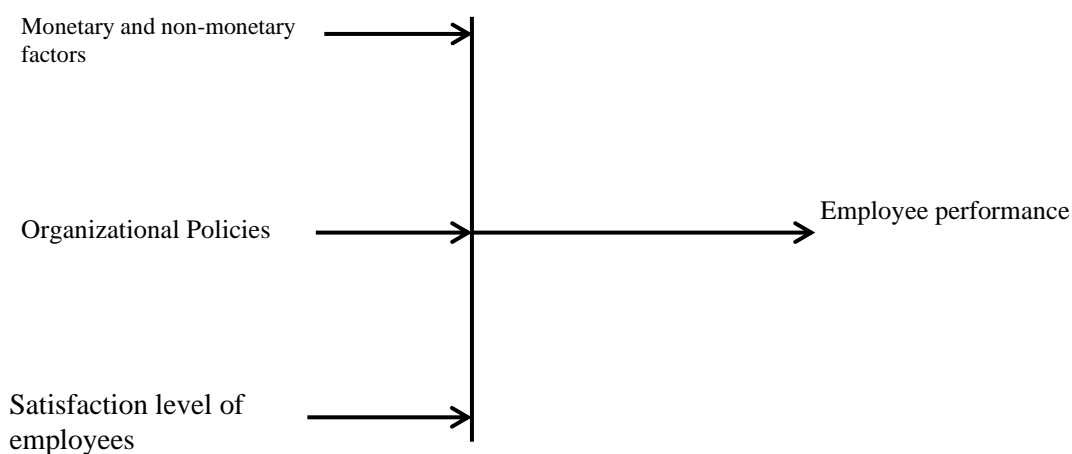
## 1.7 Conceptual Framework

A conceptual framework is an element used to dissect a significant problem into smaller parts. A conceptual framework is the researcher's interpretation of a particular research problem or issue. It is similar to how an artist uses painting tools like a brush, colors, and paint to express their vision through artwork (Editage,2019). This tool helps the researcher interpret the data collected from properly conducting research. A conceptual framework helps gather information about the subject by defining specific categories and concepts. In this research study, the researcher analyzes their research problem to establish meaningful relationships between variables that directly correlate. The independent variable is the variable to be manipulated by the experimenter, who will observe its effect on variables that are dependent on it. Independent variables (i.e., monetary and non-monetary factors, motivational strategies, and satisfaction level of employees) are the variables that the researcher manipulated as they try to see what effect these changes have on the system (i.e., the performance of employees based on their job requirements). Variables are detectable by all parties involved in a study or an experiment, for instance, because employees can easily monitor the financial aspects of their contract concerning different shifts plus feel either satisfied or unsatisfied depending on how well they manage to succeed at each task assigned to them by either Management or their boss.

### Conceptual Framework Diagram:

#### Independent Variables

#### Dependent Variable



## 1.8 Summary

Motivation is a key determinant of employee performance. The manager should motivate employees to perform better than they would otherwise do. Motivating employees is necessary because it maximizes their productivity. It also involves intrinsic factors, such as the employee's interest in the job itself and their sense of self-efficacy. The study will be conducted as a survey in which employees of the Radisson Blu Hotel in Amritsar will be asked to participate. Motivation is one of the most important aspects of any work environment. Motivated employees are more likely to perform better, increasing productivity. Even after an employee's productivity decreases, they will continue to be motivated by the idea of the next promotion or bonus. It's one of the best ways to create a culture of success.

Conversely, unmotivated employees are more likely to perform poorly and have higher levels of absenteeism. (Moodley & Hove, 2018) Motivation is a learned skill, and one can learn to be more motivating. Although multiple factors can motivate employees, a fun work environment can play a significant role. Several other factors also impact motivation, so a fun work environment is just one of many factors that can be used to motivate employees. Motivation is one of the most important aspects of any work environment. Motivated employees are more likely to perform better, increasing productivity. A healthy office environment is also a direct result of good motivation. Without motivation, employees will be unhappy and uninterested, leading to an environment not conducive to productivity

## Chapter 2: Literature Review

### 2.1 Introduction

A literature review is a scholarly survey of relevant sources on a given subject. It offers a bird's-eye view of the current landscape allowing the researcher to build on relevant theories and procedures. (Ahmed et al., 2019). A literature review can be constructive in understanding a broad range of topics relevant to various fields and topics. From studies done by other researchers on the same topic, you're interested in the content, looking at similar pursuits from different angles. So do bookmark us and keep reading.

Motivation factors are the main factors that influence the employee's performance and the organization's success. These factors include personal factors, such as internal and external factors, job

satisfaction, job security, and the employee's relationship with other employees in the organization. There are numerous internal factors influencing the performance of employees (Chmielewska et al., 2020). These factors include the employee's interest in the job, the employee's ability to perform the job, the employee's personal goals, and the employee's job knowledge. In addition, there are numerous external factors influencing the performance of employees. These factors include employee pay, employee promotional opportunities, recognition and reward, and job opportunities. The extrinsic factors are the financial incentives to employees for meeting a particular standard or for exceptional performance. (Lares et al., 2020). this can be in the form of a higher salary or commission on the sale of goods. The intrinsic factors are the fundamental reasons for an individual's work. These are job satisfaction and self-fulfillments. They are very closely linked to each other. If the individual is not interested in the job, he is not motivated to do a better job. If the job is not challenging, there is no reason to do a better job. In a positive work environment, it is possible to achieve intrinsic motivation. This is one reason why employees are motivated.

## 2.2 Monetary factors which affect an employee's motivation

### **Extrinsic Factors**

Motivation is an engine that drives employees to perform their best beyond the minimum requirements. However, motivation is intrinsically linked to a person's state of mind; that is, it is determined and influenced by external factors such as salary, perks and benefits, power of the manager, the vision of the organization and its values, recognition, and the interpersonal relationship and communication. These extrinsic factors affect employee motivation either positively or negatively. Therefore, managers and leaders have to manage the organizational scheme in such a way that it motivates employees to work efficiently. Extrinsic rewards are meant to give employees a sense of accomplishment and recognition to remain motivated by the organization. Many extrinsic factors promote employee motivation in an organization. Still, some of the most common include fair and consistent treatment, recognition and rewards for good work, meaningful workweeks, a healthy environment conducive to productivity, and opportunities for growth and development.

These factors can help encourage employees to put their best foot forward and be dedicated to their job. In turn, this will lead to increased efficiency within the company and greater customer satisfaction.

Extrinsic factors can significantly impact employee motivation and performance, depending on the type of organization that you are in. One example is money. When employees know that they will be rewarded for their efforts, it increases their motivation to work harder. Similarly, providing timely and relevant feedback also has a positive effect on employee morale and productivity.

Another extrinsic factor that has a pronounced impact on employee motivation is communication. Strong VMAs communicate with their team members regularly so they know what expectations are set for them and how their contributions fit into the larger scheme of things. This ensures an efficient flow of information throughout the organization and eliminates any ambiguity or confusion about tasks or goals.

Several monetary factors affect an employee's motivation in an organization. Among these is compensation, or the amount of money that an employee receives in return for their efforts. To ensure that employees feel appreciated and motivated, it is essential to provide them with competitive pay across all levels of the organization. Additionally, rewards should be given regularly so that employees know they are valued and appreciated. Another factor that can influence motivation at work is morale. When employees feel positive energy and are optimistic about their workplace environment, they are more likely to produce high-quality results than when they feel stressed or have negative emotions. Building a supportive team atmosphere is essential for ensuring overall productivity and success.

One of the most important things to consider is the psychological wage or reward system within the company. This system determines how much compensation (and other rewards) employees feel they deserve based on their performance and contribution to the organization.

In general, companies with a high Psychological Wage offer better conditions for employees and tend to have more satisfied workers who are more committed to their work. In addition, these organizations often have higher productivity levels due to increased engagement and satisfaction among their workforce. Conversely, low Psychological Wages can lead to decreased morale and reduced commitment among staff members – ultimately affecting organizational performance negatively.

**Salary increase:** In most cases, salary increase is the most critical factor that affects employee motivation. It is the factor that employees see themselves or the company as lacking or not correct to expect a pay rise. Most people look at salary as part of their compensation, which means it's an integral part of the deal. Looking at the bigger picture, a salary increase is a motivational factor if an employee

feels that his money is not fair. However, if an employee feels that he is being paid enough, salary is no longer a big deal.

**Promotion (monetary part):** Promotion is the key factor affecting employee motivation. A good promotion process can eliminate the problem of low motivation. A sound reward system can motivate employees to perform better and encourage teamwork.

**Profit-sharing:** Profit Sharing is a financial arrangement developed for the American market, which attempts to tie an employee's superior to the company's profitability. It is based on a theory that suggests that it is impossible to motivate an employee by simply paying them a salary. Therefore, the employer has to offer an incentive-based on the profits generated by the employee's work in question. Profit-Sharing is sometimes regarded as a way to compensate an employee for the risks they face by being an employee.

**Financial incentives:** Financial incentives are often used to encourage employees to increase their performance and work more efficiently and effectively. In the corporate world, the use of incentives is encouraged by business executives to increase both the productivity of their employees and the profits of their companies. Financial incentives can benefit employees and the companies that employ them.

**Bonus:** the motivation of employees can vary depending on the type of bonus that is being offered and how it is structured (Kokkinis, 2019). However, bonuses linked to company performance or individual achievements can be a vital motivating factor for employees. It's also essential to ensure that the bonus structure isn't too ungenerous or punitive, as this could lead to resentment among staff members. In general, it's best to design a bonus program that benefits everyone involved – both management and employees. Bonuses can be a powerful motivator for employees, depending on how they're structured and delivered. When bonuses are tied to individual performance or objectives, employees will likely strive harder to meet those goals to receive the bonus. On the other hand, when bonuses are paid out as part of an annual salary increase, employees may not feel as much pressure to perform well because they know their pay is set in stone. Ultimately, designing and delivering a successful bonus program depends on understanding your company's culture and personnel dynamics.

**Promotion:** Promotion often plays an essential role in motivating employees. When a member of your team has done well and met expectations, they may feel that they deserve a promotion or bonus,

encouraging them to continue working hard on behalf of the organization (Zhang et al., 2019). Conversely, if someone feels like they're being unfairly treated or their development opportunities are limited, this could negatively affect their morale and future performance. Promotion can positively or negatively affect an employee's motivation in an organization. On the whole, promotion typically results in more money and additional responsibilities, leading to a sense of entitlement among some employees. This often leads to less dedication to work and lower morale among those promoted. In contrast, when promotions are based on merit rather than seniority, employees are likely to be motivated by the challenge of meeting new goals and achieving greatness. They tend not to feel entitled or spoiled since they haven't received anything they didn't earn themselves.

### 2.3 Nonmonetary factors affecting employee motivation

Several intrinsic factors promote employee motivation (Çetin & Aşkun, 2018). These include job satisfaction, engagement, and credibility. Job satisfaction refers to the feeling that you enjoy your work and are engaged in it mentally and physically. Engagement is the level of involvement employees have in their work; it can be measured by how often they show up for work, how positive their attitude is towards their job, or how motivated they feel on tasks. Credibility refers to employees' belief that the company cares about them as people and wants them to achieve success.

These factors promote teamwork, creativity, productivity...and ultimately, customer loyalty! When employees believe that they're part of something greater than themselves (i.e., a high-performing team), it creates a virtuous circle where each subsequent victory leads to even more optimism and enthusiasm within the workplace - leading to greater performance levels overall. These factors include;

**Status:** Status is the outward condition or position of a person. Status is gained through achievement, position, recognition, and respect. Status has its importance in the organization. It is imperative to motivate the employees because of the difference in the needs of some individuals and others. Some employees want status, some want money, some want to praise, and some want promotion. Some are more motivated by the company's financial condition, and some are more satisfied by their status in the organization. The people are motivated by the status they hold in the organization. The employees should be motivated by their individual needs.



**Job enrichment:** Job enrichment makes jobs more exciting and challenging by changing their content or context to increase employees' motivation. Job enrichment may be defined as how employees receive additional job-related information, feedback, and control to develop their skills and abilities and fulfill their needs for autonomy, competence, and relatedness at work.

**Job security:** Job security is the employee's perception and the employer's reality. An employee who does not feel that he has job security may feel that he is always on edge and so can give a poor performance. An employer who does not face any layoff threat may still feel that he needs to be careful about handling people. In this situation, both employers and employees will be less open to feedback and criticism. This, in turn, will reduce the motivation level.

**Appreciation and Recognition:** Motivation is an internal drive. You are motivated to do something when you are interested in it or need to do it. Thus, it is the internal motivation that a supervisor cannot provide. Recognition and appreciation by a supervisor can't be regarded as motivations. Recognition is a response to appropriate behavior, while appreciation is a response to behavior that is not necessarily appropriate but the supervisor is thankful for.

**Delegation:** Delegation is a factor that impacts employee motivation. Delegation is essential in an organization because it helps the management and employees to work more effectively. It is the process of allocating work or responsibility, where work can be any task, project, or activity. Delegation is an essential management skill.

## 2.4 How motivation factors influence employees' performance

Motivation is one of the most critical components of employee performance. It can help keep employees focused and motivated as they work, and it also hurts employee productivity if it is not harnessed correctly. Motivation comes in different forms, but autonomy, mastery, and pay are the three primary motivators. Autonomy refers to employees' sense of control over their work-related tasks. This can be achieved by providing employees with accurate information about their job duties and allowing them to do what they do best. Mastery refers to an individual's ability to improve upon their skills within a given field; this can be accomplished by providing training and feedback as necessary so that workers stay sharpened up for future opportunities. Finally, pay reflects how well an employee feels they are compensated for their efforts; when this aspect is taken into account, employers are more likely to provide

incentive programs that motivate workers. All of these factors play into each other somehow; without proper motivation from top management down, subordinates may become resistant to changes (or any new initiatives), which will ultimately negatively affect company productivity overall. Ultimately, the motivation of employees must be managed and maintained to maintain productivity.

The ultimate problem with managing all these factors can affect the overall morale. Leaders should make sure that they address employees' needs as much as possible by adding into their job structure such things as regular meetings discussing how jobs were performed correctly and how more could be done for natural consideration. Many organizations are instead moving towards a more holistic employee engagement model, which is gaining popularity worldwide due to its ability to sustain positive emotional and physical wellbeing. It has been demonstrated that with such approaches, wages can increase as much as 15% for comparable employees in companies that measure their own employees' job satisfaction accurately. According to a Cornell University study, if employers felt physically and mentally healthy, their productivity could increase by 23%. Therefore, the immediate motivation goals should be lauded in terms of natural health improvements among workers and improved engagement within an organization through increases in performance with time. This seemingly simple goal is something most modern organizations have yet to master.

## 2.5 Impact of motivation on the productivity

Motivation is arousing a person's desire or interest to act. It is not to be confused with force, as motivation does not compel action against one's will. Motivation is influenced by a person's beliefs and expectations and the value of rewards or punishments associated with an action. Positive or negative motivation affects an employee's intensity and persistence at work (Ekhsan et al., 2019). Positive motivation can also lead to enhanced job performance and a greater willingness to exert effort: in contrast, negative motivation may lead to withdrawal from an unpleasant work situation. Motivation can have a profound impact on the productivity of employees and the overall performance of the organization. It is a constant factor that can influence the performance of the employees. It can assist the employees in achieving their goals and contribute to the achievement of the organization's goals. The need for motivation in an

The organization is evident because it is not the same for different employees. The level of motivation may vary from employee to employee, depending on their personal and professional needs. Motivating

employees is an essential task for the management as it helps achieve the organization's overall objective. The critical aspect of motivation is to ensure that the employees are aware of their role in contributing to the vision and mission of an organization.

Once they have developed awareness, it becomes more difficult to change the employees away from getting motivated by extrinsic factors. The importance of motivators at the organizational level can be measured by studying ethos (the character or attitude as perceived on a societal scale), task satisfaction, pride in the organization, organizational commitment (love of work), and wellbeing. These elements remain constant concerning ethical behavior at the personal level in a business environment. Motivating employees is dependent on their perceptions or interpretations which they make of their experiences that are influenced by cultural influences, beliefs, and values dominant within an organization as it relates to paying particular attention to assessing sentiments such as positive reinforcement – good news; negative reinforcements - terrible news ; praise; recognition, achievement, success, and enthusiasm suggesting that generally this theory can be adopted in dealing with the problem of motivation.

A variety of theories have been proposed to explain employees' behavior to become more committed or satisfied with working on assigned tasks at an organizational level, including the ultimate attributional model (MacIver & Parkes), expectancy theory(Bandura), etc. One of the most prominent motivational strategies is a goal-setting technique (G ST) suggested by Deci and Ryan. They describe this as the "motivational client-consultant relationship" in their research done at Lawrence University (1994). This technique involves suggesting potential outcomes of an activity that emanate from goals. Once the employees have understood these possibilities, they are urged to measure their aspirations against realistic targets. Although some additional constraints such as security measures implemented by organizations do not allow them to imbibe imagination, a review of established programs and training systems is vital for employees to implement desires adequately and thus achieve set goals. It also helps build self-confidence, empowering people that have high aspirations toward health habits daily through supporting their motives with achievable outcomes, as shown below:

Moreover, in terms of content, motivational schemes are equally applicable when considered within the context of increased output or productivity (G ST ) suggested by Deci, which evokes

"liberation from the tyranny of ingrained habits because they are considered restrictive, timid and limiting .It also required an atmosphere where individuals were not burdened with heavy worry about success but allowed to create flow through their performance so that employees could work quickly completing a task with the initiative to partake in the satisfaction derived from engaging with a perceived task as necessary for organizational success. Instead of well-being or emotional health, employees are instead united through inner customers, so matter reinforcement by invoking performance enhancers that result in more significant output gain and efficiency (SI).

## 2.6 The organization's productivity

Motivation is one of the most important elements of productivity( Aboelmaged, 2018). There are times when people are motivated, and there are times when they feel demotivated. A company's productivity will be affected by both these factors. If people are motivated, they will be more productive, and the company will be more productive. The company's productivity will also be affected by demotivation. When the people are demotivated, the company's productivity suffers. Motivation and productivity are directly related. Motivation plays a significant role in the productivity of an organization. Motivated employees work more efficiently and effectively than their counterparts who are not motivated. Motivation plays an essential role in boosting employees' morale and increasing the organization's productivity. Motivation also determines the satisfaction level of the employees. The more motivated people are, the more productive they become. So the company needs to help people become motivated. This can be done in many ways. Some ways to motivate people are by providing an encouraging environment, encouraging them to do their jobs better, and giving them freedom. There is a strong link between motivation and satisfaction levels of employees. Motivation not only defines the performance level of the employees in their respective roles, but it also enables the managers to chalk out strategies to boost the overall productivity. Tracking the productivity level of your employees through various business tools enables you to benchmark their performance and organize workshops to enhance their skill set.

The motivation of employees varies depending on the individual, their job role, and the company culture. However, some research suggests that positive employee morale increases organizational productivity. A study published in The Academy of Management Journal found that when employee

satisfaction rises above 50% (Lin et al., 2019), it can increase profits by up to 25%. This is likely due to two factors: firstly, high customer satisfaction translates into higher sales; secondly, happy employees are more committed and productive than unhappy ones. Organizations need to create a workplace environment that promotes goodwill and team spirit amongst their staff. This will result in improved productivity and increased customer retention rates and loyalty ratings. There is no doubt that employee motivation plays a significant role in organizational productivity. When employees are motivated and engaged, they are more likely to take ownership of their work and present their best performance. In addition, they're also more likely to stay with the company for more extended periods, since they enjoy working there.

To promote motivated employees at all levels of an organization, it's essential to establish clear objectives and standards for job duties and appropriate rewards systems that offer incentives for meeting these goals. Additionally, managers should create an environment where workers feel respected and appreciated. This can be done by providing positive feedback on good performance or developing a harmonious communication culture where everyone feels safe sharing ideas and concerns.

One of the most important things that you can do to promote motivation in your employees is to ensure that their duties are well-defined and consistent from day today. This will help them know what needs to be done and make it easier to focus on their work. Additionally, create a positive workplace culture where everyone feels appreciated and valued. This will encourage employees to put in the effort because they know that they're part of a team that's going somewhere good. Provide training throughout the year so that your employees are up-to-date on new trends and techniques and equip them with the resources necessary to achieve success. Finally, reward outstanding performance through bonuses or other forms of recognition so that all staff members feel acknowledged for their contributions.

There is no shortage of research indicating that promoting employees who are motivated and engaged in their work can dramatically impact organizational productivity and success. A study conducted by Forbes magazine found that companies with high employee engagement rates outperform those with lower rates by 20%. Furthermore, another study published in *The Journal Of Applied Psychology* found that employees who were highly engaged in their work were more likely to be satisfied with their jobs, feel like they had a sense of control over their careers, and report greater job satisfaction overall.

These positive effects are manifold: Highly engaged workers are more creative, productive, customer-oriented, and efficient. They also tend to be less stress-prone and engage in healthier work habits such as eating well-balanced diets and getting adequate exercise. So why promote motivation if it works so well? There are several benefits associated with creating an environment where people feel inspired to achieve great things: It leads to increased creativity & innovation; improved team morale; reduced absenteeism/tardiness; better communication across teams; smoother working relationships between bosses & subordinates etc.

## 2.7 Summary

A literature review is a methodology often used in systematic reviews, meta-analyses, and other forms of research synthesis. The researcher identifies, selects, and critically appraises previous work relevant to their specific research question or hypothesis. The researcher then uses this evidence and their research to support, negate or modify their hypothesis. As part of the review, the researcher will identify gaps in knowledge and limitations of existing research. A literature review allows you to identify and select the best information for your research or work. Employee motivation plays a vital role in the overall performance of an organization. The importance of motivation can be understood because it is one of the six basic paradigms in which the field of management is divided. The other five paradigms are planning, organizing, leading, executing, and controlling. From the organizational point of view, motivation is the key to employee performance. Motivation is the desire to do things. This can be achieved through various factors like extrinsic motivation factors, intrinsic motivation factors, and need-based motivation factors. Employees are an essential part of any business, and they must be motivated to perform at their best. This is where motivation comes in - influencing employee performance in the right way to achieve the desired results. This literature review discusses different influences of motivation on employee performance and how to harness it for your business optimally. The workplace is being affected by motivation introduction, and it has been seen in almost every field. Yet, what is specific steps businesses can take to become more successful? The author discusses an array of factors that employers should consider to encourage and motivate their employees in the best way in this review article on diverse research relating to employee motivation.

# Chapter 3: The Theoretical Framework

## 3.1 Introduction

The theoretical framework is an introduction to the broader context of a study. It tells which theory has been chosen for the research to be conducted within the defined frame. Theories are structures made to facilitate reaching conclusions and drawing inferences through theoretical reasoning and empirical observation (USC Libraries, 2022). Theories can predict what will happen in a project instead of acting based purely on facts. The theoretical framework for this study is that motivation is a process of deliberate and directed effort to perform a task. For each person, the need to work is a primary motivator. These needs are unique to each individual and depend on a person's choice. Another critical motivator is the presence of social support. Formal authority is a source of power that can influence employees to act positively. Incentives can be defined as the tangible reward that encourages employees to perform their duties. Extrinsic motivation can be defined as an incentive that is not connected to the job itself. One example is a paycheck. Progression and growth this motivating factors. So, if the employee can grow on the job and experience advancement, then the employee will be encouraged to perform well. In the case of individuals being made to feel that they are in need, it arises from one or more primary factors.

Intrinsic motivation will arise when there is a strong interest and liking for an activity, task, or role. There has been equal opportunity followed by equality of treatment, and then satisfaction can occur. This explains why most people prefer rewarding them with something tangible like money, gifts, etc., rather than spending it on intangible things like online casino chips when they win more money. In Western societies, as with other non-primitive cultures, many people manage their worth relative to others within the group or society. This is one example of a deontic structure at work and an interpretive strategy that evolved long after its biological purpose had ceased. The evolutionary nature of intrinsic motivation may derive from our need for higher levels of the agency. Agency is the degree to which we are in control over ourselves and our environment (i.e., out of others' power). In comparison, high autarchy or desire for autonomy exists when one desires to control independently from others'. Autarchic people feel more free and independent than those who seek their freedom through reliance on other people's judgmental support, as seen in group standards towards them.

## 3.2 Motivation Theories

### 3.2.1 Hierarchy of Needs Theory

Motivation is defined as a drive to do or act in a specific manner. Motivation is the fuel that drives us to work towards a goal or achieve the desired outcome. There are many theories and models as to what exactly motivates people. Abraham Maslow was one of the first to propose a theory on human motivation. He believed that human beings are motivated by unsatisfying wants and needs (Hopper, 2020). Maslow proposed a hierarchy of needs and motivation, with basic physiological needs at the bottom and self-actualization at the top. According to Maslow, once the lower level needs are satisfied, people pursue the next level need until they are satisfied. Maslow called this a 'hierarchy of needs. Maslow's theory has been used to explain the behavior of many employees. Maslow's hierarchy of needs is a theory initially conceived by Abraham Maslow in 1943. Although it is less widely known than other theories such as Alderfer's ERG theory or Herzberg's motivation-hygiene theory, Maslow's hierarchy of needs explains behavior in the workplace and is used to predict how people will react to rewards workplace.

It states that humans have three fundamental needs, and the attainment of anyone's needs can lead to the satisfaction of other needs. It postulates that humans have particular psychological needs that must be met before they are willing to engage in life and work fully. These needs are known as the five basic drives: security (comfort), love (attachment), esteem (self-acceptance), power, and autonomy. According to this Theory, meeting basic human physiological requirements such as hunger and thirst makes workers feel energized and engaged with their tasks. This creates an environment where they are more likely to put in long hours due to being physically satisfied and psychologically focused on their job objectives. The proponents of this theory believe that when any one of these needs isn't being fulfilled, it can lead to various mental health issues such as depression or anxiety. For employees to be motivated and satisfied with their jobs, their drive(s) for security, love, esteem, power, and autonomy must be adequately addressed. There are several ways employers can help meet these needs regularly without disrupting workflow or costing too much money.

### 3.2.2 Alderfer's ERG theory

Alderfer's ERG theory of motivation suggests that three factors can lead to job performance in an organization (Elujekwute, n.d): Relatedness, which is the feeling of being connected to the people working for the organization; Growth, which is the feeling that one is advancing and growing; and,



relatedly, Certainty, which is the feeling that one has some guarantees or a base salary or benefits. The degree to which one is motivated depends on how much a job has all three of these factors. Herzberg's motivation-hygiene theory explains the factors that lead to job dissatisfaction. More specifically, Herzberg believed that two factors lead to job dissatisfaction: hygiene factors, which are things that people want to have in a job but that the job can't provide if it is to be successful (things like salary, benefits, and work conditions) and motivators, which are things that people want in a job because they enhance satisfaction or performance on the job (like achievement, recognition, responsibility, status and advancement opportunity). The theory has received criticism because of its limited uses and applications. The ERG theory has been used primarily in industrial and organizational psychology, where it has been used as a framework for understanding job satisfaction. ERG has also been used to understand job satisfaction and job performance. While the ERG theory has been used in several contexts, most uses have been limited to the work setting and work motivation. Although the ERG theory is instrumental in industrial and organizational psychology, it has also been critiqued. The main criticism of the ERG theory is its failure to be generalizable to a variety of situations and settings. In addition, the theory is not very useful in predicting group behavior or large groups.

Alderfer's ERG Theory is a generalized model that describes how employees are motivated to exert effort. The theory focuses on the four elements of employee motivation – extrinsic rewards, intrinsic motivation, social recognition/role fulfillment, and task significance. Extrinsic (money, fame, power) motivates people to pursue short-term goals while ignoring long-term consequences. Intrinsic (greediness or pleasure gained from achieving tasks) drives people to pursue their interests and surpass personal bests. Social recognition/role fulfillment encourages individuals to feel appreciated for their contributions and helps them develop self-efficacy to improve future performance. Task significance refers to perceived relevance or importance associated with a task at hand. Employee motivation is one of the most important aspects of a successful workplace. It can be challenging to achieve overall satisfaction among employees if an overarching strategy does not support their efforts. Alderfer's ERG Theory (Erickson, Ringlemann, Gagneux & Gentile) provides a comprehensive framework for understanding employee motivation and how it can be effectively managed.

According to this theory, five essential elements must be in place for any organization to achieve compelling employee motivation: upward social comparison pressure or peer competition; the need for achievement; self-enhancement motive or ego passion; role clarity orukaisusu (a feeling of having clear

goals); and feedback loop reinforcement. If one element is missing, employee motivation will become inconsistent and ultimately ineffective. For example, if upward social comparison pressure is absent—meaning employees don't feel competitive with each other—they won't have the impetus needed to reach new performance levels. In addition, if job roles are unclear or irrelevant, workers may not understand why their actions matter and what results they should expect.

### 3.2.3 McClelland's Need Achievement Theory

McClelland's Need Achievement Theory (MNA) is a model of employee motivation developed by David McClelland in the 1950s (Hoffarth, 2020). MNA assumes three intrinsic needs that all employees have: mastery, opportunity, and affiliation. When employees feel like they have achieved something through their work, it can increase productivity and satisfaction. When people feel competent and successful, they are more likely to be committed to their tasks and take pride in their work. Conversely, if workers don't feel they're making progress or achieving meaningful results at work, this can lead to feelings of frustration and burnout. Thus far, studies support the Theory that MNA plays an essential role in employee motivation; for example, using feedback relevant to individual need achievement goals can help boost engagement levels. Additionally, creating a workplace culture that supports individual development and encourages creativity could also increase productivity within your organization.

McClelland's Need Achievement Theory is a theory that states that employees require recognition and praise to be motivated. To create an environment where this is possible, it's essential to understand what motivates your employees. This can be done by using McClelland's Five Needs Model. The five needs are Security, Belongingness, Love, Esteem/Self-Worthiness, and Competence. Understanding which needs (s) is (are) most important to one's team members will help them provide the appropriate motivation techniques. For example, when it comes to security needs – such as belongingness or love – providing positive feedback or rewards related to it will motivate them positively and make them feel appreciated. Likewise, if employee morale is lacking because they don't feel loved or secure at work, offering opportunities for growth or development may do the trick. By understanding each individual's unique motivational style and catering to its strategies accordingly, you should achieve better overall results from your team members' efforts.

McClelland's Need Achievement Theory is a model used to explain why some people are more likely to be motivated than others. According to the Theory, five needs need achievement: Self-Disclosure, Relatedness, Competence, Expectancy, Social Integrity, and Autonomy. People who frequently experience these needs will be more motivated than those who do not experience them regularly. When employees feel like they have achieved one or more of these goals (which can often be related to their job), they're more likely to become engaged and productive in their work environment.

#### 3.2.4 Herzberg's motivation-hygiene theory( two factors theory)

Herzberg's Motivation-Hygiene Theory states that the hygiene factors (or motivators) can be equally increased or decreased to increase job satisfaction. The hygiene factors are not motivators but are conditions or elements of the job that are neutral or a part of the job but not related to motivation (Chiat & Panatik, 2019). But if there is an increase in these factors, the dissatisfaction goes up. On the other hand, the motivators can increase job satisfaction, no matter how low the dissatisfiers are, but if the motivators are absent, the job satisfaction goes down. Frederick Herzberg's motivation-hygiene theory is about understanding the factors influencing worker satisfaction. He believes that there are two factors leading to job satisfaction: motivation factors that people can control, such as achievement, recognition, advancement, growth potential, work itself, responsibility, and working conditions; and hygiene factors that people cannot control, such as salary, company policies, interpersonal relationships, and supervision. In 1954, Herzberg published a theory of motivation that remains influential today. Motivation is concerned with what makes us do particular things, while hygiene factors are external rewards for performing a task.

Herzberg was the first to use findings from Motivation research to understand how leaders could impact the performance of their employees (Chiat & Panatik, 2019). The motivation-hygiene theory was a breakthrough in terms of its practical value. Because of him, Herzberg's motivation-hygiene theory has stood the test of time. There are some criticisms of the motivation-hygiene theory proposed by Herzberg. The major criticism against this theory is that it does not give any logical explanation for the key drivers of motivation among the employees. This theory is also criticized for focusing more on the 'hygiene' factors in the workplace, which seems to be more important than the 'motivators'. Its main weakness is that it covers only two factors of job satisfaction (motivators and hygiene factors), and even these factors are not clearly defined. Also, it doesn't consider the impact of job satisfaction on performance. Herzberg's theory is considered an essential milestone in the field of management.

Herzberg's motivation-hygiene theory is an essential framework for understanding employee motivation. It states that two factors influence how employees perform: their environment (motivation) and their cleanliness (hygiene). Overall, the theory suggests that a healthy workplace leads to better performance because it provides both the motivational factor (the opportunity to achieve goals) and the hygiene factor (a place where you can work in safety and confidence). This means that businesses can target specific areas of improvement to create a more motivated and productive workforce. For example, one might focus on improving motivators such as rewards or recognition systems while also ensuring proper hygiene by enforcing standards such as regular breaks, adequate laundry facilities, and strict anti-bacterial procedures. By doing this, companies can help ensure consistent levels of satisfaction for all employees - no matter their level of Motivation or Hygiene.

The theory is one of the essential models in motivational science, and it discusses the relationship between employee motivation and workplace hygiene. According to this model, employee motivation is significantly influenced by their perception of their work environment. When employees feel that their work environment is safe and clean, they are more likely to be motivated to perform well. On the other hand, when workers perceive that their environments are dirty or unsafe, they will experience lower productivity levels. Several implications stem from these findings. For example, employers can improve worker morale by taking measures to maintain a healthy workspace atmosphere. In addition, ensuring optimal hygiene standards can help reduce health risks for employees (including infections)

### 3.3 Summary

Based on the above, the Herzberg two factor theory relates to the employees satisfaction and studies the motivation level. As this theory describes the hygiene and motivate factors which signifies the level of motivation of employees and also their performance at different level and it also encourages the employees to work harder to perform well. Moreover, this theory also studies the intrinsic factors of employees motivation which stimulates the problem that is not related to the job but external to it. This theoretical framework provides insight about how the motivational factors influences the employees performance and are employees satisfied or dissatisfied with their performance at what level.

## Chapter 4. Research Methodology

### 4.1 Research Philosophy

Pragmatism is the most suitable choice of philosophy of science because it asserts that concepts are only relevant where they support action (Kaushik & Walsh, 2019). Pragmatism can be seen as carrying out a lot of operational decisions in unique ways. As a result, many researchers might end up researching while choosing the best conditions to answer the questions they have been looking at. Through this, people conducting research may find new outcomes to problems that were hard to solve before using methods that worked well before in similar situations. Pragmatism is a philosophy that helps researchers reconcile facts and values, fundamental knowledge and information that people have – both concept and theory - in real-world settings, contexts, and cases. This can be done by considering theories and concepts, ideas and thoughts because basically, the whole world works on theoretical concepts related to the research and facts we have, including speech instruments, styles of doing things, or areas of expertise

### 4.2 Research Approach

The abductive research method is characterized by discovering new concepts or unearthing new rules through investigating and refining hypotheses (Mukumbang, 2021). In abductive research, a researcher may explore data (e.g., documents and interviews) to identify themes, generate hypotheses, discover patterns, and explain theories. Once the themes and rules have been discovered, the researcher examines additional data (e.g., of more interviews) to test the refined hypotheses, ideas, and theories.

An abductive approach to the investigation of strategies for hotel worker motivation in a Hotel Radisson Blu would be to obtain data that is sufficiently detailed and rich so that you can explore the phenomenon and identify and explain patterns in your research concerning what motivates workers at Radisson Blu Hotel

### 4.3 Research method

The most obvious reason to use multiple approaches is that one cannot answer specific questions with a particular approach. One might also want to evaluate the same information by using different methods.

It's only fair to let your subject know that you're testing them with multiple approaches, such as an interview and then giving them a survey. Explain boldly that mixing methods helps understand research problems better.

A mixed-methods study uses one research approach to explain the findings produced by another approach. As an example, a quantitative survey may be used to obtain results. Then interviews can be conducted with selected individuals surveyed to understand what might not have been found through the survey alone. For example, findings from a quantitative survey can inform interviewing so that respondents don't offer answers that they feel are expected but instead explain their real feelings when responding differently than how they would have on a questionnaire. This method is beneficial when other discoveries suggest further analysis is needed, especially when responses from those surveyed appear to contradict themselves or may indicate something being missed.

When designing and conducting research, several different steps should be considered. The very first thing that needs to be done is planning. You need to define and set out your objectives and then decide upon the research design (Qualitative, Quantitative, and mixed approaches), research methods, and methods of data collection (surveys, focus groups, observation). Next, you need to find a suitable place for your research and then find participants. The next step will be to present your study information and thank them for their help. Once that is done, you need to analyze your data. Then, you need to present your findings. Lastly, you need to create and follow up on recommendations based on your findings.

Sometimes, it would be necessary to adopt multiple research approaches during a single research project. For example, perhaps data from surveys is not adding up with information gathered from observation or interviews, and researchers want to compare responses across subject groups for better insights. This is when "mixed methods" of research come into play -- literally, an approach blends the countless methods available within the field of inquiry. The strategy behind this research tactic can vary significantly in terms of methodology and implementation; however, there are three primary reasons why mixed method application would occur such as 1) Explanation of findings in which 2) Information gathering through one approach is combined with findings received through another approach and 3) A specific study design may require one method to help enhance results derived from another. (Doyle et al. Mixed methods research, March 2009). For example, after surveying hotel staff about their customer interaction,

findings/ data can be followed up with interviews to gain more insight into how the customers operate qualitatively.

#### 4.4 Research Design

The explanatory research design is conducted in this thesis (Panke, 2018). This design consists of two phases, where the quantitative phase is followed by a qualitative phase that aims to explain or enhance the quantitative results. This analysis will be relative to the goal of this study because it is explanatory but still stands in its own right. Research design encompasses various aspects of the conducted studies, such as planning and analysis. There are certain types of research design with distinct elements for conducting a study; descriptive research design works to describe the research problem. Likewise, an experimental research design explores different phenomena and ideas available to the researcher. An explanatory research design explains the situation without adding something new to it or exploring any hypothesis. In contrast, causal research seeks to give cause and effect relationships for the study variables in their sections, giving a brief concept of what each type entails.

The research design that will be most appropriate for the study will be an explanatory research design for the current study. It will allow the researcher to explore different insights about the research area and the information related to the business strategies adopted by the company selected for the current study. The hotel industry is emerging quickly, and Radisson Blu must take the initiative to stay ahead of the competition. However, entering a competitive and highly dynamic environment can be difficult for Radisson. This explanatory research will help the company to find out about appropriate strategies for competing in dynamic markets

#### 4.5 Data Collection techniques and Procedures

##### **A. Quantitative Data: Construction & distribution of the questionnaire**

The research study will depend on primary and secondary data (Kucharski et al., 2020). The center point in getting this aspect of the project done is to determine how much needs to be gathered for the research questions to answer within a reasonable period. The primary data will be collected using questionnaires that schedule instruments. The data collection for this dissertation will be carried out using both the primary and the secondary data collection methods. Primary data collection will be carried out through

various documented questionnaires, structured interviews, and unstructured interviews. Secondary data collection will be carried out from various authentic sources such as government data and statistics, related reports, articles, books, and other research works.

**Primary Data:** The primary data must be collected first hand. These are the data obtained and collected using different methods, including survey techniques, questionnaires, and interviews. Sometimes collecting primary data can require more financial resources to be invested for collection purposes. Since this dissertation is mainly based on primary data gathered through any source or technique, the primary data was collected and analyzed.

**Secondary Data:** Secondary data sources include public sources (books, the Internet, government publications, magazines, and newspapers), private sources (company reports and internal documents), or commercial sources (trade and association publications). These are usually readily available to anyone interested in analyzing a market. They are cheaper than primary research and allow more flexibility in terms of data collection. The only weakness of this kind of data is that it can get outdated quickly and may become irrelevant in no time. For the current study, the secondary data sources used by the researcher included articles, marketing and Management theories from published resources, business models, and so on to collect the secondary data. The data was then used to validate the study findings for the current research. This form of data was not entirely relied upon in this research.

**Selecting the sample size (survey):** Convenient sampling: Almost 80 regular staffs were conveniently selected from each dept. depending on their willingness to carry out survey responses. Despite the prior request from staff members to participate in this study, the researcher took a permission on telephone to carry out confidential study from HR manager who introduced the researcher with the concerned supervisors, who later assisted the researcher in making the questionnaire. The rationale of using convenience sampling was due to the facts that, the respondents are easily accessible by the researcher and therefore collecting data from the respondents become easy, accessible and reduces the cost( Creswell, 2009).

The researchers were unsure of the effect of the motivational factors on the employees' performance, so they used a sample size of 80. They asked the high-end motivated class employees to fill the questionnaire and compared their answers with the lower-end motivated employees. The latter were also asked to fill



out the questionnaire. The results were quite different from what the researchers expected to see. They had to increase the sample size by 50% to see the significant variation, which was ultimately done by another research. The researcher used a quantitative data approach to analyze this study's study.

Since the minimum sample size is small, the investigator used computer software (SPSS) to evaluate the results. It was forecasted that the sample size should be  $(n=13(X)^2(Y)^2(Z)^2)$  to have the desired reliability of 95%. Hence, the researcher conducted the survey. It was observed that a hypothesis was accepted at a level of 5% significance. This led to a firm conclusion that the impact of motivational factors on performance is positive in Radisson Blu Hotel. The survey conducted by the researcher at Radisson Blu Hotel provided a series of statistics that proves the hypothesis accepted at a 5% significance level that the impact of motivational factors on performance is positive in the hotel. The survey's primary purpose was to collect data regarding the employees' level of satisfaction concerning motivational factors like recognition, sense of achievement, the ability to express personal initiative, quality of the working environment, supervision, and the support received from superiors and the colleagues. This led to a firm conclusion that the impact of motivational factors on performance is positive in Radisson Blu Hotel.

**Quantitative data analysis by SPSS software:** Quantitative Data Analysis is organized, structured, and objective. This study involved statistical analysis with the use of appropriate software, SPSS. Analysis using this method involved data collection, data entry, data checking, data summarization and analysis, data display, and report writing. Data entry is the first stage in the process of collecting data. SPSS software is the most commonly used software for data analysis. The data collected from the sample was first entered into the program data file and analyzed. The analysis involved performing descriptive statistics of all variables, identifying the inter-and intra-relationships among the variables, and finally, describing the general findings. This helps to understand the nature of the research problem.

Quantitative data analysis is a crucial tool to assess the research question. In this study, the researcher tried to analyze the answers provided by the 80 employees of the Radisson Blu Hotel to find the reasons for their performance. The researcher created the entire questionnaire and administered it to the sampled employees of the hotel. Be Quantitative data analysis is a crucial tool to assess your research question.

## **B. Qualitative data**

Nowadays, due to the limitations of time and money, qualitative approaches are most commonly used to study human behavior. Qualitative research uses methods from various academic disciplines and depends on data collection from real-life environments. Qualitative research aims to understand the meaning and significance of events, events, and interactions by describing who, what, when, where, how, and why. How do you plan to collect data?. The study, "Motivational Factors and Employee Performance in Radisson Blu Hotel," was conducted to determine the motivational factors and employee performance. In the study, it was reported, "The study aimed to understand the motivational factors affecting the performance of the employees of Radisson Blu Hotel ."The study has been conducted on the employees of Radisson Blu Hotel located in Amritsar. The target population was 80 employees. The study has taken place on the employees of Radisson Blu Hotel located in Amritsar. The present study has been built on two footings. On the one hand, the authors have tried to find out the relationship between the motivational factors and employee performance with the help of a quantitative approach. In contrast, on the other, they have tried to do so with the help of qualitative approach".

**Selecting the sample size:** The correct sample size for this survey will be the total number of employees and each Radisson Blu Hotels Ltd subsidiary. The number would depend on the population and how quickly the responses will be collected. Since there are multiple subsidiaries and employees under Radisson Blu Hotel, the sample number should be between 10% and 100% of the workforce. Since the motivational factors are being analyzed, the appropriate sample size would be around 80 employees. The employees of the company were interviewed for the survey. They were selected because of their knowledge and experience, having worked at the company for a long time. The questions and responses extracted were recorded in the form of transcripts. This made sure that the information gathered was as accurate as possible. If a different person had conducted the interviews, they might have missed getting some crucial information from the respondents.

**Semi-structured interviews (open-ended questions):** Semi-structured interviews were conducted with key staffs of the company, such as the Front Office supervisor and staff, the kitchen supervisor and staffs, and the housekeeping supervisor and staffs. The interviews were held to find out their perception of the motivational factors. Semi-structured interviews are a type of qualitative interview, the purpose of which is to understand the opinions and responses of the interviewees. There is no specific structure for the

interview. The interviewer could add any functional structure for their purpose. The interviewer can add any questions that will give them the best result. It can be the most effective method when the investigator wants to understand the opinions of the interviewees. The interviewer would see the interviewees' attitudes, behaviors, and opinions in this study.

**Conducting the interview:** The researcher used telephone interviews to collect data for this study. The informants were called who were (or were supposed to be) involved in the case study and asked them questions about the impact of motivational factors on the employees' performance. The interview guide was used to keep track of the answers given by the informants. Recordings were also used, as in the case study, selected participants working at the Radisson Blu Hotel, and the researcher had to clarify certain aspects with them. The researcher also used the transcripts of the interviews to prepare the final report.

**Thematic qualitative analysis:** Thematic analysis is one of the main qualitative data analysis methods and a valuable tool for organizing and interpreting large amounts of interview data. It is a process of interpreting and organizing data thematically. It is a coding process generally limited to one or two levels. It can be used as a starting point for coding more extensively with a more systematic (or even a grounded) approach. In this research, the researcher used the thematic qualitative analysis. The interviews were conducted with the help of an interview schedule. The quotes were coded into themes using the constant comparison method of qualitative analysis. The research also involved the use of a thematic framework and selective coding. A thematic framework was used before the start of the research to prepare the researcher with information about Radisson Blu Hotel. The thematic framework provided the researcher with enough information to complete the research. This was vital as the researcher was on a limited timeframe. The researcher needed to be able to access as much information as possible to make the research as applicable as possible.

The thematic framework also made the research process easier for the researcher as the researcher could access the information quickly and easily. This was important as the researcher was on a limited timeframe, and there was no time to waste. The themes were discussed with the help of a focus group. The data was generalized with the help of secondary and primary data analysis.

#### 4.6 Reliability & Validity ( Triangulation Method)

A person's moment correlation will be used to test the reliability and stability of the questionnaires. The preceding discussion will indicate that the impact of motivation factors on employee performance is a vital area of applied research, particularly in the changing workforce and its need for motivation. This research commences the first step towards establishing a model of employee performance using Radisson Blu Hotel as a case study. It is based on an extensive review of the theoretical perspectives on motivation factors and employee performance. The primary goal of this research is to test the reliability and stability of the questionnaires by conducting a case study on Radisson Blu Hotel. Therefore, a high level of test reliability and test validity is employed. This study is to determine the impact of motivation factors on employee performance of the Radisson Blu hotel. Based on the findings of a questionnaire conducted by the Human Resources department. The study conducted an online questionnaire with Radisson Blu Hotel Bangalore employees. The study results would also help in employee motivation, job satisfaction, and improving the employee's overall performance.

**Triangulation method:** Triangulation is a method of research in which two or more data collection methods are used to check the reliability and validity of the results (Lemon & Hayes, 2020). In this research, triangulation uses two or more methods to collect information on the same topic at different levels of analysis, for instance, by using qualitative and quantitative methods and the literature review, including journals. By referencing several different research studies, the researcher can confirm or eliminate a possible bias in their findings and provide a complete picture of the problem. Triangulation is insights from multiple sources that help develop a clear picture of a research topic. It also helps in taking a holistic view. A case study was conducted on the topic Impact of Motivational factors on employee's performance: A case study of Radisson Blu Hotel to ascertain the performance of employees. Triangulation is the most preferred research methodology, particularly in the case of qualitative research. The Triangulation design requires the researcher to incorporate multiple research methods and data sources or triangulation methods to reach a single answer for a research question. The triangulation design requires the researcher to incorporate multiple research methods and data sources or triangulation methods to reach a single answer for a research question. This can also help reduce bias because the researcher can compare the different data sources and eliminate the information that may be incorrect. Triangulation methods include experiments, surveys, and meta-analysis. The researchers should develop

a set of research questions and later determine the most suitable research methods and how to incorporate the data from the methods and the data from the surveys.

**Data Analysis and Presentation:** For this study, mixed methods were used to analyze these data, and the researcher used the SPSS software (Purwanto et al., 2021), which determines an average based on all values accumulated per each question. Our rating will consider a 5-point Likert scale that allows respondents to choose from five points: strongly agree, agree, neutral, disagree, and strongly disagree. The details below show you each of the graphs we have constructed through our analysis in tabular form and graphics. First, the number of points awarded will be calculated in each category. Second, each category will be averaged, and the mean of the average will be ascertained. Finally, the average will be divided by the mean, and the final number will be calculated. The mean of the scale will finally be calculated by adding the points and dividing their numbers using the formulae below:

$$X = \frac{\sum fx}{N}$$

Where; x= mean

f= frequency

X= Normal value of the option

$\sum$ = summation

N= Total Number

The mean of 2.5 will be considered agreed by the respondents, and any item statement below 2.5 will be considered disagreed.

## 4.7 Research Ethics

Research ethics are designed to protect participants from being harmed, benefit those who have volunteered to be included in the study, and protect the reputation of the research institution. When the research is conducted in the organization, the organization's research ethics policy should be followed. The research ethics will vary depending on the type of research being carried out. This research, a case study of Radisson Blu Hotel" was outstanding. The researchers maintain the highest ethical standards to ensure that all the procedures followed were accurate and that no harm was caused to the research subjects. The research was performed in the best interest of the subjects and with their prior consent. The

researchers maintained a high level of confidentiality with all the data collected. The researchers maintained good professional communication with the Management and staff of the hotel to get the required information and make sure that the researchers did not harass the employees. The researchers did not discriminate against the employees and maintained an equal level of secrecy and respect for all the employees. The researchers have maintained a perfect relationship with the employees and are likely to get their cooperation and maintain a high level of confidentiality in the report. Research ethics is an integral part of the process of research. It ensures that the research is carried out ethically. It is often referred to as the methodology of the research. It is important to note that research ethics is not the same as the ethical issues that arise when the research is performed. Research ethics refers to the professional standards and accepted practices of conducting the research. Anyway, research ethics is an essential aspect of research since it ensures that research is carried out in an acceptable way to society. It is essential to ensure that the research is carried out to be acceptable to society. The researcher in this study ensured that the research was carried out ethically. This is because it is crucial to ensure that research is carried out in a way acceptable to society in general. Research ethics is an essential aspect of research since it ensures that research is carried out in a way acceptable to society in general.

#### 4.8 Limitations

The aim of this study is to evaluate how motivational factors influences employee's performance in case Radisson Blu Hotel. The survey was done by 81 employees of hotel and the data could be more precise if there were more than 100 responses. In addition to this, the researcher tried to handle SPSS software first time for the survey analysis so faced difficulties while working on it. Another limiting factor faced by the researcher was that the participants of the interviews were more likely to give interview in Punjabi language due to which the researcher spend long hours to make condensed transcribing and translate them into English.

#### 4.9 Conclusion

The current study is an effort to evaluate the impact of motivational factors on employees' performance. The study attempted to examine the impact of motivational factors on employees' performance in the hospitality industry. The study was conducted at Radisson Blu Hotel. The study was done for four

months. The impact of motivation is felt in the performance of the employees. The employees perform their duties with interest and are more committed to their work. They perform their responsibilities with devotion and take the initiative in their duties. They show their dedication to their work and do their best to achieve the expected results. They are committed to working beyond their call of duty and are active in their work. This is what makes the employees achieve the maximum output. The above case study would reveal that motivation is essential for employees' performance at the Radisson Blu hotel. It can be defined as a dynamic process of work performance creation, generated by the inner needs, needs of the system, and the manager's efforts. The needs of the employees connected with motivation can be material, psychological, and spiritual. The factors that can motivate the employees include compensation and bonuses, recognition, achievement, and security. The case study also illustrates that performance management is an essential aspect of motivation. The hotel industry is one of the fastest-growing industries in the world today. Hotels are critical in the hospitality industry as they provide a place of comfort and luxury to guests. One of the easiest ways to maximize your profits is optimizing your employees' performance as a business owner. Employees tend to perform better when they are motivated to do so. Motivation for employees can be achieved by providing them with challenging work to do. When work is challenging, employees tend to feel engaged and are more likely to give their best. In addition to that, employees are also more likely to feel appreciated when you recognize their hard work.

## Chapter 5: Analysis and Findings

### 5.1 Introduction

This chapter aims to entertain the readers, make them understand the objective and rationale of the study (Rahman, 2019), and show the relevance of your study to the existing literature. The objective of this chapter is not just to present results and discuss the results but also to analyze the results, show the limitations and assumptions of this study and make suggestions for future research.

Getting data produced by other researchers can sometimes be hard to interpret. Still, once a researcher has their collected questionnaire responses and feedback interviews organized appropriately about project goals and objectives, they can easily interpret things like the statistical significance of

regression coefficients (Linneberg & Korsgaard, 2019). The researcher interprets the findings based on interviews and questionnaires in this research project. Several questionnaires were administered, and 81 were filled and returned. I undertook three interviews and created interview transcripts used for data analysis for more in-depth and detailed responses. The researcher divided this section into two parts; **Quantitative Analysis** and **Qualitative Analysis**.

## 5.2 Analysis and presentation of survey (quantitative) data

### 5.2.1 Working in a Stressful Environment

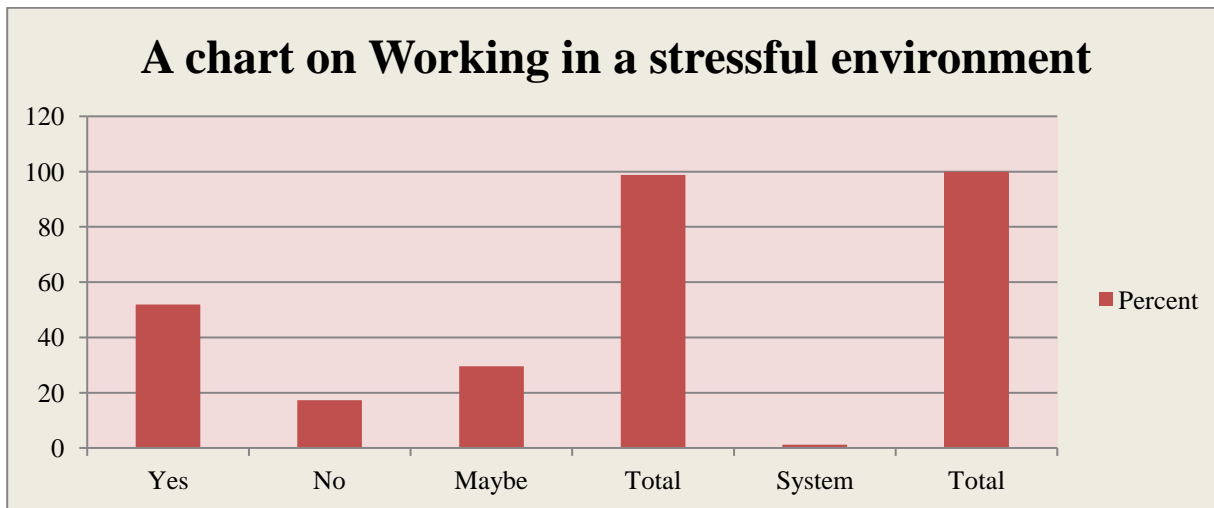
On this factor, the respondents were asked whether they worked in a stressful environment. The data in the table above indicates the responses given by the participants. And 42 (51.9%) agreed that they have been working in a stressful environment, 14 (17.3%) said no, and the rest were not sure; their answer was "Maybe ."To determine the source of stress, the participants were asked to mark all the reasons for stress. As shown in the table above, the results indicate that the number one reason for stress was the lack of time (63.4%), followed by the inability to cope with workload (43.4%). The rest of the responses were not sure (20.0%), job insecurity (16.2%), and office politics (15.4%).

**Table 1: Working in a Stressful Environment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	42	51.9	52.5	52.5
	No	14	17.3	17.5	70.0
	Maybe	24	29.6	30.0	100.0
	Total	80	98.8	100.0	
Missing	System	1	1.2		
Total		81	100.0		

*Source: SPSS generated*





The study revealed that 52% of employees were not sure about how to deal with workplace stress. 30% of employees who were surveyed were pretty positive about how to handle the stressful environment that they worked in. The remaining percentage of employees disagreed with the idea that there was a problem in the first place. This survey has caused much controversy but there's still no clear solution to the problem

The hotel industry requires employees to be fully committed to their work and products. Because of this, the hotel industry employees often face a stressful work environment that prevents them from being more productive in their work. The hospitality industry is an important one, and thus, employees of this industry should be fully committed to their job. As one of the leaders in the industry, the Radisson Blu Hotel chain needs to try and reduce the stress level of its employees by eliminating the factors which cause stress.

#### 5.2.2 The Level of Satisfaction With the working Environment of Radisson Blu Hotel

The participants were asked to rate whether they were satisfied at their place of work. Out of the 81 participants, 14 (17.3%) were neutral, 49 (60.5%) were satisfied, and 18 (22.2%) said they were very satisfied. This was an indication that 82.7% of the respondents were at least satisfied with the working Environment of Radisson Blu Hotel, and only 14 percent were not satisfied. The survey of the workers

of Radisson Blu Hotel has shown that 82.7% of the employees were at least satisfied with the working environment of the hotel, with the remaining 17.3% in the neutral category.

**Table 2: Level of Satisfaction With the working environment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	14	17.3	17.3	17.3
	Satisfied	49	60.5	60.5	77.8
	Very Satisfied	18	22.2	22.2	100.0
	Total	81	100.0	100.0	

Source: SPSS Generated



### 5.2.3. Non-Monetary Factors that Motivate Employees

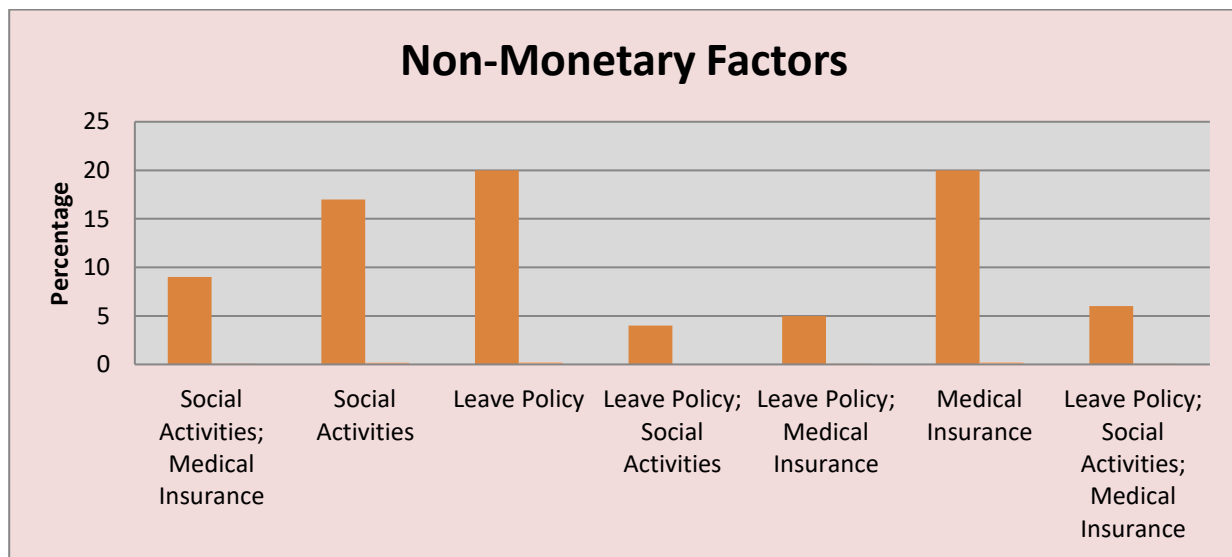
The respondents were asked what factors they find most motivating. Out of 81 respondents, 20(24.7%) Reported that the main motivator is the incentive-based leave and medical insurance schemes provided by their hotel management; 11.1% listed social activities and medical insurance combined motivates them.

**Table 3: Non-Monetary Factors**

	Participants (N)	Percentage (%)
Social Activities; Medical Insurance	9	11.1%
Social Activities	17	21.0%
Leave Policy	20	24.7%
Leave Policy; Social Activities	4	4.9%
Leave Policy; Medical Insurance	5	6.2%
Medical Insurance	20	24.7%
Leave Policy; Social Activities; Medical Insurance	6	7.4%
<b>TOTAL</b>	<b>81</b>	<b>100%</b>

Source: SPSS Generated

Table 3 contains individual and grouped variables. This is because the respondents were allowed to combine factors that they felt motivated them. The respondents could choose one or two or more motivational factors



The pie chart above reveals that social activities and Leave policy topped the nonmonetary factors that affect employee's performance at 20%. There are many factors that affect the performance of employees during their work. The survey conducted by the management revealed that 20% of respondents rated social activities high on the list. It is followed by leave policy, which is chosen by 20% of respondents.

#### 5.2.4 The monetary benefits that Contribute to the productivity of employees

To assess the methods that could directly or indirectly contribute to their level of productivity within an organization, the participants were directed to provide a list of these factors on a selected survey form. Given the statistics and distribution of data using the SPSS software, it is evident from Table 4 below that the highest percentages recognized Bonus and Annual Increment 24.7% (SPSS) and also Regular Annual Increment 21%.

**Table 4: The monetary benefits that Contribute to the productivity of employees**

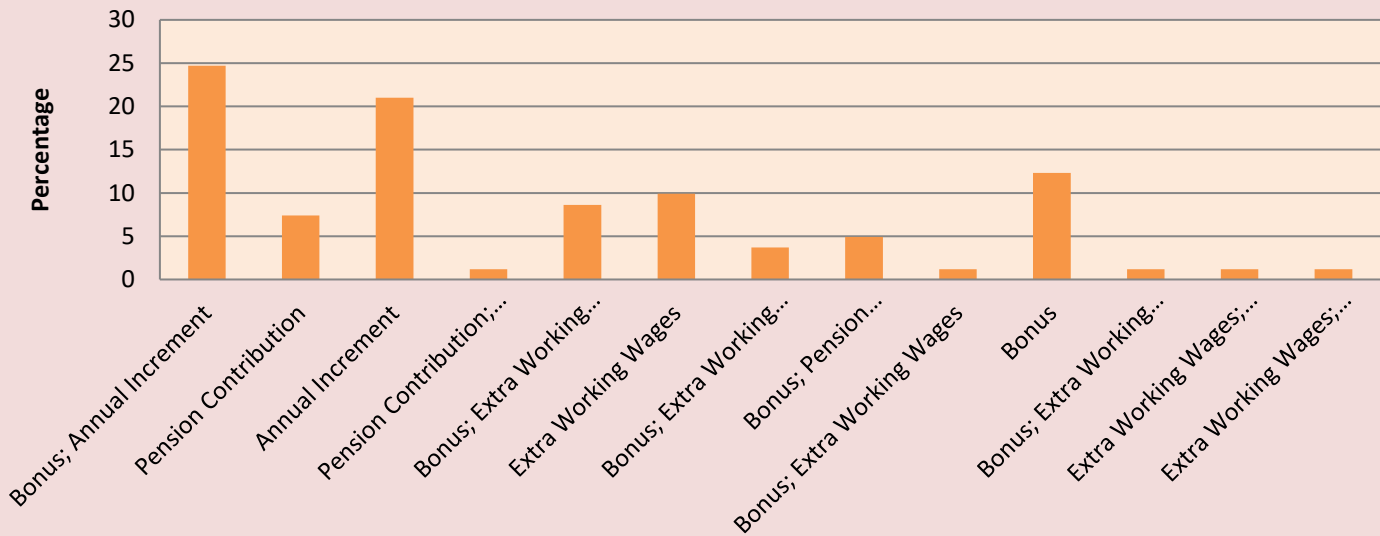
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bonus; Annual Increment	20	24.7	25.0	25.0
	Pension Contribution	6	7.4	7.5	32.5
	Annual Increment	17	21.0	21.3	53.8
	Pension Contribution; Annual Increment; Loan Support	1	1.2	1.3	55.0
	Bonus; Extra Working Wages; Annual Increment	7	8.6	8.8	63.7
	Extra Working Wages	8	9.9	10.0	73.8
	Bonus; Extra Working Wages; Pension Contribution	3	3.7	3.8	77.5
	Bonus; Pension Contribution; Annual Increment	4	4.9	5.0	82.5

Bonus; Extra Working Wages	1	1.2	1.3	83.8
Bonus	10	12.3	12.5	96.3
Bonus; Extra Working Wages; Pension Contribution; Annual Increment	1	1.2	1.3	97.5
Extra Working Wages; Pension Contribution	1	1.2	1.3	98.8
Extra Working Wages; Annual Increment	1	1.2	1.3	100.0
Total	80	98.8	100.0	
Missing System	1	1.2		
Total	81	100.0		

*Source: SPSS Generated*

*Table 4 contains individual and grouped variables. This is because the respondents were allowed to combine factors that they felt motivated them. The respondents could choose one or two or more motivational factors.*

## The Monetary Benefits



In this above chart, the leading motivating factors are Bonus and Annual Increment combined with 25%. Followed by Annual increment at 21%, Pension; Contribution; Annual increment; Loan support at 13%. As the data above shows, it is clear to see that Bonus and Annual Increment combined with 25% is the biggest motivating factors in employees working with this company.

Content: Bonus and Annual Increment combined with 25% is the biggest motivating factors in employees working with this company. This is followed by Annual increment at 21%

### 5.2.5 Incentives Motivate Employees

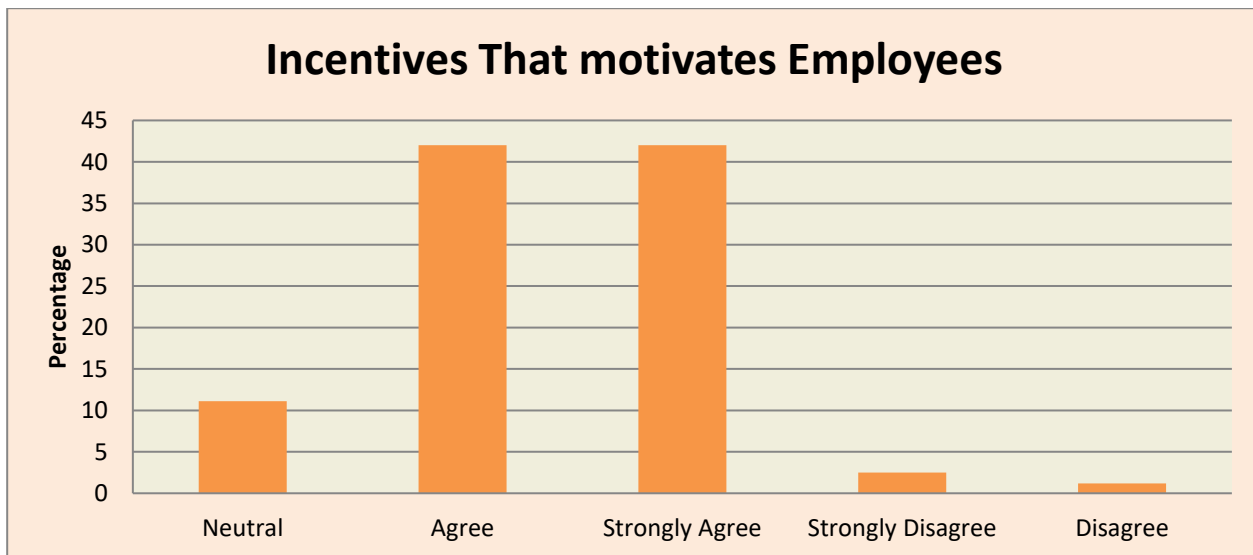
Based on the findings, most participants agreed with the statement above: Table 5 indicates that 42% strongly agreed, while another 42% had a neutral view and only disagreed. 11% were undecided on the one hand and were unsure of their answer. Thus it is apparent that performance expectations are based on incentives provided by the hotel management.

**Table 5: Whether the incentives motivate employees**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	9	11.1	11.3	11.3
	Agree	34	42.0	42.5	53.8

	Strongly Agree	34	42.0	42.5	96.3
	Strongly Disagree	2	2.5	2.5	98.8
	Disagree	1	1.2	1.3	100.0
	Total	80	98.8	100.0	
Missing	System	1	1.2		
Total		81	100.0		

Source: SPSS Generated



### 5.2.5 Employee Efforts being appreciated

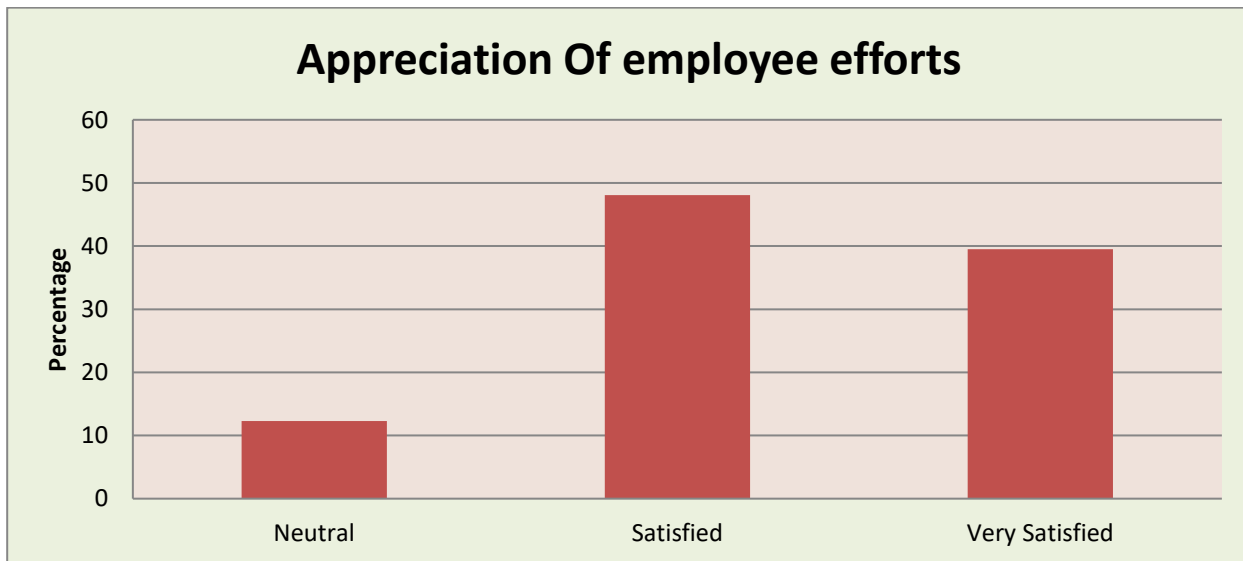
A total of 81 employees responded to how they felt when their work was being appreciated, and 48.1% of them felt satisfied, 39.5% were very satisfied, and those in the middle - 12.3% - answered "neutral."

The data is represented in table 6 here:

**Table 6: Employee efforts being appreciated**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	10	12.3	12.3	12.3
	Satisfied	39	48.1	48.1	60.5
	Very Satisfied	32	39.5	39.5	100.0
	Total	81	100.0	100.0	

Source: SPSS Generated



### 5.3 Analysis and Presentation of Qualitative Data

In this section, the research was followed up by conducting interviews with three selected participants representing different sections within Radisson Blu Hotel. The primary purpose of conducting interviews was to gather further information about what employees deal with daily and how they feel about the



pressure they are facing. Based on the survey responses, interviews were conducted with three employees of Radisson Blu Hotel representing the housekeeping, front desk, and catering departments. The primary purpose of the interview was to gain in-depth knowledge about what employees face at work to manage these challenges better. When conducting the interviews, the investigators explained that it was a part of an assignment they had to complete.

The responses from the participants were recorded on transcripts and later coded using the inductive coding approach. Common themes were highlighted and tabulated during the coding process, as shown in the table under the results. The findings in this report were based on the analysis of the responses from the participants. The interviews were conducted after all the questionnaires had been collected. Phrase tabulation was done in Excel to gather the most significant interview responses. This helped the researcher prepare the report within a few days of the interviews.

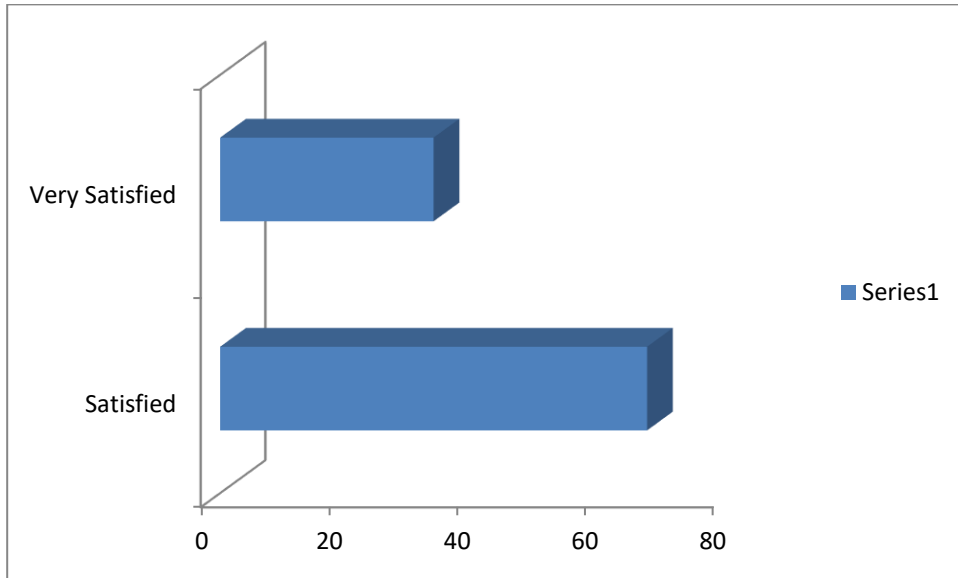
**Table 7: Coded Data from Three Transcripts**

Assigned Codes	Rate	1 <sup>st</sup> Transcript	2 <sup>nd</sup> Transcript	3 <sup>rd</sup> Transcript
Experience	3	1	1	1
Satisfaction at job	2	0	1	1
Training	3	1	1	1
Rewards	3	1	1	1
Recognition	3	1	1	1
Promotion	2	1	0	1
Salary	3	1	1	1
Job Description	3	1	1	1
Delegation	1	0	0	1
Good Environment	3	1	1	1

**Table 7.1: Good working Environment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	2	66.7	66.7	66.7

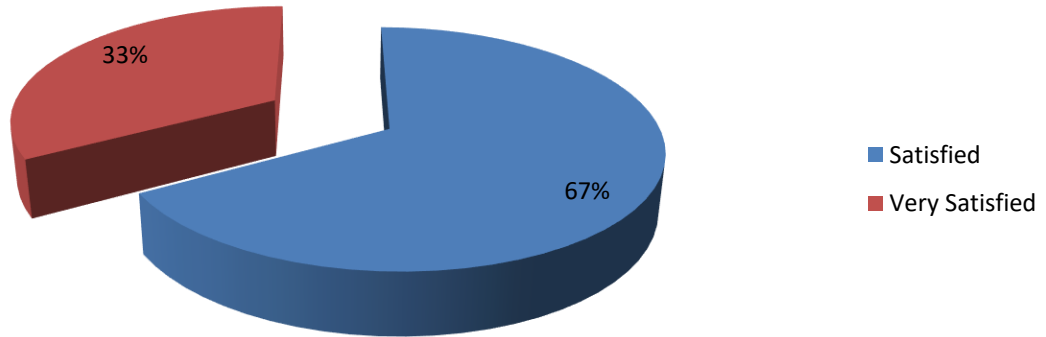
Very Satisfied	1	33.3	33.3	100.0
Total	3	100.0	100.0	



**Table 7.2: Salary Increase**

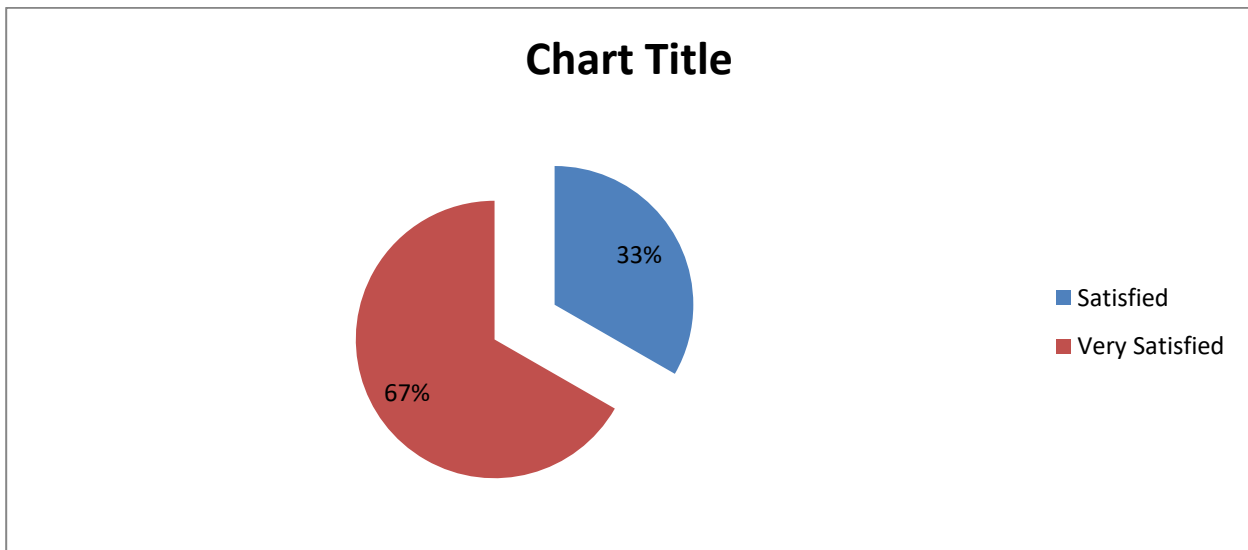
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	2	66.7	66.7	66.7
	Very Satisfied	1	33.3	33.3	100.0
	Total	3	100.0	100.0	

**Chart Title**



**Table 7.3: Rewards and Incentives**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	1	33.3	33.3	33.3
	Very Satisfied	2	66.7	66.7	100.0
	Total	3	100.0	100.0	



Data were coded and grouped into three main themes. Those were; a good working environment, a salary increase, and rewards and incentives. The interview transcripts show that a good working environment is satisfactory at 66.7% (Table 7.1). Table 7.2 indicates that employees are satisfied by Salary Increase of 66.7%. The employees are very satisfied with Rewards and incentives, which is the highest motivating factor at 66.7% (Table 7.3). Three main overarching themes emerged from our data: the good working environment, compensation and rewards, and a last and equally important factor - salary increment. The first theme encompasses many benefits, including workplace happiness, namely good managers, decisions made specifically with their employees in mind, general work satisfaction, and even receiving help from senior members of staff when you need it.

## Chapter 6: Discussion & Conclusion

### 6.1 Working in a Stressful Environment

More than half of the hotel employees have been working in a stressful environment. This factor, therefore, cannot motivate the employees to be more productive. In this case, employees may consider looking for another company to work for which they feel that the workplace is not stressful for them. It seems that most people have been working in a stressful environment at some point. This result is not terribly surprising, as the workplace has always been considered to be a relatively stress-filled place. However, it's interesting to note that a significant number of people feel that they have recently worked

in a particularly difficult or stressful environment. It might be worth exploring this more closely when designing employee training and management systems in order to better accommodate for employee needs and enhance productivity overall.

## 6.2 The Level of Satisfaction With the working Environment of Radisson Blu Hotel

The participants were asked to rate whether they were satisfied at their place of work. Therefore, we find reasonable to assume that:

- (1) The employees who participated in this survey felt confident about their job security.
- (2) staff members are generally willing to voice a response when surveyed by an independent third party.
- (3) The majority of the employees who responded indicated that they are satisfied with their employment at Radisson Blu Hotel.

Aggregate comments indicate that when compared to businesses in general on a variety of topics, staff members appear to be more positive than negative about this response. Based on these results, it appears reasonable for us to find: It is not likely that any factors would so significantly change the aggregate employee responses from previous surveys as would be the elimination of their jobs. Therefore, we find no basis for concluding that termination is likely to result in a significant difference between aggregate employee responses and previous results based on surveys taken at different times during or after the run-up phase of this obligation. This is a good example of a survey report as it tells about the whole process conducted by the researcher and provides the results regarding the participants of the survey. Satisfaction plays an important role in job performance and satisfaction with the organizational climate. This can also play an important role in the organizational climate. This can also play a positive role in employee motivation, performance, and longevity. Suppose an employee is satisfied with the organization's management, specifically with the leadership. In that case, they are more likely to provide the support necessary for the organization's success. Dissatisfaction in this area can result in an overall negative work climate. Herzberg motivation-hygiene Satisfying an employee's need will definitely improve the employee's job performance and satisfaction. The working environment is a form of satisfaction that provides employees a way of satisfaction through its physical conditions. If the working environment is good or have satisfied the employees, they will feel comfortable at work.

### 6.3 Non-Monetary Factors that Motivate Employees

The respondents were asked what factors they find most motivating. The results of this survey indicate that the main motivator for employees who take leave is incentive-based schemes provided by their hotel management. This may not be surprising, as many people view taking leave as an opportunity to receive rewards or discounts on future bookings. In addition, medical insurance schemes offered through hotels can also play a significant role in motivating workers to take leave. It's important to note that these are just some of the reasons why employees might choose to take leaves; there are likely other factors at play, such as family obligations or personal health concerns.

It's informative to know which incentives make taking leave most appealing for Hotel Employees and how those benefits could impact business operations. Knowing what matters most to your staff means you can create programs that offer more than simply monetary compensation; they will feel valued and motivated because they understand the associated benefits. For a healthy workforce, it is important to know that the motivation level of the employees is high, and to do so; it is crucial to check the factors that affect their motivation level. The employees of Radisson Blu Hotel are indeed lucky because they have many benefits which bring them a healthy and happy working environment. The most common motivating factor is the management's incentive-based leave and medical insurance schemes. Most employees are satisfied with their workplace, which is a sign of their motivation level. This is the biggest motivating factor. The social activities and medical insurance combined motivate the employees too. The employment stability, job satisfaction, and the flexible and creative working environment motivate the Radisson Blu Hotel employees to work with full dedication and the overall working environment this factor supports Herzberg motivation-hygiene

### 6.4 The monetary benefits that Contribute to the productivity of employees

The statistics come from the annual survey administered to Radisson Blu Hotel employees. The participants were asked to identify the methods that could directly or indirectly contribute to their level of productivity within an organization. The results of the study reveal that employees at companies that recognize Bonus and Annual Increment benefits are more satisfied with their jobs than those who do not. Additionally, these employees also report higher levels of happiness and productivity. In comparison, those who receive Regular Annual Increment benefits seem to be happier than those who don't, but they

aren't any more productive. It is interesting to note that bonus-only policies seem to have a negative effect on employee satisfaction and performance. This data from the survey reveals a great deal about the hotel employees and their perception of the HR/management. One may interpret the data as an indication of the HR/management systems at the Radisson Blu Hotel. A large percentage of the employees feel that it is possible to increase their productivity by increasing their salary. A substantial number of employees recognized the existence of different salary levels for different types of employees. According to the results of this survey, it is possible to claim that employees are more inclined to improve their productivity through an increase in their salary and the promotion path. One can infer that the present employees are very much aware of the incentives and benefits provided to them, which could increase their level of productivity. This could be the reason behind their high level of loyalty and productivity. It can also be inferred that the incentives provided to them are highly important, which easily creates an environment of satisfaction and job security. However, we can also infer that there is a potential for low productivity and job insecurity due to the absence of incentives. Herzberg motivation-hygiene Theory can act as a guide in this analysis

## 6.5 Incentives Motivate Employees

Based on the findings, most participants agreed with the question and Supported by Herzberg motivation-hygiene Theory, it is apparent that performance expectations are based on incentives provided by the hotel management. One can identify two main points from the data. Firstly, individuals' performance is more dependent on incentives than other intrinsic factors. Secondly, the employees of Radisson Blu Hotel are satisfied with the incentives provided by the hotel but are still unable to achieve the desired output. These findings could be interpreted by the fact that the incentives provided by the management do not necessarily motivate staff. Employees may be more likely to feel that their performance depends on incentives if they feel like the rewards they receive are fair and consistent.

This is likely because when an employee feels like their efforts are being acknowledged and rewarded fairly, it motivates them to continue putting forth the same level of effort. Furthermore, when rewards are made consistently available over time, this can also encourage workers to stay with a company for longer periods of time since they know they'll always have something worth looking forward to (i.e., promotions or raises).

While there is nothing wrong with offering financial incentives as part of a compensation package, making sure these perks are given out fairly and frequently can go a long way in creating loyal and motivated employees. Also, the fact that most employees are satisfied with the incentives provided but still were unable to achieve the desired output suggests employees' intrinsic motivation is not strong enough. The conclusion is that the employees of Radisson Blu Hotel are satisfied with the incentives provided by the hotel management but are still unable to achieve the desired output. These calls for the hotel management to do more to improve other factors that cha motivate their employees.

## 6.6 Employee Efforts being appreciated

One can gather the following information through this study. The results of the survey suggest that employees appreciate when their work is being appreciated. This has a positive effect on employee morale and can lead to higher quality output. It seems that a majority of employees feel satisfied with their work when it is appreciated. This could be due to the fact that we are all creatures of habit and often repeat similar behaviors regardless of how positive or negative our experiences might have been in the past. This means that Radisson Blu Hotel should improve employee morale and motivation so that they do not leave the company. Employee satisfaction is one of the important factors affecting the success of companies. If the employees are satisfied, they will work with full dedication, and they will also be more productive and creative in their work, leading to improvement in business. If the employees are not satisfied, they will be more prone to leave their job, and as a result, the company will lose qualified resources.

The results of the employee satisfaction survey indicate that Radisson Blu Hotel employees are generally satisfied with their job and workplace. This is a very good percentage, and it indicates that the company is doing a good job of providing its workers with the resources they need to be successful. It's also important to note that employees feel engaged in their work, which positively impacts both productivity and morale.



## 6.7 Interview Questions/Thematic Analysis

Data were coded and grouped into three main themes. Those were; a good working environment, a salary increase, and rewards and incentives.. Rewards and incentives are among the most important aspects of a company's management, because they can help to increase employee satisfaction. This is especially true when it comes to motivating employees who may be less likely to stay with a company if their needs aren't met. This high level of satisfaction may be attributable in part to the variety of Rewards and incentives that companies offer. These include cash bonuses, stock options, extra vacation days or nights off work, discounts on products or services available inside the office, etcetera. Additionally, many companies have dedicated departments that create unique rewards tailored specifically for individual employees - this helps make them feel special and appreciated while also making sure that everyone feels engaged in promoting team morale and productivity. Finally, constant communication between senior management and frontline staff is key in ensuring that all participants know what's going on and what they need to do in order not only meet but exceed expectations This resulted from a comparison of qualitative survey data, including employee feedback, which pointed towards the importance of amenities such as a fair salary and perks (like free lunches) for employees. The findings also came from quantitative data gathered after filling out an extensive questionnaire in which we explored whether there was a correlation between motivators and job satisfaction. Three main overarching themes emerged from our data: the good working environment, compensation and rewards, and a last and equally important factor - salary increment. The first theme encompasses many benefits, including workplace happiness, namely good managers, decisions made specifically with their employees in mind, general work satisfaction, and even receiving help from senior members of staff when you need it. This survey was carried out to determine the reasons behind the high employee turnover rate in Radisson Blu Hotel. The main reason behind it is the underappreciation of employees by hotel management and the lack of employee motivation and reward. This low percentage of salary satisfaction can be considered a major reason behind the high employee turnover rate in the hotel. Under the study, the hotel management should increase their employees' salaries and motivate them to increase their performance and production. This will increase their job satisfaction and contribute to a reduction in the employee turnover rate.

**Triangulation:** The findings were triangulated from each of the approaches (Qualitative, Quantitative and Literature Reviews) used in the study. The first approach looked at qualitative data from an employee interviews. Then, the quantitative data from survey questionnaire data and the literature review from relevant journals were used to compare and contrast the data findings. Upon triangulating all the data, it became clear that employee motivation is affected by multiple factors in Radisson Blu Hotel and that management must look at all three of these factors to have a successful hotel with motivated employees. The three triangulated approaches confirmed the fact that monetary compensation, motivation in the workplace is often affected by the level of satisfaction with work tasks and the quality of the interpersonal environment. Employees who have a high level of job autonomy not only feel more motivated to perform their job, but they are also more likely to take responsibility for their actions and seek ways to increase their productivity. It makes sense that teamwork is also important for employee motivation. While employees will naturally seek ways to improve their own performance, teams with high morale can work together and motivate one another to improve the performance of the whole team.

## 6.8 CONCLUSION

Motivation is the pleasure, satisfaction, and anticipation of the rewards of an experience, which is the force that drives behavior (Massaccesi et al., 2021). Motivation doesn't happen by itself but is a product of motivation factors inside and outside the person. The purposes of this research were to identify the employees' level of satisfaction with the working Environment of Radisson Blu Hotel, identify the non-monetary factors that motivate the employees, and find out the monetary benefits that contribute to the productivity of employees. Overall satisfaction of employees is considered the top factor that affects the employee's performance. In the Radisson Blu, the environment is set up to let the employees focus on work and deliver the desired results. Working at Radisson blu hotel is a great place to work, and most of the employees in the hotel are highly satisfied with their job, and money is the second thing that makes them stay motivated. Even though you are offered a high salary, the job might not be as fulfilling as expected or enjoy your work. The employees of Radisson blu hotel are dedicated to their jobs as there is nothing to be desired about their working environment, as it is satisfying for every employee. • In all the factors mentioned by the question, the monetary factor is the most important factor that satisfies the

employees because the other factors are not monetary. Hence, it does not contribute to productivity. Many different factors impact the performance of employees.

The analysis was supported by Herzberg motivation-hygiene theory of workplace motivation (Soliman, 1970), which states that satisfaction and dissatisfaction arise from different factors. According to Herzberg, the factors which lead to job satisfaction are different from those that lead to dissatisfaction. Satisfaction-producing factors are: achievement, recognition for achievement, work itself, responsibility, advancement and growth. Dissatisfaction-producing factors are: working conditions, supervision, interpersonal relations, salary, status, interesting and challenging work, security, and general working conditions. The most important thing is to hire competent, hardworking people. This can be done by setting a high standard of standards in hiring (Tien et al., 2021). The next most important thing is to motivate your employees. The biggest motivator is setting and accomplishing goals. Employees must know the direction in which they are headed, and they must be given periodic feedback. Another motivational factor is showing a sense of appreciation towards your employees. In our work environment, the hotel showed a sense of appreciation in the form of a monthly lunch and appreciation day. This did a lot to boost the morale of the employees. Another factor is to provide monetary incentives for good performance. This is usually done in the form of annual bonuses, and typically it is done in the first quarter of the fiscal year. This is common in the hotel industry and is a common practice among Radisson Blu Hotels. Once all these factors are considered, there will be an increase in the performance level of employees.

## 6.9 RECOMMENDATIONS

**Working in a Stressful Environment:** It is indeed a fact that hotel industry is a stressful work environment. However, this survey reveals the fact that the hotel employees did not have the opportunity to seek help. They do not recognize the fact that there might be something wrong with their lifestyle and work hours. The hotel manager has to take the responsibility of recognizing the fact that this situation has been occurring for a long period of time and it is high time to take some positive measures to help their employee cope with the situation. Based on the study, the employees need help on dealing with stress. It is necessary for the employees to have a healthy mind and body. Even though we have a lot of

choices for health care, the problem is actually getting people to take care of their health. This can be done by having a job satisfaction day. This is where the employees will be able to get together and discuss issues on work and maybe even solve some of the problems. It will be a good idea to have this every quarter to help keep the employees happy and healthy.

**The Level of Satisfaction With the working Environment of Radisson Blu Hotel:** It was found that 82.7% of the respondents were at least satisfied with the working environment of Radisson Blu Hotel with the remaining 17.3% in the neutral category. This means that there is room for improvement and the company should address the issues raised by the employees. A recommendation for action could be for the company to upgrade the working environment and the facilities for their employees. This will help increase the morale of their employees and there will be a general improvement in the productivity of the hotel. In addition to upgrading the working environment, the company should also conduct regular meetings with their employees to find out what their needs are and try to address them. These will help in improving the overall happiness of the employees and increase their loyalty. The researcher also suggested that the management of the hotel should conduct a survey of the employees to obtain their feedback on the working environment of the hotel and take necessary steps to improve the same. This will definitely improve the satisfaction levels of the employees and will result in increased productivity and profitability of the hotel.

**Non-Monetary Factors that Motivate Employees:** Based on the results of the survey, it is recommended that the hotel management should provide a proper medical insurance policy, which will provide the same benefits to all employees; and the management needs to revise their leave and medical insurance policy to meet the needs of their employees. It is also recommended that the hotel management should have more social activities for their employees, as it will greatly improve the relationship amongst the employees and make the workplace a fun and enjoyable environment. Employees should be given the opportunity to participate in leisure activities. It is important that the company considers these factors because employees are the main reason for a company's success. Though companies already provide for their employees, there are still times when the motivation levels of employees are low. This could be due to health issues, long working hours, and even because of the monotony of the tasks given. In order to keep employees motivated and productive, employers should consider the non-monetary factors that motivate employees.

**The monetary benefits that Contribute to the productivity of employees:** In the workplace, there are many kinds of motivation factors that the management of a company can use. First, it is important to acknowledge that money is a kind of motivation to which everyone responds. The problem comes when the money offered is not in proportion to the effort needed. Secondly, it is vital to pay recognition to individual efforts. This is one of the things that has been covered by the annual increment and other forms of motivation. As a matter of fact, many people are motivated by rewards that are non-financial such as appreciation, promotion, and other forms of appreciation. Continued communication is another important factor. It is important to talk to the employees and know what they are thinking. This can help the management to deal with issues that may be affecting their productivity.

Due to the change in the global economy, many companies dissolve and new ones emerge. Increased competition has made it difficult for businesses to survive. This is the reason why there is an increased need to have an increased productivity in the work force. The productivity of employees is highly influenced by their monetary benefits and this is what has become the trend in today's economy. There are different monetary benefits that are liable for the contribution of employee's productivity. The first is the salary; it is the main source of income. The second one is the bonus, which is a reward for extra effort and productivity. A third one is the increment, which is a reward for long time service and loyalty. The last one is the pension, which is given after retirement. The first two monetary benefits can contribute directly to the productivity of employees; however, the pension is given after retirement and is likely to be enjoyed after they stop working. These monetary benefits are all essential to the development of a country economy, especially the first two.

**Employee Efforts being appreciated:** It's safe to say that without any hard work and dedication, there would be no results. So it's great that employees are getting to see their efforts be appreciated at Radisson Blu Hotel. This study suggests some actions the employees can take to not only get even better results, but also to see their efforts appreciated even faster. – The employees should try to overcome any challenges they might face on the go and ask their managers for help whenever they need it. – They should keep in mind that the faster they get the job done, the sooner they can present it to the managers for approval. If the manager is pleased with their work and gets the idea, then the employees should ask the managers if they have some time to have a casual talk about the product or service outcome. – The only way to experience high degrees of job satisfaction is to work hard, overcome challenges and always

be willing to learn new things. – The employees should always keep in mind that the harder they work, the more results they get, the more their efforts will be appreciated.

**Interview Questions/Thematic Analysis:** Based on the analysis above, it is recommended that the company increase the amount of free food in the cafeteria, increase the size of the conference room, and install a small gym. Based on the data in the above tables, the company can increase employee satisfaction by improving the facilities. As demonstrated in the interview, the building is old and the cafeteria is small. Features like a small gym and a larger conference room would improve employee morale and attract professionals who favor these niceties. It can be concluded from above; the company needs to focus on working environment more than on salary increase. This is because from survey result, working environment is a very important factor to employee satisfaction. The company should try to make working environment more enjoyable, by adding some places for relaxation and some interesting activities for employees. The most significant factor that contributes the largest impact on the employee's satisfaction is the salary increase. Employees usually demand higher salary increase if they are satisfied with their work and if they feel they are working with passion. So, in my opinion, we should set a higher target for the sales and production. Employees will be more satisfied with their salary if they are working with passion. Moreover, it increases the motivation among the employees to work with enthusiasm. It will also increase the sales and production of the company

The hotel Management must do the following things to motivate their employees: They must be able to recognize the level of employee satisfaction by conducting surveys and interview their employees. They should make sure that they have a positive work environment with mutual trust, job flexibility and good salaries to maintain and motivate their employees. They should have a good reward system that offers incentives for performance which is measured. This cookie cutter approach will apply to any industry and any organization and will always ensure 100% employee satisfaction

## List Of References

- Akhmetshin, E. M., Morozov, I., Pavlyuk, A. V., Yumashev, A., Yumasheva, N., & Gubarkov, S. (2018). The motivation of personnel in an innovative business climate.
- Ahmed, Y. A., Ahmad, M. N., Ahmad, N., & Zakaria, N. H. (2019). Social media for knowledge-sharing: A systematic literature review. *Telematics and informatics*, 37, 72-112
- Chiat, L. C., & Panatik, S. A. (2019). Perceptions of employee turnover intention by Herzberg's motivation-hygiene Theory: A systematic literature review. *Journal of Research in Psychology*, 1(2), 10-15.
- Chopra, K. (2019). Indian shopper motivation to use artificial intelligence: Generating Vroom's expectancy theory of motivation using grounded theory approach. *International Journal of Retail & Distribution Management*.
- Chmielewska, M., Stokwiszewski, J., Filip, J., & Hermanowski, T. (2020). Motivation factors affecting the job attitude of medical doctors and the organizational performance of public hospitals in Warsaw, Poland. *BMC Health Services Research*, 20(1), 1-12.
- Chiat, L. C., & Panatik, S. A. (2019). Herzberg's motivation-hygiene Theory's perceptions of employee turnover intention: A systematic literature review. *Journal of Research in Psychology*, 1(2), 10-15.
- Çetin, F., & Aşkun, D. (2018). The effect of occupational self-efficacy on work performance through intrinsic work motivation. *Management Research Review*.
- Editage (2019). What is a conceptual framework in research?. <https://www.editage.com/insights/what-conceptual-framework-research>
- Elujekwute, E. C. P., Aja, J., & Abachi, N. D. P. The Relevance Of Clayton Paul Alderfers'existence, Relatedness, Growth Theory To The Educational Management.
- Ekhsan, M., Aeni, N., Parashakti, R., & Fahlevi, M. (2019, November). The Impact Of Motivation, Work Satisfaction And Compensation On Employee's ProductivityIn Coal Companies. In 2019 1st

International Conference on Engineering and Management in Industrial System (ICOEMIS 2019) (pp. 406-415). Atlantis Press.

Esmaeel, R. I., Zakuan, N., Jamal, N. M., & Taherdoost, H. (2018). Understanding business performance from the perspective of manufacturing strategies: fit manufacturing and overall equipment effectiveness. *Procedia Manufacturing*, 22, 998-1006

Farquhar, J., Michels, N., & Robson, J. (2020). Triangulation in industrial qualitative case study research: Widening the scope. *Industrial Marketing Management*, 87, 160-170.

Harsch, K., & Festing, M. (2020). Dynamic talent management capabilities and organizational agility—A qualitative exploration. *Human Resource Management*, 59(1), 43-61.

Hoffarth, M. J. (2020). From achievement to power: David C. McClelland, McBer & Company, and the business of the Thematic Apperception Test (TAT), 1962–1985. *Journal of the History of the Behavioral Sciences*, 56(3), 153-168.

Hopper, E. (2020). Maslow's hierarchy of needs is explained. ThoughtCo, ThoughtCo, 24.

Jaworski, C., Ravichandran, S., Karpinski, A. C., & Singh, S. (2018). The effects of training satisfaction, employee benefits, and incentives on part-time employees' commitment. *International Journal of Hospitality Management*, 74, 1-12.

Kaushik, V., & Walsh, C. A. (2019). Pragmatism as a research paradigm and its implications for social work research. *Social sciences*, 8(9), 255.

Kokkinis, A. (2019). Exploring the effects of the 'bonus capsule: the impact of remuneration structure on risk-taking by bank managers. *Journal of Corporate Law Studies*, 19(1), 167-195.

Kunanithaworn, N., Wongpakaran, T., Wongpakaran, N., Paiboonsithiwong, S., Songtrijuck, N., Kuntawong, P., & Wedding, D. (2018). Factors associated with motivation in medical education: a path analysis. *BMC medical education*, 18(1), 1-9.



Lares, D. M., Sosa-Fey, J., & Worley, A. (2020). FINANCIAL WORK INCENTIVES: WHAT IS THE IMPACT ON MOTIVATION FOR EXCEPTIONAL PERFORMANCE?. *International Journal of Business Research and Information Technology*, 7(1), 13-26.

Lemon, L. L., & Hayes, J. (2020). Enhancing trustworthiness of qualitative findings: Using Leximancer

Lin, S. H., Scott, B. A., & Matta, F. K. (2019). The dark side of transformational leader behaviors for leaders themselves: A conservation of resources perspective. *Academy of Management Journal*, 62(5), 1556-1582.

Lloyd, R., & Mertens, D. (2018). Expecting more out of expectancy theory: History urges inclusion of the social context. *International Management Review*, 14(1), 28-43.

Massaccesi, C., Korb, S., Skoluda, N., Nater, U. M., & Silani, G. (2021). Effects of appetitive and aversive motivational states on wanting and liking of interpersonal touch. *Neuroscience*, 464, 12-25.

Moodley, S., & Hove, G. (2018). The factors affecting employee motivation and organizational performance at an engineering supplies company in Durban, Kwa-Zulu Natal. *Kuwait Chapter of the Arabian Journal of Business and Management Review*, 7(4), 55.

Mukumbang, F. C. (2021). Reproductive theorizing: A contribution of critical realism to mixed methods research. *Journal of Mixed Methods Research*, 15586898211049847

Muin, D., Kristina, S. A., Prabandari, Y. S., & Satibi, S. (2019). Factors Affecting Pharmacist's Performance Based on Motivation Theory: A Systematic Review. *Global Journal of Health Science*, 11(3), 1-13.

Panke, D. (2018). *Research design & method selection: Making good choices in the social sciences*. Sage.

Purwanto, A., Asbari, M., & Santoso, T. I. (2021). Education Management Research Data Analysis: Comparison of Results between Lisrel, Tetrad, GSCA, Amos, SmartPLS, WarpPLS, and SPSS For Small Samples. *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam*.

- Rahman, F. (2019). Trends in Reading Literary Fiction in Print and CyberMedia by Undergraduate Students of Hasanuddin University. *International Journal of Education and Practice*, 7(2), 66-77.
- Soliman, H. M. (1970). Motivation-hygiene theory of job attitudes: An empirical investigation and an attempt to reconcile both the one-and the two-factor theories of job attitudes. *Journal of Applied Psychology*, 54(5), 452.
- Tien, N. H., Jose, R. J. S., Ullah, S. E., & Sadiq, M. (2021). Development of Human Resource Management Activities in Vietnamese Private Companies. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(14), 4391-4401.
- USC Libraries (2022). Research Guides: Theoretical Framework.  
<https://libguides.usc.edu/writingguide/theoreticalframework#:~:text=The%20theoretical%20framework%20is%20the,research%20problem%20under%20study%20exists>.
- Zhang, Y., Luo, Y., Zhang, X., & Zhao, J. (2019). How green human resource management can promote green employee behavior in China: A technology acceptance model perspective. *Sustainability*, 11(19), 5408.

# APPENDICES

## APPENDIX 1 : QUESTIONNAIRE

### INTRODUCTION

I am Khushneet Kaur. A student at Roskilde university, Denmark studying Masters in business and communication studies. I am conducting a survey based on topic (A study of impact of motivational factors on employee performance, Radisson Blu Hotel). I have therefore carefully and purposefully selected you to participate in this study. Your participation will be highly appreciated. High level of confidentiality will be given to the information you provide. The data will be used only within the confines of this study.

### Section A: Personal Information

1. Name of the Respondent.....
  
2. Indicate Your Gender
  - a. Male
  - b. Female
  - c. Other
  
3. Indicate your marital status
  - a. Married
  - b. Single
  - c. Divorced
  
4. Which is your age?
  - a. 18-24 years
  - b. 25-30 years
  - c. 31-35 years
  - d. above 35 years

5. How long have you been working in the same job (Radisson Blu Hotel)?

- a. less than 6 months [ ]      b. 6months - 1 year [ ]      c. 2years - 4years [ ]      d. 4 year and above [ ]

6. Have you ever been working in a stressful environment at the workplace?

- a. Yes [ ]      b.No [ ]      c. Maybe [ ]

Section B: Questions based on employees' motivation and performance. (Choose atleast one or more options)

7. Have you ever felt that you would get a promotion because of the monetary incentives your employer offers?

- a. Yes [ ]      b. No [ ]      c. Maybe [ ]

8. What are some of the non-monetary things your employer does for you?

- a. Social Activities [ ]      b. Leave Policy [ ]      c. Medical insurance [ ]  
d. Others .....

9. What are the monetary benefits that come along with the productivity of your employees?

- a. Bonus [ ]      b. Extra working wages [ ]      c. Pension Contribution [ ]  
d. Annual increment [ ]      e. Others .....

10. Have you ever worked harder when your supervisor praises you?

- a.Yes [ ]      b. No [ ]      c. Maybe [ ]

11. Rate your level of satisfaction with the working environment of the hotel?

- a. Highly satisfied [ ]      b. Satisfied [ ]      c. Neutral [ ]  
d. Dissatisfied [ ]      e. Strongly dissatisfied [ ]

12. Rate the statement 'Top management is interested in motivating the employees'?

a. Strongly agree [ ]      b. Agree [ ]      c. neutral [ ]

d. Disagree [ ]      e. Strongly disagree [ ]

13. which type of incentives motivates you more?

a. Incentives & awards [ ]      b. Promotion [ ]      c. Appreciation Letter [ ]

d. Wage Increment [ ]      e. Others .....

14. How far you are satisfied with the incentives provided by the hotel?

a. Highly satisfied [ ]      b. Satisfied [ ]      c. Highly dissatisfied [ ]      d. Dissatisfied [ ]

15. Do you think the rewards you get for your job contribute to your level of motivation?

a. Yes [ ]      b. No [ ]      c. Maybe [ ]

16. How do you feel when your efforts being appreciated for the work you do?

a. Highly satisfied [ ]      c. Satisfied [ ]      c. Neutral [ ]

d. dissatisfied [ ]      d. Highly Dissatisfied [ ]

17. Do you agree that somehow the incentives motivates employees ?

a. Strongly Agree [ ]      b. Agree [ ]      c. Neutral [ ]      d. Disagree [ ]

e. Strongly Disagree [ ]

18. What are some of the rewards you receive when you do a good job?

a. Bonus [ ]      b. Tour package [ ]      c. Annual increment [ ]

d. Promotion [ ]      e. Others .....

19. What are your thoughts on what makes a productive employee?

- a. Communication Skills [ ]      b. Rewards [ ]      c. Good working environment [ ]  
d. Opportunity & training [ ]      e. Others .....

20. Do you think it's important for hotel employees to be motivated and productive in order for the hotel to operate at peak performance?

- a. Yes [ ]      No [ ]      c. Maybe [ ]

21. What are some of the things you wish you could change about your job?

- a. Communication skills [ ]      b. Working hours [ ]      c. Performances  
d. Working Environment [ ]      e. Others .....

## APPENDIX 2: INTERVIEW TRANSCRIPTS

TRANSCRIPT 1: (INTERVIEWEE: SONALI, DESIGNATION: SUPERVISOR)

**Khushneet (k)**- Hello, how are you? Sonali,

**Sonali(S)** - Hi, I'm fine

**K** - how are you doing? Hope you are doing well

**S**- Yes, I am doing well; what about you

**K** - I am also fine thanks for doing great

**k** - How's your work going? Is it a stressful day today for you or not?

**S** - Yeah, it's going good, yeah, it's a bit stressful, but I manage my job well.

**k** - Yes, it is you have to .....so, let's come to the point now

**k** - So we are gathered here for the interview, and I am so thankful to you and so glad that you took up your precious time for the meeting. First of all, I am going to introduce myself. I am khushneet, and I am writing my thesis on how the motivational factors influence employee performance, and I found your survey response as well. Now I want to hear from you. At what post are you working in Radisson Blu Hotel for how long?

**S**- I have been working as a housekeeping supervisor for four years.....

**k** - Oh, that's great, nice, so can you please share your journey from a housekeeper to a housekeeping supervisor?

**S** - Yes, I studied hotel management and side-by-side, I was doing the job as a housekeeper in this hotel; I am so happy that I got the job here as one of the best hotels in Amritsar. I work hard so much now also, but at that time, the target was so high to achieve, and we had to give our best so that we didn't give a chance of complaints to anyone. So, day by day, I was getting knowledge from my seniors on how to improve my performance. Like every year in the hotel, the reward function is done, which is

a kind of motivation to improve our performance, so in 2019 I got the award for best performance and was promoted to supervisor in 2020.

**K** - so, you talked about the reward and promotion, which are the motivational factors, what do you think about how much these factors motivated you to perform better in the organization?

**S** - I think if I talk about myself, somehow it motivates me as I remember you also asked in the questionnaire what are the things you could change about your job, so according to me it could be the performance because as long as you get motivation from your employer automatically, your performance gets better. As in my work journey, if I am doing a good job, I get appreciation from my supervisor. As a result, I perform well at my workplace.

**K** - OK, how stressful is it for you to perform in the hotel as a housekeeper? I could imagine it's quite stressful. Is it?

**S** - I could say, at some level, it is because you have a list of so many rooms to clean up within a limited time, and the rooms are of different types. Most importantly, you have to clean up very well, very professionally, so I can say it's stressful positively.

**K** - If we talk about the financial incentives, what kind of incentive did you get till now, and how did it motivate you?

**S** - the main achievement I got, as you know, is the promotion, which motivated me to perform well in the working environment. Moreover, every six months, you get a wage increment based on your overall performance, which I think is a kind of motivation for each and every employee in the hotel in different departments.

**K** - as I can say that you are talking about the intrinsic and extrinsic factors, I can explain what these factors of motivation are; intrinsic factors are appreciation, working conditions, skills, job enrichment, employer faith, and extrinsic factors are salary increment, bonus, promotion, financial incentive. I know you faced these factors in the hotel, and you talked about it as well, am I right?

**S** - Yes, definitely



**k** - so, what do you think Will a combination of these factors lead to any benefit at your workplace?

**S** - well, according to me, I can say yes at some point when there is a need to push these factors works over there

**k** - OK, but can you explain a bit more than when there is a need to push the employee for better performance which factor most of the time helps you a lot?

**S** - I can't say about one but like bonus, appreciation, delegation, working conditions

**k** - so, what type of working conditions are you working and how does it motivate you to perform well?

**S** - as I told you earlier, they do a reward function to boost up their employees every year. Also, pieces of training are provided because the better one have communication skills, the better one can show performances.

It is also about making employee well-being a priority. A safe workplace where employees feel secure and enjoy a safe space, company values, and a positive co-working environment that encourages respect for everyone.

**k** - so it means that at some point, the high authority must motivate the lower level of employees to perform well, to increase productivity; what I understand from you

**S** - yes, I could say that.

k-ok thanks for sharing with me such a valuable information. i really appreciate and thanks for your precious time for me.

S- my pleasure

TRANSCRIPT 2: (INTERVIEWEE: KANWAL, DESIGNATION: FRONT DESK EMPLOYEE)

**khushneet(ka)** - hello sir, how are you ?

**Kanwal(ka)** - hi, I am good

**khushneet** - first of all, I am going to introduce myself. I am khushneet, doing MSc in business and communication, and right now doing a thesis on the influences of motivation factors on employee performance. I will ask you a few questions regarding your performance. How you get motivated towards it

**Ka** - oh hi, how are you doing?

**kh** – I am good, sir. I hope you are doing well

**ka**- yes, I am doing well

**kh** - so we are here for an interview regarding my thesis. Have you done my survey?

**ka** - yes, I did

oh - OK, thank you for that. So, can you tell me in what position you are working in this hotel for how long

**ka** - yes, of course I have been working as a front desk employee for more than two year.

**Kh**- oh, that's nice. Now I will ask you something related to your job experience, for example, did you get any training before or after joining your position? can you tell me in brief?

**Ka**- yes, I got training after joining this post. It was quite good since I was a science graduate, so I was new to this profession, but when I joined, there was a lack of communication, but I think training helped me to polish my skills

**kh**- so, that means by training you get motivated, and your skills are improved after that. Arent you?

**Ka**- Yes, it helped me alot, but I feel training and doing the job is quite different

**kh** - why so?

**ka**- do I need to explain it?

kh - it is up to you, sir.

ka- then let it be

Kh- it's all ok, so you told me that training helped you a lot to improve your skills.

**kh.** what kind of skills should you have to perform better?

**Ka-**communication, working knowledge of assigned tasks, cooperation, team work. I wish I would have these later or sooner.

**Kh-**you will definitely.

Is there anything else besides skills that you think, motivated you in the beginning?

**ka-** yes, of course as I told you, I was new, and my colleagues at that time helped me, supported me. They tried to make things easy for me. I want to share one of my first experiences. I still remember. I was shaken when I started talking with customers for the first time. I was fumbling while talking. You can say it was a low confidence, but colleagues' support and help contributed in developing such skills.

Still, I believe regular training enhances your working skills. So does your performance.

Because so far as I know. Until you keep performing, you get appreciation and build up trust between staff and supervisor.

**kh.--**how could you say that ?

**ka-** last spring. It was a rush time in the hotel... I mean, parties were running, and guests were coming. And I did it very well by managing things with the help of colleagues. After that, I got appreciation with later a good increment in salary. Now my confidence is high and keeping myself upgrading my performance.

**kh.-** It means you had a good environment around you, and every day's experiences have motivated you a lot

**Ka-**You are right

**kh-** OK..do you believe now that you have the same working environment around you.

**ka...**I would say no. because now it seems like more competition, more services expectations.

**kh** - OK. can you tell me what you like more about the hotel that binds you with Radisson blu?

**Ka-** bind what? Can you explain a little bit more?

**kh** - I mean to say, why did you choose this hotel. Even you are a science graduate

**ka-** because Radisson blue offered me a good salary, which I can't get the same in this city anywhere. There may also be other benefits

**kh-** OK, what are other benefits, and who told you about these?

**Ka-**One of my school friends, who has been working there for more than four years, referred me to join this hotel.

**Kh-**ok..could you enlighten me about them. Are you still enjoying these other benefits, or have you heard about them, for example from colleagues?

**ka-**not all of them yet, but my senior colleagues are getting them. But I endorse medical insurance.

**kh-** what are they. I mean benefits

**ka-** medical insurance, celebrating birthdays and anniversaries, shopping coupons, tour packages, etc.

**kh** - OK, that's nice, so what do you think these benefits motivate you to perform well?

**ka** – of course, they are. but according to me, communication and services presentation is more accounted as performance in my department. Because one of my colleagues was not good enough, he transferred to the catering department. That's why I am going on a training and development course at the end of August.

**kh** - so well. We are done for today. It's nice to hear from you. Thanks for the meeting. Best of luck in the future.

**ka..** It is my pleasure. Best of luck to you too...

TRANSCRIPT 3: (INTERVIEWEE: RAMAN, DESIGNATION: HOUSEKEEPER)

**R ( Raman)-** hello

**K(Khushneet)-**hi, this is khushneet kaur, and I called you for an interview.

**R-** OK, Yes, Sonali asked me about the interview, so I said I am ready to give an interview.

**K-** thank you so much for giving me your precious time

**R-** my pleasure

**K-** first of all I would like to introduce myself. I am khushneet Kaur, doing MSc in business and communication, and right now doing a thesis on the influences of motivation factors on employee performance. I will ask you a few questions regarding your performance. How you get motivated towards it

**R-ok** madam

**k--**shall we start now.

**R-ok,** madam but would be any negative impact on my job if i say something about my job to you ?

**k-** not at all. it would be totally confidential. I ensure you for that

**r-** OK then I am ready

**k--**in which language you find yourself comfortable for an interview with me.

**r-** ma'm, I can express better in Punjabi language

**k..**that's OK so I appreciate you. Could you call me by my name only? It feels awkward while listening madam. Could you tell me at what post are you working in the hotel? And for how long are you working?

**r-**Dear I am working in catering department since two and half years and also sometimes I do housekeeping.

**k**-OK, that's great, so it means you are doing overtime work. Would you like to explain a bit more about why you are doing overtime?

**r**--yeah I do overtime when it's a peak time or to accomplish the pending services or tasks and sometimes when there are sick leaves of employees. At that time, supervisor adjust us to perform services

**k**--so, Do all employees work overtime?

**r**--yeah. almost I think so.

**k**- OK, do they pay for the overtime or with any sort of increment apart from your regular wages?

**r**- yes. everybody gets extra overtime pay.

**k**--OK, In Denmark also they pay extra for the overtime. You are saying that most of the employees are doing over-time so they must have good cooperation and, most importantly, a better working environment. what would you say about that?

**r**- yes definitely, but I can't say about all of them. I would like to tell about myself that i have a good cooperation with my colleagues and a better understanding with my superiors, which helps me alot in performing well.

**k** - So, somehow do these factors motivate you to perform well?

**r** - I can say yes. it definitely motivates me at some level

**k**-Do you get any other benefits or offers if you get overtime?

**r**-yeah, all the staffs get refreshments here from the hotel side, and also staff parties are organized and festival celebrations are there.

**k**- You mean. Social gatherings are being organized?

**r**- Yeah, you can say that.

**k**- that sounds great. so could you tell me about the leave policies ? And what kind of leave policy they

provide, for example, sick leave, urgent leave, or any other leave benefits?

**r**-I can't say much about it, but if the reason behind the leave is genuine, we can easily get it.

**k**-other wise

**r**-I don't know.I had never done a sick call.

**k**-anyways. let it be. so all of the above how you get motivated from all these factors and from benefits as we have already talked much about the benefits)

**r** - I must say that i am continuously getting rewards as an employee of the month I get appreciation from my manager and also get a bonus at Diwali which is one of the biggest festival celebrated here and i am so satisfying about doing my job here in this hotel, so ultimately I would say, i am being motivated to perform well at my work.

**k**..great.. that sounds really good

**r**--thanks

**k**..you seem to be a dedicated and positive employee and of course, trustworthy.

**r**- Thank you

**k** -last but not the least, do you want any change at your job

**r** - I don't want any change at my job as such, but I want to change my level of performance more so that I can achieve my goal. That's it

**k** - OK, that's great, so I think we end up with the interview. Thank you for giving me your precious time, really appreciates it, and have a good day ahead. Bye

**r** - yeah sure, its my pleasure. bye

