

Employee Motivation in Food & Beverage Operations vis a vis Customer Satisfaction, in a Five-Star Boutique Hotel

Lara Caruana Gatt
169002L/3

HND in Events Management
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Abstract

Author Lara Caruana Gatt		Date 31/05/2022
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<p>The researcher was interested in conducting her research on employee motivation in relation to customer satisfaction, more specifically, in the hospitality industry. It seems as though in this industry, workers are not appreciated for their hard work during their long-hour shifts, thus, this paper was written to raise awareness on the topic, so that persons in managerial positions will begin to understand the importance of having employees who are content in their place of work, and what are the best ways to create this contentment. In this research, these questions were answered by workers in the food and beverage department of a local five-star boutique hotel, through a questionnaire that was sent out. Through this, the researcher was able to conclude that there are in fact quite a number of workers, who do not feel as though they are motivated at their place of work. The questionnaire also answers the question of 'how' the employees wish to be motivated. This research conformed very well with what was discovered during the research conducted for the literature review portion of this paper.</p>		
Keywords Employee Motivation, Customer Satisfaction, Misconceptions, Improvement		

Declaration of Authenticity

Student Name and Surname: Lara Caruana Gatt

Student ITS Number : 169002L/3

Programme : HND in Events Management

Research Title : Employee Motivation in Food & Beverage Operations vis a vis Customer Satisfaction, in a Five-Star Boutique Hotel

Declaration:

I hereby declare that this research study is based on the outcome of my own research. I, as the author, declare that this research study is my own composition which has not been previously produced for any other qualification.

The research study was conducted under the supervision of Mr Claude Scicluna.

31/05/2022

Date

Lara Caruana Gatt

Student's Signature

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Table of Contents

1. Introduction	6
1.1 Research Background	6
1.2 Research Aim, Objectives and Hypothesis or Question.....	7
2. Literature Review	8
2.1 Motivational Theories	8
2.1.1 Abraham Maslow's Theory	8
2.1.2 Frederick Herzberg's Theory	9
2.1.3 Douglas McGregor's Theory	10
2.2 Customer Satisfaction	11
2.3 Motivation Techniques	11
3. Methodology.....	15
3.1 Outline.....	15
3.2 Ethical Considerations.....	15
4. Results, Analysis and Discussion	17
4.1 Results & Analysis.....	17
4.2 Discussions	22
5. Final Arguments	23
5.1 Conclusions.....	23
5.2 Recommendations	23
5.3 Assessment of Research	23
6. Bibliography	25
7. Appendices	27
7.1 Questionnaire	27
.....	27

1. Introduction

In today's hospitality industry, workers are becoming rather scarce, due to several negative factors. A few examples would be, a low salary, uncomfortable working hours, ending up in difficult situations with customers, lack of benefits and many more. Hence, a foundation of contentment must be created for workers at their place of work, for them to feel more secure in their position. However, this principal should be used much more in certain establishments related to the hospitality industry. Employee demotivation is one of the factors that contributes to the extensive problem that is staff turnover. Workers are disinterested in remaining employed with a company which does not tend to his or her needs and requirements. With this incorrect mindset, one is unable to keep employees for more than a few months, leaving the company, and the industry, with an unfortunate reputation.

Management teams also tend to believe that workers are naturally unmotivated, and will not do their utmost at work unless they are hovered upon. In reality, management teams should educate themselves on the techniques which can be applied to aid their employees in feeling encouraged to do their job. This will ultimately benefit the company, as motivated employees tend to give better service to their guests, resulting in customer satisfaction. The Oxford Dictionary's definition of satisfaction is "the good feeling that you have when you have achieved something or when something that you wanted to happen, does happen."

1.1 Research Background

This research has been divided in this manner; chapter one refers to the theories conducted by very well-known researchers, Abraham Maslow, Frederick Herzberg and Douglas McGregor. Chapter two gives a detailed explanation on what customer satisfaction truly is, while the third chapter gives a few motivation techniques which can be implemented in any company to instill a positive and encouraging atmosphere for their workers.

The researcher felt as though the motivational theories should be the base on which this research is to be built. Even though the theories have been fabricated a long time ago and in a very different world from what we now know, the core of them still relates perfectly with today's work environment and the employees in it.

1.2 Research Aim, Objectives and Hypothesis or Question

The aim of this research is to raise awareness on the importance of motivating employees in order to keep their work performance at peak. Employees are the most important asset in a company, which is why they should be valued. This is especially targeted to persons in managerial positions, since this is the targeted audience. The fact that persons in higher positions have an incorrect mentality on the way employees are to be encouraged and motivated, is giving the hospitality industry a lousy reputation, resulting in staff turnover and disinterest in working in this industry.

The research question that is being tackled is “how does employee motivation relate to customer satisfaction?”. Referencing for this research has been conducted through Word, version 16.60 of the year 2022, through the referecing tool, using Harvard – Anglia style.

2. Literature Review

Employee Motivation is not only a complication of the present. This topic has been researched in the past by many individuals, a few of which are, Abraham Maslow, Douglas McGregor, and Fredrick Herzberg. Two of the definitions of the term “motivation”, which seem to conform best with this research, are the following, “the psychological process that gives behaviour purpose and direction” (Kreitner, 1995) and “an internal drive to satisfy an unsatisfied need” (Higgins, 1994). This essay will review a few theories of motivation, employee motivation in a hospitality-related workplace and how this relates to customer satisfaction (Lindner, 1998, Section 3).

2.1 Motivational Theories

Motivational theories have been created through in-depth studies on employees in their place of work. Jobs have evolved very much from the time the theories to be discussed were fabricated, however the essence of them, remains the same. Every worker is different to the next, as they are all individuals with their own personal lives, hence, motivation is different for everyone, nonetheless, the motivational theories capture the essence of the needs of employees.

2.1.1 Abraham Maslow's Theory

A very well-known theory on this topic, is that of Abraham Maslow. He created what is known as the hierarchy of needs. The needs in this spectrum, increase depending on what the consumer desires. Maslow states that people are primarily motivated by their five basic needs, in the order that follows; psychological needs, the need for safety and security, the need to belong, the need for esteem and the need for self-actualisation. These needs are divided into two sections. The first four are known as the deficiency needs (D-Needs) and the last point, which refers to self-actualisation, is referred to as a growth or being need (B-Need) (Saul McLeod, 2018). This order is crucial. As humans, we are naturally inclined to prioritize our basic needs first, starting with the psychological needs. This refers to food, water, clothing, and accommodation.

Once the first need is directed, one moves on to the need to feel safe, being free from danger, most importantly in one's place of living and work, while also needing to feel secure. One longs for many types of security; a couple of examples would be financial security and security in one's place of work. One then advances to the need of belonging, belonging to a family, to a community, or to a friendship. This is a very pressing point in one's motivation as without this, the employee's mental health would be at great risk, and without properly cared for mental health, motivation in the workplace will surely be the last

priority on someone's mind. The need for esteem follows. This is important to certain employees more than others, as it all depends on the person's character. This need refers to feeling recognised for a job well done, and to be congratulated for any achievements received.

The last need in the hierarchy, is the most important one, as it captures all that one works towards during his or her personal and professional life. This would be the need for self-actualisation. Through this final step, one will reach the fulfilment of his or her potential, such as in an individual's place of work (Kaur, 2013). These factors are steps everyone is to go through in different stages of their lives, especially in a person's place of work, as work is a situation that one must face for most of his or her life, as a result of this, a workplace should aid in covering these basic needs and much more in order to keep his or her employees content and willing to keep working for the company (Gawel, 1996). According to Maslow, if these basic needs are not tended to, one may become mentally challenged, not only in his or her workplace, but also in this person's everyday life (Lester, et al, 1983).

2.1.2 Frederick Herzberg's Theory

The two – dimensional theory by Frederick Herzberg seems to be slightly diverse from what has been aforementioned in Maslow's theory. The first idea focuses on what are known as hygiene factors, which are also known as 'the dissatisfiers'. This section would focus on factors such as one's salary, working conditions, the relationships between colleagues, and company policies. Herzberg believed that these factors are not simply motivational factors but are necessities that one should naturally be accustomed to in a place of work. When one is not in accordance with one or more of these mentioned needs, there is no contentment being built on the job. This is where demotivation begins to intensify. Hygiene factors are known to be short-term motivators, which is why using solely these ideas, will not be enough to keep employees pleased for long (Herzberg, 1966).

Herzberg then concocted five elements which he believed were the correct way of encouraging a person's drive at work. These factors are as follows; achievement, recognition, the work itself, responsibility, and advancement (Pardee, 1990). These motivational elements are referred to as 'the satisfiers.' It is also known that while the satisfiers have a long-term effect on one's job, the dissatisfiers are short-term changes to one's attitude which will quickly revert to the way it was in a short period of time. "The satisfiers relate to what a person does while the dissatisfiers relate to the situation in which the person does what he or she does." (Gawel, 1996). This theory was worked on

in the 1950s. It was well-needed due to the large amount of strikes and walk-outs that were taking place due to workers being overworked and ill-treated at the time (M.Stello).

2.1.3 Douglas McGregor's Theory

Douglas McGregor fabricated the Theory X & Theory Y argument when writing his article "The Human Side of Enterprise" (McGregor, 1957), which was later developed into a book. These two components show two very opposite sides to what an employee could be. Theory X shows an employee whose instinct is to be passive, and who does not like having responsibility on his shoulders. They are not creative, and they need to be told exactly what to do by someone in a higher position than themselves.

Theory Y refers to employees in a very different light. Here, the employees are known to be people who can make decisions for themselves in their place of work and take initiative. One works towards goals for themselves and for the company. The employee is viewed as a person who likes to have responsibility on their shoulders and appreciates furthering his or her knowledge to improve the job being tackled or to move on to another task for the company (Lawter et al, 2015). There is no conclusion that one of these theories is correct while the other one is not, they could both be correct in diverse situations as unfortunately, even with the correct motivational techniques, not all employees will give their utmost to the company.

Many management teams have been using Theory X as their mindset. Countless persons in managerial positions believe that the employees beneath him or her, are lazy and if they are not told otherwise, they will simply not do their job, or possibly do it incorrectly. In reality, should a person in a managerial position employ the mindset of a Theory Y employee, it is most likely that the employees beneath him or her, will utilize the same positive techniques (Lawter et al, 2015). If one is to ask several management personnel what they think would motivate their employees, they would most likely say, their salary, as for many of these type of persons, that is the only reason that people go to work every day. One's wage is surely one of the motivational factors which encourages workers, however, it is barely the start. Therefore, management teams should change their ways of thinking as soon as possible. It is very damaging to the company and its reputation. Employees are not just a number; they need to be treated with much more respect than simply their salaries.

Management and team members work conjointly to achieve the company's goals, thus, having your superior act in a Theory X manner, will encourage the subordinate to act in the same way. This will not be beneficial to the company, as to succeed, one must have a

major amount of Theory Y employees. In conclusion, to create a positive and motivating environment in a place of work, one must start with the persons in higher posts (Lawter et al, 2015).

2.2 Customer Satisfaction

In 2000, Zairi stated that “customers are the purpose of what we do and rather than them depending on us, we very much depend on them” (Zairi, 2000). Customers are the centre of any organisation, let alone the hospitality industry, in which one’s main job would be to delight and appease the customer. Hansemark and Albinsson remarked that a customer’s satisfaction basically relates to how the customer reacts to the service that has been provided. It is also a form of feedback from what he or she had been expecting, and what was received (Hansemark and Albinsson, 2004).

Employee motivation can be directly linked to customer satisfaction, as without the first factor, one is unable to begin coming close to satisfying a customer’s every need and exceeding their expectations. In the customer-oriented business that is the hospitality industry, it is imperative that employees are on their toes for anything that may be happening around them. They must be attentive to any signs that are being given off by the guests so that their needs can be gratified and exceeded.

Customer loyalty is diverse from customer satisfaction; however, they are closely linked. Usually, a satisfied customer is most likely to become a loyal and repeat customer. After many years of research on this topic, a common conclusion has been discovered; satisfied clients are more likely to spread a positive word about their experience to several people. On the same note, a dissatisfied guest is more likely to inform others of their unsatisfactory and disappointing experience. It is essential to note that not all disgruntled clients will complain to the establishment, or will write reviews online, however, it is much easier for persons to spread information through word of mouth.

2.3 Motivation Techniques

There are many means to motivate employees, however the ones mentioned below are the ones that employees seem to appreciate most. As previously mentioned, employees require different motivation techniques to build up their interest at their place of work, for example, some employees who work long hours would feel more encouraged at work, knowing they have a fully-equipped staff canteen where they can enjoy hearty food during their shifts. In this section, the researcher will be discussing team spirit, monetary rewards, training, job empowerment and fringe benefits.

Team Spirit

One of the first ways on how to begin building this foundation of a motivational work environment for your workers, is to instil team spirit. There must be leaders in a company, and not dictators. No character will benefit from a person who executes orders to his or her staff members without using the proper techniques to help one learn. One must have a favourable working relationship with both their colleagues and with their superiors. The employees must feel open to discuss any difficulties they might have. These may also be personal difficulties which one would be comfortable sharing with their colleague or possibly with their superior. It is critical that an employee always senses that his place of work could be a safe place for him or her, and not just a building where one has to spend the majority of their days.

Another positive outcome from having a strong team is that production is increased on a day-to-day basis. This is surely a positive attribute to the company, as at the end of the day, the aim is for the business to succeed in the most efficient way possible.

Monetary Rewards

Monetary encouragement is a very powerful factor in the topic being discussed. Many employees see monetary rewards as the most effective method of encouragement, as at the end of the day, people living in the community, work for their salaries in order to pay off any debt, buy necessities and live their lives in any way they prefer to. However, monetary rewards are not the only method that needs to be pushed onto the employees (Chron, 2020).

As per Herzberg's theory, many people do not view their salary as solely a motivational factor, but rather as a necessity that must be fulfilled by one's place of work in exchanged for the job being done. Monetary encouragement in the form of commission or a bonus at the end of the year, in accordance with many other motivational factors, would be an excellent incentive to begin using. Nonetheless, it is important to note that no amount of money will buy contentment in a place of work.

Training

Training is another way of motivating employees. Even though this may not be an obvious way of motivation, it is an effective one. This is a way of broadening one's knowledge and skills, thus, one could be able to advance or shift to a different position to give oneself a different perspective to the company and one's personal goals. Training does not necessarily mean that one must change his or her job role entirely, this could mean that one has been encouraged to improve their knowledge on a certain subject in order to aid with the tasks already in hand.

On a separate note, one may decide on advancing in one's education for their own personal growth or gain. If this is a task that one appreciates doing, it will still serve as personal motivation and encouragement. Developing one's knowledge may also help individuals give better input when a crisis arises and needs to be solved. One will also be giving superior information during meetings or company decisions. When suggesting training for employees, it would be ideal to allow the workers to have a choice on what they wish to learn, this will automatically improve one's attitude towards this new experience (Sharma & Shirsath, 2014, Section 5).

Job Empowerment

Job empowerment is certainly one of the most compelling means of encouraging and motivating one's employees. By commending employees for a task that has been handled thoroughly, one is demonstrating trust and faith in the employee to handle anything that might come his or her way. By doing this, the employee builds up courage and will begin to take initiative in situations where her or she feels most comfortable, such as a similar situation to the one which he or she was commended for in the past.

When an employee builds up confidence, the tasks already in hand, will be handled in an even better manner, while also taking on new tasks which one believes he or she is able to do. If a member of staff entrusts a task to an employee which is usually taken care of by someone else, the level of passion towards the project will increase due to the element of faith that is passed on. The confidence built up will increase the freedom that the employee has to handle these situations (Melena, 2020).

Fringe Benefits

A motivational factor which leans more to the materialistic side, would be fringe benefits. Fringe benefits refer to extra resources given to the employees by the company, which in other businesses, may not apply. These resources include staff discounts, complimentary holidays, complimentary staff meals & beverages, company phones or cars and many other possible resources. This would give the employees a chance to save their salary, rather than simply giving them more to spend in their pay-check. Employees might benefit more from a scheme such as this one. These incentives make the employees feel as though they are valued and trusted, which is why it instils motivation and pride in employees' working for the mentioned company (Kagan, et al., 2022).

Employing any type of motivation technique will show the staff members that the management does show concern about their employees, and that they are not just a number in the company. Being transparent with one's employees is also a mean to encourage employees at work, as through this, they can understand that the company is run by humans who make mistakes just like anyone else, thus, they are also expected to make errors on the job. Through this, employees will feel as though they are given more edurance to conduct their daily tasks in the best means possible.

3. Methodology

3.1 Outline

A questionnaire is what is known as a quantitative “research instrument” which consists of questions which will be answered by the chosen respondents to gather the research required for the topic being discussed (Pahwa, 2021). The questionnaire was created through ‘Office Forms’. The respondents chosen were Food & Beverage workers in a Five-Star Boutique Hotel.

Quite a substantial amount of research has been conducted abroad on the topic of motivation, however, in Malta, it seems as though there are no research papers written, which is why the researcher was to conduct research through his or her own methods. Questionnaires seemed ideal for the information the analyst needed. There are many reasons why this was the best option. Firstly, this method is inexpensive, especially since the questionnaires were conducted online, no printing or posting expenses were incurred in this research. Since the questionnaire was distributed through websites, social media and emails, persons from the chosen company could access it rather easily, so there were minimal complications. Since respondents had the flexibility of filling in the questionnaire on their own time, without being pushed into a timeframe, it was more likely that the questionnaire would be filled in (Cleave, 2021).

A disadvantage that can be mentioned would be that the researcher was not able to properly analyse the emotions and the sentiments which the respondent would like to get through. In an interview, this would be simpler to do. However, due to the large number of respondents required, this would not have been ideal (Debois, 2022).

3.2 Ethical Considerations

The researcher has conducted the analysis in accordance with the guidelines given by the Institute of Tourism Studies. These guidelines have been taken into account during the entire research process. Furthermore, the legal requirements with regards to the handling of this sensitive information were all taken into consideration during the process. For the literature review, all of the research that was conducted was referenced in the correct manner, thus other’s materials were recognised and respected throughout.

With regards to the survey, the analyst explained the reasons for the research so that the persons answering the questionnaire would be fully aware of why the research is being carried out, and what the research gap is. Through this, the respondent would form his or

her own opinion on the topic, thus, their answers would be more personalised, hence, their answers in the questionnaire will truly be based on their day-to-day life, making the collected data, more accurate. The researcher had informed the respondents that participation is optional, as this would depend on what he or she wishes to do.

Since the research is being done on a particular boutique hotel in Malta, the researcher emphasized with the hotel that the questionnaire being given out, will not do any harm to the company, and the name of the hotel is not mentioned in any part of the questionnaire or the research paper. The researcher has been cautious with the questions being asked in their questionnaire, so that the respondents do not feel as though they are to answer any personal questions. The questionnaires are anonymous, thus, no one will be identified for their answers. The information collected will not be passed on to anyone other than the researcher and his or her tutor. Once the research is completed, all the collected data, will be discarded.

4. Results, Analysis and Discussion

4.1 Results & Analysis

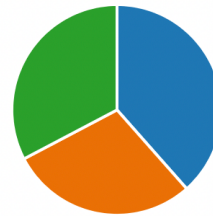
The survey was sent out to food and beverage workers in a five-star boutique hotel, both restaurant workers and kitchen workers. The total number of employees who received the survey was that of approximately 100 and the researcher received 52 responses back. This amount is sufficient for the length of this research, and it is enough to conclude the arguments mentioned in the previous chapters.

3. Do you believe that the management at your place of work, works on instilling motivation in their employees?

[More Details](#)

[Insights](#)

Yes	20
No	15
Maybe	17



Blue – 38%
Orange – 29%
Green – 33%

Figure 3: Instilling Motivation

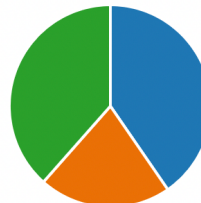
The third question in the questionnaire asks the respondents on their view of the motivation being instilled at the place of work in question. The majority of respondents replied that they do believe that motivation is being instilled (38%), as shown in Figure 3, however, the researcher is to focus on those who opted for the “maybe” (33%) or the “no” (29%) options, as these are the employees that need to be given some additional attention to help them feel more motivated through the ways they feel most appropriate. These means of motivation are asked deeper into the survey.

4. Do you feel supported by the HR department?

[More Details](#)

[Insights](#)

Yes	21
No	11
Maybe	20



Blue – 40%
Orange – 21%
Green – 38%

Figure 4: The HR Department

Question 4 requires the employee’s thoughts on the HR department. In the previous chapters, the importance of having an efficient and understanding HR department was highlighted, thus, this question would aid the employer and the researcher, analyse how the HR department is viewed, and if changes need to be made in this department.

This would be the first step towards instilling motivation in the company's employees, as this would be the gateway to helping the employees feel more comfortable to open up and to let the company know what they need in order to work in a better manner. 40% of the respondents believe that they do feel the HR's support within the company, however, 38% responded "maybe" and 21% responded "no". This information can be viewed in Figure 4.

5. Which techniques do you believe motivate employees most?

(you may choose more than one answer)

[More Details](#)

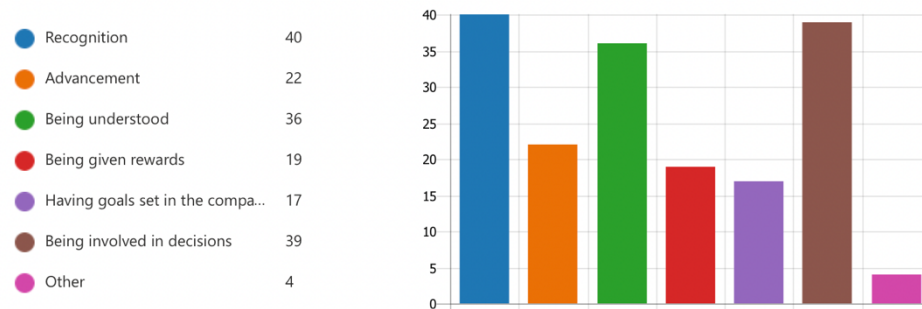


Figure 5: Motivation Techniques

The next question would be a very essential and necessary one for this research. Here, the respondents are being asked which techniques they believe would motivate them most in their place of work. The employees were able to choose more than one answer for this question since an employee is motivated by more than one factor. In the bar chart produced, we are able to analyse what motivates the employees of this particular hotel. As per Figure 5, "Recognition" was the most popular option with 40 respondents opting to choose this as a motivation technique. "Being involved in decisions" follows the first technique with 38 votes, and "being understood" stands in third place. The option with the least number of votes would be "having goals set in the company" with 17 votes. The techniques used in this question, were chosen from the research that was done in the previous chapters, more specifically, chapter 2.3 "Motivation Techniques".

6. How motivated are you by monetary rewards?

This does not refer to one's salary, but refers to bonuses and commission rewards.

(1 star being the least motivated, five stars being the most)

[More Details](#)

[Insights](#)

52

Responses

3.73



3.73 Average Rating

Figure 6: Motivation through Monetary Rewards

Since monetary rewards are one of the most popular techniques that employers use to motivate their workers, the researcher created a question to ask the respondents how motivated they are by rewards such as bonuses or commission rewards. Many of the respondents do believe that they are motivated by these rewards, therefore, this initiative should not be discarded, but improved on instead. One must not confuse an employee's salary with these incentives, as they are two very different factors, as a salary should not be considered a motivational technique as this factor falls under a worker's basic needs, as per Frederick Herzberg's Theory. This question was created as a 'rating' question, where one can click on the number of stars they wish to, in order to display their agreement, or their disagreement with the question, one star being least agreeing and five being the most. This can be visualised through Figure 6 above.

7. Personal Opinions on Motivation in your current place of work

[More Details](#)

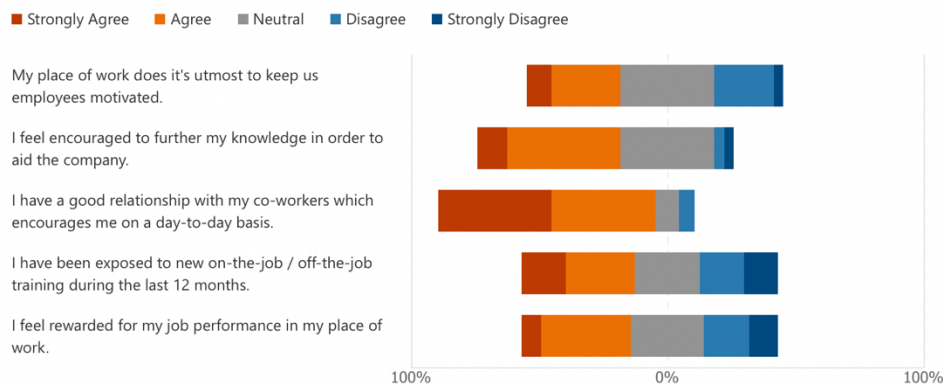


Figure 7: Personal Opinions

The seventh question was created in the form of a Likert scale, as can be seen in Figure 7, with statements about the company and how the employee feels about being a part of the team. A Likert scale is where the respondent is given a few statements and he or she must choose between the options; strongly agree, agree, neutral, disagree or strongly disagree. This will help the researcher understand where the employee feels as though her or she, stands within the company. It will also show the company what must change in order to better motivate the employees responding to the questionnaire.

8. How encouraged do you feel to take your own decisions in a difficult situation?

(1 being the least encouraged, 5 being the most)

[More Details](#)

[Insights](#)

52

Responses

3.75

Average Number

Figure 8: Taking Decisions

A 'rate' was offered for this question, so that the respondents are able to show the extent of how encouraged they feel to take decisions on their own. This would result in a much deeper analysis than a 'yes or no' question. The number of employees who said they feel rather encouraged to take these difficult decisions, is rather high.

In the previous chapters, it was discussed that when employees feel as though they are motivated in their place of work, they will be more eager and knowledgeable, through the 'training' technique, to take a decision during a difficult situation. Naturally, this must be a rapid, but efficient decision, especially when a customer is standing in front of the employee, waiting for a solution to his or her issue or complaint.

If employees replied that they are not motivated much in their place of work, it would be difficult to properly make these correct decisions if proper training is not offered, ergo, this might not be a positive factor for the company. On the other hand, experience also teaches employees, which could be the reason why so many respondents believe that they are able to handle these situations, without the proper training. In any case, one can mention that training is a very important part of employee motivation, hence, it would be favourable decision to use it as one of the tactics to increase motivation. Through this, only favourable feedback will be given, and the employees might actually feel more comfortable taking these previously mentioned decisions.

9. Do you believe that being motivated increases production at work?

[More Details](#)

● Yes	49
● No	0
● Maybe	3

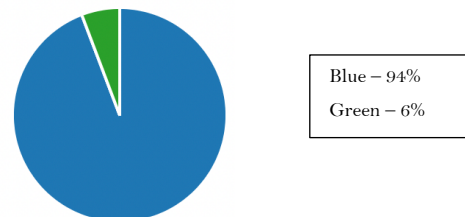


Figure 9: Production

The ninth question is a very direct one. The researcher is asking the respondents whether they believe motivation increases production in one's place of work. The results of this question are rather interesting and conform very well with what was discussed in the previous chapters. Not one employee disagreed with this statement. 6% of the total number of respondents chose "maybe" as an option, while the remaining 94% opted for "yes" as their choice. This shows that having motivated employees truly does benefit the

company in question, since a higher rate of production will be shown. This statement has also been previously discussed in chapter 2.3 called “Team Spirit”.

10. What demotivates you most in your place of work?

[More Details](#)

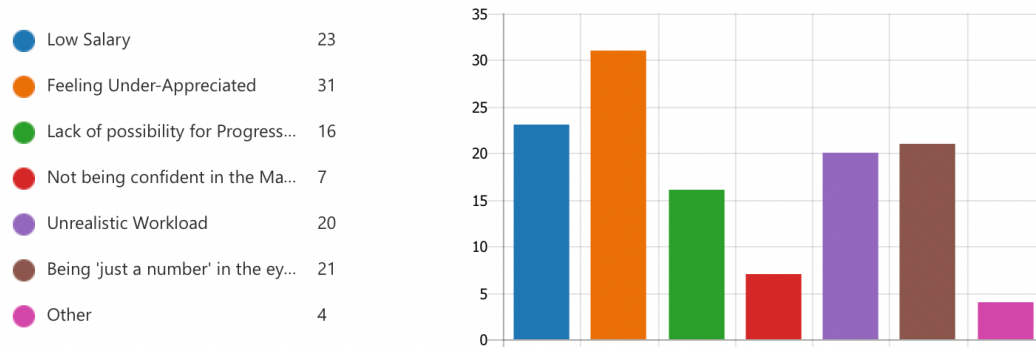


Figure 10: Demotivating Factors

The next question asks the opposite of question number five, as here, the researcher is asking for the factors which demotivate employees. This is being done so that the researcher can identify these negative causes of demotivation. 31 respondents opted for “feeling under-appreciated” as one of their strongest demotivators, followed by having a “low salary”, standing at 23 votes.

11. State some examples of changes you would like to see implemented

[More Details](#)

[Insights](#)

50

Responses

Latest Responses

"People u can trust "

"Better salary"

"Management takes worker's opinions before descions are made.

Rewards given for hard work recognised."

Figure 11: Changes to be Implemented

The final question that was asked in this questionnaire was an open question, where the employees stated what they believe should be changed within the company that would make the environment better and increase employees' motivation at the same time. The researcher used this question to better analyse the thoughts of the respondents. Since a questionnaire is not a very personal method of gathering research, this question will shed light on the true needs and wants of the employees. The most popular responses were recognition (12%) and communication (12%). These changes could easily be implemented in the company at minimal costs or at no expense at all.

4.2 Discussions

The results which emerged from the questionnaire which was distributed, seemed to conform very well with the research which was conducted in the literature review portion of this paper. Even though the theories which were mentioned in the previous chapters were written many years ago, they still discuss relevant problems of today's working world.

The first two questions asked were simple questions such as the respondents' age group and their length of employment within the company. The second question was asked to show that no matter how long one has been employed with the company, their needs matter as much as anyone's. There is a misconception that persons who have just began working with a company, should not ask for things they need or are entitled to, for example, it is not viewed well when a new employee calls in sick within his or her first month of employment, when in reality, there is nothing wrong with this. This is the employees need at the time which must be respected.

This questionnaire could easily be used by members of a management team in a hospitality company, to get to know the needs of their staff members. Through the questionnaire, the employer would be able to decide which motivation techniques are requested most by their staff members. Most of these factors are rather inexpensive, or require no monetary input at all, giving the employer all the more reason to begin instilling the required techniques. Especially if at the end, the result would be that the company would be performing admirably, since the customer satisfaction rates, the production rates and the profit being made, are increased respectively.

Through the questionnaire, one may notice that employees do expect their work places to instill motivation in them on a day-to-day basis, however, it does not necessarily mean that this is what is being done. Persons in managerial positions should be educated on this incredibly important part of their subordinates' professional attitudes. Should this be done, one can say that the negative factors which are so well-known with regards to the hospitality industry, will become obsolete, as one would rather work for a company which makes their employees feel good about themselves and about their jobs, and which also helps them throughout their personal and professional lives, than work in a different type of work place where a worker is just a number and where no motivation is encompassed in the employee's professional course.

5. Final Arguments

5.1 Conclusions

This research was carried out to raise awareness about the importance of caring for one's employees and realising that employees should be viewed as the most important asset in the company.

The research conducted through the questionnaire, was carried out within a local five-star boutique hotel. Through this, members of the management team became interested in this topic, and asked to read the paper that has been written. This was the main scope of the research, as now, members of this management team will become more aware of the importance of employee motivation. They will also be aware of the methods which can be used to gather the information required to begin instilling these motivational techniques. Through this feedback, one might conclude that the aims which were mentioned in the beginning of this research, are being met.

Through these findings, one can also come to the conclusion that not all employees feel as though they are motivated to do their job, thus, this shows that employee motivation is a serious issue within the hospitality industry.

5.2 Recommendations

It is recommended by the analyst that this issue is taken seriously. There are many simple methods through which one may evaluate their staff member's contentment, one of which would be a questionnaire distributed to the staff members. The replies to these questionnaires should be taken seriously, in order to employ the correct techniques to aid motivation in their team. Most of these techniques are low in cost, all the more reason to increase the use of these strategies, especially since this would benefit the company greatly, due to the increase in production and in profit.

5.3 Assessment of Research

The topic which was being researched was quite sensitive one, where, should an employee begin to discuss the topic in hand, he or she might have a lot more to say that what can be passed on through a questionnaire, thus, the personalisation of the research was not at its best. This was mostly due to the fact that a high number of respondents was required, thus, a research method such as an interview, would not have been practical. This was one of the reasons why the researcher opted to have at least one open-ended

question in the survey, as to give the employee a bit more space to express his or her true feelings about the topic, thus, he or she is not tied to just a few options.

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7. Appendices

7.1 Questionnaire



Employee Motivation in one's Place of Work

This questionnaire will help the researcher come to a conclusion about the importance of motivation in the work place. This will also aid in finding out which motivational method is requested most by staff members. The research will also be beneficial to the Hospitality Industry in order to raise awareness about the importance of caring for one's employees in the means they desire. The survey is anonymous and will take around five minutes to complete.

1. Which age group do you form part of? *

- ☐ 16 - 22
- ☐ 22 - 30
- ☐ 30 - 40
- ☐ over 40

2. How long have you been employed at your current job? *

- ☐ 1 - 6 months
- ☐ 7 - 12 months
- ☐ over a year
- ☐ over two years

3. Do you believe that the management at your place of work, works on instilling motivation in their employees? *

- ☐ Yes
- ☐ No
- ☐ Maybe

4. Do you feel supported by the HR department? *

- ☐ Yes
- ☐ No
- ☐ Maybe

5. Which techniques do you believe motivate employees most?

(you may choose more than one answer) *

- ☐ Recognition
- ☐ Advancement
- ☐ Being understood
- ☐ Being given rewards
- ☐ Having goals set in the company
- ☐ Being involved in decisions
- ☐ Other

6. How motivated are you by monetary rewards?

This does not refer to one's salary, but refers to bonuses and commission rewards.

(1 star being the least motivated, five stars being the most) *



7. Personal Opinions on Motivation in your current place of work *

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My place of work does it's utmost to keep us employees motivated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel encouraged to further my knowledge in order to aid the company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a good relationship with my co-workers which encourages me on a day-to-day basis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have been exposed to new on-the-job / off-the-job training during the last 12 months.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel rewarded for my job performance in my place of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. How encouraged do you feel to take your own decisions in a difficult situation?

(1 being the least encouraged, 5 being the most) *

1 2 3 4 5

☐ ☐ ☐ ☐ ☐

9. Do you believe that being motivated increases production at work? *

- ☐ Yes
- ☐ No
- ☐ Maybe

10. What demotivates you most in your place of work? *

- ☐ Low Salary
- ☐ Feeling Under-Appreciated
- ☐ Lack of possibility for Progression
- ☐ Not being confident in the Management's Decisions
- ☐ Unrealistic Workload
- ☐ Being 'just a number' in the eyes of the business
- ☐ Other

11. State some examples of changes you would like to see implemented *

Enter your answer