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**ADDIS ABABA UNIVERSITY  
SCHOOL OF COMMERCE  
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

**FACTORS AFFECTING HOTEL EMPLOYEES' MOTIVATION IN CASE OF  
ELILLY INTERNATIONAL HOTEL**

**BY:**

**GIETINET EMBIALE KASSA**

**A THESIS PRESENTED TO ADDIS ABABA UNIVERSITY, SCHOOL OF  
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**ADVISOR: SEIFU M. (PHD)**

**ADDIS ABABA UNIVERSITY**

**JUNE, 2022**

**ADDIS ABABA, ETHIOPIA**



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**SCHOOL OF COMMERCE, MASTERS OF ART IN HUMAN RESOURCE  
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### DECLARATION

I, the undersigned, declare that this thesis is my original work performed under the supervision of my thesis advisor Seifu M. (PhD) and all sources of materials used for this thesis have also been acknowledged appropriately.

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June, 2022

### ENDORSEMENT

I confirm that under my guidance Mr. Gietinet Embiale Kassa has carried out master's thesis at department of human resource management of Addis Ababa university, school of commerce with the title of "*factors affecting hotel employees' motivation in case of Elilly international hotel*" following the appropriate guidelines necessary. The thesis is original and suitable for submission of Partial fulfilment of the requirement for Master of Art in Human Resource Management.

Name: Seifu M. (PhD)

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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## ACRONYMS

BEM	Behavior Engineering Model
ERG	Existence, Relatedness and Growth
HR	Human Resource
HRM	Human Resource Management
SPSS	Statistical Package for Social Sciences
UNCC	United Nations Conference Center

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### Abstract

*Employees' motivation in service sector especially in hotels is a significant issue for delivering the service to the standard. The main objective of the study is to examine the motivational factors that could affect employees' motivation at Elilly International Hotel, Addis Ababa, Ethiopia. The research used a quantitative research approach using a questionnaire to collect the data from 162 sample size. Among 272 employees working in Elilly International hotel, 162 respondents were randomly selected. Forty factors under eight major categories were evaluated by the respondents using a 5 likhert scale and the data was analyzed using SPSS. The descriptive analysis showed that the most rated or appreciated top three motivation factors in the hotel are Recognition, training and development and job freedom related factors with mean of 3.83, 3.75 and 3.74 respectively. The study shows that job security and leadership style were the least rated motivational factors with mean of 2.3 and 2.8 respectively. The other finding is that the friendliness of the working environment has the strongest relationship with employees' motivation ( $r = 0.768$ ). In the study, the multiple linear regression analysis were used to analyze the data and it shows that the friendliness of the working environment contributed most to the motivation which means unit increase in friendliness of the working environment will lead to a 0.366 increase on employees' motivation  $p$ -value = 0.00 & thus the relationship between the friendliness of working environment and employees' motivation was significant. Because of this, the study recommends that the hotel should focus on creating a safe and conducive working environment, creating employees' smooth relationship with immediate and top managers, having flexibility and concern for the overall wellbeing of employees, and provide all the necessary materials, equipment and facilities to greatly improve the employees' motivation.*

**Keywords:** *employees' motivation, hotel performance, Payment, Job Security, promotion, Job Freedom, Friendly Environment, training and development, Reward and Recognition, and Leadership*

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the study

The Hospitality industry encompasses hotels, travel agencies, food and trade enterprises, construction of tourist attractions, transportation, and educational institutions which train hospitality professionals, represents one of the most dynamically developing fields of the world economy today (Cochrane, J., 2010)

According to Bardi (2003), a hotel is a business that typically provides accommodation and services, which may include reservations, suites, personal services, public dining and banquet facilities, specialty shops, home care, concierge or laundry.

Human resources are a very important asset for achieving the goals of the organization. Compared to other assets, such as capital and innovation, human resources are an essential component of an association, because people themselves control various variables. Human resources are essential for associations or organizations to achieve their goals (Schroeder, 2012).

Alemayehu (2017) also describes that people are considered a source of competitive advantage. Many visionary organizations place more emphasis on employees and related issues. In this competitive world, organizations understand that their most valuable resource is their human capital, and many are convinced of significant investments in staff training and development. The hospitality company is heavily dependent on the resources of people with managerial skills and at the same time who are determined and social. It is important for each association to plan a human resources management framework. The hospitality company works primarily seriously and makes human resource management successful in developing practices and measures for the flourishing of human property (Kumar, Mohan, &Arumugam, 2016).

Topics for employee motivation play an important role in hotel management both practically and theoretically (Costen& Salazar, 2011; Di Pietro, Kline &Nierop, 2014; Khalilzadeh, Giacomo, Jafari & Hamid, 2013).

Today, organizations are trying to motivate their employees. Most organizations recognize that motivating employees can lead them to achieve organizational goals. An enthusiastic employee must deal with how self-confidence and complacency can increase his or her work performance (Wiyana, T., Putranto, T. S., & Zulkarnain, A. (2020).

Motivation can also serve as a reference for organizations in policy making. He tries to understand the reasons and explain why people behave the way they do, and chooses the effort and direction they take. In this century, the concept of motivation has received a lot of attention. The hospitality industry in Kenya has developed various methods of motivating representatives, but such methods do not match the preferences of these target workers (Wasike, 2015).

Employee performance is important to any organization because an organization's success depends on the creativity, innovation, satisfaction, and commitment of its employees (Ramlall, 2008).

According to Shika (2017) quoted by FitsumGhebregeorgis in 2018, employees in each organization are real assets because the performance or failure of the organization depends on their employees. The importance of the employee in the hotel industry comes first, because the hotel industry is, of course, focused on the workforce. Employee performance is more important in this industry because employees have direct contact with the customer.

According to Chen (2013), employee motivation is a major problem in the hotel industry because it is directly related to employee turnover and overall service quality. The overall profitability of hotels depends on the quality of services that hotels provide to customers. The main interest of hotels is therefore to encourage employees to facilitate this effort by hoteliers.

According to a study by Mikkelsen et al. (2017), the concept of motivation refers to internal factors that drive behavior and external factors that can act as stimuli to action. They further suggested that direction, intensity and duration were the three actions that affected motivation. Understanding the different motivational styles of employees can thus help explain the influence, identification and patterns of behavior and predictions that different employees exhibit (Hsiung & Tsai, 2017).

According to Zhang (2016) quoted by Fitsum Ghebregiorgis in 2018, employee performance plays an important role in determining the profitability of hotels, as employees are one of the most important assets of hotels. This is because the hairdressing industry is a human energy sector where hotels need to focus on employee performance and take appropriate steps to improve their performance. In addition, staff performance is important in the hotel industry because guests interact directly with staff and therefore hotel staff are responsible for meeting guests. Employee performance is one of the most important criteria for the establishment of an institution, so investigating the cause that concerns it makes no sense. An organization's performance is entirely based on employee performance, meaning that if the organization's employees perform better, the organization is generally more efficient and vice versa.

Tri Wiyana, Trias Septyoari Putranto, Arif Zulkarnain (2020) suggest that employee performance will continue to improve if provided with the appropriate incentives to meet employee needs. For example, employees who work well are remunerated so that other employees are motivated to receive the same remuneration as well-worked employees. Respondents to this survey identified five main factors that motivate them in the future, as follows: job satisfaction, promotion / expectation, recognition, good pay and management styles.

To this end, the study will attempt to identify the impact of performance motivation on hotel staff at the Elilly International Hotel.

## 1.2 Background of the Company

Elilly International Hotel is a five star hotel with its twin towers situated in the heart of Addis Ababa, Kasanchis business district on the main entrance of the United Nations Conference center (UNCC). The hotel is privately owned by Ethiopian investor and established in November 2013. The hotel is ideally placed at a focal point between the city's business districts, historical landmarks, National Palace, major government offices & modern and traditional shopping centers. Ride to the Hotel only takes 3.8 KM from Bole International Air Port. The Hotel offers breathtaking views from its rooms especially from the roof top of Elilly Bar & Restaurant where our guests take 360 degree view of the Capital City, Addis Ababa. The unique design of bars, Restaurants, World class fitness facilities, swimming pool, Conferences and Events venues with suitable and flexible set up puts Elilly on top of Hospitality Industry.

The hotel has 154 individually designed bed rooms and suites seamlessly blend the traditional with all the modern comforts that today's world demands. Currently the hotel is in operation with 272 employees.

## 1.3 Statement of the problem

Referring to the 2021 annual report of Elilly International hotel Human Resources Division, around 81 employees resigned from the hotel yearly. From this figure, 6% employees leave the hotel because of change in their living place, 5% employees leave the hotel for starting own business, 6% employees leave the hotel because of mistreatment by their supervisors and managers and the remaining and the majority leave the hotel for a better financial and non-financial benefits from other hotels,

In the employee turnover report of 2021, Ibec (International Human Resource Company) suggested the employees' turnover rate for hotels (food and drink companies) with number of employees over 250 employees is as follows; high turnover rate is above 7.95%, medium

turnover rate is between (7.96% - 5.32%) Low employees' turnover rate is between (0% - 5.31 %)

Motivation is in the long run the most difficult and most important problem of management. Management uses various techniques to improve employee motivation. Many companies use the traditional approach, for example by raising salaries and improving benefits. One needs motivation for one's activities. The relationships between work motivation and its impact on the mental health of hospitality staff around the world have not been fully monitored (Kotera et al., 2017).

The decline in performance that occurs in human resources is often caused by boredom and laziness. Things like this should not be abandoned, as this can damage the business and the performance of the human resources themselves. Encouraging hotel staff to work harder to achieve the association's goals is probably the most difficult task in the administration department. The change in motivation particularly draws the attention of researchers to determine the answer to the question: "What incentives should be used to increase employee performance" (Larisa & Tampu, 2015).

In the hotel employees' motivation areas, many studies have been conducted in different times. Tatek Tadesse (2020) identified the basic employees' motivation gaps existing in Addis Ababa hotels. He suggested that Addis Ababa hotels should improve employee satisfaction by adding incentive schemes and benefit packages in addition to basic salary such as transportation (fuel), medical, securing housing, and providing loans. Especially in Addis Ababa, where the cost of living is high; Such measures play an important role in increasing employee motivation. In addition to existing incentives, the hotels may set a stricter approach to cash reward schemes, such as annual or fixed bonuses (eg benefits, relationships and management care, benefits and etc.). In addition, Tadek Tadesse (2020) advises that a hotel in Addis Ababa should create and maintain a corporate culture that is enriching and appreciates exceptional work. This helps to inspire and motivate employee loyalty, which is the driving

force behind employee satisfaction. Recognition is therefore an important element in addressing employee motivation to improve effective human resource management. As a study conducted by Tuhumwire Agnes (2014) of Uganda Munyongo Common Wealth Resort, some employees received little or no monetary and non-monetary incentives, some employees were treated poorly by other superiors and managers, communicated poorly, and had little or no paid employee benefits. This leads to poor performance, where employees do not give feedback to their superiors, others ignore their responsibilities, which reduces the number of clients in the hotel.

The researcher will therefore examine the factors affecting hotel employees' motivation, performance and practices in Elilly International Hotel.

#### **1.4 Basic Research Question**

In this research, the researcher will find answer for the following central research questions:

1. What are the factors that affect employees' motivation in Elilly International Hotel?
2. How the motivational factors are effectively implemented to motivate Hotel employees' in Elilly International Hotel?
3. What is the relationship among these motivational factors in affecting the motivation of hotel employees' in Elilly International Hotel?

#### **1.5 Objective of the Study**

##### **1.5.1 General Objective**

The main objective of this study is to evaluate factors affecting the hotel employees' motivation using Elilly international hotel as a case study.

##### **. 1.5.2 Specific Objective**

The specific objectives of this study are;

1. To identify factors affecting employees' motivation of Elilly international hotel.

2. To analyze the effective implementation of motivational factor for motivating hotel employees' in Elilly International Hotel.
3. To analyze the interrelationship between the motivational factors that could affect the motivation of hotel employees' in Elilly international hotel.

### **1.6 Significance of the Study**

The study will have a practical significance for hotel owners, managers, and employees. This study is useful for hotel managers to motivate employees for exploiting the best performance to achieve organizational goals and objectives.

The finding of this study is expected to benefit the hotel owners from the achieved organizational goal as a result of best employees' performance and the implementation of the appropriate motivational strategies.

The study will contribute a significant role for hotel employees enabling them to receive the necessary motivational benefits from the hotels; for personal benefit.

Additionally, it can also be referred by other researchers who are interested in the area for further investigating Motivational strategies and employees' performance in the hospitality industry.

### **1.7. Hypothesis of the study**

The research tested the following Hypothesis.

**Hypothesis 1:** Payment has an impact on hotel employees' motivation.

**Hypothesis 2:** Job Security has an impact on hotel employees' motivation.

**Hypothesis 3:** Promotion has an impact on hotel employees' motivation.

**Hypothesis 4:** Job Freedom has an impact on hotel employees' motivation.

**Hypothesis 5:** Training & Development has an impact on hotel employees' motivation.

**Hypothesis 6:** Recognition has an impact on hotel employees' motivation.

**Hypothesis 7:** Friendly Environment has an impact on hotel employees' motivation.

**Hypothesis 8:** Leadership has an impact on hotel employees' motivation.

### **1.8. Scope of the Study**

Even though, the researcher intends to conduct the study on country level; it is difficult to manage it in terms of time, cost and sample size.

Hence, the researcher conducted the study in case of Elilly International Hotel. Therefore, the study is delimited geographically to Elilly International Hotel located in Addis Ababa to assess the factors of motivation and employees performance.

Methodologically, the scope of the research is restricted to quantitative and qualitative research design on the case study hotel.

Timely, the researcher collect the primary data in 2022 and also the study used the secondary data that are collected from 2017 to end of 2021 to assess the factors affecting hotel employees' motivation, performance and practices in case of Elilly international hotel Therefore, the study is delimited geographically, conceptually, methodologically and time horizon.

### **1.9. Organization of the study**

The study is organized into five chapters. Chapter one presents introduction of the study including the background, statement of the problem, research questions, and objectives of the study. On Chapter two the literature review, which briefly discusses previous works related to the topic, is included. Chapter three presents the research design and methodology including all the methods and materials. Chapter four consists of result analysis and discussion. And lastly the results from the analysis of collected data are summarized and concluded and recommendation is provided for future improvements.

## CHAPTER TWO

### 2. Literature Review

#### 2.1 Introduction

According to Chan & Mackenzie (2013), hospitality is an act of helpfulness in welcoming and caring for the basic needs of customers or strangers, especially in relation to food, drink and accommodation. The current definition of hospitality refers to the customer-host relationship process. The word hotel is taken from a French hotel, which refers to the French version of the building, which visitors often see and provide care instead of the place that offers accommodation.

Ross (2005) conducted research to identify factors that influence the motivation of hotel employees. Furthermore, the factors that influence the motivation of employees are identified, namely; job security, good relations with superiors, salary and gratitude based on honest performance, reliable and collaborative relations with employees, responsibility and gratitude, suitable working environment, provide opportunities for social development, group work and job rotation. However, responsibility and "value" are recognized as factors that influence employee motivation (Ross, 2005). In his research on the five-star hotel business in the Antalya region, Aksu (2005) identified the following factors that influence employee motivation, namely; social opportunities, training programs, intangible incentives, responsibility and appreciation and cooperation.

Wasike and Ndivo (2015) examined the factors that influence the motivation of hotel employees in Kenyan hotels. Their findings emphasize that employee motivation is influenced by the following factors, namely; "Responsibility and appreciation", followed by "intangible incentives" and "cooperation" with "responsibility and appreciation" as a factor influencing the overall motivation of employees.

## **2.2 Theoretical Literature**

Employees move between hotels behind benefit factors such as salary, service, position, work environment, etc., which can be factors that motivate employees to perform. The researcher is therefore trying to understand the impact of performance motivation on hotel employees.

### **2.2.1 Motivation**

Motivation can be defined as anything that controls and maintains human behavior (Gard, 2001). In addition, motivation is understood as a process in which a person's needs and desires are activated (Rakes, & Dunn, 2010). However, Atkinson (1964) stated that motivation has no specific meaning in contemporary psychology. However, the problem of employee motivation should be the main concern of hotel managers to succeed in the business goal. Motivation is linked to business goals for employee performance. Therefore, the main interest of hotel managers is to determine how they can motivate their employees to improve employee performance in order to achieve the performance of the hotel business. According to Strizhov & Gusev (2013), employees are motivated when managers identify their individual goals and aspirations and how they can achieve them. Thinking about achieving a goal leads individuals to change something in the workplace.

### **2.2.2. The importance of motivation to employees**

Rutherford (1990) states that managers recognize that motivation is important, and that if employees are passionate about their performance and try to do their job to the best of their ability, the organization will benefit. Organizational goals cannot be effectively achieved without collaborating employees, so teamwork at the hearing is essential. All employees go to work to achieve the personal goals they have set. One of the manager's goals is to develop enthusiastic employees and increase their morale in their work. Employee morality towards work, such as superiors and colleagues, organizations, work environment, can be described as the employee's feelings about all aspects of work. Building good manners has many benefits. In addition, there are proven relationships between moral standards, fluctuations and

absences. However, research has shown that high levels of employee morale do not always lead to high levels of productivity (Daschler and Ninemeier, 1989).

### **2.2.3 Motivational Theories**

These are theories explaining motivation. Other theories include ERG theory, Maslow's theory, expectation theory, social justice theory, path-goal theory, and more. The researcher presents some of these motivational theories.

#### **2.2.3.1 Expectancy Theory**

Vroom (1964) believes that behavior is the result of thoughtful choices between alternatives designed to increase happiness and reduce pain. Victor Vroom, along with Edward Lawler and Lyman Porter, suggested that the relationship between people's work ethic and their intentions is not as simple as some scientists initially thought. Vroom recognizes that employee performance is based on individual factors such as personality, skills, knowledge, experience and abilities. The theory suggests that even if individuals have different sets of goals, they may be motivated if they believe there is a positive correlation between effort and performance, favorable performance will lead to the desired reward, the reward will be satisfactory. and if the desire to satisfy the need is strong enough to make the effort worthwhile.

According to Vroom's Theory (1964), the theory of valence, instrumentality, and expectation (VIE), when individuals decide what activities to perform, they examine the expectations, valence, and instrumentality of possible activities. Together, these three evaluations are considered to be the overall motivating force for achieving the goal. The goal with the highest motivational power is then accepted for monitoring. Expectation is the perceived chance that the effort will lead to the goal (Van Eerde and Thierry, 1996), valence is the desire, attraction, importance or expected satisfaction of the results associated with the goal (Van Eerde and Thierry, 1996) and Instrumentality is the perceived chance that achieving the goal will lead to the desired results (that is, if I perform at a certain level, I will receive related rewards (Vroom, 1964). Each of these judgments helps motivate the individual to a particular task; if

one of the three judgments is zero, there is no motivation. VIE theory variables have received a great deal of attention in the literature, although support for the theory varies depending on the level of analysis. Van Eerde and Thierry's (1996) meta-analysis found weak support for theory when tests are at the mid-level of human analysis (ie, comparing how individuals differ in expectations, valence, and instrumentality of action). However, the results are more robust for predicting desires and endeavors if the analyzes are limited to a more accurate level of human analysis (that is, comparing how behavior differs with expectations, valence, and instrumentality within a person). In other words, empirical tests that fit a basic theory (ie, choosing goals rather than judging who is more or less motivated to achieve a certain goal) provide stronger support in theory.

### 2.2.3.2 Maslow's hierarchy of needs

Psychologist Abraham Maslow (1943, 1954) states that human motivation is based on people who seek fulfillment and change through personal growth. Maslow (1943) initially stated that individuals should be able to meet low levels of deficit needs before proceeding to meet higher levels of growth needs. However, he later said that the satisfaction of the emergency was not an "all or nothing" event, adding that his earlier statements had given the "false impression" that the emergency must be 100% satisfied before the next emergency. the need for scarcity is already met by being "more or less", disappearing, and our activities can regularly focus on meeting another set of needs that we no longer meet. However, progress must continue to be felt and can be even stronger once involved.

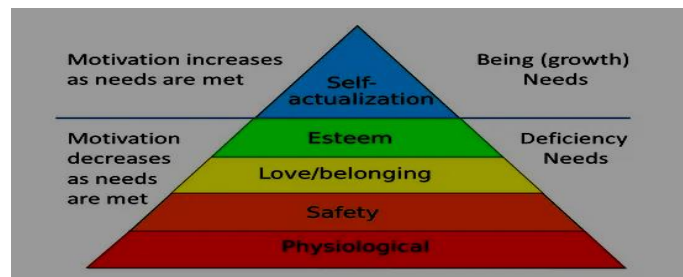


Figure 1: Maslow's hierarchy of needs

Maslow (1943, 1954) states that people are motivated to meet certain needs and that some needs take precedence over others. Our most basic need is physical security, and it is the first thing that controls our behavior. After reaching this level, we are motivated by the next level and so on.

**Physiological needs:** these are, for example, the biological requirements for human survival. air, food, drink, shelter, clothes, heat, sex, sleep. If these needs are not met, the human body cannot function properly. Maslow considers physiological needs to be most important because all other needs will be secondary until those needs are met.

**Safety needs:** Once a person's physiological needs are met, safety and security needs become significant. People want to experience order, predictability and control in their lives. These needs can be met by family and society (eg police, school, business and medical care). For example, emotional security, financial security (eg employment, social care), law and order, freedom from fear, social stability, property, health and well-being (eg safety against accidents and injuries).

**Love and belongingness needs:** after satisfying physiological and safety needs, the third level of human needs is social and includes hearing feelings. Property refers to a person's emotional need for interpersonal relationships, participation, connection, and group affiliation. Examples of membership needs include friendship, camaraderie, trust and acceptance, acceptance and giving of love and affection.

**Esteem needs:** This is the fourth level of Maslow's hierarchy and includes self-esteem, success, and respect. Maslow classifies self-image into two categories: (i) self-esteem (dignity, success, skill, freedom) and (ii) desire for the reputation or respect of others (eg, status, honor). Maslow shows that the need for respect or reputation is paramount for children and adolescents and is true self-esteem or dignity.

**Self-actualization needs:** is the highest level in Maslow's hierarchy and relates to the fulfillment of one's own potential, self-realization, the pursuit of personal growth, and the highest experiences. Maslow (1943) defined this level as the desire to achieve everything one can, best to do what one can.

Individuals may notice this need in particular or address it. For example, an individual may have a strong desire to be a good parent. On the other hand, desire can be expressed economically, academically or sportingly. For others, it can be expressed creatively, in drawings, drawings or inventions.

### **2.2.3.3 ERG theory**

Clayton Alderfer (1969) ERG theory suggests that there are three groups of basic needs: existence (E), connection (R) and growth (G) - hence the acronym ERG. These groups correspond to Maslow's levels of physiological needs, social needs, and self-actualization needs, respectively.

The necessities of existence are related to our basic material need for survival. These include Maslow's categorized physiological needs (such as air, food, water and shelter) and safety-related needs (such as health, safe work and property). Involvement must be linked to the importance of maintaining an interpersonal relationship. These needs are based on social interaction with others and are in line with Maslow's level of love / equality (such as friendship, family and sexual intimacy) and attention-related needs (having and respecting others). Finally, the needs of growth describe our inner desire for personal growth. These needs are in line with other needs related to Maslow's perception (self-esteem, self-confidence and success) and self-actualization needs (such as morality, creativity, problem solving and discovery).

Alderfer suggests that if one category of needs is not met, people will redouble their efforts to meet the needs of a lower category. For example, if a person suffers from self-confidence, he will invest more in the category of needs..

### **2.2.3.4. Two-factor theory**

Two-factor motivational theory, also known as Herzberg's motivation-hygiene theory or two-factor theory, states that there are separate sets of mutually exclusive factors in the workplace that can lead to job satisfaction or dissatisfaction (Herzberg, 1966; 1982; 1991; Herzberg Herzberg, Mausner). and Snyderman, 1959).

Herzberg argues that there are two different sets of factors that control job satisfaction and job dissatisfaction: "hygiene factors" or external motivators and "motivational factors" or internal motivators.

**Hygiene factors**, or extrinsic motivators, are likely to represent more tangible, basic needs - that is, the types of needs included in the category of existence of ERG theory needs or at a lower level of Maslow's needs hierarchy. External motivators include status, job security, pay and marginal benefits. It is important for managers to realize that failure to provide suitable and expected external motivators will sow dissatisfaction and reduce employee motivation.

**Motivation factors**, or intrinsic motivators, are likely to represent less tangible, more emotional needs - that is, the types of needs identified in the "involved" and "growth" needs categories of the ERG. theory and at a higher level in Maslow's hierarchy of needs. . Internal motivators include hard work, recognition, relationships and growth potential. Managers need to realize that while these needs may not be in the more traditional range of what a workplace should provide, they can be critical to strong individual and group performance.

The factor that distinguishes the two-factor theory from the others we have discussed is the role of employee expectations. According to Herzberg, internal motivators and external motivators have an inverse relationship. This means that internal motivators are likely to increase motivation if they are present, while external motivators are likely to decrease motivation if they are not. This is due to the expectations of the employees. External motivators (eg salary, benefits) are expected, so they do not add motivation when they are in place, but can cause dissatisfaction when they get lost. Internal motivators (eg hard work, growth potential) can, on the other hand, be a source of additional motivation if used.

#### **2.2.3.5. Incentive theory**

In recent years, many scientists have conducted research on this topic. Cofer and Appley (1964) conducted a concrete and detailed study of motivation theory. Logan (1968) introduced the theory of changes in stimuli and rewards and their determinants with a degree of change. Kanfer (1990) assesses and evaluates modern developments in motivational

psychology and introduces various theories related to organizational theory. Stipek (2002) integrates theory and research into theories of motivation and, in particular, puts this area into practice. In particular, Ariely et al. (2009) examined the motivation of the image and the influence of external money on the analysis of prosocial activities. Stajkovic and Luthans (1979) discuss social cognitive theory (SCT) and self-efficacy for the practice of work motivation. Weiner (1979) introduced a theory of motivation based on causal factors of success and failure with causal dimensions. Klinger (1975) proposed a theoretical framework based on stimulus theory that describes consistent relationships. Motivational theories suggest that behavior is driven by "pulling" for external goals, such as rewards, money, or recognition. It is easy to think of many situations where a specific goal, such as promotion, can serve as an external stimulus to help activate certain traits (Hockenbury & Hockenbury, 2003). This suggests that rewards are what control our actions. There are usually two types of stimuli, positive and negative.

**Positive incentives:** Positive incentives refer to rewards or incentives to take action. For example, a teacher praises his student for completing homework. As a result, he wants to finish his work in the future. It can also reward them with better grades, class recognition or attention to good work. These are other forms of positive stimuli.

**Negative incentives:** Negative incentives are the opposite and are only offered if the positive incentives do not work. For example, the same teacher may criticize his student for not completing homework. This negative stimulus can frustrate him, exclude him from class, and so on. A study by psychologist Leo Crespi (1916-2008) examined the application of stimulus theory to mouse experiments and food rewards. This experiment showed that the rat rate of food reward was consistent with the expected amount of food available.

#### 2.2.3.6 Social equity theory

Adams' (1963) theory of social justice is a theory in which employees strive for social equality from various rewards, such as high performance from various work outcomes, including salary, promotion, employment, their, social relationships, etc. To obtain these

rewards, employees are obliged to provide inputs such as education, experience, time and loyalty. Adams (1963) suggested that individuals look at their input and output in the form of a ratio and compare their input / output ratio with that of other employees. Enthusiastic employees have a higher share than others (Adams, 1963).

### **2.2.3.7 Productivity Theory**

Taylor (1960) introduced a situation called soldering, where employees work below their full capacity. Theories differ in assuming that employees are working at their highest performance, because they assume that if they work at their highest performance, productivity will increase. Employees fear that their increased productivity may lead to job loss (Kriemadis, Pelagidis, & Kartakoullis, 2012).

## **2.2.5 Models of motivation**

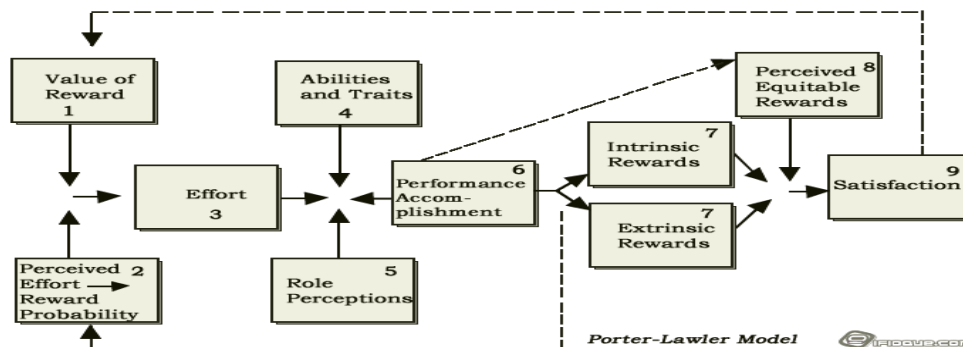
### **2.2.5.1 Job characteristics model**

Much research supports the validity of the Job Characteristics Model (JCM) (Price & Muller (1986)) as a measure by which employment requires a wide range of job creation activities, including the use of more employee skills and talents. Coelho and Augusto (2010) stated that work identity stimulates the feeling that work is meaningful and useful, and thus motivates employees to work intelligently. The importance of work is defined by Hackman and Oldham (1974) as the extent to which employment has a significant impact on the lives or work of other people, whether in the immediate organization or in the external environment. Hackman and Oldham (1974) further stated that autonomy is the degree to which work gives employees freedom, independence, and discretion in planning their work and determining the methods to be used for it. It is a vertical extension of responsibility, the degree of decision-making and the freedom that the employee leaves. According to Coelho and August (2010), autonomy can motivate and allow employees to try and learn new ideas from the consequences and improve their domain-related skills. Hackman and Oldham (1974) define feedback as the extent to which the performance of work activities required by the job results in the employee

obtaining information about the effectiveness of his or her performance. Top management must give employees feedback to know which areas need to be improved, which can lead to a better understanding of the nature of their work. (Coelho & Augusto, (2010) An article by Bryner (2007) found that, on average, 47 percent of all jobs said they were satisfied with their work, and 33 percent said they were very happy. Research has shown that there is a significant relationship between situational variables of autonomy, feedback, different skills, recognition and task importance, and job satisfaction (Noor Azzah & Rudzi, 2007). Spector and Jex (1991) found that perceptions of job characteristics and job satisfaction were slightly related, ranging from 0.32 to 0.46. Restrictions in decision-making and job autonomy have been found to be associated with job satisfaction in social work (Arches, 1991; Poulin, 1994). Research conducted by Katsike, Theodosiou, Perdakis & Kehagias, (2011) also agrees that the use of this model has a strong positive impact between job autonomy, job diversity and job feedback on job satisfaction among business managers.

**2.2.5.2 Porter-Lawler model of motivation**

The Porter-Lawler model (Porter and Lawler, 1968) extends Vroom's theory of expectations to other aspects of motivation, namely job satisfaction, perceptions of internal and external rewards, abilities, attitudes, perceptions on paper, and the theory of implicit equivalence.



**Figure 2: Porter - Lawler model of motivation**

Porter and Lawler argue that effort (3) leads to achievement (6), which can lead to rewards that result in satisfaction (9) with goals. In addition to the Vroom model, Porter and Lawler recognize that reward levels (1) and reward chances (2) can affect an individual's efforts.

In addition, the Porter-Lawler model states that the relationship between effort and performance is influenced by the abilities and attitudes (4) of individuals as well as their perception of role (5) within the organization.

The theory also recognizes that performance rewards may not be equal to the rewards that individuals think they have received (8). A higher level of self-esteem is associated with a higher level of expected rewards. The dotted arrow in the figure shows the relationship between (self-assessment) performance and perceived fair reward. Satisfaction is only achieved if the rewards received meet or exceed expectations. A characteristic feature of the Porter-Lawler model is that it recognizes that performance can lead to external rewards, internal rewards, or both. Dan-Shang and Chia-Chun (2013) suggest that the motivation expectation model has two ways in which individuals can increase their motivation. The first way to increase employee motivation can include the number of rewards employees receive. The second factor involves the desire of individuals to achieve rewards. This desire can also increase employee job satisfaction (Chaudhry & Shah, 2011; Dan-Shang & Chia-Chun, 2013).

### **2.2.5.3 Behavior Engineering Model (BEM)**

Gilbert (1978) explains that a lack of performance can be attributed to a lack of character repertoire or an environment that supports the character repertoire. The control of these factors can be influenced by Gilbert's Behavioral Engineering model.

Behavior (B) is a function of the environment (E) and the repertoire of behavior (P) of individuals.

Thus,  $B = E \times P$ .

Gilbert's behavioral model is a representation of the environment and the individual and the informational, instrumental, and motivational influences of each representation. BEM information for the environmental component is reflected through data, instrumentation through resources and motivation through incentives; while for individuals information includes knowledge, ability to perform tasks and motives of the individual. Gilbert suggests that human competence is a function of dignified performance, expensive performance, and expensive behavior.

### **2.2.6 Factors of motivation**

Achieving employee motivation is enabled by many variables that facilitate employee motivation, and motivation should affect employee productivity, which will drive organizational performance. Flynn (2011) emphasizes that business leaders and recruiters are involved in a motivational game in the workplace, where financial reward is the main motivating variable for employees to increase their office performance; other sets of variables include organizational connectivity, work environment, employee desires, safety, equality, career opportunities, and equivalent monitoring mechanisms. These motivational variables can increase employee morale and improve employee performance.

With respect to the variables that motivate the employee, Cruze et al. (2009) postulate motivational variables by developing the concept of internal and external motivation. Internal incentive rewards consist of the satisfaction that an individual obtains from their own placement, while external incentive rewards are related to common workplace-related factors that are expected of employees in their workplace. Cruz et al. (2009) identify internal motivational rewards as a set of factors, namely, self-confidence, independence, reliability, and association, and external motivational elements include high-performance incentives, gratitude, growth, and stability. Malik (2010) conducted a research study that carefully examined the importance of employee motivation factors among university workers in Serbia,

and found that a safe and secure working environment with good pay is essential to create a higher level of employee motivation.

Mani (2002) interviewed four categories of professionals working at East Carolina University to measure their motivation and found that the main motivational variables were decent pay and management recognition. Kubo and Saka (2002) show that financial incentives, skills development and freedom in the workplace serve as motivators for knowledge workers in the financial sector in Japan. A study by Sewell and Gilbert (2015) shows that individual success, interaction with colleagues and new opportunities are important motivating factors for service workers. Researchers have identified two forms of enthusiastic behavior called internal motivation and external motivation (Pinto, 2011; Vallerand, 2012). In external behavior, one engages in behavior based on external rewards; while external motivation is effective in motivating employees and that organizations use financial incentives alone or with other interventions to motivate their employees (Naile & Selesho, 2014; Nawab et al., 2011). Nawab et al. he suggested that an internal motivator was needed to get the best effort from the actors.

### **2.3 Empirical literature**

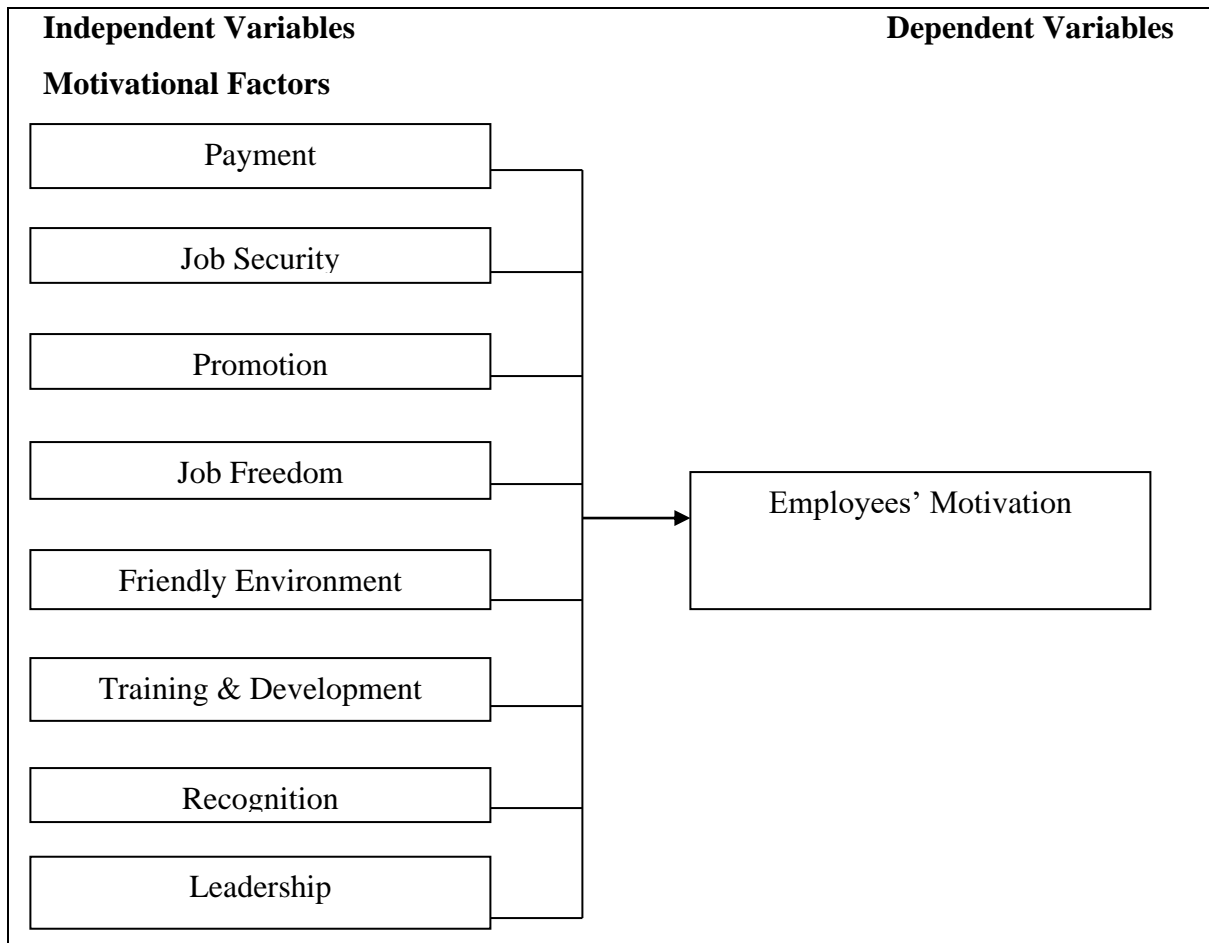
The limited empirical literature on employee motivation and performance assumes and further measures employee motivation and performance in a variety of ways. The work of Facer Jr., et al. (2014) provide a systematic review of current motivational literature. Karatepe's work (2014) tests a research model that examines whether employee interaction mediates the impact of performance expectations, service recovery performance, and customer service play another role. These relationships have been tested on data collected from leading hotel full-time staff and their managers in Romania. The results of structural benchmarking suggest that the expected impact on work performance, service recovery performance and customer service extra-role is fully mediated through work commitment. Based on the results presented in this study, there are several useful implications for hiring and retaining front-line employees who can demonstrate quality performance in the workplace. According to research

by Karatepe (2014), hotel employees are not satisfied with the late start and late completion of their transfers. Sometimes employees work poorly in non-social hours, during which employees are discouraged because they do not have a social life. Most employees have to go to work the next morning or day, which discourages them at work even more. Hotel managers therefore need to address the necessary incentives to deal with existing disincentives. Alternatively, O'Neil and Drillings (2012) state the motivation of employees to perform. O'Neil and Drillings (2012) argue that well-motivated employees in five-star hotels who are willing to put their efforts beyond what is expected of their performance achieve high performance.

#### **2.4 Conceptual framework**

Employee performance can be improved by strategies to motivate hotel managers, such as good pay, job security, promotion, independence and a friendly work environment and rewards, business policy, working conditions, relationships. with society, recognition, training and development. A satisfied employee has many benefits for the company, including low absenteeism and turnover; fewer complaints, litigation and strikes; low health costs; and a higher quality of working life. QWL strives to provide people with a safe and healthy environment, employee development opportunities, a positive social environment, fair treatment and further employment improvement. These and other benefits of the organization, exchanged through employee contributions, create a psychological contract and equally affect people's satisfaction and motivation (Batemal, & Snell, 2003).

In addition, Batemal (2003) emphasizes that job dissatisfaction creates employees who are more likely to have higher turnover, higher absences, more complaints and litigation, theft, poor customer service. These are all consequences of dissatisfaction, directly or indirectly at the expense of the organization.



**Figure 3: Conceptual framework of the research**

Source: Own survey

The conceptual structure shows relevant factors to be considered when studying the factor of hotel employees' motivation. The above figure shows that the relationship between the independent variables with the dependent variable. The study determines how the motivational factors(independent variables) affect employees' motivation(dependent variables). To ensure employees' motivation(dependent variable), motivational factors(independent variables) such as Payment, Job Security, Promotion, Job Freedom, Friendly Environment, Leadership, Recognition, and Training & Development are taken in to account in the conceptual framework box.

## CHAPTER THREE

### 3. RESEARCH METHODOLOGY

#### 3.1. Research approach and design

##### 3.1.1. Research Approach

This study adopts a quantitative research approach to gather and analyze quantitative data within the research.

##### 3.1.2. Research Design

Furthermore, Causal research design is employed in this inquiry which involves giving a questionnaire to a group of individuals and asking them to answer research questionnaires.

#### 3.2. Target Population, Sample size and Sampling Technique

##### 3.2.1 Ppopulation of the study

In this study, general managers, deputy general managers, department manager, supervisors, technical staffs, and line staffs (Non-Technical) employees in Elily international hotel, Addis Ababa are taken as a target population for the study to evaluate the factors of motivation.

##### 3.2.2 Sample Size

The sample size for the study is determined by using Yaman's (1967) formula because he suggested a simplified formula for calculation of sample size when population size is finite. Thus, for a 95% confidence level and the population proportion assumed to be  $P = 0.5$  since this would provide the maximum sample size from total population ( $N = 272$ ) which is the total number of general Managers, deputy general managers, department manager, supervisors, technical staffs, and line staffs (Non-Technical), the size of the sample should be:

$$n = \frac{N}{1 + N(e^2)}$$

Equation 1: Sampling formula

Where:-  $n$  = is the required` sample size,

N = is the population size which is 272

e = is an acceptable margin of error (or the desired level of precision), which is 0.05.

$$n = \frac{272}{1 + 272(0.05)^2}$$

**n = 162**

Therefore, based on this formula, 162 respondents are used as a sample to conclude about the population and execute the research.

**3.2.3. Sampling Technique**

Using random sampling techniques, one hundred sixty two individuals were randomly selected from the target population.

**3.2.4. Method of Data collection**

Data was collected using questionnaires that included both the closed and open ended questions distributed by personally visiting the hotel. Open ended questions were also forwarded to the participant for additional motivational factors they may feel are missing.

**Table 1: Sample size and representation**

No	Respondents	Sample size	percentage
1	General Manager	2	1.4
2	Deputy General Manager	3	1.4
3	Department Manager	14	8.7
4	Supervisor	15	7.2
5	Technical Staff	20	11.6
6	Line Staff (Non-Technical)	108	69.6
	Total	162	100

**3.3. Types of Data and Tools/instruments of data collection**

**3.3.1 Source and types of Data**

In this study both primary and secondary source of data were used. The primary source of data used is based on questionnaire (quantitative). Secondary data was utilized to back up the

research, to determine major factors and to learn about the results of other researchers in the field (empirical study). Secondary data sources including books, articles and journals were used.

### **3.3.2 Instruments of Data Collection**

Quantitative data was collected using questionnaire that is designed to be clear and straightforward so that people can comprehend it. The questionnaire was divided into three major sections. The first section requires general information about the respondents' background such as; (1) Gender; (2) Age; and (3) Education Level; (4) Working experience; (5) Current position, and (6) Salary. The second part consists of factors implemented under motivational strategies: This section looks at the determinant factors identified and assessed using five Likert scale. Each of the respondents rated their experience regarding the motivational factors in their stay at the hotel. The questionnaire has been developed in a Likert scale to measure the identified variables. It is organized in the form of a scale rating (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree). Factors included in the research are Payment, Job Security, promotion, Job Freedom, friendliness of the Environment, training and development, Recognition, and Leadership.

### **3.4 Procedures of Data Collection**

According to the analysis, 162 persons are required to achieve a confidence level of 95% from the total population. Therefore, 162 employees of Elilly international hotel in Addis Ababa were randomly selected and the questionnaire was distributed on the consecutive three days from April 19, 2022 (Thursday) to April 21, 2022 (Saturday). Then the responses were collected from the guest service officers on the following week.

### **3.5. Methods of data analysis**

#### **3.5.1 Study variables**

##### **3.5.1.1 Dependent variable:**

In this study 'Employees' motivation is the outcome variable.

### 3.5.1.2 The independent variables

Independent variables for this study are grouped into eight different categories, namely: Payment, Job Security, promotion, Job Freedom, friendliness of the environment, training and development, Recognition, and Leadership related factors.

### 3.5.2 Data analysis technique

The quantitative data collected through questionnaire was analyzed by conducting multiple regression using SPSS after checking appropriate assumption to assess critical factors leading to employees' motivation. The inter-correlation analysis of a set of variables was conducted so that the data could be reduced or summarized using a smaller number of critical factors or components. In other words, according to Timothy (2011), the analysis looks for items that are most highly linked with one another, combines them together into a factor, and then looks for the next strongest batch of associated items and combines them together into another factor. By examining these items, a collective name to symbolize these elements or factors can be determined.

The components of descriptive statistics such as Mean and Standard Deviation were analyzed and ranked using the different factors that affects employees' motivation.

Furthermore, the relationship between the dependent variable (employees' motivation) and the independent variables such as Payment, Job Security, promotion, Job Freedom, friendliness of the environment, training and development, Recognition, and Leadership related factors, and a multiple regression combination of the independent variables and add an error term to the dependent variable was obtained.

According to Greene (2003), the multiple linear regression models is specified as:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + \beta_8X_8 + e$$

Where:

Y = The dependent variable (motivational performance),

$\beta_0$  = The regression coefficient/constant/Y-intercept,

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6, \beta_7, \beta_8$  are the coefficients of the regression equation.

- X1 = Payment related factors
- X2 = Job Security related factors
- X3 = Promotion related factors
- X4 = Job Freedom related factors
- X5 = Friendly Environment related factors
- X6 = Training & Development factors
- X7= Reward and Recognition factors and
- X8= Leadership related factors

### 3.6. Validity and Reliability issues

#### 3.6.1 Reliability

Reliability measures the consistency, dependability and stability of the data. And this is used to measure how dependable and consistent the result can be by investigating data measurements used for the variables (Cooper & Schindler 2006). Therefore, the measurement can be called reliable if the result of a second measurement gives the same result to the first one. But if they give different results, then it is unreliable measurement and result (Mugenda 2008). The reliability of instrument used for data collection can be measured by using Cronbach's alpha coefficient. And Zinbarg (2005) suggested that alpha coefficient equal or greater to 0.70 indicates that the data is reliable and therefore it can be concluded that the results drawn from the collected data can reflect all respondents' opinion in the target population. The results of reliability analysis are presented below using Cronbach's alpha coefficient.

**Table 2: Reliability analysis using Cronbach's alpha coefficient**

NO.	Variables	Cronbach's Alpha	No. Of Items
1	Payment related factors	0.769	5
2	Job Security related factors	0.746	5
3	Promotion related factors	0.738	5
4	Job Freedom related factors	0.763	5
5	Friendly Environment related factors	0.744	5
6	Training & Development	0.796	5
7	Recognition related factors	0.777	5

8	<b>Leadership related factors</b>	<b>0.782</b>	5
9	<b>Motivation</b>	<b>0.729</b>	7
	<b>Over all</b>	<b>0.782</b>	47

### 3.6.2 Validity

Validity measures whether the instrument appropriately functions and measures the intended measurement (Kothari, 2004). Therefore in this research the questionnaire was developed using intensive literature review and cross checked for relevance by using preliminary interview and Questionnaire with experienced top management for little modification. After that it was also presented and get accepted by an expert on the topic (PhD). The data was also analyzed by STATA software for cross checking and validation, and the result is very close which can be assumed similar.

### 3.7. Ethical considerations

First, the intentions were presented to Elilly hotel's general manager and HRM head and permission to collect the appropriate data was granted for the researcher. After that the respondents were informed about the objective of the research and additionally they were informed about the confidentiality of their response on the cover letter attached to the questionnaire. The use of names and other identifications was avoided and they were clearly told the purpose of the study is merely for academic purpose. Hence proper ethical considerations were followed throughout the process of data collection.

## CHAPTER FOUR

### 4. DATA ANALYSIS, RESULTS AND PRESENTATION

#### 4.1. Introduction

This chapter consists of the procedures of data analysis, their interpretation and presentation of results of the study with the objective mainly to analyze and evaluate the factors affecting hotel employees' motivation in case of Elilly international hotel. Collected data using Questionnaire is analyzed using SPSS tool for descriptive and inferential statistics. The first part of this chapter focuses on general background and response rate. The second part consists of descriptive analysis of factors affecting employees' motivation in hotels in case of Elilly International Hotel. The third part consists of inferential analysis on determinants of motivation on employees' performance. Throughout the whole process all the procedures are followed and the assumptions are checked. Obtained results are presented using tables and figures. And they are also interpreted and described appropriately.

#### 4.2. The Response Rate of Questionnaires

The primary data of Questionnaire consisting three sections with open and closed questions was distributed to 162 higher personals working in 6 departments according to the sampling and data collection methods listed on chapter three. And the rate of response of overall respondents as well as each category is presented in the table below.

**Table 3: Respondents' response rate**

No	Respondents	Questionnaires Administered	Questionnaires Returned	Rate of Respondents (%)
1	General Manager	2	2	100%
2	Deputy General Manager	3	2	66.66%
3	Department Manager	14	12	85.71%
4	Supervisor	15	10	66.66%
5	Technical Staff	20	16	80%

6	Line Staff (Non-Technical)	108	96	88.88%
7	Total	162	138	85.18%

From the results of response rate analysis it can be concluded that among 162 persons 138 that is 85.18% appropriately filled and responded to the questions. And according to Mugenda (1999), a response rate of 50% is adequate, 60% is good, and 70% and above is perfect to appropriately represent the entire population. Therefore the response rate of this research was above 70% and it is perfect to appropriately represent the entire population.

### 4.3 General Information about Respondents

This section consists of analysis of personal information of respondents including sex distribution, Age, Educational status, working position and service year or experience in Elily hotel. The table below consists of the frequency and percentage distribution of respondents.

**Table 4: Demographic characteristics of respondents**

		Frequency	Percentage
<b>Gender</b>	Male	83	<b>60.1</b>
	Female	55	<b>39.9</b>
<b>Age</b>	18-25	24	<b>17.4</b>
	26-30	62	<b>44.9</b>
	31-35	15	<b>10.9</b>
	Above 35	37	<b>26.8</b>
<b>Position of respondents</b>	General Manager	2	<b>1.4</b>
	Deputy General Manager	2	<b>1.4</b>
	Department Manager	12	<b>8.7</b>
	Supervisor	10	<b>7.2</b>
	Technical Staff	16	<b>11.6</b>
	Line Staff (Non-Technical)	96	<b>69.6</b>

<b>Educational status of respondents</b>	School	21	<b>15.2</b>
	Technical & Vocational	19	<b>13.8</b>
	Diploma	36	<b>26.1</b>
	First Degree	54	<b>39.1</b>
	Post Graduate	8	<b>5.8</b>
<b>Relevant work Experience</b>	Below 2 years	34	<b>24.6</b>
	2 to 5 years	83	<b>60.1</b>
	5 to 10 years	21	<b>15.2</b>
	Above 10 years	-	-
<b>salary level</b>	Below Birr 2,000	-	-
	Birr 2,001 - 5,000	95	<b>68.8</b>
	Birr 5,001 - 7,000	17	<b>12.3</b>
	Birr 7,001-9,000	10	<b>7.2</b>
	Birr 9,001-12,000	14	<b>10.1</b>
	above Birr 12, 000	2	<b>1.4</b>

Source: own survey results, 2022

#### 4.4. Descriptive analysis of factors affecting hotel employees' motivation

One of the specific objectives of this research is to examine the factors affecting hotel employees' motivation in case of Elilly international hotel. By using extensive literature review and preliminary assessment, forty major factors under eight basic categories were identified and the respondents rated the extent to which those strategies of motivation are implemented in the hotel using 5 likert scales as discussed in chapter 3. Where 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 1= Strongly Disagree. The higher the mean is the greater the motivational factor is assumed to be implemented by the workers.

#### 4.4.1 Payment related factors

Under this category factors such as salary and bonus increment structures, employee satisfaction with the salary, salary adjustment period, the criteria and fairness of increments, incentives and bonuses, and also allowance and entitlements are considered for analysis. And the result is summarized and presented in table format.

**Table 5: Payment related motivation factors**

Payment related factors	N	Mean	Std. Deviation	Ranking
Salary adjustment/increment is made within a reasonable / logical time period to motivate workers	138	3.3913	1.14264	3
The hotel has a clear and well known salary, salary increment and bonus scale structure and this motivates me.	138	3.5217	1.11537	1
My salary is satisfactory in relation to what I do and what other hotels pay, and this motivates me to perform better.	138	3.5000	1.06880	2
The hotel provides benefits such as Transport allowance ,house allowance, and annual holiday entitlement etc. to its employees	138	3.2826	1.24390	5
Salary increments, incentives and bonuses are made only based on the performance of workers and the hotel treats each employee in an equitable manner.	138	3.3188	1.12688	4
Overall		3.4029		

From the results of the analysis of the employees response in relation to the payment motivation factors, it can be concluded that the hotel has a clear and well known salary, salary increment and bonus scale structure and this is appreciated by the employees and it motivates

them (with a mean of 3.52 which is above 3.5). Next to this, the employees believe that their salary is satisfactory in relation to what they do and what other hotels pay, and this motivates them to perform better (with a mean of 3.5). Among the five motivation factors of payment, the employees seem to be less satisfied with benefits such as Transport allowance, house allowance, and annual holiday entitlement offered by the hotel. And the cumulative mean of Payment related factors is found to be 3.4029 which is below 3.5, which means the employees have neutral stand about the provisions of payment related motivational factors.

**4.4.2 Job Security related factors**

The second category is Job Security related motivational factors and under this category the feeling of security about not losing the job without adequate reason, the confidence of the employees to secure their job as long as they follow the company regulations and they perform well, the employees feeling of security and bright future in the hotel, the freedom and sense of security by the employees while discussing work matters with their superiors, and the employees feeling of security in relation to the achievements of their colleagues have been analyzed. And the results from the analysis are as follows.

**Table 6: Job security related factors**

Job Security related factors	N	Mean	Std. Deviation	Ranking
I have the confidence that as long as I follow the company regulations and perform well, I will not lose my job.	138	2.4783	1.09556	1
I don't feel threatened by my colleagues' performance and contribution.	138	2.2536	1.03980	4
I feel secure and don't feel threatened while discussing and resolving work issues.	138	2.1594	1.01267	5

I feel that I will have a secured and bright future in the company.	138	2.2609	.97640	<b>3</b>
I don't fear to get fired without adequate reasons and without following proper procedures.	138	2.2971	.95451	<b>2</b>
Overall		2.2986		

According to the analysis, the means of all the factors are in the range between 2 and 2.5, and the overall mean of job security related factors was found to be around 2.3. This shows that the employees disagree with the statement insisting there is a feeling of job security by the employees and they feel threatened and unsecured by their job. And it can be conclude that the employees feel more secured as long as they follow the company regulations and perform well (mean = 2.48) and they feel the least secured while discussing and resolving work issues with their superiors (mean = 2.16).

**4.4.3 Promotion related factors**

The third motivation factor used for the research is Promotion related factors and under this category five factors were used. The first one is related to availability of good and equal opportunity of promotion for all workers. The second one is related to the relationship between hard work and promotion awards. The third one is related to the reasonability and transparency of promotion policies in the hotel. The forth one is related to the employees past experience in relation to promotion and also their future expectation. Finally, the advantages of being promoted in the eyes of the employees are analyzed and the results are summarized and described below.

**Table 7: Promotion related motivation factors**

Promotion related factors	N	Mean	Std. Deviation	Ranking
Promotion in the hotel brings more	138	3.5362	1.03345	<b>1</b>

opportunities and advantages than challenges and disadvantages and this motivates me.				
I have been promoted or expect to be promoted as long as I keep up the good work and this motivates me to do more.	138	3.3188	.95126	<b>3</b>
There is good opportunity to promotion and everyone has an equal opportunity to be Promoted.	138	3.3116	1.00945	<b>4</b>
I believe working hard in the hotel awards promotion	138	3.4348	1.01058	<b>2</b>
The Criteria for promotion are reasonable and clearly communicated in organization's policy to all employees	138	3.3043	1.07804	<b>5</b>
Overall		3.3812		

According to the results of the analysis the employees highly believe that promotion in the hotel brings more opportunities and advantages than challenges and disadvantages (mean = 3.54) but they have a neutral stand on the other factors (mean between 3 and 3.5). The least two ranks were given for the factors that insist that the Criteria for promotion are reasonable and clearly communicated in organization's policy to all employees (mean = 3.3) and that there is good opportunity to promotion and everyone has an equal opportunity to be Promoted (mean = 3.31). Lastly, look at the overall mean of promotion related motivation factors, it is 3.38 which is between 3 and 3.5 and it means the employees have a neutral stand about the promotion strategies of the hotel.

#### 4.4.4 Job Freedom related factors

Five motivation factors related to job freedom were studied under this study. And these include, the flexibility and variety of procedures to do tasks, the reasonability of amount of

work given to the employees and their freedom during their free time, employees' freedom to do tasks in their own ways and skills as long as they don't break the hotel regulations and procedures, employees' full control over their responsibilities and no unnecessary daily follow ups, and lastly, the relevance and qualification of employees skill, and the confidence the hotel has on its employees.

**Table 8: Job freedom related motivation factors**

Job freedom related factors	N	Mean	Std. Deviation	Ranking
My job consists of a flexible and a variety of procedures to execute tasks and this minimizes boredom and motivates me.	138	3.6884	1.07934	4
The amount of work I am given is reasonable and I have the relative freedom during the free times I have.	138	3.9710	0.92761	1
I have the freedom to do tasks in my own ways and skill as long as I don't break the hotel regulations and procedures.	138	3.7464	1.05375	2
I do have almost complete control on my work, hence I don't need continuous follow up to be motivated and execute my responsibility.	138	3.5797	1.05202	5
My job is in accordance with my qualification and skill; hence the hotel has relatively full confidence and less supervision on me and this motivates me to do well.	138	3.6957	1.13735	3
Overall		3.73624		

According to the results obtained from the descriptive analysis of job freedom related factors, all the factors were found to be between 3.5 and 4, and the overall level of job freedom the employees assume to have possessed is 3.74 which is greater than 3.5 and less than 4, hence the employees agree that the hotel gives them the proper job freedom. The statement that insists the amount of work the employees are given is reasonable and they have the relative freedom during the free times they have, was found to be ranked first (mean = 3.97), and the statement that insists I do have almost complete control on my work, hence I don't need continuous follow up to be motivated and execute my responsibility was found to be ranked last (mean = 3.58).

**4.4.5. Friendly Environment related factors**

Motivation factors related to the provision of friendly environment was analyzed using five factors. The safety and conduciveness of the working condition, the provision of necessary materials, equipments and facilities that are necessary for the employees to adequately perform their duties, the working relationship with immediate managers and colleagues, orders, appreciations and corrective measures are given in a friendly and comfortable way, the managers flexibility and concern for the overall well being of the workers are the factors under Friendly Environment related factors..

**Table 9: Friendly environment related factors**

Friendly environment related factors	N	Mean	Std. Deviation	Ranking
There is a safe and conducive working condition that encourages workers to perform well.	138	3.3841	0.98398	2
The hotel provides me the necessary materials, equipments and facilities necessary to adequately perform my duties	138	3.6014	0.86741	1
I have good working relationship with my	138	3.3623	0.97368	

immediate managers and colleagues.				<b>4</b>
Orders, appreciations and corrective measures are given in a friendly and comfortable way.	138	3.2391	1.00767	<b>5</b>
The managers have the flexibility and concern for the overall well being of the workers.	138	3.3623	0.95093	<b>3</b>
Overall		<b>3.38984</b>		

The provision of the necessary materials, equipments and facilities is found to be ranked the first (mean = 3.6) which is above 3.5 and below 4. And a friendly and comfortable order, appreciation and corrective measure was found to be ranked last (3.24). The overall environment friendliness was found to be 3.39 which is between 3 and 3.5 and it means they have neutral view or neither satisfied nor dissatisfied.

#### 4.4.6 Training and Development

Factors including the employees previous training experience in the company, the relevance and compatibility of the training contents to the organization's objective and the daily works, the availability of clear training and development objectives and strategies known by the employees and their implementation, the selection process of trainees and a need assessment to identify performance gaps caused by employees' lack of skills, knowledge and abilities, and employees satisfaction with the training conditions including the material and facility of the training that the organization provides. And the results are summarized using a table as below.

**Table 10: Training and Development related factors**

Training and development related factors	N	Mean	Std. Deviation	Ranking
I had the chance to take a form of training	138	4.0797	0.83763	<b>1</b>

at the hotel and It was helpful and motivated me to do better at my job.				
The contents of training that I have taken are relevant and Compatible with the organizational objectives, and they are very important to my current work.	138	3.8768	0.85822	<b>2</b>
The organization has clear Training and development objectives and strategies known by the workers and they are implemented properly to enable and motivate the workers.	138	3.5652	0.88752	<b>4</b>
I know how workers are selected for training and a need assessment was conducted to identify performance gaps caused by employees' lack of skills, knowledge and abilities.	138	3.5652	0.95868	<b>5</b>
I am satisfied with the training condition including the material and facility of the training that the organization provides.	138	3.6522	0.95636	<b>3</b>
		<b>3.74782</b>		

The employees rated all the training and development factors between 3.5 and 4.5 and the overall mean of training and development factors was rated 3.75 which means the employees are satisfied and agree that the hotel provides a good training and development package. The employees rated the least, the selection and need assessment process (mean = 3.57) and the transparency of training and development objectives, strategies and their implementation to the employees (mean = 3.57). And the helpfulness and previous experience of training was ranked first (mean = 4.08) and the relevance, compatibility and importance of the trainings was ranked second (mean = 3.88).

#### **4.4.7 Recognition**

Five recognition factors were considered in this research. The first factor is related to the availability and applicability of a formal recognition system regularly with in specified time. The second factor is related to the fairness and bases of the reward system. The third factor is related to the daily credits and recognitions given to the employees. The forth one is related to the involvement of top managers and leaders in the reward and recognition process and the last one deals with the adequateness of the rewards and recognitions given by the immediate managers. The results are summarized using the table below and they are also described afterwards.

**Table 11: Recognition related factors**

<b>Reward and Recognition related factors</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Ranking</b>
There is a formal recognition system in the hotel that is held regularly within specified time.	138	3.9783	1.07028	<b>1</b>
The recognition system in the hotel is fair and it is based on the employees' contribution and achievements.	138	3.8478	1.05264	<b>2</b>
I get credit and recognition for my daily achievements.	138	3.7464	1.03980	<b>4</b>
There is a system of recognition for high achievers in the hotel by the top managers and leaders.	138	3.8333	1.09800	<b>3</b>
There is adequate level of recognition for staffs in the hotel from immediate managers	138	3.7391	1.25741	<b>5</b>
<b>Overall</b>		<b>3.8290</b>		

According to the results of the analysis, there is a formal recognition system in the hotel that is held regularly within specified time (mean = 3.98), all the factors are between 3.5 and 4, the mean of the overall recognition system was found to be 3.83 which means the employees

agree that there is a good recognition system in the hotel. And the two list rated factors are, adequate level of recognition by immediate managers or supervisors (mean = 3.74) and daily credits and recognitions for daily achievements (mean = 3.75).

**4.4.8 Leadership related factors**

For the analysis of leadership related motivational factors, the following were considered. First, the willingness and interest of the hotel leaders to invest on human development, involvement, motivation and job satisfaction based on performance review results. Second, the smooth relationship between leaders and the staff members. Third, employees' respect and admiration for the leaders and managers of the hotel. Forth, the leaders' engagement in praising and appreciating the employees regularly for the good works they do. Fifth, superiors willingness and capable in assisting employees whenever they need support and guidance are analyzed and the results are summarized and described below.

**Table 12: Leadership related factors**

Leadership related factors	N	Mean	Std. Deviation	Ranking
The Hotel superiors are interested to invest on human development, involvement, motivation and job satisfaction based on performance review results.	138	2.8843	0.86785	2
There is a smooth relationship between the leaders and the staff members.	138	2.8430	0.93993	3
I have the respect and admiration for the leaders and managers of the hotel and this motivates me in my job.	138	2.6529	0.97220	5
The leaders are engaged and both praise and appreciation are regularly given to	138	2.7603	1.02490	4

me for the good works I have done.				
My superiors are willing and capable in assisting me whenever I need support and guidance.	138	2.9587	1.03599	1
Overall		<b>2.81984</b>		

The following statements are ranked from the most agreed to the least according to the employees rating; my superiors are willing and capable in assisting me whenever I need support and guidance, The Hotel superiors are interested to invest on human development, involvement, motivation and job satisfaction based on performance review results, There is a smooth relationship between the leaders and the staff members, The leaders are engaged and both praise and appreciation are regularly given to me for the good works I have done, and I have the respect and admiration for the leaders and managers of the hotel and this motivates me in my job respectively with a mean of 2.96, 2.88, 2.84, 2.76 and 2.65 respectively. The overall leadership related motivation factor was rated to be 2.82 which is less than three and above 2.5, which means the employees have a neutral stand about the leadership qualities and motivations of their superior.

**4.4.9 Summary of the descriptive analysis of the motivational factors**

According to the analysis of the eight major factors namely Payment related, job security related, Promotion related, job freedom related, friendly environment related, training and development related, reward and promotion related, and leadership related factors of motivation using forty criteria. And the results are summarized in the table below.

**Table 13: Summary of the descriptive analysis of the motivational factors**

Motivation factors	N	Mean	Std. Deviation	Ranking
Payment related	138	3.4029	0.72252	4
Job security related	138	2.2986	0.79349	8
Promotion related	138	3.3812	0.68770	6

Job freedom related	138	3.7362	0.78041	<b>3</b>
Friendly environment	138	3.3899	0.64766	<b>5</b>
Training and Development	138	3.7478	0.65838	<b>2</b>
Recognition	138	3.8290	0.85489	<b>1</b>
Leadership	138	2.81984	0.72625	<b>7</b>
Over all		3.32568		

The result of the analysis shows that the most rated top three motivation factors are Recognition, training and development and job freedom related factors with means of 3.83, 3.75 and 3.74 respectively. And the least rated motivational factors are job security, leadership and promotion related factors with means of 2.3, 2.82 and 3.38 respectively. When we look at the extent to which the employees believe those motivation factors are effectively being utilized, we can conclude that the employees don't have the sense of job security (mean of 2.3 which is less than 2.5), they don't appreciate the leadership style ( mean of 2.8 which is less than 3), they have a neutral stand about the payment, the working environment and promotion (means between 3 and 3.5), and they appreciate the recognition system, training and development, and the job freedom they have ( greater than 3.5).

#### **4.5 Evaluation of employees' Motivation**

To determine the relationship and to evaluate motivation, a model that combines the determinants and the dependent variable is used. Therefore, by inferential analysis of the responses of the respondents regarding the determinants identified based on extensive literature review and preliminary assessment, affect the motivation outcome. On this section of the research, correlation analysis among all the factors are presented, a model that combines the determinants with overall performance of motivation is developed and all the steps and assumption tests are clearly stated.

### 4.5.1 Correlation Analysis

Based on the respondents evaluation of the forty attributes categorized under eight major determinants using a five likhert scale ranging from one (i.e. strongly disagree) to five (i.e. strongly agree), the results of each respondents passed through a Pearson correlation analysis in order to determine the relationship and direction between the outcome and predictor variable. Evans (1996) suggested the five ranges of absolute linear correlation coefficients to describe the strength of variables' relationship; very weak (0.00 - 0.19), weak (0.20 – 0.39), moderate (0.40-0.59), strong (0.60 – 0.79), and very strong (0.80 – 1.00). And the results of the correlation analysis between the determinants is summarized and presented on the table below.

**Table 14: Correlation between motivation variables**

Independent variables		Correlations								
		Payment (1)	Job Security (2)	Promotion (3)	Job freedom (4)	Friendly environment (5)	Training and development (6)	Recognition (7)	Leadership (8)	Motivation (9)
1	Pearson Correlation	1	.254	.321	.227	.317	.203	.161	.187	.551
	Sig. (2-tailed)		.003	.000	.008	.000	.017	.04	.028	.000
2	Pearson Correlation	.254	1	.461	.476	.424	.053	.355	.198	.623
	Sig. (2-tailed)	.003		.000	.000	.000	0.049	.000	.020	.000
3	Pearson Correlation	.321	.461	1	.315	.640	.259	.213	.316	.709
	Sig. (2-tailed)	.000	.000		.000	.000	.002	.012	.000	.000
4	Pearson Correlation	.227	.476	.315	1	.292	.116	.274	.150	.501
	Sig. (2-tailed)	.008	.000	.000		.001	.177	.001	.078	.000

5	Pearson Correlation	.317	.424	.640	.292	1	.102	.267	.269	.768
	Sig. (2-tailed)	.000	.000	.000	.001		.233	.002	.001	.000
6	Pearson Correlation	.203	0.04	.259	.116	.102	1	.077	.038	.183
	Sig. (2-tailed)	.017	.537	.002	.177	.233		.367	.658	.032
7	Pearson Correlation	.161	.355	.213	.274	.267	.077	1	.160	.522
	Sig. (2-tailed)	0.04	.000	.012	.001	.002	.367		0.04	.000
8	Pearson Correlation	.187	.198	.316	.150	.269	.038	.160	1	.452
	Sig. (2-tailed)	.028	.020	.000	0.04	.001	0.035	0.04		.000
9	Pearson Correlation	.551	.623	.709	.501	.768	.183	.522	.452	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.032	.000	.000	

Based on the results obtained from the analysis, The linear correlation coefficient of the determinants with the dependent variable is,  $r = 0.551$  for Payment related factors,  $r = 0.623$  for Job Security related factors,  $r = 0.709$  for Promotion related factors,  $r = 0.501$  Job Freedom related factors,  $r = 0.768$  Friendly Environment related factors,  $r = 0.183$  Training & Development,  $r = 0.522$  Recognition, and  $r = 0.452$  Leadership related factors. The results of Pearson coefficient show that all the values are positive which means they have positive relationship with motivation on employees' performance (when one increases the other also increases, and when one decreases the other also decreases). The larger the value is the stronger the relationship, therefore factors in relation to friendly Environment ( $r = 0.768$ ) and Promotion ( $r = 0.709$ ) have the strongest relationship with employees motivation and factors of Training & Development have the weakest correlation ( $r = 0.183$ ).

When we look at the relationship and correlation between the independent variables; Payment was found to be correlated most with promotion ( $r = 0.321$ , weak correlation), Job security with job freedom ( $r = 0.476$ , moderate correlation), promotion with friendly environment ( $r = 0.64$ , strong correlation), Job freedom with job security ( $r = 0.476$ , moderate correlation), friendly environment with recognition ( $r = 0.64$ ), training and development with recognition ( $0.259$ , weak correlation), recognition with job security ( $r = 0.355$ , weak correlation), and leadership with promotion ( $0.316$ , weak correlation). And among all the independent variables the ones with the strongest relationship are Promotion and friendly environment ( $r = 0.64$ ). All of the independent variables have a positive relationship, hence improvement in one of these factors leads to improvement in the other factors as well and failure in one may result in failure in the other aspects.

Looking at the significance value of the relationship between determinants, they are all less than five percent, therefore they are all significant and the results can be inferred to the whole population.

#### **4.5.2 Statistical Analysis and test of assumptions**

In order to determine the influence of each determinant variable on motivation, a multiple regression analysis has been done and it has also been used to analyze relative contribution of each predictor to the total variance using the overall fit. A model has been developed after identifying the statistically significant variables and checking all the assumptions required to be fulfilled for the application and validation of the model. Therefore, this section of the paper includes analysis of each assumptions required to be fulfilled before multiple regression analysis is done. The following assumptions for linear regression analysis are tested by SPSS 20 version software to validate and make reliable analysis (Balance, 2004).

##### **A. Linearity assumption**

In order for the linearity assumption to be fulfilled, the dependent variable should be a linear function of the independent variable. And this has been checked using Normal probability plots of independent variables with the dependent variable. And this can be checked by

looking comparing the results with the linear line and the result is as shown in the figure below.

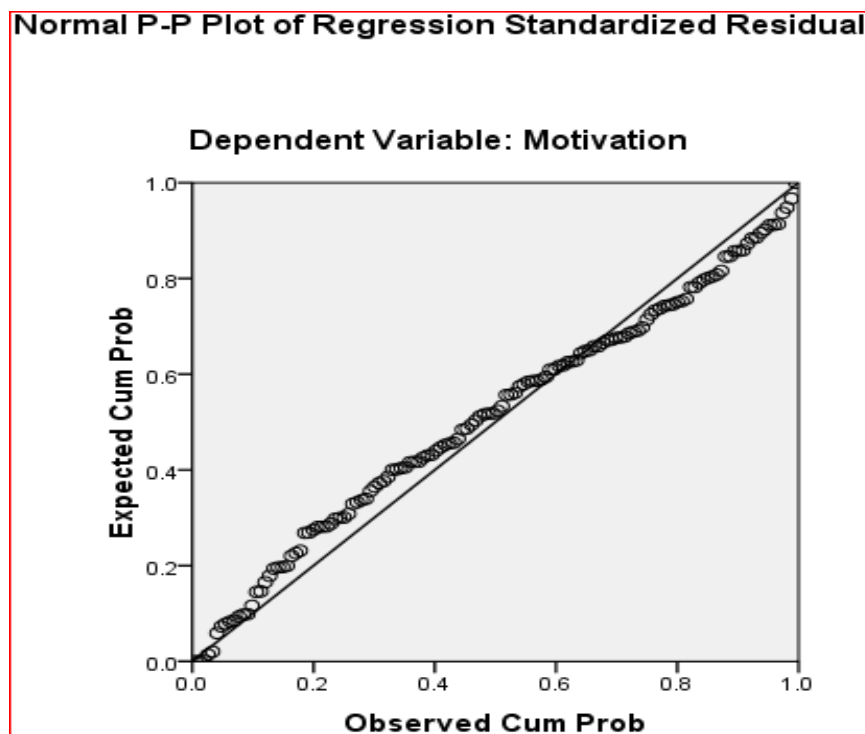


Figure 4: Linearity assumption analysis

The Normal probability plot shows that the independent variable and the dependent variables have a linear relationship; hence the second assumption of multi collinearity can be checked.

### B. Multi-collinearity assumption

In order to determine the individual contribution of each independent variable to the dependent variable and to avoid the combined effect of highly correlated independent variables, using Variance Inflation Factor (VIF), we can detect variables with excessive correlation to prevent wrong conclusion. According to Reddy et al. (2013), VIF exceeding 5 has a problem with multi-collinearity. Field (2009) also suggested that values of tolerance (i.e. tolerance= 1/VIF) below 0.2 indicates problem of multi collinearity.

The results of tolerance and VIF from the analysis using SPSS are shown in the table below.

**Table 15: Collinearity assumption analysis**

Collinearity statistics		
Model	Tolerance	VIF
<b>Payment related factors</b>	0.834	1.198
<b>Job Security related factors</b>	0.612	1.633
<b>Promotion related factors</b>	0.488	2.049
<b>Job Freedom related factors</b>	0.741	1.349
<b>Friendly Environment related factors</b>	0.544	1.839
<b>Training &amp; Development</b>	0.892	1.121
<b>Recognition related factors</b>	0.838	1.193
<b>Leadership related factors</b>	0.878	1.139
<b>Mean VIF</b>	<b>1.44</b>	

From the results of multi collinearity analysis above, Variance Inflation Factor (VIF) of the model is 1.44 which is less than 5 and the tolerance is greater than 0.2, therefore, multi collinearity is not a problem in this multiple regression model since there is no overlap of variables. Hence the next assumption that is Normality assumption can be checked.

**C. Normality assumption**

In ideal world, the data should be perfectly normal that is, the distribution on both sides of the data to the left and the right of a vertical line around the center of all scores should be the same. Therefore on the bell shaped curve of normality most of the data should be distributed around the center (Field, 2006). The histograms of the data are shown in the figure below.

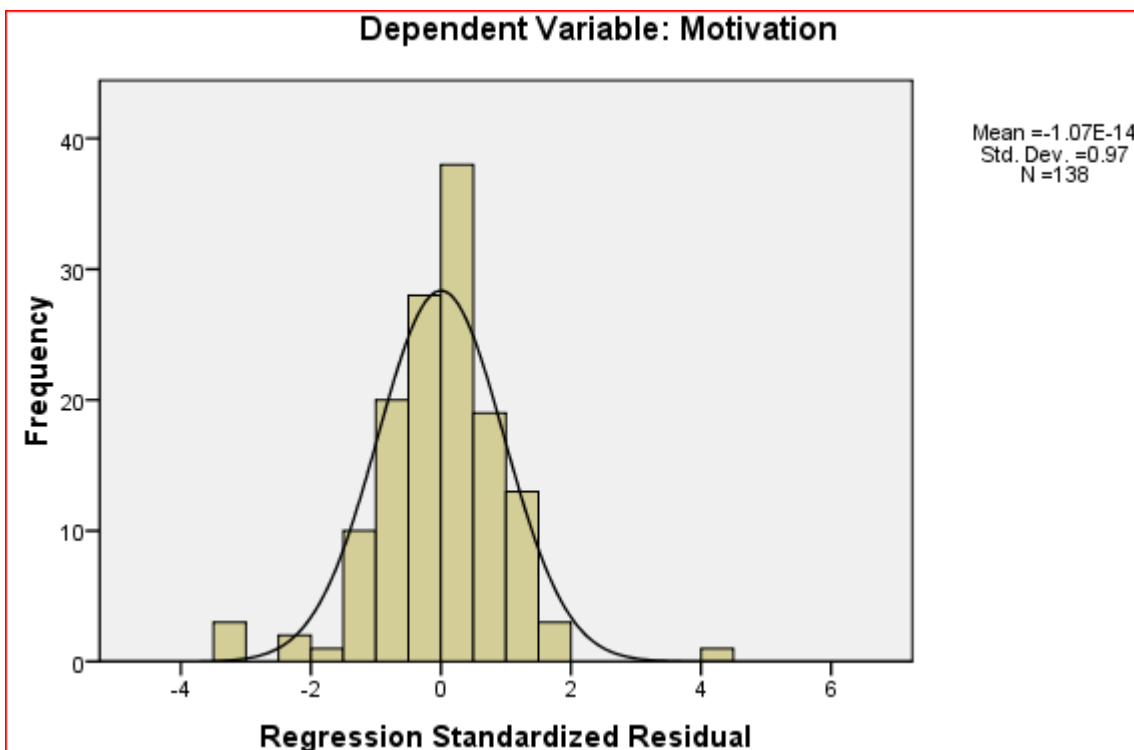


Figure 5: Normality assumption test using histogram

Source: own survey results, 2022

The histogram chart above shows that there is no major deviation from the normality bell shaped curve; hence it is a normally distributed data but mathematically we can also measure normality using skewness.

A skewness of 0 implies normal distribution. Skewness between -1 and 1 is acceptable and the more the skewness is near to 0, the more normal the data is. The analysis of normality using skewness as criteria for the determinants is summarized and tabulated below.

Table 16: Tests of normality

	payment	Job security	Promotion	Job freedom	Friendly env't	Training & development	Recognition	Leadership	Motivation
Skewness	0.001	0.377	0.290	-0.241	0.189	-0.218	-0.463	0.448	0.131

The results obtained from the analysis on skewness range from -0.463 to 0.448, which are between the acceptable range of -1 to 1. Therefore the data fulfills the assumption of normality. Hence the linear regression model can proceed after checking for homoscedasticity assumption.

**D. Homoscedasticity assumption**

Homoscedasticity refers to the level of dispersion of errors consistently throughout all the independent variables. This can be checked by visually examining the plot of standardized residuals. If the scatter is not even, fan and butterfly shapes are common patterns for violation. The following is a scatter plot of standardized residuals versus the standardized predicted values obtained using SPSS software.

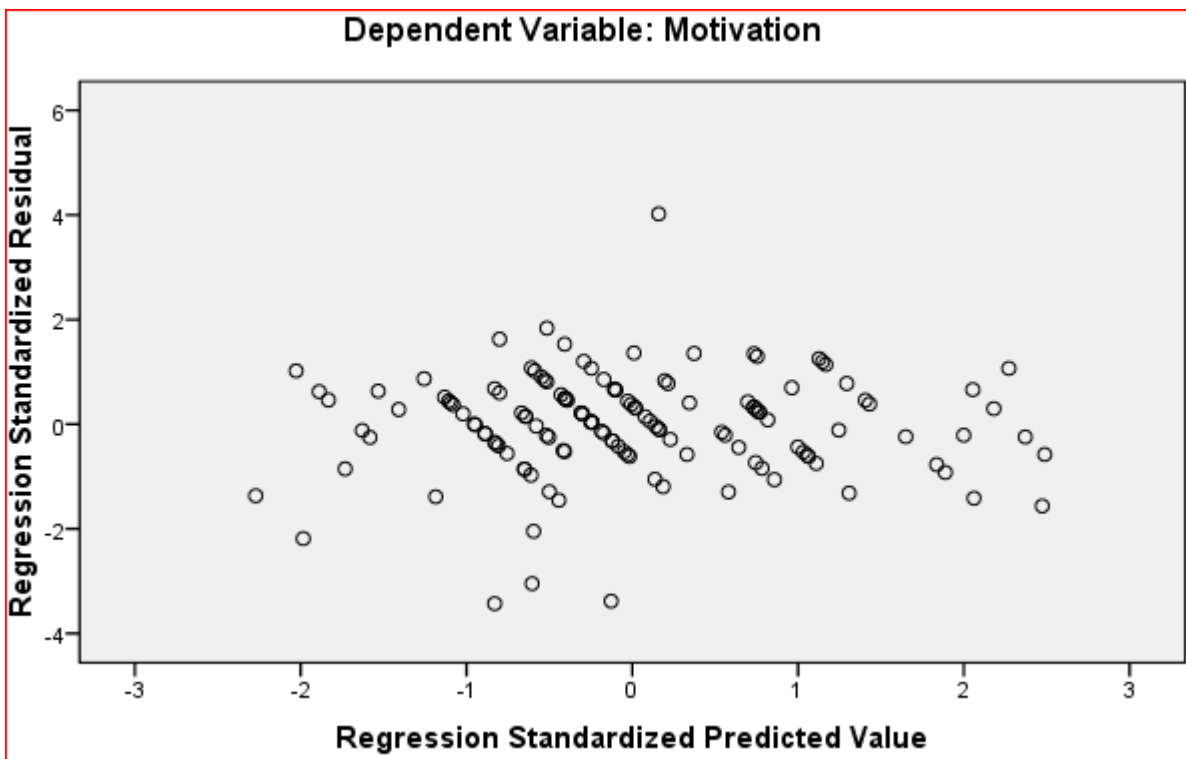


Figure 6: Scatter plot to check homoscedasticity

#### 4.5.2.1 Regression analysis

A regression analysis measures what proportion of the variations in dependent variable can statistically be explained by the independent variable. The adjusted value of R square tells us how much dependent variables' variance could have been accounted for if the model was from the population rather than only from sample like that of R square (Selige, T., Böhner, J., & Schmidhalter, U. (2006).). The regression analysis results from the SPSS have been discussed below.

**Table 17: Model summary**

Model	R	R square	Adjusted R square	Std. error of the estimate
1	0.947	0.897	0.89	0.13902

As presented on the above table, the Eight independent variables that were studied (Payment related factors, Job Security related factors, Promotion related factors, Job Freedom related factors, Friendly Environment related factors, Training & Development, Recognition and Leadership related factors), explain 89.0% of the motivation as represented by the adjusted R square. Therefore, this means the eight independent variables contribute about 89.0% to the motivation at the Elilly International Hotel while other factors not studied in this research contribute 11% of the motivational performance at the Elilly.

Since the R square is found to be 0.897, and the adjusted R square is 0.890; hence the data used in analyzing the relationship between the independent variables and procurement performance was closely related and the model can be used to describe the population.

#### 4.5.2.2. Analysis of Variance (ANOVA Test)

Analysis of Variance (ANOVA) tells the level of variability with in a regression model. It can be used as a basis for test of significance. The model is said to be statistically significant if the p-value is less than 0.05 (95% confidence level). The analysis result is summarized and tabulated below.

**Table 18: Analysis of variance**

Model		Sum of squares	df	Mean square	F	Sig.
1.	Regression	21.621	8	2.703	139.841	0.000
	Residual	2.493	129	0.019		
	Total	24.114	137			

From the analysis result, the p value was obtained to be 0.000 which is less than 0.05 and the F value was also found to be 139.841, therefore the model is statistically significant and the dependent variable can be inferred using the independent variables.

**4.5.2.3 Regression Model**

The final step is to determine the coefficients of independent variables and also to determine whether the coefficients are significant or not. Therefore the coefficients of the independent variables show the strength and direction of the relationship between that variable and the dependent variable; the higher the absolute value of the coefficient gets the stronger the relationship with the dependent variable becomes.

**The regression model is as follows:**

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + \beta_8X_8 + e$$

Where:

Y = The dependent variable (motivational performance),

$\beta_0$  = The regression coefficient/constant/Y-intercept,

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6, \beta_7, \beta_8$  are the coefficients of the regression equation,

X1 = Payment related factors

X5 = Friendly Environment related factors

X2 = Job Security related factors

X6 = Training & Development factors

X3 = Promotion related factors

X7= Recognition factors and

X4 = Job Freedom related factors

X8= Leadership related factors

The coefficients of the model were analyzed using SPSS software and the results are shown in the table below.

Coefficients

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.562	0.106		5.311	0.000
Payment	0.140	0.018	0.241	7.767	0.000
Job Security	0.078	0.019	0.147	4.063	0.000
Promotion	0.115	0.025	0.189	4.660	0.000
Job Freedom	0.065	0.018	0.121	3.690	0.000
Friendly Environment	0.237	0.025	0.366	9.544	0.000
Training and Development	0.001	0.019	0.001	.048	0.962
Reecognition	0.115	0.015	0.234	7.555	0.000
Leadership	0.095	0.017	0.164	5.429	0.000

Dependent Variable: Motivation

The initial model was:

$$Y = 0.562 + 0.241X_1 + 0.147X_2 + 0.189X_3 + 0.121X_4 + 0.366X_5 + 0.001X_6 + 0.234X_7 + 0.164X_8 + 0.05e \dots\dots\dots \text{(Equation)}$$

But among the determinants, the p-value of the coefficient of training and development is 0.962 which is greater than 0.05, therefore this factor can be considered insignificant.

Therefore the **modified model** becomes:

$Y = 0.562 + 0.241X_1 + 0.147X_2 + 0.189X_3 + 0.121X_4 + 0.366X_5 + 0.234X_7 + 0.164X_8 + 0.05$
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The factors of Payment, Job Security, promotion, Job Freedom, Friendly Environment, Recognition, and Leadership were found to be significant factors that influence employees' motivation and the above equation has been established. The result from the study indicates that the friendliness of the working environment contributed most to motivation and the above

equation taking all other independent variables constant, a unit increase in friendliness of the working environment will lead to a 0.366 increase on employees' motivation. The p-value was 0.000 which is less than 0.05 and thus the relationship was significant. It was also indicated in the study that a unit increase in payment leads to a 0.241 increase in motivation . The p-value was 0.000 and thus the relationship was significant, a unit increase in recognition will lead to a 0.234 increase in the scores of employees' motivation with a P value = 0.000 which is less than 0.005 and there is a positive relationship with a significant level of impact, and a unit increase in promotion will lead to a 0.189 increase in employees' motivation with a P value=0.000 which is less than 0.005 and there is a positive relationship with significant level, a unit improvement in Leadership style will lead to a 0.164 increase in employees' motivation. The p-value was 0.000 which is less than 0.05 and thus the relationship was significant, and a unit improvement in job security factors will lead to a 0.147 increase in employees' motivation. The p-value was 0.000 which is less than 0.05 and thus the relationship was significant. Job freedom with coefficient of 0.121 is the least related factors affecting employees' motivation.

## CHAPTER FIVE

### 5. SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.1 Introduction

This chapter consists of summary of the major findings, the conclusion withdrawn from the analysis in relation to the research objectives and finally a recommendation for future studies and future improvement works is provided.

#### 5.2 Summary of Findings

Based on the information gathered and the analysis results obtained, the following summary of findings are stated.

Based on the descriptive analysis of motivation factors using the responses obtained from the respondents

Among the motivational factors and incentives in the hotel; recognition is found to be the most appreciated by the employees and among the attributes under recognition, the existence of formal recognition system in the hotel that is held regularly within specified time, is the most rated or appreciated feature. This means that employees are more motivated when they receive a formal recognition for their work. The willingness and capability of superiors in assisting employees whenever they need support and guidance was the most appreciated motivation factor among leadership factors. Having the chance to take a form of training which is helpful and motivating employees to do better at their job was the most appreciated motivation factor among training and development factors. The provision of all the necessary materials, equipments and facilities to adequately perform their duties was the most rated motivation factor among friendly environment related factors. The reasonability of amount of work employees are given and the relative freedom they have during the free times they get was appreciated most by the employees among the job freedom motivation factors. The existence of more opportunities and advantages than challenges and disadvantages that can be obtained through promotion was the top appreciated feature among the promotion motivation factors. The confidence the employees have that as long as they follow the company

regulations and perform well, they will not lose their jobs was the most appreciated job security factor by the employees. The existence of clear and well known salary, salary increment and bonus scale structure in the hotel is what has been appreciated most among payment related motivational factors.

Based on the results obtained from correlation analysis, the results show that all the independent variables have positive relationship with motivation. And the strongest relationships are between promotion and friendly environment, between payment and promotion, between job security and job freedom, friendly environment with recognition, and finally leadership with promotion.

Based on the inferential analysis, a linear regression model is formulated. And based on the model: Payment, Job Security, promotion, Job Freedom, Friendly Environment, Recognition, and Leadership are found to be significant variables in determining the employees motivation. The friendliness of the working environment is found to be the highest contributors and job freedom is the least contributors.

### **5.3 Conclusion**

The research has shown that employees motivation can be influenced by many factors. These factors were selected with extensive literature review and are proved to have a great effect on motivation ( $r^2 = 0.89$ ) and the most rated or appreciated top three motivation factors are Recognition, training and development and job freedom related strategies with means of 3.83, 3.75 and 3.74 respectively. And the least rated motivational factors are job security, leadership and promotion related factors with means of 2.3, 2.82 and 3.38 respectively. When the researcher looks at the extent to which the employees believe those motivation factors are effectively being utilized, it can be conclude that the employees don't have the sense of job security in their work meaning that the employees feel unsecured in the job. (Mean of 2.3 which is less than 2.5), they don't appreciate the leadership style mean that the employees are not satisfied with the leadership style of their supervisors and this makes them unmotivated in their job (mean of 2.8 which is less than 3), they have a neutral stand about the payment, the

working environment and promotion (means between 3 and 3.5), and they appreciate the recognition system, training and development, and the job freedom they have (greater than 3.5). The research also showed that any positive improvement on any of the factors has a positive impact on motivation since all the factors show positive correlation with motivation. The friendliness of the environment ( $r = 0.768$ ) and Promotion ( $r = 0.709$ ) have the strongest relationship with employees motivation and factors of Training & Development have the weakest correlation ( $r = 0.183$ ). Factors having a moderate relation with motivation include, Payment related factors ( $r = 0.551$ ), Job Freedom related factors ( $r = 0.501$ ), Recognition ( $r = 0.522$ ), and Leadership related factors ( $r = 0.452$ ). Job Security related factors have a strong relationship with motivation ( $r = 0.623$ ). The relationship between the independent variables shows that, Payment was found to be correlated most with promotion ( $r = 0.321$ , weak correlation), Job security with job freedom ( $r = 0.476$ , moderate correlation), promotion with friendly environment ( $r = 0.64$ , strong correlation), Job freedom with job security ( $r = 0.476$ , moderate correlation), friendly environment with recognition ( $r = 0.64$ , strong correlation), training and development with recognition ( $0.259$ , weak correlation), recognition with job security ( $r = 0.355$ , weak correlation), and leadership with promotion ( $0.316$ , weak correlation). A linear regression model has also been developed which can be used to evaluate employees motivation using determinant variables. The model indicates that Payment, Job Security, promotion, Job freedom, friendly Environment, Recognition, and Leadership are found to be significant variables that determine employees' motivation with confidence level of 95%. And the highest and the lowest contributors were found to be friendliness of the working environment and Job freedom respectively. The final model is: [Motivation =  $0.562 + 0.241(\text{Payment}) + 0.147(\text{Job security}) + 0.189(\text{Promotion}) + 0.121(\text{Job freedom}) + 0.366(\text{friendly environment}) + 0.234(\text{recognition}) + 0.164(\text{Leadership}) + 0.05e$ ] The most influential factor affecting employees' motivation was found to be the friendliness of the working environment, hence providing a friendly and comfortable environment should be the priority to improve employees' motivation, and the second influential factor is payment, hence organizations should work to improve the strategies, fairness and amount of payment.

#### **5.4 Recommendation**

Since the research results show that the most influential factor is the friendliness of working environment, organizations should focus on creating a safe and conducive working environment, creating and maintaining employees' smooth relationship with colleagues, immediate managers and top managers, having flexibility and concern for the overall wellbeing of employees, and provision of all the necessary materials, equipments and facilities to greatly improve the motivation of employees in their daily activities. The next most influential factor is the payment strategy, hence salary adjustment/increment should be made within a reasonable / logical time period, there should be a clear and well known salary, salary increment and bonus scale structure, the salary should be satisfactory in relation to what employees do and what other hotels pay, benefits such as Transport allowance, house allowance, and annual holiday entitlement should be considered, and salary increments, incentives and bonuses should be made only based on the performance of workers and the hotel should treat each employee in an equitable manner. to motivate workers. The result of the ratings of employees on different aspects of the hotel shows that the employees are highly unsecured about their job and they aren't satisfied with the leadership of the hotel. Hence, the hotel should work on improving employees' sense of job security by; creating the confidence that as long as they follow the company regulations and perform well, they will not lose their job, preventing them from feeling threatened by their colleagues' performance and contribution, assuring them to feel secure and not to feel threatened while discussing and resolving work issues, and also assuring them that they will not get fired without adequate reasons and without following proper procedures. The hotel should also look at its leadership strategy and style to change the negative perception the employees have towards it. The researcher believes that future studies on the subject matter can have a better result by studying and comparing motivational factors on a number of institutions (hotels) using a single motivational factors as well as the whole factors.

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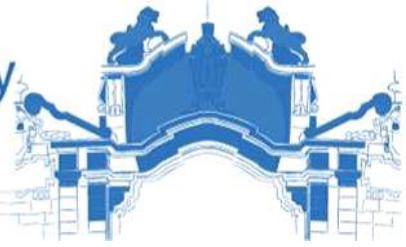
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## ANNEX I: QUESTIONNAIRE



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY!

Addis Ababa University  
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**ADDIS ABABA UNIVERSITY**

**SCHOOL OF COMMERCE**

**DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

Dear Sir/Madam,

First and foremost, I would like to thank you in advance for giving me your opinions and suggestions regarding the survey questionnaire. The main objective of designing this question is to get primary data that are necessary to conduct a research on “*Factors affecting hotel employees’ motivation in case of Elilly international hotel*”. Therefore, your genuine and volunteer response helps me to carry out this study. I want to assure you that your response will be confidential and will only be used for educational purpose.

For additional information and comment do not hesitate to contact me, Gietinet Embiale, via the following address. Thank you.

Yours sincerely,

**Gietinet Embiale Kassa**

Telephone: **+251986342112**

E-mail: **gembiale@yahoo.com**

## SECTION A: General Information of the Respondent

Please tick (✓) the appropriate box to indicate your answer.

1. Gender:

Male  Female

2. Age:

18 - 25  26-30

31-35  Above 35

3. Education Level: Secondary

School  Technical & Vocational

Diploma  First Degree  Post Graduate

4. How long have you worked in this Hotel?

0 - 2 years  2-5years

5-10years  above 10years

5. What is your current position?

General Manager  Deputy General Manager

Department Manager  Supervisor

Technical Staff  Line Staff (Non-Technical)

6. What is your current salary level?

Below Birr 2,000  Birr 2,001 - 5,000  Birr 5,001 - 7,000

Birr 7,001-9,000  Birr 9,001-12,000  above Birr 12, 000

**SECTION B: Questions**

**Hotel Motivational Strategies of Employees' Performance improvement**

Please you are kindly asked to indicate the extent to which you agree or disagree with each statement and put a Tick mark (√) in a box to the correspondent number.

**Note:**

1=Strongly Disagree, 2=Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

NO	Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
<b>1. Payment related factors</b>						
1.1	The hotel has a clear and well known salary, salary increment and bonus scale structure and this motivates me.					
1.2	My salary is satisfactory in relation to what I do and what other hotels pay, and this motivates me to perform better.					
1.3	Salary adjustment/increment is made within a reasonable / logical time period to motivate workers					
1.4	Salary increments, incentives and bonuses are made only based on the performance of workers and the hotel treats each employee in an equitable manner.					
1.5	The hotel provides benefits such as Transport allowance, house allowance, and annual holiday entitlement etc. to its employees					

<b>2. Job Security related factors</b>						
2.1	I feel secure and don't feel threatened while discussing and resolving work issues.					
2.2	I don't feel threatened by my colleagues' performance and contribution.					
2.3	I don't fear to get fired without adequate reasons and without following proper procedures.					
2.4	I have the confidence that as long as I follow the company regulations and perform well, I will not lose my job.					
2.5	I feel that I will have a secured and bright future in the company.					
<b>3. Promotion</b>						
3.1	There is good opportunity to promotion and everyone has an equal opportunity to be Promoted.					
3.2	I believe working hard in the hotel awards promotion					
3.3	The Criteria for promotion are reasonable and clearly communicated in organization's policy to all employees					
3.4	I have been promoted or expect to be promoted as long as I keep up the good work and this motivates me to do more.					
3.5	Promotion in the hotel brings more opportunities and advantages than challenges and disadvantages and this motivates me.					

<b>4. Job Freedom related factors</b>						
4.1	My job is in accordance with my qualification and skill; hence the hotel has relatively full confidence and less supervision on me and this motivates me to do well.					
4.2	My job consists of a flexible and a variety of procedures to execute tasks and this minimizes boredom and motivates me.					
4.3	I have the freedom to do tasks in my own ways and skill as long as I don't break the hotel regulations and procedures.					
4.4	The amount of work I am given is reasonable and I have the relative freedom during the free times I have.					
4.5	I do have almost complete control on my work, hence I don't need continuous follow up to be motivated and execute my responsibility.					
<b>5. Friendly Environment related factors</b>						
5.1	There is a safe and conducive working condition that encourages workers to perform well.					
5.2	I have good working relationship with my immediate managers and colleagues.					
5.3	The hotel provides the necessary materials, equipments and					

	facilities to adequately perform my duties					
5.4	The managers have the flexibility and concern for the overall well being of the workers.					
5.5	Orders, appreciations and corrective measures are given in a friendly and comfortable way.					
<b>6. Training and Development</b>						
6.1	I had the chance to take a form of training at the hotel and It was helpful and motivated me to do better at my job.					
6.2	I know how workers are selected for training and a need assessment was conducted to identify performance gaps caused by employees' lack of skills, knowledge and abilities.					
6.3	The organization has clear Training and development objectives and strategies known by the workers and they are implemented properly to enable and motivate the workers.					
6.4	The contents of training that I have taken are relevant and Compatible with the organizational objectives, and they are very important to my current					

	work.					
<b>6.5</b>	I am satisfied with the training condition including the material and facility of the training that the organization provides.					
<b>7. Recognition</b>						
<b>7.1</b>	I get credit and recognition for my daily achievements.					
<b>7.2</b>	The recognition system in the hotel is fair and it is based on the employees' contribution and achievements.					
<b>7.3</b>	There is a formal reward and recognition system in the hotel that is held regularly within specified time.					
<b>7.4</b>	There is adequate level of recognition for staffs in the hotel from immediate managers					
<b>7.5</b>	There is a system of recognition and reward for high achievers in the hotel by the top managers and leaders.					
<b>8. Leadership related factors</b>						
<b>8.1</b>	My superiors are willing and capable in assisting me whenever I need support and guidance.					
<b>8.2</b>	The Hotel superiors are interested to invest on human development, involvement, motivation and job satisfaction based on performance					

	review results.					
<b>8.3</b>	The leaders are engaged Both praise and appreciation are regularly given to me for the good works I have done.					
<b>8.4</b>	There is a smooth relationship between the leaders and the staff members.					
<b>8.5</b>	I have the respect and admiration for the leaders and managers of the hotel and this motivates me in my job.					
<b>9. Motivational performance</b>						
<b>9.1</b>	I am willing to take the initiative to accomplish tasks before being told.					
<b>9.2</b>	I challenge the management to make the organization better.					
<b>9.3</b>	I am willing to support and cover for my colleagues in addition to my own responsibility.					
<b>9.4</b>	There is a minimal absenteeism, conflict or avoiding of responsibility.					
<b>9.5</b>	I am interested to volunteer for tough, challenging and new responsibilities or tasks.					
<b>9.6</b>	The employees highly meet targets					
<b>9.7</b>	There is a reduced conflict					

	vertically and horizontally.					
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What strategies or incentives do you recommend the hotel to use so that the level of employees' motivation will be greater?

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## Appendices

### Frequency Table

#### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	83	60.1	60.1	60.1
	Female	55	39.9	39.9	100.0
	Total	138	100.0	100.0	

#### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	24	17.4	17.4	17.4
	26-30	62	44.9	44.9	62.3
	31-35	15	10.9	10.9	73.2
	Above 35	37	26.8	26.8	100.0
	Total	138	100.0	100.0	

#### Educational\_level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	school	21	15.2	15.2	15.2
	Technical & Vocational	19	13.8	13.8	29.0
	Diploma	36	26.1	26.1	55.1
	First Degree	54	39.1	39.1	94.2
	Post Graduate	8	5.8	5.8	100.0
	Total	138	100.0	100.0	

**current\_position**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid general-manager	2	1.4	1.4	1.4
Deputy General Manager	2	1.4	1.4	2.9
Department Manager	12	8.7	8.7	11.6
Supervisor	10	7.2	7.2	18.8
Technical Staff	16	11.6	11.6	30.4
Line Staff (Non-Technical)	96	69.6	69.6	100.0
Total	138	100.0	100.0	

**Exprience**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid < 2 years	34	24.6	24.6	24.6
2-5 years	83	60.1	60.1	84.8
5-10 years	21	15.2	15.2	100.0
Total	138	100.0	100.0	

**salary**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Birr 2,001 - 5,000	95	68.8	68.8	68.8
Birr 5,001 - 7,000	17	12.3	12.3	81.2
Birr 7,001-9,000	10	7.2	7.2	88.4
Birr 9,001-12,000	14	10.1	10.1	98.6
above Birr 12, 000	2	1.4	1.4	100.0
Total	138	100.0	100.0	

Descriptive Statics

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
PRF_1	138	1.00	5.00	3.3913	1.14264
PRF_2	138	1.00	5.00	3.5217	1.11537
PRF_3	138	1.00	5.00	3.5000	1.06880
PRF_4	138	1.00	5.00	3.2826	1.24390
PRF_5	138	1.00	5.00	3.3188	1.12688
JSRF_1	138	1.00	4.00	2.4783	1.09556
JSRF_2	138	1.00	4.00	2.2536	1.03980
JSRF_3	138	1.00	4.00	2.1594	1.01267
JSRF_4	138	1.00	4.00	2.2609	.97640
JSRF_5	138	1.00	4.00	2.2971	.95451
Promotion_1	138	1.00	5.00	3.5362	1.03345
Promotion_2	138	1.00	5.00	3.3188	.95126
Promotion_3	138	1.00	5.00	3.3116	1.00945
Promotion_4	138	1.00	5.00	3.4348	1.01058
Promotion_5	138	1.00	5.00	3.3043	1.07804
Job_Freedom_1	138	1.00	5.00	3.6884	1.07934
Job_Freedom_2	138	2.00	5.00	3.9710	.92761
Job_Freedom_3	138	1.00	5.00	3.7464	1.05375
Job_Freedom_4	138	1.00	5.00	3.5797	1.05202
Job_Freedom_5	138	1.00	5.00	3.6957	1.13735
FERF_1	138	1.00	5.00	3.3841	.98398
FERF_2	138	2.00	5.00	3.6014	.86741
FERF_3	138	1.00	5.00	3.3623	.97368
FERF_4	138	1.00	5.00	3.2391	1.00767
FERF_5	138	1.00	5.00	3.3623	.95093
Training_1	138	1.00	5.00	4.0797	.83763

Training_2	138	1.00	5.00	3.8768	.85822
Training_3	138	1.00	5.00	3.5652	.88752
Training_4	138	1.00	5.00	3.5652	.95868
Training_5	138	1.00	5.00	3.6522	.95636
Reward_1	138	1.00	5.00	3.9783	1.07028
Reward_2	138	1.00	5.00	3.8478	1.05264
Reward_3	138	1.00	5.00	3.7464	1.03980
Reward_4	138	1.00	5.00	3.8333	1.09800
Reward_5	138	1.00	5.00	3.7391	1.25741
Leadership_1	121	2.00	5.00	2.8843	.86785
Leadership_2	121	1.00	5.00	2.8430	.93993
Leadership_3	121	1.00	5.00	2.6529	.97220
Leadership_4	121	1.00	5.00	2.7603	1.02490
Leadership_5	121	1.00	5.00	2.9587	1.03599
Motivational_1	138	1.00	5.00	3.3623	.80999
Motivational_2	138	1.00	5.00	3.3478	.78909
Motivational_3	138	2.00	5.00	3.3188	.72480
Motivational_4	138	2.00	5.00	3.2826	.71470
Motivational_5	138	2.00	5.00	3.3768	.73696
Motivational_6	138	2.00	5.00	3.5072	.78533
Motivational_7	138	1.00	5.00	3.4493	.83773
Valid N (listwise)	121				

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.947 <sup>a</sup>	.897	.890	.13902	1.873

a. Predictors: (Constant), Leadership\_related\_factor, Training\_Development, Rewar, Payment\_related\_factors, Job\_Freedom\_related\_factors, Friendly\_Environment\_related\_factors, Job\_Security\_related\_factors, Promotion

b. Dependent Variable: Motivation

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.621	8	2.703	139.841	.000 <sup>a</sup>
	Residual	2.493	129	.019		
	Total	24.114	137			

a. Predictors: (Constant), Leadership\_related\_factor, Training\_Development, Recognitionr, Payment\_related\_factors, Job\_Freedom\_related\_factors, Friendly\_Environment\_related\_factors, Job\_Security\_related\_factors, Promotion

b. Dependent Variable: Motivation

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.562	.106		5.311	.000
	Payment_related_factors	.140	.018	.241	7.767	.000
	Job_Security_related_factors	.078	.019	.147	4.063	.000
	Promotion	.115	.025	.189	4.660	.000
	Job_Freedom_related_factors	.065	.018	.121	3.690	.000

Friendly_Environment_related_factors	.237	.025	.366	9.544	.000
Training_Development	.001	.019	.001	.048	.962
Recognition	.115	.015	.234	7.555	.000
Leadership_related_factor	.095	.017	.164	5.429	.000

a. Dependent Variable: Motivation

**Descriptives**

		Statistic	Std. Error	
Motivation	Mean	3.3778	.03571	
	95% Confidence Interval for Mean	Lower Bound	3.3072	
		Upper Bound	3.4485	
	5% Trimmed Mean	3.3745		
	Median	3.2857		
	Variance	.176		
	Std. Deviation	.41954		
	Minimum	2.29		
	Maximum	4.43		
	Range	2.14		
	Interquartile Range	.61		
Skewness	.131	.206		
Kurtosis	-.006	.410		
Payment_related_factors	Mean	3.4029	.06150	
	95% Confidence Interval for Mean	Lower Bound	3.2813	
		Upper Bound	3.5245	
	5% Trimmed Mean	3.4081		
	Median	3.4000		
	Variance	.522		

	Std. Deviation		.72252	
	Minimum		1.60	
	Maximum		5.00	
	Range		3.40	
	Interquartile Range		1.20	
	Skewness		.001	.206
	Kurtosis		-.501	.410
Job_Security_related_factors	Mean		2.2986	.06755
	95% Confidence Interval for	Lower Bound	2.1650	
	Mean	Upper Bound	2.4321	
	5% Trimmed Mean		2.2762	
	Median		2.2000	
	Variance		.630	
	Std. Deviation		.79349	
	Minimum		1.00	
	Maximum		4.00	
	Range		3.00	
	Interquartile Range		1.20	
	Skewness		.377	.206
	Kurtosis		-.399	.410
Promotion	Mean		3.3812	.05854
	95% Confidence Interval for	Lower Bound	3.2654	
	Mean	Upper Bound	3.4969	
	5% Trimmed Mean		3.3680	
	Median		3.4000	
	Variance		.473	
	Std. Deviation		.68770	
	Minimum		2.00	

	Maximum		5.00	
	Range		3.00	
	Interquartile Range		.80	
	Skewness		.290	.206
	Kurtosis		.126	.410
Job_Freedom_related_factors	Mean		3.7362	.06643
	95% Confidence Interval for	Lower Bound	3.6049	
	Mean	Upper Bound	3.8676	
	5% Trimmed Mean		3.7580	
	Median		3.8000	
	Variance		.609	
	Std. Deviation		.78041	
	Minimum		1.60	
	Maximum		5.00	
		Range		3.40
	Interquartile Range		1.20	
	Skewness		-.241	.206
	Kurtosis		-.485	.410
Friendly_Environment_related_factors	Mean		3.3899	.05513
	95% Confidence Interval for	Lower Bound	3.2808	
	Mean	Upper Bound	3.4989	
	5% Trimmed Mean		3.3841	
	Median		3.4000	
	Variance		.419	
	Std. Deviation		.64766	
	Minimum		2.00	
	Maximum		5.00	
		Range		3.00

	Interquartile Range		.80	
	Skewness		.189	.206
	Kurtosis		.152	.410
Training_Development	Mean		3.7478	.05604
	95% Confidence Interval for	Lower Bound	3.6370	
	Mean	Upper Bound	3.8587	
	5% Trimmed Mean		3.7565	
	Median		3.8000	
	Variance		.433	
	Std. Deviation		.65838	
	Minimum		2.20	
	Maximum		5.00	
	Range		2.80	
	Interquartile Range		.80	
	Skewness		-.218	.206
	Kurtosis		-.312	.410
Recognition	Mean		3.8290	.07277
	95% Confidence Interval for	Lower Bound	3.6851	
	Mean	Upper Bound	3.9729	
	5% Trimmed Mean		3.8689	
	Median		4.0000	
	Variance		.731	
	Std. Deviation		.85489	
	Minimum		1.20	
	Maximum		5.00	
	Range		3.80	
	Interquartile Range		1.40	
	Skewness		-.463	.206

	Kurtosis		-.411	.410
Leadership_related_factor	Mean		2.9681	.06182
	95% Confidence Interval for Mean	Lower Bound	2.8459	
		Upper Bound	3.0904	
	5% Trimmed Mean		2.9440	
	Median		2.8000	
	Variance		.527	
	Std. Deviation		.72625	
	Minimum		1.00	
	Maximum		4.80	
	Range		3.80	
	Interquartile Range		1.00	
	Skewness		.448	.206
	Kurtosis		.077	.410