

Journal of University Studies for inclusive Research
Vol.2, Issue 1 (2019), 220-237
USRIJ Pvt. Ltd.

FACTORS THAT AFFECT MOTIVATION AND JOB SATISFACTION OF EMPLOYEES WITHIN HOSPITALITY INDUSTRY

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ABSTRACT

Motivation and job satisfaction of employees have always remained a hot topic of discussion in many industries around the world, which also include the hospitality and hotel industry. Moreover, finding the main reasons behind the motivation and job satisfaction of employees in the hospitality industry can play a significant role in the management of the hotels to improve their performance effectively. It could also have an impact on guest satisfaction as it is argued that in order to satisfy guests, first the employee motivation and satisfaction must be enhanced. Therefore, this research will focus on identifying and explaining the factors that influence the motivation and the resulting job satisfaction of employees within the hospitality industry.

Keywords: Job satisfaction, Motivation, Job Commitment, Hospitality Industry, Hotel and Tourism.

INTRODUCTION

In any industry, which also includes the hospitality industry, job motivation and satisfaction level of employees, play an essential role in determining the success or failure of the organization. This is because, for any company, today employees are considered as an important asset that contributes significantly to the survival and growth of that company. Like every asset of the business require proper attention, investment and management by the owners, this same goes for the employees as well. Companies can never succeed if their employees are dissatisfied with the work and are not motivated to perform well (Alsaqri, 2014).

This is because poor performing employees provide poor customer service which in turn result in loss of revenues and profits for the company. If employees are not motivated with their job, they tend to leave very early from the organization, resulting in a high labor turnover for the company (Danish & Usman, 2010).

On the other hand, if employees are motivated, satisfied and highly committed with their jobs, then they can help the company substantially in increasing its overall productivity.

These employees are better able to perform their work by providing exceptional customer service leading to high revenues and profits of the company. Increasing motivation, satisfaction and job commitment of employees has always remained an important topic on which many studies have been conducted in the past by previous authors. This is also true for the hotel and hospitality industry around the world, where employers consistently face a challenge in motivating their staff and retaining high performing employees by finding ways to increase their job satisfaction level (Nadiri & Tanova, 2010).

PROBLEMS WITHIN HOSPITALITY INDUSTRY

The industry of tourism and hospitality is no doubt can help countries significantly to improve their economic conditions and increase employment rates. This industry provides an opportunity to every type of employee and worker within the labor market by providing all the types of positions for employment whether it be low, semi-skilled or professional jobs at the top level positions. It also provides opportunities to young talent and those people who have minimum qualifications by providing them with a platform to project their worth. Due to these reasons, tourism industry for any country is considered significantly important to help decrease the poverty levels, improve living standards of the people by increasing their incomes and provide opportunities to employees to achieve growth and personal development (Torres & Kline, 2006).

However, there are also some undesirable aspects that have been observed in this industry in different countries.

For instance, top management and supervisors within the hotel industries in different parts of the world have been accused of providing poor working conditions, low wages, long hours of work and fewer opportunities for advancement in careers to their employees or subordinates. These exploitation of employees are undermining the attractiveness of this industry by making it less desirable for talented and young employees to pursue a career within this industry as compared to other industries like manufacturing, retail or IT, which are becoming more appealing for them to search for jobs (Kusluvan, Kusluvan, Ilhan, & Buyruk, 2010).

These poor conditions of the tourism and hospitality industry are also the reason behind high labor turnover within this industry.

This is because when the conditions of the work do not meet the expectations of the employees, it eventually forces them to look for other job opportunities where the quality of work is more decent. The skilled workers especially face this problem as in most of the cases, the work quality and the conditions which they experience within the hotel industry are usually below their expectations (Yang, 2010).

Nevertheless, as the tourism industry all over the world has been witnessing a dramatic growth in terms of the numbers of customers, this has increased the pressure on the top management of the hotels to provide more training and education to their employees, especially to supervisors in order to enhance the quality of their services. In today's modern age, highly qualified and trained employees are considered a valuable asset for any industry.

Today, in several countries, higher educational opportunities are also available related to tourism and hospitality for the people who are interested in pursuing their careers within this field. These qualifications are up to the level of postgraduate, which also include several certifications. However, still many countries are criticized for not doing enough for this industry in terms of providing sufficient investment to develop the educational and training facilities (Karatepe, 2013).

JOB SATISFACTION AND MOTIVATION

The concepts of motivation and job satisfaction are highly interrelated with each other. Motivation within employees can be defined as their drive to achieve something, which can be a reward, attaining a goal, fulfilling a need, and so forth.

Whereas, job satisfaction is a state when employees consider that they are rewarded adequately and fairly for their performance and efforts and feel contented with their work. Increasing motivation and the resulting job satisfaction of employees is one of the important tasks of the management and human resource department of the hotel (Al-Ababneh, 2013).

This is because if employees are happy with their work, then they become more motivated to improve their performance, which in turn increase the productivity of the hotel. Morale of the employees within the workplace is also increased if hotel management is able to increase the motivation and job satisfaction level of their staff. This encourages the staff to achieve their goals more quickly, enhance their performance and increase their loyalty and commitment with the organization in the long-run (Ayub & Rafif, 2011).

For many years, motivation and job satisfaction has remained an important topic for different authors in discovering its impact on performance and commitment of the employees. Many pieces of literature have supported the fact that when employees are highly motivated and satisfied with their work, they enjoy their work and perform their duties more efficiently and quickly, which eventually help the organization to reach its goals. Therefore, it is significant for any business (including hotels) to have a clear idea about all those factors that can influence motivation and the resulting job satisfaction of employees. This is because job satisfaction has been observed to directly impact the quality of work of the employees (Federici & Skaalvik, 2012).

As the hotel industries around the world are highly labor intensive, increasing the motivation, job satisfaction and the resulting performance of the employees can give the hotels a strong competitive advantage over their rivals.

It is observed that when the management of the hotel work to improve the skills and quality of work of their employees, it increases their job satisfaction and motivates them to perform their work efficiently, which also result in the improvements in the customer services that are provided by these employees (Lu, Shih, & Chen, 2013).

In some studies related to hotel management, it is also observed that there is a strong positive relationship between the opportunities of training that are provided by the management with the motivation and job satisfaction of the employees.

The authors of these studies have argued that when workers become competent and more knowledgeable about their jobs through these training, it dramatically increases their job satisfaction levels, and motivates them to work hard, which in turn help the hotels to improve their performances. So it is also important for the hotel management to fulfil the training needs of their employees in order to make them more motivated and satisfied with their work (Ozturk, Hancer, & Im, 2014).

Some authors have also argued that when the management of the hotels create a positive and a supportive work environment by providing them various opportunities of growth and development to their employees, it can significantly help to increase the motivation and job satisfaction levels of the employees. So it is becoming increasingly essential for the management of the hotels to constantly improve the skills, knowledge and work experience of their employees otherwise, they will not be motivated to stay in the organization for long. Hotels can provide these training opportunities in the form of both on-the-job and off-the-job workshops, online training, and skill-based courses.

Through these training programs, hotels can also be able to make their employees believe that they value their work and consider their progress and success important in the organization (Frye, 2012).

Another important method which can help hotels to increase the motivation and satisfaction of the employees is through the provision of autonomy. It is observed that when employees are given full control over their work with less supervision, it can help to increase their confidence and motivational levels significantly. Moreover, this also helps to make employees believe that management has a strong trust in them and their work (Lee, Back, & Chan, 2015).

This again contributes positively to improving the job satisfaction of the employees. However, the need for proper work scheduling is required from the top management. This is because if employees are overburdened with the heavy workload, then they will not be able to handle all the work properly. At the same time, if employees are given too little workload, then they will become idle and will not contribute a lot to improve the performance of the hotel. Moreover, it is also important for the management to assign the right work to the right employees according to their skills. This is because if employees are assigned to do those jobs for which they have no knowledge, then they will hurt the performance of the hotel drastically by making a lot of mistakes on their jobs (Tongchaiprasit & Ariyabuddhiphongs, 2016).

JOB COMMITMENT

It is observed that motivation and the resulting satisfaction of the employees also have a direct impact on their job commitment. Numerous researches have been conducted on job commitment in the past within the organizational and business studies to highlight its importance for the success of any company. No matter what industry an organization belong from, increasing the job commitment of the employees is considered as one of the top priorities of the management, which is also true in the case of the hotel industry (Patrick & Sonia, 2012).

This is because if employees are highly committed to their work, they will help the company to reach its productivity and profitability goals by enhancing the performance. Moreover, organization are also able to retain their top talents if the job commitment of these valuable employees is high (Gunlu, Aksarayli, & Şahin Perçin, 2010).

In contrast, if the job commitment of the employees is low, then these employees are observed to decrease the performance of the organization and quit their jobs more promptly. In several previous studies related to organizational behavior, it was observed that there is a negative relationship between employee turnover and job commitment. This means that when employees are not committed to their jobs, they will be more inclined to quit from the organization and look for other job opportunities (Bulut & Culha, 2010).

Moreover, low job commitment has also been observed to increase other dysfunctional behaviors like an increase in absenteeism rate and a decrease in the work performance of the employees.

Again, it is also important for the management of the hotels around the world to take every necessary action to increase the motivation, satisfaction and the resulting job commitment of their employees in order to increase their work efforts if these hotels want to increase their chances of success within the industry (Patiar & Wang, 2016).

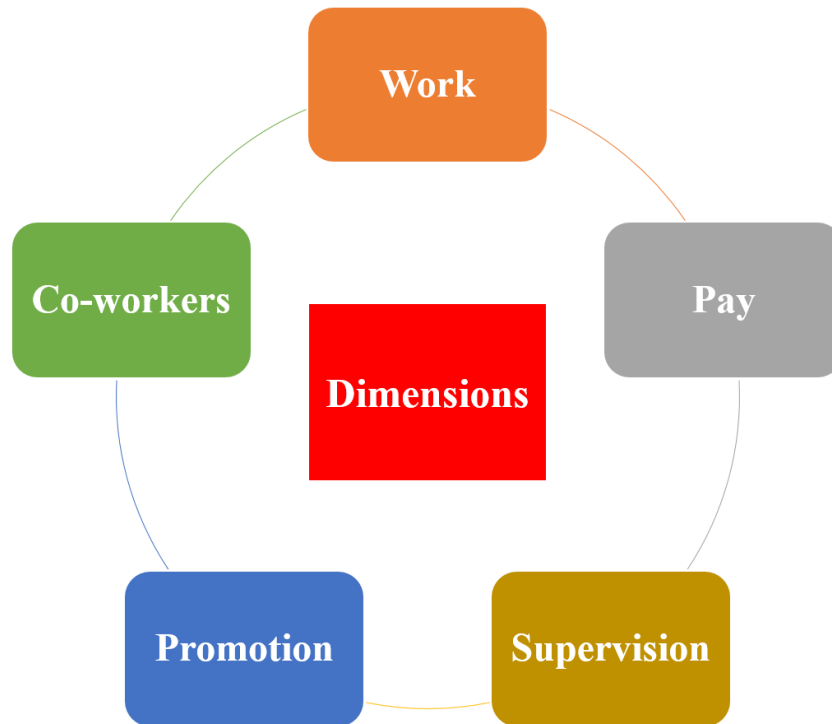
DIMENSIONS OF MOTIVATION AND JOB SATISFACTION

It is suggested by Tsai (2011) that there are different aspects of the job on which the motivation and satisfaction levels, as well as attitudes of employees, might vary. So it is essential to identify these aspects or dimensions of the job while describing the satisfaction and motivation of employees. Abdulla, Djebarni and Mellahi (2011) stated that five important job dimensions were commonly found to influence the motivation and the resulting satisfaction level of employee within any industry. These dimensions include:

- (a) The work itself: This dimension describes how enjoyable or interesting the work is and whether the job provides any learning or growth opportunities for the employee.
- (b) Pay: This represents the amount of salary that is paid to the employees and what are the perceptions of employees regarding the pay equity and the methods of payment that is used to distribute the salaries among the employees.
- (c) Promotional opportunities: This dimension relates to the opportunities for growth and career advancement that are provided by the organization to the employees.
- (d) Supervision: This dimension represents the supervisors' managerial and technical skills and the degree to which these supervisors consider the interest and welfare of their employees.

(e) Co-workers: How much supportive, friendly and technically competent co-workers are within the organization.

Figure SEO Figure |* ARABIC 1: Dimensions of Motivation and Job



Source: *Abdulla, Djebarni and Mellahi (2011)*

Other dimensions of motivation and job satisfaction include policies of the company, fringe benefits, job security, etc. However, these five dimensions that are stated above are considered to be more significant in investigating the satisfaction levels and job attitudes of the employees in different industries, which also include hotel and tourism (Aziri, 2011).

CUSTOMER SATISFACTION

According to Bustamam, Teng and Abdullah (2014), customer satisfaction has been defined as how much the expectations of the customers regarding the quality of product or services meet their post-purchase assessments after the use of that product or service. If the experience of the product or service positively or greatly meets the expectations of the customer, then the satisfaction level of customers dramatically increases. However, if a product or service do not meet the expectations of the customer, then the customers are left highly disappointed and dissatisfied. In any industry, customers are the only reason why organizations exist. This is especially true for service industries like hotels and tourism. This is because if a hotel fails to provide value for money in their services, then customers will never visit that hotel again or even avoid recommending that hotel to their friends and family members (Kim & Jogaratnam, 2010).

In contrast, if hotels successfully provide high-quality, exceptional services to their customer, then it will make customers highly delighted and satisfied with the hotels. This is will also encourage the customer to visit that hotel again or even develop loyalty with that hotel. Moreover, if customers are highly satisfied, then they can also act as a brand ambassador for the hotels by helping them to create a positive word of mouth regarding their services (Putra, Cho, & Liu, 2017).

This is because it is observed that when customers are greatly delighted with the experience that they had from a particular hotel, then they are more prone to recommend that hotel to other people, like their friends and family members.

This can greatly help hotels to create a positive brand image regarding their services greatly, because any review which is given by a customer himself/herself is considered to be more authentic and genuine by the people and they are more likely to respond to these positive reviews by experiencing the services themselves. More customer means more business, so therefore it again makes it essential for the hotels to provide high-quality services to their customers (Grobelna, Sidorkiewicz, & Tokarz-Kocik, 2016).

However, in order to provide exceptional customer service, again the role of qualified and highly motivated staff become significant for the hotels. Whether it be bellhop, concierge, reservationist, waiter/waitress, casino host, hotel clerk, front of house manager, executive chef or supervisor of guest services, job satisfaction and commitment of these employees become highly important in determining the quality of service that a hotel provides to its guest. This is because if these employees are not qualified, properly trained, demotivated with their work, dissatisfied with the their supervisors, unhappy with their pay or alienated from the top management, then it will dramatically hurt their performance, which in turn will undermine the quality of their work or services that they provide to the customers (Tsai, Cheng, & Chang, 2010).

If employees of the hotel are not motivated, satisfied and committed with their jobs, due to these reasons, then they are more prone to make mistakes at work. If these dysfunctional behaviors of the staff are not appropriately handled, then it directly increases the number of customer complaints which eventually result in the decrease chances for the customers to revisit the hotel. This again makes the customer to negatively talk about the hotel in their reviews, which can tarnish the reputation and image of the hotel instantaneously (Cetin, 2012).

This makes clearly evident that motivation and satisfaction levels of the employees are positively related to the satisfaction levels of customers. Profitability and success of the hotels are highly dependent on the quality of work of their staff. So it should always be a top priority of the human resource departments within these hotels to solve every problem of their staff that are becoming an obstacle for them to provide exceptional customer service. For instance, if the staff are not provided with sufficient training, then management should solve this problem immediately by providing all the necessary training to the staff to enhance their performance or quality of service that they give to the customer (Cheung, Kong, & Song, 2014).

If the problem is related to the pay, then again, management should take appropriate measures to reward their staff adequately and fairly according to their performances. If there are conflicts within the work teams or between the employees and their supervisors, then human resource department should take immediate actions to solve these quarrels by either resolving the conflicts or changing the supervisors or team members altogether. Moreover, if the employees are not happy with the working conditions or feel isolated with the top management, then hotels should try to create a positive work environment within the hotel and encourage their employees to participate in the top level decision making processes of the hotels. By encouraging the employees to share their ideas and views regarding improve the working methods and performance of the hotel, it will dramatically increase the motivational levels of the employees as it will make them believe that their opinions and work are listened and valued by the top management (Chiang, Birtch, & Cai, 2014).

Human resource department can also utilize various strategies such as rewarding and giving recognition to the top performers within the hotel which would give these talented employees a sense of accomplishment or achievement. They can also give their talented employees multiple fringe benefits like medical insurance, vacations, training, or promotion to a higher position. These methods will help the management of the hotels dramatically to increase both the satisfaction levels and job commitment of the employees, which will increase their performance at work and motivate them to deliver outclass services to the customers. Creating positive employee experience within the jobs for the staff by the hotels will eventually help the top management of these hotels to create positive experiences for their customers, which will, in turn, result in more customer visits, positive reviews and word of mouth by the customers regarding the hotels and higher sales and profits for the hotels (Jayaweera, 2015).

CONCLUSION

From the above qualitative analysis, it can be concluded that it is mandatory for the management of the hotels within hospitality industries around the world to take every necessary action to enhance the motivation and job satisfaction of their employees, even if they are required to spend a large sum of money to invest within their growth and development. This is because if the employees are not motivated and satisfied with their jobs, then it will directly hurt their performance and undermine the quality of services, which are provided by the hotels. However, if employees are highly motivated, committed with their jobs and satisfied with their management, then they will be encouraged to work hard and put more effort to enhance their job performance and their provided services to the customers,

which as a result will increase the customer satisfaction and the resulting profitability of the hotels successfully (Zhao, Ghiselli, Law, & Ma, 2016).

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