



**SAINT MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT OF MOTIVATION ON EMPLOYEE
PERFORMANCE IN EDNA HOTEL BUSINESS PLC**

BY: AYNALEM ENGIDAWORK

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SCHOOL OF GRADUATE STUDIES**

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Declaration

I, Aynalem Engidawork, Registration ID. Number SGS /0356/2007A, do hereby declare that this thesis is my original work and that it has not been submitted partially; or in full, by any other person for an award of a Degree in any other university/institution.

By: Aynalem Engidawork

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Date_____

This is to certify that the above declaration made by the candidates is correct to the best of my knowledge.

Advisor: Dr Abraraw Chane

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Abstract

The purpose of this study was to investigate the impact of motivation on employee performance in Edna Hotel Business Private Limited Company. Specifically, it was intended to establish the relationship between motivation and employee performance in the company and to identify how incentives influence workers approach to work and to perform. A structured self-administered questionnaire was developed and distributed to employee of the company to achieve these objectives. Interview was also conducted with five management members of the company. The completed questionnaire was processed and analyzed using descriptive statistics and presented with charts and tables. The findings of the study revealed that alongside monetary incentives, to involve them in the process aimed at attaining organizational effectiveness is found another key motivating factor because without their co-operation and support a great deal of managerial energy may be wasted. Based on the findings, the following conclusions are made. The greater motivation in Edna hotel business plc yet the performance of those respondents to take related responsibility is weak; the organization had an incentive scheme that was used to motivate good work done by individuals, good and conducive physical environment of the hotel has positively affected, motivated and encouraged the employees to perform better. If should must be with in the organization. The management of Edna hotel plc needs to devise strategies that takes job advancements, recognition, and promotion so as out of turn and cash rewards in to account. This situation demands the management to make the necessary endeavor to improve the working conditions of employees for better performance. The management of the hotel should sustain the reward practiced in the hotel, good salary payments so as to motivate the workers more. Views of customers have to be considered into their strategic planning so as to align the motivational packages and the strategies of the hotel. The management has to ensure that the environment is conducive for optimum staff performance because without that staff motivation will be low and this will have negative effect on their performance. Management should reexamine its motivational packages to meet the needs of employee who are not well motivated. Due to the responses of no motivation by some employee there is a need to investigate the reason. The management should investigate that and normalize the situation quickly. There is good support for training by the hotel management and more effort should be placed to sustain it.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The word motivation is frequently used in the context of management as a transitive verb: motivation is by implication something done by one person or group to another. A further implication of this usage is that the motivated parties need to be induced to perform some action or expend a degree of effort which they would not otherwise wish to do. This is an issue of vital importance to the prosperity of commercial organizations in emphasized by Lawler, “Those individual behaviors that are crucial in determining the effectiveness of Organizations are, almost without exception, voluntary motivated behaviors”. Effective job performance is achieved by well-motivated employees who are prepared to exercise discretionary effort. People are motivated when they expect that a course of action is likely to lead to the attainment of a goal and a valued reward one that satisfies their needs and wants (Armstrong, 2009).

Employee motivation has always been a central problem for leaders and managers. Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake. There has been a lot of research done on motivation by many scholars, but the behavior of groups of people to try to find out why it is that every employee of a company does not perform at their best has comparatively not been researched. Many things can be said to answer this question; the reality is that every employee has different ways to become motivated. Employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs.

The hotel industry is a significant part of the tourism industry worldwide and its employees play a key role in delivering the service product to its customers. Excellent service provided by employees can create lasting positive experiences for customers. The individual motivational

constructs of the hospitality employee play an important and perceivably a significant role in achieving high satisfaction among hotel customers. One of a human resource manager's functions is related to ensuring employees' workplace motivation. Human resource management's function is to assist the general manager in keeping the employees satisfied with their jobs. If employees are not satisfied, they will not perform to the expected levels. Workplace dissatisfaction and poor performance usually lead to high employee turnover in the hospitality industry, particularly in developed countries.

To understand employees' needs, managers should understand key theories that help them learn the basic needs of people. Maslow's theory is one of the many theories that pointed out the basic sorts of needs. These needs are physiological, security, belongingness, esteem, and self-actualization. The lower level needs must be satisfied before the next higher level. Another theory, Herzberg's is based on two distinct sets of factors: hygiene factors such as pay, organizations, policies, working environment and motivating factors such as recognition, promotion, achievement and the intrinsic nature of the work.

The Edna hotel business plc is undertaking organizational reform to enhance its overall mission accomplishments. Providing training and development to enhance employees' skill, knowledge and ability is another significant factor to motivate employees and then produce efficient service. In relation to this, one of the good efforts conducted by Edna Hotel Business private limited company is the capacity building program. The other measures is drafting and implementing policies and regulations that support motivating staff members. The regulation was with indorsed with the following principles.

- The incentive system shall be modified with the socio and economic development and other related changes of the country.
- The incentive regulation shall be applied fairly and equitably.
- It shall also be flexible
- The incentive should be based on the capacity of the company
- The incentives should be directed towards improving the livelihood of the staff and building a good image.

The major aim of this incentive related regulation is to encourage and support company, maintain discharging its mission with the highest promise and resolve. In the regulation, incentives defined as the additional benefit to be offered for those who provide extra and unique service in Edna Hotel Business Private limited company which include: reward, and compensation for additional job results.

It is essential to increase overall efficiency of human resource to improve performance of an organization. This needs greater attention in the Edna Hotel Business private limited company. While machines, processes, technology of high order can be made to employees, but high productivity can only be achieved if workers are highly skilled and adequately motivated. That is why motivation gains wider circulation in recent times in organizational and performance study. Management of Edna Hotel Business Private limited company why do they create go there no such a situation wherein a person is stimulated to undertake activities that should motivate him to achieve high results. High performance is possible when workers feel to achieve something and divert all his energies towards achievement. Are they not hard at the moment and incorporated in the decision making process if they are to share the risk of failure. Motivating employees to high performance sometimes requires sharing the power from the management to consider the ideas of the employees.

1.2 Statement of the Problem

Human resource is the most important assets of any organization. For organizations to be effective in their service delivery, they need to have competent employees. But competency alone is insufficient to perform a given task. Despite the possession of excess material and financial resources, organizations can't achieve their goals without integration and involvement of human resource. So, the management system of the organization has a great responsibility to place more emphasis on motivational factors of the employee that leads them to high performance. In most cases employee need to get recognition of their work. If this is not applied, this may create distress and dissatisfaction which in turn adversely affect their effectiveness. So, the consequence of job satisfaction and job dissatisfaction impacts job performance Spector,(1996) studies have demonstrated that more satisfied employees have lower rates of absenteeism and lower turnover than less satisfied employees. Lack of employees' motivation

and satisfaction in an organization can cause high turnover, absenteeism, higher operating costs for recruitment and the training process (Thompson, 1997)

As Armstrong (2009) stated intrinsic motivation is one cause for the low performance of employees. Intrinsic motivation is motivation created internally which includes achievement, recognition, responsibility and opportunity for growth. When employees sufficiently conduct their task as it should be, they will feel satisfaction where as if the result is the reverse, the consequence would be dissatisfaction. He also added that extrinsic motivation occurs in the form increased pay, praise, promotion and punishment offered for employees. When these are unable to provide adequately, job dissatisfaction will be the aftermath.

Though, the Edna Hotel Business private limited company staff attempts to motivate staff members, there are various gaps in relation to motivation that needs to be addressed. Recognition is not well applied and internalized within the management at various levels. When group or individuals achieve extraordinary result, their achievements do not get appropriate recognition. Working environments are ill managed. Rules and regulations appropriately. Were not applied as the result, members of the organization are treated lopsidedly. The incentive rules and regulations endorsed and the additional regulation drafted for instructors are not fully functional.

Employees' of Edna hotel Business private limited company should portray high ethical, physical, and professional competence. Edna Hotel Business private limited company by its nature demands high degree of commitment from its employees to achieve its objective. In most circumstances the commitment needs not only the employees' professional service but their lives too. Understanding the different motivational factors and tools is sine qua non for decision makers of Edna Hotel Business limited company. The study should throw light on current motivational practice of Edna Hotel Business private limited company and attempts will be made whether or not Edna hotel Business limited company is willing to inculcate amendments to realize the full potential of the research findings. There is no wonder that other resources contribute to the success of an organization. But it is the human resource is responsible for efficient and effective utilization of non-human resources. It requires more than pay to motivate people as there are instances when people accept offers of other organization for reason less tangible than salary. This makes the management of human resource more complicated. There is

no hard formula to define the motivational factors and there is no hard and fast rule about it. So, the range of intrinsic and extrinsic motivation should be used if performance is to increase. Based on the aforementioned assumption, the study focuses on assessing to what degree all Employees for a special group? Members are motivated and how it contributes to their job performance. Even though hotel service is changing from time to time, researches have not been done on this regard. In addition, the available researches are not focused on motivation and performance of employees in Edna hotel business private limited company which is the focus of this study and one of the hotels which is not studied before. The main target of this research is, therefore, to fill this research gap.

1.3. Research Questions

The basic questions to be answered as a result of undertaking this research are

1. What does the motivation practice looks like in Edna hotel business private limited company?
2. How important are employee motivations in Edna hotel business private limited company to improve performance?
3. Is motivation in Edna hotel business private limited company effective to enhance performance of employees?

1.4.Objectives of the study

1.4.1. General Objective

The general objective of the study is to examine the impact of motivation on employee performance in Edna hotel business private limited company.

1.4.2. Specific Objectives

1. To examine the current motivational practices of Edna hotel business private limited company
2. To examine the importance of employee motivation in Edna hotel business private limited company

3. To assess the effectiveness of motivation on employee performance of Edna hotel business private limited company

1.5. Significance of the study

The research is believed to make a great contribution for the management of Edna Hotel Business private limited company. The findings of the research will bring issues such as; low performance, turnover, absenteeism, low motivation, low morale, etc. and their causes to the notice of top level management for effective decisions. The research is believed to be an initial for other researchers who plan to study this issue further.

1.6 Scope of the study

The study will not pretend to be an all-encompassing study of organizational performance. From the domains of factors affecting performance, motivation and its impact on performance is selected to be researched. This study will focus on motivation and performance of Edna Hotel business private limited company from the year 2009 to 2017. The data will cover some Edna hotel business private company employees.

1.7 Limitation of the study

Lack of experience in conducting research may have impact on the quality of the study. Lack of budget and time may also limit the research.

1.8 Definition of Terms

Motivation: in this study, Motivation is process through which employee are given impetus to maintain high performance discussed by Armstrong (Sarah 2010)

Employee satisfaction: Employees attitude towards their job or some features of the job.

Extrinsic motivations: The performance of an activity is also intrinsically motivated.

Incentive: something that motivates Rouses or encourages.

Intrinsic Motivation: a motivation that is driven by an interest or enjoyment in the individuals rather than relying on external pressure or desire for reward.

Fringe benefits: are defined as a service or advantages that employee are given with their job in addition to pay.

Organizational goals: a concept, which refers to the focus of attention and decision making among employee of a sub unit.

Performance: something that it carried out or accomplished.

1.9 Organization of the Study

The study will be structured in to five chapters. Chapter one covers: background of the study, guiding questions, statement of the problem, objectives, significance, scope, and limitations of the study. Chapter two will present the related literature review which will describe the theoretical concept of motivation, high performance and the relationship between the key factors. Chapter three will provide a discussion of the research methodology used. Chapter four will present the findings and discussions. Chapter five will contain conclusion and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Foundations of Motivation and performance

Numerous organizations are competing to survive in this ever increasing challenging and volatile market environment. Motivation and Performance of employees are powerful tools for the long-term success of the organization. Performance measurement is a critical characteristic of organization's management since it reflects the progress and achievement of the organization.

Motivation is the process that influences people to act and determine the organization's efficiency. The significance of motivation is to make employees align with that of organizational objectives. All facilities may go wasted if employees are not properly motivated.

The purpose of this Literature review is to analyze the drives of employee motivation to a high level of performances based on the research from several authors. Issue that causes employee dissatisfactions due to monotonous jobs and increase of pressure which comes from customers, may one way or the other weaken the organizational performance. Consequently, jobs absenteeism rates may increase and employees might even join competitors that offer better prospects and higher incentives.

2.2 Importance of motivation

All facilities may go wasted if employees are not properly motivated. Some authors describe the importance of motivation can be judged from the following factors:

A. Need satisfaction: - motivation helps in satisfying individual as well as group needs employees.

B. Job satisfaction: - when employees are properly motivated they use their skill and knowledge up to their maximum ability to show better result to the management.

C. Acceptance of organizational change: - technological changes taking place in the world has brought about revolutionary changes on productivity.

D. Productivity: - motivation result to increased productivity.

E. Increasing all round efficiency: - It helps in decreasing the wastages, accidents, complaints and governances.

F. Reduction in labor turnover and absenteeism.

G. Basis of co-operation: -efficiency and output are increased through cooperation (Nancy Lanston, 2001)

The purpose of this Literature review is to analyze the drives of employee motivation to a high The root of motivation to achieve the desired goal can vary from individual to individual. For instance one employee may be motivated in his work to earn higher commission, whereas another employee may be more interested for its satisfaction or the surrounding environment solely (Tietjen & Myers, 1998). The major factors of motivation are one's needs, rewards, wealth, determined goals, beliefs and dignity (Vroom, 1990). Moreover, failure, achievement or liability may motivate employees to carry out forceful devotion to their work.

Many people incorrectly view motivation as a personal trait-that is, some have it and others don't. But motivation is the result of the interaction of the individual and the situation. Certainly, individuals differ in their basic motivational drive. So as we analyze the concept of motivation, keep in mind that level of motivation varies both between individuals and within individuals at different times.

Finally we treat motivation as a need satisfying process. A need, in our definition, means some internal state that makes certain outcomes appear attractive. An unsatisfied need cerates tension that stimulates drives within the individual. These drives generate a search behavior to find particular goals that if attained, will satisfy the need and lead to the reduction of tension. But since we are interested in work behavior, this tension reduction effort must also be directed toward organizational goals. Therefore, inherent in our definition of motivation is the requirement that the individual's needs be compatible and consistent with the organizational goals. Where this does not occur, we can have individuals exerting high levels of effort that actually run counter to the interests of the organization. For example, some employees regularly

spend a lot of time talking with friends at work in order to satisfy their social needs. There is a high level of effort, only it is being unproductively directed (Robbins, 2005, page. 4073)

2.3 Definition of motivation

The word “motivation “comes from the word “motive” which means needs, desire, wants or drives within the individual. Motivation is the result of interaction of a person internal needs and external ingénue involving perception of equality, expectancy, previous conditioning and goal setting that determine behavior (plunketty, 2002, P. 231).Motivation is the process that accounts for an individual willingness to exert high level of effort to reach organizational goal, conditioned by the efforts ability to satisfy some individual needs (Stephen p. Robbins, 2005, page. 154).According to Nelson and Quick (2003) “Motivation is the process of arousing and sustaining goal directed behavior.” It helps to direct and guide employees to be more concerned on their job effectiveness.

Motivation can be defined as the willingness to exert high level of efforts toward organizational goals, conditioned by the effort’s ability to satisfy some individuals need. While general motivation is concerned with efforts toward any goal, we narrow the focus to organizational goals in order to reflect our singular interest in work related behavior. The three key elements in our definition are effort, organizational goal, and needs. The effort element is a measure of intensity. When someone is motivated, he/she tries hard. But high level of efforts is unlikely to lead to favorable job performance outcomes unless the effort is channeled in a direction that benefits the organization. Therefore, we must consider the quality of the effort as well as its intensity. Effort that is directed towards and consistent with the organization’s goals is the kind of effort we should be seeking (John M., 2008, p. 247)

In general sense, anything initiates activity whether internal or external is motivating. Today the term mean a lot more than this motivating is the work manger performs to inspire encourage and impel people to take required action. Motivation is the process by which a person wants and chooses to act in a particular way.

2.4 Types of Motivation

2.4.1 Extrinsic Motivations- there are sources of need satisfaction that are associated with tangible rewards such as pay, working conditions, physical surroundings, job security, promotion and international relations and such tangible rewards cannot be determined by the individual but rather at organizational level Deci,E.L.(1975).

2.4.2 Intrinsic Motivation- there are sources of need satisfaction, which drives from the individuals relation to the job itself and it involves job factors which reward the need of the individual to reach his aspirations and the examples are achievement, recognition, responsibility, advancement (Ryan.R.M.1985) Job Performance on the other hand is the result that employees produce within a specific period of time. It is the behavior exhibited or something done by employees (Campbell, 1990), for this reason, workers motivation to work has long been a core central discursion for scholars and practitioners air. Due to that a number of theories and approaches were developed to describe employees' motivational characteristics including private and public sectors. The result and outcome of motivation depends on the nature of employees & motivational factors, which in turn the job performance can be efficient or less efficient. So the challenge of organizational leadership at this dynamic environment is how to administer the motivation of employees. Job performance is considered to be the most influential which have four variables: ability, environment, comprehending of the nature of the job and motivation (Mite hell, 1982, P.82-83). Thus, employee must be milling and knowledgeable on organizational goals.

2.5 Employees' Performance

Employee performance in the organization is very important to determine company's success and profitability. According to Chien (2004) found that a successful organization require employees who are willing to do more than their usual job scope and contribute performance that is beyond goal's expectations. Furthermore, employees' performance also important in undertaking of the flexible performance to be critical to organizational effectiveness in an increasingly competitive environment (Katz, 1964; Podsakoff, MacKenzie, Paine and Bachrach, 2000) as cited in (Aryee, Chen & Budhwar, 2004).

Nowadays, most of the companies will facing contemporary challenges and require put more attention on enhancing employees' performance according (Gruman& Saks, 2011).Therefore, company need to concern on recent trends in the organizational in order can create workers knowledge to facilitate in the desired advanced economies. Hence, to engage in effective performance, management needs to allow employees to have more authority to design their job and roles. Thus, at the end, employees will discover their job more fit between employees' skills, needs and values. Furthermore, organizational policies and daily practices need to interact well to builds prior standard in employees' performance (Gruman& Saks, 2011).

Besides, nowadays frontline employees also play a critical role in the organization performance, because they are the people who interact more frequent with the customers. Moreover, self-efficiency, trait competitiveness and effort are used to predict frontline employee performance. Meanwhile, self-efficiency can influence the motivational and emotional reactions of the employees; therefore this will increase their confident and make them more enjoy in their job.

Motivation of the organization time, quality and quantity of the task and responsibilities might radically affected work life of the employees. Furthermore, Levay (2010) suggests that creation of organization Motivation will challenge the interests and values of the existing employees and build up crisis on the opposition to motivate. Besides, the low motivation will lead to reduction of employees' performance and other behaviors within organizations. Moreover, 86% of employers were experiencing difficulty to attract quality employees and 58% of the organizations are experiencing difficulty to retain high performance employees. Furthermore, organization motivate will decrease employees' performance by low pay, nature of the work, long working hours and contribute to high turnover (Chiang & Jang, 2008).

A Human Resources specialist, Hardgrave mentioned that employees also need to be given equal participants in the decision making process. Meanwhile, Responsibility role such as emphasis on training or counseling also is a critical point to inspire improvements of employees' performance. Companies are more interest in keeping good and expert people as those are able to contribute out their roles and responsibilities that are needed when in the organization goal. Moreover, Oppenheim says, with employees who resistance to change, Accountability need to ensure that have good sense of the company's current motivate needs and consistent observe how the employee views their own job.

Additionally, according to Aryee, Chen & Pawan (2004) states that while employee received rewards are perceived to be fairly allocated. Employees will be more willing to contribute their inputs (performance) because perceived they will receive fairly allocation of output (rewards). These allocation processes are perceptions of organizational justice, procedural justice can positively associated with organizational outcomes such as organizational commitment, job satisfaction and task performance. Hence, these all factors will increase employees' performance more effectively (Cohen-Charash and Spector, 2001; Dirks and Ferrin, 2002) as cited in (Hon and Lu, 2010).

According to Siddiqi and Sahaf (2009) found that Customer Orientation of Service Employees (COSE) exerts the direct impact on various employee outcomes as well as organization performance such as job satisfaction, employee service effort and commitment. The most powerful employee service effort will lead to higher employee motivation (Mohr and Bitner, 1995) as cited in (Siddiqi et al., 2009). Furthermore, the reasonable job satisfaction will increase the on the spot decision and also benefit to the customer by avoiding delay serving customers while need to wait management permission (Heskett, 1987) as cited in (Siddiqi et al., 2009).

Cheng, H. (1995) suggests that the current expectation outcome of the hoteling is based on the modify-made solutions and quality services from the hotels operations. In deep, today's hotels operations performances are required outcomes from the employees and the teams, who are responsible for creating and delivering a service. Thus, the transformational leadership roles are effective tools to improve the employee performance in order to enhance hotels performance.

2.6 Theories of motivation

Approaches to motivation are underpinned by motivation theory. The most influential theories are classified as follows:

- **Instrumentality theory:** which states that rewards or punishments (carrots or sticks) serve as the means of ensuring that people behave or act in desired ways?
- **Content theory:** which focuses on the content of motivation? It states that motivation is essentially about taking action to satisfy needs, and identifies the main needs that influence behavior. Needs theory was originated by Maslow (1954), and in their two-factor model, Herzberg et al (1957) listed needs which they termed ‘satisfiers’.
- **Process theory:** which focuses on the psychological processes which affect motivation, by reference to expectations (Vroom, 1964), goals (Latham and Locke, 1979) and perceptions of equity (Adams, 1965).

2.6.1 Early Theories of Motivation

The 1950s were a fruitful period in the development of motivation concepts. Three specific theories were formulated during this period, which although heavily attacked and now questionable in terms of validity, are probably still the best known explanations for employee motivation. These are the hierarchy of needs theory, Theories X and Y, and the motivation hygiene theory. As you’ll see later in this chapter, we have since developed more valid explanations of motivation, but you should know these early theories for at least two reasons: (1) They represent a foundation from which contemporary theories have grown, and (2) practicing managers regularly use these theories and their terminology in explaining employee motivation.

2.6.1.1 Hierarchy of needs Theory

It is probably safe to say that the most well known theory of motivation is Abraham Maslow’s hierarchy of needs.

He hypothesized that within every human being there exists a hierarchy of the following five needs.

1. Physiological: includes the need for biological maintenance such as food, water, shelter, sex air and other bodily needs.
2. Safety: includes security and protection from physical and emotional harm.
3. Social: includes affection, belongingness, acceptance and friendship.
4. Esteem: Includes internal esteem factors such as self respect, autonomy and achievement and external esteem factors such as status, recognition and attention
5. Self actualization: The drive to become what one is capable of becoming includes growth, achieving one's potential and self, fulfillment.

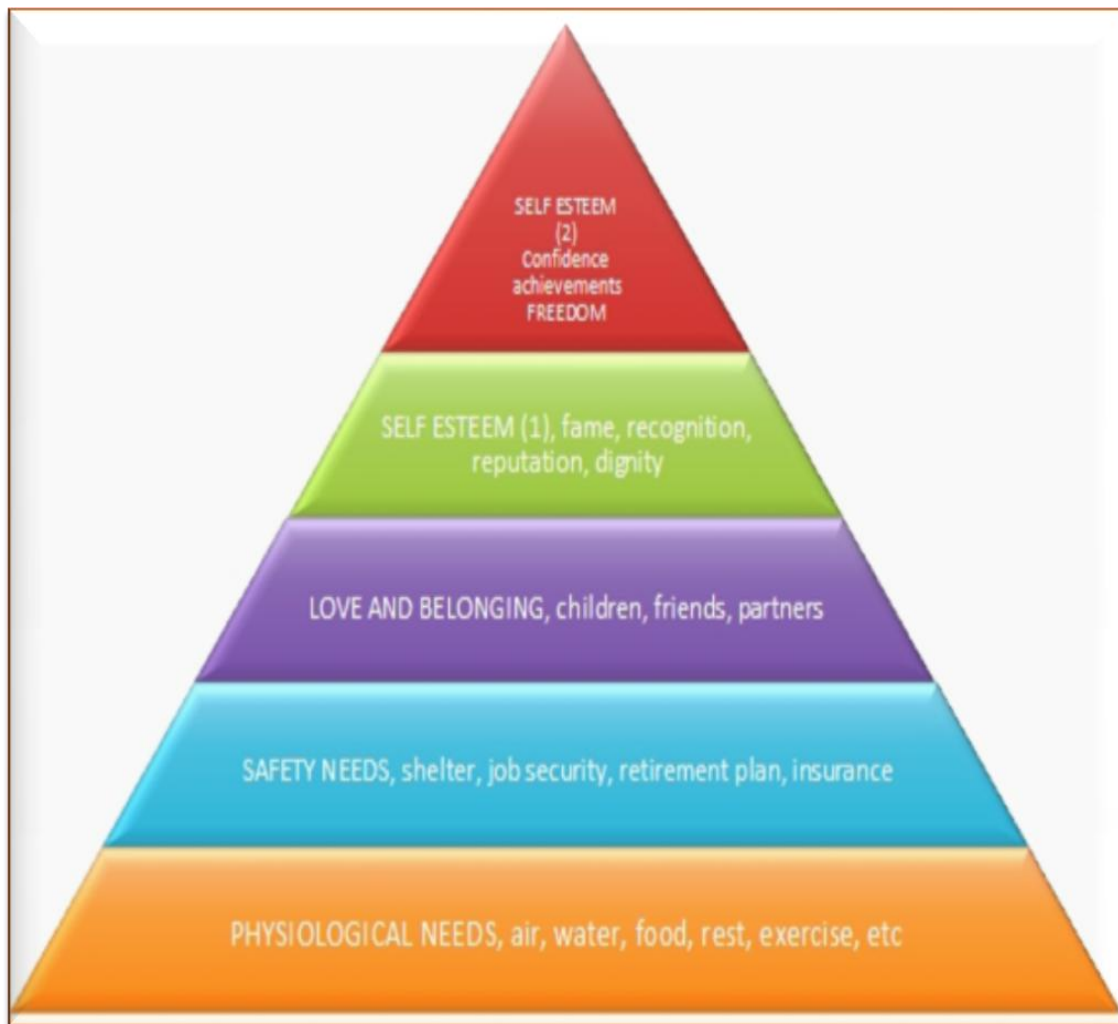


Figure 2.1 Maslow's Hierarchy of need

Maslow separated the five needs into higher and lower orders. Physiological and safety needs were described as lower-order and social, esteem, and self-actualization as higher-order

needs. The differentiation between the two orders was made on the premise that higher-order needs are satisfied internally (within the person), whereas lower-order needs are predominantly satisfied externally (by such things as pay, union contracts, and tenure).

- a. A fully satisfied need is no more a motivator. So if we want to motivate same one, according to Maslow, we need to understand at what level of the hierarchy that person is currently on and focus on satisfying those needs at or above that level. As each of these needs becomes substantially satisfied, the next need becomes dominant.
- b. The needs are put in the order of importance. Maslow separated the five needs in to higher and lower orders. Physiological and safety needs were described as lower order and social, esteem and self actualization needs as the higher order needs. The differentiation between the two orders was made on the premises that higher order needs are satisfied internally (within the person), whereas lower order needs are predominantly satisfied externally (by pay, union contracts, and tenure).
- c. One should minimally satisfy the lower level need in order to think of the next higher level needs.
- d. If a need is not fully satisfied/threatened by anything, the individual will regret/retreat back to it from the one above it.

Maslow separated the five needs into higher and lower orders. Physiological and safety needs were described as lower-order and social, esteem, and self-actualization as higher-order needs.

2.6.1.2 Theory 'x' and Theory 'y'

Douglas McGregor proposed two distinct views of human beings: one basically negative, labeled theory x, and the other basically positive labeled theory y

According to theory x, the four assumptions held by managers are as follows:

1. Employees inherently dislike work and whenever possible will attempt to avoid it.

2. Since employees dislike works, they must be coerced, controlled or threatened with punishment to achieve goals.
3. Employees will avoid responsibilities and seek formal direction whenever possible.
4. Most workers place security above all other factor associated with work and well display little ambition.

In contrast to these negative views about the nature of human beings McGregor listed four positive assumptions which he called theory y.

1. Employees can view work as being as natural as rest or play.
2. People will exercise self-direction and self control if they are committed to the objectives.
3. The average person can learn to accept, even seek, responsibility.
4. The ability to make innovative decisions is widely dispersed throughout the population and is not necessarily the sole province of those in management positions.

2.6.1.3 The two- Factor Theory/Motivation-Hygiene Theory

In the belief that an individual's relation to his/her work is a basic one and that his/her attitude toward his work can very well determine the individual's success, Herzberg investigated the question "what do people want from their jobs?" he asked people to describe, in detail, situations when they felt exceptionally good and bad about their jobs. The findings of the two- factor theory suggested that the work characteristics associated with dissatisfaction are different from those pertaining to satisfaction, which formulated the notion that two factors influence work motivation factors. They are hygiene factors and motivation factors (Kondalkar, 2007, page. 113)

These are the characteristics that people find intrinsically rewarding. Factors of motivation job attitude

Leading to dissatisfaction	Leading to satisfaction
Salary	Achievement
Job security	Recognition
Working conditions	Responsibility
Company policy	Advancement
Quality of technical supervision & Status	The fringe benefit

Table 2.1 they are hygiene factors and motivation factors (Kondalkar, 2007, page. 113).

When present in sufficient quantity they have no effect (People will neither be satisfied nor be dissatisfied), when absent they can lead to job dissatisfaction.

According to Herzberg, the factors leading to job satisfaction are separate and distinct from those that lead to job dissatisfaction. Therefore, managers who seek to eliminate factors that create job dissatisfaction can bring about peace, but not necessarily motivation.

The motivation-hygiene theory is not without drawbacks. The criticisms of the theory include the following:

1. The procedure that Herzberg used is limited in its methodology. When things are going well, people tend to take credit themselves. Contrarily, they blame on the external environment.
2. The reliability of Herzberg's methodology is questioned. Since raters have to make interpretations, it is possible they may contaminate the findings by interpreting one response in one manner while treating another similar response differently.
3. The theory, to the degree it is valid, provides an explanation of job satisfaction. It is not really a theory of motivation.
4. No overall measure of satisfaction was utilized. In other words, a person may dislike part of his or her job, yet still think the job is acceptable

5. The theory is consistent with previous research. The motivation hygiene theory ignores situational variables.

6. Herzberg assumed a relationship between satisfaction and productivity. But the research methodology he used looked only at satisfaction, not at productivity. To make such research relevant, one must assume a high relationship between satisfaction and productivity.

2.6.2 Conceptual Framework

According to the discussion of (Kondalkar, 2007) in the review of related literature, hygiene factors and from Mc pheat(2013) motivator factor were considered to this model.

Employees are closely monitored to reach a very high performance level, both formally and informally. This continuous demand for excellent performance is supported by the unique relationships between the leader and employees, and it could bring pressured to the employees for achieve the goal or tasks.Imberman (2009) state there is positive relationship between Recognize and employees' performance. Besides, it also brings impact on motivation commitment, change-oriented organizational citizen behavior and attitude toward future change.

2.6.3 Relationship Between the Variables

Figure 2.2 presents a summary diagram of the proposed theoretical framework for this study is developed base on several research framework conducted by Kang, Kim and Chang (2008) and Tzafirir et al. (2004) as cited in Lam, Lau, Ng, Shua, Tec, (2011). This model is operated as the basis in this research. The purpose of conducting this research is to investigate the relationship among six variables which include achievement, Recognition, Responsibility, advancement, Fringe benefit and employees' performance in hotels. There are five independent variables which consist of achievement, Recognition, Responsibility, advancement and Fringe benefit. At the mean time, the dependent variable is employees' performance in this study.

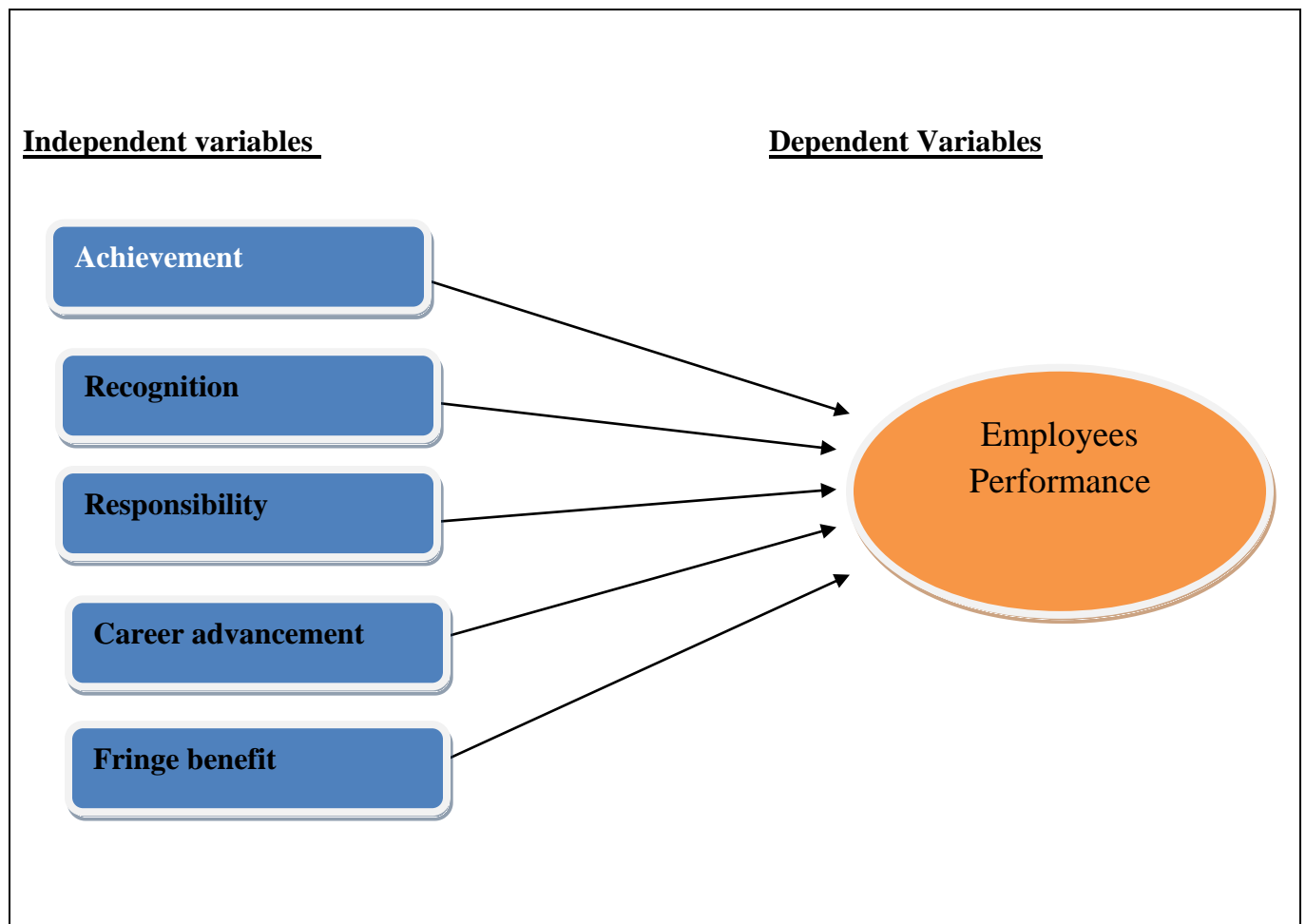


Figure 2.2: Conceptual Framework adapted from Lam, Lau, Ng, Shua, Tec, (2011)

The conceptual framework shows the motivation and employees performance. As we seen from the above figure the motivation of Edna hotel business private limited company employee will be assessed by five basic variables; need for independence/autonomy, Also the framework shows the five basic challenges; achievement, Recognition, Responsibility, advancement and Fringe benefit. To make the Edna hotel business private limited company employees it is not enough to identify the motivation as well as the performance of those people yet it needs to be an organization by using their motivations and facing the performance and make some strategy to resolve the employees' performance. The collaboration of the above two parts; the motivation of the Edna hotel business plc and the employees' performance are the conceptual road maps in this study.

2.6.4 Contemporary Theories of Motivation

The previous theories are well known but, unfortunately, have not held up well under close examination. However, all is not lost. There are a number of contemporary theories that have one thing in common each has a reasonable degree of valid supporting documentation. Of course, this doesn't mean that the theories we are about to introduce are unquestionably right. We call them "contemporary theories" not because they necessarily were developed recently, but because they represent the current state of the art in explaining employee motivation.

2.6.4.1 ERG Theory

ERG theory is a modification of the need hierarchy theory that proposes three categories of needs-existence, relatedness and growth.

1. *Existence needs*: - Concerned with providing our basic material existence requirements. It includes the items that Maslow considered physiological and safety needs.
2. *Relatedness needs*: the desire we have for maintaining important interpersonal relationships. These social and status desires require interaction with others if they are to be satisfied, and they align with Maslow's social need and the external component of esteem classification.
3. *Growth need*: focuses on an intrinsic desire for personal development and the need for increased competence. These include the intrinsic component from Maslow's esteem category and the characteristics included under self-actualization.

The ERG theory is less rigid than Maslow's need hierarchy theory suggesting that individuals may move up as well as down the hierarchy depending on their ability to satisfy needs. A person can, for example, be working on growth even though existence or relatedness needs are unsatisfied, or all three need categories could be operating at the same time. If a person fails to satisfy the already satisfied and passed need due to different reasons, he redirects his effort to start satisfying it by leaving the one above it. Inability to gratify for social interaction for instance, might increase the desire for more money or better working conditions. The theory reduced Maslow's five needs in to three and allowed for more than one need to be activated at a

time. He suggested that frustration in attempting to satisfy a higher level need can result in regression to lower level need.

2.6.4.2 The Equity Theory

Equity theory focuses on individual's perception of how fairly they are treated compared with others. Individuals compare their job inputs and out come with those of others and then respond so as to eliminate any inequalities. We perceive what we get from a job situation (outcomes) in relation to what we put in to it (inputs), and then we compare outcome input ratio with the outcome input ratio of relevant others. When we see the ratio as unequal, we experience equity tension. The referent that an employee selects adds to the complexity of equity theory. Evidence indicates that the referent chosen is an important variable in equity theory.

There are four referent comparisons an employee can use: *Self- inside*: an employee's experiences in a different position inside his or her current organization. *Self-outside*: an employee's experience in a situation or position outside his/her current organization. *Other-inside*: another individuals or group of individuals inside the employee's organization. *Other- outside*: another individual or group of individuals outside the employee's organization.

So employees might compare themselves to friends, neighbors, coworkers, colleagues in other organizations, or past jobs they themselves have had. Which referent an employee chooses will be influenced by the information the employee holds about referent as well as by the attractiveness of the referent. Employees with short tenure in their current organizations tend to have little information about others inside the organization, so rely on their own personal experience. However, employees with long tenure rely more heavily on coworkers for comparison (Forcel, 1995, p. 321).

If employees perceive their compensation is equal to what others receive for similar contributions, they will believe that their treatment is fair and equitable. Employees evaluate equity by a ratio of inputs to outcomes. Inputs to a job include education, experience, effort and ability (competence). Outcomes from a job include pay, recognition, benefits and promotions. A state of equity exists whenever the ratio of one person's outcomes to input equals the ratio of

another person's outcomes to inputs. That is, a manager allocates rewards, individuals make equity comparisons and job satisfaction and performance are affected (Kondalkar, 2007, p. 257).

Equity theory recognizes that individuals are concerned not only with the absolute amount of rewards they receive for their efforts, but also with the relationship of this amount to what others receive. Based on inputs such as; effort, experience, education, and competence one compares outcomes such as; salary levels, raises, and recognition and other factors. When people perceive an imbalance in their outcome-input ration relative to others, tension is created. This tension provides the basis for motivation, as people strive for what they perceive as equity and fairness (Mary Coulter, 2005, p. 79).

Specifically, the theory establishes four propositions relating to inequitable pay. The first one is given payment by time, over rewarded employees produce more than equitably paid employees. Hourly and salaried employees generate high quantity or quality of production in order to increase the input side of the ratio and bring about equity. The second one, given payment by quantity of production, over rewarded employees produce fewer, but higher quality, units than equitably paid employees. The third one is, given payment by time, under rewarded employees produce less or poorer quality of output. Effort is decreased which brings about lower productivity or poorer quality output than equitably paid subjects. The last one is, given payment by quantity; under rewarded employees produce a large number of low-quality units in comparison with equitably paid employees.

It is also important to note that while most research on equity theory has focused on pay, employees seem to look for equity in the distribution of other organizational rewards. For instance, it has been shown that the use of high-status job titles as well as large and lavishly furnished offices may function as outcomes for some employees in their equity equation. In conclusion, equity theory demonstrates that, for most employees, motivation is influenced significantly by relative rewards as well as by absolute rewards (Pluketty&Atlner, 2002, p. 347).

2.6.4.3 The Expectancy Theory (victor vroom)

This theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of those outcomes to the individual. In more practical terms, expectancy theory says an employee is motivated to exert a high level of effort when he/she believes effort will lead to a good performance appraisal. A good appraisal will lead to organizational rewards like a bonus, a salary increase, or a promotion and the rewards will satisfy the employee's personal goals. Generally, this theory is based on the relationships among the individual's effort, performance and the desirability of outcomes associated with high job performance.

Effort- Performance (E-P) expectation: - involves whether putting effort in to a task will lead to high performance. For this expectancy to be high, the individual must have the ability to perform. If I give a maximum effort, will it be recognized in my performance appraisal? For a lot of employees, the answer is no. why? Their skill level may be deficient, which means no matter how hard they try, they are not likely to be a high performer. The organization's performance appraisal system may be designed to assess nonperformance factors like loyalty, initiative, or courage, which means more effort will not necessarily result in a higher evaluation.

Performance Outcome (p-o) expectancy: - involves whether successful performance will lead to the desired reward. This expectancy concerns the belief that high performance will truly lead to reward. If I get a good performance appraisal, will it lead to organizational rewards? Many employees see the performance- reward relationship in their job as weak. The reason is that organizations reward things besides just performance.

Valence or preference: - the value of outcomes or attractions for outcomes for the individual. If employees do not value the outcomes that are available from high effort and good performance, motivation will be low. If I am rewarded, are they the rewards I find personally attractive? The employee works hard in hope of getting a promotion, but gets a pay raise instead. Or the employee wants a more interesting and challenging job, but receives only a few words of praise.

2.6.4.4 Goal-Setting Theory

This theory states that specific and difficult goals lead to higher performance. Goals tell an employee what needs to be done and how much effort will need to be expended. More to the point, we can say that specific goals increase performance; that difficult goals when accepted result in higher performance than do easy goals; and that feedback leads to higher performance than does non feedback. Specific hard goals produce a higher level of output than does the generalized goal of “do your best.” The specificity of the goal itself acts as an internal stimulus. If factors like ability and acceptance of the goals are held constant, we can also state that the more difficult the goal, the higher will be the level of performance. However, it is logical to assume that easier goals are more likely to be accepted.

Goal setting theory presupposes that an individual is committed to the goal that is, determined not to lower or abandon the goal. This is most likely to occur when goals are made public, when the individual has an internal locus of control, and when the goals are self set rather than assigned. Self- efficacy refers to an individual’s belief that he/she is capable of performing a task. The higher your efficacy, the more confidence you have in your ability to succeed in a task (Marthy, 2004, p. 317).

2.7 Psychological contract

Research into the psychological contract between employer and employees has produced a number of important messages. Despite the academic origins of the term, many managers believe that the idea of the psychological contract offers a valid and helpful framework for thinking about the employment relationship against the background of a changing labor market.

Levinson et al (1962) defined the psychological contract as comprising of mutual expectation between an employee and the employer. The expectation that create from both parties might be steamed from unconscious motives. Thus each party may not be aware of the own expectations yet merely the expectations of the other party. The finding of the aforementioned research should the role of reciprocity and the consequence of expected sati’s faction on employees and employers. On the basis of that, employees may exert all their effort to attain that expectation. The same is true for the organization, meaning in order to gain better result may provide over all support to boost employees’ motive Jacqueline et-al (2008,p.4).

Even though, Argyris (1960) was the first person to come up with what psychological contract, the concept of employer and employee relationship as an exchange can be drawn to the unitings of Bernard (1938) and March and Simon (1988). This theory describes that workers' job depends on the degree of reward from their organization. This refers the employee of any organization expect fruit full outcome from employees. So it reflects the reciprocity of benefit in between. These also mean employees are more satisfied when there is a greater difference between the inducements offered by the organization and the contribution they need to provide, from the employers' perspective. Workers role towards their job should be sufficient enough to yield inducements from the employers, which in turn need to be attractive enough to elevate workers contribution. Baring (2008, p .4) shows the lower grievance existence on any kind of compensation, job security not at all which creates mutual environment for the organizational & employee relationship

Arygis (1960) stands psychological contract captures an implicit understanding of the exchange of tangible resources b/n employees and an org. As noted by Conway and Briner (2005) was underdeveloped one they viewed Arygis view as narrowest view of psychological contract. In contrast, Levinson et-al (1962 Ana Schein) (1965) viewed the contact of the exchange of both tangible and intangible resources.

The term 'psychological contract' was first used in the early 1960s, but became more popular following the economic downturn in the early 1990s. It has been defined as 'the perceptions of the two parties, employee and employer, of what their mutual obligations are towards each other'. These obligations will often be informal and imprecise: they may be inferred from actions or from what has happened in the past, as well as from statements made by the employer, for example during the recruitment process or in performance appraisals. Some obligations may be seen as 'promises' and others as 'expectations'. The important thing is that they are believed by the employee to be part of the relationship with the employer. The psychological contract can be distinguished from the legal contract of employment. The latter will, in many cases, offer only a limited and uncertain representation of the reality of the employment relationship. The employee may have contributed little to its terms beyond accepting them. The nature and content of the legal contract may only emerge clearly if and when it comes to be tested in an employment tribunal. The psychological contract on the other hand looks at the reality of the situation as

perceived by the parties, and may be more influential than the formal contract in affecting how employees behave from day to day. It is the psychological contract that effectively tells employees what they are required to do in order to meet their side of the bargain, and what they can expect from their job. It may not - indeed in general it will not - be strictly enforceable, though courts may be influenced by a view of the underlying relationship between employer and employee, for example in interpreting the common law duty to show mutual trust and confidence. Managers need to remember:

- Employment relationships may deteriorate despite management's best efforts: nevertheless it is managers' job to take responsibility for maintaining them.
- Preventing breach in the first place is better than trying to repair the damage afterwards.
- But where breach cannot be avoided it may be better to spend time negotiating or renegotiating the deal, rather than focusing too much on delivery.

Changes currently affecting the workplace include:

- The nature of jobs: more employees are on part time and temporary contracts, more jobs are being outsourced, tight job definitions are out, and functional flexibility is in.
- Organizations have downsized and delayed: 'leanness' means doing more with less, so individual employees have to carry more weight.
- Markets, technology and products are constantly changing: customers are becoming ever more demanding, quality and service standards are constantly going up.
- Technology and finance are less important as sources of competitive advantage: 'human capital' is becoming more critical to business performance in the knowledge-based economy.
- Traditional organizational structures are becoming more fluid: teams are often the basic building block; new methods of managing are required.

The effect of these changes is that employees are increasingly recognized as the key business drivers. The ability of the business to add value rests on its front-line employees, or 'human capital'. Organizations that wish to succeed have to get the most out of this resource. In order to

do this, employers have to know what employees expect from their work. The psychological contract offers a framework for monitoring employee attitudes and priorities on those dimensions that can be shown to influence performance.

❖ **Employer brand**

Employees in large organizations do not identify any single person as the 'employer'. The line manager is important in making day-to-day decisions but employees are also affected by decisions taken by senior management and HR. Employees may have little idea who, if anyone, is personally responsible for decisions affecting their welfare or the future of the business. Unsurprisingly surveys confirm that employees tend to feel more confidence in their line manager, whom they see on a regular basis, than in members of senior management. In order to display commitment, employees have to feel they are being treated with fairness and respect.

Many organizations have concluded they need to create a corporate personality, or identity with a set of corporate values or a stated mission - 'an employer brand' - that employees as well as customers will recognize and relate to each other. In practice the employer brand can be seen as an attempt by the employer to define the psychological contract with employees so as to help in recruiting and retaining talent.

The changing employment relationship

The traditional psychological contract is generally described as an offer of commitment by the employee in return for the employer providing job security - or in some cases the legendary 'job for life'. The recession of the early 1990s and the continuing impact of globalization are alleged to have destroyed the basis of this traditional deal since job security is no longer on offer. The new deal is said to rest on an offer by the employer of fair play and treatment, plus opportunities for training and development. On this analysis, an employer can no longer offer security and this has undermined the basis of employee commitment.

But is this the case, and is there a 'new contract'? Research suggests that in many ways the 'old' psychological contract is in fact still alive. Employees still want security: interestingly labor market data suggest that there has been little reduction in the length of time for which people stay in individual jobs. They are still prepared to offer loyalty, though they may feel less

committed to the organization as a whole than to their workgroup. In general they remain satisfied with their job.

The kinds of commitments employers and employees might make to one another and reflect in an employment proposition are:

Employees promise to:

Work hard

Uphold company reputation

Maintain high levels of attendance

Show loyalty to the organization

Work extra hours when required

Develop new skills and update old ones

Be courteous to clients and colleagues

Be honest

Come up with new ideas

Employers promise to provide:

Pay commensurate with performance

Opportunities for training and development

Opportunities for promotion

Recognition for innovation or new idea

Feedback on performance

Interesting tasks

Respectful treatment

Reasonable job security

a pleasant and safe working environment

2.8 Factors affecting motivation

Organizational strategy: A strategy that is developed exclusively by only a few top executives and is not communicated to other employees does not guide the employees' actions and does not become an organizational strategy. In other words, there may be wise individuals in the organization, but the organization does not become wise unless individuals' wisdom is articulated and transferred to others. For this, dissemination tools must be used to transfer values and goals to those charged with translating the vision into reality (Christensen and Kessler, 1995). We argue that individual wisdom is transformed into organizational wisdom through several means, three of the most important being: Transformational leadership, Organizational culture and structure, and Knowledge transfer.

Leadership: Karl Jaspers writes that in the history of civilization there have been four men who created and demonstrated a way of life that has been followed by countless peoples: Buddha, Confucius, Socrates, and Jesus (Beck, 1999). These great teachers can be seen as visionary and charismatic leaders in the sense that they transferred to their followers the light of their wisdom and the energy of their dedication. The organizational analogy to these great teachers is the wise CEOs or strategists who, as transformational leaders, impart wisdom to their organizational colleagues and motivate them to achieve their vision. Transformational leadership ``occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, when they stir their employees to look beyond their own self-interests for the good of the group" (Bass, 1990, p. 21). Components of transformational leadership include . . . `` (a) charisma: providing vision and sense of mission, instilling pride, gaining respect and trust, (b) inspiration: communicating high expectations, using symbols to focus effort, expressing important purposes in simple ways, (c) intellectual stimulation: promotes intelligence, rationality, and careful problem solving, and (d) individualized consideration: gives personal attention, treats each employee individually, coaches, advises" (Bass, 1990: 22). Transformational leadership tends to be most effective if it is strongly based on spirituality, promoting commitment and a sense of community (Bolman and Deal, 1995, p. 437). Many of the characteristics that we might attribute to the transformational leader are also present in Greenleaf's notion of ``servant-leadership." Servant-leadership describes a philosophy in which leaders act as servants to their community through priorities that include conceptualization, foresight, stewardship and community building. Similarly, some argues that revolutionary leadership must be co-intentional education; leaders and followers learn from each other's actions and both demonstrate committed involvement.

The transformational leader is similar to the Northern Buddhist conception of the Bodhisattva, a person who does not enter the state of nirvana when they reach enlightenment (read ``become wise") but instead remain active in the world, as Buddha did, helping others along the path to enlightenment. The Bodhisattva dedicates his life to helping others to become wise. Thus the wise individuals, through education and dedicated effort, can play the role of ``teacher" to diffuse and instill wisdom in their followers (Mullins, 2000, p. 252)

Culture and structure: Organizational culture and structure has its own impact on motivation of employees as it affects the working condition of the organization (Robbins, 2005, p. 521). Managers should consider internal and external factor for designing structure of the organization. In recent times structure is consider as slave to the strategy of the organization. So it is important factor to take it in to consideration while pursuing motivation of employees.

2.9 Motivation and performance

There is positive correlation between motivation and performance. When the organization provides all the necessary instruments of motivation and develops appropriate conducive environment, the performance of employees will be high and the vice versa. The same is true for the intrinsic motivational factors. If they are available in high degree, the performance will be high and the response is according to the magnitude they internally hold (Kondalkar, 2007).

CHAPTER THREE

RESEARCH METHODOLOGY

In this section the research approach, design, sample design, data types and sources, methods of data collection and data analysis techniques are presented.

3.1 Research Approach

The researcher used both quantitative and qualitative research approaches in presenting the primary and secondary data that are relevant and significant to the study. Because, using both qualitative and quantitative data in the study can produce a more comprehensive understanding required for the issue made study. And also both qualitative and quantitative data collected at a time. Has been used for purposes of achieving triangulation of the data, which is necessary in order to increase a study's validity and interpretability. Therefore, the researcher used both quantitative and qualitative research approach proposed as very useful for this study to achieve the stated same as the second statement of the problem

3.2 Research Design

The question of good design is related to the purpose or objectives of the research problem and also with the nature of the problem studied (Kotari, 2004). Thus, this study employed descriptive research design to assess motivation on employees' performance to become hotel industry. The rationale behind choosing this design was to explain and describe the existing situation with regards to respondents view about the motivation on employee's performance.

3.3 Sample Design

The sample design describes the proposed target population and the sampling frame of the study in the study area. It also identifies the sampling size, sampling unit and sampling techniques to conduct the intended research. For the study, all the departments' of Edna hotel to take representative sample of populations from all of the departments. By doing so, the researcher took 88 permanent employees of Edna hotel Business plc as a sample size.

3.1.1 Population

All the employees of Edna Hotel Business PLC including office holders, non-office holders and contract employee as security guard are the population of the study.

3.4 Data Source and Collection Method

Primary data and secondary data are important inputs for this research. The questionnaire will be designed to explore people's responses on motivation, the perceptions of how motivation developed and Employee performance how its development in the workplace is encouraged. It would also design to be a reflective tool enabling the respondents to identify their vision and what they need to make their vision a reality especially for organizational performance and personal growth.

Moreover, secondary data will also be used to supplement the study and to reflect back on important components to identify the current gap. So both primary and secondary source would be used to gather the necessary data for the study.

The researcher used quantitative data which is gathered from questionnaire methods of data collection; however, to support the quantitative assertion the study was supplement by qualitative data generated and in-depth interview method of data collection from the concerned department heads.

- 1. Questionnaires:** the researcher has developed questionnaires to gather quantitative data from Edna hotel employees working vaion in the departments. The questionnaire includes both open-ended and close-ended questions. The open-ended measuring scale and category moment levels questionnaire were included to enable the Edna hotel business plc to freely express their opinion and views without prejudices as a result to get adequate and reliable data and information in relation to the objectives set for this study and to answer the research questions.
- 2. In-depth interviews:** In order to understand about the situation of motivation on employees performance, the researcher was conduct an in-depth interview with department heads that have knowledge about the impact of motivation on employee performance. Researcher will gather reliable data and information from Edna hotel business private limited company

employees, from department heads through semi-structured interviews. The purpose of the in-depth interview will to generate a first hand and depth information on the overall condition of the motivation on employee performance in the study area.

3.5 Source of Data

Both primary and secondary sources of data used for the study to counter balance the limitation of the one by the other.

3.5.1. Primary Data

The primary sources of data were employee of Edna hotel business plc chosen by using random sampling technique, key informant interview question be held to supplement, complement, validate and triangulate data obtained from the Edna hotel business private limited company survey through convenience sampling technique.

3.5.2. Secondary Data

The secondary data include the information that were obtained mainly from company publications, previous studies, books and websites which are relevant to the theme of the study, were gathered from various sources to complement the survey-based analysis.

3.6 Data Analysis Method

To analyze the data collected a combination of qualitative and quantitative analysis methods were employed. The qualitative data collected using Key Informants Interview was analyzed through description.

Quantitative data which generated from were analyzed using simple descriptive statistical tools mains frequency and percentages using with Statistical Package for Social Studies (SPSS) and Micro Soft Excel. All data collected in the field edited to ensure completeness, accuracy and consistency. The analyzed were of the data presented through graphs, tables, and statistical models.

During the data analysis, the researcher base himself on the 3 steps as suggested by Miles and Huberman (1994), which are:

1. Data reduction: This is about sharpening, sorting, focusing, discarding and organizing data in a way that allows conclusions to be drawn and verified. This is done through transformation which can be reached by data selection, summary or paraphrasing.
2. Data display: This is about displaying the reduced data in an organized and compressed way so that conclusions can be easily drawn.
3. Conclusion drawing and verification: This part consists of showing meaning of what the data would have revealed. The researcher makes the use of similarities, explanations as well as propositions.

3.7 Validity and Reliability

Validity is the extent to which the research instrument gives the correct answer. Therefore, the researcher maintained the validity of the data through applying different methods to collect same information (i.e. methodological triangulation), collecting of same information from different sources, confirmation of the interpretation of the results with the research subjects and checking the divergence of the data from initial assumption. In addition the researcher maintained the validity using relevant instruments to measure the variables, and comparing the findings with the research objectives.

Reliability on the other hand is the extent to which the research produces the same answers whenever it is applied. The researcher ensured the reliability of the research through cross tabulation of the survey data by data from the interviews.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents the main results of this study and data obtained from questionnaires; interview, and document review. It has divided into two sections. The first section provides the response characteristics of a sample population of Edna hotel business plc in which the respondent's gender, age, marital status, educational qualification and year of experience, monthly employee salary were described. The second section collected raw data about the level of impact of motivational on employee performance of Edna hotel business private limited company are analyzed, interpreted and discussed. Also, the key findings are discussed and interpreted in comparison with the existing literature in line with basic research questions under the study. In the third section the association between motivation and employee performance of Edna hotel business private limited company has been assessed.

4.2. Response Rate

In this study, the respondents were categorized into two. The first category contains 88 respondents of Edna hotel business plc in all departments. The second category contains five informants (manager, team leader, and receptionist, human resource head, and Finance head) of Edna hotel business plc with whom interview was made. Therefore, 88 questionnaires were distributed in Edna hotel business plc departments based on the proportion of their number of Edna hotel business plc. All the 88 questionnaires with 100% response rate were collected and analyzed.

4.3. Demographic Characteristics of Respondents

In this subsection, demographic characteristics of respondents such as gender, age, marital status, educational qualification, year of experience and salary were analyzed.

Table 4.2: Distribution of sample respondents by socio-demographic characteristics

Demographic Characters	Category	Frequency	Percent
Gender of Respondents	Male	38	43.2
	Female	50	56.8
	Total	88	100
Age of Respondents	18-30	40	45.5
	31-40	29	33
	41-50	16	18.10
	Above 51	3	3.40
	Total	88	100
	Education Level of Respondents	Reading and writing	3
	Elementary school	2	2.3
	Senior high school	10	11.4
	Diploma	27	30.7
	First Degree	45	51.10
	master	1	1.1
	Total	88	100
Marital status of Respondents	Married	46	52.3
	Single	37	42
	Divorced	5	5.7
	Total	88	100
Experience of respondents	Below 1years	18	20.5
	1-5 years	44	50
	6-10years	18	20.5
	11-15years	6	8.8
	16-20 years	2	2.3
	Total	88	100
	Monthly salary of respondents	Below2000	21
Br 2001-7000		43	48.9
Br 7001-11000		15	17
Br 11001-16000		8	9.10
Br 16001 above		1	1.1
Total		88	100

Source: own survey 2017

As indicated in table 4.2 below, the male and female respondents in Edna hotel business plc were 43.2% and 56.80%, respectively shows that majority of employees were female Based on the respondents' age category; the majority number of respondents (45.50%) we in the age by 18-30 age group followed by 31-40 age category (33%). Those who are in the age categories of 41-50

and above 51 accounted for 18% and 3.4 % respectively. This implies that almost all of the respondents were in active age category.

From the total respondents, half of them (52.3%) were married, 42% of them were single, and the rest (5.7%) were divorced. As far as their marital status and educational backgrounds are concerned, the highest number of respondents are degree holders 45(49.8%) followed by 27(30.7%) diploma holders. Those with senior high school, reading and writing, elementary school, and masters degree and above accounted for 10 (11.4%), 3(3.4%), 2(2.3%) and 1(1.1%) respectively. This shows that more than 95% of employees could easily understand and answer the questionnaire.

On the other hand, out of the total respondents, the highest experience observed was under 1-5 years (50%). The second highest frequency was under below 1year and 6-10 year of experience (20.5%). Those workers with experiences of 11-15 years and 16-20 years accounted for (8.8%) and (2.3%) respectively. As 65% of respondents had more than 5 year experience in Edna hotel business plc, they possibly are familiar with the Edna hotel business plc practices and to reply the questions asked well and properly.

The salary background of the respondents indicated that the largest proportions of respondents (49%) and(24%)are with monthly salary of 2001-7000 and less than 2000 birr respectively. (17%), (9%,) and (1%)of the respondents are with a monthly salary of 7001-1100, 11001-16000, and above 16001respectively.

4.4. Work performance and staff motivation

This section explains the extent of motivation of employee in Edna hotel business plc. Motivation directly is related to individuals' states of mind that aimed at creating performance. The hotel has smooth work performance and work flow as a result of the reward practice based on the performance evaluation and selection by the departments and the reward committee. Good salary payments are used as motivating factors personnel managers must consider. The four major components of salary structures are the job rate which relates to the importance the organization attaches to each job; payment which encourages workers or groups by rewarding them according to their performance; personal or special allowances that are associated with

factors such as scarcity of particular skills or certain categories of information; and professionals or with long service; and fringe benefits such as holidays with pay, pensions, and so on.

It is also important to ensure that the prevailing pay is taken into consideration in determining the pay structure of an organization. According to Aguinis (2009), performance is about behavior or what employees do, and not what employees produce or the outcomes of their work. Performance is an effort along with the ability to put efforts supported with the organizational policies in order to achieve certain objectives. Campbell (1990) also defines performance as behavior. It is something done by the employee. This concept differentiates performance from outcomes. Outcomes are the result of an individual's performance, but they are also the result of other influences.

Table 4.3 Do you think any of these elements as being important to your workers?

Question	Rates	Frequency	Percent
To be able to achieve your aspirations and plans through your job	important	16	18.2
	Very important	49	55.7
	Extremely important	23	26.1
	Total	88	100
To feel recognized in the organization as useful.	important	16	18.2
	Very important	51	58.00
	Extremely important	21	23.9
	Total	88	100
To acquire sense of responsibility over your job	important	10	11.4
	Very important	34	38.6
	Extremely important	44	50
	Total	88	100
To have a sense of feeling that your job helps you to advance further.	fair	1	1.1
	important	15	17.0
	Very important	35	39.9
	Extremely important	37	42
	Total	88	100

Source: Own Survey, (2017)

In the assessment of the importance of motivation, respondents were asked to answer the question “Do you think any of these elements as being important to your workers?” For most of the respondents (50%) to acquire what sense of responsibility over their job was extremely important followed respondents (38.6%) very important, and (11.4%) important. For (42%) of the respondents having a sense of feeling that their job helps them to advance further was extremely important followed by (39.8%) very important and (17 %) important. This implies that the elements mentioned are seen by the respondents important to motivate workers. From the total respondents (82 %) of them think it together extremely important and very important followed by (18%) important to be able to achieve their aspirations and plans through their job. For (58%) is very important, for (23.9%) of respondents is extremely important while for (18.2%) of them is important to feel recognized in the organization as useful.

According to answers above given for the open ended questions and the interview results of key informants, Edna hotel business plc has the motivation to better work performance. The hotel staffs think, discuss, and responsibly take actions to achieve what is needed. The motivation of employees, whether professional, skilled or unskilled is a major issue in all service organizations. For the hotel industry, employee motivation is a major issue and is a challenge for the management of the hotel industry to motivate employees to stay on the job and to offer the efficient, good service which customers expect. Generally, the data from the questionnaire and interview analysis shown the greater motivation in Edna hotel business plc yet the performance of those respondents to take related responsibility is weak.

4.5. Importance of adequacy of pay, good working conditions, reliable job security, and good working relations, Put the table here

Table 4.4. In your experience, do you think any of these is important to the workers?

Question	Rates	Frequency	Percent
Adequate pay	fair	1	1.1
	important	24	27.3
	Very important	40	45.5
	Extremely important	23	28.1
	Total	88	100
Good work condition	Less important	1	1.1
	fair	5	5.7
	important	16	18.2
	Very important	45	51.00
	Extremely important	21	23.9
	Total	88	100
Reliable job security	Important	22	25.00
	Very important	45	51.1
	Extremely important	21	23.9
	Total	88	100
Good working relations	fair	1	1.1
	important	20	22.7
	Very important	37	42
	extremely important	30	34.2
	Total	88	100

Source: own survey (2017)

Respondents rated adequacy of pay (45.5%) as very important,(28.10%) extremely important, (27.5 %) important and (1.1%) fair. Concerning the good work condition it was very important for the majority respondents (51%), extremely important for (23.90%), important (18.2%), fair (5.7%), and as table 4.4 less important for (1.1%) of the respondents. With regard to the reliable job security, for (51.5%) of the respondents for very important for the remaining (25%)of the respondents was important and (23.9 %) extremely important.

Good working relations were highly important for (42%) of the respondents was very important for by (34.2%), (22.7%), and (1.1%) of the respondents extremely important, important, and fair respectively. These imply that the employees believe that adequacy of pay, good working

conditions, reliable job security, and good working relations are important to help them improve their performance. This situation demands the management to make the necessary endeavor to improve the working conditions of employees for better performance.

4.6. Supervision, past experience and training and performance

The assessment in Edna hotel further indicated how the following elements are important in managing the staff so that they motivate performances of workers.

Table 4.5 Do you find any of these elements important when managing the staffs?

Question	Rates	Frequency	Percent
Close supervision while performance their job	Fair	4	4.5
	Important	17	19.30
	Very important	38	43.2
	Ext. important	29	33
	Total	88	100
Assessing their performance through filling the appraisal form.	Important	16	18.2
	Very important	45	51.1
	Ext. important	27	30.7
	Total	88	100
Sending them for skills and career training.	Important	18	20.5
	Very important	40	45.5
	Ex. important	30	34.0
	Total	88	100
Monitoring their performance from time to time	Important	17	19.3
	Very important	37	42.10
	Ext. important	34	38.6
	Total	88	100
Planning their work before they set off to work every morning.	Fair	3	3.4
	Important	22	25
	Very important	37	42
	Ext. important	26	29.6
	Total	88	100
Planning the work setting before beginning to work	Fair	1	1.1
	Important	12	13.6
	Very important	44	50
	Ext. important	34	35.3
	Total	88	100

Source: own survey, (2017)

According to the results shown on table 4.5 above, 43.20% of the respondents rated the importance of close supervision while performing their job as very important followed by 33%, 19.30 %, and 4.5 % extremely important, important, and fairly important respectively. These numbers of respondents tell us that for most of them supervision is important. Using past experience and training is an important work motivation on employee performance. Concerning these elements of motivation, for 51.1 % of the respondents, skill and career training were very important followed by 30.7% extremely important and for the remaining 18.2% respondents were important. This distribution implies that though there was a variation, skill training was important for all.

With regard to sending workers for skills and career training, it was very important for 45.5%, followed by extremely important and important for 34% and 20.5% of the respondents. In relation to monitoring the workers' performance from time to time, very important 42.10% extremely important for 38.60%, and important for 19.3% of the respondents. These imply that the importance of skill and career training and monitoring performances are seen similarly important by the respondents with no indifference.

Respondents were also asked to indicate whether planning their work before they set off to work every morning is important or not. For 42% of the respondents it is very important followed by 29.5%, 25%, and 3.4% extremely important, important, and fair respectively. Similarly for half of the respondents (50%), planning the work setting before beginning to work is very important followed by 35.3%, 13.6% and 1.1% extremely important, important, and fair respectively.

The data from interview have shown that the work related impact of motivation on employee performance of Edna hotel employees is one of the basic factors. As one of the interviewee stated, "Most of Edna hotel business plc employees found under me are quite awesome. They do what I gave to them one by one and we do have good relationship and attractive work environment. All those fascinating things got rock when I inform them about meeting sessions. They are much faded up with lots of meetings held in reception, finance department and top management".

In contrary to this, the data from the respondents of officers indicated that using past experience and training is one of the very important factors to enhance employee performance. And the

workers' performance was the result of their experience and frequent training given by Edna hotel business plc. This category generally shows that using past experience and training was strong work related motivational factor.

4.7 Practice of performance assessment of Edna hotel

The respondents were also asked to indicate whether performance assessment is necessary or not. Accordingly 96.6% of the respondents indicated that it unnecessary were as 3.4% of them performance improvement was not necessary.

As far as the performance assessment practice was concerned for 79.5% of the respondents' performance assessments of subordinates are often carried out while for the remaining 20.5% of the respondents, assessment was not carried out. Data from the interview and the open ended questions indicated that each department evaluates its own subordinates every week and submits reports on the employee performance. They have indicated that it is based on the evaluation reports that skill trainings are scheduled and given to enhance performance of the employee. These imply was performance assessment practice in Edna hotel plc.

Respondents were also asked whether they feel the way of performance assessment was effective or not. Accordingly 86.4% of the respondents do feel the way of performance assessment was effective while the remaining 13.6% do not feel so. But in contrary to the questionnaire results, the interview results show that the employee never heard about effectiveness of the performance and need of improvement.

4.8 Adequate payment, working conditions, and performance

Since adequate payment was believed to be a factor to encourage workers to perform well, respondents were asked to explain what they think about it. For 75% of the respondents, adequate employee payment encourages workers to perform well while 25% of them do not think so. The respondents were further asked to indicate whether their payments were adequate or not. Hence for the 75% of the respondents their payments were adequate while for 25% of them was not adequate. This implies that good payment has something to do with employee performance.

The respondents' understanding on the effect of good working condition such as health and safety, working time training, work-life balance among others on performance was also assessed. The responses indicated that 81.8% of them do think that good working conditions have positive effect on performance of workers. On the other hand 18.2% of the respondents do not think from their experiences that good working conditions have positive effects on performance.

how effective do you find the workig condition in the hotel in ecouraging workers to work harrder?

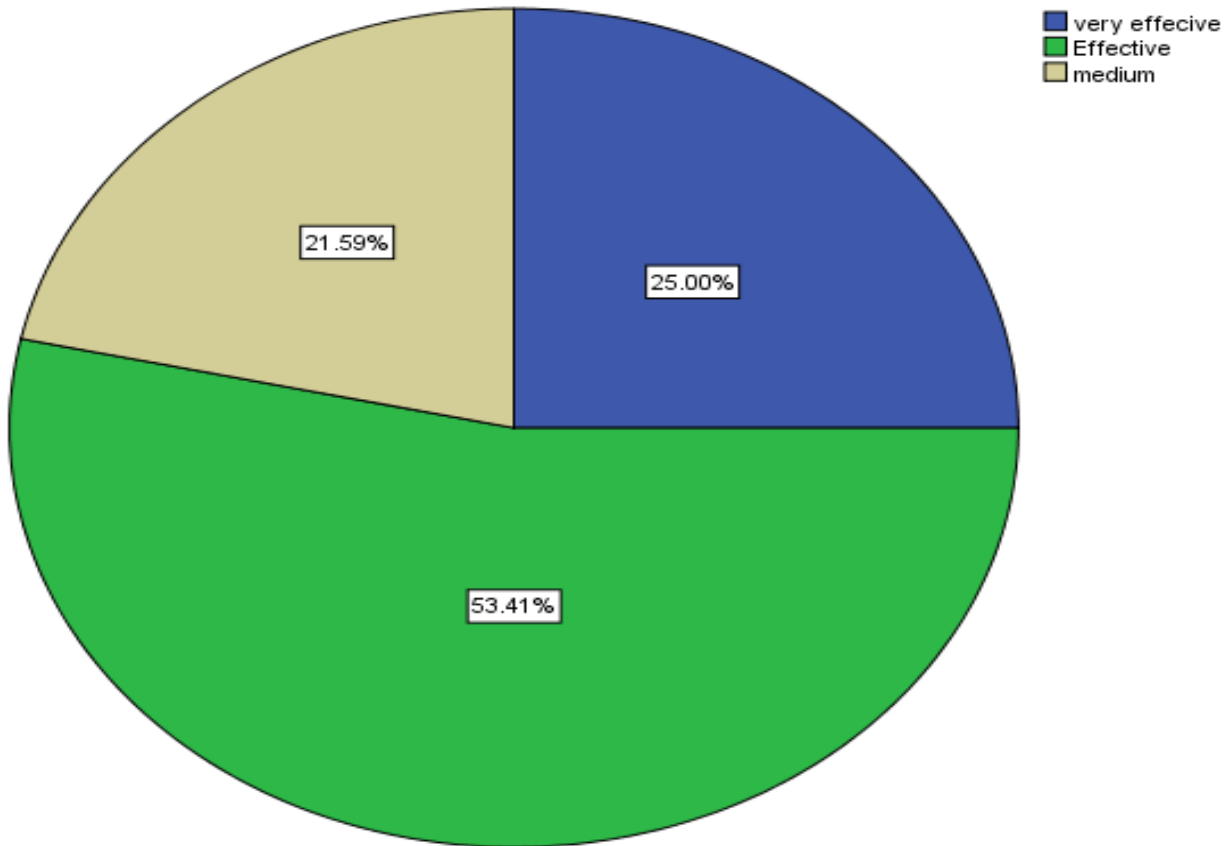


Figure 4.3 has the views graphically depicted

More over the respondents were also asked to rate how they find the working conditions related to trust, respect and high expectation as a form of effective working condition effective in the hotel in encouraging or motivating them to work hard. Their views indicated that these issues are effective for (53.4%) of the total respondents followed by very effective and medium to (25%) and (21.6%) of the respondents respectively. Working condition assert that they desire self respect and self esteem for themselves and for others. What Maslow put as Ego and Esteem

needs? This implies respondents apart from the enticing and fat salaries and the numerous incentive motivations at their disposal offered by management is not motivated to increase performance rather having management and colleagues repose some level of trust in them and according them the due respect alone is enough for them to maximize their performance. Respondents were worked to indicate what they think about the role of a good and conducive physical environment in the hotel to encourage workers' performance. As indicated in the table below, the overwhelming majority (97.7%) of the respondents believe that the good and conducive physical environment of the hotel has positively affected, motivated and encouraged them to perform better. It is only for 2.3% of the respondents which is otherwise. This implies the importance of good and conducive physical environment to bring the best out of their employees.

how effective do you find the physical enviroment in the encouraging workers to perform better?

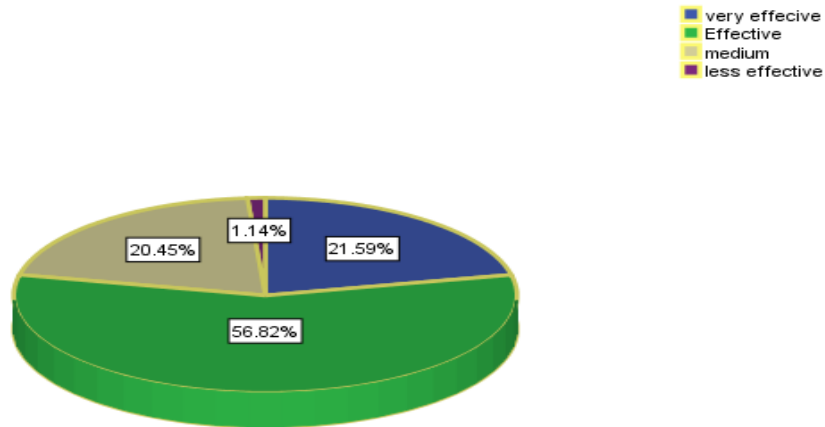


Figure 4.4 :field survey 2017

According to results from figure 4.4 above, 56.8 % of the respondents believed that the physical environment was effective in encouraging their performance, followed by very effective (21.59%)and had medium for the(20.45%) of the respondent but for very few of the respondents (1.14%), the physical environment has less effective on their performances.

4.9 Job Security and Performance

As far as the job security and workers performance are concerned, respondents were asked to specify whether a well assured job security was good incentives to enhance the worker performance.. All of the respondents (100%) think that job security was a good incentive to yes or no ,nor deterring their performances .you can use this in the which had been also assured by Maslow's work. This shows that many employees perform well when they are aware that there is no threat of job insecurity so that they can have free mind to concentrate on assigned tasks. Discussion suction of the them much Herzberg (1968) strengthens this in that when job security is absent, it could cause dissatisfaction at work.

In addition to the contribution of job security to performance, the respondents were asked to tell their practices of job security in the hotel. (89.8%) of the respondents have adequate security over a contractict their jobs while (10.2%) of them do not have. This implies that management should consider upward adjustment of adequate security incentives to attract and retain new and existing ones for better performance.

4.10 Work relations and performance

How employees are treated was a strong determinant factor of employee motivation and performance. The data from (95.5%) of the respondents reveal that they think good working relation among peers and superiors was a good incentive for good performance while the remaining 4.5% of the respondents do not think so. This implies that better performance could be achieved by reducing the power distance between the superiors and their subordinates and even among peers. In relation to this Lawler (2003) stated that establishing good relationships is fundamental to achieve organizational effectiveness and success.

As far as the practice in their hotel is concerned for (92%) of the respondents the peer as well as the superiors and subordinate relations are adequate while for (8%) of them not adequate. This indicates that there is better relation in the hotel which could in turn enable employee perform better to the achievement of the goals of the organization.

This study revealed that (92%) of the respondents indicating positive response to the question do you think workers feeling of their work help them to achieve their aspirations and plans, which in turn help them to feel better about their jobs and encourage good performance while (8%)

have negative response to it. The interview results also indicated that as they are given their own job descriptions so that they knew what their scope is. This will help them plan according to their titles and expectations and in turn help them achieve their aspirations.

4.11 Sense of achieving success through their jobs

How successful has the hotel been, in making workers feel that sense of achieving through their jobs?

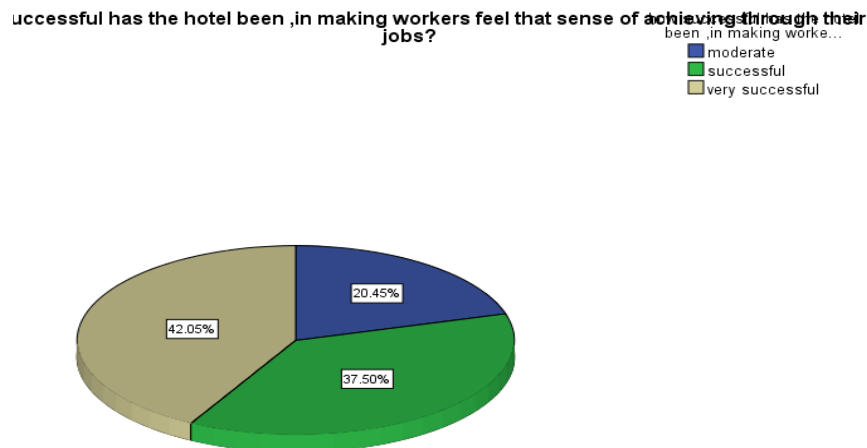


Figure 4.5 source field surveys

The study indicated that for 42.05% of the respondents, the hotel has been very successful in making workers feel sense of achieving success through their jobs while for 37.50% of others it has been successful. For 20.45% it has been moderately successful.

It is natural in an organizational setting for co workers see a colleague being applauded for the good job done; The employee with high need of achievement tries and does the best to attain organization goals and objectives. Taking responsibilities is a character of the need for achievement. According to Heskett et.al, (1994) there is direct link between customer satisfaction and loyalty and the positive financial results of the business. Employee satisfaction is strongly related to employee commitment and loyalty and hence both relationships have proven a good and optimistic relationship with the business productivity (Dick, 2003).

To assess whether there are rooms to do more for the workers or not, 79.5% of the respondents replied yes there is a room while 20.5% of them were indifferent. This means for most of them

there are rooms to increase the workers motivation. In addition respondents were asked whether effectively use assignments and follow up in giving training to employee will help them to have positive attitude towards their job and will also help them to succeed their plans.

4.12 Responsibility feeling and performance

As far as what the workers think about the feeling of a worker and its contribution to encourage their performances, 88.6% of the respondents replied yes it contributes to perform well. But 11.4% of them responded otherwise. The reason for such an opinion was that it informs management how committed and dedicated they are to their job and has the potential to take responsibility for their actions all in the interest of ensuring the growth of the business responsibility usually satisfied employees who are given higher roles and responsibilities work as motivators toward unsatisfied employees. In order for employees to successfully take the responsibility, they should be given specific directions and expectations. They also are more open to the new responsibilities when they feel supported and have all the resources to perform the job (Jurgensen, 1978).

Similarly the respondents were asked to indicate whether the hotel could do more in this area or not, the data from 90.9% of the respondents confirm yes the hotel could do more while for the remaining 9.10% the hotel cannot do more than what it did. Respondents were also asked whether or not it is possible to make workers feel responsible, as their responses indicated so much has to be done to let employees have a common goal which is customer satisfaction and create a follow up system on a daily basis to develop sense of responsibility.

4.13 Recognition and performance

The results from the table below shows that (85.2%) of the respondents believe that recognition of their work contribution is expressed at workplace that they become satisfied but for (14.8%) of the respondents recognition are not well expressed with statement. This implies that expressing recognitions is important to motivate workers. This is confirmed by Victor Vroom (1969) expectancy theory that explains an individual places on the potential outcome or reward that can be achieved on the job. This considers the goals and needs of the individual, for

example, people will always perceive that recognition and reward offered by bosses are more valuable and better.

To learn about the effect of recognition on performance the question ‘Has it had an effect on good performance?’ was asked. Accordingly for (90.9%)of the respondents, yes it has positive effect to become satisfied when they are recognize at workplace but for(9.1%)of them it has no effect on good performance. This is in conformity with Campbell (1990) and Aguinis (2009) who suggested that individual differences on performance are functions of three main determinants of declarative knowledge, procedural knowledge, and motivation. All these three determinants of performance must be present for performance to reach high levels. If any of the determinants has a value of zero (0), then performance also has a value of zero (0). Thus, $Performance = Declarative\ knowledge \times Procedural\ knowledge \times Motivation$.

Similarly (89.8%) of the respondents feel that the hotel has to do more in making the worker the worker feel that their contribution is well recognized while the remaining (10.2 %) do not feel so. This implies that the hotel managers and supervisors should develop mechanisms and incentives to enhance performance of their workers.

4.14 Career Advancement and Performance

In this particular scenario (94.3 %) of the respondents believed that an opportunity for them to advance in their career and advance quest highly motivates them to perform in their fields while (5.7%) of them were not so sure it could. The statistics provided displays that this policy of management gives them the opportunity to move up in their career ladder.

Llopis (2012) stated that everyone wants to be noticed and recognized for their work, therefore employees are motivated to achieve to remain relevant and as such, employees are in search of new ways to work professionally, improve their skills and invest in themselves. (80.7%) of the respondents think that the system in Edna hotel provides opportunity for advancement such as study leave with or without pay to study which helped them to move from one occupational ladder to the other. But for (19.3%) of them it doesn’t offer any opportunity to do so. Maslow’s (1946) hierarchy of needs and Locke (1968) goal setting theory which believes that the intentions to work towards a goal are major sources of work motivation.

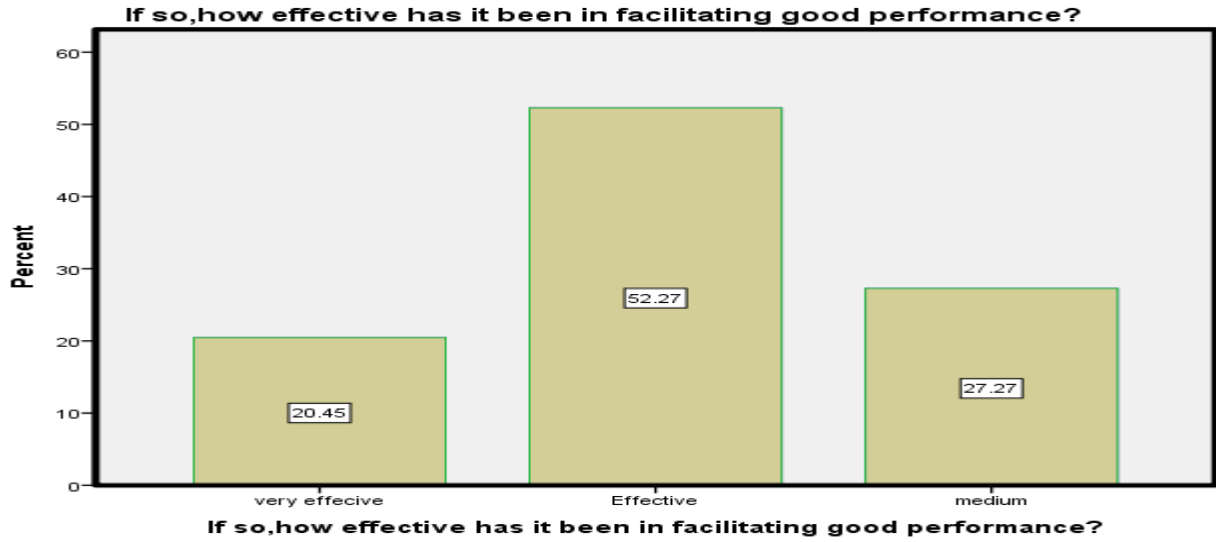


Figure 4.6 field survey

As illustrated in Figure 4.6 below it has been effective for 52.27% of the respondents and very effective and medium for 20.45% and 27.27% of them respectively in facilitating the good performance which is evidenced by the employee effective work performance of workers.

4.15 Supervision and work performance

Respondents were asked to indicate how often the management undertakes supervision to enhance performance.

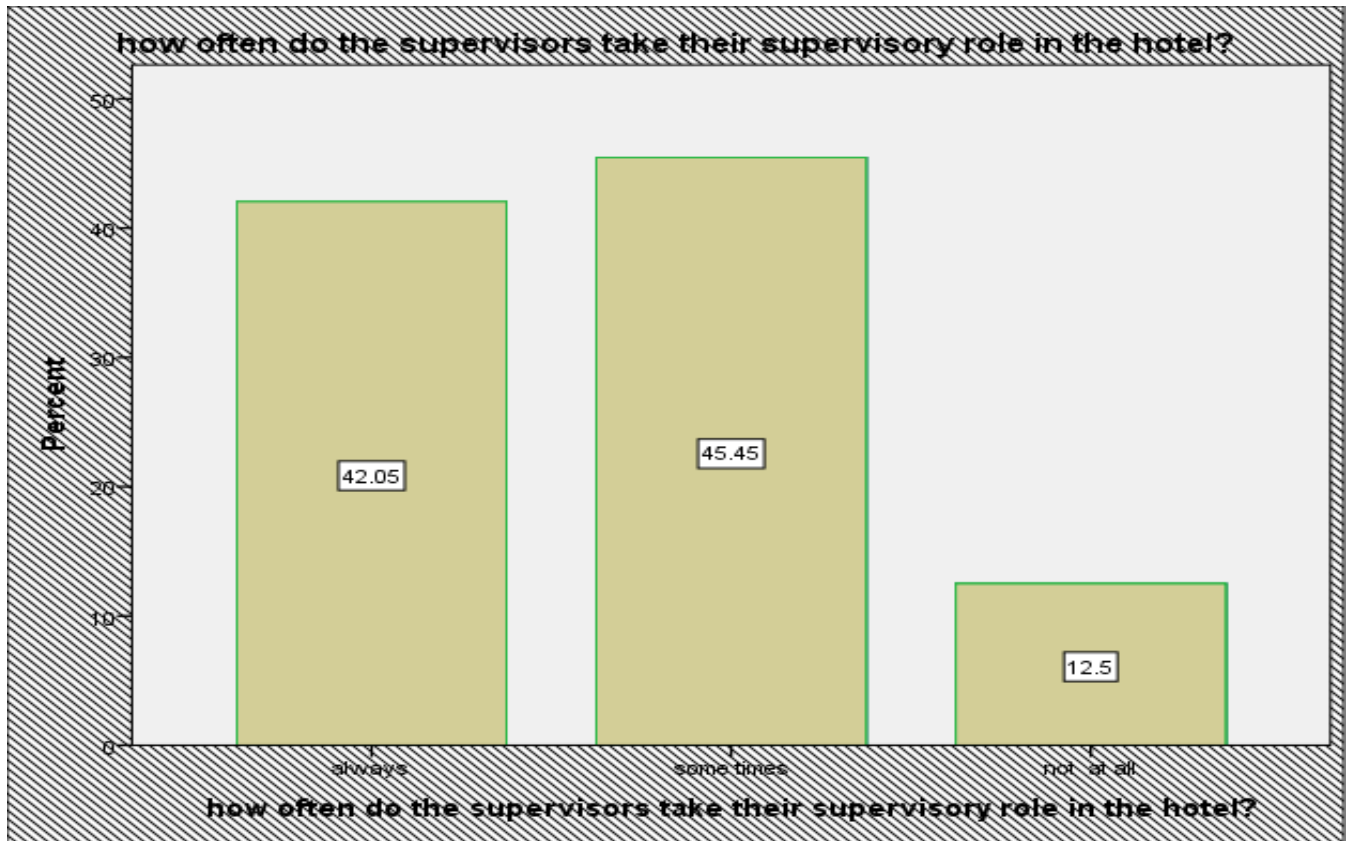


Figure 4.7 field survey

Respondent for the majority (45.45%) supervision is done some times while for 42.05% of them it is done always. But for few of the respondents (12.5%) no supervision is carried out at all. This implies that what so ever the frequency is, there is a practice of supervision in Edna hotel plc as asserted by (87.5%) of the respondents.

As far as the effectiveness of the supervision was concerned the worker of performance as Edna hotel business plc the effectiveness supervision;

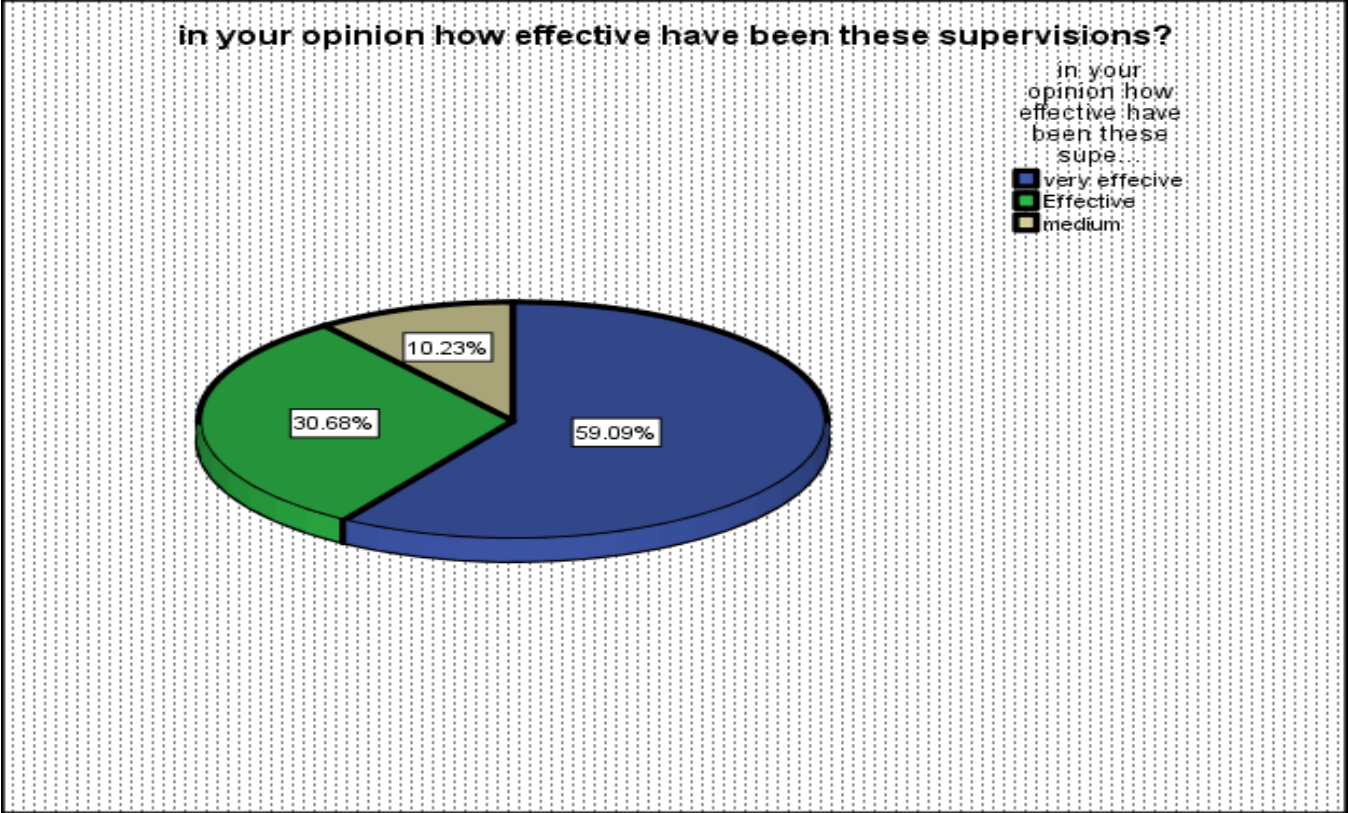


Figure 4.8 supervision and work performance

Respondents for 59.09% of the respondents it is very effective while for 30.68% of them is effective. On the other hand for the minority of them (10.23%) the effectiveness of the supervision undertaken is medium effective. This implies that though there was a variation degree of effectiveness, supervisions by Edna hotel plc are effective for all the respondents. This implies that supervision is a well practices motivation mechanism to enhance the performance of workers. Though there are variations, 89.7% of the respondents do assess performances of the workers of the hotel at different levels and departments.

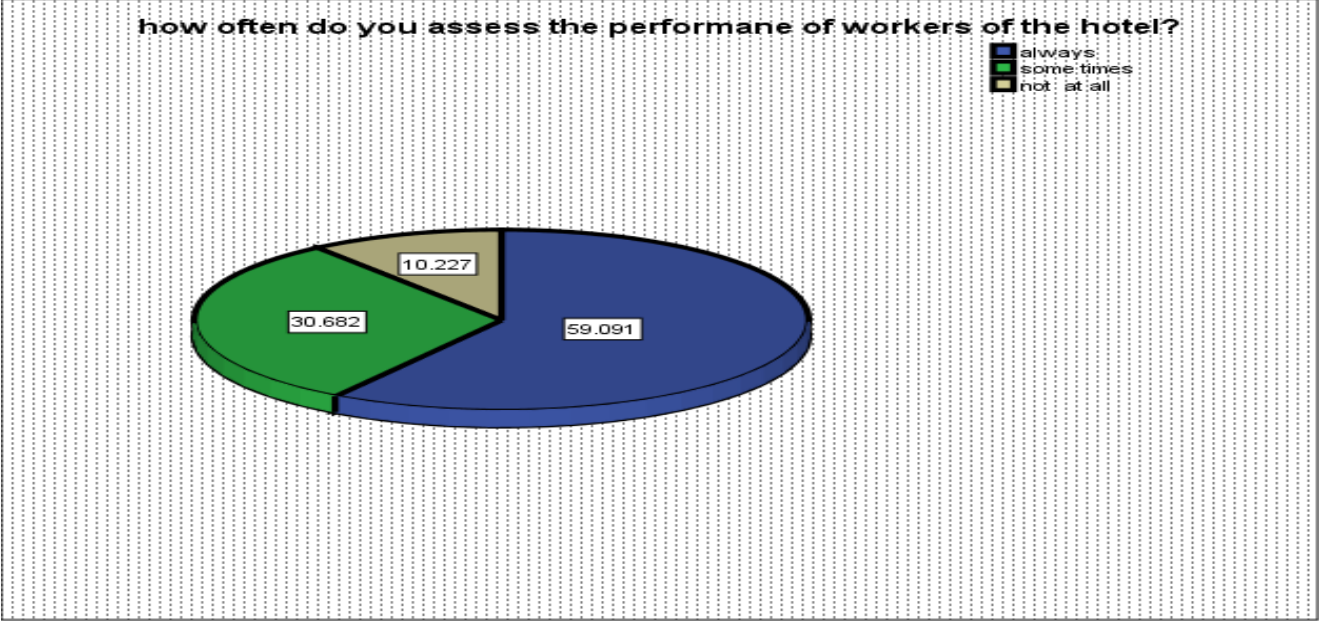


Figure 4.9 distribution of performance of workers of the hotel.

Respondents for (59.09%) of the respondents it is very effective while for (30.68%) of them is effective. On the other hand for the minority of them (10.227%) the effectiveness of the supervision undertaken is medium effective. This implies that though there was a variation degree of effectiveness, supervisions by Edna hotel plc are effective for all the respondents.

The 87.5% of the respondents have also asserted that the assessment exercises made are useful to improve the performance of the workers of the hotel. Only for 12.5 % of the respondents the assessment is not useful to improve the performance of workers in Edna hotel plc. The largest majority of the respondent’s assurance implies that supervision was a key strategy to improve performance of the staff.

4.16. Planning and performance

It is assumed that workers’ plan help to perform their tasks effectively. In relation to this, respondents were asked to reply whether their hotel workers plan their work before starting every morning or not. The study revealed that 89.8% of the respondents indicated their positive response to the question. The remaining 10.2 % of the respondents do not plan ahead while a well planned work is like 50% accomplishment before the actual job is started.

To cross check the frequency of supervision, respondents were asked to answer how often they do assessment of the performance of workers of the hotel..

In addition to their practices, respondents were asked to examine how effective has the plan been in boosting their performance. Accordingly, for the majority of the respondents (54.55%) it is effective followed by for 25% of them very effective, 19.32% of the respondents medium and for 1.13% respondents very less effective. This implies that most of them feel that planning activities ahead boosts workers performance in the hotel.

4.17. Training and performance

The study revealed 79.5% respondents indicated that their organization sends staffs for further training. But 20.5 % of them do not agree in this. This implies that the organization practices sending staffs for training which in turn could enhance performance and help achieve organization goals.

When respondents reply the question of how often do they send them for training?

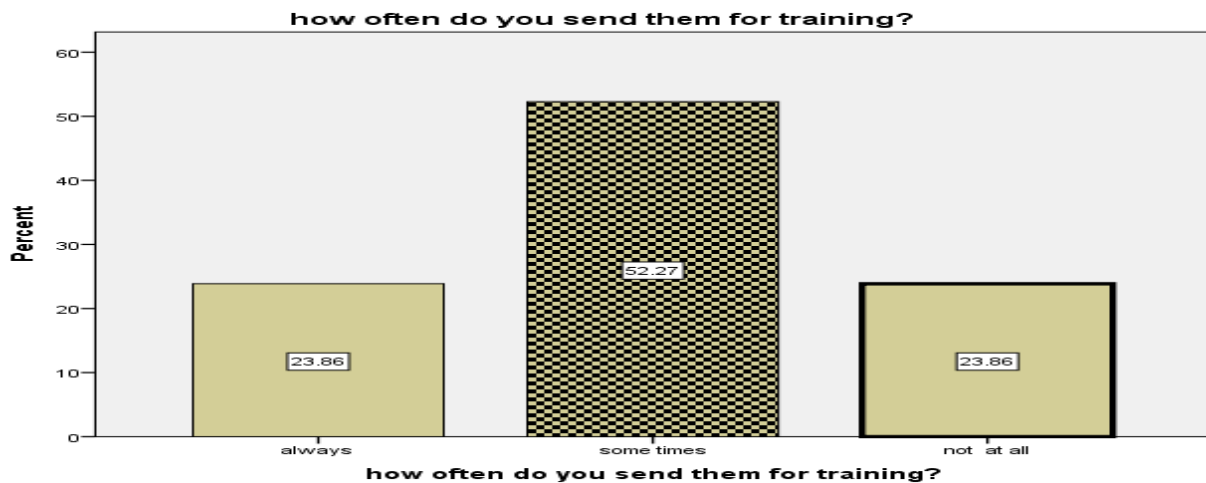


Figure 4.10 practice of sending workers for training

It is sometimes for(52, 27%), and always and not at all for 23.86% the respondents each. For 76% of the respondents there is training given to the hotel workers. The largest number of respondents who answered sometimes implies that there is no regular on job training of workers and there is unmet need to find a way of improving it to meet the needs of their employees.

It is obvious that trainings are required to get skills and knowledge, to get promotion, to advance career, and to get job elsewhere. From this perspective most respondents (87.5%) need short term training to get skills and knowledge while the remaining 12.5 % of the respondents need long term training. Similarly 83% of the respondents need short term training to get a promotion and the rest 17% of them need long term training.

Table 4.6 in your opinion what is the importance of taking your staff for skill training? 1 short term training 2 long term training

Question	Rates	Frequency	Percent
To get addition skills and knowledge	Short term	77	87.5
	Long term	11	12.5
	Total	88	100
To get a promotion	Short term	73	83
	Long term	15	17
	Total	88	100
Career advancement	Short term	68	77.3
	Long term	20	22.70
	Total	88	100
To get a job else where	Short term	73	83
	Long term	15	17
	Total	37	100

Source: Own survey (2017)

Concerning the career advancement 77.3% of the respondents need short term training while 22.7% of them need long term training. In addition 83%of the respondents need short term training to get a job elsewhere and the rest 17% of them need long term training. From the above figures it was possible to learn that for the majority of the respondents short term training is the hot demand than the long term training. This implies that the hotel management is required to plan to bridge the gap in meeting the short term needs.

According to the interview results, the hotel wants to motivate its employees. Use of promotion is seen as a major tool because workers are of the view that promotion is a strong factor that motivates them. For Vroom (1969) expectancy theory, that an employee will be motivated to exert a high level of effort when he/she believes that effort will lead to a good performance

appraisal, followed by organization rewards such as promotion which later satisfy personal goals. For the performance management system, management is mentioned the annual staff performance appraisal was the main tool for assessing staff performance. However they mentioned the unreliability of it as most supervisors do not give objective results and they still receive a lot of complaints from both colleagues and customers about poor staff attitude and performance.

The staffs of the hotel have different opinions on the importance of taking your staff for career development training. According to the 60.10% the respondents long term training is important to get additional skills and knowledge but for 39.90 % of them short term training is more than long term training for the mentioned purpose. Similarly for 60.20% of the respondents, short term training is more important than the long term which is supported by 39.8% of them to get promotion.

Table 4. 7 in your opinion what is the importance of taking your staff for career development training? 1 long term training 2 short term training

Question	Rates	Frequency	Percent
To get addition skills and knowledge	Long term	53	60.10
	Short term	35	39.9
	Total	88	100
To get a promotion	Long term	35	39.80
	Short term	53	60.20
	Total	88	100
Career advancement	Long term	24	27.3
	Short term	64	71.7
	Total	88	100
To get a job else where	Long term	25	28.4
	Short term	63	71.6
	Total	88	100

Source: Own survey (2017)

Concerning career advancement short term training was important for 71.7% of the respondents but for 27.3% of them long term training is important. To get a job elsewhere, short term training is important for 71.6% of the respondents but long term training is for 28.4% of the

respondents. This shows short term trainings are important to get promotion, career advancement, and to get job elsewhere but to get additional skills and knowledge, long term training is believed to be important.

To see the presences of the budget line and its adequacy, respondents were asked a question of do you have a budget line for the training & how adequate is it? For the 67% of respondents they have budget line which is adequate but not for the remaining 33 % of the respondents.

4.18. Time keeping, time management and performance

As far as the time keeping and time management of the Edna hotel plc is concerned, 94.3% of the respondents agreed that there is serious time keeping and time management in the hotel while 5.7% of them do not agree on that. During the interview most of the respondents believe that time keeping and time management is very important in an organization to control the whole processes of the organization.

To see the importance, respondents were asked whether they think the element of time keeping or time management is important or not. For 77.3% of them, time keeping and time management elements are important but for 22.7% of them are not important. This implies that the combined elements of time keeping and time management are important in the Edna hotel plc to improve performance of workers and achieve the goals of the hotel.

4.19. Support from the hotel and performance

The respondents were asked to know whether they get support from the hotel to enable them perform their job or not. Accordingly, 88.6% of the respondents replied that they get enough support to perform well but 11.4% of them replied that they do not get enough support from the hotel. The result reveals that people need each other's help as proposed by Abraham Maslow's (1946) hierarchy of needs i.e. a person's needs for affection, belongingness, acceptance, and friendship. When there is cordial relation among workers, it enhances their performance and an individual feel comfortable to interact.

They were further asked to indicate their feeling with regard to adequate support by the workers under their management. Hence, 78.4% of the respondents asserted adequate support while 21.6% of them do not feel adequate support. From the focus group discussion it has been learnt that the support from other colleagues determines their performance.

Are there at times some documents found missing during the assessment of the functioning of the hotel? For this question 58% of the respondents replied no while the remaining 42% replied yes. This means that for the majority of the respondents there were no times during which some documents found missed. According to the focus group discussion each department takes too much time to reproduce the documents.

This chapter presents the main results of this study and data obtained from questionnaires; interview, and document review. It has divided into two sections. The first section provides the response characteristics of a sample population of Edna hotel business plc in which the respondent's gender, age, marital status, educational qualification and year of experience, monthly employee salary were described. The second section collected raw data about the level of impact of motivational on employee performance of Edna hotel business plc are analyzed, interpreted and discussed. Also, the key findings are discussed and interpreted in comparison with the existing literature in line with basic research questions under the study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the Finding

The findings of this study are summarized as follows. The major components of salary structures attached to each job encourage workers or groups by rewarding them according to their performance. According to the findings motivation is found extremely important. The greater motivation in Edna hotel business private limited company yet the performance of those respondents to take related responsibility is weak.

Adequacy of pay, good working conditions, reliable job security, and good working relations are found important to the respondents help them improve their performance. The entire respondent affirmed to the fact that indeed their organization had an incentive scheme that was used to motivate good work done by individuals.

Similarly planning their work before they set off to work every morning, skill and career training are found very important to motivate respondents. To this end performance assessments of subordinates are often carried out in the company based on which skill trainings are scheduled and given. In addition, adequate employee payment, good working condition such as health and safety, working time training, work-life balance, trust, high expectation, self respect and self esteem for themselves and for others are found encouraging or motivating them to work hard.

The good and conducive physical environment of the hotel has positively affected, motivated and encouraged them to perform better. Sense of achieving success through their job, responsibility feelings, recognition, career advancement, supervision, planning, training, time management, and support from the hotel, were found enhancing the performance of workers.

5.2. Conclusion

Based on the discussion results the following conclusions are drawn. As learnt from the discussion results, there is low motivation of workers in Edna hotel business. This low motivation might be attributed to the low performance of hotel staff.

The adequacy of pay, good working conditions, reliable job security, and good working relations are found the current motivational factors of the hotel though the performance of the workers is still weak. In addition the performance assessment practice, the good and conducive physical environment, the job security, better and friendly relationship were perceived to positively affect, motivate and encourage the employee to perform better.

To achieve aspirations and plans through ones job, to feel recognized in the organization as useful, to acquire sense of responsibility over a job, and to have a sense of feeling that a job helps to advance further are found important factors of motivation by the respondents to improve performances.

Similarly close supervision while job performance, assessing performance through filling the appraisal form, sending workers for skills and career training, monitoring their performance from time to time, planning their work before they set off to work every morning, and planning the work setting before beginning to work were found important motivational factors to improve performance of workers of the hotel.

Good working conditions have positive effect on motivation of workers and their performances. Similarly the working conditions related to trust, respect and high expectation as a form of effective working condition are found effective in the hotel. In addition the need for short term training to get addition skills and knowledge, to get a promotion, to advance career, and to get job elsewhere is found more than the long term ones.

5.3 Recommendations

In line with the findings of the research the following points of recommendations are recommended:

- The management of Edna hotel plc needs to devise strategies that takes job advancements, recognition, and promotion so as out of turn and cash rewards in to account.
- The current situations of the hotel demands the management to make the necessary endeavor to improve the working conditions of employees for better performance
- The management of the hotel should sustain the reward practiced in the hotel, good salary payments so as to motivate the workers more.
- Views of customers have to be considered into their strategic planning so as to align the motivational packages and the strategies of the hotel.
- The management has to ensure that the environment is conducive for optimum staff performance because without that staff motivation will be low and this will have negative effect on their performance.
- Management should reexamine its motivational packages to meet the needs of employee who are not well motivated.
- Due to the responses of no motivation by some employee there is a need to investigate the reason. The management should investigate that and normalize the situation quickly.
- There is good support for training by the hotel management and more effort should be placed to sustain it.

Suggestions for Further Research

- Due to the scope and limitations of the study, the researcher recommends further research on the degree of factors of motivation to better understand the motivation situation in the hotel industry

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Appendix 1.1 QUESTIONNAIRES

St. Mary's University School of Graduate studies Survey Questionnaire

Dear respondent,

I am AYNALEM ENGIDAWORK, a post graduate student of St. Mary's University doing MBA (Masters of Business Administration). The purpose of this questionnaire is to collect information on "**The Impact of Motivation on Employee Performance in Edna Hotel Business Plc**". It is to identify the relationship between motivation and employee's performance. Please read the instructions before answering the questions and answer all of the questions presented. It will only take few minutes to complete this questionnaire. Your cooperation in completing this questionnaire is highly appreciated and I would like to thank you in advance for your cooperation and for scarifying your valuable time.

The questionnaire is made up of both open ended and close ended questions. The open ended questions are to be filled in the space provided while the closed questions are required to be circled from the options or put a tick mark. All information given will remain confidential.

1. DEMOGRAPHIC PROFILE

PLEASE PUT A TICK "√" INSIDE THE BOX

1.1 Gender:

Male Female

1.2 Age:

18- 30 years 31-40 years
41-50 years Above 51years

1.3 Educational background of the respondent

- Reading and writing
- Elementary school
- Senior High School
- Diploma
- First Degree
- Masters Degree

1.4 .Marital status

- Single
- Married
- Divorced
- Widowed
- Separated

1.5. How long have you been working in hotel industry?

- Below 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- Above 20 years

1.6. What is your Monthly salary?

- Below 2000 Birr
- Birr 2, 001 to 7,000
- Birr 7,001 to 11,000
- Birr 11,001 to 16, 000
- Birr 16, 001 and above

2. WORK PERFORMANCE AND STAFF MOTIVATION.

2.1 What is your over all opinion about work performance in Edna hotel?

2.2 What is your over all opinion about workers motivation in Edna hotel?

2.3 Which incentives do you have to encourage workers?

.....

2.4 Do you find such incentives that are in place to be adequate?

.....

2.5 If they are inadequate or adequate, what is your independent suggestion on how to improve, in order to make them better?

.....

2.6 Do you think of any of these elements as being important to your workers?

Indicate how important by ranking from 1-5? 1 Less 2 Fair 3 Important 4 very Important

5.Extremely important

No.	Questions	Ranking 1-5				
		1	2	3	4	5
1	To be able to achieve your aspirations and plans through your job.					
2	To feel recognized in the organization as useful.					
3	To acquire that sense of responsibility over your job.					
4	To have a sense of feeling that your job helps you to advance further.					
5	To have a sense of feeling that your job helps you to advance further.					

2.7 In your experience, do you think any of these is important to the workers? Indicate how important they are by ranking from 1-5? 1 Less 2 Fair 3 important 4 Very important 5.extremely important

No.	Questions	Ranking 1-5				
		1	2	3	4	5
1	Adequate pay	1	2	3	4	5
2	Good working conditions	1	2	3	4	5
3	Reliable Job security	1	2	3	4	5
4	Good working relations.	1	2	3	4	5

2.8 Do you find any of these elements, as important when managing the staffs? Indicate how important they are by ranking between the scale 1-5? 1. Less 2. Fair 3. Important 4. Very important 5. Extremely important

No.	Questions	Scale 1-5				
		1	2	3	4	5
1	Close supervision while performing their job.	1	2	3	4	5
2	Assessing their performance through filling the appraisal form.	1	2	3	4	5
3	Sending them for skills and career training.	1	2	3	4	5
4	Monitoring their performance from time to time.	1	2	3	4	5
5	Planning their work before they set off to work every morning.	1	2	3	4	5

4. Working Conditions and Work Performance.

4.1 In your experience, do you think good working conditions have a positive effect on performance?

- 1. Yes
- 2.No

4.2 How effective do you find the working conditions in the hotel in encouraging workers to work harder?

- 1. Very effective
- 2. Effective
- 3. Medium
- 4. Less effective
- 5. Very less effective

4.3 If the working conditions are not so effective, what suggestion would you make to ensure there is positive change?

.....

5. Physical Surrounding and Work Performance.

5.1 Do you think a good and conducive physical environment is a positive incentive to enable good performance?

- 1. Yes
- 2.No

5.2 How effective do you find the physical environment in the hotel in encouraging workers to perform better?

- 1. Very effective
- 2. Effective
- 3. Medium
- 4. Less effective
- 5. Very less effective

5.3 In case if not effective, what is your suggestion for change?

.....

6. Job Security and Work Performance.

6.1 Do you think a well assured job security over a workers job is good incentives to enable the worker perform better?

- 1. Yes
- 2.No

6.2 What is your opinion about the job security at the hotel for the workers?

.....

6.3 Do you think they have adequate security over their jobs?

- 1. Yes
- 2.No

6.4 If the jobs are not secured sufficiently, what would you suggest needs to be done?

.....

7. Working Relations and Work Performance.

7.1 Do you think a good working relation among peers and superiors is a good incentive for good performance?

- 1. Yes
- 2.No

7.2 What is your opinion about how workers relate in the hotel?

.....

7.3 Do you find these relations adequate to encourage good performance?

- 1. Yes
- 2.No

7.4 If they are not adequate, what would you suggest to make them better?

.....

8. Achievement and Work Performance.

8.1 do you think workers feeling of their work helps them to achieve their aspirations and plans, which in turn helps them to feel better about their jobs and encourage good performance?

- 1. Yes
- 2.No

8.2 In the hotel, what is being done to ensure that workers feel that their job helps them achieve what they had planned?

- 1. Yes
- 2.No

8.3 How successful has the hotel been, in making workers feel that sense of achieving through their jobs?

- 1. Very successful
- 2. Successful
- 3. Moderate
- 4. Less successful
- 5. Very less successful

8.4 Do you think there is room to do more for the workers?

- 1. Yes
- 2.No

8.5 What would you suggest to the hotel?

.....

9. Responsibility and Work Performance.

9.1 do you think about the feeling of a worker that he or she is responsible over his job makes them encouraged to perform well?

- 1. Yes
- 2.No

9.2 In the hotel, what efforts are made to make workers feel that responsibility over their jobs?

.....

9.3 If there are any measures in place, how effective have they been in making workers feel that sense of responsibility over their jobs?

.....

9.4 Do you feel the hotel could still do more in this area?

- 1. Yes
- 2.No

9.5 Please suggest what could be done?

.....

10. Recognition and Work Performance.

10.1 What is your opinion about the feeling that workers want to be recognized by their contribution in their job which makes them feel good and encourages them to perform better?

.....

10.2 In the hotel, is this act of recognition well expressed?

- 1. Yes
- 2.No

10.3 Has it had an effect on good performance?

- 1. Yes
- 2.No

10.4 Do you feel the hotel has to do more in making the workers feel that their contribution is well recognized?

- 1. Yes
- 2.No

10.5 can you suggest ways to do that?
.....

11. Advancement and Work Performance.

11.1 Do you think that workers feel that their job helps them to advance from one ladder to another, they are made to feel good and perform better?

- 1. Yes
- 2.No

11.2 Does the system in Edna hotel, offer workers an opportunity to move from one occupational ladder to another?

- 1. Yes
- 2.No

11.3 If so, how effective has it been in facilitating good performance?

1. Very effective 2. Effective 3. Medium 4. Less effective 5. Very less effective

11.4 If not, please suggest how it could be done to make it effective?
.....

12. Supervision and Work Performance.

12.1 What is your opinion about adequate supervision as a good technique to improve workers performance?
.....

12.2 How often do the supervisors take their supervisory role in the hotel?

- 1. Always
- 2. Some times
- 3. Not at all

12.3 In your opinion how effective have been these supervisions?

1. Very effective 2. Effective 3. Medium 4. Less effective 5. Very less effective

12.4 If not so effective, suggest ways for change?
.....

13. Performance Assessment and Work performance

13.1 What is your opinion about monitoring workers performance, through the performance assessment exercise?
.....

13.2 How often do you assess the performance of workers of the hotel?

1. Always 2. Some times 3. Not at all

13.3 Do you find these assessment exercises useful in improving workers' performance?

1. Yes 2.No

13.4 If not, what would be your suggestion in order to make them more effective?

.....

14. Planning Work and Performance.

14.1 What is your opinion about the importance of planning work before a worker starts his or her daily duties?

.....

14.2 Do your hotel workers plan their work, before starting every morning?

1. Yes 2.No

14.3 How effective has this been in boosting their performance?

1. Very effective 2. Effective 3. medium 4. Less effective 5. Very less effective

14.4 If it has not been very effective, what is your suggestion for improvement?

.....

15. Training and Performance:

15.1 Does your organization send staffs for further training?

1. Yes 2.No

15.2 How often do you send them for training?

1. Always 2. Some times 3. Not at all

15.3 What are the different types of training you employ to ensure that your workers get additional knowledge and skills?

.....

15.4 In your opinion what is the importance of taking your staff for skills training? (1.Short term training, 2 long term training)

1	To get additional skills and knowledge		
2	To get a promotion		
3	Career advancement		
4	To get a job else where		
5	Other, please specify.		

15.5 In your opinion what is the importance of taking your staff for career development training? (1.Long term training, 2.short term training)

1	To get additional skills and knowledge		
2	To get a promotion		
3	Career advancement		
4	To get a job else where		
5	Other, please specify.		

15.6 Do you always have a budget line for the training and how adequate is it?

1. Yes

2.No

15.7 What is the seriousness of the workers, who go for training, when they return back to work?

.....

15.8 Do people go for training for their own advantage or for that of the hotel?

.....

15.9 In your experience, are there cases where people have been taken for training and immediately after, they opt to leave the hotel?

1. Yes

2.No

15.10 What is normally done to such individuals?

.....

15.11 What impact does this have on the hotel?

17.6 If not, please suggest a way that could make you feel more supported?

.....

18. Working Documents

18.1 Are there at times some documents found missing during the assessment of the functioning of the hotel?

1. Yes

2.No

18.2 If yes, what effect does this have on the overall function of the hotel?

.....

18.3 What, in your opinion, can be done to improve the situation and what has already been done?

.....

**ቅ. ማርያም ዩኒቨርሲቲ
የድህረ ምረቃ ትምህርት ቤት
የመመሪያ ወረቀት ማሟያ ጥናት መጠይቅ**

ለተከበሩ መልስ ሰጪ

ዓይናለም እንግዳወርቅ እባላለሁ በቅድስተ ማርያም ዩኒቨርሲቲ የንግድ አስተዳደር (ማስተርስ ኦፍ ቢዝነስ አድሚኒስትሬሽን) ተማሪ ነኝ። የዚህ መጠይቅ አላማ “የማበረታቻ እና ማትሪያ ስጦታዎች በኤድና ሆቴል ቢዝነስ ኃላ.የተ.የግ.ማ ሰራተኞች እና ባልደረቦች ላይ የፈጠረው ተነሳሽነት/ ተጽእኖ” በተመለከተ መረጃዎችን ለማሰባሰብ ነው። ይህም ማትሪያ እና ማበረታቻዎች በሰራተኞቹ የስራ አፈጻጸም ተነሳሽነት ጋር ያለውን ግንኙነት ለመለየት እንዲያስችለኝ ነው። ስለሆነም በመጠይቁ ውስጥ የተካተቱትን ጥያቄዎች አንብበው ትክክለኛውን መልስ ይስጡ። ይህንን መጠይቅ ለመሙላት ጥቂት ደቂቃዎችን ብቻ ይወስድብዎታል። ውድ ጊዜዎን በመሰዋት ይህንን መጠይቅ ለመሙላት ለሚያደርጉልኝ ቀና ትብብር ምስጋናዬ የላቀ ነው።

ይህ መጠይቅ ምርጫ ያላቸው እና ምርጫ የሌላቸው የመልስ ሰጪውን ግላዊ አስተያየት የሚያካትት ነው። ምርጫ ያላቸው ጥያቄዎች በተመለከተ ከፊት ለፊት በተመለከቱት ባዶ ሳጥን ውስጥ ✓ ምልክት ያድርጉ ወይም ትክክለኛው መልስ ላይ ያክብቡ። መልስ ሰጪዎች የሚሰጡት መልሶች እና አስተያየቶች ምስጢራዊነት የተጠበቀ ነው።

1. ግላዊ መረጃዎች

እባክዎን በትክክለኛው መልስ ላይ ✓ ምልክት ያድርጉ

ወንድ ሴት

1.1. እድሜ

18-30 አመታት 31-40 አመታት

41-50 አመታት ከ51 አመታት በላይ

1.3 የመልስ ሰጪው የትምህርት ደረጃ

መፃፍ እና ማንበብ

የመጀመሪያ ደረጃ ትምህርት

ሁለተኛ ደረጃ ትምህርት

ዲፕሎማ

የመጀመሪያ ዲግሪ

የማስተርስ ዲግሪ

1.4 የጋብቻ ሁኔታ

ያላገባ

የሞተችበት/የሞተባት

ያገባ

የተለያዩ

የተፋታ

1.5 በሆቴል ኢንዱስትሪ ውስጥ ለስንት አመት አገልግለዋል?

ከ1 አመት በታች

ከ16-20 አመት

ከ1-5 አመት

ከ20 አመት በላይ

ከ6-10 አመት

ከ11-15 አመት

1.6 የወር ደመወዝዎ ምን ያህል ነው?

ከብር 2000 በታች

ከብር 11001-16,000

ከብር 2001-7000

ብር 16,001 እና ከዚያ በላይ

ከብር 7001-11,000

2. የሰራተኞች ስራ አፈጻጸም እና ተነሳሽነት

2.1 በአጠቃላይ ስለ ኤድና ሆቴል ሰራተኞች የስራ አፈጻጸም ያለዎት አስተያየት ምንድን ነው?

2.2 በአጠቃላይ ስለ ኤድና ሆቴል ሰራተኞች የስራ ተነሳሽነት ያለዎት አስተያየት ምንድን ነው?

2.3 የሰራተኞችን የስራ ተነሳሽነት ለመጨመር የተጠቀማችሁት ማበረታቻ ወይም ማትጊያ ምንድን ነው?

2.4 እነዚህ ማበረታቻዎች ወይም ማትጊያዎች የሰራተኞቹን የስራ ተነሳሽነት ለመጨመር በቂ ናቸው?

2.5 ማትጊያዎቹ ወይም ማበረታቻዎቹ በቂ ካልሆኑ ማትጊያዎቹን ወይም ማበረታቻዎቹን ለማሻሻል በግልጽ ምን መደረግ አለበት ይላሉ?

2.6 የሚከተሉት ነጥቦች ለሆቴሉ ሰራተኞች ምን ያህል ጠቀሜታ አላቸው ብለው ያምናሉ?
 ጠቃሚነታቸውን መጠን ከ1-5 ባሉት ደረጃዎች ይግለጹ

1= ዝቅተኛ 2= መጠነኛ 3= ጠቃሚ 4= በጣም ጠቃሚ 5= እጅግ በጣም ጠቃሚ

ቁጥር	ጥያቄዎች	ደረጃዎች 1-5				
1	በስራዎ ውጤታማ መሆን እና እቅድዎን ለማሳካት	1	2	3	4	5
2	ለድርጅቱ ጠቃሚ ሰራተኛ ነኝ ብለው እንዲያስቡ /እውቅና እንዲያገኙ	1	2	3	4	5
3	በስራዎ የኃላፊነት ስሜት እንዲሰማዎት በማድረግ	1	2	3	4	5
4	ስራዎ ለወደፊት ህይወትዎ መሻሻል ወሳኝ ሚና አለው ብለው እንዲያስቡ	1	2	3	4	5
5	ስራዎ ለወደፊት ህይወትዎ መሻሻል ወሳኝ ሚና አለው ብለው እንዲያስቡ	1	2	3	4	5

2.7 ካለዎት ልምድ በመነሳት የሚከተሉት ነጥቦች ምን ያህል ጠቃሚ ናቸው ብለው ያምናሉ?

ጠቃሚነታቸውን መጠን ከ1-5 ባሉት ደረጃዎች ይግለጹ

1= ዝቅተኛ 2= መጠነኛ 3= ጠቃሚ 4= በጣም ጠቃሚ 5= እጅግ በጣም ጠቃሚ

ቁጥር	ጥያቄዎች	ደረጃዎች 1-5				
1	በቂ ክፍያ	1	2	3	4	5
2	ጥሩ የስራ ሁኔታዎች	1	2	3	4	5

3	አስተማማኝ የስራ ዋስትና	1	2	3	4	5
4	መልካም የስራ ግንኙነቶች	1	2	3	4	5

2.8 የድርጅቱን ስራተኞች ለማስተዳደር የሚከተሉት ነጥቦች ምን ያህል ጠቀሜታ አላቸው ብለው ያምናሉ?

ጠቃሚነታቸውን መጠን ከ1-5 ባሉት ደረጃዎች ይግለጹ

1= ዝቅተኛ 2= መጠነኛ 3= ጠቃሚ 4= በጣም ጠቃሚ 5= እጅግ በጣም ጠቃሚ

ቁጥር	ጥያቄዎች	ደረጃዎች 1-5				
1	ስራተኞች በስራ ላይ እያሉ የቅርብ ክትትል እና ቁጥጥር ማድረግ	1	2	3	4	5
2	የስራተኞችን የስራ አፈጻጸም ብቃት በግምገማ ቅጽ በመሙላት	1	2	3	4	5
3	ለስራተኞች የስራ ላይ ክህሎት ማዳበሪያ እና ስልጠና በመስጠት	1	2	3	4	5
4	የስራተኞችን የስራ አፈጻጸም ብቃት በየጊዜው በመገምገም	1	2	3	4	5
5	ሁል ጊዜም ጠዋት ጠዋት ስራተኞች ወደ ስራ ከመሰማራታቸው አስቀድሞ ለእያንዳንዱ ስራተኛ የስራ እቅድ ማዘጋጀት	1	2	3	4	5
6	የመደበኛ ስራ ከመጀመሩ አስቀድሞ የስራ ቦታዎችን ለስራ ምቹ ማድረግ	1	2	3	4	5

2.8 በእርስዎ አስተያየት የሰራተኞችን የስራ አፈጻጸም ተነሳሽነት ማሻሻል ጠቀሜታ አለው ብለው ያምናሉ?

- 1. አዎ 2. የለም

2.9 የኤድና ሆቴል ደንበኞች ስለሆቴሉ ያላቸው አስተያየት እንደዚሁም እርስዎ ስለሆቴሉ አሰራር ያለዎት አመለካከት ምን ይመስላል?

2.10 በእርስዎ አስተያየት በሆቴሉ አሰራር ውስጥ ለውጥ መምጣት አለበት ብለው ያስባሉ? መደረግ ያለባቸው ለውጦች ካሉ ለውጦቹን በምን መልኩ ለሰራተኞች ማስተዋወቅ ይቻላል ብለው ያምናሉ?

2.11 በስርዎ ያሉትን ሰራተኞች የስራ አፈጻጸም ብቃት በየጊዜው የመገምገም ልምድ አለዎት?

- 1. አዎ 2. የለም

2.12 የሰራተኞቹን የስራ አፈጻጸም ብቃት ለመገምገም የተሻለ ዘዴ አለ ብለው ያምናሉ?

- 1. አዎ 2. የለም

3. ክፍያ እና የስራ አፈጻጸም ብቃት

3.1 በቂ ክፍያ የሰራተኞችን የስራ ተነሳሽነት ለመጨመር አስተዋጽኦ አለው ብለው ያምናሉ?

- 1. አዎ 2. የለም

3.2 በእርስዎ አስተያየት ለኤድና ሆቴል ሰራተኞች የሚከፈላቸው ደመወዝ እና አበል በቂ ነው ብለው ያምናሉ?

3.3 በቂ የለም ብለው የሚያምኑ ከሆነ ምን አይነት አስተያየት አለዎት?

4 የስራ ሁኔታዎች እና የስራ አፈጻጸም

4.1 ከእርስዎ ልምድ በመነሳት ጥሩ የስራ ሁኔታዎች እና አካባቢ የሰራተኞች የስራ ተነሳሽነት ላይ ተጽእኖ ያለው ይመስልዎታል?

- 1. አዎ 2. የለም

4.2 የሆቴሉ የስራ ሁኔታ እና አካባቢ የሰራተኞችን የስራ ተነሳሽነት ምን ያህል ያነሳሳል?

- 1. በጣም ውጤታማ 2. ውጤታማ 3. መካከለኛ 4. በጣም ውጤታማ ያልሆነ 5. እጅግ በጣም ውጤታማ ያልሆነ

4.3 የሆቴሉ ሰራተኞች የስራ ተነሳሽነት እና የስራ ሁኔታ ውጤታማ ካልሆነ በዚህ ረገድ ለውጥ ለማምጣት ምን መደረግ አለበት ይላሉ?

5 አከባቢያዊ ሁኔታዎች እና የስራ አፈጻጸም

5.1 ጥሩ እና ምቹ አከባቢያዊ ሁኔታዎች የሰራተኞችን የስራ ተነሳሽነት ለመጨመር እንደ ግብአት ይጠቅማል ብለው ያስባሉ?

- 1. አዎ
- 2. የለም

5.2 የሆቴሉ የስራ አከባቢ የሰራተኞችን የስራ ተነሳሽነት ለመጨመር ምን ያህል ውጤታማ ነው ብለው ያምናሉ?

- 1. በጣም ውጤታማ
- 2. ውጤታማ
- 3. መካከለኛ
- 4. በጣም ውጤታማ ያልሆነ
- 5. እጅግ በጣም ውጤታማ ያልሆነ

5.3 ውጤታማ ካልሆነ በዚህ ረገድ ለውጥ ለማምጣት ምን መደረግ አለበት ይላሉ?

6 የስራ ዋስትና እና የስራ አፈጻጸም

6.1 ለሰራተኛው የተረጋገጠ የስራ ዋስትና መስጠት የሰራተኛውን የስራ ተነሳሽነት ለመጨመር እንደ ጥሩ ግብአት ይጠቅማል ብለው ያስባሉ?

- 1. አዎ
- 2. የለም

6.2 ስለ ሆቴሉ ሰራተኞች የስራ ዋስትና ምን ዓይነት አስተያየት አለዎት?

6.3 የሆቴሉ ሰራተኞች በቂ የስራ ዋስትና ያገኙ ይመስልዎታል?

- 1. አዎ
- 2. የለም

6.4 ለሰራተኞቹ በቂ የስራ ዋስትና ካልተሰጠ ይህንን ለማሻሻል ምን መደረግ አለበት ይላሉ?

7 የስራ ግንኙነቶች እና የስራ አፈጻጸም

7.1 በድርጅቱ ሰራተኞች፣ የበላይ እና የበታች ሰራተኞች መካከል ያለው የስራ ግንኙነት የሰራተኞችን የስራ ተነሳሽነት ለመጨመር እንደ ግብአት ይጠቅማል ብለው ያምናሉ?

- 1. አዎ
- 2. የለም

7.2 ስለ ሆቴሉ ሰራተኞች አጠቃላይ የስራ ግንኙነት ያለዎት አስተያየት ምን ዓይነት ነው?

7.3 እነዚህ የስራ ግንኙነቶች የሰራተኛውን የስራ ተነሳሽነት የሚያነሳሱ ናቸው?

- 1. አዎ
- 2. የለም

7.4 በድርጅቱ ሰራተኞች መካከል ያለው የስራ ግንኙነት በቂ ካልሆነ ይህንን ለማሻሻል ምን መደረግ አለበት ይላሉ?

8. ውጤታማነት እና የስራ አፈጻጸም

8.1 የድርጅቱ ሰራተኞች ስለ ስራቸው ያላቸው አመለካከት እንደዚሁም አላማቸውን ከግብ ለማድረስ ያላቸው ፍላጎት የስራ ተነሳሽነታቸውን ለመጨመር የሚያግዝ ይመስልዎታል?

- 1. አዎ
- 2. የለም

8.2 የሆቴሉ ሰራተኞች በስራቸው ላይ እምነት እንዲኖራቸው እንደዚሁም አላማቸውን ከግብ ለማድረስ እንዲችሉ ምን መደረግ አለበት ይላሉ?

- 1. አዎ
- 2. የለም

8.3 የሆቴሉ ሰራተኞቹ በራሳቸው እንዲተማመኑ እና አላማቸውን ከግብ እንዲያደርሱ በሄደባቸው መንገዶች ምን ያህል ውጤታማ ነው ብለው ያምናሉ?

- 1. በጣም ውጤታማ
- 2. ውጤታማ
- 3. መካከለኛ
- 4. ውጤታማ ያልሆነ
- 5. በጣም ውጤታማ ያልሆነ

8.4 የሆቴሉ ሰራተኞች በሙሉ አቅማቸው እየሰሩ ነው ብለው ያስባሉ?

- 1. አዎ
- 2. የለም

8.5 ሰራተኞቹ በሙሉ አቅማቸው እየሰሩ ካልሆነ ይህንን ለማሻሻል ምን መደረግ አለበት ይላሉ?

9. ኃላፊነት እና የስራ አፈጻጸም

9.1 የሰራተኞች ኃላፊነት ስሜት የስራ ተነሳሽነታቸውን ለመጨመር አስተዋጽኦ አለው ብለው ያምናሉ?

- 1. አዎ
- 2. የለም

9.2 ሆቴሉ ሰራተኞቹ በስራ ገበታቸው ላይ ኃላፊነት እንዲሰማቸው ምን ያህል ጥረት እያደረገ ነው?

9.3 የድርጅቱ ስራተኞች የስራ ኃላፊነት ለመጨመር ምን አይነት የማትጊያ እርምጃዎች ተወስደዋል?

9.4 በእርስዎ አመለካከት ሆቴሉ በዚህ ረገድ በተጨማሪ ማከናወን የሚገባቸው ስራዎች አለብለው ያምናሉ?

- 1. አዎ
- 2. የለም

9.5 መወሰድ ያለባቸው እርምጃዎች ወይም መሰራት ስላለባቸው ስራዎች አስተያየት ወይም ጥቆማ ይስጡ

10. እውቅና እና የስራ አፈጻጸም

10.1 ለስራተኞች እውቅና መስጠት መልካም የስራ አፈጻጸም እንዲኖራቸው ወይም የስራ ተነሳሽነታቸውን ለመጨመር አስተዋጽኦ ያለው ይመስልዎታል?

⋮

10.2 ለሆቴሉ ስራተኞች በቂ እውቅና የተሰጠ ይመስልዎታል?

- 1. አዎ
- 2. የለም

10.3 ለስራተኞች እውቅና መስጠት የስራ ተነሳሽነታቸውን ይጨምራል ብለው ያምናሉ?

- 1. አዎ
- 2. የለም

10.4 ሆቴሉ ለስራተኞቹ አስተዋጽኦ እውቅና ለመስጠት በተጨማሪ ማከናወን ያለበት ስራ አለብለው ያምናሉ?

- 1. አዎ
- 2. የለም

10.5 ለስራተኞቹ አስተዋጽኦ ሆቴሉ እውቅና በመስጠት ረገድ ምን ማድረግ አለበት ይላሉ?

11 እድገት እና የስራ አፈጻጸም

11.1 የድርጅቱ ስራተኞች ያላቸው መልካም የስራ አፈጻጸም አንድ ደረጃ ወይም እርከን የስራ እድገት እንደሚያስገኝላቸው በማሰብ የተሻለ የስራ አፈጻጸም ለማሳየት ይተጋሉ ብለው ያምናሉ?

- 1. አዎ
- 2. የለም

11.2 በኤድና ሆቴል ያለው የአሰራር ስርዓት ስራተኞች ከአንድ የስራ መደብ ወደተሻለ ደረጃ ወይም እርከን እንዲያድጉ የሚያስችል ነው ብለው ያምናሉ?

- 1. አዎ
- 2. የለም

11.3 መልስዎት አዎ ከሆነ ይህ የአሰራር ስርዓት የሰራተኞቹን የስራ አፈጻጸም ወይም ተነሳሽነት ለመጨመር ጠቃሚ ነው ብለው ያምናሉ?

- 1. በጣም ውጤታማ
- 2. ውጤታማ
- 3. መካከለኛ
- 4. በጣም ውጤታማ ያልሆነ
- 5. እጅግ በጣም ውጤታማ ያልሆነ

11.4 መልስዎት የለም ከሆነ እባክዎን የሰራተኞቹን የስራ አፈጻጸም ውጤታማነት ወይም ተነሳሽነት ለመጨመር ምን መደረግ አለበት ብለው ያስባሉ?

12 ቁጥጥር እና የስራ አፈጻጸም

12.1 ሰራተኞች በሰራ ላይ እያሉ ሰራተኞችን የስራ አፈጻጸም ውጤታማነት እና ተነሳሽነት ለመጨመር ያግዛል ብለው ያምናሉ?

12.2 የሆቴሉ የስራ ኃላፊዎች በምን ያህል ጊዜ የቁጥጥር እና የክትትል ስራዎችን ያደርጋሉ?

- 1. ሁል ጊዘም
- 2. አልፎ አልፎ
- 3. ፈጽሞ አያደርጉም

12.3 በእርስዎ አስተያየት እነዚህ የቁጥጥር ስራዎች የሰራተኞቹን የስራ ተነሳሽነት ለመጨመር ውጤታማ ነው ብለው ያምናሉ?

- 1 በጣም ውጤታማ
- 2. ውጤታማ
- 3. መካከለኛ
- 4. በጣም ውጤታማ ያልሆነ
- 5. እጅግ በጣም ውጤታማ ያልሆነ

12.4 ውጤታማ የለም ብለው የሚያምኑ ከሆነ ይህንን ለማሻሻል ምን መደረግ አለበት ብለው ያምናሉ?

13 የስራ አፈጻጸም ግምገማ እና የስራ አፈጻጸም ውጤታማነት

13.1 የሰራተኞችን የስራ አፈጻጸም ብቃት እና ውጤታማነት ግምገማ ማድረግ የሰራተኞችን የስራ ተነሳሽነት ወይም ውጤታማነት ይጨምራል ብለው ያምናሉ?

13.2 የሆቴሉ ሰራተኞች የስራ አፈጻጸም በተመለከተ ግምገማ የሚደረገው በምን ያህል ጊዜ ነው?

1. ሁል ጊዜ 2. አልፎ አልፎ 3. ፈጽሞ አይደረግም

13.3 እነዚህ ግምገማዎች የሰራተኞችን የስራ አፈጻጸም ውጤታማነት ለመጨመር አስተዋጽኦ አድርገዋል ብለው ያምናሉ?

1. አዎ 2. የለም

13.4 በዚህ ረገድ የሰራተኞችን ውጤታማነት እና ተነሳሽነት ለመጨመር ምን መደረግ አለበት ብለው ያምናሉ?

14 እቅድ እና የስራ አፈጻጸም

14.1 በየአለቱ ሰራተኞች መደበኛ ስራቸውን ከመጀመራቸው አስቀድመው እለታዊ ስራ እቅድ ማዘጋጀት የሰራተኞችን የስራ አፈጻጸም ውጤታማነት ለመጨመር አስተዋጽኦ አለው ብለው ያምናሉ?

14.2 የሆቴሉ ሰራተኞች ሁል ጊዜም ስራ ከመጀመራቸው አስቀድሞ ጠዋት ጠዋት እለታዊ የስራ እቅድ ያዘጋጃሉ?

1. አዎ 2. የለም

14.3 መልስዎት አዎ ከሆነ ይህ ሁኔታ የሰራተኞች የስራ አፈጻጸም ተነሳሽነት ለመጨመር ምን ያህል ውጤታማ ነው ብለው ያምናሉ?

1. በጣም ውጤታማ 2. ውጤታማ 3. መካከለኛ 4. በጣም ውጤታማ ያልሆነ 5. እጅግ በጣም ውጤታማ ያልሆነ

14.4 ውጤታማ የለም ብለው የሚያምኑ ከሆነ ይህንን ለማሻሻል ምን መደረግ አለበት ይላሉ?

15 ስልጠና እና የስራ አፈጻጸም

15.1 ድርጅታችሁ ሰራተኞቹን ለተጨማሪ ስልጠና የመላክ ልምድ አለው?

1. አዎ 2. የለም

15.2 ድርጅቱ በየምን ያህል ጊዜ ሰራተኞቹን ለስልጠና ይልካል?

1. ሁል ጊዜ 2. አልፎ አልፎ 3. ፈጽሞ አይልክም

15.3 የድርጅቱ ስራተኞች ምን አይነት ስልጠናዎች ቢወስዱ ተጨማሪ እውቀት እና ክህሎት ያገኛሉ ብለው ያምናሉ?

15.4 በእርስዎ አስተያየት የድርጅቱ ስራተኞች የሚወስዱት ስልጠና ምን ያህል ጠቀሜታ አለው ብለው ያስባሉ? (1. የአጭር ጊዜ ስልጠናዎች 2. የረጅም ጊዜ ስልጠናዎች)

1	ተጨማሪ እውቀት እና ህክሎት ለማግኘት		
2	የስራ ሹመት ለማግኘት		
3	የስራ እድገት ለማግኘት		
4	በሌላ ድርጅት ውስጥ ስራ ለማግኘት		
5	ሌሎች (ካሉ ይገለጹ)		

15.5 በእርስዎ አስተያየት የድርጅቱ ስራተኞች በስራ ላይ የሚሰጣቸው ስልጠና ምን ያህል ጠቀሜታ አለው ብለው ያምናሉ? (1. የአጭር ጊዜ ስልጠናዎች 2. የረጅም ጊዜ ስልጠናዎች)

1	ተጨማሪ እውቀት እና ህክሎት ለማግኘት		
2	የስራ ሹመት ለማግኘት		
3	የስራ እድገት ለማግኘት		
4	በሌላ ድርጅት ውስጥ ስራ ለማግኘት		
5	ሌሎች (ካሉ ይገለጹ)		

15.6 ድርጅቱ ለስራተኞች ስልጠና የተመደበ በጀት አለው ካለውስ በጀቱ ምን ያህል በቂ ነው?
 1. አዎ 2. የለም

15.7 በድርጅቱ አማካኝነት የስልጠና እድል የተመቻቸላቸው ሰራተኞች ከስልጠና በኋላ ወደ ስራ ገበታቸው ሲመለሱ ያላቸው የስራ ተነሳሽነት እና ዝግጁነት ምን ያህል ነው?

15.8 የድርጅቱ ሰራተኞች የሚመቻቸላቸውን የስልጠና እድል ለግል ጥቅማቸው ነው ወይስ ለሆቴሉ ጥቅም ያውሉታል?

15.9 በእርስዎ አስተያየት በድርጅቱ አማካኝነት የስልጠና እድል የተመቻቸላቸው ሰራተኞች ስልጠናውን አጠናቀው ሲመለሱ በድርጅቱ ውስጥ ለማገልገል ያላቸው ፍላጎት ቀንሶ ሌላ ድርጅት ወይም ሆቴል ውስጥ የመቀጠር ፍላጎት ያሳያሉ?

- 1. አዎ
- 2. የለም

15.10 ድርጅቱ መሰል አላማ ያላቸው ሰራተኞችን በተመለከተ የወሰዳቸው እርምጃዎች ምን ምንድን ናቸው?

15.11 እነዚህ ሁኔታዎች በሆቴሉ ላይ የተጠሩት ተጽኖ ካለ ይገለጽ?

16 የሰዓት/የጊዜ አጠቃቀም እና የሰራተኞች የስራ ሰዓት ቁጥጥር

16.1 የሰራተኞችን የስራ መግቢያ እና መውጫ እንደዚሁም የስራ ሰዓት አጠቃቀም ቁጥጥር የስራ አፈጻጸማቸው ላይ ተጽእኖ አለው ብለው ያምናሉ?

16.2 ሆቴሉ በሰራተኞቹ ላይ ከፍተኛ የስራ ሰዓት ቁጥጥር ያደርጋል?

- 1. አዎ
- 2. የለም

16.3 መልስዎት የለም ከሆነ ሆቴሉ የሰራተኞቹን የስራ ሰዓት አጠቃቀም እና ቁጥጥር ለማሻሻል ምን ማድረግ አለበት ይላሉ?

16.4 በእርስዎ አስተያየት የድርጅቱን መደበኛ የስራ ሰዓት አክብረው የሚሰሩ እና የድርጅቱን መደበኛ ስራ ሰዓት በአግባቡ አክብረው ወይም ተከትለው ስለማይሰሩ ሰራተኞች ያለዎት አስተያየት ምንድን ነው?

16.5 የመደበኛ የስራ ሰዓት አጠቃቀም ቁጥጥር ማድረግ ጠቀሜታ አለው ብለው ያምናሉ?

- 1. አዎ
- 2. የለም

17 ድርጅታዊ ድጋፍ

17.1 የስራ አፈጻጸም ውጤታማነት ለመጨመር ከሆቴሉ አመራሮች በቂ ድጋፍ እያገኙ ነው?

- 1. አዎ
- 2. የለም

17.2 መልስዎት የለም ከሆነ እነዚህን ሁኔታዎች ለማሻሻል ምን ምን መደረግ አለበት ይላሉ?

17.3 መደበኛ ስራዎች ለማከናወን ከሆቴሉ በቂ ድጋፍ እያገኙ ነው?

- 1. አዎ
- 2. የለም

17.4 መልስዎት የለም ከሆነ እነዚህን ሁኔታዎች ለማሻሻል ምን ምን መደረግ አለበት ይላሉ?

17.5 በአጠቃላይ ከድርጅቱ የስራ አመራሮች እና የስራ ባልደረቦች በቂ ድጋፍ እያገኙ ነው?

- 1. አዎ
- 2. የለም

17.6 መልስዎት የለም ከሆነ እነዚህን ሁኔታዎች ለማሻሻል ምን ምን መደረግ አለበት ይላሉ?

18 የሰነዶች አያያዝ

18.1 በሆቴሉ ውስጥ ተቀጥረው መስራት ከጀመሩ ጊዜ አንስቶ የጠፉ ወይም የተሰወሩ የድርጅቱ ሰነዶች አሉ?

- 1. አዎ
- 2. የለም

18.2 መልሱ አዎ ከሆነ የሰነዶቹ መጥፋት የሆቴሉ አጠቃላይ አሰራር ላይ ያስከተለው ተጽእኖ አለ?

18.3 በእርስዎ አመለካከት እነዚህን ሁኔታዎች ለማሻሻል ምን ምን መደረግ አለበት ይላሉ?

SPSS

Table 4.1 In your opinion; do you think performance improvement is necessary?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	85	96.6	96.6
	No	3	3.4	3.4
	Total	88	100.0	100

Table 4.2 How do you often carry out performance assessments of your subordinates?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	70	79.5	79.5
	No	18	20.5	100.0
	Total	88	100.0	

Table 4.3 Do you feel that it is an effective way of assessing performance?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	76	86.4	86.4
	No	12	13.6	100.0
	Total	88	100.0	

Table 4.4 do you think an adequate payment ;can help encourage workers to performance well?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	66	75.0	75.0	75.0
No	22	25.0	25.0	100.0
Total	88	100.0	100.0	

Table 4.5 in your experience, do you think good working conditions have a positive effect on performance?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	72	81.8	81.8	81.8
No	16	18.2	18.2	100.0
Total	88	100.0	100.0	

Table 4.6 Do you think a good and conducive physical environment is a positive incentive to enable good performance?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	86	97.7	97.7	97.7
No	2	2.3	2.3	100.0
Total	88	100.0	100.0	

Table 4.7 Do you think a well assured job security over a workers job is good incentives to enable the worker performa better?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	88	100.0	100.0	100.0

Table 4.8 Do you think they have adequate security over their jobs?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	79	89.8	89.8	89.8
Valid No	9	10.2	10.2	100.0
Valid Total	88	100.0	100.0	

Table 4.9 Do you think a good working relation among peers and superiors is a good incentive for good performance?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	84	95.5	95.5	95.5
Valid No	4	4.5	4.5	100.0
Valid Total	88	100.0	100.0	

Table 4.10 Do you find these relations adequate to encourage good performance?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	81	92.0	92.0	92.0
Valid No	7	8.0	8.0	100.0
Valid Total	88	100.0	100.0	

Table 4.11: do you think workers feeling of their work help them to achieve their aspirations and plans, which in turn helps them to feel better about their jobs & encourage good performance?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	81	92.0	92.0	92.0
Valid No	7	8.0	8.0	100.0
Total	88	100.0	100.0	

Table 4.12: Do you think there is room to do more for the workers.?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	70	79.5	79.5	79.5
Valid No	18	20.5	20.5	100.0
Total	88	100.0	100.0	

Table 4.13 : Do you think about the feeling of a worker that he or she is responsible over his job makes them encouraged to perform well?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	78	88.6	88.6	88.6
Valid No	10	11.4	11.4	100.0
Total	88	100.0	100.0	

Table 4.15: in the hotel, is this act of recognition well expressed?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	75	85.2	85.2	85.2
No	13	14.8	14.8	100.0
Total	88	100.0	100.0	

Table 4.14: Has it had effect on good performance?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	80	90.9	90.9	90.9
No	8	9.1	9.1	100.0
Total	88	100.0	100.0	

Table 4.16 Do you think that workers that their job help them to advance from one ladder to another, they are made to feel good & perform better?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	83	94.3	94.3	94.3
No	5	5.7	5.7	100.0
Total	88	100.0	100.0	

Table 4.17 does the system in Edna hotel, offer worker an opportunity to move from one occupational ladder to another?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	71	80.7	80.7	80.7
No	17	19.3	19.3	100.0
Total	88	100.0	100.0	

Table 4.18 do you find these assessment exercises useful in improving workers performance?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	77	87.5	87.5	87.5
No	11	12.5	12.5	100.0
Total	88	100.0	100.0	

Table 4.19: Do you feel the hotel has to do more in making the worker the worker feel that their contribution is well recognized.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	79	89.8	89.8	89.8
No	9	10.2	10.2	100.0
Total	88	100.0	100.0	

Table 4.21: Do your hotel workers plan their work, before starting every morning?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	79	89.8	89.8	89.8
No	9	10.2	10.2	100.0
Total	88	100.0	100.0	

Table 4.20 Does your organization send staffs for further training?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	70	79.5	79.5	79.5
No	18	20.5	20.5	100.0
Total	88	100.0	100.0	

TABLE 4.22: D o you always have a budget line for the training &how adequate is it?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	59	67.0	67.0	67.0
No	29	33.0	33.0	100.0
Total	88	100.0	100.0	

Table 4.23: in your assessment is time keeping & time management taken serious in the hotel?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	83	94.3	94.3	94.3
no	5	5.7	5.7	100.0
Total	88	100.0	100.0	

Table 4.24 :Do you think the element of time keeping is important or rather time management?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	68	77.3	77.3	77.3
no	20	22.7	22.7	100.0
Total	88	100.0	100.0	

Table 4.25 :Do you get enough support from the hotel to enable you perform your job?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	78	88.6	88.6	88.6
no	10	11.4	11.4	100.0
Total	88	100.0	100.0	

Table 4.26 Do you feel adequately supported by the workers under your management?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	69	78.4	78.4	78.4
Valid no	19	21.6	21.6	100.0
Total	88	100.0	100.0	

Table4.27Are there at time some documents found missing during the assessment of the functioning of the hotel?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	37	42.0	42.0	42.0
Valid no	51	58.0	58.0	100.0
Total	88	100.0	100.0	