



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**EMPLOYEES SATISFACTION WITH COMPANY'S MOTIVATION SCHEME:
A CASE STUDY ON CAPITAL HOTEL AND SPA (5 STAR) ADDIS ABABA ETHIOPIA**

BY:

TATEK TADESSE LEMMA

JUNE, 2020

ADDIS ABABA ETHIOPIA

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE
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ADDIS ABABA, ETHIOPIA

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Belete Kebede Mebratu (Prof), Ph.D., MA, MBA. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name

Signature

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for Examination with my approval as a university advisor.

Advisor

Signature

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LIST OF ACRONYMS

MoCT	-	Ministry of Culture & Tourism
FDRE	-	The Federal Democratic Republic of Ethiopia
MoLSA	-	Ministry of Labor and Social Affairs
HRM	-	Human Resource Management
ERG	-	Existence, Relatedness, and Growth
FB	-	Food & Beverages
MSQ	-	Minnesota Satisfaction Questionnaire

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ABSTRACT

The general objective of this research is to Assess Employees' Satisfaction with Company's Motivation scheme in the case of Capital Hotel and Spa (5 Star) Addis Ababa, Ethiopia. The dependent variable was employees' satisfaction and the independent variables were Intrinsic and extrinsic motivation schemes. Explanatory research design was chosen because it can enable the researcher to generalize the findings to a larger population. Surveys allow the collection of large amount of data from a sizable population in a highly economical way. It allows one to collect quantitative data which can be analyzed quantitatively using descriptive statistics. Therefore, the explanatory survey was deemed the best strategy to fulfill the objectives of this study (Creswell 2008). The study established that there are a total of 359 permanent employees in Capital Hotel and Spa. The researcher sampled 162 employees from the company all departments. The study used a closed ended five point Likert's scale questionnaire to collect data where respondents were required to fill according to their level of agreement with the statements. The questionnaire was framed in accordance with the objectives of the study. Quantitative data was collected from closed ended items in the questionnaire. On Company's intrinsic motivation schemes, majority of the respondents agreed that employees are highly satisfied in factors such as satisfaction with the sense of responsibility, social responsibility and independence on performing work. The study also exposed that there is a strong significant positive relationship between employee satisfaction and the company's extrinsic Motivation Schemes factors such as job security, in-house training, acknowledgement, accepting constructive criticism and appreciation for the good works performed by the employees

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CHAPTER 1

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The hospitality industry is competitive and requires employee creativity inspired by transformational leaders (Wang, Tsai, & Tsai, 2014).

Businesses transform by adjusting to such changes, trying to stay sustainable, and move forward by maintaining productivity. It is for this reason that the success or failure of the hotel business can stem from or highly dependent on the role of Employees' & Management in response to the changes.

Employee development using motivation and skills are essential to the growth and development of the organization (Hamstra, Van Yperen, Wisse, & Sassenberg, 2011; Wang et al., 2014). Employees that seek growth within their organization may require proper motivation, training, and development from their leaders.

Employees are a fundamental component of service delivery in hotels. Therefore, motivating employees can positively affect the performance of employees which can in turn positively impact on service quality. The purpose of this study is to assess employees' satisfaction in company's motivation scheme in Capital Hotel & Spa Addis Ababa, Ethiopia. To motivate employees, hotel managers should evaluate the needs of employees every year. In addition, hotels should empower employees to assist managers in achieving objectives. If employees are empowered, their drive to perform increases accordingly. To the best of the author's knowledge, this paper is the first that attempts assess employees' satisfaction in Capital Hotel & Spa Company's motivation scheme. Because of the high staff turnover and high absenteeism in hotels, the findings can help managers realize the importance of employee motivation to retain quality staffing.

1.2 BACKGROUND OF THE ORGANIZATION

It was in America that the first inn recorded in the year 1607 and leads the way to the hospitality industry. The publicity hotel (the city hotel) opened in New York in 1792. The Boston Tremont Hotel and Buffalo Statler hotels are the first modern and business hotels opened in 1809 and 1908 respectively. From there on a flood of hotels emerged in America and the rest of the world with prominent names such as, Hilton, Radisson Marriot and Hotels (Texas Tech University, 2008).

In Ethiopia, Hotel development started at the reign of his Emperor Minilik II. As the political, economic and social significance of Addis Ababa increased, Empress Etege Taitu built the first modern hotel named after her name Etege Taitu Hotel in Addis Ababa in 1907 E.C.

The Hotel and tourism business is one of the focal areas of Ethiopian government from the intension of maximizing national income from hotel accommodations and tourist fees. (Ministry of Culture and Tourism, 2013).

Mackenzie & Chan 2001:7 classified hotels as per the parameters by Location, Star rating or grading, Size, Distinctive property, Price & Staff to Room - Ratio, Function, and Market Segment. The Federal Democratic Republic of Ethiopia (FDRE) Ministry of Culture & Tourism (MoCT) is a Government Authority in which a mandate has been given in order to perform the star rating in the country. Recently, at a national level, this authority conducted hotels assessment to rank them from 1-5 stars in an international hotel standard.

Hotels in Addis Ababa granted 5star rating were Sheraton Addis-the Luxury collection Hotel, Capital Hotel & Spa, Elilly Hotel, Getfam Hotel, Golden Tulip Hotel and Radisson Blu Hotel. It should be noted that the Skylight Hotel - owned and managed by Ethiopian Air Lines and the International Chain hotel - Hyatt Regency Hotels were the most recently opened huge hotels in Addis. Until this study was conducted, both hotels claim to be 5 star hotels and their standard and facilities excel 5 star. But since they were not officially recognized or rated 5star by the Ministry of Culture and Tourism Ministry of Ethiopia, both were not included in the list of 5star hotels.

The researcher considered this star rating or grading, and chose Capital Hotel and Spa from the Five Star hotels for the case study.

CAPITAL HOTEL & SPA

Capital Hotel and Spa - Addis Ababa is one of the recently established, in July 2013, privately owned hotel located around Megenagna. It is ideally located in a hub of international diplomacy, with proximity to the headquarters of the United Nations Economic Commission for Africa. This five star hotel, constructed in an exclusive business area at the heart of Kazan chis and opened in 2010, is just 15 minutes from Bole International Airport and close to many of the city's popular attractions, including the Holy Trinity Church. Currently there are 347 permanent full time employees.

Capital Hotel and Spa is an international 5-Star hotel with a local brand which was established in July 2013. The hotel, located at the heart of the city is accessible from all corners of Addis Ababa. It has 114 spacious rooms and all of them non-smoking, to accommodate customers from all part of the world. There exist five types of rooms including Standard, Superior, Twin, Studio and Suites, all with balconies as well as WIFI, and in-room safes.

The 12 story building Establishment has also an extension building which has five stories, excluding the mezzanine and two basements. It tags the theme of a conference resort featuring facilities that meet the requirements of international travelers and residents of the city wishing to spend time with friends, business partners and/or family.

Capital Hotel and Spa has 14 Meeting rooms with equipped translation booth options, which are to be used for various purposes and named after various prominent African personalities. Those being the late renowned Ethiopian painter Afework Tekle, the Kenyan environmental activist Wangari Matthai, the Anti-apartheid struggle icon and South-African first black President Nelson Mandela, the Franco-Algerian literary giant Albert Camus and other venues and meetings rooms are named after our natural heritages, Nile River, Omo, Tekeze, Baro and Awash.

Capital Hotel and Spa - is one of the *Green Key* and *Safe Hotels Premium* certified in Addis Ababa. It involves in a lot of environmental movements and recognized internationally as a Safe Hotel and got its safe hotel's certificate putting into considerations that the hotel is involved in movements of preserving the environment, green capital city, etc.

It has the biggest spa in the city, a fitness center (well-equipped gymnasium), Swimming pool and different Dining rooms, lounges, bars, cafes and pastry shops and also a cultural restaurant with full traditional music and dances.

1.3 STATEMENT OF THE PROBLEM

The general business problem in 5star hotels is that the hotel managers' struggle with organizational effectiveness while addressing performance control or performance management. Circumstances such as the rapid growth of the newly emerging hotels throughout the country especially in Addis Ababa, management disagreements, compensation, attitude, and performance management are additional critical factors and affect organizational effectiveness in the hotel sector (Gruman & Saks, 2011).

To the afore stated general problem, the specific business problem that hotel general managers are challenged-by is that, they often lack to realize the employees satisfaction with the motivational schemes set for enhancing employees' performance.

Hotel Managers have to create conducive working environment in which their employees will be motivated sufficiently in order to perform-well. This can be achieved through assessing essential elements of employee motivation schemes or mechanisms to improve employee engagement and output throughout the organization Thus, introducing a relevant and appropriate scheme can motivate and increases employees' satisfaction level in order to achieve its desired goal.

In the course of repeated employee appraisal meetings within the researcher's organization, a significant number of employees asked if the company would consider introducing a new motivational scheme. The majority of the employees who requested this were key staffs within the organization and whom their performance is highly appreciated by management.

There are observed reports that there is a high rate of employee turnover. The case in point, reports of the Ministry of Labor and Social Affairs (MoLSA) bureau of Labor Statistics (2018) show that 18.8% of the employees left their place of employment voluntarily only in 2017. Besides, the reported data in Ethiopian Hotels & restaurant Owners and Managers Association (Biniyam, 2013)

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prove that nearly 60,000 employees depart from the hospitality industry each year for varied reasons and management finds difficulty retaining.

Many 5 star rated hotels' businesses & Managers, in Addis, face big task struggling to retain employees ready to leave using the financially focused or the traditional system of motivating employees. The problem continues and its solution is just like a fire- fighting process.

The researcher felt that it is important to assess the various employee motivation schemes and believes that the implemented traditional financially focused system of motivating employees is not working well. Therefore, in 5 star hotels, specifically in Capital Hotel & Spa, there is a need to consider other forms of motivation scheme in which employees will be satisfied and these schemes introduced will be a means of improving employee engagement and output in order to achieve their objective. Therefore this study was designed to assess the employees' satisfaction with company's motivation scheme in the Capital Hotel & Spa.

1.4 RESEARCH QUESTION

In this study, the selected 5 star hotel manager participants will be asked six interview questions. The estimated time for each participant interviews would last between 20 & 35 minutes, depending on the length of responses. All participants will be asked the following same research questions.

1. How do the Capital Hotel and Spa employees respond to the current motivation schemes of the company?
2. Are the employees of Capital Hotel and Spa satisfied with the intrinsic motivation schemes of the company?
3. Are the employees of Capital Hotel and Spa satisfied with the extrinsic motivation schemes of the company?
4. What motivation schemes are found to best motivate employees at the hotels?
5. What motivation strategies are least motivating to employees at the hotels?

1.5 OBJECTIVE OF THE STUDY

1.5.1 GENERAL OBJECTIVE

The purpose of this research project is to assess the satisfaction of employees with the various employee motivation schemes implemented the selected 5 star hotels: the case of Capital Hotel & Spa.

1.5.2 SPECIFIC OBJECTIVES

The specific purposes of this research project are:-

- ❖ to assess the motivation schemes /strategies best motivate employees in 5star hotels.
- ❖ to assess the motivation schemes /strategies that least motivates employees in 5star hotels.
- ❖ to assess how the employees evaluate the existing motivational schemes implemented in 5star hotels.
- ❖ to assess the types of motivational schemes employees prefer the 5 star hotel introduce for achieve organizational goals.

1.6 OPERATIONAL DEFINITIONS

Tourism Industry

Tourism is the act of travel for the purposes of leisure, pleasure or business, and the provision of services for this act. There are two important components that make up tourism: the business of providing tours & services and the practice of travelling for pleasure.

Hospitality Industry

The hospitality industry is a wide-ranging category of facilities within the service industry that includes Accommodations, Transportation, Lodging, Restaurants, Event planning, Theme parks, Cruise line, and additional fields within the tourism industry. The hospitality industry is a several billion dollar industry that mostly depends on the availability of leisure time and disposable income. A hospitality unit such as a restaurant, hotel, or even an amusement park consists of multiple groups such as facility maintenance, direct operations (waitpersons, housekeepers, porters, kitchen workers, bartenders, etc.), management, marketing, and human resources. (Daniel G. Bieber, 2011; Ralf Meurer, 2011; Thomas Surmann, and Nora Rassek, 2011)

Basic Level Hotels

Hotels which are below the star category, but nevertheless, provide acceptable service will be classified as “Basic Level Hotels.” (Ministry of Culture and Tourism)

Chain Hotels

Chain hotels are defined as all hotels under the ensign of a hotel group, whatever their legal status might be (subsidiaries, franchises...). The vast majority of chain hotels have an official tourism approval. However, some of the hotels under a given chain name may not be approved, either because the group has not made an application or because of specific local characteristics. (Source: INSEE: national institute of statistics and economic studies)

Star Rated Hotels

The star ratings system is internationally recognized as the yard stick for a hotel's overall quality. However, what one country may regard as a 5-star venue will be a 4-star in another, and vice versa. While there is no international standard that hotels across the world subscribe to, the stars all pertain to a hotel's level of service, facilities, rooms, location and price. ([http: \\www.essentialtravel.co.uk/magazine/](http://www.essentialtravel.co.uk/magazine/))

Knowledge management

A term used for practices, which instill values and characteristics for building motivated behavior and the sharing of knowledge (Kim & Lee, 2013; Novianto & Puspasari, 2012).

Job motivators

Help fulfill the need to maintain job security (Becton et al., 2014).

Motivational hierarchy,

The motivational hierarchy is a fundamental pattern of the human self, described through a three-tiered hierarchy (a) the individual self, (b) the relational self, and (c) the collective self (Gaertner, et al., 2012).

Motivational theory

The theory involves emotional responses to perceptions, imagery, and feeling that trigger motivational responses (Fishbach, 2014).

Extrinsic motivation

Extrinsic motivation occurs when things are done to or for people in order to motivate them. These include rewards such as incentives, increased pay, praise or promotion; and punishments such as disciplinary action, withholding pay, or criticism. Extrinsic motivators can have an immediate and powerful effect, but it will not necessarily last long.

Intrinsic motivation

Intrinsic motivation takes place when individuals feel that their work is important, interesting & challenging and that it provides them with a reasonable degree of autonomy (freedom to act), opportunities to achieve and advance, and scope to use and develop their skills and abilities. It can be described as motivation by the work itself. It is not created by external incentives. Deci and Ryan (1985) suggested that intrinsic motivation is based on the need to be competent and self-determining (that is, to have a choice).

Triangulation

An analytic technique used to corroborate a finding with evidence of two or more different sources. (Maxwell, 2012; Yin, 2011b).

1.7 SIGNIFICANCE OF THE STUDY

The importance of this study is to illustrate how this study could bring value to the hospitality industry, in particular to capital hotel 5 star hotels sector...by assessing the satisfaction of employees with the various employee motivation schemes implemented the selected 5 star hotels. The employee motivation schemes discussed in this study will help managers to identify & implement to increase employee retention. The process helps managers to retain employees by motivating employees and satisfying them who may become the future leaders of their organization. Meanwhile, this study will be able to make the student researcher to have a good knowledge on the area study in the hospitality industries. Moreover, the study finding will help future researchers as another reference.

- ***To the Organization/Capital hotel & Spa/ :***

The study is significant for the Organizations in improvement of Motivation Schemes, by deeply understanding of schemes that could influence employees' job satisfaction.

- ***To the Management:***

The findings of the study will therefore provide vital information or insight to policy makers and human resources managers of the bank to either consolidate or rethink ways of motivating staff of the hotel.

- ***To the body of Knowledge:***

It enables to add up more knowledge on the issue of Motivation scheme and Employee satisfaction.

- ***To other researchers:***

The outcome of the study will serve as a literature to toss more light on the effect of Motivation scheme on Employee satisfaction. The outcome further serves as secondary data for future research topic.

1.8 DELIMITATION OF THE STUDY

Vernon-Dotson (2013) defined delimitations as the characteristics that embody or describe the scope of the research study including the criteria for participant selection, the geographic area, and the organization on which the study focuses. As to the Ministry of Culture and Tourism of Ethiopia (MOCT) official website, the total number of 5 star hotels in Ethiopia until today, the submission of this proposal, January 21, 2020 is 7/seven/. This study will be limited to the 5 star hotels in Addis Ababa, Ethiopia. Excluded from this study were those hotels rated 4 Star, below and basic level hotels. The scope was further limited to the 5 star hotels located in Addis Ababa.

1.9 ORGANIZATIONS OF THE RESEARCH

The study will be presented in five Chapters.

Chapter one looks in to the introduction / back ground of the study, the statement of the problem, basic research questions, objectives of the study, and definition of terms, significance of the study and scope or delimitation of the study.

Chapter two goes into the review of related literature. Here the various literatures relevant to the study will be dealt in adequate depth.

Chapter three will focus on the profile of the selected 5 star rated hotels in Addis, the employees' satisfaction analysis with the employee motivation scheme, research methodology and provides explanations for the data collection techniques and analytic methods are used in the study.

Chapter four focuses on the data presentation, analysis and discussion of findings of the research.

Chapter five will mark the conclusion, summary of the research findings as well as recommendations to be made based on the findings drawn from the study.

CHAPTER 2

A REVIEW OF THE PROFESSIONAL AND ACADEMIC LITERATURE

2.1 INTRODUCTION

Employee satisfaction, according to (Mehta, 2012), is a key issue for both the individual & the organization. It affects an individual because it has an implication on emotions, behavior and job performance. A highly satisfied employee is often able to perform better than a person who is not satisfied in some situations. This in return has an implication on the organization's performance. Under this chapter, different organizational variables pertaining to job satisfaction & company's intrinsic and extrinsic motivation scheme related topics will be discussed.

2.2 THEORETICAL LITERATURE

Thereby, hotel businesses need employee retention to cater to the needs of the continuously increasing number of business travelers who rely on the services of the hotel industry. Hotel business operators realize the value in their employees, and management looks for different ways to minimize the revolving door of employees (Arendt S.W., 2012) al., 2012; (Hsiao, Chuang, , Kuo, & Yu, 2014) Employees seem to rotate between hotels for reasons such as advancement, termination, ambition, and an opportunity. By analyzing literature about the hotel industry business sector, I try to find to understand how company motivation scheme relating to employees' satisfaction retention and could contribute to employees' retention scheme.

2.2.1 MOTIVATION

The concept of Motivation is at the heart of the study of work organizations. Atkinson (1964) agrees motivation has no fixed meaning in contemporary psychology. But one thing is clear, the issue of motivating employees is of great concern to both management and employees. Organizations and Motivation scheme face periods of change and transition resultant from economic changes and employee intentions.

Motivation is the inner striving conditions often described as drives, desires and wishes which make employees to act in a certain way. It is the inner state that activates or moves an individual. Without motivation there would be no purposive, organized behavior by the individual either at work or elsewhere.

Motivation in any organization links with strategic business goals because of the employee performance. A key concern for hotel managers is determining how to motivate their employees. Researchers have indicated that motivation techniques or strategies vary widely by employee acceptance and management style. Training and motivation have a significant effect on job performance (Holden & Overmier, 2014); when employees seek feedback about their performance, managers considered and encouraged this feedback as a form

Employees are motivated when managers distinguish their individual goals and desires and how they can achieve them. The thought of achieving a goal guides individuals to make a difference in the workplace. Associates sparked by an accomplishment tend to outperform in their work duties. Motivation may vary among employees concerning work and responsibility. Human behavior dictates that work motivation may not differ significantly between generations (Strizhova & Gusev, 2013).

2.2.2 PERFORMANCE

Employee job performance could be the catalyst forcing organizations to become more efficient. The connection between employee motivation and performance could affect organizational effectiveness. To optimize human capital, leaders should understand how to motivate their employees (Netke, 2013). Although there have been decades of research on employee performance, the fundamental principles of performance are still unknown (Lages, 2012).

Factors like motivation Schemes, leadership, environment, self-efficacy and recognition can all increase or decrease employee job performance (Lin, Yu, & Yi, 2014). Job satisfaction can be the link to a successful working environment because it indirectly promotes commitment to the organization, employee motivation, and productivity (Rahman et al., 2012). Vroom (1964) and Bourne, Pavlov, Franco-Santos, Lucianetti, and Mura (2013) have proposed that the preceding

factors could only affect employee motivation as it relates to current circumstances. As the needs of employees change, their capacity for motivation also changes (Vroom, 1964).

In another qualitative study, Stringer, Didham, and Theivananthampillai (2011) showed a positive association between intrinsic motivation and job satisfaction, pay, and performance whereas extrinsic motivation negatively relates to job satisfaction, pay, and performance. Also, that intrinsic motivation could be detrimental to extrinsic motivation.

2.2.3 MOTIVATIONAL THEORIES

For decades, researchers presented different theories to explain motivation and its importance. Some theories include ERG theory, Maslow theory, Expectancy theory, social equity theory, path-goal theory, and others. Each theory has a unique difference about motivation. The student researcher focused & presented only few of these motivation theories.

2.2.3.1 EXPECTANCY THEORY

Vroom (1964) presented the expectancy theory indicating individuals become motivated with factors valuable for them. The motivation of individuals encourages them to exert efforts to achieve their goals (Wahba & House, 1972). Environmental factors always accompany the efforts of employees. As a result, of motivational factors, employees' performance led toward outcomes with an associated value. Valence is the value associated with each outcome (Dickert, Sagara, & Slovic, 2011; Sweeny & Dillard, 2013).

2.2.3.2 PRODUCTIVITY THEORY

Taylor (1960) presented the Productivity theory in which, Taylor observed a situation called soldering. In this case, employees work less than their full capacity. The Productivity theory varies on the assumption that employees work less than their highest capacity because they conceived that if they work to their highest capacity, the productivity will increase. Employees fear that their increased productivity will cause them to lose jobs (Kriemadis, Pelagidis, & Kartakoullis, 2012).

2.2.3.3 TWO-FACTOR THEORY

Herzberg (1974) presented the Two-Factor theory in which, job satisfaction of employees depends on different factors. Herzberg divided these factors into two types, intrinsic and dissatisfied elements. Herzberg stated that intrinsic factors led to the satisfaction of employees. Hygiene factors result in the dissatisfaction of employees. According to the theory, if the motivational factors meet the needs of employees, employees become motivated resulting in an increase in performance and productivity for employees (Stahl & Harrell, 1981).

Herzberg explains hygiene (extrinsic) factors are components of the job that create dissatisfaction if not available and don't result in satisfaction if they exist, but rather regarded as normal trend. Herzberg states that hygiene issues cannot motivate employees but minimize dissatisfaction and serve as a point of departure for motivation (Luddy, 2005). Similarly, motivators are job intrinsic factors when present result in job satisfaction, but the absence lead to job dissatisfaction. According to Robbins et al. (2003) cited in Luddy (2005), investigation carried out by Herzberg on intrinsic (motivators) factors and extrinsic (hygiene) disproved the traditional thought that the opposite of satisfaction was dissatisfaction. Rather, the opposite of satisfaction is no satisfaction.

Table 2.1 Herzberg's Hygiene & Motivators Factors

Extrinsic(Hygiene) Factors	Intrinsic(Motivators) Factors
<ul style="list-style-type: none"> ➤ Pay ➤ Benefit ➤ Work Condition ➤ Company's policies & Procedures ➤ Supervision ➤ Interpersonal Relationship ➤ Job Security 	<ul style="list-style-type: none"> ➤ Achievement ➤ Growth opportunity ➤ Opportunity for advancement ➤ Responsibility ➤ Work itself ➤ Recognition

Data Source: Own Survey, 2020

2.2.3.4 PATH GOAL THEORY

House (1971) presented the theory of Path goal in which workers will follow the part of high productivity if they trust that productivity will lead toward the attainment of goals. Motivation is significant in the development of core competence of an organization and is the factor that leads toward the competitive position of an organization. Lunenburg and Ornstein suggested different uses and meaning of the term motivation found within different studies. The factor that differentiates motivated behaviors from others is goal-directed behavior. The essence of motivation lies in the aspect of goal-directed behavior (Lunenburg & Ornstein, 2011).

2.2.4 EVOLUTION OF THE CONCEPT OF REWARDS

The fundamental task of management is to motivate employees to work effectively toward achieving organizational goals (Walesh, 2012). Leaders motivate their employees through different ways and provide employees with satisfactory performance, but punishing employees for unsatisfactory performance. Leadership considered punishment as a form of motivation.

The reward for employees has evolved throughout different organizations. At the time of Scientific Management, the concept of rewards only included monetary rewards, during which financial rewards were the most significant rewards for employees. Organizations used to motivate their employees by providing them with monetary rewards. The concept of rewards has changed with the passage of time known as the Human Relations Movement. Human Relations is an attempt to identify and fulfill the social needs of workers. The perception is that if meeting the workers social needs gave a sense of fulfillment and satisfaction of the employees' social needs; employees would perform better. Walesh (2012) discovered that providing employees with a social environment is in the best interest of organizations.

While all of the motivational theories seem similar, slight difference occurred. Each theory focused in one particular area specific to what was important to the individual; whereas the evolution of the concept, the emphasis on the individual needs of employees was more than social interactions. The concept of rewards provided to employees in an organization had resulted in the development of a multitude of theories.

These theories focused on the influence of job rewards on the performance and motivation of employees and involve the characteristics of the individual, the work environment, and the job (Bello, 2012; Facer et.al, 2014).

2.2.5 MODELS OF MOTIVATION

The aim of business modeling is to describe the relationship between different business aspects. Business modeling assists leaders to establish logical relationships to avoid uncertainty. Leaders could design and identify relationships based on structure, employee acceptance, and performance to develop motivational strategies. Leaders take into account job characteristics, what employees expect, and what factors affect motivation (Zámečník, 2014).

2.2.5.1 JOB CHARACTERISTICS MODEL

Hackman and Oldham's job characteristics model, presented in 1976, model was a focus on interactions between job characteristics and psychological needs of employees, which demonstrated how employees responded toward challenging jobs. The model is a description of critical psychological dimensions. One dimension included the experienced meaningfulness of the work, which is the extent to which employees experience their jobs as valuable and meaningful. Another dimension is the employees' experienced responsibility for the outcomes, which Hackman and Oldham described the degree to which employees feel accountable and responsible for the outcomes of their job or work. The third dimension is the knowledge of results describing the extent to which employees comprehend the effectiveness of their performance.

Hackman and Oldham (1976) stated that employees who experience psychological dimensions have positive feelings about themselves. As a result, they respond favorably toward their jobs. Five core dimensions used to determine the extent to which employees experience the psychological states are skill variety, task identity, task significance, autonomy, and feedback. Leaders influenced employee motivation by using autonomy and feedback to allow employees to experience freedom in their work to increase performance. The skill variety, task identity, and task significance together form a meaningful experience of the work. Pepper and Gore (2015) proposed that jobs that require diverse

skills allow employees to finish a substantial portion of their work as jobs have an impact on the work of other people.

2.2.5.2 PORTER AND LAWLER'S EXPECTANCY MODEL

Porter and Lawler (1968) based their expectancy model of motivation on Vroom's (1964) expectancy theory, which involved two factors in this model for the completion of a task. The first factor includes rewards that individuals receive from their jobs, and these rewards include both extrinsic and intrinsic. Intrinsic reward includes a sense of achievement, and extrinsic reward includes pay. Employees combine the rewards received with the level of desire. The value of outcomes and the perceptions of efforts result in motivation.

Dan-Shang and Chia-Chun (2013) suggested the expectancy model of motivation has two ways in which individuals can increase their motivation. The first way to increase motivation of employees can include the quantity of rewards received by employees. The second factor involves the desire of individuals to achieve the rewards. This desire can also increase the job satisfaction of employees (Chaudhry & Shah, 2011; Dan-Shang & Chia-Chun, 2013).

The researcher of the Expectancy model of motivation suggested that the level of performance demonstrated by employees demonstrate the level of intrinsic and extrinsic rewards received by them. Dan-Shang and Chia-Chun (2013) suggested that extrinsic rewards may relate to performance, but intrinsic rewards rarely influence the level of performance exhibited by employees. The performance exhibited by employees also has an effect on employees' level of satisfaction. In many cases, employees use their perceived level of performance to measure their level of satisfaction. Employees who indicate that their performance is lower than their co-workers are more satisfied with their rewards than employees who indicated that their performance is better than their coworkers. The expectancy model of motivation provides managers with an effective way to comprehend the cognitive process of motivation.

2.2.5.3 BEHAVIOR ENGINEERING MODEL (BEM)

Gilbert (1978) presented the Behavior engineering model relating to the measurement of human behavior for performance management and competency performance systems. Human behavior affects human performance, which is a fundamental aspect of knowledge, work, and motivation.

Motivation tactics connect the fundamentals of human behavior which influence the information shared through knowledge, skills, and technology expressed through work value performance. Gilbert's behavior engineering model is a representation of environment and individual and the influences of information, instrumentation and motivation have on each representation. BEM for the environment segment information is reflective through data, instrumentation through resources, and motivation through incentives; whereas for the individual, information involves knowledge, the capacity of accomplishing tasks, and the individual's motives. Gilbert suggested that human competence is a function of worthy performances, value accomplishments, and costly behavior.

2.2.6 FACTORS AFFECTING MOTIVATION

Researchers have identified two forms of motivated behavior called intrinsic motivation and extrinsic motivation (Pinto, 2011; Vallerand, 2012).

2.2.6.1 INTRINSIC MOTIVATION

In intrinsic motivation, one chooses behavior based on internal value and satisfaction. In extrinsic behavior, one engages in behavior based on external rewards; whereas

2.2.6.2 EXTRINSIC MOTIVATION

Extrinsic motivation effectively motivates employees and that organizations used financial incentives alone or with other interventions to motivate their employees (Naile & Selesho, 2014; Nawab et al., 2011). Nawab et al. proposed that intrinsic motivators were necessary to receive the best efforts from subordinates.

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Employee motivation has a direct correlation with employee performance and commitment utilizing motivational tools indicating that commitment and performance were ideal factors to determine the success of an organization (Nawab et al., 2011; Shahid & Azhar, 2013; Vallerand, 2012).

Employee motivation alone could be a possible fundamental determinant of job performance (Lin, Yu, & Yi, 2014). If fundamental determinants of employee motivation are present, organizations could be more efficient (Korzynski, 2013). Giauque, Anderfuhren-Biget, and Varone (2013) proposed that motivated employees determined the degree of the performance of individuals and the organization.

Leaders understood the importance of motivating employees but have many different opinions on what exactly motivates employees (Pinto, 2011). Pinto described three aspects of determining motivation:

- (1) the internal energy that moves the individual,
- (2) the direction that movement takes, and
- (3) the persistent force in the direction. Motivation derives from individual need, desire, and expectation (Pinto, 2011).

Maslow's (1943) hierarchy of needs is a common theory that explained the basic process of motivation in humans based on the greatest needs humans. Maslow (1943) stated that the human motivation process depends upon 5 areas of needs: a) Physiological, b) Safety, c) Love, d) Esteem, and e) Self-actualization. Physiological needs were the greatest needs for humans and self-actualization is the least amount of needs for humans.

Each level of Maslow's hierarchy of needs depends on the satisfaction of the needs of the previous level. For example, before an employee has their love needs met, they must first have their physiological, and safety needs met. Some exceptions exist because some individuals need self-esteem more than love (Maslow, 1943). Bourne et al. (2013) and Pinto (2011) portray Maslow's hierarchy of needs as a pyramid with physiological needs at the bottom and self-actualization at the top. Leadership should be sure that they meet employees physiological and safety needs first. Vroom's (1964) expectancy theory is similar to Maslow's hierarchy of needs theory. There should be a clear understanding of how to determine the needs of individual employees and how to discern

when those needs change. A specific need could motivate an employee, but that same need could later motivate the employee differently. Bourne et al. (2013) flexible leadership theory stated that leaders must adapt to external environments and understand situational variables. Situational variables could influence behavior and affect employee motivation.

Employee motivation can depend on behavioral influence, work environment, relationships, and job satisfaction (Herzberg, 1974; Vallerand, 2012).

Six factors that influence the job satisfaction of an employee include Achievement, Recognition, Work itself, Responsibility, Advancement, and Growth (Herzberg, 1974). He states that the seven factors to job dissatisfaction of an employee include the Company policy, Supervision, Relationship with the boss, Work conditions, Salary, Relationship with peers, and the Security. Each factor for satisfaction and dissatisfaction is of importance.

The content of their jobs do not dissatisfy employees, but more so by their treatment from leaders, similarly to Maslow's (1943) hierarchy of needs and Vroom's (1964) expectancy theory. Each theorist suggested that leaders understand the needs of employees and know how to prioritize the needs of the employee for their benefit. From previous research, motivation was associated with an expectancy theory or attribution theory approach that focused on some form of intrinsic and extrinsic motivation more than personality and behavior (M-Taylor, Cornelius, & Colvin, 2014; Naile & Selesho, 2014).

2.3 EMPIRICAL LITERATURE

Motivation is a primary factor in the hotel industry because motivation is a guarantee of high quality of service to a customer. Motivation is the individual's willingness to increase energy and effort of their task to satisfy certain requirements or desires perceived as the force behind efficient work of employees (Facer Jr., et al., 2014).

Hotel Employees are unhappy with the late start and the late finish of their shifts. Sometimes associates work unpleasant unsocial hours, in which demotivates employees, as they will have no social life. Most of the staff would have to work the next morning or day, which makes them more discouraged about their job (Karatepe, 2014). With these aspects affecting individuals, organizations

of the hotel industry need to address the correct and suitable motivational factors in an efficient and effective manner, which is a very necessary function for working organizations.

Motivation is a major factor that inspires and encourages employees to take individual actions. In an organization, motivation has a role in improving performance and operations. When managers allow employees to develop their objectives, managers can accomplish the goal of motivating employees. DeCenzo, Robins, and Verhulst (2013) stated that motivation is the eagerness to put forth efforts to achieve organizational goals.

An additional definition of motivation is the dependent and independent relationships, which demonstrate the direction of behavior. Researchers O'Neil and Drillings (2012) argued that the motivation of employees relates to their performance and has an immediate effect on the direction and persistence of action.

The force that energizes, directs and sustains person's behavior is Motivation. High performance is accomplished by well-motivated 5star Hotel employees who are ready to exercise unrestricted effort i.e. self-sufficiently performing more than is expected of them. Hunter et al (1990) found through their research that, even in fairly basic roles, the difference in value-added by the unrestricted effort of self-sufficiently performing employees.

2.4 CONCEPTUAL FRAMEWORK

“A satisfied workforce has many advantages for the firm, including lower absenteeism and turnover; fewer grievances, lawsuits and strikes; lower health costs; and higher quality work life. QWL seeks to provide a safe and healthy environment, opportunity for personnel growth, a positive social environment, fair treatment, and other improvements in people's work. These and other benefits from the organization, exchanged for contribution from employees, create a psychological contract and fairly will influence people's satisfaction and motivation.” (Batemal, & Snell, 2003). Furthermore, Batemal (2003) emphasized that job dissatisfaction creates a work force that is more likely to exhibit higher turnover, higher absenteeism, further grievance and lawsuits, stealing, poor customer service. All of these consequences of dissatisfaction, either directly or indirectly are costly to the organization.

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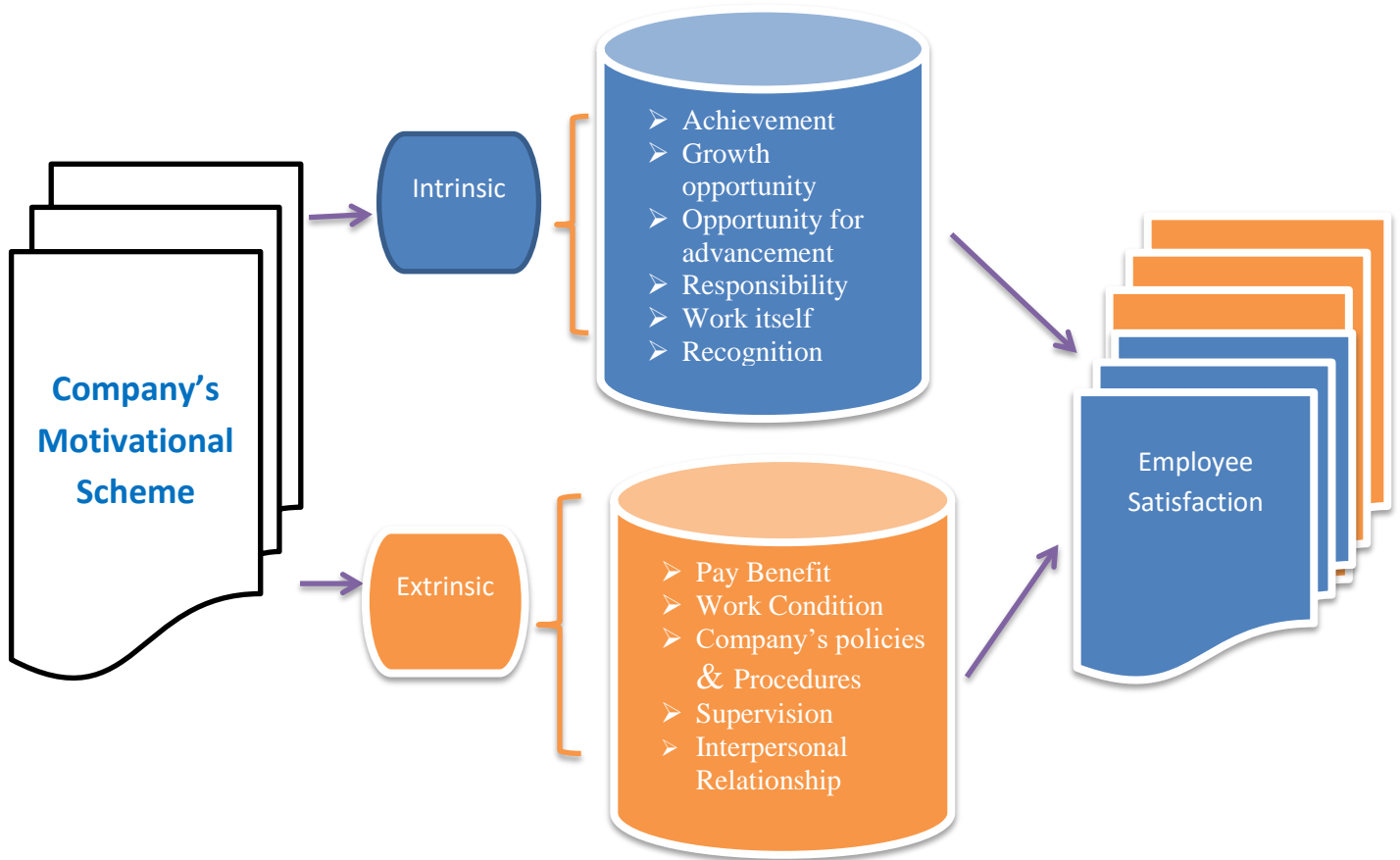


Figure 2.1 Research Model

Source: Own Survey 2020

The conceptual framework shows the factors that are relevant to consider when studying the nature of motivation of employees some of which are extrinsic in nature while others are intrinsic. The study sought to establish how intrinsic and extrinsic motivation schemes of a company influences employees' satisfaction. The framework also shows that the indicators used to measure the variables.

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To ensure employee satisfaction the management needs to ensure the factors for intrinsic motivation like achievement, growth opportunity, responsibility, opportunity for advancement, work itself, and recognition. In similar relations the management needs to ensure the factors for extrinsic motivation like pay benefit, work condition, company's policies & procedures, Supervision, and interpersonal relationship to ensure employees' satisfaction in a company. When these two major themes are blended, the outcome is employee satisfaction.

CHAPTER 3

RESEARCH DESIGN AND METHOD

This study attempted to assess and make a comprehensive assessment the satisfaction of employees with the various employee motivation schemes implemented in Capital Hotel & Spa. Under this chapter: the research design, population and sampling techniques, the data collection instrument, the procedures followed during data collection, and method of data analysis that was used are discussed as follows:

3.1 RESEARCH SETTING

Capital Hotel and Spa - Addis Ababa is one of the recently established, July 2013, privately owned hotel located around Megeenagna. It is ideally located in a hub of international diplomacy, with proximity to the headquarters of the United Nations Economic Commission for Africa. This five star hotel has 114 spacious rooms and all of them non-smoking. There exist five types of rooms including Standard, Superior, Twin, Studio and Suites, all with balconies as well as WIFI, and in-room safes.

Capital Hotel and Spa - is one of the *Green Key* and *Safe Hotels Premium* certified in Addis Ababa. It involves in a lot of environmental movements and recognized internationally as a Safe Hotel and got its safe hotel's certificate putting into considerations that the hotel is involved in movements of preserving the environment, green capital city, etc. The 12 story building Establishment has also an extension building which has 5 stories and tags the theme of a conference resort featuring facilities that meet the requirements of international travelers and residents of the city wishing to spend time with friends, business partners and/or family. Capital Hotel and Spa has 14 multi purposes meeting rooms equipped with translation booth options and named after various prominent African personalities. Those being the late renowned Ethiopian painter Afework Tekle, the Kenyan environmental activist Wangari Matthai, the Anti-apartheid struggle icon and South-African first black President Nelson Mandela, the Franco-Algerian literary giant Albert Camus and other venues and meetings rooms are named after our natural heritages, Nile River, Omo, Tekeze, Baro and

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Awash. It has also the biggest spa in the city, a fitness center (well-equipped gymnasium), Swimming pool and different Dining rooms, lounges, bars, cafes and pastry shops and also a cultural restaurant with full traditional music and dances. There are 359 permanent full time employees.

3.2 RESEARCH DESIGN

The research design for this study is descriptive and explanatory. The researcher used descriptive design for the reason that the data collection in descriptive research can be conducted by using specific methods like observational method, case study method and survey method. Since this research is a case study descriptive research design is a preferable one. The researcher used qualitative approaches that are important to measure objectives and perform statistical analysis of numeric data to understand and explain a phenomenon. Primary and secondary data were employed. This is to ensure that the relevant information for the study with the desired manner was obtained. Primary data is collected through questionnaires and by contacting relevant actors related to the study conducted.

The participants of this study were all employees of Capital Hotel and Spa. The rationale for choosing Capital hotel employees was related with the assumption that the motivational scheme of Capital Hotel and Spa (5star) will have a direct representation of the 5star hotels exist in Addis Ababa. And, the other reason is due to the manageability of the research. For the purpose of narrowing down the scope to manageable level, only Capital Hotel and Spa employees were taken as the sample of this case study.

RESEARCH APPROACH

For this study the research method employed to collect data was research approach design using Minnesota Satisfaction Questionnaire (MSQ). MSQ has two sections, namely section I for data pertaining to demographic information and section II for data pertaining to job satisfaction based on the 20 sub dimensions. The MSQ basically contains inquires based on two areas, namely Intrinsic Satisfaction and Extrinsic Satisfaction with the compensation schemes of the company.

3.3 POPULATION AND SAMPLING TECHNIQUES

3.3.1 POPULATION

The target population of the study was all full time and casual employees working in all departments of Capital Hotel and Spa. The total population of the study was 359 employees. From the total of 359 employees were Permanent and the remaining 16 temporary employees working in different departments.

3.3.2 SAMPLING TECHNIQUE & SAMPLE SIZE

As Kotari (2004) defines, sample design is a definite plan for obtaining a sample from a given population. For the sake of ensuring high response rate and quick return of questionnaire, nonprobability sampling in the form of convenience sampling technique was employed. Using such sampling technique is obligatory in hotel industry where employees are required to work in different shifts especially in this Covid-19 pandemic season. Since hotel premise is among few organizations expected to serve seven days a week and twenty four hours a day (7/24 basis), there are employees who work out of normal duty hours, for instance split hours and night shift. This reason imposes difficulties for the researcher to approach respondents for distribution and collection questionnaire unless convenience sampling is employed. In addition, such sampling technique is inexpensive and less time consuming as compared to others.

Zikmand (2010) stated that sampling is the process of selecting a number of study units from a defined study population. According to Watson (2001), effective sample size determination involve in five important step processes namely:

1. Determining goals,
2. Deciding the desired precision of results,
3. Determining level of confidence,
4. Estimating the degree of variability, and
5. Estimating the response rate.

According to Yemane (1967), since the number of the population is known, simplified formula for proportion sample size for selecting sampling to the study.

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As per the formula indicated below

$$n = \frac{N}{1+N(e^2)}$$
$$n = \frac{359}{1+359(0.05^2)}$$
$$n = \frac{359}{1.895}$$
$$\underline{n = 159}$$

Where: n = computed Sample size

N = Total number of employees (Population size) = 385

e = Maximum variability or Margin of error = 5% (0.05) yields the sample size to be at least 159 employees for participation.

In in this case study, 170 questionnaires were distributed and 162 were returned and analyzed for this study, I selected the participants based on the following criteria: (a) All departments are given equal chance and (b) participants held a GMs' position.

I obtained consent from the hotel GM to participate in the study, to gain access to relevant data, access to the facility, and use of personnel time for research purposes within their organization through the "Informed Consent call".

3.4 INSTRUMENT OF DATA COLLECTION

Minnesota Satisfaction Questionnaire was developed by Weiss, Dawis, England, and Lofuist in 1967. It is widely used instrument to evaluate job satisfaction (Worrell, 2004). MSQ is a gender neutral and self-administered paper and pencil inventory that can be completed in 15 to 20 minutes (ibid.). The MSQ long form consists of twenty distinct scales each of them consisting five items. Thus, it is built up on a total of 100 questions.

This study is quantitative and primary data was collected using MSQ that has been modified to suite for the purposes of this research. Overlapping items and items not relevant to the present research

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sample were omitted, which resulted in the questionnaire being reduced from 100 to 23 job satisfaction items and three more questions that address variables regarding learning and development, communication, and participation in decision making have been included. Thus, the questionnaire consist a total of 23 job satisfaction questions plus 6 demographic questions. MSQ is self-administered questionnaire and it was directly handed over to all departments employees of Capital hotel to complete section I (demographic data form), section II (Intrinsic Motivation satisfaction form) and section III (Extrinsic Motivation satisfaction form).

There are five possible responses for each of one hundred items of MSQ long form (constructed as five point likert scale), namely “Very Dissatisfied”, “Dissatisfied”, “Neither Satisfied Nor Dissatisfied”, “Satisfied”, “Very Satisfied”. For the sake of simplicity & convenience, the above likert scale was modified & given ordinal weight as shown below:

- “Strongly Agree” = 5
- “Agree” = 4
- “Neither Agree Nor Disagree” = 3
- “Disagree” = 2
- “Strongly Disagree” = 1

The twenty distinct scales of MSQ are categorized in to three important sub domains and described by Weiss et al. (1967, cited in Lombardo, 2005) as discussed below:

Intrinsic Job Satisfaction

1. Ability utilization - The chance to do something that makes use of abilities.
2. Social service- the chance to do things for other people
3. Social status- the chance to be “somebody in the community”
4. Achievement- the feeling of accomplishments from the job.
5. Security- the provision of steady employment.
6. Confidence-the ability to perform the job in own ways.
7. Responsibility- freedom to use judgment.

8. Creativity- the chance to different methods of doing the job.
9. Independence- the chance to work alone on the job.
10. Decision- ability to take part in decision making process.

In addition to the above ten intrinsic facets, this study has included thirteen more factors that are very crucial in the hospitality industry under the extrinsic satisfaction sub section shown below:

Extrinsic Job Satisfaction

11. Compensation- the amount of pay for the amount of work done.
12. Company policy and practice- the way company policies are put in to practice.
13. Sustainability- the chance for job security.
14. Working conditions- the general climate of the workplace.
15. Learning & Development -opportunity for in-house training.
16. Co-workers- the way co-workers interact
17. Communication
18. Supervision- Technical - the competence of supervisor in making decision.
19. Supervision- Human Relations- the way the boss manages appreciates the employees.
20. Acknowledgement- the chance to occasionally try different things.
21. Advancement- accepting constructive criticism and the chance for progression
22. Recognition- the praise received for doing a good job.
23. Feedback and making progress.

3.5 PROCEDURES OF DATA COLLECTION

The researcher has prepared the questionnaire & has personally visited each department of Capital Hotel to distribute the questionnaire. The process of data collection took relatively longer time (about three months' time) due to the Covid 19 Pandemic emergency state. The questionnaire was

adopted from MSQ. And the researcher used a translation in to local language (Amharic) because the respondents of this research all employees , except the Front office and sales & marketing, have no equal proficiency both in written & spoken English language that enable them to effectively serve foreign customers and be acquainted with medium of communication in such internationally chained hotels. Therefore, the Amharic translation will make easier to understanding my questionnaire and will help them to alleviate the difficulty of choosing appropriate response for Capital Hotel & Spa employees.

3.6 METHOD OF DATA ANALYSIS

The respondents' data were statistically analyzed using Satisfaction Package for Social Science (SPSS) version 20. Prior to inserting data in SPSS, the researcher has employed manual system to edit, code, and classify the raw data. Also, the raw data were reviewed manually to identify errors and omissions. After making sure the accuracy of the raw data, all data were loaded in SPSS.

The data analysis involves both descriptive and inferential statistics. The descriptive statistics was employed to analyze the demographic data in the form of frequencies, percentages, mean and standard deviations. According to Huysamen (1990 cited in Luddy, 2005), descriptive statistics allow researchers to display the data acquired in a structured, accurate and summarized manner. "They also allow comparisons to be made between different sets of data in terms of their typical scopes and how the data is distributed", (Kerr, Hall & Kozub, 2002). The Inferential Statistics was used to determine the relationship between variables & make some inferences.

3.6.1 DESCRIPTIVE STATISTICS

Descriptive statistics have been used to summarize and tabulate data. Descriptive statistics such as frequencies, mean, standard deviation, sum, minimum and maximum have been calculated to describe the level of overall satisfaction of respondents and to determine the number and pattern of respondents' personal information.

In this research, descriptive statistics have been used to respond to the following research questions:

- In order to answer research question #1: *“How do the Capital Hotel and Spa employees respond the current motivation schemes of the company as measured by MSQ)?”* descriptive statistics such as frequencies, mean, and standard deviation have been used.
- Frequency count has been conducted to answer the research question # 2 and # 3: *“Are the employees of Capital Hotel and Spa satisfied with the intrinsic Motivation schemes of the company? And also, are the employees of Capital Hotel and Spa satisfied with the extrinsic Motivation schemes of the company?”* respectively.
- In order to answer research question # 4 *“What motivation schemes are found to best motivate employees at the hotels? ”*
- In order to answer research question # 5 *“What motivation strategies least motivating to employees at the hotels?”*

3.6.2 INFERENCE STATISTICS

Inferential statistics has been used to determine the relationships and differences between the dependent variable (Employee satisfaction) and independent variables (selected demographic variables). Also, to investigate how several independent variables might explain the variance in a dependent variable.

The following inferential statistical methods were used to test the following in research.

- *“Is there a relationship between Intrinsic Motivation Schemes and demographic variables (namely age, gender, level of education, marital status, & year of service) among Capital Hotel & Spa Employees?”* and
- *“Is there a relationship between Extrinsic Motivation Schemes and demographic variables among Capital Hotel & Spa Employees?”*

3.7 RELIABILITY AND VALIDITY

MSQ is a standardized satisfaction questionnaire that its reliability and validity was tested. The internal consistency of the 23 subscales of MSQ is very good, and the median reliability coefficients ranging from 0.78 to 0.93 (Weiss et al., 1967 as cited in Worrel, 2004). Even though MSQ is standardized instrument, the reliability of the scale should be rechecked due to some modifications and additions made for the purpose of this study. For this reason, 23 questionnaires were distributed to 25 the Managers, Supervisors and other hotel professional colleagues working in different hotels. Using these 25 returned questioners' Cronbach's alpha (α) was computed to ensure the internal consistency and reliability of the scale.

Table 3.1 Case Processing Summary and Reliability Statistics for Intrinsic Satisfaction

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
Cases	Valid	25	100.0	.933	10
	Excluded ^a	0	.0		
	Total	25	100.0		

a. Listwise deletion based on all variables in the procedure.

Table 3.1 Source: Own survey, 2020

Table 3.2 Case Processing Summary and Reliability Statistics for Extrinsic Satisfaction

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
Cases	Valid	25	100.0	.952	13
	Excluded ^a	0	.0		
	Total	25	100.0		

a. Listwise deletion based on all variables in the procedure.

Table 3.1 Source: Own survey, 2020

The above **Tables 3.1 and 3.2**, the coefficients of the two subscales (Intrinsic and Extrinsic Subscales) were found to be 0.933 and 0.952 respectively. Therefore the scale used in this study has internal reliability because these values exceed the minimum (0.7) accepted level suggested by scholars.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

In this chapter of the study on employees' satisfaction with company's motivation scheme, an overview of the data obtained from Capital hotel & Spa employees are analyzed, presented, interpreted and discussed. Subsequently, based on the first section of the questionnaire, the chapter outlines the demographic and personal information shown in tabular and graphical formats. The descriptive and inferential statistics are presented. In order to clearly show the existing similarity and differences among demographic and some categorical data table is widely used.

For this study 179 questionnaires were distributed to the respondents to the employees. Out of these 179 questionnaires, 163 of them were returned. In which it accounts 91.06% response rate. Out of 163 questionnaires collected, one questionnaire was discarded due to incomplete response. Accordingly, the analysis of this study is based on the number of questionnaires collected.

The study questionnaire was structured in a 5-point Likert's Scale format. It allows the respondents to choose from a predetermined set of responses or scale points. Taking the time constraints or the busy schedules of the employees in to consideration, the rating scale simplifies to choose from the given choices (Strongly Agree = 1, Agree = 2, Neutral = 3, Disagree=4 and Strongly Disagree = 5).

The first section in this chapter deals with Demography of respondents (Gender, Age, Education, Years of service, Position and Salary) and the second section deal with the analyses of data related to Employees Satisfaction with the motivation Schemes. The results are presented in the form of tables.

4.1 GENERAL PROFILE OF RESPONDENT'S

In this section of the study, information about the demographic and personal background of the respondents was collected. The researcher collected personal information of respondents like Gender, Age, Marital Status, Educational Background, Position and year of service (experience) in the organization. The responses of these demographic variables and raking of variables have been analyzed using SPSS and discussed below.

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4.1.1 GENDER OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	92	56.8	56.8	56.8
	Female	70	43.2	43.2	100.0
	Total	162	100.0	100.0	

Table 4.1 Gender of the respondents Source: Own survey, 2020

As it is shown above, figure 4.1, the gender distribution of the study, the sample was representative of a larger number of male respondents to that of female respondents. Male respondents comprised of 56.80% (n = 92) compared to 43.20% (n = 70) female respondents. The high response rate with regards to the male respondents is caused because of significant numbers of female respondents did not volunteer to participate in this survey.

Moreover, nowadays different sectors have given special privilege for females in recruiting employees. In this regard in Capital hotel and Spa, female were given such an equal opportunity to be Capital employees.

4.1.2 AGE OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	22 - 29 Years	102	62.6	63.0	63.0
	30 - 40 Years	55	33.7	34.0	96.9
	41 - 45 Years	3	1.8	1.9	98.8
	Above 46 Years	2	1.2	1.2	100.0
	Total	162	99.4	100.0	
Missing	System	1	0.6		
Total		163	100.0		

Table 4.2 Source: Respondents Age Own survey, 2020

As depicted in the above table, Table 4.2, employees between 22_29 years hold the highest proportion that is 62.60% (n =102) followed by the next highest 33.7% (n=55) were employees between 30 and 40 Years. Of the total of 162 respondents, only 1.8% (n=3) and 1.2% (n = 2) of them were employees between 41–45 years and above 46 years, respectively. From the above summary results it can be concluded that the majority of the Capital workforce which is 96.9% participating in the study were fairly young work force ranging the age category between 22-40 years old.

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4.1.3 EDUCATIONAL LEVEL OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary School Certificate	15	9.2	9.3	9.3
	Technical School Graduate	63	38.7	38.9	48.1
	Diploma Graduate	22	13.5	13.6	61.7
	BA Degree	55	33.7	34.0	95.7
	MA Degree	7	4.3	4.3	100.0
	Total	162	99.4	100.0	
Missing	System	1	.6		
Total		163	100.0		

Table 4.3 Source: Respondents Level of Education Own survey, 2020

The above table, Table 4.3 indicates that 9.2 % (n=15) and 38.7% (n=63) of the respondents have been high school & Technical school graduates. Diploma and First-degree holders were 13.6 % (n=22) and 33.7% (n=55) respectively. Whereas the remaining 4.3% (n=7) of the respondents were post graduates (MA Degree) holders.

4.1.4 SERVICE YEARS OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 2 Years	29	17.8	17.9	17.9
	Between 2 - 4 Years	118	72.4	72.8	90.7
	Between 5 - 10 Years	15	9.2	9.3	100.0
	Total	162	99.4	100.0	
Missing	System	1	.6		
Total		163	100.0		

Table 4.4 Source: Respondents Service Year Own survey, 2020

The above table, Table 4.4, shows that from total of 162 respondents, majority of the respondents 72.4 % (n=118) of them have been working between 2 - 4 years in Capital hotel and Spa. Among all

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respondents 17.8% (n=29) respondents were having below 2 Years of service and only 9.2% (n=15) of them have between 5 to 10 service years' experience in the company.

4.1.5 CURRENT POSITION OF THE RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	GM or Director or CEO	1	.6	.6	.6
	Department Manager	64	39.3	39.5	40.1
	Supervisor	19	11.7	11.7	51.9
	Hotel professional Line staff	77	47.2	47.5	99.4
	Other Professional	1	.6	.6	100.0
	Total	162	99.4	100.0	
Missing	System	1	.6		
Total		163	100.0		

Table 4.5 Respondents Current salary Source: Own survey, 2020

In the above table, Table 4.5, In addition to a General Manager 0.6% , one can observe that Top-Level Managers constitute 39.3 %(n=64) from total of 163 respondents in the Capital hotel and Spa. The majority of the respondents were Hotel professionals' or line staffs 47.2 %(n=77). However Middle-level Managers or Section supervisors account 11.7 %(n=19) of the sample drawn. The rest 06 %(n=1) respondent was other professional in Capital Hotel and spa.

4.1.6 RESPONDENTS CURRENT SALARY SCALE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 2,000.00 Birr	21	12.9	13.0	13.0
	Birr 2,000.00 - 5,000.00	93	57.1	57.4	70.4
	Birr 5,001.00 - 7,000.00	28	17.2	17.3	87.7
	Birr 7,001.00 - 9,000.00	12	7.4	7.4	95.1
	Birr 9,001.00 - 12,000.00	1	.6	.6	95.7
	Above 12,000.00 Birr	7	4.3	4.3	100.0
	Total	162	99.4	100.0	
Missing	System	1	.6		
Total		163	100.0		

Table 4.6 Respondents Salary Scale

Source: Own survey, 2020

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As shown on Table 4.6 from total of 162 respondents, the majority of the respondents 70.4% (n=114) working in Capital Hotel and Spa were paid a monthly salary less than 5,000 Eth. birr. While 17.2 % (n=28) respondents were paid between Birr 5001 – 7000, only 1 respondent (0.6%) was remunerated between Birr 5001 – 7000. But 7 respondents (4.3) were paid a monthly salary more than 12,000 Eth. Birr in Capital Hotel and Spa.

4.2 DESCRIPTIVE DATA ANALYSIS

In this section of the chapter the researcher puts the results for the descriptive analysis and interpreted using mean and standard deviation to compare the respondents' perception or the level of agreement towards the variables. The responses of the respondents for the variables indicated below were measured on five-point Likert's 5 point scale with:

- 1 = Strongly Disagree,
- 2 = Disagree,
- 3 = Neutral,
- 4 = Agree, and
- 5 = Strongly Agree.

The Mean indicates to what extent the sample group averagely agrees or disagrees with the statement of the questionnaire. In order to make the interpretation of the results of mean and standard deviation clear and easier, these scales were reassigned as follows to make the interpretation easy and clear.

- If the mean scored value ranges between
- 1.00 - 1.80 = Strongly Disagree,
 - 1.81 - 2.60 = Disagree,
 - 2.61 - 3.40 = Neutral,
 - 3.41 - 4.20 = Agree and
 - 4.21 - 5.00 = Strongly Agree (Best, 1977, as cited by Birhanu, 2017).

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4.2.1 DESCRIPTIVE DATA ANALYSIS RELATED TO INTRINSIC MOTIVATION

This part describes the values of intrinsic motivational factors in terms of mean and frequency. Thus; for convenience of the analysis of the study the intrinsic motivational factors were further categorized in to ten major categories. Based on the employees' response the Likert's scale employees' response to Ability utilization... andwere again analyzed as follows.

Descriptive Statistics				
ITEM #	Description	N	Mean	Std. Deviation
1	Satisfaction with the challenging of Work performing	162	3.81	0.752
2	Satisfaction with the influence on Others lives	162	3.93	0.670
3	Satisfaction with the Social Responsibility	162	4.43	1.199
4	Satisfaction with Personal Growth and Dev.t Opportunity	162	3.69	0.874
5	Satisfaction with the Job Security on Work place	162	3.77	1.340
6	Satisfaction with the Chance to Work alone	162	3.87	0.900
7	Satisfaction with the sense of responsibility	162	4.59	0.902
8	Satisfaction with the freedom to choose Method of Work	162	3.61	1.471
9	Satisfaction with the Independence on Performing Work	162	4.39	1.133
10	Satisfaction with having part in Decision Making	162	2.03	1.307
Valid N (list wise)		162		

Table 4.7 Descriptive statistics data analysis related to intrinsic motivation

Source: Own survey, 2020

As shown in Table 4.7 above, among the sample respondents the majority were satisfied with the chance that makes use of their abilities on work they are performing with a mean and standard deviation of 3.810 and 0.752, respectively. The table also indicates that respondents were satisfied with their influence on others' lives via the work they are performing with a mean and standard deviation of 3.930 and 0.670, respectively. In addition the table demonstrates that respondents were highly satisfied with their social responsibility with a mean & standard deviation of 4.430 and 1.199 respectively.

The sample respondents were not that much happy with the personal growth and development opportunity while they work in a hotel as it is shown in the table 4.7 with a mean of 3.690 and standard deviation of 0.874. The table illustrates also the respondents' were satisfied with the job security on their work place with a mean and standard deviation of 3.770 and 1.340, respectively.

The respondents' were happy with the chance to work alone with a mean of 3.870 and standard deviation of 0.9. Similarly, Table 4.7 shows that the sample respondents' of Capital Hotel and Spa employees were highly satisfied with the sense of responsibility on their work place. Table 4.7 also demonstrates that the respondents were satisfied with the freedom of choosing own methods of doing their work with a mean of 3.610 and standard deviation of 1.471. Table 4.7, above portrays that, an overwhelming number of the respondents were very much satisfied with the company policy of independence on performing work with a mean of 4.39 and standard deviation of 1.133.

Remarkably, Table 4.7 above illustrates the participants' responses relating to very dissatisfied with having part or role in decision making process in work place with a mean of 2.03 and standard deviation of 1.307.

4.2.2 DESCRIPTIVE DATA ANALYSIS RELATED TO EXTRINSIC MOTIVATION

The MSQ section of this research consists of thirteen extrinsic job satisfaction referred from question # 11 to question # 23 of the questionnaire distributed. In the section below, the results of extrinsic job satisfaction facets namely: Remunerations, Compensation policy & practice, Sustainability, Working conditions, Learning & Development, Co-workers, Communication, Supervision, Supervision, Acknowledgement, Advancement, Recognition and Feedback are presented in Table 4.8 and discussed below

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Descriptive Statistics				
ITEM #	Description	N	Mean	Std. Deviation
1	Satisfaction with Salary and Promotion	162	4.07	0.785
2	Satisfaction with Fringe benefits	162	3.94	1.020
3	Satisfaction with Job Security	162	4.75	0.791
4	Satisfaction with Mgt. Care for employees welfare	162	4.07	0.670
5	Satisfaction with the in-house training	162	4.72	0.836
6	Satisfied with relationship with coworkers	162	4.05	0.648
7	I have Good Communication with coworkers	162	3.96	0.795
8	My supervisors able to address my questions and concerns	162	2.76	1.235
9	I am given written appreciation for my good works.	162	4.40	1.192
10	I usually acquire acknowledgement for the works done by me.	162	4.57	1.026
11	I accept constructive criticism for my work.	162	4.44	1.136
12	I am praised regularly for my good work.	162	2.70	1.190
13	I am given feedback on my work improvement	162	2.78	1.241
Valid N (listwise)		162		

Table 4.8 Descriptive statistics data analysis related to extrinsic motivation

Source: Own survey, 2020

Among the extrinsic factors of employee satisfaction, as per Table 4.8 above, the sample respondents were satisfied with the salary and pay scheme of Capital Hotel and Spa with a mean of 4.07 and standard deviation of 0.785. Table 4.8, infers that the majority of the respondents were satisfied with the company's compensation policy and fringe benefits practice with a mean of 3.940 and a standard deviation of 1.020. The table demonstrates that the sample respondents were highly satisfied with the chance for job security with a mean and standard deviation of 4.750 and 0.791, respectively. It also validates that respondents were satisfied with the management care for the employees with a mean and standard deviation of 4.070 and 0.670, respectively.

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As illustrated in Table 4.8 above, respondents were strongly satisfied with the in-house training in their work place with a mean of 4.72 and standard deviation 0.836. The sample respondents were satisfied with their relationship with coworkers with the mean and standard deviation of 4.05 and 0.648, respectively. The mean and standard deviation of 3.96 and 0.795, respectively, in the table shows that respondents were satisfied with their communication with their peers. As it is exhibited on the table, respondents remained to be neutral to comment on their satisfaction on the Technical - Supervision with a mean and standard deviation of 2.76 and 1.235, respectively. Whereas they were highly satisfied with the Human Relations supervision value referred in the questionnaire as "I am given written appreciation for my good works" with a mean and standard deviation of 4.40 and 1.192, respectively. Besides, the sample respondents' were strongly happy with the company's acknowledgement for the works done by them with a mean and standard deviation of 4.57 and 1.026, respectively.

As depicted in Table 4.8 above, the sample respondents' strongly agree with accepting constructive criticism in the work place with a mean and standard deviation of 4.44 and 1.136, respectively. Employee' recognition keeps them feeling happy and to be engaged in the company. Yet with a mean and standard deviation of 2.70 and 1.190, respectively, the respondents were neutral to comment on their satisfaction of the questioners 'I am praised regularly for my good work'. In the same manner they remained neutral to comment on the company's motivation towards the feedback to the employees on with mean and standard deviation of 2.78 and 1.241 respectively.

As a final point, as it is clearly illustrated in both tables, Table 4.7 above shows, the sample respondents' were satisfied on the overall Intrinsic Motivation scheme of the company with a grand mean of 3.812 and grand standard deviation of 1.0548. In the same manner, Table 4.8 above shows, the sample respondents were satisfied on the overall Extrinsic Motivation scheme of the company with a grand Mean of 3.939 and grand standard deviation of 0.967.

CHAPTER 5

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 SUMMARY OF THE FINDINGS

The purpose of this study was to assess the employees' satisfaction with the company motivation scheme in selected 5 star hotels: the case of Capital Hotel & Spa, Addis Ababa, Ethiopia. This research was conducted to assess the degree of employees' satisfaction on the company's motivation scheme, both Intrinsic and Extrinsic of Capital Hotel & Spa - Addis Ababa, a 5star hotel as a Case study. The study employed a quantitative design, using descriptive analyses based on the data collected through a survey questionnaire administered to 162 employees.

The followings are the major findings of the study:-

- The sample consisted majority of male respondents (n = 92 or 56.80%) than female respondents (n = 70 or 43.2 %).
- Respondents were from all departments.
- Most of the respondent employees were in the age category between 22 to 29 years (n = 102 or 62.690%).
- Regarding Educational level, the majority of the employees were Technical School graduates 38.7% (n=63), and
- Most of the respondents' 72.4 %(n=118) have a working experience between 2 - 4 years of in Capital hotel.
- In terms of position of the respondents working in Capital Hotel and Spa majority 47.2 % (n=77) of them were Hotel professionals' or line staffs, and
- In capital Hotel & Spa 70.4% (n=114) of the sample respondent employees were paid a monthly salary less than 5,000 Eth. Birr.

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The result of the descriptive statistics showed the sample respondent employees' satisfaction response towards the Intrinsic and Extrinsic motivational schemes of Capital Hotel and Spa as follows

- The first important satisfaction factor from the company's intrinsic motivational schemes they believed highly satisfied was their "satisfaction with the sense of responsibility" (Mean = 4.59, SD = 0.902). The "Satisfaction with the Social Responsibility" (Mean = 4.43, SD = 1.199) and the "Satisfaction with the Independence on Performing Work" (Mean = 4.39, SD = 1.133) were the second and third most important satisfaction factors respectively.
- Likewise, the mean score showed that sample respondent employees of Capital Hotel and Spa seem satisfied with were their "Satisfaction with the influence on Others lives" (Mean = 3.93, SD = 0.670), the "Satisfaction with the Chance to Work alone" (Mean = 3.87, SD = 0.900), the "Satisfaction with the challenging of Work performing" (Mean = 3.81, SD = 0.752), "Satisfaction with the Job Security on Work place" (Mean = 3.77, SD = 1.340), "Satisfaction with Personal Growth and Development Opportunity" (Mean = 3.69, SD = 0.874) and , "Satisfaction with the freedom to choose Method of Work" (Mean = 3.61, SD = 1.471) respectively.
- The company's intrinsic motivation schemes employees were least satisfied with having part in Decision Making (Mean = 2.03, SD = 1.307).
- Among the satisfaction factor of the company's Extrinsic Motivational schemes, respondent employees' were highly satisfied with the "Satisfaction with Job Security" (Mean = 4.75, SD = 0.791) , the "Satisfaction with the in-house training" (Mean = 4.72, SD = 0.836), the "Satisfaction with the acknowledgement for the works done" (Mean = 4.57, SD = 1.026), the "Satisfaction with accepting constructive criticism for my work" (Mean = 4.44, SD = 1.136) and the "Satisfaction with given written appreciation for my good works" (Mean = 4.40, SD = 1.192).
- The mean score indicated that sample respondent employees were equally satisfied with the "Salary and Promotion" (Mean = 4.07, SD = 0.075) and the "Management Care for employees welfare" (Mean = 4.07, SD = 0.670). And also they were satisfied with the

“Satisfaction with relationship with coworkers” (Mean = 4.05, SD = 0.648), the “Satisfaction with having Good Communication with coworkers” (Mean = 3.96, SD = 0.795), and the “Satisfaction with Fringe benefits” (Mean = 3.94, SD = 1.020) respectively.

- The company’s extrinsic motivation schemes employees were neutral to comment on their level of satisfaction with “I am given feedback on my work improvement” (Mean = 2.78, SD = 1.241), the satisfaction with “My supervisors able to address my questions and concerns” (Mean = 2.76, SD = 1.235), and the satisfaction with “I am praised regularly for my good work” (Mean = 2.70, SD = 1.190) respectively.

The cumulative results for Capital Hotel & Spa employees’ satisfaction level with the company’s Extrinsic and Intrinsic motivation schemes resulted in “the employees were satisfied”, with a grand means of 3.939 and 3.812, respectively.

5.2 CONCLUSION

Based on the research findings of this study, therefore, the following conclusions have been reached:

- Employees of Capital Hotel and Spa were satisfied with the existing schemes of the company.
- There is a strong bond between Capital Hotel & Spa employees’ satisfaction and the company’s Intrinsic Motivation Schemes. Capital Hotel & Spa employees’ were satisfied with Intrinsic Motivation satisfaction factors like the sense of responsibility, social responsibility and independence on performing work in Capital hotel & Spa and others are some factors to show that there exists employees’ satisfaction with the intrinsic motivation schemes of the company.
- Employees are satisfied with the company’s extrinsic motivation Schemes. Factors like the influence on others’ lives, the chance to work alone, the challenging of work given, the job security on work place, personal growth and development opportunity and the freedom to

choose method of work given to its employees by Capital Hotel and Spa are areas of the satisfaction of the employees.

- The best satisfaction factors that Capital Hotel and Spa employees' assumed highly satisfied with were Sense of Responsibility and Job security from the company's Intrinsic and Extrinsic Motivational schemes respectively.
- The best satisfaction factors that Capital Hotel and Spa employees' assumed highly satisfied with were Sense of Responsibility and Job security from the company's Intrinsic and Extrinsic Motivational schemes respectively.
- The least satisfaction factor that Capital Hotel and Spa employees' assumed highly dissatisfied with was the satisfaction with having part in decision making. Similarly to be praised regularly for good works performed by the employees from the company's Extrinsic Motivational schemes was the least satisfaction factor.

5.3 RECOMMENDATIONS

Based on the above findings and conclusions, the researcher recommends the following as the basic fundamental points to be taken in to considerations;

1. It is important that Capital Hotel to carefully review its human resource and management employee relationship policy and make necessary enhancements on company's motivation schemes on factors like feedback on work improvement, relationship between workers and supervisors and praising employees for the good works improve employee satisfaction.
2. It would be helpful if Capital Hotel maintain its outshining strengths on the company's intrinsic motivation schemes factors like maintaining good environment for employees to exert the sense of responsibility, social responsibility and gain the benefits of allowing employees independence on performing work.

3. It appears advisable that the management revive the low level of employees' satisfaction on their participation in decision making. The management could implement it by offering intensive training opportunities. By doing so employees will be given the chance to deepen their knowledge and get specialized in a field they enjoy and increase self-reliance in decision making. As a matter of fact, training program is a win-win solution for employees and company will have confidence on employees' in decision making scheme.
4. It is beneficial if Capital Hotel can scale up employees satisfaction on its motivation schemes through increasing benefit packages other than basic salary, such as their transportation (fuel), medical, housing allowances and etc... by providing credit facilities related to mortgage and personal loan. Especially in Addis Ababa, where there cost of living is high; such measures play a pivotal role in maximizing employees' satisfaction. In addition to the existing stimulates, the hotel can establish a more robust means of monetary reward schemes such as annual or scheduled bonus (e.g., Christmas and performance-linked) which in return have the capacity to maintain a positive motivational working environment to employees' welfare, employee management relationship & care, fringe benefits and so on.
5. It is helpful if Capital hotel deploy a good feedback implementation philosophy as to excel the moderate positive management - employee relationship. Good feedback can be defined by three criteria: its promptness, its frequency, and its precision. It's important to provide feedback quickly, as regularly and as often as necessary, and with enough details in order to be effective.
6. It is advised that the hotel creates and continues with a company culture that rewards and recognizes exceptional work. This will help to motivate and encourage employees' loyalty, which is a driving force behind employee satisfaction. Recognition is therefore an important element of employee motivation scheme to enhance effective human resource management. Simple proofs of recognition can be a smiling welcome of employee's complaint, just providing an attentive ear, etc... are mindset touches which can have a great deal of positive impact on employees satisfaction.

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APPENDICIES

Appendix I

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

MANAGEMENT DEPARTMENT

SURVEY QUESTIONNAIRE DESIGNED FOR EMPLOYEES

Dear Respondents,

My name is Tatek Tadesse Lemma. I am a student in the postgraduate program of St. Mary's University, Addis Ababa. This questionnaire is designed to gather primary data on the Research topic "Employee Satisfaction with the Companies' Motivation Schemes" using the selected 5 Star Hotels in Addis Ababa, Ethiopia of which your hotel as a case study. The objective of this questionnaire is for the purpose of partial fulfillment of the requirement for the MBA in General Management. Since the data collected is for academic purposes, the confidentiality of the information you provides is fully guaranteed. Therefore, I would appreciate your genuine response to the questions.

Thank you very much for your cooperation and timely completion of the questionnaire.

For further information you may use: - Mob, Tel: **+251-9111 690 600**; or

E-mail address: ***statekye@gmail.com***

GENERAL INSTRUCTIONS

- ✓ You are not required to write your name.
- ✓ Put a tick mark "✓" in the space provided in front of each item.
- ✓ The questionnaire has 3 parts. Please try to fill all the items.

N.B Please put a "✓" mark to all your responses in the box provided beside each statement.

EMPLOYEE SATISFACTION WITH THE COMPANIES' MOTIVATION SCHEMES: A CASE STUDY ON CAPITAL HOTEL & SPA (5 STAR HOTEL) ADDIS ABABA, ETHIOPIA

Section I: Background Information

This section of the questionnaire refers to general information about the respondents. Please tick in the box in front of the appropriate choice.

1. Gender Male Female
2. Age 21-25 31-35 26-30 Above 35
3. Your Education Level
 Secondary School Technical & Vocational Diploma
 First Degree Post Graduate
4. How long have you worked in this Hotel?
 Below 2 years Between 2-5 years
 Between 5-10 years Above 10 years
5. What is your current position?

 General Manager /Director / CEO Department Manager

 Supervisor / Head Technical Staff

 Line Staff (Non-Technical) staff Technical Staff

 Other? Please specify _____
6. What is your current salary level?

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

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

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Section II: Employee Motivation (Intrinsic and Extrinsic)

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

NB:-1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

No Standard Measurement of employee motivation (Intrinsic and extrinsic)

A. Intrinsic Motivation		1	2	3	4	5
1	I am satisfied with the type of work I perform since it provides me with opportunity for achievement and challenging work.					
2	I have done my job with strong feeling of responsibility since; I am positively influencing other people's lives.					
3	The job provides me with strong feeling of responsibility since I am contributing to the society.					
4	The type of work I perform provides me with opportunity for personal growth and development.					
5	I will not be terminated without good cause in this hotel.					
6	I have a chance to work alone on the job.					
7	There is a sense of responsibility in my work.					
8	I am allowed to decide on the methods to perform my work.					
9	I am completely independent when I perform my work.					
10	I have part in decision making process.					

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B. Extrinsic Motivation		1	2	3	4	5
1	I am satisfied with promotion and the salary in this hotel.					
2	I am satisfied with the fringe benefits like medical expense, education fee coverage, outside training... etc.					
3	I am satisfied with the job security in this hotel.					
4	The management of the hotel cares for employee's welfare.					
5	There is opportunity for in-house training (institutional training).					
6	I am satisfied with relationship with coworkers in the work place.					
7	I have good communication with my coworkers and free to be with my colleagues.					
8	When I have questions or concerns my supervisor is able to address them and my working hours are reasonable.					
9	I am given a written appreciation letter for my good work.					
10	I usually acquire acknowledgement for the work done by me.					
11	I am ready to accept constructive criticism regarding my work.					
12	I am praised regularly for my good work.					
13	I receive feedback on making progress.					

Appendix II

የ ቅድስት ሚያምዩ ኒ ሸርስቲ-ድጎረ ምረቃ ጥናት ትምህርት ክፍል

የ ሥራ አመራር (ጀነራል ሜጅጅማንት) ክፍለ ትምህርት

ለ ሠራተኞችና ለ ሥራ ሚዎች የ ተዘጋጀ ማጠቃለያ

ወድ ተጠያቂዬ፡ -

ጠፍ ይስጥልኝ!!

ስሜታጠቅ ታደሰ ለማየ ምጣል ሲሆን እዚሁ በአዲስ አበባ ከሚኖሩ የ ቅድስት ሚያምዩ ኒ ሸርስቲ ውስጥ በድጎረ ምረቃ ጥናት ትምህርት ክፍል ተመራ ስሆን በሥራ አመራር (ጀነራል ሜጅጅማንት) ክፍለ ትምህርት የዚህ ዓመት ዕጩተሚራቂ ነኝ፡፡ ለመሚረቅዎትም « በአዲስ አበባ ውስጥ የሚኖሩ የ ተመራ ጡዋታ ላይ 5 ኮከብ ሆቴሎች - ሠራተኞቻቸውን የሚሚረቁትን የስራ ማብራሪያ ሚሪሆች(ዘይዎች) ፤ እንዲሁም ሠራተኞቻቸውም በሚረቁ ላይ ያላላቸውን እርካታ ማዳሰስ» በሚል ርዕስ የጥናታዊ የመሚረቅዎት ጽሑፍ አዘጋጅቻለሁ፡፡ ይህ ማጠቃለያም የተዘጋጀው በዳሳሽ የጥናት ጽሑፍ ላይ የግብዓት አካል እንዲሆን በማሰብ ነው፡፡ ክቡርነትዎንም ለማጠቃለያ ያነሳሳኝ ምክንያትም እርስዎ የሚሰጡት ሆቴል ለዚህ ጥናት ከተመረጡት አቻ ሆቴሎች ማካከል አንደኛው በመሆኑ ነው፡፡

ከላይ እንደገለጽኩልዎት የዚህ ማጠቃለያ ዋና ጥያቄ ገቢዎች ዓላማው በደንበኞች ላይ የድጎረ ምረቃ ጥናት ትምህርት ክፍል በጀነራል ሜጅጅማንት ዲፓርትመንት ለመሚረቅዎት የጥናት ጽሑፍ ማምጣት ፍጆታ ብቻ የሚመዘኑ መሆኑ ነው፡፡ በድጋሚ ከዚህ ውጪ ለሌላ ለማናቸውም ተግባር እንደማይወልቅ ቃል በማግባት አረጋግጥልዎታለሁ፡፡ እርስዎም ከልብዎ እውነተኛውን ትክክለኛውን ሚሪቻ በማስጠንቀቅ ለመሚረቅዎት የጥናት ጽሑፍን ማምጣት እንድችል ስለሚቀበሉኝ የላቀ ምክንያትዎን ከወዲሁ አቀርባለሁ፡፡

ከወድ ጊዜዎ ማካከል ዋናውን ሰውተው ማጠቃለያን በቶሎ ለመሚረቅዎት ስለፈቀዱልኝ በድጋሚ ክቡር ምክንያትዎ ይድረስዎት!!!

እባክዎን ምንም አይነት ጥያቄ ቢኖርዎት ወይም የበለጠ ሚሪቻና ማከራሪያ ካስፈለገዎት

ቢያሻዎ በሞላይል ስልክ ቁጥሩ +251-9111 690 600 ቢደውሉልኝ

ወይም በቴሌግራም ማላላት ቢያኖሩልኝ

ያለበለዚያም በኢ-ሜይል አድራሻዬ statekye@gmail.com ቢጽፉልኝ ወዲያውኑ ምላሽና ማከራሪያ እሰጣለሁ፡፡

ከአክብሮት ሰላምታ ጋር!!

ታጠቅ ታደሰ

የመጠይቁ አጠቃላይ መመሪያ

ውድ ተጠያቂ:-

- ሥምዎን መጻፍ በፍጹም አይጠበቅብዎትም።
- እባክዎ ለእያንዳንዱ መጠይቅ በአንፃሩ ባለውና የሚስማማዎን መልስ በያዘው ክፍት ቦታ ላይ የራዎት ምልክት " ✓ " ብቻ ያድርጉ።
- መጠይቁ በሶስት ክፍሎች (አምራች) የተከፈለ ስለሆነ እባክዎ ሁሉንም ለመሙላት ጥረት ያድርጉ።

ክፍል I: መሰረታዊ መረጃ

ክፍል አንድ የመጠይቅ ክፍል ስለ መጠይቁ መላሾች ጠቅለል ያለ መረጃ ይሰጣል። እባክዎ ለተጠየቁት ጥያቄ ለእርስዎ በሚስማማዎት መልስ አንፃር ባለው ክፍት ቦታ ላይ ብቻ የራዎት ምልክት " ✓ " ያድርጉ

1. ፆታ ወንድ ሴት
2. ዕድሜዎ ከ22 - 29 ከ30-40 ከ41-45 ከ46 ዓመት በላይ
3. የትምህርት ደረጃዎ ከ30-40 ከ41-45 ከ46 ዓመት በላይ
- አንደኛ ደረጃ ትምህርት ሁለተኛ ደረጃ ትምህርት የተግባረ ዕድ
- ትምህርት
- ዲፕሎማ የመጀመሪያ ዲግሪ የድገረ ምረቃ ዲግሪ
4. በዚህ ሆቴል ውስጥ ለምን ያህል ዓመታት አገልግለዋል?
 ከ2 ዓመታት በታች ከ2 እስከ 5 ዓ ት
 ከ5 እስከ 10 ዓታመት ከ10 ዓመታት
5. በዚህ ሆቴል ውስጥ ያለዎት የስራ ድርሻ ምንድነው?
 ዋና ሥራ አስኪያጅ /ሲ.ኢ.አ/ ዳይሬክተር/ የዲፓርትመንት ሥራ አስኪያ
 ሱፐርቪይዘር / ሃላፊ የዕድ ጥበብ/ የቴክኒክ/ ባለ
 ሠራተኛ
- የሆቴል ባለሙያ ሠራተኛ የሌላ ሙያ ባለቤት ከሆኑ ባለው ክፍት
 ቦታ ላይ በፅሁፍ ይግለጹ :: _____

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6. በዚህ ሆቴል ውስጥ የሚከፈልዎት ደመዎዝ ምን ያህል ብር ነው?

ከ 2 ሺህ ብር በታች ከ 2 እስከ 5 ሺህ ብር ከ 5 እስከ 7 ሺህ ብር
 ከ 7 እስከ 9 ሺህ ብር ከ 9 እስከ 12 ሺህ ብር ከ 12 ሺህ ብር በላይ

ክፍል II: ለሠራተኞች የስራ ትጋት - ውስጣዊ ግፊቶች (ምክንያቶች) *Intrinsic Motivations*

ከታች ባሉት ክፍል 2 እና 3 መጠይቆች 23 ጥያቄዎች ቀርበዋል። እባክዎን በጥያቄው እንደሚስማሙ ወይም እንደማይስማሙ ለመግለጽ **ከ1 እስከ 5** ድረስ ያሉ አማራጮች ተቀምጠውልዎታል። **ከ1 እስከ 5** ያሉት ቁጥሮችም እንደሚከተለው ተወክለዋል።

1= በጣም አልስማማም 2= አልስማማም 3= መካከለኛ 4= እስማማለሁ 5= በጣም እስማማለሁ

U) ውስጣዊ የስራ ትጋት ግፊት (ምክንያት)		1	2	3	4	5
1	የተሰማራሁበት የስራ ዘርፍ ከስኬት ለመድረስ ስለሚረዳኝና አቅሜን ለማሳየት የሚፈታተነኝ በመሆኑ በሥራዬ ከፍተኛ እርካታ ይሰማኛል።					
2	ስራዬን የምሰራው በከፍተኛ የኃላፊነት ስሜት ነው። ምክንያቱም የተሰማራሁበት የስራ ዘርፍ በሌሎች ሰዎች ኑሮ ላይ አዎንታዊ ተጽዕኖ እንዳለው በቅጡ ስለምገነዘብ ነው።					
3	በተሰማራሁበት የስራ ዘርፍ የተነሳ በየማሕበረሰቡ ኑሮ ከፍ እንዲል የበኩሌን አስተዋፅኦ እንደማበረክት ስለማምን ስራዬን ሁሌም ከፍተኛ የኃላፊነት ስሜት እየተሰማኝ እሰራለሁ።					
4	የተሰማራሁበት የስራ ዘርፍ በኑሮዬ ከፍ እንድል ይረዳኛል ለማድግም ዕድል ይሰጠኛል።					
5	ከዚህ ሆቴል ያለ በቂ ወይም ያ ለአሳማኝ ምክንያት ስራዬን እንዳቆም እንደማልገደድ ወይም ከስራ ገበታዬ እንደማልታገድ አውቃለሁ።					
6	በስራዬ ራሴን ችግሮች ለገታዬ እንድስራ እድል ይሰጠኛል።					
7	ሥራዬ የምሰራው የሃላፊነት ስሜት እየተሰማኝ ነው።					
8	በራሴ የስራ ዘዴዎችን በመቀየስ/በመምረጥ/የመስራት ነጻነቱ አለኝ።					
9	ሥራ የምሰራው በነጻነት ያለማንም ጣልቃ ገብነት ነው።					
10	ውሳኔን በሚጠይቁ ሥራዎች በውሳኔ ሂደቱ ላይ እኔም ተሳታፊ ነኝ።					

ክፍል III: ለሠራተኞች የሥራ ትጋት - ውጪያዊ ግፊቶች(ምክንያቶች) *Extrinsic Motivations*

ለ) ውጪያዊ ግፊቶች(ምክንያቶች)		1	2	3	4	5
1	ሆቴሉ ለሰራተኞቹ በሚከፍለው ደመወዝና በሚሰጠው ግልጽ የደረጃ ዕድገት ደስተኛ ነኝ።					
2	ሆቴሉ ለሰራተኞቹ እንደ የሕክምና ፣ የትምህርት ቤት፣ የውጪ ሥልጠናና ወዘተ... የመሳሰሉት የጥቅማ ጥቅም በሚከፍለው ክፍያ ደስተኛ ነኝ።					
3	ሆቴሉ ባለው አስተማማኝ የስራ ቦታ ዋስትና እርካታ ይሰማኛል።					
4	የሆቴሉ ሥራ አመራር(ማኔጅመንት) ሁሌም የመላው ሰራተኛ ደህንነት መጠበቅ ስለሚያጩንቀው በዚህ በጣም ደስተኛ ነኝ።					
5	ሆቴሉ ለሰራተኞቹ በሙሉ የውስጥ ሥልጠናን ዕድል በእኩል ይሰጣል።					
6	በሆቴሉ ውስጥ ካሉት የስራ ባልደረቦቹ ጋር ባለኝ የስራ ግንኙነት ዕርካታ ይሰማኛል።					
7	በሆቴሉ ውስጥ ካሉት የስራ ባልደረቦቹ ጋር ሽጋ የሆነ ቅርበት ያለኝ ከመሆኑም በላይ ከጓደኞቹ ጋር መሆን ነጻነት እና ደስተኛነት ይሰማኛል።					
8	ጥያቄዎችም ሆነ ማናቸውም ሌሎች ብርቱ ጉዳዮች ቢኖሩኝ የቅርብ አለቃዬ በቀላሉ ይፈታቸዋል ፤ የስራ ሰዓቴም ውስንና የታወቀ ነው።					
9	በጣም ጥሩ የስራ አፈጻጸም ሲኖረኝ የማበረታቻ ደብዳቤ በጽሁፍ ይሰጠኛል።					
10	ሁልጊዜም ለምሰራቸው ጥሩ ጥሩ ሥራዎች ዕውቅና ይሰጣቸዋል፡					
11	በስራዬ በኩል የሚሰጡኝን ገንቢ ሂሳቶችን ለመቀበል ሁልጊዜም ዝግጁ ነኝ።					
12	ለምሰራቸው መልካም ሥራዎች ዘወትር ምስጋና አይነፈገኝም።					
13	እያደገ በሚሄደውና በማሳየው መሻሻል ጥሩ ግብረ-መልስ ይሰጠኛል።					