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Assessing the Effects of Employee Motivation on Hotels Performance: a Case Study of Selected Hotels in the Sagnarigu District of the Northern Region

Ibrahim Nshinmi Iddrisu¹, Salam Abubakar² and Karim Ankrah Mohammed³

¹Tamale College of Education, Pre Vocational Skills Department, P.O.Box 1 ER Tamale

² E.P College of Education, Pre Vocational Skills Department, P. O. Box 16 Bimbila

³ Gbewaa College of Education, P. O. Box 157 Pusiga

¹Correspondence: alhaji1014@gmail.com

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Abstract

The motivation of employees, whether professional, skilled or unskilled, is a major issue in all Hospitality organizations. Employee motivation is a big challenge facing businesses today. The fundamental question to address is what exactly to do, to motivate employees to do their job the way it is supposed to be done and enjoy it too. The objective of this study was to find out the effects motivation has on the performance of employees in the hotel industry. The quantitative research design was used for the study. The main data for the study was primary data which was gathered in the selected hotels under study using structured questionnaires. A convenient sampling method was used to select 144 respondents comprising of 24 management staff (employers) and 120 employees of the eight hotels used in the study. The study results indicated that motivating staff of an organisation should not be centered on only management decision.

Keywords: motivation, performance, hotels, employer, employee, hospitality, Sagnarigu

INTRODUCTION

The motivation of employees, whether professional, skilled or unskilled, is a major issue in all service organizations. For the hotel industry, employee motivation is a major issue. It is a challenge for the management of the hotel industry to motivate employees to stay on the job and to offer the efficient, good service which customers expect.

Today it is clear that businesses give importance to factors that increase employee's motivation. Recent years researches show that there is a direct proportion between employers who value its employee's motivation and business performance and productivity raising. In a hotel which is a service business, it is very important for business profit and productivity to identify factors that increase motivation, to its employees (Toker, 2007).

Hotels are physical structures supported by human resources that enable the delivery of service. Key in the process of delivering quality service is the individual motivation of all employees whether professional, skilled or unskilled. With the growth of the service industry the hotel industry now competes for quality service employees (Toker, 2007). Research finds that it is a challenge for hotel management today to motivate employees to provide quality services as high turnover and absenteeism is widespread in the industry. Today, to remain standing in competitive world, hotel businesses need both to increase their employee's motivation and to be in effort of continuous development of their businesses facilities provided for their customers (Aksu, 2000). Employees' performance and efficiency is among the factors that affect the success of these businesses. Employees showing high rate of performance and working efficiently relates to their enough satisfaction of their jobs (Toker, 2007). Especially in

service sector, employees' motivation is very important in terms of ensuring the continuous of service quality (Hays & Hill, 1999). Ensuring the continuous of service quality is closely related to employees' satisfaction.

In recent times, there have been labour agitations between employers and employees in the hospitality industries in the Sagnarigu District of the Northern Region due to employers' attitude towards employees or employees misconception about employers based on conditions of service.

Workers leave organization due to the fact that they are not motivated enough. Some are not willing to leave because they are enjoying some benefit in terms of promotion, which leads to increase in salaries and wages, bonus and some other incentives. Managers need to know some of the factors that motivate their employees and hence lead to increase in productivity. They also need to have knowledge on motivational factors to enable them take corrective measures to improve upon or eliminate the negative factors that may have effect on the work life of their employees, hence the need for this research in the hotel industry. According to Halepota (2005), motivation is crucial for organizations to function; without motivation, employees will not put up their best and the company's performance would be less efficient. This is evident in Ghana where in recent times the labour front has been hit with several industrial unrests. For example, the Ghana National Association of Teachers (GNAT); the National Association of Graduate Teachers (NAGRAT); Coalition of Concerned Teachers (CCT); Teachers and Educational Workers Union (TEWU); the University Teachers Association of Ghana (UTAG), Colleges of Education Teachers Association of Ghana (CETAG), Doctors and Pharmacists have all embarked on strike action

this year. It is therefore necessary to research into ways of motivating employees to avert the upcoming of this unrest in the industry.

Objectives of the Study

1. To assess the employee motivation and performance in selected hotels in the Sagnarigu District of the Northern Region of Ghana.
2. To determine the techniques/factors adopted by employers for motivating employees.
3. To identify the responses/attitudes of employees to motivational strategies.
4. To evaluate the relationship between employers-employees motivational impact with output.

Research Questions

1. What are the techniques used by employers in motivating employees?
2. How do employees respond to motivational techniques/strategies?
3. Can motivation influence employees' performance or output?

This study has immense significance and importance. Academically, this study adds to the availability of literature. There is plethora of research that is done about job stress, job motivation and employees' performance but, this research entails the element of specificity as it is conducted particularly for hotel industry. So, this study would fill the gap in literature about the employee motivation on hotel performance in the industry.

This study is also significant from the aspect of practical implications as it would provide impetus to the managers as to what are the factors that may motivate employees and hence increase productivity. Once they have the knowledge and information about these factors, they can take corrective measures to improve

upon or eliminate negative factors that may have effect on the work life of their employees. Moreover, this study would also provide ideas to managers about the factors through which they can motivate their employees. Understanding about motivational factors would help managers and supervisors to better deal with their employees and to derive maximum performance from them.

METHODOLOGY

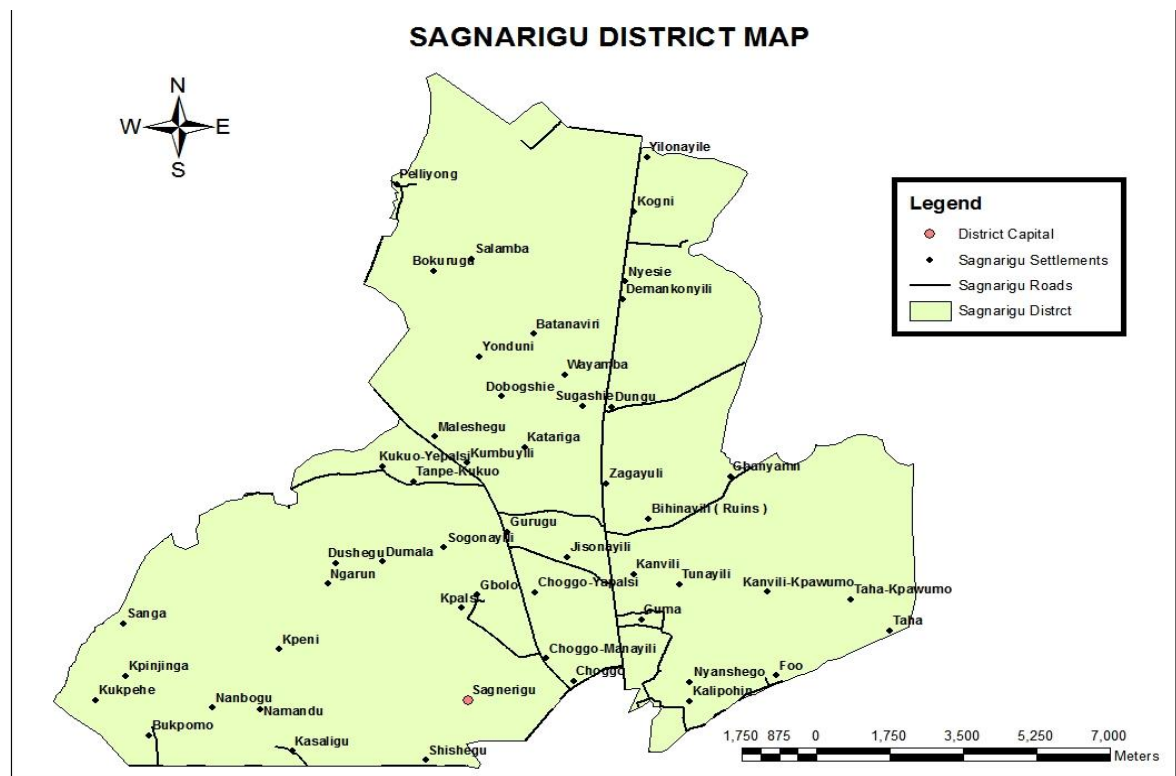


Figure: Sagnarigu District Map

Population for The Study

The population of the study comprise of eight hotels in the Sagnarigu District of the Northern Region. The target population was made up of management staff and lower level employees in the selected hotels in the Sagnarigu District of the Northern Region of Ghana.

Sampling Technique and Sample Size

The convenient sampling method was used to select the respondents for the study. The eight hotels in the Sagnarigu District were selected with the use of the lottery technique. The names of hotels in the district were written on pieces of papers and numbered one to twenty and each paper scrambled and kept in a box. The scrambled papers were randomly selected from the box and the first eight papers that were picked from the box were considered for the study. The managers as well as the staff of the hotels were selected using the convenience sampling technique. A total number of 144 respondents comprising of 24 management staff (employers) and 120 employees of all the eight hotels located in the district were used in the study. The management staff comprises of the human resource, the accountant and the manager and fifteen lower level employees from each hotel.

Types and Sources of Data

The main data for the study was primary and secondary data. The primary data was collected using structured questionnaires through interviews. The secondary data constituted information that was extracted from records from the Human Resource Department of the hotels.

Instruments for Collecting Data**Questionnaire**

Structured questionnaire was the main instrument used in collecting data from the study. The questionnaire was prepared with both close and open ended questions and hence dichotomous questions such as “Yes” and “No” was also used. A 5 point Likert-type scale was used to elicit employees’ overall impression regarding motivation in the organization with regards to factors

which affect their job performance. The five point Likert scale was used with the following ratings – 1 (Not at all Important), 2 (Unimportant), 3 (Neutral), 4 (Important), and 5 (Very Important).

Among other variables, the questionnaire was used to elicit responses on the respondents' perspectives on the forms of motivation in their organization and how this results to their job satisfaction and impacts on their overall job performance. Demographic information collected included age of employees; number of years worked in the organization, the educational level and sex of respondents. With the forms of motivation in the organization, employees were asked among other things whether they are aware of any form of motivation. Questionnaires for the managers and employees in appendix 'A' and 'B' respectively.

Validity and reliability of the instruments

The instruments were pre-tested to establish and improve their validity and relevance to the objectives of the study. Sample of the questionnaire was given out to some of the workers of the hotels for pre-testing. This was done in the selected hotels to ensure accuracy and reliability since the study is going to be conducted in those hotels. Research supervisor assisted to scrutinize for errors and omissions, ambiguity, legibility and relevance of the instruments.

Procedure for Data Collection

The collection of data from the study was self-administered. Face-to-face interview was conducted with the functional heads and the lower level employees as well as auxiliary staff using a semi-structured questionnaire with both closed and open-ended questions. Twenty four questionnaires were distributed to the management staff (employers) and one hundred and twenty

for the employees of the eight hotels in the Sagnarigu District. Questionnaire were administered on same day and collected immediately after response.

Data Analysis

Most of the data obtained from the questionnaires was analyzed using the Statistical Package for Social Sciences (SPSS) version 16. Plausible checks were conducted and inconsistent data was cleared appropriately. Statistical tests were run. The Pearson's r correlation was used to determine the significant relationship between employers-employees motivation. Data was presented in tabular and graphical forms for better explanation and understanding. The likert scale data was analysed by considering the highest frequencies or modal response with a positive construct and or positive constructs in the questionnaire. The highest positive construct or constructs was ranked first and followed with the second highest and in that order.

Ethical Consideration

The researcher obtained the consent of all subjects involved and disclosed the essential nature of the research to the subjects. The researcher also upheld confidentiality and anonymity of respondents. The researcher also charted a clear ethical path to ensure that data collection and analysis did not lead to inhuman and disrespectful situations.

RESULTS AND DISCUSSIONS

Demographic Characteristics of Employers

Gender of Respondents

The gender of both the managers and the employees of the various hotels selected for the study is represented in Figure 4.1 below.

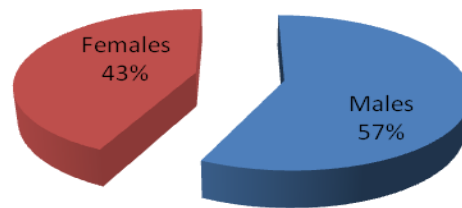


Figure 2: Gender Distribution of Respondents

The gender of both employees and managers of the various hotels selected for the study revealed that out of 144 respondents interviewed, 57% were males and 43% were females. This disparity suggests that decisions and policies concerning motivation in this organization are likely to be skewed towards the welfare of male staff. This can lead to dissatisfaction among female staff which may affect their performance considerably.

Age

The age distribution of the respondents for the study have been categorized into ranges to give the researcher a fair idea of the category of age group that mostly participated in the study and this is indicated in Table 4.1 below.

Table 1: Age Distribution of Respondents (n=144)

Age (Years)	Frequency (N)	Percentage (%)
18 – 25	10	7
26 – 35	85	59
36 – 45	30	21
46 and above	19	13
Total	144	100

Source: Field Survey, 2015

The age group of the workers in the various hotels revealed more than half (59%) of the workers was within the age group of 26-35 years. The second largest age group workers representing 21% were within the bracket of 36-45 years. The age group of 46 years and above recorded 13% whereas the least age group workers representing 7% were within 18-25 years. The data showed that majority of the workers were within the youthful age and hence matured and energetic to work efficiently and effectively when given the needed support and logistics.

Table 2: Employees ranking of what motivates them to work (n=120)

Motivational Factors	Respondents Rating				
	Fair	Good	Very Good	Total	Rank
Good Salaries/wages					
Freq	0	80	40	120	1 st
%	0	67	33	100	
Bonuses/ Allowances					
Freq	10	80	30	120	2 nd
%	8	67	25	100	
Security for Job					
Freq	50	65	5	120	3 rd
%	42	54	4	100	
Career development and professional growth					

Freq	68	34	18	120	4 th
%	57	28	15	100	

Source: Field Survey, 2015

The study revealed that, good salaries/wages motivates hotel workers to work. In the case of good salaries as a motivational factor 33% of the respondents indicated that due to the very good salaries they received, they always felt motivated to work in the hotel industry while 67% indicated that the salary was good. On the whole, salaries was ranked first as the chief motivating factor where decision to stay employed in the hotel industry is concerned as supported by the study of Kovach, (2007) which revealed good wages, security for job and sympathetic personal assistance as motivational factors in his study.

In the case of empowering workers in the hotel industry Casas-Arce, (2010) is of the view that empowerment of staff is particularly correlated to motivation level of employees in hospitality industry. This is due to the fact that employees in this industry, particularly frontline employees have direct contact with customers. The satisfaction level of customers for hospitality organisations can be improved by empowering workers to deal with the requests of customers and resolve their issues instantly devoid of supervision or dependence for assistance and support from management or supervisors every time (Boudrias *et al.*, 2009). Robbins and Judge, (2009) also identified job enrichment as a tool for motivation in the industry.

Motivational Techniques used in the Hotels

The motivational techniques used by some of the hotels in retaining their employees in the industry were looked. Some of the motivational techniques

used in this study includes gifts, promotions, empathy recognition, insurance cover, provision of free accommodation to workers in the hotels and provision of transport support to workers to and from when working.

The motivational techniques used in the hotels to motivate their employees to either work hard or to stay on the job were ranked and it revealed empathy recognition recorded 93% majority asserting that it is a motivational technique used in the hotel whereas 7% disagreed. Empathy recognition was ranked first on the list of the motivational techniques used by the hotels in the study area. The second highest ranked motivational technique used was gifts, 65% majority agreed gifts is a motivational technique used by the hotels whereas 35% of the respondents disagreed. The third ranked motivational technique used is promotions given to employees in the hotels. This showed 23% agreeing whereas 77% disagreed.

Health care of the employees was ranked fourth with majority 95% disagreeing whereas 5% agreed that it is used as a motivational technique in their hotels. Insurance cover of the employees was ranked fifth and again majority (96%) disagreed whereas (4%) agreed that it is used to motivate them in their work place. The sixth ranked motivational technique used in the hotels was travel and transport expenses given to employees travelling to and fro the hotel to transact business on behalf of the hotel or reporting and close of work. This revealed majority (97%) disagreeing to it whereas (3%) of the responded agreeing that they are given travel and transport expenses as a motivational technique in the hotel.

The least ranked motivational technique used in the hotels was accommodation given to employees and it reveal 98% disagreeing that they are not given

accommodation whereas (2%) agreed that they are provided with accommodation as a motivational technique in the hotel. In line with the study Crick and Spencer, (2011) stated that, employees appear to have changed and look for more benefits from work than their earlier counterparts who would content with employment and salary only. A number of factors have been identified as driving this change. Broadly, the advent of the internet, globalization, and rise in the cost of living and lifestyle trends have been noted to contribute to the changing employee job expectations. As such, employees have increased their quest for more training, increased need for medical attention and formed social groups to share issues that affect them, among others.

Employers Perception on Motivating Factors

Employers' perception on motivational factors in the hotel industry was studied based on monetary and non-monetary factors which influence them to stay in employment or motivate them to stay in employment. The study looked at salaries and wages of employers as a motivational factor, bonuses and allowances given to employers to motivate them to stay in work and the effect of involving workers in decision making in the hotel as a motivational factor.

The study on salaries and wages revealed majority (96%) responding to salaries/wages as very good motivational factor which makes them stay employed in their work places whereas (4%) considered salaries and wages as a good motivational factor in the hotel industry. Salaries and wages was ranked first and hence the highest motivational factor held by the employers in the hotel industry. In line with good salaries or wages Adjei-Sefa (2007) found out that Ghanaian employees, generally, regardless of occupation or position are basically motivated to work by salaries and bonuses than other issues like

achievement and promotion. The second ranked motivational factor was bonuses given to employees of the hotels. This showed majority (92%) accepting it as a very good motivational factor and (8%) accepting it as good motivational factor in the hotels. To buttress these points as indicated by Anyimet *et al* (2012), motivational factors can be broadly divided into two groups: *Monetary Factors and Non-Monetary Factors*. Monetary factors include Salaries or Wages, bonus and incentives (medical and educational allowance). Salaries or wages is one of the most important motivational factors. Non-monetary forms include: status or job title, appreciation and recognition, delegation of authority, working conditions, job security, job enrichment, workers participation, cordial relations, proper job placements, proper promotions and transfers, proper welfare facilities, flexible working hours, and employee training. Also, according to a research into the 'affluent worker' by Goldthorpe *et al*, as cited in Armstrong (2003), pay was the dominant factor in choice of employer and consideration of pay was very powerful in binding people to their present job. Money provides the means to achieve many desires. It is a powerful force because it is linked directly or indirectly to the satisfaction of many needs.

The third ranked motivational factor used in the hotels was involving employees in decision making in the hotels. It revealed 83% employers accepting it as very good motivational factor and 17% also agreeing that is good. Interest rate on loans was the fourth ranked motivational factor used in the hotels. The study revealed 42% of the employers agreeing to it as very good motivational factor and 58% the employers also agreeing to it as a good motivational factor in the hotels. The least ranked motivational factor used in the hotels was allowances. The employers' response revealed 8% accepting it as a very good motivational

factor, 75% of the employers accepting it as good motivational factor whereas 17% of the employers consider it as fair motivational factor in the hotel.

Employer Observation on some signs of Unmotivated Employees

The employers' observation of some signs or behaviours of their employees when they feel unmotivated in the industry is discussed in table 4.6. The employers in their effort to make the workers happy may not be able to satisfy them completely and hence some of these signs may be exhibited as an unmotivated employee in the industry.

Table 3: Employers Response on Signs of Unmotivated Employees (n=24)

Statements	Respondents Rating				
	Not at all important	Unimportant	Neutral	Important	Very Important
Rise in the rate of absenteeism					
Freq	0	0	0	12	12
%	0	0	0	50	50
Decrease in Productivity					
Freq	0	0	2	12	10
%	0	0	8	50	42
Unpunctuality					
Freq	0	0	2	7	15
%	0	0	8	29	63
Negative attitude towards enterprise and other employees					
Freq	0	2	2	10	10
%	0	8	8	42	42
Tendency to avoid top administrators					
Freq	0	2	1	9	12

%	0	8	4	38	50
Increase in indisciplinary incidents					
Freq	0	0	0	6	18
%	0	0	0	25	75

Employers response on the signs of unmotivated employees revealed 50% of them considering the rise in the rate of absenteeism an important sign of unmotivated employees again 50% of the employers consider it very important sign of unmotivated employees. Decrease in productivity according to the data gathered showed 50% of the employers considering it important sign of unmotivated employees and 42% of the employers also consider it very important whereas 8% stood neutral. Unpunctuality according to the respondents indicated majority 63% assenting that it is a very important sign of unmotivated employee behaviour and again 29% of the employers also agreed that is an important sign whereas 8% of the stood neutral about it.

Negative attitude towards enterprise and other employees showed a 42% agreeing that it is a very important sign and again another employers representing 42% were of the view that is an important sign of unmotivated employee behaviour whereas 8% of them stood neutral and another 8% considered it not important sign of unmotivated employee. Tendency to avoid top administrators showed 50% majority agreeing to it as a very important sign of unmotivated staff and again 38% of them also saying it is an important sign of unmotivated employee whereas 4% stood neutral and 8% considered it not important. Increase in indisciplinary incidents as a sign of unmotivated employees' response revealed 75% considering it very important and again 25%

of them also considering it as an important sign of unmotivated employees in the hotels.

Table 4: Correlation Matrix

	Correlation	Employers Motivational Strategy	Employee Work Output
Employer s motivational strategy	Pearson Correlation Sig. (2-tailed) N	1 24	.011 .960 24
Employee s work output	Pearson Correlation Sig. (2-tailed) N	.011 .960 24	1 120

Source: Authors construct with field data, December, 2015.

The Pearson's r for the correlation between level of work out output for employees and motivational strategy adopted by employers is 0.011. This means that changes in one variable are strongly correlated with changes in the second variable even though the figure (0.011) is moderately close to zero than 1. However, the significant (2-tailed) value is greater than 0.05. Since $p > 0.05$, [0.960 > 0.05]. This means that, the relationship is not strong but we can accept that, there is a significant relationship between employers-employees motivational impact with output.

Table 5: Descriptive Statistics

Variable	Mean	Std. Deviation	N
Employers motivational strategy	7.5000	2.87417	24
Employee work output	10.5500	3.46374	120

Source: Authors Construct with field data, December, 2015.

The mean values however indicates that, the employee output are higher than reward they received by 28.9% but the lower standard deviation for employers motivational strategy reveals that, the strategies adopted are more closely related and centre around employee needs, hence the reason for higher employee output.

SUMMARY OF FINDINGS

The study revealed that, majority of the respondents was males comprising (57%) males and (43%) females. The age distribution indicated majority (80%) within the age brackets of 26 years to 45 years with few 7% and 13% within the age brackets of 18-25 years and 46 years and above respectively. The study showed majority 97% of the hotel workers were literates with just few representing 3% uneducated. Marital status indicated (34%) married; sixty five percent (65%) single and the remaining one percent (1%) divorced. Respondents' occupation status revealed that all of them were dully employed to work in the hotels.

The study established that what motivates both the employers and employees to work hard in their hotels is good salaries/wages and bonuses that they receive from their work place. Another motivational factor which was considered very

important by the employees was the allowances they receive from the work place. However, this was not same from the data gathered from the employers. The employers on the other hand did not consider involving employees in decision making as an important motivational factor in the hotel industry. This means that one needs to find out from the employees to know what they want before management can motivate the better to work to bring success to the industry. Other factors such as interest rate on loans given to employees, job security and career development and professional growth opportunities were not much considered very important. The study findings revealed by employers indicated that there has not been any labour unrest in all the hotels under study.

In response to attitudes of employees to motivational strategies it was proved that employees worked well and productivity increases when they are motivated. However, the constructs designs to address employees' attitudes to motivational strategies in the industry proved that all the constructs were significant signs of unmotivated staff behaviour since most of the respondents considered the response variables of important and very important signs of unmotivated staff in the hotel. However, the rate of absenteeism was one of the significant signs of unmotivated staff in the hotels. Hence when employees are not motivated well there is the likelihood of an increase in the rate of absenteeism and this will affect the productivity in the hotel industry.

In addressing techniques/factors adopted by employers for motivating employees the findings revealed that techniques used to motivate hotel employees showed that, the most used technique in the hotels was empathy recognition shown to workers when they are traumatized. Other most important techniques agreed by both employers and employees were gifts and promotions for the workers in the

hotels. However, employees considered accommodation/rent not an important motivational technique and with the employees they also considered insurance cover not important motivational technique for hotel workers.

Evaluating the relationship between employers-employees motivational impact with output in the hotel industry, the study affirmed by both employers and employees that, productivity increases when workers in the hotels are motivated. This is evidenced by response rate of 100% by each of the groups of (employers and employees).

A correlation between level of work out output for employees and motivational strategy adopted by employers was 0.011 meaning that, changes in one variable are strongly related with changes in another variable.

CONCLUSIONS

The most influential technique used in motivating employees in the hotel industry was empathy and other techniques which were also considered very important in the study were promotions and material reward (gifts) given to employees in the industry. Employees' responds to motivational techniques/strategies revealed that, employees become joyous, work hard and stay employed when they are motivated. This means that employees respond to some of the motivational strategies or techniques used by their employers and finally there was a significant relationship between employers-employees motivational impact with output. This means that motivation and performance are positively correlated. That is, when employees are motivated, productivity increases effectively and vice versa.

RECOMMENDATIONS

- The researcher suggests to management that the salaries/wages, gifts and bonuses in the industry should be improved upon as employees believe this is one of the factors which affect their performance. Layoffs should not be used as a tool to punish non performing employees but the causes of non-performance should be adequately investigated.
- Management of hotels need to involve employees in coming out with appropriate forms of motivation in the organization. This will not only ensure that employees are appropriately motivated, but it would also make workers feel part of the organization. Once employees feel that their views are considered in the design of those packages, they will be willing to accept them and in the long run their performance would be enhanced.
- Although in the research findings there was no record of labour agitations however, proper job evaluation should be done on all the jobs in the industry to ensure that all employees are adequately and fairly rewarded for work done to prevent labour agitations in the hotels.

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