

Determinants of motivation of employee's in the hospitality industry: A study

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Abstract: *Employee motivation is a fundamental asset for every organization. Lack of motivated staff has the power to annihilate the hotel operation and its reputation and performance. Same time motivated staff can do sensation in customer satisfaction which is ultimate aim in the hospitality industry. Most of the Human Resource managers spend their good amount of valuable time for planning and implement various policies to motivate employees in the hospitality industry. The motivation of employee can be of two types. One is intrinsic which is coming from inside of the employee, and another is extrinsic which is coming from outside (i.e. reward, recognition, working condition, etc.). The aim of this study is to examine the factors that affect the employee's motivation. It is based on quantitative method. The area of the study at all five stars hotels in Kolkata, West Bengal, which is situated in eastern part of India. The respondents were asked to evaluate the factors which influence employees' motivation by the various hotels, where they are working. Each variable was measured through questions designed on a 5-point Likert-type scale ranging from strongly disagree to agree strongly. The statistical analyses are used correlation and linear regression analysis using the Statistical Package for Social Sciences (SPSS) 16.0.*

Keywords: Motivation, Hospitality Industry, customer satisfaction, HR manager, Intrinsic & Extrinsic Motivation.

Introduction

The word motivation is derived from the Latin word "movere". It is a kind of drive towards the achievement. It also can be described as an intended and persistent force for achievement. Employee motivation is one of the most decisive things for the service industry.

Human behaviour is diverse; to bring out a pattern or rules about human behaviour is indeed a very difficult task. Each one of us is unique while dealing with life issues, and even the same individual does not behave in a similar fashion at all times Malay (2012).

In hospitality industry, the main asset is motivated employee no doubt. A motivated employee tries his or her level best to satisfy guest, and they are ready to go even thousand miles for that. They are generating an awesome experience for their guest by sometime exceeding the demand of the guest.

At present scenario, any product launches in the market, is to easily imitate within a few moments but it is next to impossible to replicate synergetic and harmonized productive human resource. That is why; the motivated employee is an unmatched asset for the organization not

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only that cannot copy and entrenched in another organization also. This distinctiveness makes motivated employee so worthy in the hospitality industry.

Every employee possesses two types of motivation which were originally identified by Herzberg et al., one is intrinsic and other is extrinsic. Some time it shows that extrinsic motivation has potential to reduce the effect of others. So HR managers must be very careful before introducing extrinsic one because the employee gets satisfaction by completion of any task, it gives immense pleasure, but at any chance, it should not spoil rather it should be harmonizing each other.

Intrinsic motivation signifies the drive for motivation in an individual that comes from within self, and the individual does not need to find any external reason to feel motivated. The inner core of the individuals finds adequate drive to motivate oneself. Intrinsic motivation is more durable and requires less monitoring Malay (2012).

Objectives of Study

In the hospitality industry, motivation plays an important role in various angles, and it is one of the very strong issues. Productivity and employees' performance are depending very much on it. It is true that HR department is now facing massive difficulties to motivate their employees, but it does not only depend on the department, so many other factors are also involved. Here the aim of the research is to determine the factors which really influence employees' motivation and how much these factors are important for employees.

1. To evaluate the factors which are influencing employees' motivation in the hospitality industry.
2. To evaluate the level of importance of these factors for employees' motivation.

Literature Review

Motivation is a truly multi-dimensional and it defers from person to person and it is a sum of many factors also. Each person has his or her own likes and dislikes, passions, interests and desires. Work in hospitality industry has a special character, does not have fixed time. It is a work which takes twenty-four hours of twenty-four seven days of the week. In order to find and retain the right people for the job, hospitality industry in WB needs to redesign their reward and recognition packages according to the local culture. Each organization has to build its motivation system based on compatibility between organizational and individual goals found in our research Krishnendu, Partha, & Prosenjit (2014). Motivating other people is about getting them to move in the direction you want them to go to achieve a result. Motivating yourself is about setting the direction independently and then taking a course of action which will ensure that you get there. Motivation can be described as goal-directed behaviour. People are motivated when they expect that a course of action is likely to lead to the attainment of a goal and a valued reward – one that satisfies their needs as per author Michael (2006). Today, to remain standing in the competitive world, hotel businesses need both to increase their employees' motivation and to be in the effort of continuous development of their businesses facilities provided for their customers researcher came in conclusion Aksu (2005). According to Hays & Hill (1999) especially in the service sector, employee's motivation is very important regarding ensuring the continuous of service quality. In parallel to this, it is very important for employees who work in accommodation industry to give opportunities for them to build carrier after work hour in their work place as per Jauhari (2006).

Extrinsic motivations included tangible aspects of a job, such as wages, benefits and job security. Intrinsic motivations, on the other hand, had more to do with a sense of achievement and self-esteem and included aspects such as autonomy conclude by Herzberg, Mausner, & Snyderman (1959). An understanding of intrinsic motivation is necessary to understand career motivations because intrinsic motivators carry more weight than the extrinsic motivators as per their research Holt (1993). Comparing with extrinsic motivations which emphasize rewards and punishments controlled by the organization, intrinsic motivations focus on valued experiences that an employee gets directly from their work tasks found in their research [Deci, 1975; Deci & Ryan, 1985; Thomas & Tymon, 1997]. Based on these positive experiences employees are excited, involved, committed, and energized by their work (Thomas & Tymon, 1997). Intrinsic motivations are passions and positive feelings, these feelings reinforce and energize employees' self-management efforts and make work personally fulfilling as he Thomas (2000).

Chuang & Jenkins (2008) also conducted research to explore intrinsic and extrinsic factors impacting the job satisfaction of casino hotel chefs, and whether chefs' background characteristics are associated with their overall and specific facets of job satisfaction. That is why in hotel businesses there are different researches made by researchers to determine what are the factors that motivate the employees in a positive way and as a result of these researches too many factors have been found [Mark & Sockel, 2001; Velo & Mittaz, 2006]. As Mullins (1992) defined motivation as the direction and persistence of actions. He stated that the driving force of motivation is towards the satisfaction of certain needs and expectation.

Hence, job satisfaction can be a determinant of employee's motivation and intention to stay or leave the organization. In addition, research suggests that job satisfaction involves two dimensions: (i) Intrinsic; and (ii) Extrinsic factors. Intrinsic and extrinsic types of motivation have been widely studied and the distinction between them has played an important role on both developmental and educational practices. Another determinant for deciding job satisfaction is career motivation. Understanding the factor that predicts career motivation is a crucial topic for organizations Feldman (1989). Hotel managers need to better understand what motivates their employees in their jobs in order to increase job satisfaction and to reduce employee turnover. For instance, knowing what motivates their employees to work in the hotel industry would give hotels a better chance of satisfying and consequently retaining their employees. Job satisfaction among employees appears to be highly correlated with intrinsic and extrinsic job characteristics as concluded by them.

In another research on employees working in hotel industry in Hong Kong Wong & Pang (2003) found that training programs and development, motivation coming from top management and support, policies being clear, to be definable and autonomy and flexibility are five basic elements that motivate employees. Economic gain is one of the most important factors to motivate employees [Rice, Philips, & McFarlin, 1990; Taylor, 1991]. Graham & Kwok (1987) concluded that financial reward was the primary motivator for Hong Kong employees

Madura (2007) contended that empowerment is giving the employees more responsibility and decision-making authority to carry out their given tasks. It can intrinsically motivate the employees to contribute creative and innovative ideas for selling the company products or services.

Whittaker (2008) pointed out important key factors for motivation are market pressure, to develop the value of partners, to reveal Money funds for growth, to change strategic activities, to develop money funds, to develop effectiveness in authenticity of management, presence of money funds and merging the companies.

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In this present scenario, we notice a huge difference between a few year back and recent past that the factors that motivate employees in view of managers, determined that to be appreciated and performance reward are at the first place among the motivation means. When comes to 2000s years, factors that motivate employees are seen to be changed and in this situation technological developments, rapid increase of competition factor among businesses and changes in employees needs are seen to be effective.

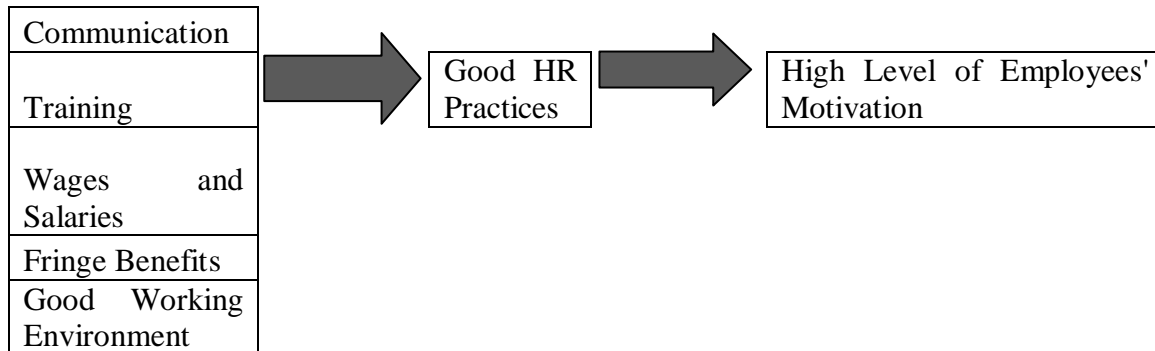


Figure 3: Proposed Model

Some of the Motivational Factors for Hotel Employees

There are many motivational factors to motivate the employee. Here we discuss a few.

Communication

Communication plays an utmost important role in the hospitality industry. It can be passing from one individual or group to another. There are various forms such as verbal, nonverbal, upward, and downward. Low productivity, poor service, and increased costs take place because of improper communication.

Communication plays an important role and is one of many factors to motivate employees. It helps to get results through the cohesive working module in various areas.

Training

Many researchers noted in their research how training becomes an essential activity for any hotel organization.

Training provides on-the-job as well as off-the-job experiences and information that help employees become more proficient or qualified at a task at their current jobs. Reduction of costs, stress, turnover, and absenteeism can be reduced through proper training and a regular corresponding increase in efficiency and customer satisfaction. Steven Hickey, senior vice president of T.G.I Friday's, noted: training is probably the most important aspect of reduced turnover because it minimizes mistakes and that minimizes a lot of reasons for turnover Sunil (2012).

Wages and Salaries

The most noticeable motivational factor in our job is salary in the hotel industry. Employees are trying their level best to get positions and rewards which are generally coming the quickest and most easily reachable. They are ready for doing competition constantly for that. Not only that sometimes, but they are ready to sacrifice many other motivational factors also to attain job

satisfaction. Whenever any employee gets a good opportunity with nice pay package in other organization or hotel, he/she never thinks twice.

There are many different reasons why people are motivated by money. It is the most important tangible reward for an employee at their service. The majority of the people are motivated by fulfilling the necessities in their life through money. That is why; major consideration is paid for human resource management. Money acts like an instrumental motivational factor for some people for satisfying their non-economical need like status, power, and affiliations within the own circle. For someone, it is a symbol of personal accomplishment and success.

Fringe Benefits

The term fringe benefits refer to various extra benefits provided to the employees', in addition to the compensation paid in the form of wage or salary. It is also defined as those benefits which are provided by an employer or for the benefit of an employee and which are not in the form of wages, salaries, and time-related payments Kanchan (2011).

These benefits are those monetary and non-monetary benefits given to the employees during the post-employment period which is connected with employment but not to the employee's contribution to the organization Kanchan (2011). Today fringe benefits are equally important to compare to wages, and it has an important role to motivate employees. Different fringe benefits are given below which generally provided by hotels to its employees:

Health insurance is one of the most common benefits in the hotel industry. Employees are getting this benefit at the time of duty as a safety & health and after retirement also.

Leave Travel Allowances

Hotels are given vacations with pay and extra money as a travel allowance to its employees. It is termed as LTA (Leave Travel Allowances).

Vacations are crucial to breaking monotonousness and to look after family members. This benefit provides relief and also extra times to relax to employees who need spare time for caring their aged parents and family members.

Meals

Today this practice is very common not only in the hospitality industry but also other big organization to provide a meal on duty time to their employees. Some organization provides free all meals, someone free unlimited tea and coffee along with biscuits during duty time. It depends on house rules. In most hotels, employees eat in the company's cafeteria or designated place; and do not get permission to use outlets for food and beverage at their place of employment.

Uniform

It is a common practice in the hotel industry, two sets uniform are given to the employee as per post for performing their duties. Design and color of uniform are according to their policy. Cleaning and laundered are done in the hotel itself. Employees get their uniform on a rotation basis, i.e. washed against soiled uniform.

Good Working Environment

The working environment may be a reason for low productivity. Adequate equipment, space, heating, lighting, and ventilation are very much important and useful for employees. Colour also

has a noteworthy impact on the work environment. A public area like restrooms and lockers need to be clean, secure, and well maintained. The food provided should be the same for line employees as for the managers. It is noticed that at the time of entertaining everyone including Managers and top executives, are having at the cafeteria. If it's not good enough for managers, it should be considered not good enough for line employees. Therefore, (Cheng.H, 1995)noted that a good working environment means employees want the same conditions in their work as similar to the management. They need a challenge, support from superiors, a quality workplace, friendly co-workers, and respect. To have a good working environment, management has to trust and value to its employees.

Some Motivation Theories

Employee's motivation is explained by some theories which have been highly developed by organizational psychologists. The major approach of motivation are Maslow's need-hierarchy theory, Herzberg's two-factor theory, Vroom's expectancy theory, Adams' equity theory, Skinner's reinforcement theory, Alderfer- ERG theory and McClelland need theory. The most significant theories are classified as follows:

Instrumentality theory, which states that rewards or punishments (carrots or sticks) serve as the means of ensuring that people behave or act in desired ways.

Content theory, which focuses on the content of motivation. It states that motivation is essentially about taking action to satisfy needs, and identifies the main needs that influence behaviour. Needs theory was originated by Maslow (1954), and in their two-factor model, Herzberg, Mausner, & Snyderman (1959), listed needs which they termed 'satisfiers. Michael (2006).

Process theory, which focuses on the psychological processes which affect motivation, by reference to expectations Vroom (1964), goals Latham & Locke (1979) and perceptions of equity Adams (1965).

According to Abraham Maslow (1954, 1968), human needs are diverse. It is represented the simplest way. Mainly five levels of needs are motivating employees. They are clustered into five different categories and organized them in some hierarchical segments: physiological, safety, social, ego, and self- actualizing. Maslow argued that successful satisfaction of one level of needs leads to the next level. It is always from the bottom towards the top.

It is a historical theory for human motivation. But it is not exception form weakness. In reality, needs are not necessarily hierarchical, and human consideration does not graduate only on completion of a lower need. Diverse needs can be simultaneously fulfilled.

Fredrick Irving Herzberg's reported two types of factors that are capable of driving employees' motivation: motivators such as recognition, responsibilities, and achievement, etc. and hygiene such as good wages working condition and job security etc. Herzberg, Mausner, & Snyderman (1959). Motivator is intrinsic factors and hygiene is extrinsic factors.

This theory is not beyond criticism. The methodology deployed by Herzberg in his research is the main focus of major critiques. It is argued that it is the reason behind the unique outcome of the research. However, some of the research works Matzler & Renzl (2007) found that the theory propounded by Herzberg appears to be true.

Vroom's theory is based on the belief that employees efforts will lead to performance and performance will lead to rewards Vroom (1964). Rewards may be either positive or negative. The more positive the reward, the more likely the employee will be highly motivated.

Conversely, the more negative the reward, the less likely the employee will be motivated Sunil (2012).

Adams' Equity theory provides another dimension of employee motivation. It is human nature to compare everything with others. There is no difference in the case of motivation in the organization. If the result shows negative, means a lower return in comparison, the employee will be unhappy and demotivated. On the other hand, it is just opposite also Adams (1965).

Output/Input=Positive Result → Employee will be motivated.

Output/Input=Negative Result → Employee will not be motivated.

This theory gave birth to the theory of organizational justice. B. F. Skinner's Reinforcement theory is simply based on manipulation of reward and punishment. This theory believes that human behaviour is controllable. The desirable performance will be reinforced by rewarding and at the same time undesirable will be reduced by giving punishment. Employee behaviours which lead towards positive outcome must be positively reinforced by management but if opposite it must be negatively reinforced Skinner (1974). The spirit of the theory is used far and wide in the hospitality industry.

Alderfer-ERG theory developed a theory of motivation called ERG Alderfer (1972), which is known for criticism of Maslow. Three categories of need identified i.e. E for existence (hunger, thirst), R for Relatedness (involvement with family, friends, co-worker and employer), and G for Growth (intrinsic desires for personal development, desires to be creative, productive). The comparison between Maslow's and Alderfer theory is shown below.

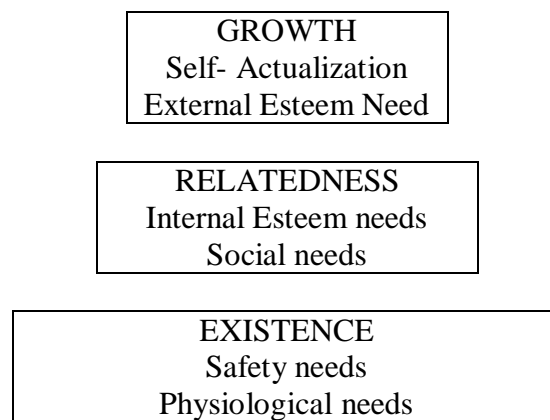


Figure 1: Alderfer-ERG theory

McClelland Need theory shows a different perception that is 'acquired-needs' theory. It argues that our needs are learned from our life experience, might be a product of conditions and even our desires can be extremely influenced by a specific event.

"Beginning in the 1950s, for more than three decades, McClelland and his associates researched three of these needs extensively – power, affiliation, and achievement. He measures these needs using the Thematic Apperception Test (TAT), which involves having test takers write stories about pictures that are purposely ambiguous. The stories are then scored according to the achievement, affiliation and power themes that they contain, the assumption being that individuals write about themes that are important to them. McClelland believes that each person possesses all three needs, but people differ in the degree to which the various motives dominate their behaviour" Rajkumar (2007)

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Critique, the need for achievement can be taught to adults the acquisition of motives occurs in childhood. If it has been established, it is very difficult to change. The proposal of McClelland has been questioned on performance ground. It may be only a temporarily induced feeling rather than a permanent change in behaviour.

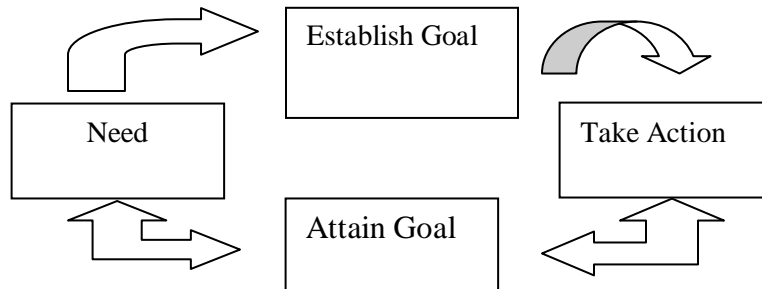


Figure 2: The process of Motivation Michael 2006

Sample Selection

In this research, quantitative method is used. In quantitative research method, the most preferred data collection technique is survey. Survey technique is easy for surveyor and the researchers both to present numeric and make. It is preferred for being the most useful criterion for attitude measurement. So that survey technique is used to obtain data randomly for this research.

In this study, the questionnaire was distributed among 170 employees of ten hotels at Kolkata in West Bengal during the period of March to September, 2015. Out of that, hundred and fifty two questionnaires were suitable for analysis with response rate of 89.41 percent. The demographic characteristic of the respondents are shown in table 1 at annexure.

Methodology of the Study

The study is trying to identify the employees' motivation on the basis factors which are influencing it in different hotels under hospitality industry at Kolkata in West Bengal. The data of this study have collected through questionnaire designed on a 5-point Likert scale ranging from 1 to 5 where 1 means very dissatisfied and 5 means very satisfied. The respondents were asked to evaluate the influence of the factors on employees' motivation at various hotels, where they are working. The sample population for this study was composed of employee of various hotels under hospitality industry in West Bengal during March to September, 2015. In this study, we have observed 152 respondents from different hotels and using correlation and linear regression analysis according to the objective of the study using SPSS version 16.0

Hypotheses are utilized to fulfill the objectives of the study. These hypotheses are expressed as follows:

H₀: The factors are not important and do not have any impact for employees' motivation in hotels industry in Kolkata, WB.

H₁: The factors are important and have vast impact for employees' motivation in hotels industry in Kolkata, WB.

Findings and Analysis

This chapter is divided into two major sections. The first section provides the demographic characteristics of the respondents. The second section presents results on the respondents' on 26

variables of factors influencing employees' motivation in different hotels under hospitality in Kolkata, WB.

Table 1: Demographic characteristics of the respondents (N=152)

Variables		Frequency	Percentage %
Gender	Male	121	79.60
	Female	31	20.40
Age	< 20 Years	12	07.89
	21-30 Years	79	51.97
	31-40 Years	45	29.61
	41 years & Above	16	10.53
Income	< 5K	42	27.63
	6-10 K	54	35.53
	11-15 K	43	28.29
	16 K & Above	13	08.55
Education	Secondary 10+	29	19.08
	Higher Secondary	48	31.58
	Graduate	24	15.79
	PG / Others	51	33.55
Duration	< 1 Year	21	13.82
	1-2 Years	23	15.13
	3-5 Years	29	19.08
	> 5 Years	79	51.97
Continue	Salary	51	33.55
	Promotion	47	30.92
	Leave	03	01.98
	Recognition	51	33.55
Switchover	Yes	56	36.84
	No	96	63.16

The demographic characteristics of the respondents are shown in Table 1. The gender distributions of the respondents are not equal in hotels, with 20.40% female respondents and 79.60% male respondents respectively. The result shows age groups of the respondents are below 20 years (7.89%) is very less, followed by 21 to 30 years (51.97%), 31 to 40 years (29.61%) and 41 & above (10.53%). In terms of level of education, almost (15.79%) of the respondents have a university education level (graduate); (33.55%) of the respondents do a post graduate or Diploma in relevant field, (31.58%) of the respondents are belonging under graduate and secondary (19.08%). The result shows the educational attainment of the respondents is quite good and we can say better than average. With regard to respondents' monthly salary of the job at star category hotel in WB, the largest group included those with a monthly salary of INR 11000 to 15000 (28.29%), INR 5,000 or less than 5,000 (27.63%), INR 6000 – 10000 (35.53%), and INR 16000 & above (8.55%). We can conclude from the above income status that salary, which they are getting, is better than the average and quite good also.

Results on the variables of factors influencing employees' motivation in hospitality industry. In this chapter the employee motivation is studied with regard to the predictors as framed in the research model. The five predictors used for the model (Communication, Training & Development, Wages & Salaries, Fringe Benefit, and Good workplace environment) were

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measured to predict the motivation of the employees in the hotel industry of Kolkata. Results show a significant success of the proposed model.

The major contributors towards motivation have been categorized broadly under five major heads namely Communication, Training & Development, Wages & Salaries, Fringe Benefit, and Good workplace environment facilities. These factors have been listed and studied to note the existence of various practices in the hotels. From the data collected and studied it was clearly found which practices existed in the hotels. Here these are further analyzed to predict the level of influence each has on the motivation of employees and to identify which has more significance for employees.

Regression Analysis of the Predictors With Satisfaction

Table 2: Estimated Regression Results for Employees' Determinants for Motivation

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	70.772	5	14.154	685.098	.000
Residual	3.016	146	.021		
Total	73.788	151			

- a. Predictors: (Constant), Avg_WE, Avg_fb, Avg_T, Avg_C, Avg_W
 b. Dependent Variable: AVG_M

The F value of 685.098 obtained from Table 2 indicates that this model is fit and significant at F value of 0.000. Thus, the 'F' value of 685.098 clearly indicates very high level of significance.

Table 3: Estimated Regression Results for Employees' Determinants for Motivation (Dependent Variable: Motivation)

Estimated Co-efficient and t ratios of								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R	R Square	AdjR Square
	β	Std. Error	Beta					
1 (Constant)	.187	.077		2.426	.016			
AVG_C	.228	.028	.252	7.996	.000			
AVG_T	.182	.027	.209	6.649	.000	.979	.959	.958
AVG_W	.172	.033	.220	5.161	.000			
AVG_FB	.206	.029	.244	7.119	.000			
AVG_WE	.168	.032	.160	5.257	.000			

- a. Dependent Variable: AVG_M

This model is able to explain about 95% of the variance as indicated by the R square value. Thus we can see that the proposed model is successful in predicting the motivation of the employees.

This regression was carried out using the average of motivation as the dependant variable and the average of the predictor's namely Communication, Training & development, Wages & Salaries, Fringe Benefits and Good working Environment facilities as independent variables. The result shows a very high R value, which is the correlation between the dependant and independent variables and a very close R square value, which is the proportion of variability in the independent variable that is explained by the dependant variable. We take the adjusted R

Square value which takes into consideration the sample size. Here, it indicates that the goodness of fit of this model and around 95% of the variance is explained by it.

From Table 3 we see that all the independent variables have significant effect on the dependant variable. To illustrate we can say that a unit increase in AVG_C will result in increase of motivation by 8(approx) units. Like before, a unit increase in AVG_T will result in increase of motivation by more than 7 units. A unit increase in AVG_W will result in increase of motivation by 5 units. A unit increase in AVG_FB will result in increase of motivation by more than 7 units. A unit increase in AVG_WE will result in increase of motivation by more than 5 units.

Implications of Analysis and Findings

This study examines the factors like communication, training, wages, fringe benefits and good working environment have any significant impact on employees' motivation or not. After analyzing the data, it is clearly proved that the factors have a huge impact on employees' motivation. The factors which we select are the main area of good Human Resource Practices. A few factors like communication and fringe benefits play important role inmotivation, same time management should give more emphasis to improve working condition which score is poor among others.

Hence, on the basis of objectives, the proposed model that is tested is validated. The null hypothesis is rejected and alternative hypothesis is accepted through our analysis.

Limitations

In this research we focused mainly on theory aspect of motivation. It is a part of my thesis where divided it in several aspects because motivation is one of the main functions of HR department. In our country a very few work had been done in HR especially in Hospitality industry. So, resources are limited. If we can take broad area i.e. more hotel will included, we might get better result. Not only that we should increase the sample size to get more perfection. Future research will include more organization and takes more sample size to come intoconclusion which will minimize error.

Conclusion

Everyone has their own choice, perception, passions, likes, dislike and desires. Same time they motivate themselves by different factors. It is proved in many researches that money plays an important role in motivation. But so many others factor also are responsible for motivating or demotivating people.

This study was undertaken to test the hypothesis and the proposed model that is achieved very successfully. Employees' motivation is influenced by communication, training, wages and salaries, Fringe benefits and good working environment which were found out in this research. Hence, it is very clearly indicated after analysis that all the predictors very much influence employees' motivation. Same time it is also proved that all predictors do not have same level of influencing power. If we rank according to influencing power communication is the most influencing and least one is wages and salary. Rest is in between of these two.

Henceforth the managers of such organizations need to maintain standardon the areas of communication and fringe benefit. Other highlighted areas i.e. wages & salaries, good working environment and some extant training are needed to work out for achieving higher levels to motivation employees and achieve business excellence.

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