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Employees Motivation to work in a Hotel Industry

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Employees Motivation to work in a Hotel industry

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This thesis reviews the employee motivation in hotel Industry with special focus on Karafuu Beach Resort and Spa. The survey for this study is conducted with the staff of this facility. The study also examines what motivates people to work in the hotel sector. Further, the study tries to understand how important motivation is for workers in this sector. Moreover, this study examines the degree of impact motivation has on employees in this sector. Various studies have established that motivation plays a greater role in employee satisfaction as well as in different spheres of life.

The study explains the tourism development and general information of Tanzania, accommodation sector in Zanzibar regarding the case study as well as general information of Karafuu Hotel. Besides, the paper will also demonstrate theory of motivation from different author's point of view. Factors that impact upon motivation such as job satisfaction, recognition and many others also how they are applied in real life based on the research.

Furthermore, the paper will also describe the importance of leadership skills, it is very important for the managers and supervisors to have acquired skills and knowledge of how to deal with employees and make sure that they are satisfied so that they can deliver quality services to customers therefore leadership is a crucial point in any organization. Moreover, trends in working life regarding leader's behavior as well as organizational behavior and trends in hotel industry.

Research for this thesis was conducted both from theoretical and experience/observed point of view. Moreover, the research data was collected from questionnaire through employees and interview from the General Manager of the Karafuu Beach Resort and Spa. The result from the research shows that most employees are highly motivated and committed to their work. On the other hand the manager was very positive regarding employees motivation of his workers.

Key words: Motivation, employees, satisfaction, hotel sector & Tourism.

Keywords row 54

Table of Contents

1	Introduction	8
1.1	Aim of the thesis	8
1.2	Objectives of the Thesis.....	9
1.3	Background of the thesis	9
2	Tanzania and Tourism Development.....	10
2.1	Location, temperature and Ethical group	10
2.2	Tourism in Tanzania.....	11
2.3	The Accommodation sector in Zanzibar Island, Tanzania	12
2.4	Karafuu Beach Resort and Spa.....	12
3	Job Motivation	14
3.1	Introduction	14
3.2	Definition and summary of Motivation theories.....	14
3.3	Maslow's Theory of Motivation	14
3.4	Herzberg's Theory of Motivation	15
3.5	Vroom's Theory of Motivation	16
3.6	Newsom's Theory of Motivation	16
3.7	The Motivation and De motivation Factors	17
3.7.1	Management and Motivation	17
3.7.2	The Importance of Leadership Skills.....	18
3.8	The Factors That Impact upon Motivation	18
3.8.1	Job Satisfaction.....	18
3.8.2	Recognition.....	19
3.8.3	Job Security	19
3.8.4	High Labor Turnover in Hospitality	19
4	Trends in working Life	20
4.1	Leaders behavior	20
4.2	Organizational behavior	21
4.2.1	Element of organizational behavior	21
4.2.2	Model of organization behavior.	21
4.3	Trends in hotel industry	22
4.3.1	Hotel and service industry continue to expand globally	Error!
	Bookmark not defined.	
4.3.2	Retaining and developing human capital increasing importance to recruiters;	22

	4.3.3 E-reputation and the power of web	22
	4.3.4 Greater emphasis on sustainable progress... Error! Bookmark not defined.	
	4.3.5 Growing of health and well-being sector	23
5	Research Methods	23
	5.1 Data Collection	24
	5.2 Data analysis	24
	5.2.1 Primary Data	24
	5.2.2 House keeping	25
	5.2.3 Food and Beverage	25
	5.2.4 Kitchen.....	26
	5.2.5 Restaurant.....	26
	5.2.6 Reception.....	27
	5.3 Quantitative data	28
6	Recommendations.....	31
7	Conclusion	33
8	References	34
	Appendices	38

1 Introduction

Motivation plays a bigger role among workers in different sectors. Employees and employers alike need to be motivated and satisfied in their jobs in order to achieve the targets of the Company. Motivation and satisfaction are connected because it can be said that a satisfied employee is a motivated employee. And the vice versa is also true that a motivated employee is a satisfied employee.. According to Bagshawe, 2011, Motivation is a driver in a persons need and expectations that account for the degree of persistence and direction of effort distributed at work(Bagshawe 2011,14.)

1.1 Aim of the thesis

The main purpose of the thesis is to study how employees are motivated to work in a hotel sector and what motivate them also; particularly from Karafuu beach resort hotel point of view. My theme is based on the motivation for employees to work efficiently in a hotel industry. Hotel business deals with customer care, therefore, it is very important for workers to be motivated. Hence when they are motivated they will deliver excellent services to customers and this will result in customer satisfaction. On the other hand, the study will also evaluate how important it is for workers to be motivated and what the consequences are when workers are not well motivated. Furthermore, it is the aim of this study to find out if there exist any correlation between motivation and satisfaction. Lastly, the research project also attempts to critically evaluate the factors that affect motivation of employees within the hotel sector.

According to Miner,2005, Management is the most important tool in any organization and managers need to be universalist. Also the study examines how leaders contribute to workers motivation in the hotel industry. With regards to my case study, Karafuu Beach Hotel is selected for research work because it is the place I did my internship. The main aim is to study and examine the available materials, both practically and theoretically point of view regarding employee's motivation to work in a hotel.

1.2 Objectives of the Thesis

The objective of the research project is to ascertain what motivate employees in their jobs and to examine the factor that impact upon motivation particularly in the hotel sector. This will also critically analyze the strategies used to motivate employees at Karafuu beach Resort and how effective they are. Finally, the study compares the motivational factors from management perspective to that of employees. Based on the results, recommendations as to how employees can better be motivated are given.

1.3 Background of the thesis

Employee motivation is one particular area of study that has been extensively researched by different authors such as Herzberg, Maslow, Mullins and others. Also, motivation is one of the behaviors which reflect employee's feelings towards different aspect of work and it is connected to job satisfaction.

According to Armstrong employees should be able to experience a sense of achievement and personal growth in a purposeful and meaningful job. Therefore, staffs are more likely to feel motivated to perform to the best of their abilities. (Armstrong & Brown 2005, 641.)

The research questions that will be studied in this thesis include the following;

1. What motivates employees to be more committed to their work?
2. What steps could be taken t to motivate employees more efficiently?

2 Tanzania and Tourism Development

2.1 Location, temperature and Ethical group

This section gives the reader information and whole picture regarding Tanzania. Tanzania is located in East Africa between longitudes 29 degrees and 41 degrees. Tanzania share border with Kenya to the North, Rwanda, Burundi and the Democratic Republic of Congo to the West, Zambia, Malawi and Mozambique to the south. It is the largest country in East Africa 943 000 sq both the mainland and Zanzibar Island.

Temperature; between June and October starting from 10 °C in the North island and 23 °C on the Coast therefore the temperature during this time is warm and mild.

From December to March, the days are sunny and hot and the sky is clear. From mid-March to end of May is the rainy season. November, December and January is slightly rainy and sunny. Ethical group and language there more than 200 tribes but the main one is Chagga and Haya. Official language is English but the national language is Swahili. Religiously, Christianity and Islam are the main religions in Tanzania. Tanzania is the one of the popular countries in Africa with different kinds of tourist attractions such as game reserves, national parks, beaches, mountains, rich culture and others (Tanzania Tourism Board, 2014)



Picture 1. The Map of Tanzania (Lonely planet, 20015.)

2.2 Tourism in Tanzania

Tanzania is a unique tourist destination with a great and magnificent range of scenery such as lakes, game reserves, national parks, mountains and a host of others. Tanzania can boast of such world renowned tourists sites as mountain Kilimanjaro, the highest Mountain in Africa, which usually has its peaked covered with snow.

Also, the exotic islands in Zanzibar, the finest game reserve of Serengeti, Ngorongoro Crater and Lake Manyara are all beautiful tourist sites that Tanzania has. The scenery, rich culture of Tanzanians as well as the friendly nature of people makes Tanzania an excellent tourist destination for people across the globe. People travel to Tanzania for their honeymoon, whiles other travel there for beach holidays, game hunting, historical and archaeological ventures as well as to enjoy the best wildlife safaris in the world. Tanzania has 29 games reserves, 5 national parks, 40 controlled conservation areas as well as marine parks that are located across the country. Further-

more, tourism in Tanzania has given rise to huge investment in infrastructure such as construction of hotels, lodges, restaurants, modern airports to mention but a few. Further, tourism provides jobs to countless people in the country in such area as hotel management, travel and tour firms, marketing firms, and even in the aviation industry in the country. These few mentioned points underscore the importance of tourism to the Tanzanian economy. (Tanzania Embassy 2014.)

2.3 The Accommodation sector in Zanzibar Island, Tanzania

According to Zanzibar association of Tourist investors, before the accommodation sector started to grow fewer than 20,000 tourists visited Zanzibar. It was noted that most of the people who visited spent their nights with relatives and friends. The building of the first tourist Hotel started in 1920 and was completed in 1922, and that marked the beginning of modern tourism in Zanzibar. This drew large number of international tourists to Zanzibar Island. Tourism in Zanzibar is seasonal due to the climate as well as visitors' preferences. Accommodation in Zanzibar includes few hotels and resorts that may be rated as five or four stars hotels in terms of international standard. However, Zanzibar has rated their hotels and around ten of them belong to five star classes. In the next 5 to 10 years, there is the plan to provide 20000 to 30000 beds of all classes. Accommodation is the most significant part of the tourism business. (Tanzania investment 2014.)

2.4 Karafuu Beach Resort and Spa

The hotel is situated on the white sand beach on the Island in Zanzibar, Tanzania. It is located on the East Coast in the area called Michamvi. By car, it takes only one hour, thirty minutes from the Airport to Karafuu Beach Resort and Spa. The hotel is situated on a 25 acre land and includes cottages with beautiful surroundings, gardens, swimming pools, public area, over 1 000 palms tree. The white beach is warm and safe for swimming. (Karafuu Beach Resort and Spa 20014)



Picture 2. Karafuu Beach Resort and Spa beach view. (Karafuu.com, 2015.)

3 Job Motivation

3.1 Introduction

Motivation theory has a broad application in the context of employee behavior in the hospitality sector. During recent decades, much has been written about motivation in the workplace. Authors such as Maslow, Herzberg, Vroom, Newsom and Mullins, put motivation into context and examine how to put the theories into practice.

3.2 Definition and summary of Motivation theories

According to Locke (1997), motivation is settled by goal guided, human determination or free will, and anticipated needs and desires, supporting the actions of individuals in relation to themselves and to their environment. Work motivation is defined as the point that a person wishes to do an excellent work on her job, therefore to meet the inner inspiration of the desired goal. (Janssen 1999, 4.) Moreover, motivation is a complex and wide concept; organizational scientists have agreed on its basic characteristics summarized as the pair of the progression that encouraging and keep ones attitude in the right direction of achieving the main aim. (Bent 1999, 656.)

Furthermore, there is a broad classification of theoretical frameworks that have been advanced and used to seek and explain the issues of motivation as well as satisfaction. These have been primarily drawn from and developed within the field of psychology and have frequently taken inconsistent and opposing point of view in their treatment of the investigation area. (Armstrong 2005, 41-53.)

Herzberg, Maslow and others have written and developed several theories of motivation. The theories connected with the person recognition of needs as well as their goals effectiveness which are carried on to satisfy their needs. (Mullins, 2001.)

3.3 Maslow's Theory of Motivation

Maslow suggested that motivation is based on a number of human needs. These are arranged in hierarchy and require the lower and more basic needs are satisfied before the higher and complex needs. Maslow identifies five main categories of needs

and are as follows; self-actualization, which includes the needs for personal growth and development and the wish to achieve ones potential; esteem needs, such as the need for status and self-respect; belonging and love needs, meaning being part of a family or social group; safety needs, which include the need for shelter, order as well as security; lastly psychological needs, which include the need for air, drink and food. (Koontz & Weihrich 2009, 289.)

Moreover, the third stage, the belonging and love needs, including the giving and receiving of affection. Maslow states that when such needs are unsatisfied a person will hunger for relationships with people in general and for a place in the group or family and strive with great intensity to achieve this goal. (Maslow 2009).

The fourth stage is esteem, which Maslow (1954) said as made up of two kinds of desire; the wish for achievement, strength, mastery and competence, adequacy, independence and freedom, confidence in the face of the world, and the desire for reputation or prestige, fame and glory, status, recognition, dominance, importance, attention, dignity or appreciation. These needs can result in feelings of inferiority, weakness and helplessness if not satisfied. These feelings in turn give rise to either basic discouragement or else compensatory behavior. (Hollyfodge et al 2002, 10.)

The fifth stage is self actualization needs, which alter much from person to person. For instance, un-ambitious people may have low self actualization needs, whereas others constantly strive for new accomplishment. Maslow's early work did not address the outcome of self actualization needs being met. He later, recognized that such needs could never be completely fulfilled or satisfied because self actualization needs are endless (Hong 20055, 112-114).

3.4 Herzberg's Theory of Motivation

Herzberg and his collaborators published the motivation to work, suggesting two factors influencing motivation at work: hygiene factors that de-motivate when they are inappropriate and motivators that sustain effort. It catalyzed one of the most actively contested areas of management theory, largely because of the claim that there was a weak association between financial reward and job satisfaction. "At the high level, Herzberg's results have been translated into the maximum that while inade-

quate financial reward can de-motivate, nevertheless, beyond a limited threshold, money is a hygiene factor and does not motivate”(Basset 2005,932).

3.5 Vroom’s Theory of Motivation

Lee (2007), states that the idea of motivation is not new in the hospitality industry. Many authors have used the motivation idea to employee behavior since the beginning of the 20th century. In this situation, Vroom introduced “expectancy theory” to organize and combine existing knowledge in the field of the hospitality industry and motivation (Lee 2007.)

According to Vroom, quoted in Lee (2007), expectation can be defined as a momentary belief followed by a specific result. The collection of expectancy can be from zero to one. Zero expectancy is a person's subjective probability that his act will not be followed by an outcome. On the other hand, an expectancy of one is a person's subjective certainty that his act will be followed by an outcome. “Expectancy is a person's estimation of the probability that effort will lead to successful performance. Moreover, this estimation or belief is likewise based on the confidence a person has in his/her own abilities to bring skills to support and influence outcomes” (Lee 2007, 789).

3.6 Newsom’s Theory of Motivation

Managers should always remember that they are responsible for good performance. Before putting blame on the employee they must ask themselves what they may be doing that may contribute to the employee’s poor performance (Newsom 1990). The theory basically states that “an individual has the highest motivation to put forth the greatest effort if he or she believes the effort will lead to good performance, and the good performance will lead to preferred conclusion”(Newsom 1990, 51.)

Furthermore, In the case of problem employees they have a negative expectancy or doubt that effort will lead to performance or that performance will lead to outcomes. Also, problem employees may not like or want the outcomes associated with performance (Newsom 1990). “The nine Cs as proposed by Newsom, are a useful way of using the expectancy theory in a practical manner. These nine Cs are questions that a supervisor should ask when a problem employee is detected. These are; capa-

bility, confidence, challenge, criteria, credibility, consistency, compensation, cost and communication” (Newsom 1990, 52).

The nine C’s are easy to understand tool for using expectancy theory in dealing with a problem employee who needs to be motivated. Like any tool it needs to be modified to meet the needs and circumstances of the manager and the employees (Dally 1995).

3.7 The Motivation and De motivation Factors

The repetitive nature of the job, communication, poor supervision and lack of recognition could impact negatively on employee motivation. It is therefore managers have to take responsibility and make sure they motivate their employees.

3.7.1 Management and Motivation

According to Ross (1998) hospitality managers need to be skilled at creating the right atmosphere in which employees feel constantly motivated to provide superior levels of customer service and product quality. Moreover, managers have been researching on what factors can encourage employees to carry out their job well. It was found that knowledge and skills define whether a worker can manage a job while motivation defines whether employees is able to work properly. (Ross 1998,69.) Though, this could involve money, status, power or self fulfillment. It is a mistake for managers to simply regard motivation just as a problem of how to get employees to work harder. Motivation can also be an issue in labor turnover, punctuality, quality and safety.

According to Stone (1995) it is wrong for managers to assume that motivation is the single key to increase performance. Many other factors influence individual and organizational performance. No amount of employee effort can compensate for factors such as lack of ability, skills and equipment or poor organization. As stated in Caterer (2007), good recruitment and retention are one of the main challenges that face the hospitality industry today. In order to keep loyal customers, staff should be giving diverse training so as to acquire the needed knowledge and skill. This will also go a long way to motivate the staff in that they will feel valuable and confident so as to carry out their assigned tasks successfully. However, it is also important to give employees challenging tasks in order to stimulate them and keep their work interesting.

This serves to broaden their experience and further enhance their development (Amaratunga et al 2002,330).

3.7.2 The Importance of Leadership Skills

Leadership plays an important part in aspects of employee motivation. McGregor (1960) cited in (Torrington et al, 2005) argues that if you treat persons as responsible and self-motivated individuals then they will act in a responsible and motivated manner. Though Vroom's expectancy theories of motivation of 1964 (cited in Torrington et al, 2005) recognize that in the process of motivation, the extent to which the individual feels they can realistically achieve the set target will have an impact on whether they are motivated even to try. More on, time, money and energy are best invested in hard working skilled staff. However if employer run the business without the right people, the business is never going to reach its full potential.

3.8 The Factors That Impact upon Motivation

There are different factors which impact upon motivation; the main one is high labor turnover and job satisfaction. Gender, age, part time versus full time status and cultural background are some of a person's attributes that can significantly influence motivation (Ross 1999,68)

3.8.1 Job Satisfaction

The motivation to work is also related to job satisfaction, but the nature of this relationship is not clear. Satisfaction with the job may motivate a person to achieve a high level of performance. For example Herzberg's two factor theory is essentially a theory of job satisfaction, although the level of job satisfaction may well affect the strength of motivation (Mullins, 2001). Job satisfaction is a complex concept and not always easy to measure objectively. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could be associated with per-

sonal feeling of achievement, either quantitative or qualitative. Motivation is the process which may lead to job satisfaction (Buchanan 2004).

3.8.2 Recognition

While “recognition” is still an important management tool it is slightly different. Usually it is a non-financial award given to employees selectively, in appreciation of a high level of behavior or accomplishment that is not dependent on achievement against a given target. Recognition can be as simple as giving someone feedback on what they have done right, or just saying “thank-you”. It is about acknowledging effort, commitment and learning, even if the outcomes were not as planned and it is also about, most importantly, celebrating successes. (Milne 2001, 40.)

“It is generally accepted that incentives such as rewards and recognition programs are used in the belief that they will reinforce an organization’s values, promote outstanding performance and foster continuous learning by openly acknowledging role model behavior and ongoing achievement” (Milne 2001, 30). Both types are dependent on managers recognizing the subordinates' achievements whether as individuals or as part of teams.

3.8.3 Job Security

Importance of the job security is increasing to employees as a result of workforce reductions becoming common place in the hospitality industry, so the employees’ reactions to the lack of job security vary. Individuals may experience severe psychological reactions to job loss and/or the threat of job loss. Moreover there are some psychological reactions such as loneliness and worry, low-confidence, feelings of insecurity, and low self- esteem and these factors can lead to the loose of the job, friends and family. (Wiley 1997, 227.)

3.8.4 High Labor Turnover in Hospitality

High levels of labor turnover in Tanzania hotels are well documented. The average is even higher in hospitality and tourism industry (Ross 1998). Overwhelming evidence also suggests that physical working conditions are poor particularly in the hotel sector. Patterns of ownership and related economic pressures may help explain this situation. For example, many organizations are small to medium-sized being owned and operated by individuals rather than large national or multinational corporations (Ross 1998). Thus, hotel needs to make profit because there is no room for loss. "In addition, stakeholders face increased economic pressure because of the steady decline of domestic Tanzania hospitality and Tourism. These conditions have given rise to hotel jobs which are highly pressurized, stressful, unsociable hours and poorly paid". (Ross 1998, 69.)

Besides, given the above, attempts to address issues of motivation and high labor turnover in hospitality and tourism industry are likely to be difficult. Indeed, evidence suggests that some managers are unwilling to even try. However, improvements in working conditions can only be achieved if managers can investigate, diagnose and implement changes quickly and directly. Remedial action must therefore be practicable and have a sound theoretical base. (Ross 1998).

4 Trends in working Life

Ethical leadership refers to having knowledge or information and doing what is right. Furthermore, ethical leaders in making decisions act ethically considering ethical persons in general. (Rubenstein 2004)

4.1 Leaders behavior

According to (Hersey 2012)"leaders should take the obligation for the accustomed as well as management responsibility such as controlling, planning, motivating and organizing. Furthermore, Leaders role could then transform from supervisor to the team representative to the next level of the organization (Hersey& Blanchard 2012, 184.)

Besides, leaders must put moral and ethical principles into practice, managers should fill any gap between knowledge concerning what to do and real action.

4.2 Organizational behavior

This refers to the application of knowledge and behavior regarding how people, groups and individual perform in an organization. It explains a person's association with an organization in terms of individual, groups, social system as well as the whole organization. Their main aim is to create preferable relationship by accomplishing organization goal, human goal as well as social goal. (Cunningham, J.1990,57)

4.2.1 Element of organizational behavior

Foundation of the organization based on management vision, goal, values, as well as philosophy. Furthermore, it moves around culture of the organizational which is composed by three different elements; formal, informal organization and social surrounding. Also, the culture determines the category of leadership, group dynamics, and communication inside the organization. Moreover, the employees recognize this as the quality of working life which guides their extent of motivation. In addition, an outcome is personal satisfaction, performance and individual development as well as growth. Both elements combine to strengthen the framework on which the organization functions. (Cunningham 1993, 58-59)

4.2.2 Model of organization behavior.

Custodial model; the basis of this is economic resources inside the managerial orientation of finance, the surrounding employees are related towards benefit and security but it depends on the organization.

Supportive model; the employees are oriented in job participation and performance. The employees' needs are met in position or status as well as recognition. The result of the performance is called awaken drive. Moreover, the final model is collegial; the definition of this model is partnership within managerial orientation of team work.

Employees belonging to this model are oriented towards self-discipline and responsible behavior. Under this model, employees' needs are self actualization and the performance result is known as moderate enthusiasm. (Alderfer 1996, vol4, 142-175.)

4.3 Trends in hotel industry

According to "Caterer 2014" in today's world, employees are looking for better work environment. The Hotel industry is trying to adapt to the flexible working hours of employees as a result of recent increase in the number of employees requesting for the right to have flexible working hours. Most hotels encourage flexible hours as a way of minimizing employee turnover since no company would like to lose its seasoned employees who are already acquainted with the routine of the business. Furthermore, other factors which drive the movement towards fulfilling the flexible working are loyalty and employee motivation together with employee retention. This will lead to measurable savings in hotel business recruitment cost.

4.3.1 Retaining and developing human capital increasing importance to recruiters; This means the expectation of employees is to see greater efforts from hotel managers on retention plan. Also, with the growing of the industry and increasing of competition, hotels face high staff turnover rates which change customer relationship as well as quality of service. Human resource managers are trying to increase innovation in their recruiting procedure and this lead to job seekers to build their career and trust within specific hotel brand. (Les Roches 2014)

4.3.2 E-reputation and the power of web

The rapid growth of the internet and the ease of access to the social media has significantly transformed the association between customers and the industry. Besides, the e-achievement of a hotel is determined by customers along different social media platforms including online forums and customer review sites.

An Eco responsible practice has become a standard instead of exception. Sustainable development is growing large and being acknowledged for its financial advantage. The statistics from trip advisor shows that 62% of customers expect their hotel to be environmentally awareness, but 84% do not believe luxury and comfort needs to suf-

fer as a consequence. Moreover, according to the writer, the survey showed 17% of the hotels were rated to be environmentally responsible.

4.3.3 Growing of health and well-being sector

According to a Global Wellness Tourism economy report, wellness is expected to grow 5.5% in five years time. The wellness sector has recently been growing in hotels and it has made hotel owners to look for professionals who are specifically trained to meet the demand of the clients and keep up with the demand. (Les Roches, 2014.)

5 Research Methods

This part will explain how the research was carried out in details as well as what methods were used and how reliability and validity were assessed. Furthermore, in this section both research methods were used (quantitative and qualitative). Qualitative research are mainly suitable in a situation where participants observed, it contains a set of explanation and practice material that makes the world visible. Moreover, this practice change the world into sequence of expression including conversation, interviews, field of notes, recording, photographs as well as self memos. More so, it is known that qualitative researchers study matters in their natural surroundings, by seeking to make sense of, or to explain phenomena in terms of the significance people brings to them. (Denzin & Lincoln 2005,.) Furthermore, according to “Nyamongo & Ryan” 20011, qualitative research involves any research that used data that do not show ordinal values. Additionally, they went on and explained that qualitative research involves gathering and working with sound, image as well as recording. (Nyamongo & Ryan 2011, 1.)

Quantitative research necessarily gathered numerical data that are analyzed using mathematically based methods; whenever a specific statistic is discovered, a practical address is needed to hold up the research. Besides, it is very significant to decide what types of questions need to be asked whenever using quantitative analysis. Finally, it is very important to determine what types of questions need to be asked whenever using quantitative analysis (Easter-Smith, Thorpe & Jackson 2008, 227). The reason for using quantitative research in this matter, was to examine what factors motivate employees of Karafuu Hotel as well as whether motivation can lead them to

deliver quality service to their customers. This was successful by designing questionnaires and dividing them into different departments.

On the other hand interview method was specifically to target managers by seeking to understand the methods Karafuu Hotel management uses to achieve their goal with respect to motivating their employees as well as whether their employees are satisfied or not? In addition, quantitative research is regularly concluded by survey and test the findings of which are stated with statistics. The research methods were successful because the researcher was able to conduct the research by making questionnaire and distributed to different departments as follows; Front office, Bar, restaurant, kitchen and housekeeping and the target was employees.

The questionnaire and interview were both successful I was able to get feedback, I interviewed the General Manager and also I observed firsthand some of the cases during the time of my training. It is planned that the result of this should be left to the General Manager of the Karafuu hotel for the improvement and their consideration towards workers opinions. It is felt that they will find it very important.

5.1 Data Collection

Data gathered for this study was based on primary sources. For the practical foundation and analysis, employees were responsible to participate. Qualitative interviews give the researcher opportunity to ask and follow up the questions and read facial expression of the interviewee as well as body language. Besides, participant has chance to ask questions in case the question is not clear. I conducted interview with the general manager of Karafuu hotel and get to know more regarding my questions, the cooperation was not 100% good. But the interview was useful and I managed to receive so much from participant. I further went and use questionnaires for employees and total numbers of 10 questionnaires were filled sampling from different departments.

5.2 Data analysis

5.2.1 Primary Data

In this thesis, Motivation for employees working in the hotel industry, primary source of data was used to gather the information regarding the topic. Both qualitative and quantitative methods were employed. It involved presenting questionnaires directly to the employees who are easily affected by this factor (Motivation). I went further to seek the opinion of the top management concerning the subject matter and the responses are attached.

In data collection the researcher distributed questionnaires to five different departments randomly by picking two employees. She went on to analyze the data as per section to find out the level of motivation as follows;

5.2.2 House keeping

The respondents were two females aged between 18 and 24 years and have worked for more than three years; hence they have an insight on the facility. From the outcome, the employees seem to be very happy with the condition of their working environment. Besides, they strongly agreed with most of the positive indicators and happy within the job. Additionally, they seem relaxed on their opinion on access to their immediate managers and ability to get a good listening ear. The respondents expressed their satisfaction on the following; pay and remuneration, working directly with customers, having responsibility and receiving praise among others. To conclude the respondents thought managers should vet thoroughly employees, though generally they were happy with state of affairs.

5.2.3 Food and Beverage

The respondents were male and female both of them being below 30 years old and responsible parents. They have worked at least 5 years and from the findings they seemed not to agree with most of the indicators. They were extremely happy with access to supervisors and their managers, thus maintaining a healthy communication channel. On the other hand they strongly disagreed with the employee rewards and benefit for good work. On average they agree with the sense of responsibilities among their colleagues. Involvement in decision making, career development prospects and security of the jobs are some of the key highlights for their presence in karafuu hotel. They are average employees who are satisfied with their work especially regarding customer interaction and possibility of career development. However

respondents suggested to management to have an open system of management. In conclusion these types of employees needs slight motivation to boost their moral.

5.2.4 Kitchen

Kitchen is one of the most sensitive departments in a hotel set up where one of the key challenges is meeting short deadlines especially when the number of guests increase and many times number of staff remain the same. These groups of employees need motivation to keep up with pressure that comes with the job. In the survey it was evident that most of the respondents aged range between 30-40 years and predominantly occupied by men.

The number of employees accepted the existence of motivation a fewer compared to those who concur on the same. Over 60% of employees agreed on motivation and more needs to be done. In conclusion associates in this department feel management should be more responsible to their issues and cultivate a culture of motivation.

5.2.5 Restaurant

The respondents were male and female aged 30-40 years old and both of them were married. In this section respondents had a wide range of opinions regarding different motivation methods. The outcome of the questionnaire gave an almost even spread of opinions with the numbers distributed quite even from strongly agree to not decided. Those are common stand on the following points;

Statement	Strongly agree	Agree	Neither agree or disagree
I feel there is a potential to grow in my job	–		
I like working towards achieving goal that have been set for me	–		
I communicate regularly with my	–		

manager on my job			
The ideas that I contribute are taken seriously			–
The praise that I receive from my manager for a job well done is sincere	–		
I am happy within the job	–		

However the following are some of their sources of motivation for which they both seemed to concur:-

- (a) Possibility of career development
- (b) Working directly with customers
- (c) Having responsibility.

In conclusion staff welfare in terms of training development, promotional possibilities and improvement of remuneration found the key request for managers to act upon.

5.2.6 Reception

Reception is the face of the hotel and the most important section in a hotel because all guests pass there when they arrive. The receptionists who filled the questionnaire were male and female aged between 18 and 24 and they have been working in Karafuu for almost two years.

Both of them strongly agreed with motivational factors such as satisfaction within their work, by getting rewards for doing excellent work, But on the other hand one participant agreed on some issues like feeling potential to grow and develop in job role, having enough responsibility during her work, her idea or opinion is taken seriously also feeling involved in decision making process on the department. Besides, both of them were happy with their job as well as valuable member of the team.

However there are factors that motivate them on their job especially their remuneration which they expressed as being satisfactory. Besides, the challenges they are facing is high though they didn't specify what challenges are faced on their job. Moreover, the level of praise and rewards from the seniors was low as well as other rewards and benefit.

In conclusion, both of them suggested to management to communicate more regularly with their staff especially during the job and to listen to their opinions. Moreover, the respondents noted they feel free on their work as their best aspect of their work.

5.2.2 Management analysis

In a management interview, the management acknowledged the importance of motivation and the findings were as follows; when an employee is satisfied, he or she will deliver excellent service to customer and the company gets a good reputation hence, the guests get value for their money among others.

The respondents also expressed concern over high labor turnover and the main cause of this being: - lack of motivation, expanding hotel industry etc. However there are many motivation aspects that management undertakes in order to retain their staff. Key among these include giving accommodation to all staff plus food, transport for all shifts and career development program. Other aspects of motivation affect the staff indirectly such as ensuring quality of supervision which brings professionalism. Furthermore, other indirect aspects include identifying leaders among the staff and developing them, rewarding the staff, also responsible behaviors among managers and superiors becomes a source of motivation as many junior staff admired to grow. In conclusion the management has the role of ensuring the staff satisfaction is at reasonable levels to boost productivity, especially making sure the staff gets the basics right.

5.3 Quantitative data

The data that can be verified and quantified and it is agreed to statistical management/skillful and it is also stated whereas qualitative data elaborate.

The resort has 19 acres land and 135 villas with an employee size of 180 people for which 80 are permanent and at least 100 are temporary. The researcher chooses to sample 10% of the permanent staff from different departments giving a fair feeling.

Among the 10% staff they expressed wide variety opinions on motivation issue. The following is the tabulation concerning their overall feeling numerically on different aspects of motivation.

Statement	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
1. Overall I am satisfied in my daily work	4	6	0	0	0
2. I get recognition when I am doing well my job	4	6	0	0	0
3. I feel there is a potential to grow and develop in my job role	6	3	1	0	0
4. I have enough responsibility at my work	5	4	1	0	0
5. I like working towards and achieving goals that have been set for me	7	3	0	0	0
6. I get rewards and benefit from good work	2	3	1	3	1
7. I communicate regularly with my manager on my job	4	6	0	0	0
8. My manager lis-	5	4	1	0	0

ten my opinions					
9. The ideas that I contribute are taken seriously	2	4	3	1	0
10. I feel involved in my department decision making process	1	8	1	0	0
11. The praise that I receive from my manager for a well done job is sincere	4	6	0	0	0
12. I believe that I could develop my long -term carrier at the hotel	4	6	0	0	0
13. I feel secure in my job	3	5	2	0	0
14. I feel as a valuable member in the team	7	3	0	0	0
15. I am happy within the job	5	5	0	0	0
TOTAL	63	72	10	4	1

Based on the total overall of all departments it shows that most of employees who were involved in the research agreed with most of the motivation elements where by up to 72 positive answers were realized, hence the organization is well placed to achieve most of its objective since most of the staff are positive. Besides, the other good indicator of the company's prospects is the number of positive answers in the

strongly agreed category for motivation factor. This factor (strongly agreed) in addition to agreed category gives an index that is highly satisfactory

Total number of strongly agree answers =63

Total number of agree answers=72

Total number of answers in the table =150

Total number of answers in strongly agreed and agreed category =63+72=135

Percentage representation in agreed and strongly agreed category = $135/150*100=90\%$

From the above findings a percentage index of 90% in strongly agreed and agreed category shows that the staff motivation is actively being implemented either directly or indirectly. More so, from this we can deduce that management has time to listen to their staff and act to their issues. From the table, **“My manager listens to my opinion”** in the strongly agreed category got 5 respondents out of ten giving 50% representation of the exploded view of the situation on the ground.

Furthermore, 3 respondents rated on neither agreed or disagreed from the point **“The ideas that I contribute are taken seriously”** again giving credit to the management style of Karafuu Beach Resort and Spa. Also 3 respondents totally disagreed with the point **“I get rewards and benefit from good work”**. This motivation factor is quite fragile as seen from the distribution of the respondent’s feedback. On the strongly disagreed point of view was only 1 respondent in a point **“I get rewards and benefit from good work”**.

6 Recommendations

From the above analysis I recommend the following as a general overview of the findings of my research, interactions and observations of Karafuu Hotel from Management and Hospitality Management perspective.

Fostering of career development, this aspect ensures quality service to the client and for the sake of continuity with knowledgeable staff succession plan is easy to implement. Review of remuneration and benefits is a key motivation element that the organization needs to perfect. The management should be more accommodative in staff opinions and suggestions to give them the opportunity to express their views so that they can feel involved in making decisions. The management should cultivate the culture of rewards as another source of motivation which can be in the form of tangible presents, appreciation letter for job well done.

7 Conclusion

In conclusion, payment and remuneration is one of the key factors when considering an employee's source of motivation. The above factor has rated poorly in the research only 4 respondents were satisfied. On the other hand 7 respondents rated high on the challenges that they face at work. This is another indicator of the quality of staff at karafuu. Most of the staffs are positive regarding the possibility of carrier development which the company need to foster as knowledgeable staffs are an asset. With regards to having responsibility, respondents rated highly to a mark of 8 out, of 8 thus reminding managers that these people are ready to learn. The respondents suggested to managers for promotion in case of a hard working associate and remuneration was found to be one of the key feedbacks.

The research was very successful since the respondents were very cooperative and the filled the questionnaire genuinely hence making it easy to get the general picture of the employees situation in the resort. All my data was collected from primary sources since there is no documentation regarding employee welfare. The interview was also successful because the manager was able to respond to all questions and he was happy to do so.

8 Reference

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Appendices

Appendix 1	39
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Appendix 1

References.