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STAFF MOTIVATION IN TOURISM

CASE STUDY: MICHLIFEN HOTEL (MOROCCO)

**UNIVERSITY OF ALGARVE
FACULTY OF ECONOMICS**



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CASE STUDY: MICHLIFEN HOTEL (MOROCCO)

Master's in management
(Tourism Specialization)

Internship Report made under the
supervision of:

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**UNIVERSITY OF ALGARVE
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STAFF MOTIVATION IN THE TOURISM. CASE STUDY: MICHLIFEN HOTEL
(MOROCCO)

Work Authorship Declaration

I declare to be the author of this work, which is unique and unprecedented. Authors and works consulted are properly cited in the text and are included in the listing of references.

(Ayoub Driouch)

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I hope that the reader, especially those from Tourism Industries will find this thesis interesting and the raised ideas will help Manager to realise that motivating their teams would help them to achieve a better management of human resources.

ABSTRACT

Research on staff motivation has been conducted in a number of areas, varying from psychology to behavioural and social sciences, and the hotel and hospitality industry has been at the forefront. Findings from different parts of the world suggest that employee motivation is a key driver of performance, especially in the service industry, and more particularly in the hotel sector. Insufficient literature exists that educates on the employee motivation in the hotel and hospitality industry (tourism industry) in Morocco. This work therefore endeavored to establish the status of employee motivation in Morocco, bringing light on various motivational factors that employees in the Moroccan hotels consider important for job satisfaction and high standard performance. Employing a descriptive survey design, Michlifen hotel was selected to be a case study for the research and for data collection. A total sample of 100 respondents randomly selected from the various departments of the hotels filled in study questionnaires. Job security, Loyalty to employees, Salary increment, Enjoyable Working environment, interesting work are most essential motivators industry.

Key words: Motivation, Michlifen Hotel, Tourism, Staff motivation, hospitality

RESUMO

A investigação sobre a motivação do pessoal tem sido realizada em várias áreas, variando de psicologia a ciências comportamentais e sociais, e a indústria hoteleira e hospitalar tem estado na vanguarda. Constatações de diferentes partes do mundo sugerem que a motivação dos empregados é um motor fundamental do desempenho, especialmente no setor de serviços, e mais particularmente no setor hoteleiro. Existe literatura insuficiente que estuda a motivação dos trabalhadores no setor hoteleiro e hospitalar (indústria do turismo) em Marrocos. Este trabalho procurou, por conseguinte, estabelecer o estatuto da motivação dos trabalhadores em Marrocos, trazendo luz sobre vários fatores motivacionais que os empregados nos hotéis marroquinos consideram importantes para a satisfação do emprego e para o desempenho elevado. Empregando um projeto descritivo de pesquisa, o hotel Michlifen foi selecionado como estudo de caso para a pesquisa e coleta de dados. Uma amostra total de 100 respondentes (não na gerência) selecionados aleatoriamente entre os vários departamentos dos hotéis preenchidos nos questionários de estudo. Segurança de emprego, lealdade aos empregados, aumento de salário, ambiente de trabalho agradável, trabalho interessante, classificado em hierarquia descendente são os fatores de motivação mais essenciais.

Palavras-chave: Motivação, Michlifen Hotel, Turismo, Motivação do pessoal, hospitalidade

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INTRODUCTION

This work is in partial fulfilment for a master thesis in Management: Tourism Management. The study is focused on the staff motivation in the tourism industry and because the internship was in a touristic organization (Michlifen Hotel) , it was chosen to be a case study of the work.

Motivation of workers, whether skilled, qualified or unskilled, is a critical problem in all service organisations. Employee motivation is a crucial concern for the hotel industry. It is a struggle for hotel managers to motivate staff to stay at work and to deliver the efficient, good service that guests want (Cheng, 1995).

One of the functions of a human resource manager is to ensure the motivation of workers at work. The role of human resource management is to assist the general manager in ensuring that workers are satisfied with their jobs. If workers are not satisfied, they may not meet with the desired expectations. Workplace dissatisfaction and poor results typically contribute to a high turnover of workers in the tourism industry, especially in developing countries.

Managers should understand key theories that help them learn the fundamental needs of people and understand the needs of workers. Maslow's theory is one of the theories that pointed to fundamental elements. That include physiological needs, security needs, belonging needs, esteem needs, and self-actualization needs. The lower needs must be fulfilled before the next higher level.

Motivation arises from the combination of both conscious and implicit influences, such as the strength of motivation or need, the opportunity or reward significance of the objective, and the perceptions of the person and his or her peers. There are the reasons one needs to act in a certain way. An example is a student who spends more time studying for an exam because he or she wants a better grade. Internal and external influences that stimulate people's motivation and

energy to be continuously involved and dedicated to a task, position or issue, or to make an effort to achieve a goal.

Many workers need motivation to feel positive about their work and perform well. Some workers are motivated by money, while others are personally motivated by appreciation and incentives. The level of motivation at the workplace has a significant effect on the efficiency of workers. As a result, their capability and output numbers are growing. A reward is a motivational force that is intended to drive action and motivate workers to achieve better work. Employers use a variety of forms of rewards to raise production levels. Employee rewards come in a range of ways including compensated days off, wages, cash and travel opportunities. Incentives drive employee morale when they give employees more to aim for than daily paychecks. Many workers require appreciation from their employers in order to achieve quality work. Employee appreciation and compensation programs recognise workers who do well in their work. Acknowledging a job well done helps workers feel comfortable and inspires them to do good things. Employers appreciate employees by monitoring success and getting input about how they have progressed over time. Public appreciation is also a driving force that drives the productivity of staff. Some workers are driven by a sense of performance and success of career goals. Most of the staff are self-disciplined and self-motivated. Rewards and promotions have no impact on workers who are empowered only because they are secure in their skills and personally agree with their position within the company. These individuals succeed productively for the sake of the personal difficulty they face in their work. There are a variety of ways employers can motivate staff and drive workers' productivity. Since different influences affect workers in different ways, managers should use motivating methods that cover a variety of techniques. For example, to manipulate money-motivated workers, an employer can introduce a regular "spiff" that pays cash instantly to employees who hit short-term output targets. In order to reach long-term output expectations, the employer could

introduce a policy that promotes friendly competition between employees to hit production figures.

This report is divided 4 chapters and the conclusion , chapter one (1) is the literature review part, where we try to discover how different authors define the concept of motivation, then we pass to the different models of motivation , motivation theories and finally the types of motivation. Chapter Two (2) is about the internship, we start with an overview about the Michlifen Hotel, then a brief description about the management system, and the last part in this chapter is different tasks preformed during the internship. Chapter Three (3) is the methodology, in this chapter; we have quantitative research approach and advantages, sample selection, questionnaire, data collection and finally data analysis. Chapter Four (4) is the chapter where we show the results of the study. These include the sample and response rate, the respondent's' personal data, and the discussion for the result of every question. Chapter Five (5) is the conclusion, which provides answers to the research questions and recommendations made in the course of the study. Finally, after the conclusion and recommendation, cited bibliography is listed.

The main objective of the study is to discover the factors that motivate the stuff in the tourism and hospitality; in this case it will be the stuff of Michlifen hotel in Morocco. We can divide the main objective to 3 specific objectives:

Objective 1: To find the reasons employees chose to work in Michlifen Hotel.

Objective 2: To determine the workplace motivational factors for Michlifen Hotel employees

Objective 3: To investigate motivational differences between genders in Michlifen Hotel

I. LITERATURE REVIEW

I.1. The concept of motivation

The globalization of companies and the advancement of information technology have brought about changes that are reshaping the world of work. They change the way business is conducted, the way workers behave, and the way managers treat their employees. Motivating and attracting workers has become an essential and difficult challenge for managers. The key to doing this job well is to find out more about the factors that inspire workers.

The relationship between management and the motivation of employees has become significant. In order to have a sound human resource management plan that attracts, and rewards valued workers, it is important for companies to find out what employees are looking for from their work. The company should continuously evaluate the level of motivation of employees and also what they need, want or expect from their job.

According to Drummond (1990) , motivation is in the person and helps to explain it behavior. Motivation is an intricate internal process with three components: what drives a person to act in certain ways, what drives actions, and what maintains behavior. Satisfying the needs of employees is very difficult, since each employee has different characteristics that influence the actions of employees.

The aspects that organizations need to discuss are self-awareness, beliefs, values, desires, emotions, personality, and life experiences. They need to inspire workers with a supportive organizational environment that is inspiring them. This is due, in part to the fact that what motivates workers is constantly changing (Bowen and Radhakrishna, 1991). Hawthorne

Studies began a human relations approach to management, with the desires and morale of workers being the primary concern of managers (Carson and Bedeian, 1994).

Motivation by definition refers to what causes, or directs human action and how this behavior is maintained in order to accomplish a specific objective. It can also be characterized as a collection of processes that stimulate, guide and sustain human behavior towards the achievement of certain objectives. Motivating an organization's employees to function more efficiently towards the objectives of the organization is often the most fundamental role of management. Organizations encourage their employees to perform efficiently by providing these benefits for satisfactory results and likely punishing them for poor performance. Over the last hundred years or so, there has been an evolution in the understanding of what the word 'rewards' really means in an organizational sense. According to psychology, people may also be inspired to do something, even if there is no external incentive except the action itself. In this case people are said to be fundamentally motivated (Deci, 1976). An intrinsically motivated person, according to Ajila (1997), will be engaged in his or her work to the degree that the work inherently involves tasks that reward him or her. An extrinsically motivated person shall be engaged to the degree that he or she may seek or receive external incentives for his or her work. He also indicated that there would be a need for a person to be motivated in a job environment, which the individual will have to interpret by some incentive as a means of rewarding himself. If the reward is inherent to a task, such a desire or incentive is inherent. However, if the incentive is described as beyond the task, the motivation is described as extrinsic. Frey (2002) believes that the innate motivation rises when individuals view external action as supportive. In this scenario, a crowding-in impact is said to have occurred. An effort has been made to obtain a clearer understanding of what constitutes the theoretical construction of the inner motivation in the form of paid work. While the theoretical value of intrinsic motivation is commonly recognized at present, in practice companies do not seem to pay much

attention to intrinsic motivation, but mainly rely on extrinsic stimuli in an effort to motivate their workers. Motivation is characterized operationally as the inner force that drives individuals to achieve personal and organizational objectives. As a consequence, Frey's concept of inner motivation also involves feelings of duty, such as job morality. However if the external intervention is viewed as controlling, the inner motivation declines and a crowding-out effect is said to occur. Motivated workers are needed in our rapidly evolving workplaces, motivated workers are helping companies survive, and motivated employees are more productive.

In Frey's (2002) definition, intrinsic motivation has 'acquired the sense of being motivated to do something without being compelled by order and without being paid to do so. In order to understand how changes in organizations can affect the performance of employees, it is very important to understand the impact that changes in the organization can have on the motivation of employees. Although employees will be able to perform a certain job, if they are not willing to do their best while doing so, the performance of employees would be weak. Employee motivation is also a significant determinant of success at the workplace (Houkes *et al.*, 2001).

The definition of employee motivation has been the topic of research in a number of disciplines (Kuvaas *et al.*, 2017). However, within each discipline, various hypotheses prevail as to what motivates people to go to work every day and how these motives can be affected by adjusting the incentives of work.

While economic theory attributes change in behavior to changes in relative prices, psychology generally focuses on people's preferences Frey et al (2001). The word motivation is derived from the Latin term 'movere,' which means 'move' Baron, Henley, McGibbon & McCarthy (2002). Moreover, the study carried out so far is largely focused on tasks that people normally do not expect to be paid for such as puzzle-solving or volunteer work. In cases were

people expect to earn a financial benefit, external interventions can have a different or no effect on the underlying motivation. As financial rewards are commonly anticipated in economic contexts, more research is required to point out that external interventions in the context of paid work can also have an effect on the inner motivation of employees. As a consequence, the extrinsic and intrinsic rewards of employees derive from their jobs as well as the efficiency of these rewards affect the degree of well-being and therefore the level of extrinsic and intrinsic motivation of employees within their work. Changes in the prospects for well-being therefore influence the degree of motivation of employees. External measures are thought to influence extrinsic and intrinsic motivation by affecting the extrinsic and intrinsic incentives that workers receive from their jobs. In addition, the innate motivation of workers is believed to be conditioned by the perception of external interference. If on the one hand, external influence is viewed as regulating, the productivity of the intrinsic rewards resulting from the success of the activity will decrease and the intrinsic motivation will be crowded out. In the other hand, if external intervention is viewed as supportive.

The efficiency of the intrinsic incentives resulting from the rise in activity and the intrinsic incentive would be crowded in. In social psychology, the phenomenon of crowding out is known as the secret cost of reward or the over-justification effect (Osterloh, Frost and Frey, 2002). A great many concepts of motivational construction have been postulated over the many decades over which this multi-faceted term has been studied. Greenberg and Jonas (2003) describe motivation as ‘the set of processes that arouse, direct, and maintain human behavior towards attaining some goal’. Bassett-Jones and Lloyd, (2005) presents these two views of human nature which underlie early research into employee motivation. The first view focuses on Taylors, who regarded people as inherently "lazy and work-shy" and therefore held that this set of workers can only be inspired by external stimulus. The second view was based on Hawthorn's observations, which held that workers were driven to work well for its own sake"

as well as for the social and monetary benefits that this form of motivation, according to this school, was internally motivated.

Motivation according to types of thinking

Responsibilities of the human resource officer go beyond the role of recruiting employees. Motivation has since grown more than compensating individuals with jobs completed on time. Numerous experiments have shown that individuals can be divided into five groups linked to the way of thought. Awareness on how workers perceive supervisors to be important when they can change motivating techniques according to the aspects of the category of employees.

In addition, demands come from a number of factors, such as history, social status and individuality. The first known group of people had an 'analytical' style of thought. Analytically thought-out workers base their job practices on numerical statistics and accurate reports. They are inspired by well-planned job development and well-defined activities. These staff typically serve as analytical project instruments and operate professionally under the direction of senior management. Pragmatists, the second group of individuals, are inspired by hard work in short periods and see high financial production as the key motivator. Analysis and building of analytical structures are not the best features of such workers, since they are primarily concerned with the objective of success and reward. Pragmatists set an intense daily routine for themselves and expect others to follow the same path. Third community of individuals, named 'realists,' have a ton in common with pragmatists: communicative and very involved. However, they are not involved in professional growth and compensation as much as they are in handling individuals. These staff are expected to be the company's primary communication channel, since they are charged with influencing others and handling the actions of colleagues. Leadership is their main motivation, accompanied by good cooperation and patience in coping with the problems of other workers. They are considered to be most useful in management and

consultancy activities. The next group of employees is liable for critical criticism of other staff. They are, however, called 'anatomists' or, simply, 'criticists.' Their views are important since anatomists are able to see drawbacks and future issues quicker than some see. These workers believe that progress is the result of positive conflicts, where the reality emerges. Those who criticize are well-balanced with another category of workers, the 'idealists.' They generally have a good outlook about the majority of problems and take care of the environment within the company. Such administrators use constructive types of compensation: compliments staff and supports them by financial and emotional means. Idealists, as managers, act as a constructive medium of contact between managers and lower-level staff through negotiating management decisions that are not appreciated by personnel. In other words, such workers see themselves as inside diplomats whose aim is to impress both managers and colleagues. The following table outlines the aspects in which administrators and staff of a single think-type group may be motivated (Fedotova, 2014).

The table shows potential motivators for employees and managers according to the qualities of their type of thinking. Because employee motivation relies on multiple reasons rather than a particular form of thought, this table content should be taken as a recommendation for an effective employee motivation scheme.

Table 1: Managers' and Employees' motivation according to types of thinking.

Types of Thinking	Motivators for Managers	Motivators for Employees
Analytical	<ul style="list-style-type: none"> <input type="checkbox"/> Corporate Culture <input type="checkbox"/> Precise development of professionalism, career and salary <input type="checkbox"/> Global and international companies are preferred <input type="checkbox"/> Professional team 	<ul style="list-style-type: none"> <input type="checkbox"/> Stable job position <input type="checkbox"/> Planned development of competence <input type="checkbox"/> Precise career growth opportunities <input type="checkbox"/> Job recognition after participation in core projects <input type="checkbox"/> Partnership with a supervisor <input type="checkbox"/> Independence
Pragmatism	<ul style="list-style-type: none"> <input type="checkbox"/> Innovation <input type="checkbox"/> High level of financial outcomes <input type="checkbox"/> High competitiveness <input type="checkbox"/> Narrow time framework 	<ul style="list-style-type: none"> <input type="checkbox"/> Innovation installment tasks <input type="checkbox"/> Possibilities for obtaining precise results in short period of time <input type="checkbox"/> Regular control <input type="checkbox"/> Participation in negotiations and sales
Realism	<ul style="list-style-type: none"> <input type="checkbox"/> Leadership <input type="checkbox"/> Possibility of independent recruitment power <input type="checkbox"/> Fair pay <input type="checkbox"/> Extra bonuses: family insurance, children education 	<ul style="list-style-type: none"> <input type="checkbox"/> Chance of vertical career growth and managerial responsibilities <input type="checkbox"/> Extra bonuses: individual and family support <input type="checkbox"/> Participation in outside contacts with partners and clients
Criticism	<ul style="list-style-type: none"> <input type="checkbox"/> Support from senior level <input type="checkbox"/> Internal audit of working dimensions related to him/her <input type="checkbox"/> Lack of conflicts and team spirit <input type="checkbox"/> Increase in individual competency and possibility to learn more 	<ul style="list-style-type: none"> <input type="checkbox"/> Appropriate usage of individual's capabilities for finding problem in projects <input type="checkbox"/> Implementation of critical activities for internal audits <input type="checkbox"/> Support and faith from a supervisor <input type="checkbox"/> Stable non-conflict atmosphere inside the team
Idealism	<ul style="list-style-type: none"> <input type="checkbox"/> Inspirational purposes (population support) <input type="checkbox"/> Support from higher level managers <input type="checkbox"/> Resources for financial and mental motivation <input type="checkbox"/> Solid team and positive atmosphere 	<ul style="list-style-type: none"> <input type="checkbox"/> Positive atmosphere in the department <input type="checkbox"/> Supervisor support <input type="checkbox"/> Positive motivation framework <input type="checkbox"/> Participation in corporate events preparations <input type="checkbox"/> Making contacts with friendly people

Source: Fedotova 2014

Types of motivation

Extrinsic motivation

Extrinsic motivation is a form of motivation originating from outside the person that contributes to a particular outcome (Ryan and Deci, 2000). For example, Ross, (1976) Conducted a report on children and discovered that contingent rewards, such as candies, made children more interested in drawing activities. In the business world, individuals who are extrinsically motivated will do their work because they think they will have favorable results, such as cash incentives, career promotion, bonuses, or a rise in pay or salaries. A free weekend trip or a gift card is a traditional rewarding technique that businesses use to inspire workers to achieve a favorable result. The principle has been commonly used to motivate workers, and the findings have shown that extrinsic factors motivate employees, particularly when reinforcement is applied as a reward. Several previous studies have found evidence that extrinsic motivation allows workers to be more effective in the workplace. For example, Srivastava and Barmola, (2011) noticed for industrial workers that performance reviews and pay-for-performance were two variables that had to be taken into consideration in order to improve employees' performance at work. Srivastava and Barmola, (2011) also claimed that extrinsic encouragement, such as salaries, wages, bonuses and other benefits, was very effective in raising the efficiency of workers. In the context of the hospitality industry, an early analysis by Weaver, (1988) showed that hourly workers in hotels and restaurants would quickly be inspired if they were given benefits such as financial rewards rather than job promotion or a personal development program within the business. According to Weaver, this is because the hospitality industry is known for its low pay and long working hours, which has resulted in workers choosing to earn cash. As a result, Weaver, proposed a theory known as Theory M, an

incentive program that focused on cash rewards to employees that were intended to motivate them.

Charles and Marshall, (1992) supported Weaver's Principle M and found that higher salaries were the best motivator for non-supervisory hotel workers in the Caribbean. A different study of 278 workers from 12 different hotels based in the United States and Canada have showed that hospitality staff favoured decent pay as the first driving factor, followed by job stability and opportunities for promotion and growth (Simons and Enz, 1995) .

In comparison, across different age ranges of workers, the research also showed that decent pay were the number one driving force. The research contrasted hospitality workers and industrial staff and found that hospitality staff who were younger and older than 30 were identified as the number one driving factor. The findings make sense, according to the writers, because the hospitality industry is notorious for its low pay and so employers want salaries that are on par with workers in other sectors. In addition, another survey of 1,245 workers of 64 hotels in Hong Kong also found that the top three driving factors at work were (1) opportunities for advancement and development, (2) loyalty to employees, and (3) good wages (Siu, Tsang and Wong, 1997) .

Consistent with previous studies, Ariely *et al.*, (2009) and van Beek *et al.*,(2012) indicated that extrinsic motivation, particularly monetary rewards and promotions, help improve motivation among workers doing work or activities involving mechanical skills that are normally repetitive and unpleasant. In addition, Karatepe, (2013) study of hotel workers in Romania argued that rewards seemed to be the most accurate indicator of employee motivation.

Intrinsic motivation

In contrary to the extrinsic motivation, the intrinsic motivation comes from inside the person. Individuals who are naturally driven at work prefer to have greater job satisfaction and higher job results because they find like their job is interesting, challenging, and important (Amabile *et al.*, 1994; Herzberg, 1968). In an early study of intrinsic motivation, White, (1959) stated that certain animals participated in actions in the absence of rewards and reinforcement. He proposed that humans and animals were not only inspired by incentives such as money or food to improve their actions, as Watson, (1913) and Skinner, (1948) claimed, but that they were also intrinsically interested and curious about their environments, which led them to understand and master the challenges presented by the environment. White, (1959) clarified that these behaviors were motivated by a sense of humor and that they were challenged to expand one's ability.

In addition, Deci, Koestner and Ryan, (1999) described the intrinsic motive as "doing an activity for its inherent satisfaction rather than for some separable consequence." In this circumstance, the intrinsic inspiration is the result of a work that is both enjoyable and demanding. Specifically, rather than working for a cash gain, intrinsically motivated workers would optimize their job effort because the assignments are important, demanding and fascinating to them Deci, Koestner and Ryan, (1999). Many motivation studies in the workforce have been conducted to discover a better way to motivate individuals. Employees are motivated because the task itself is demanding and exciting (Dyer and Parker, 1975; Herzberg, 1968; Simon, Vickie and Nelson, 1999).

Herzberg, (1968) found out that job itself was one of the motivators intrinsic in the work that increases the motivation of the participant. In addition, Amabile, (1993) claimed that the

essence of the task itself is "the most basic fact of a person's life within an organization. Lam, Baum and Pine, (2001), for example, conducted a survey of 171 workers in Hong Kong's Chinese restaurants and found a significant difference between the experiences of new staff and the standards of fast-food restaurants' job characteristics (e.g., challenging job, meaningful work, sense of accomplishment). The results showed that new workers found that the nature of work in the hospitality industry, especially in fast-food restaurants, was not interesting, demanding or significant. As a result, as shown in previous studies (Amabile, 1993; Chalofsky and Krishna, 2009; Herzberg, 1968), Job factors that were not interesting and meaningful may decrease the motivation of workers to perform well and participate more at work. In fact, the research also analyzed the relationship between employee satisfaction and three job features (e.g. challenging work, meaningful work, sense of accomplishment), training and growth (e.g. learning opportunities, advancement opportunities, autonomy), and wages and equity (e.g., competitive salary, benefits).

Thus, it can be concluded that exciting, challenging and meaningful jobs improve employee productivity and job satisfaction while favorable wages and rewards, which are called extrinsic motivations, do not have a substantial effect on employee satisfaction at work. Sharpley and Forster, (2003) have observed that staff did not accept higher compensation as a driving force. This conclusion was inconsistent with early research, which found higher pay as the best motivator. In addition, a study by Chiang and Jang, (2008) of 289 hotel workers from 56 mid-scale hotels in the Midwestern State of the United States endorsed Sharpley and Forster, (2003) finding that an extrinsic motivation contributed less than an intrinsic motivation to the motivation of workers at work. Furthermore, studies have also found that intrinsically driven workers appear to be more mentally, socially and cognitively involved in challenging and rewarding jobs at the workplace (van Beek *et al.*, 2012) and they are more participated and do well at the job (Demerouti and Bakker, 2006). Rost, Osterloh and Weibel, (2007) supported

previous research and proposed that intrinsic motivation drives a person towards higher cognitive effort linked to absorption, one of the dimensions of job engagement (Bakker and Demerouti, 2008; Salanova, Agut and Peiró, 2005).

Motivation in the Tourism

Daschler and Ninemeier, (1984) Kavanaugh and Ninemeier, (2007) explored what workers could be looking for in the work environment. Their discussion discusses some employee-related issues that could be employee motivation strategies.

- Employees are special individuals. Everyone comes from a different culture, experience, education and family, such that they require various things.
- Each person is at the core of his or her own concern; therefore, the primary interest is the fulfillment of wants, goals, desires and objectives.
- The employee wishes to fulfill basic needs. These contribute to survival and security issues, and to a need to belong, to create good emotions from inside and from others, and to be self-fulfilled.
- Most employees want (1) equal and clear business policy in matters that concern them; (2) support and trust the management staff; (3) adequate working relationships with supervisors and coworkers; (4) appropriate wages and the working environment; (5) adequate job security assurance; (6) desirable employment status.

- The other aspects that will satisfy and inspire workers are: demanding jobs, work that gives them a sense of personal achievement, expression of gratitude for strong success, expanded accountability and a chance to improve in work, a sense of value and a commitment to the organisation, and involvement in work-related problems that concern employees.

- Any of the additional variables that workers require are work allocation, job enlargement and job enrichment.

Dr. Kenneth A. Kovach, Professor of Management at George Mason University in Virginia, created a questionnaire to learn about employee motivational influences. The results were one group of variables that would always change the outcome of the Kovach questionnaire rating. Factors such as age, gender, salary, cultural context and nature of employment may be used to create subgroups (Kovach, 1987) .

The findings of Dr. Kovach's study of hospitality staff's work-related motivations were as follows:

- | | |
|----------------------------------|--------------------------------------|
| (1) Good wages | (6) Recognition |
| (2) Security | (7) Dedication to workers |
| (3) Development potential | (8) Sensation to be in stuff |
| (4) Positive working environment | (9) Good discipline |
| (5) Interesting jobs | (10) Sympathetic personal assistance |

During his 40 years of research, he observed that "good wages" were still placed first through fifth on the list of ten products. However, the findings of the survey of 1,245 workers in 64 Hong Kong hotels showed that the staff of Hong Kong hotels considered:

(1) Development potential shall be the first significant consideration.

(2) Dedication to workers (respect and trust from their employees)

(3) Good wages.

The results suggest that hotel workers typically have a good regard for career development Siu et al., (1997). On the other hand, Charles & Marshall, (1992) replicated Kovach's analysis among employees of seven Caribbean hotels and found that decent pay and a good working atmosphere were essential factors. In addition, a Las Vegas casino hotel report also showed that fair pay and job stability were significant driving factors. A study of 278 hotel workers from 12 different hotels located across the United States and Canada was completed in Simons & Enz, (1995). Their research found that hospitality workers favored good wages, job security and opportunities for advancement to be the top three driving factors.

I.2. The Main Motivation Theories

Human beings are driven by a lot of needs. They rely on a lot of factors, and it varies depending on the person and the individual situation. Food, clothes, medication and housing are essential needs, but the needs of the workplace extend to recognition and self-esteem.

There have been several theories that have been developed and used in different aspect of the management systems in large number of sectors, such as Maslow theory, ERG theory, Equity theory, Herzberg's theory, Theory X and Theory Y ...

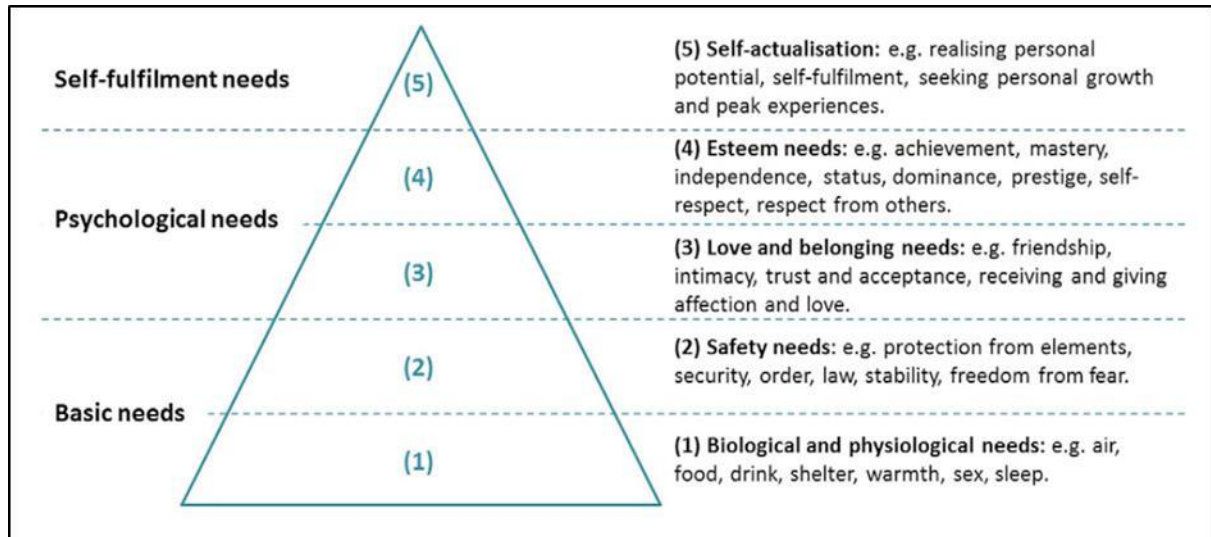
Maslow theory

The first motivation theory to be used as the scientific basis for this research is Abraham Maslow's motivation theory. Abraham Harold Maslow (1908-1970) is an American psychologist best known for his theory of Requires Hierarchy. The theory illustrates five distinct levels of human needs in a hierarchical hierarchy, beginning from the most simple to the most complex. Throughout the report "Analysis of General Psychology" published in 2002, Maslow was identified one of the tenth most popular psychologists of the 20th century (Haggbloom *et al.*, 2002).

There are many desires that are important to human beings, and without their presence, nothing else matters. We – living beings – think wants to be a motivator. We always begin with the lowest level of needs and aim for fulfilment (Skemp-Arlt and Toupenca, 2007).

Maslow's Hierarchy of Needs is also represented as a pyramid form with the greatest and most elementary levels of need at the bottom and the need for self-actualization at the top.

Figure 1: Maslow's hierarchy of needs and human welfare



The most fundamental and important four levels of Maslow's Needs Hierarchy Pyramid are called "deficiency needs" or "d-needs": physiology needs, protection needs, caring and possessions, and esteem. If there is a defect at this stage, the 20 habits of the person would be directed towards the fulfillment of the deficits (Nguyen My, 2017). In comparison, for eg, if you haven't slept well or eaten well, you won't be involved in the needs of your possessions. It is proposed by Maslow that the most important level of needs must be reached and met before an individual moves to reach a higher level of needs (Goble, 1970).

The Hierarchy of Needs continues with the lowest degree of need: physiology needs (Skemp-Arlt and Toupenca, 2007) physiological requirements, including essential needs for human life and survival, such as air, water, food, and other living needs. Physiological needs are assumed to be the most critical, and without fulfilling them first, wishes for other needs are not a matter of concern. Once the individual's physiological needs are met and relatively satisfying, he or she pushes the impulse for his or her protection needs (Skemp-Arlt and Toupenca, 2007).

It requires, for example, personal security: body, health and well-being, morals and family security; career security: job prospects and employment; and financial security: property and services. In today's world, there is fear that the need for security is growing day by day. It's not just a matter of finding a place to live, feeling certain and being free from the fear of risk and suffering. People feel insecure for reasons such as natural catastrophe, conflict, crime, corruption or economic insecurity. This degree is more likely to occur in children since they typically tend to feel safe. In the company, "employers will fulfill these needs by ensuring that workers are protected from physical, verbal or emotional risks and have a sense of job security" (Nguyen My, 2017).

According to Maslow, when the fundamental needs of an individual are met, their need is emotional engagement and acceptance. There is the need to be friendly, to have friends and to have relationships. Which can include membership in a group of co-workers, clubs, student associations, activities, or a gang of individuals, or family relations, personal associates, employers, and neighbours. The essential role of love and belonging requires in human life cannot be denied, as there is evidence of people suffering isolation, anti-socialization, autism or even depression in the deficit of this aspect. Respectively, for managers on the company side, being able to set up a suitable incentive scheme and develop an organizational program in which workers are actively involved will help to fulfil and accommodate the needs of employees (Silberstein, 2017).

Equity Theory

Equity Theory acknowledges that people are obsessed not only about the absolute number of rewards they earn for their contributions, but also with the relationship of that amount to what others receive. Based on inputs such as effort, experience, education, and skill, outputs such as wage levels, promotions, appreciation, and other variables may be contrasted. When people are aware of the imbalance in their output-input ratio compared to others, tension is created. This tension provides the basis for motivation, as people aspire for what they consider as justice and equity (Robbins, 1993). One of the main hypotheses on equity theory has been built by the work of J.S. Adams. Adams' theory is perhaps the most rigorously established statement of how individuals assess social exchange relationships (Steers & Porter, 1975). Inputs and results are the key elements of the exchange relationship of this theory. In circumstances where a person exchanges his or her payroll services, inputs can include prior job experience, schooling, work commitment, and preparation. Outcomes are those things that are the product of the trade. The most significant result is likely to be payable with consequences such as supervisory care, work responsibilities, fringe rewards and status symbols all taken into account. Equity theory is based on three key principles (Carrell & Dittrich, 1978). Second, the theory holds that individuals are developing beliefs about what constitutes a just and equal return on their commitments to their work. Second, the theory suggests that people want to compare what they see as an exchange they have with their employers. The other theory is that if people feel that their own treatment is not equal, they would be motivated to take the behavior they find acceptable in response to the exchange they expect others to be making. This definition of equity is most commonly defined in job organizations as a beneficial association between the employee's contribution or success at work and the compensation he or she receives. Adams, (1965) proposed that the human standards of equity or "fair" connection between inputs and outputs should be learned during socialization and by comparison with inputs and

outputs of others. In order to further establish the sources of perceived and real inequity in organizations, Pinder, (1984) claimed that feelings of inequitable treatment appear to occur when "people believe that they do not receive fair returns for their efforts and other contributions." The challenge, therefore, for companies is to create reward systems that are considered to be equal and egalitarian and to distribute rewards in compliance with employees' expectations in their own contribution to the company.

The consequences of employees realizing that they are not being handled equally provide a range of choices for employees (Champagne & McAfee, 1989). These choices involve reducing workers' input by specifically limiting their production, aiming to maximize their output by pursuing wage raises or seeking a more enjoyable task. Other possibilities are to reduce the results of a different comparison until the ratio of that person's outputs to inputs is approximately equal or the input of the other person increases. In addition to the above, the employee may withdraw completely from the case, that is, leave the job and seek jobs elsewhere.

McClelland's Need Theory

Some individuals who have a compelling desire to succeed are looking for personal accomplishment rather than rewarding performance. These people have a drive to do things more or more successfully than they did before (Robbins, 1993). McClelland (1961), identified a need philosophy that focuses on three needs: achievement, power, and affiliation. The need for achievement was described as the desire to succeed, to meet a set of standards, to aim for success. The need for power was described as the need to make others act in a way that they would not behave otherwise. The need for affiliation was described as a need for close and pleasant interpersonal relationships. Theory of achievement implies that motivation and performance differ based on the intensity of one's need for achievement

(Kreitner, 1998). McClelland's study established an equivalent association with society as a whole, finding that the country's level of economic growth was positively correlated to its overall motivation for achievement (McClelland, 1961). The need for achievement suggests that motivation and success differ based on the intensity of one's need for achievement and is described as a desire to accomplish something difficult. Kreitner & Kinicki (1998) cites Murray (1994) describing the need for accomplishment as mastering, controlling, or organizing physical things, human beings, or thoughts. McClelland indicated that high-achieving entrepreneurs are more likely to be successful entrepreneurs. The need for affiliation indicated that people want to spend time in social relations and sports. People with a strong desire for affiliation tend to spend more time cultivating social ties, joining clubs, and wanting to be loved. Individuals in high need are not the most successful administrators or leaders and they have a hard time making tough choices without caring about being disappointed (Kinicki & Kreitner, 1998). The need for power represents an individual's desire to influence, coach, mentor, or encourage others to do so. Since good managers must have a beneficial impact on others, McClelland suggests that top managers should have a strong demand for power and a low need for affiliation (Kinicki & Kreitner, 1998)

Vroom's Original Theory

Essentially, the theory of expectations claims that the strength of a tendency to behave in a certain way depends on the strength of the belief that the act will be followed by a certain outcome and on the attraction of that outcome to the person (Robbins, 1993). Expectancy Theory suggests that motivation is a combination feature of the individual's perception that effort can contribute to success and perceived desirability of results that may result from performance (Steers & Porter, 1975). Although there are many forms of this model, in 1964 Vroom created a formal job incentive model based on the work of other researchers.

Vroom's theory assumes that "choices made by a person between alternative courses of action are legally related to psychological events occurring at the same time as behaviour" (Vroom, 1964). This is simply to suggest that people's behaviour is the product of deliberate decisions between alternatives, and these choices are systematically connected to psychological processes, in particular interpretation and the development of beliefs and attitudes (Pinder, 1984). There are three mental elements that are seen as instigating and influencing actions. They are referred to as Valence, Instrumentality, and Expectancy. These three reasons are the explanation why the principle of optimism is referred to as the VIE theory. Vroom (1964) described the term valence as the affective (emotional) orientation that people hold with respect to outcomes. The result in this case is said to be positive for a person whether he/she prefers to have it or not. The most critical characteristic of people's work-related results is that they contribute to the degree of happiness that the individual hopes to gain from them, not the true benefit that the person currently receives from them. As in other models, focus is placed on the level of motivation and the result of the results. Performance as an outcome as described by Vroom is the degree to which the person assumes that performing at a specific level would contribute to the achievement of the desired outcome. Job effort results in a number of effects, both specifically and some indirectly, and can include compensation, promotion, and other similar variables.

Vroom, (1964) proposed connecting instrumentality as a probability belief between one outcome (performance level) and other outcomes. According to Vroom, the result is good if the individual assumes that it retains a high degree of instrumentality for the acquisition of positive value-added results and the prevention of negative value-added outcomes. The third main component of the philosophy is optimism (Pinder, 1984). Expectancy is the strength of a person's expectation that a certain event is probable. Vroom (1964) identified the belief in hope as an action-outcome relationship kept in the minds of people, noting that there are a number

of variables that lead to an employee's understanding of the aspirations of different levels of job success.

Goal theory

Known as Locke's job, Aim Theory notes that the employee's work actions can be explained by a number of variables in which goal setting plays an important part. However, there are three levels of priorities that can evaluate particular actions and involve different timetables. First class is defined as a target objective, which can be reached very quickly in daily life. For example, a computer gamer may set the target of destroying 140 virtual enemies. At the end of the day, the player will assess his success with the aid of a precise aim objective.

The distinctive aspect of such priorities is the development of such success appraisal standards, but there is no room or platforms to determine potential motives and motivations for setting certain targets. The second level of goals is much like the general expectations that people can set rather than the targets focused on accomplishment. There may not be a definite number or statistic, but these targets illustrate the reasons and the purpose for selecting the exact target. These objectives are used in daily circumstances as well as in the business sense. The last form, the accomplishment of objectives, is a combination of strict aim expectations and broader targets implemented in various domains. Achievement targets categorize what an individual tends to do, and what are the reasons for this. They are typically encountered in academic terms, but the use in the field of industry is still relatively popular. Goal theory provides direct execution strategies for administrators that can act as a valuable guide to sustain the motivation of employees. Objectives can be practical for workers, but at the same time inspire them to perform harder and faster (Pintrich, (2000) ,Mullins, (2007)).

I.3. Models of Motivation

Work Characteristic Model

In 1976, Oldham, Hackman and Pearce, introduced the Work Characteristic Model. The model centered on relationships between the job characteristics and the interpersonal needs of workers, which showed how employees react to job challenges. The model is a description of essential psychological aspects, and one dimension involves the experienced importance of employment, which is the degree to which workers perceive their work as important and significant. Another factor is the experienced accountability of workers for the results defined by Oldham, Hackman and Pearce (1976), in terms of the degree to which employees feel accountable and responsible for the results of their job or work. The third level is awareness of outcomes representing the degree to which workers recognize the effectiveness of their work.

Oldham, Hackman and Pearce (1976), concluded that workers who experience psychological aspects have optimistic emotions towards themselves. As a result, they respond favourably to their employment. Five key dimensions used to assess the degree to which workers encounter the psychological states referred to above (a) skill variety, (b) task identity, (c) task significance, (d) autonomy, and (e) feedback. Skills variety was the degree of which the work of people needed various tasks and to carry out those activities, workers need skills and talents. Another factor is the identity of the role in which the job involved workers to complete recognizable work with visible effects(Wile, 2014). The other factor included the importance of the mission, which was the degree to which the role of the employee had an effect on the work of other employees in the company, as well as on the external environment(Pepper and Gore, 2015). Pepper and Gore indicated that the value of the job was a means of increasing employee morale while the employee was not excited about their jobs. Employees, by way of a mission, find significance in their work tasks.

Autonomy was the degree to which employment allowed people to exercise flexibility, discretion and independence to plan their work. The feedback factor was the degree to which the work practices presented workers with specific and direct knowledge on the success of their results. Leaders also affected employee motivation by leveraging accountability and input to make it easier for workers to enjoy independence in their jobs to boost results. The diversity of skills, the identity of the job and the importance of the task together form a positive experience of the job .Pepper and Gore, (2015) proposed that employment requiring different expertise would encourage workers to complete a large portion of their work as jobs would have an effect on the work of other individuals.

Porter and Lawler's expectancy model of motivation

Porter and Lawler (1968) based their Expectation Model of Motivation on Vroom's (1964) Expectation Principle, which involved two reasons for the fulfillment of the mission in this model. The first element includes benefits that people receive from their work, and these incentives include both extrinsic and intrinsic rewards. Intrinsic reward requires a sense of success, and extrinsic reward means pay. Employees combine the benefits they have earned with the degree of ambition. The importance of results and expectations of efforts are motivating.

Wang and Hsieh, (2013)indicated that the hope motivation paradigm has two ways in which individuals should improve their motivation. The amount of incentives earned by workers will be the first way to improve the morale of employees. The second element concerns an individual's ability to obtain benefits. The Expectancy Model Incentive Researcher indicated that the level of success exhibited by workers reflects the level of intrinsic and extrinsic incentives earned by them. Wang and Hsieh, (2013) proposed that extrinsic incentives can contribute to efficiency, but intrinsic rewards seldom affect the level of performance of

employees. The efficiency of workers also has an effect on the level of happiness of employees. In certain cases, workers use their perceived success to assess their degree of happiness. Employees who show that their performance is poorer than their co-workers are more pleased with their compensation than employees who have shown that their performance is higher than their co-workers. The Expectation Motivation Model provides administrators with an insightful way to interpret the cognitive motivation process.

Behavior engineering model (BEM)

Gilbert (1978) introduced the Behavior Engineering Model for the Evaluation of Human Behavior in Performance Control and Skill Performance Structures. Human behavior influences human performance, which is a core component of intelligence, function and inspiration. Motivation strategies incorporate the principles of human action that affect information exchanged by expertise, abilities and technologies conveyed by job value results. Gilbert's behavioral engineering model is a description of the world and the person, and the effect of knowledge, instrumentation and inspiration on each representation. For the environment section, information is representative through data, instrumentation through tools, and motivation through incentives; while for the individual, information requires intelligence, the capacity to execute activities, and the motivation of the individual. Gilbert indicated that human competence is a feature of worthy results, value and expensive behavior.

The collective effort model

The CEM (collective effort model) is an updated version of traditional expectancy-value theories that takes effort and self-assessment into account. The idea of the model is very easy to understand people are prepared to apply almost the same amount of commitment in-group work that would be assumed to be necessary to produce results that would be of particular importance to them. If there is a situation where team success is counted as not productive

or/and results are compatible with group action, workers may decide to expend less time than they should. The CEM model expands Vroom's theory by assigning tools to collective operations, which have three characteristics: a known association between individual and group performance styles, an anticipated connection between team performance and results, and a correlation between personal and group outcomes. The CEM is a focus group that thus takes care of group results rather than individual ones. However, people employed in teams often hope to achieve personal results. Explicit target targets, such as salary or fewer target-oriented objectives, such as group integration, sense of identity and happiness, can accomplish individual outcomes. However, group success results are critical for self-assessment, according to recent researchers. It can be described when people compare themselves by contrasting their results and outcomes with other workers, but at the same time, they can use their group outcomes as a means of self-assessment. As a result, administrators will use the CEM model in a very powerful fashion. Therefore, administrators will use the CEM model in a very powerful fashion. For example, they should bear in mind the principle that people prefer to pay more attention if they expect their job to be of profound significance to group results. Furthermore, it is important to note that personal consequences also rely on the actions of the participants of the community when operating actively. Overall, CEM can be of benefit to senior employees in learning inspiration and strategies to hold them up (Turner, 2017).

Equity theory

Equity Theory is another class of job incentive method analysis. Its basic premise is to research employees' thoughts on how fairly they are paying relative to other jobs. According to the equity theory, workers see themselves sharing inputs (works to fulfill tasks and support others) with outputs (payment, promotion, recognition). An transaction is calculated to be equitable when the number of outputs corresponds to the degree of predicted importance and feedback.

Inequity happens where an employee has a smaller ratio of supply to output than most individuals. Moreover, the behaviour of workers continues to shift as a result of inequity. The author of the theory, Adams, has described a variety of possible behavioural changes: an employee decides to make less or more commitment, an employee seeks to make job results different by receiving a higher wage or changing working standards, the employee distorts inputs and outputs, the employee chooses to change the place of work or 'leave the sector' entirely by attempting to work in new sectors or even countries, the employee seeks to manipulate inputs or outputs of other employees inside the organization and, eventually, the employee may decide to change the policy of contrast. Equity theory is known to have serious challenges in assessing the equal distribution of payments. First of all, the equal input-output ratio may not be the main consideration for workers and supervisors when defining job motivation, since there are several reasons motivating individuals, and the justice of social interactions may not be the main aspect of that list. Second, the equity incentive model justifies the allocation of incentives only in a dominant merit, and therefore the entire theory is one-dimensional. In addition, the emphasis of the theory is on the distribution of equal rewards to workers, but there is no part of the study on fair distribution procedures, in other words, the distribution methods are not studied(Mullins, 2007).

II. The Internship

II.1. Michlifen Hotel: An Overview

Michlifen Suites & Spa is a semi-public organization which belongs to the ONCF (l'Office National des Chemins de Fer). The ONCF has developed a group strategy and created several subsidiaries which operate in various fields: the Transport subsidiary (Supratours and Carré) and the hotel subsidiary, with three prestigious hotels, La Mamounia, Michlifen, Palais Jamaï and a large hotel under construction , Marchica, in Nador.



Transport Subsidiary:

Supratours

Carré

Hotel Subsidiary:

La Mamounia

Michlifen Suites&Spa

Palais Jamaï

Marchica

The hotel Michlifent Suites & Spa is part of new tourist complexes in the new tourist area Ifrane, with a capacity of 70 rooms. It has a capital of 921,839.78 Euro and is considered to operate within the luxury sector.

With a workforce of more than 200 employees; Michlifent Suites & Spa consists essentially of three poles; Accommodation, Spa and Catering; which takes up to 80% of the workforce. The remaining 20% is divided between the Marketing, Technical, Financial, IT and Human Resources departments.

The Michlifent suites & spa is located at 1650 meters above sea level in the heart of the city of Ifrane. The hotel is located 5 minutes from the city center and 65 km from the nearest airport "Fes Saiss".

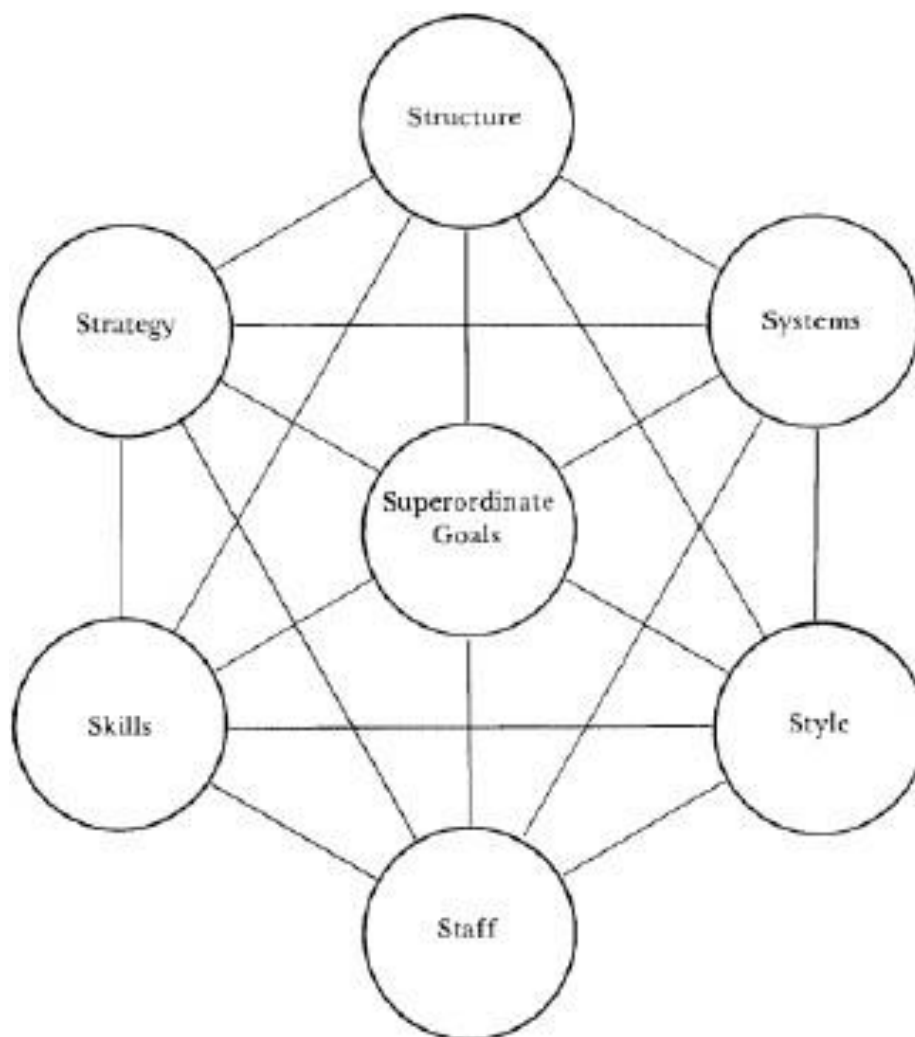
The Michlifent Ifrane Suites & Spa ensures to offer its customers services worthy of their expectations, therefore it has for a mission statement the following:

- Elegance: elegance is present both in dress, in language, in education, and in the constant attention to detail
- Efficiency: Efficiency is in all circumstances focused on the well-being of our client.
- Valuation: for our clients in their social status and for our employees within the framework of their autonomy.

II.2. Management analysis:

In order to analyze the management of the hotel and the we will be using the McKinsey 7S Model and develop the 7s based on the existing elements within the hotel(Williams *et al.*, 2013):

Figure 2: Retrieved from “MODELING AND SIMULATING THE IMPACT OF SOCIAL ISSUES ON INFORMATION QUALITY: LITE”(2013)



Strategy :The hotel is located in an area where there are no other luxury hotels, therefore it is considered to have a competitive advantage. The hotel does not have to fight any battle to win

the customers and is thus implementing on a strategy emphasizing on offering services worthy of the luxury sector.

Structure :The structure of the hotel is divided into two entities, the hotel is not an independent institution and depends on the mother company ; the ONCF, for financing. The management is based on an interaction between the two companies.

Systems :The hotel has daily activities that mainly involve control of the purchases, inventory, merchandise and a verification of the conformity of those purchases. The daily activities also involve control of the inputs as well as the outputs of goods and thus the inventory. These activities ensure that the quantity delivered are in conformity with the entry, delivery, and order forms. The control manager has to have a summary of all the activities done on a daily basis.

Skills :During the internship at the hotel, 53% of the employees were making complaint on the number of hours as well as the salaries, which shows their dissatisfaction. Such dissatisfaction could potentially affect the ability of those employees to perform their work effectively.

Staff :The main goal of the ONCF by building the hotel is to create job opportunities to locals in the region of Ifrane, therefore they are recruiting employees that lack training. The hotel does not offer enough training sessions or rewarding opportunities to motivate the employees more.

Style :The style adopted within the organization is based on nominal groups, there is no team-work culture among the departments and the employees.

The leadership style adopted is more of an autocratic style since the top-managers (at the ONCF) have all the power and impose their decisions on the employees.

Shared values :

The hotel operates within the luxury sector and live by the following shared values :

-Elegance : Elegance is present both in dress, in language, in education, and in the constant attention to detail

-Efficiency : Efficiency is in all circumstances focused on the well-being of our client.

Valuation : for our clients in their social status and for our employees within the framework of their autonomy.

II.3. Tasks During Internship

II.3.1. Human Resources

The human resources department belong to the human resources Direction. It manages the administrative personnel files and draws up action plans to improve working conditions. Its activities are manifold.



It brings together several services as mentioned above in the organization chart:

During the internship, we had the chance to go through the services: Recruitment, Training and Administration.

Recruitment

This service has the following objectives:

-Replacement of an employee following a departure, change of position...

-Creation of a position to absorb an additional workload...

The tasks performed:

-Receive CVs (in the mailbox or pool of spontaneous requests), classify them and select those corresponding to the requested profile;

-Write job announcements and ensure their communication;

-Conduct telephone interviews to schedule job interview sessions;

- Support new recruits for the immersion program;

Analysis and recommendation:

We have found that the department with high turnover is catering (restaurant and kitchen clerk).

As well as most of the employees are from the region or the surrounding area;

The design of the recruitment process has proven to be effective in making work more fluid.

Recommandation :

Set up an application or a system to classify CVs according to the departments to avoid their dispersion.

Training

This service has the following objectives:

- Organize training to develop the skills of staff according to the objectives of the hotel.
- Organize the passage of trainees and optimize their performance within the hotel.

The tasks performed:

- Checking the status of trainees;
- Preparation and classification of trainee files;
- Control of body attitudes and clothing;
- Realization of the daily and weekly report;
- Monitoring of planned training;

Analysis and recommendation:

We have found that the training is intense and important in the hotel but their follow-up is less important in the Golf.

Recommendation:

During the high season when the staff is fully occupied (example: Festival period), training should preferably be less intense and fixed per week.

II.3.2. Food & Beverage

This service has the following objectives:

- Management of catering costs;
- Inventory management;
- Monitoring restoration procedures.

The tasks performed:

- Marriage of coupons (order, invoice)
- Daily verification of the sequentially of purchase orders;
- Validate inventories: cold rooms with the chef and commissary with the treasurer;
- Review and control of the entry of the physical inventory;
- Control of points of sale;

Recommendation:

During the making of the daily report, there is always informations missing for other departments, the communication system between departments should be taken in consideration.

III. CHAPTER 3: METHODOLOGY

The purpose of this study was to research the motivational factors that affect employees in the MICHLIFEN Hotel, Ifrane, Morocco. We asked for approval to distribute the questionnaire to the managers in each department of the MICHLIFEN Hotel. The supervisors of each department then circulated the surveys to the employees.

III.1. Research Methodology and Approach

Qualitative data are interesting to use as they enriches research with integrated, complete and chronological proof. Qualitative analysis therefore is integrated from explorative and deliberate elements, in which the researcher has a great impact on how the data is to be interpreted. On the contrary, some studies tend to apply quantitative methods that put emphasis on testing and verification rather than on interpretation. These methods often embrace distinct approaches, as qualitative methods adopt analysis and logical approaches, while quantitative ones admire consistent and essential pathways (Ghauri, 2004).

III.1.1. Quantitative research approach

Quantitative research has influenced western society as a way of generating meaning and new knowledge. What comprises a quantitative analysis method requires a numerical or statistical approach to the nature of the research. Leedy, Newby and Ertmer, (2001) claimed that quantitative analysis is specific to surveying and exploration as it builds on existing theories.

Quantitative analysis approach retains the assumption of an empiricist framework (Creswell, 2017). The research itself is independent from the researcher. Therefore, data is used to measure truth scientifically. Quantitative analysis generates meaning through objectivity uncovered in the data collected.

Quantitative research may be used to respond to the relational concerns of variables in the research. "Quantitative analysts are searching for theories and predictions that can give way to other individuals and locations. The goal is to create, affirm or validate relationships and to build generalizations that contribute to the theory" (Leedy, Newby and Ertmer, 2001). Quantitative research starts with a problem statement which includes the creation of a theory, a literature review and a quantitative examination of evidence. Creswell, (2017) notes that quantitative research "uses research strategies such as experimental studies and surveys and collects data on predetermined tools that generate statistical data". The results of quantitative research can be descriptive, causal and confirmative. The next segment reflects on the methods of quantitative analysis.

III.1.2. Quantitative research advantages

The benefit of this analysis methodology is the use of statistical evidence as a method to conserve time and money. Bryman, (2016) suggests that the quantitative science method is a research that relies on statistics and percentages in data processing and analysis. Quantitative analysis methodology should, imperatively, be seen as scientific in nature. Using statistical evidence for research explanations and interpretation eliminates the time and resources that the researcher may have invested in explaining the findings. Data (numbers, percentages and measurable figures) can be computed and computed using a Social Science Statistics Program (SSPS) that saves a lot of energy and time (Gorard, 2001; Connolly, 2007).

The use of scientific techniques for data collection and interpretation allows this form of technique to be extended. Interactions of one group can be generalized. Similarity, the analysis of study results should not be seen as a mere coincidence (May and Williams, 1998). The study of problem-solving instruction in secondary school science education within a specific field or zone can represent the broader society in terms of samples, material and trends (Shank and Brown, 2013; Cohen, Manion and Morrison, 2017). However, replicability is another advantage that can be derived from the use of this analysis method. As the analysis methodology is fundamentally based on the assumptions of experimentation, the researcher does not need to make intelligent guesswork, but rather meets simple rules and goals (Lichtman, 2012). The research work using this type of analysis instrument is performed in a general or public way on the basis of its specific goals and instructions, and can therefore be replicated at any other time or place and therefore achieve the same findings (Shank and Brown, 2013).

Finally, Denscombe (1998) defined quantitative analysis as a "research detachment" approach to research. When looking at the "researcher detachment," it can be seen as a power of quantitative analysis approach from one perspective, but from another angle, it can be seen as its disadvantage. The problem of the researcher being a bias in either his or her data collection or data processing would be significantly reduced if the researcher is not in close communication with the participants, for example if he or she gathers his or her data by either a mobile, internet or pencil-paper questionnaire. There is absolute control over alternatives such as meanings, explanations and assumptions. In other words, the objectivity of the researcher is not affected. Second, this could maybe guarantee the privacy of the respondent (Muijs, 2004; Creswell, 2014; Bryman, 2016; Lichtman, 2012).

III.2. Synthesis of the survey participants

The total sample available for this survey consisted of all employees (N = 238) from the Michlifen Hotel, Ifrane. There were 105 male and 133 female. The employees came from the hotel different departments that were; finance, commercial, human resources, catering, guest services, engineering and housekeeping

III.3. Sample Selection

We selected employees who worked at the Michlifen Hotel in March 2020 using a random and systemic sampling technique. The Director of Human Resources provided us with the name and location of all staff. We could not question all the works because the majority was in a

layoff due to covid-19 and the other part was just seasonal employees. Then we drew 100 labels for available workers (no employee was seasonal).

The selected respondents were distributed as follows: 3 accounting, 2 administration, 13 maintenance, 2 café, 10 culinary, 2 engineering, 1 food and beverage, 10 front desk, 1 human resource, 8 housekeeping, 5 laundry, 2 lobby bar, 6 reservation, 6 room service, 3 sale and marketing, 6 security and 20 Michlifen golf.

III.4. The Questionnaire

Descriptive design was used for this study to explain the motivation assessment of workers at Michlifen Hotel by using a questionnaire. It discussed two important questions of this research: the reason for deciding to work at the Michlifen Hotel and the motivational factors that help workers work better. The questionnaire was also developed by us in cooperation with the HR Manager, but was focused on the resources of the literature review, the previous analysis by (Cheng and Ho, 2001), (Jaruphongsa, 1998), (Gay, 2000), and the questionnaire developed by Kenneth A. Kovach.

The questionnaire used in this study consisted of two pages, eight questions. Demographic data and opinions of employees have been reviewed. There were two sections of the questionnaire. The first part (Q1-Q6) was intended to gather demographic data for respondents. The second part (Q1-Q2) was designed to capture motivational characteristics of respondents. The concerns include: the reason for working at the Michlifen Hotel and the most desirable motivational reasons.

Question 1 (part 2) may respond to the objective of this study with regard to reasons people want to work at Mihlifen Hotel. Question 2 (part 2) can address objective number two: to decide the most important motivating factors for employees. In questions 1-6, respondents were asked

to select the appropriate answer from a number of choices. The second section of the questionnaire (Q1 – Q2) asked respondents to rate the motivational factors they want on the five-point Likert scale. Likert scale is the method most frequently used by researchers to measure motivating factors and has been found to deliver more consistent results than any of the other methods.

III.5. Data Collection

A questionnaire was used to gather data in this report. We took the questionnaire to the hotel in such a way that each questionnaire had a specific name and department of the employee who was chosen randomly. The Director of Human Resources helped us distribute the questionnaire to the managers of each department. Managers in each department provided their staff with the questionnaires.

The managers in each department gathered the completed questionnaires and returned them to the Director of Human Resources. We collected the completed questionnaires from the Director of Human Resources. The number of 70 employees who completed the survey in this study was 34, males, 36 females. The survey was circulated to the workers between 2 and 6 March 2020. It was estimated that each employee had taken five minutes to complete the survey.

III.6. Data Analysis

The data were analysed by using the Statistical Program for the Social Science (SPSS).

Analysis of the results of the study together with statistical applications allow us to draw conclusions on the objectives of the report.

IV. CHAPTER 4: RESULTS

IV.1. Samples and Response Rate

Methods of questionnaire survey were used to conduct motivational factors in the employees of the Michlifen Hotel. They were designed to obtain the opinions of hotel staff on why they wanted a career at the Michlifen Hotel. This research also tried to learn the most important motivational factors found at the Michlifen Hotel. Data collection, percentages, and means have been used to analyze the results. The total number of respondents was 70 out of 100, reflecting 70.00% of the total questionnaires submitted. The respondents were divided into two groups: male and female. The overall number of male respondents was 34 out of 50, reflecting 48.6% of the response figure. The overall number of female respondents was 36 out of 50, reflecting 51.4% of the response total.

IV.2. Respondents' Personal Data

Participants were asked to include details on demographic data for example, gender, age, position and working status (question No. 1, 2, 3, and 4).

IV.2.1. Gender

Table 2: Gender (N=70)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	34	45.7	45.7	54.3
	Female	36	54.3	54.3	100.0
	Total	70	100.0	100.0	

From Table 2, the results of 70 employees revealed that: thirty-two (45.7%) were male and thirty-eight (54.3%) were female.

IV.2.2. Age

Table 3: Age (N=70)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-28	19	27.2	27.2	27.2
	29-39	26	37.2	37.2	64.4
	40-50	17	24.2	24.2	88.6
	over 50	8	11.4	11.4	100.0
Total		70	100.0	100.0	

Question No 2 (Table 3) Seventy respondents suggested that nineteen out of seventy respondents (27.2%) were aged between 18 and 28 years. Twenty-six of the seventy respondents (37.2%) were between 29 and 39 years of age. Seventeen out of seventy respondents (24.2 percent) were between 40 and 50 years of age. Moreover, eight of the seventy respondents (11.4%) were over 50 years of age. This comparative table indicates that most of the hotel workers are young.

IV.2.3. Position

Table 4: Position (N=70)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Room	10	14.3	14.3	14.3
	Food	26	37.1	37.1	51.4
	Other	34	48.6	48.6	100.0
	Total	70	100.0	100.0	

Table 4 reveals that 14.3 per cent of respondents served in a space position, while 37.1 per cent of respondents worked in a food position. 48.6 per cent of respondents were working in other positions.

IV.2.4. Working status

Table 5: Working status (N=70)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	full time	59	84.3	84.3	84.3
	Part time	11	15.7	15.7	100.0
	Total	70	100.0	100.0	

The response of seventy workers revealed that fifty-nine (84.3 %) were full-time employees and eleven (15.7%) were part-time employees (Table 5).

IV.2.5. Seniority

Table 6: Seniority in tourism field (N=70)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	10	14.3	14.3	14.3
	1-3 years	18	25.7	25.7	40
	4-6 years	13	18.6	18.6	58.6
	more than 6 years	29	41.4	41.4	100.0
	Total	70	100.0	100.0	

In question No. 5, the respondents showed that their working time in the hospitality industry (Table 6) has been less than one year with ten respondents (14.3%) working in the hospitality industry. eighteen respondents (25.7%) have served in the hospitality sector for one to three years. thirteen respondents (18.6%) have served in the hospitality sector for four to six years.

In addition, twenty-nine respondents (41.4%) had worked in the hospitality industry for more than six years. This statistical table indicates that most of the staff at the Michliften hotel have worked in the hospitality industry for a long time.

Table 7: Seniority in Michlifen Hotel (N=70)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	10	14.3	14.3	14.3
	1-3 years	26	37.1	37.1	51.4
	4-6 years	14	20	20	71.4
	more than 6 years	20	28.6	28.6	100.0
	Total	70	100.0	100.0	

Question No 6 in Table 7, 10 respondents (14.3%) had served in the Michlifen Hotel for less than one year. Twenty-six respondents (37.1 per cent) had worked at the Michlifen Hotel for one to three years. Fourteen respondents (20%) had worked at the Michlifen Hotel for four to six years. Twenty respondents (28.6%) worked at the Michlifen Hotel for more than six years.

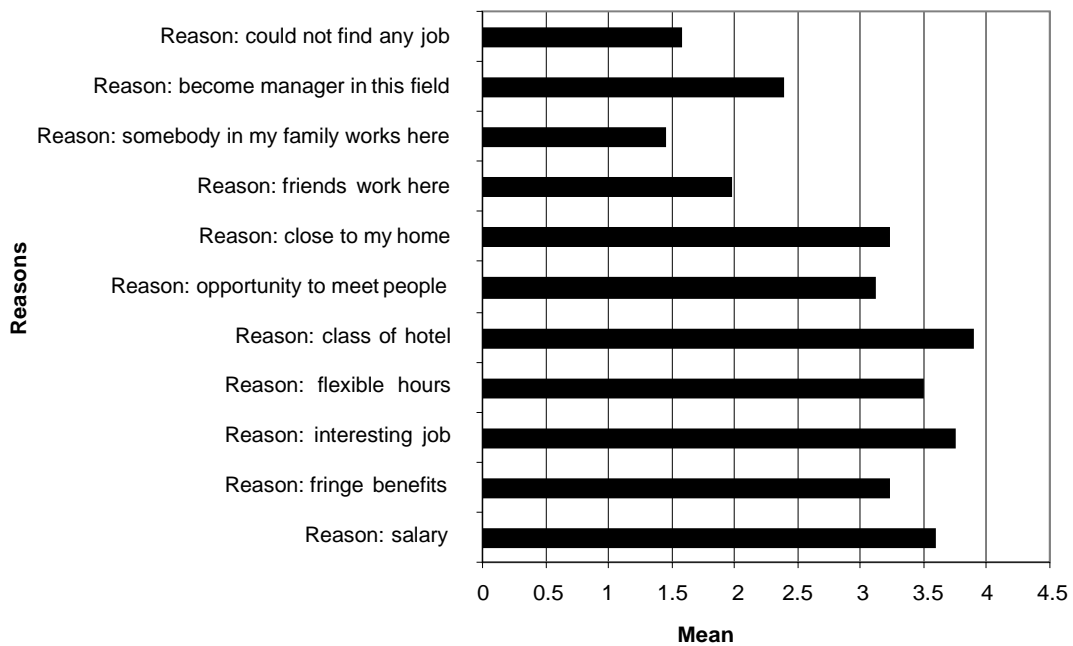
IV.2.6. Reasons to work in Michlifen Hotel

Question No 1, part 2 responded to Objective 1: to evaluate the reasons why employees choose to work at Michlifen Hotel. The Likert scale was used to address the question because of the relevance of the explanations set out in question No. 1 section 2. As a result, this question was evaluated using the means to evaluate the rank of each reason.

Table 8: Reasons to work in Michlifen Hotel (N=70)

Reasons	Mean	Standard	Ranking
	Ranking	Deviation	
Class of hotel	3.90	1.22	1
Interesting job	3.76	1.10	2
Salary	3.59	.94	3
Flexible hours	3.51	1.05	4
Fringe benefits	3.23	1.11	5
Close to my home	3.23	1.34	5
Opportunity to meet people	3.11	1.27	6
Become manager in this field	2.39	1.47	7
Friends work here	1.99	1.22	8
Could not find any other job	1.58	1.21	9
Somebody in my family works here	1.46	1.09	10

Figure 3: Reasons to Choose to work in Michlifen Hotel



From Table 8 and Figure 3, Question No 1 in Part 2 of the total seventy respondents, "Hotel Class" ranked first (3.90), "Interesting Job" ranked second (3.76), "Salary" ranked third (3.59), "Flexible Hours" ranked fourth (3.51), "Fringe Benefits and Close to My Home" ranked fifth at the same stage (3.23), "Opportunity to Meet People" ranked sixth (3.11), "Becomemanager in this field" was ranked 7th (2.39), "Friends work here" was ranked eighth (1.99), "Could not find any other job" was ranked 9th (1.58), and "Somebody in my family works here" was ranked 10th (1.46).

IV.2.7. The most important motivation factors in Michlifen

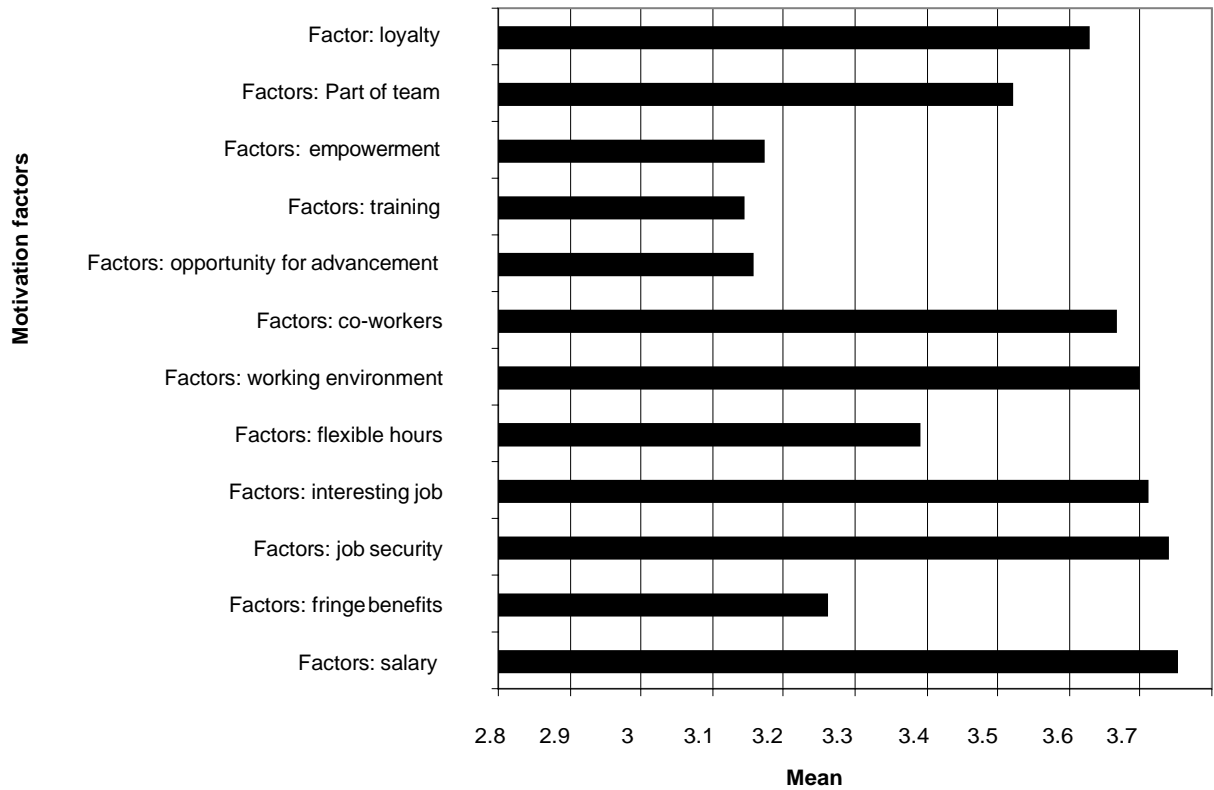
Hotel

Question No 2 of Part 2 addressed Objective 2: to evaluate the motivating factors for the workers of the Michlifen Hotel in the workplace. In view of the importance of the factors pointed to in part 2 of Section 2 of the question, the Likert scale was used to respond. As a result, this question was evaluated using the means to identify the rank of each reason.

Table 9: The most important motivation factors in Michlifen Hotel (N=70)

Factors	Mean	Standard	Ranking
	Ranking	Deviation	
Salary	3.75	1.03	1
Job security	3.74	.98	2
Interesting job	3.71	1.25	3
Working environment	3.70	1.15	4
Co-workers	3.67	1.01	5
Loyalty to employees	3.63	1.13	6
Part of the team	3.52	1.20	7
Flexible hours	3.39	1.19	8
Fringe benefits	3.26	1.34	9
Empowerment	3.17	1.32	10
Opportunity for advancement	3.16	1.29	11
Training	3.14	1.23	12

Figure 4: Graph: The most significant motivational factors in Michlifen Hotel



“Salary” took the first place (3.75), “Job security” came second (3.74) and “Interesting job” was the third (3.71). “Working environment” was ranked fourth (3.70), “Co- workers” took the fifth place (3.67), “Loyalty to employees” was ranked sixth (3.63). “Part of the team” came seventh (3.52), “Flexible hours” was ranked eighth (3.39), “Fringe benefits” took the ninth place (3.26). “Empowerment” was ranked tenth (3.17), “Opportunity for advancement” was ranked 11th (3.16), and finally “Training” (3.14).

IV.2.8. The motivational genders differences at Michlifen

Hotel

Question No 2 of Part 2 replied Objective 3: to explore the motivational differences between the genders at the Hotel. To this end, we evaluated the data using the means to classify common motivating variables between the genders. Table 10 and graph 3 below show statistics on motivational differences between males and females in order to assess the rank of each motivational element.

Figure 5: Graph: The motivational differences between genders

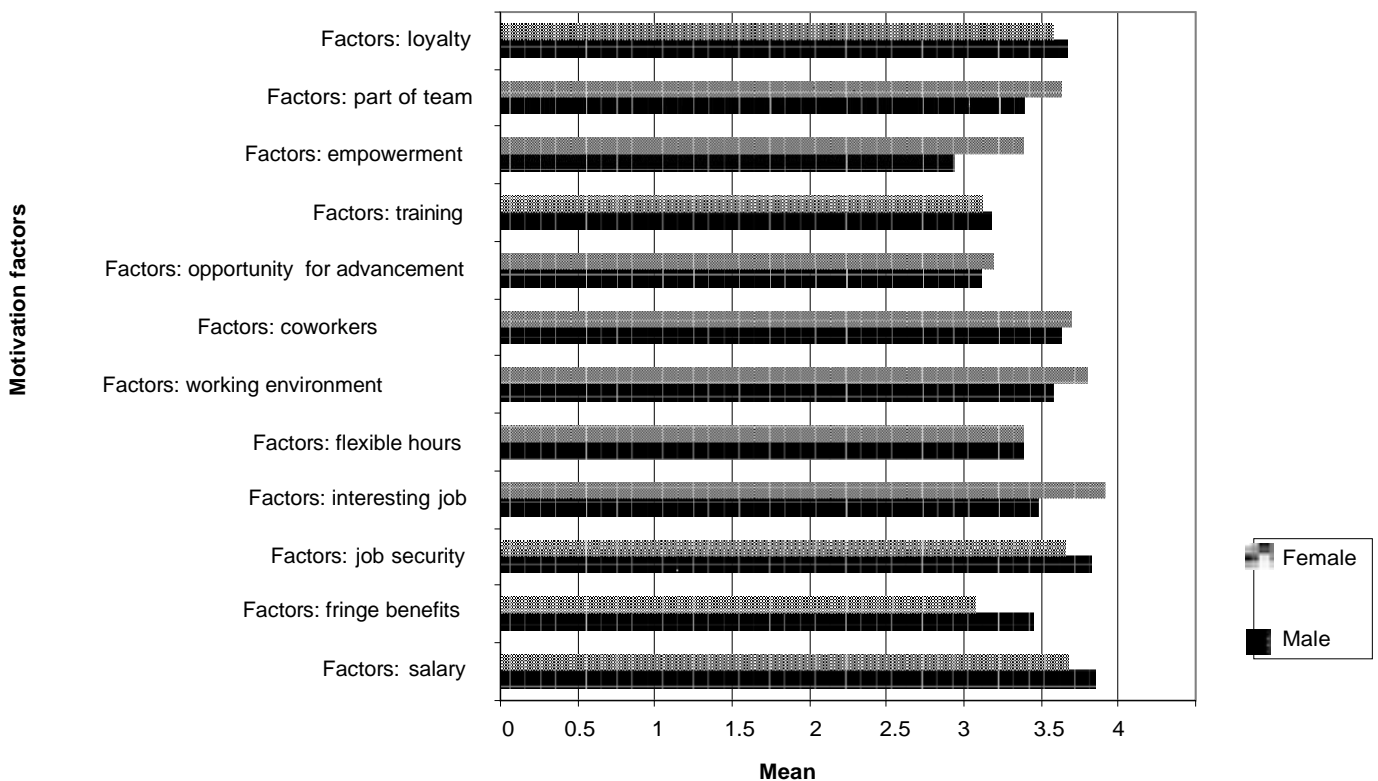


Table 10: Male and female side by side motivation factors (n=36)

Work Motivation	Ranking	
	Male	Female
Salary	1	4
Job security	2	5
Loyalty to employees	3	7
Co-workers	4	3
Working environment	5	2
Interesting job	6	1
Fringe benefits	7	11
Flexible hours	8	8
Part of team	8	6
Training	9	10
Opportunity for advancement	10	9
Empowerment	11	8

Men found that “Salary” was ranked first (3.85) from thirty three of thirty four respondents. “Job security” was ranked second (3.82) from thirty four of thirty four respondents. “Loyalty to employees” was ranked third (3.68) from thirty four of thirty four respondents. “Co-workers” was ranked fourth (3.64) from thirty three of thirty four respondents. “Working environment” was ranked fifth (3.59) from thirty four of thirty four respondents. “Interesting job” was ranked sixth (3.48) from thirty three of

thirty four respondents. “Fringe benefits” was ranked seventh (3.45) from thirty three of thirty four respondents. “Flexible hours and Part of team” were ranked eighth in the same level (3.39) from thirty three of thirty four respondents. “Training” was ranked ninth (3.18) from thirty three of thirty four respondents. “Opportunity for advancement” was ranked tenth (3.12) from thirty four of thirty four respondents. “Empowerment” was ranked the last (2.94) from thirty three of thirty three respondents.

Women found that “Interesting job” was ranked first (3.92) from thirty six of thirty six respondents. “Working environment” was ranked second (3.81) from thirty six of thirty six respondents. “Co-workers” was ranked third (3.69) from thirty six of thirty six respondents. “Salary” was ranked fourth (3.67) from thirty six of thirty six respondents. “Job security” was ranked fifth (3.66) from thirty five of thirty six respondents. “Part of the team” was ranked sixth (3.64) from thirty six of thirty six respondents. “Loyalty to employees” was ranked seventh (3.58) from thirty six of thirty six respondents. “Flexible hours and empowerment” were ranked eighth in the same level (3.39) from thirty six of thirty six respondents. “Opportunity for advancement” was ranked ninth (3.19) from thirty six of thirty six respondents. “Training” was ranked tenth (3.11) from thirty six of thirty six respondents and the last one was “Fringe benefits” (3.08) from thirty six of thirty six respondents.

V. CONCLUSION AND DISCUSSION

The goal of this study was to examine and evaluate the motivational attitudes of employees, to determine the reasons why people choose to work at Michlifen Hotel, to help human resource managers and hoteliers develop the motivational factors of employees, and to minimize unemployment and absenteeism through an effective motivational approach.

This chapter will include a review and discussion of the research results at the centre of this report. References to the literature review and how the findings of this study are comparable or different will be included in this discussion.

The following conclusions can be taken from the data obtained in the Michlifen Hotel:

Objective 1: To find the reasons employees chose to work in Michlifen Hotel.

Table 11 : The reasons to work in Michlifen Hotel

Reasons	Ranking
Class of hotel	1
Interesting job	2
Salary	3
Flexible hours	4
Fringe benefits	5
Close to my home	5

The data showed that the main reason workers decided for a job at the Michlifen Hotel was "Hotel Class." The second was "Interesting Job". Greenberg, (1997) said that motivation can

be improved by making work more desirable to people. Today's organizational scientists have identified a variety of ways to design occupations that are not only highly efficient, but also highly satisfying and pleasant, such as work enlargement, job enrichment and job characteristics. Employment enlargement is one of the first new approaches to redesigning work, implying that certain unnecessary tasks may be reduced by increasing the number of different tasks at the same stage. Employment enrichment not only offers workers more work to do, but also more activities to execute at a greater degree of competence and accountability. Job characteristics Model approaches job enrichment, which states the five key job dimensions (skills variety, task identity, task significance, autonomy, and job feedback) produce essential psychological results that contribute to beneficial outcomes for individuals.

The third one is salary. Michlifen Hotel provides higher pay than other hotels of similar size. Wheelhouse, (1989) said that money had to be a priority for the worker. The stronger someone needs more money, the better the performance will be.

Objective 2: To determine the workplace motivational factors for Michlifen Hotel employees

Table 12 : The workplace motivational factors for Michlifen Hotel

Work Motivation	Ranking
Salary	1
Job security	2
Interesting job	3
Working environment	4
Co-workers	5

From objective 2, the study tried to learn what motivates employees at Michlifen Hotel to perform the best on their jobs. This survey found that the best motivation factor for employees was "Salary".

Kavanaugh and Ninemeier, (2007) discussed in employee motivation techniques that "each person is at the center of his or her own concern; however, the primary interest is to meet needs, ambitions, desires and objectives" and that "an employee wants to meet basic needs".

Therefore, the reviews of strategies of employees' motivation that Kavanaugh and Ninemeier, (2007)said are true because salary is the basic need for the employees of Michlifen. Thus, the human resource director should be concerned about higher pay as his first consideration.

Wheelhouse, said that the basic goals of the policy of salaries and wages was to help the business recruit and retain skilled employees, to have fair pay for equal jobs, to reward good results, to manage labour costs and to preserve cost competitiveness with direct competitors.

The second was "Job Security." In Maslow's Hierarchy of Needs, after people have been satisfied with the first level, such as resources, they can go to the next level, that is, security needs. Maslow's theory should, thus, exemplify the motivational factors of Michlifen Hotel employee, since the first factor selected by the employee was money, and job security was the second factor. In addition, an investigation by Kavanaugh and Ninemeier, (2007) into employee incentive methods showed that most workers seek sufficient workplace security guarantee. Employment security is also the most critical aspect that can affect the hotel.

The third was "Interesting Job." As described above, an exciting career is one of the driving forces that can minimize the attrition rate and absenteeism of any company. In addition, the Kavanaugh and Ninemeier, (2007) studies on methods to boost the morale of workers find that other aspects that can satisfy and inspire employees include demanding jobs, work that offers them a sense of personal success, expanded responsibility and a chance to develop in work. Any other considerations that workers require are work rotation, job enlargement and job enrichment. Greenberg, (1997) reviewed Frederick W. Taylor's novel, treating humans as robots, frequently meant that they participated in

repeated movements that they found to be extremely predictable and monotonous. People got bored with those work, and they always left. Organizations have therefore established a variety of ways to design work to retain quality workers in organizations as long as possible.

Hotel managers should also develop motivational factors, which their employees require, even though employees require different factors when they come from different backgrounds. As Kavanaugh and Ninemeier stated in the Employee Incentive Plan, workers are individuals. Everyone comes from a different culture, experience, education and relationships, so they need different things. Human capital should be modified in the right manner. Motivational factors can differ in each hotel and time. The Human Resources Department should determine the needs of staff on an annual basis.

Objective 3: To investigate motivational differences between genders in Michlifen Hotel

Table 13: Male and Female motivational Factors

Work Motivation	Ranking	
	Male	Female
Salary	1	4
Job security	2	5
Loyalty to employees	3	7
Co-workers	4	3
Working environment	5	2
Interesting job	6	1
Fringe benefits	7	11
Flexible hours	8	8
Part of team	8	6
Training	9	10
Opportunity for advancement	10	9
Empowerment	11	8

The study of the job motivation analysis shows a significant difference between the classification of males and females. The male rating was "Salary" as the first and "Job Security" as the second. The third was "Loyalty to Employees." Meanwhile, the female rating had "Interesting Job" as the first, "Working Environment" as the second, and "Co-workers" as the third. Therefore, it cannot be assumed that males and females need the same or different factors. Kavanaugh and Ninemeier stated that workers are individuals in employee engagement strategies. Everyone comes from a different culture, context, education and relationships, so they need different things. It depends, however, on the situation at the moment and the history of each person.

Recommendations for the Human Resources Department

This report offers knowledge that could help the human resources department in order to better identify the needs of hotel staff. The Director of Human Resources should consider and improve the following reasons to adapt to the needs of his employees:

- In order to provide workers with the best motivating factors, the Director of Human Resources should assess the needs of employees every year.

- In the first place, management should be concerned about the fundamental needs of workers, since the findings of this analysis revealed that pay and job security were the first and second-class considerations for employees.

- Management may make a work more exciting by using job design, such as job scheduling or job characteristics, since an interesting job is at the top of the list for female motivational reasons.

- Managers in each department are required to establish a family environment inside the hotel.

Limitation of the study

1. This was a small number when considering the total number of workers (N=238) at Michlifen Hotel and the number of respondents (N=70) due to layoff and seasonality. For this reason, the results of this study do not apply to the entire sample of the population.
2. The questionnaires were administered to employees at the Michlifen Hotel. The results of the study could only be applied to employees at the Michlifen Hotel in general.
3. Due to the unequal returns of the survey of male and female respondents, gender representation was not sufficient.

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APPENDIX

Questionnaire

The purpose of this study is to determine the most significant motivational factors of employees in Michlifen Hotel in order to improve motivational factors for employees in this hotel. This study is being conducted as part of the requirements for a master's thesis at the University of Algarve in Faro, Portugal. Your response is very important. Please answer all of the questions, as your survey cannot be used in the study unless each question is answered.

الغرض من هذه الدراسة هو تحديد أهم العوامل التحفيزية للعاملين في فندق ميشلفين من أجل تحسين العوامل التحفيزية للموظفين في هذا الفندق. يتم إجراء هذه الدراسة كجزء من متطلبات أطروحة الماجستير في جامعة الجريف في فارو ، البرتغال. ردك مهم جدا. الرجاء الإجابة على جميع الأسئلة ، حيث أن استخدام السجلات الخاصة بك في الدراسة لم يتم الإجابة على كل سؤال.

Part I: Please Circle the appropriate answer الجزء الأول: الرجاء وضع دائرة حول الإجابة المناسبة

- | | | | | |
|-----------------------------|-----------------------|-----------------------|--------------|----------------|
| 1. Gender جنس : | A. Male ذكر | B. Female أنثى | | |
| 2. Age عمر : | A. 18-28 | B. 29-39 | C. 40-50 | D. over 50 فوق |
| 3. Position مركز : | A. Room غرفة | B. Food طعام | C. Other آخر | |
| 4. Work status حالة العمل : | A. Full time ورت كامل | B. Part time عمل جزئي | | |

5. How long have you worked in the hospitality industry? متى وأنت تعمل في صناعة الضيافة؟

- | | |
|----------------------|-------------------|
| A. Less than 1 year | أول من 1 سنة من 1 |
| B. 1 to 3 years | إلى 3 سنوات |
| C. 4 to 6 years | من 4 إلى 6 سنوات |
| D. More than 6 years | أكثر من 6 سنوات |

6. How long have you worked in Michlifen Hotel? متى وأنت تعمل في فندق ميشلفين؟

- | | |
|----------------------|-------------------|
| A. Less than 1 year | أول من 1 سنة من 1 |
| B. 1 to 3 years | إلى 3 سنوات |
| C. 4 to 6 years | من 4 إلى 6 سنوات |
| D. More than 6 years | أكثر من 6 سنوات |

Part II: Please rate the motivational factors from 1 to 5 يرجى تقييم العوامل التحفيزية من 1 إلى 5

1. How would you rate the reason you choose to work in Michlifen Hotel?

كيف تُؤيّم سبب اختيارك للعمل في فندق ميشلفين؟

	Least important important			Most important	
1.Salary	1	2	3	4	5
2.Fringe benefits	1	2	3	4	5
3.Interesting job	1	2	3	4	5
4.Flexible hours	1	2	3	4	5
5.Class of hotel	1	2	3	4	5
6.Opportunity to meet people	1	2	3	4	5
7.Close to my home	1	2	3	4	5
8.Friends work here	1	2	3	4	5
9.Somebody in my family works here	1	2	3	4	5
10.I can become manager in this field someday	1	2	3	4	5
11.I could not find any other job	1	2	3	4	5

1. الراتب، 2. المزايا الإضافية، 3. وظيفة مثيرة للاهتمام، 4. ساعات مرنة، 5. جودة الفندق، 6. فرصة للقاء الناس، 7. فرصة للقاء الناس، 8. بالقرى من منزلي، 9. يعمل الصديق هنا، 10. يعمل هنا أحد أفراد عائلتي، 11. يمكنني أن أصبح مديرًا في هذا المجال يومًا ما، 12. لم أجد أي عمل آخر

2. How would you rate each of the factors that motivate you to perform your job the best?

كيف تُؤيّم كل من العوامل التي تحفزك الأداء وظيفتك بشكل أفضل؟

	Least important important		Important	Most important	
Wages/ Salary	1	2	3	4	5
Fringe benefits	1	2	3	4	5
Job security	1	2	3	4	5
Interesting job	1	2	3	4	5
Flexible hours	1	2	3	4	5
Working environment	1	2	3	4	5
Co-workers	1	2	3	4	5
Opportunity for advancement	1	2	3	4	5
Training	1	2	3	4	5
Empowerment	1	2	3	4	5
Allowed to be part of the team	1	2	3	4	5
Loyalty to employees	1	2	3	4	5

1- الأجر / الراتب، 2. المزايا الإضافية، 3. أمن الوظيفة، 4. وظيفة مثيرة للاهتمام، 5. ساعات مرنة، 6. بيئة العمل، 7. زملاء العمل، 8. فرصة للتقدم، 9. التدرج، 10. الأمان، 11. مريح بأن يكون جزء من الفريق، 12. مريح بأن يكون جزء من الفريق، 13. الولاء للموظفين