THE ASSESSMENT OF MOTIVATION IN

THE SAINT PAUL HOTEL EMPLOYEES

By

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ABSTRACT

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The collective hotel industry is a significant parrot of the world tourism industry. The industry is by design delivers services to be registered and non registered guests. Key in the process of delivering service in any hotel situation is the hotel staff. The ultimate quality of service provided will depend on the collective ability of staff, training and individual motivation to produce the services demanded by the guest.

Hotels are physical structures supported by human resources that enable the delivery of service. Key in the process of delivering quality service is the individual motivation of all employees whether professional, skilled or unskilled. With the growth of the service industry the hotel industry now competes for quality service employees. Research finds that it is a challenge for hotel management today to motivate employees to provide quality services as high turnover and absenteeism is widespread in the United States hotel industry.

This study evaluated the motivation factors of employees in a four star hotel in St. Paul, Minnesota. The study centered on why people choose to work for this specific hotel while modeling motivational factors that enable their overall performance. The study also sought to learn if there is a gender based difference in motivational factors.

The results of the study revealed that the main reasons people choose to work at the hotel was based on the "quality" class of the hotel, interesting jobs, salary and job security. When considering the gender construct, gender did have a role influencing employees' perception of motivational factors. Males preferred salary, job security and loyalty to employees, while females preferred interesting jobs, working environment and camaraderie with co-workers.

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CHAPTER ONE

INTRODUCTION

The hotel industry is a significant part of the tourism industry world wide and its employees play a key role in delivering the service product, its to customers. Excellent service provided by employees can create lasting positive experiences for customers. The individual motivational constructs of the hospitality employee play an important and perceivably a significant role in achieving high satisfaction among hotel customers.

The motivation of employees, whether professional, skilled or unskilled, is a major issue in all service organizations. For the hotel industry, employee motivation is a major issue. It is a challenge for the management of the hotel industry to motivate employees to stay on the job and to offer the efficient, good service which customers expect (Cheng, 1995).

One of a human resource manager's functions is related to ensuring employees' workplace motivation. Human resource management's function is to assist the general manager in keeping the employees satisfied with their jobs. If employees are not satisfied, they will not perform to expected norms. Workplace dissatisfaction and poor performance usually lead to high employee turnover in the hospitality industry, particularly in developed countries. According to a Hotel and Catering Training Company in the United Kingdom, turnover is the United Kingdom was estimated to have cost the hotel and catering industry 430 million pounds a year, and turnover was higher among men than women (Lucas, 1995). The Hong Kong Hotels Association found in its 1994-1995 annual survey that 41.26 percent of the employees in 63 hotels changed jobs or resigned.

Yu (1999) reported that in order to reduce labor turnover and retain productive employees, management has to improve working conditions and keep the employees properly motivated. Human resource managers need to understand the motivational processes and human needs in different cultures.

To understand employees' needs, managers should understand key theories that help them learn the basic needs of people. Maslow's theory is one of many theories that pointed out the basic sorts of needs. They are Physiological needs, Security needs, Belongingness needs, Esteem needs, and Self-actualization needs. The lower level needs must be satisfied before the next higher level. Another theory, Hertzberg's is based on two distinct sets of factors: hygiene factors such as pay, organizations, policies, working environment and motivating factors such as recognition, promotion, achievement and the intrinsic nature of the work.

Moreover, managers can learn what kind of motivation factors should be provided to employees from many research papers. For example, the study of Dr. Kovach during forty years concluded that good wages ranked the first through the fifth of the ten items of motivational factors (Kovach, 1987). The study of seven Caribbean Hotels, Las Vegas Casino Hotels and 278 hotels located in United States and Canada supported Kovach's research that good pay is the first priority for employees (Charles and Marshall, 1992). However, from the study of 1,245 employees of the Hong Kong hotels concluded that an opportunity for advancement is the first factor but good pay is the third one (Siu, Tsang and Wong, 1997). So, when managers understand employees' needs and provide the suitable motivational approach, employees will match their goals with the organizations' goals. As a result, not only employees will get benefits but also the whole organization will be more successful.

The Saint Paul Hotel

The Saint Paul Hotel is a four star hotel located in downtown St. Paul, Minnesota, USA. The address is 350 Market Street, St. Paul, MN. It consists of 254 guest rooms and spacious suites designed in a European style and elegance reminiscent of hotels at the turn of the previous century. Each room radiates the warmth, comfort, intimacy and attention to detail that's expected of a premier hotel. Each room has fine art, with luxurious furnishings and panoramic views.

The Saint Paul Hotel has variety of amenities: Daily turndown service with mineral water and complimentary newspaper delivered to each guest room, cable TV including internet and movie channels, a gift shop, full-time concierge services, indoor parking and valet service, rooftop exercise facility. The hotel also has seven meeting rooms that can accommodate up to 260 people for meetings and 380 for banquets.

In 2001, The Saint Paul Hotel has 365 employees. There are 172 male and 193 female. It is divided into nine functional departments (See appendix B) that are food and beverage, controller, sales and marketing, human resource, catering, hotel chef, guest services, engineering and housekeeping.

Statement of the Problem

Because of the high turnover and high absenteeism within the hospitality industry service, managers now realize the importance of employee motivation to retain quality staffing. When employees maintain a high level of motivation, quality services will result.

The purpose of this study was to assess the motivational factors of employees at the Saint Paul Hotel. A hotel was known to offer consistent quality services, low turnover and satisfied employees.

Objectives of the Study

Three objectives were included in this study:

1. To determine the reasons employees choose to work at the Saint Paul Hotel.

2. To determine the workplace motivational factors for hotel employees.

3. To investigate motivational differences between genders at the Saint Paul Hotel.

Definition of Terms

For the purpose of clarification in this study, the following terms are defined for better understanding of the hospitality organization.

Hospitality industry is defined as the industry segment pertaining to guests and entertainment such as hotels, restaurants, attractions, etc.

Motivation is defined as the result of processes, internal or external to the individual that arouse enthusiasm and persistence to pursue a certain course of action.

Turnover is defined as when an employee leaves and is replaced by another employee.

Absenteeism is defined as regular absence from work without a good reason.

Upward communication is defined as a communication that comes from the lower level to the top level such as from the employees to the managers.

Fringe benefits are defined as a service or advantage that employees are given with their job in addition to pay.

On-the-job training is defined as training of employees to perform work under the supervision and guidance of the supervisor.

Morale is defined as the feelings an employee has about all aspects of the job.

Union is nothing more than a group of employees that feel that they can obtain, from management, what they want more effectively as a group than as individuals. By bargaining as a group, they have more power and management is more likely to listen to them.

CHAPTER TWO

LITERATURE REVIEW

Introduction

> *"Give me enough medals and I'll win you any war"*
>
> Napoleon Bonaparte

In determining the significant motivational factors of hotel employees, a literature review covered these following topics:

- Motivation, the importance of motivation, the previous research about what employees want, motivation theories, strategies to motivate employees
- Structure and motivational policy of the Saint Paul Hotel

Managers in every kind of organization have made generalized assumptions about what motivates their employees. Motivation seems to be the single most important determinant of performance (Lawler, 1973). Jaruphongsa (1998) reviewed Motta (1995) that job performance is the result of motivation and ability. Ability includes training, education, equipment, simplicity of task, experience, and both inborn mental and physical capacity. Rutherford (1995) argued that motivation makes an organization more effective because motivated employees are always looking for better ways to do a job, generally are more quality-oriented and are more productive, so it is important for management to understand how organizations influence the motivation of their individual employees.

Definition of motivation

If you were to ask managers and supervisors, "What is motivation?" you would probably get different responses. Some would say it is getting people involved. Others may say motivation is letting people know that the jobs they do are important and valued. Still others may define motivation as worker initiative. However it is defined, motivation is probably one of the most important human resources management responsibilities (Jerris, 1999).

Considerable research has been conducted regarding the definition of motivation. According to Dessler (1980, p.55) "motivation is both one of the simplest and most complex of management jobs. It is simple because people are basically motivated or driven to behave in a way that they feel leads to rewards. So motivating someone should be easy: just find out what he or she wants and hold it out as a possible reward". Daschler and Ninemeier (1984, p.210) said "Motivation is a state or force within an individual that makes the employee act in a way designed to achieve some goal. Taking this broad definition and putting it into the context of supervision in the hospitality operation, we might say that motivation is what the supervisor does to encourage and influence other people to take necessary action". This is different, however, from the supervisor who establishes a goal dealing with "what I will do to motivate my employees" (Daschler and Ninemeier, 1984, p.210). Motivation is, in fact, an internally generated force or drive within the individual which provides an incentive for the employee to act.

Ray and Wieland (1985) stated that motivation is the force within a person that makes him/her act in a certain way to achieve some goal. As taken from Madsen (1974, p.13) "motivation is an important concept in modern psychology. It is not possible to understand, explain or predict human behavior without some knowledge of

motivation" (Cai, 1993, p.8). According to Drummond (1990) motivation is in the individual and helps to explain behavior. Motivation is an intricate inside process with three components: what drives the individual to behave in certain ways, what steers the behavior, and what maintains the behavior. To satisfy the employees' need is very difficult because each employee has different characteristics that affect behavior. The factors that organizations have to be concerned with are self-concept, attitudes, values, interests, feelings, personality, and life experiences. They have to encourage employees through a positive organizational climate that is motivating.

The importance of motivation to employees

Why do hospitality organizations try to motivate employees? Rutherford (1990) stated that all managers realize that motivation is important and if employees are enthusiastic about task accomplishments, try to do their jobs the best, the organization will benefit. Rutherford also noted that organizational goals cannot be effectively attained unless employees work together, so it is obvious that the need for teamwork in the hospitality organization is essential. One thing that managers should realize is their job is not just to "motivate an employee". All employees come to a work situation motivated to attain personal goals which they have established. One goal for the service manager is to develop motivated employees and increase their morale about their work. Employee morale towards work, such as supervisors and peers, organization, work environment, can be defined as the feelings an employee has about all aspects of the job. There are many benefits to be gained from building good morale. Besides, there are proven relationships between morale levels, turnover, and absenteeism. However, research indicates that high employee morale levels do not always yield high productivity levels (Daschler and Ninemeier, 1989).

<u>Levels of employees' motivation</u>

There are three levels of employees' motivation according to research conducted by

Mosley, Megginson, and Pietri in 2001.

(1) The direction of an employees' behavior. It relates to those behaviors which

the individual chooses to perform.

(2) The level of effort. It refers to how hard the individual is willing to work on

the behavior.

(3) The level of persistence. It refers to the individual's willingness to pursue the

behavior despite obstacles or roadblocks.

The impact on an organization without motivation awareness programming

The lack of employees' motivation in a hospitality organization will cause a

higher turnover, absenteeism, lower service, higher operating costs for recruitment,

selection, and training. As absenteeism increases the hotel will have scheduling and

emergency staffing problems in addition to increasing overall payroll costs

(Thompson, 1991).

Lee-Ross (1999) stated that absenteeism takes place when employees do not

report to work. It can take two forms: authorized or unauthorized. Under most

circumstances authorized or scheduled absenteeism does not have a negative effect on

a hotel since management can plan for the employee's absence. On the other hand,

unauthorized or unscheduled absences can cause substantial hardships for the hotel,

fellow employees, and customers alike. The study of Nico and Hagedoorn (1996) in

the causes of absenteeism found that employees' perception of inequity in the

workplace was related to their intention to withdraw, which resulted in the employee

calling in sick. Moreover, other researchers found that the prevalence of absenteeism

was higher among organizations that had: poor employee morale, personnel conflicts, unsatisfactory compensation and benefit programs, employees with unrealistic job expectations, inadequate training, and unsafe or stressful workplace conditions (Lee-Ross, 1999).

Additionally, Lee-Ross (1999) reviewed Mobley (1982) that turnover can take several forms: it can be voluntary or involuntary, functional or dysfunctional, avoidable or unavoidable. Voluntary turnover occurs when employees leave a company of their own free will. Involuntary turnover is when employees are laid off or forced to retire. Functional turnover occurs when poor performers leave, and dysfunctional turnover occurs when good performers leave. Unavoidable turnover occurs when an organization has absolutely no control over the reason for an employee's exit, such as for relocation to follow a spouse, for pregnancy and for staying home to take care of a spouse or children. Avoidable turnover occurs when employees leave a company for better pay, better working conditions, problems with superiors, etc. Bell and Winters (1993) mentioned that much turnover in the hospitality industry is due to the fact that entry-level employees can easily move elsewhere to an employer who can provide them with better working conditions. The problem with this situation, from both the customer's and the manager's perspective, is that these are the employees that represent the hotel to the guest. If these employees are dissatisfied with their work situation and are willing to move for higher wages, it is in the manager's best interest to ensure that front-line employees are happy and providing exceptional guest service.

According to the Hong Kong Hotels Association's annual staff-turnover report, average employee turnover was 41.26 percent in 1994-95 for 63 hotels (Siu, Tsang and Wong, 1997). Mok (1988) said employees' turnover might have become an

accepted fact of life among Hong Kong's hoteliers. Siu, Tsang and Wong (1997) indicated that if hotel managers knew what motivates their staff, management would stand a better chance of satisfying and ultimately retaining their employees longer.

What do employees want?

Daschler and Ninemeier (1989) investigated what employees may seek from the work environment. Their discussion reviews some employee-related concerns that can be strategies to employees' motivation.

(1) Employees are individuals. Everybody comes from different background, experience, education and family so they need different things.

(2) Each person is the center of his own concern; however, the primary interest is to satisfy needs, ambitions, desires, and goals.

(3) An employee wants to satisfy basic needs. These relate to survival and security concerns, and a desire to belong, to generate positive feelings from within and from others, and to be self-fulfilled.

(4) Most employees want (a) fair and consistent company policies in matters which affect them; (b) management staff they can respect and trust; (c) adequate working relationships with managers and co-workers; (d) acceptable salaries and working environment; (e) appropriate job security assurance; (f) favorable job status.

(5) The other factors that can fulfill and motivate employees are: challenging work, work that yields a sense of personal accomplishment, expression of appreciation for good performance, increased responsibility and the chance to grow in the job, the feeling of importance and making a contribution to the organization, and participation in job-related matters that affect the employees.

(6) Some more factors that employees need are job rotation, job enlargement and job enrichment.

Dr. Kenneth A. Kovach, a professor of management at George Mason University in Fairfax Virginia, developed a questionnaire to learn about motivational factors of employees. The findings were one set of variables that would often times alter the outcome of the rank order of Kovach's questionnaire. The factors such as age, sex, income, cultural background, and job type could be used to create subgroups (Kovach, 1987).

The results of Dr. Kovach's study of hospitality employees' job-related motivations of were:

(1) Good wages   (6) Appreciation

(2) Security   (7) Loyalty to employees

(3) Opportunity for advancement   (8) Feeling of being in on things

(4) Good working environment   (9) Tactful discipline

(5) Interesting job   (10) Sympathetic personal help

He found that "good wages" always ranked about the first through the fifth on the list of ten items during the 40 years of study. However, the results of studying 1,245 employees in 64 Hong Kong hotels found that the employees of Hong Kong hotels considered:

(1) Opportunities for advancement and development to be the first important factor.

(2) Loyalty to employees (respect and trust from their employees)

(3) Good wages.

The results suggested that hotel employees generally had a strong concern for career development (Siu, Tsang and Wong, 1997). On the other hand, Charles and Marshall (1992) replicated Kovach's study among employees of seven Caribbean hotels and found that the good wages and good working environment are the important factors. Moreover, a study of a Las Vegas casino hotel also found good wages and job security to be important motivational factors. In the Simons and Enz (1995) study, 278 hotel employees from 12 different hotels located through United States and Canada were surveyed. Their study found that hospitality employees preferred (1) good wages, (2) job security and (3) opportunities for advancement and development to be the top three motivation factors.

Differences of motivation by gender

The Simons and Enz (1995) study indicated that there is no difference of motivation factors by gender. Male and female may require similar, not different, treatment for optimal workplace motivation.

The study conducted by Reiger and Rees in 1993 reflected that years of experience significantly affected the motivational levels of teachers. However, no significant differences were found in relation to gender, age or race. Wong, Siu and Tsang (1999) reviewed the study of Komives from 1991 and noted that motivation is not affected by gender as it relates to leadership and performance in residence hall assistants.

However, the study of Wong, Siu, and Tsang (1999) found that female employees had a high preference for several job-related motivators, including interesting work, feeling of being involved, good working environment and appreciation and praise for work done. This study indicated that gender does have a

role in influencing employees' perceptions of various workplace motivational factors. This 1999 study indicated that female employees prefer more care and recognition from employers than their male counterparts.

This table below shows the comparison of hotel employees' responses to important work dimensions by gender (Wong, Siu and Tsang 1999).

Table 1

Dimension	Male Mean (n = 745)	Female Mean (n = 500)
Good wages	4.10	4.17
Tactful disciplining	3.75	3.73
Job security	4.12	4.08
Good working environment	4.04	4.15
Interesting work	3.93	4.06
Feeling of being involved	3.93	4.05
Opportunities for advancement/development	4.18	4.19
Appreciation and praise for work done	3.99	4.15
Sympathetic help with personal problems	3.62	3.60
Loyalty to employees	4.11	4.21

Motivational theories

Human beings are motivated by many needs. These depend on many factors and vary by the person and individual situation. Basic needs are food, clothing, medicine and shelters, but workplace needs extend to acceptance and self-esteem. The researcher has indicated each individual will experience these factors in different

degrees. Thus, to better understand how to motivate employees, managers should understand the basic theories of motivation (Cheng, 1995). The two founding theories include Maslow's theory and Alderfer's theory. Both theories present the basics of human needs.

Maslow's Hierarchy of Needs

According to Maslow (1954), five basic constructs form the human hierarchy of need. There are physiological needs, security needs, belongingness needs, esteem needs, and self-actualization needs. Maslow's conceptualization of needs is represented by a triangle with five levels which he called the Hierarchy of Needs. Maslow stated that lower level needs must be satisfied before the next higher level. When people satisfy the first level, they will go the next level and the next.

Exhibit 1
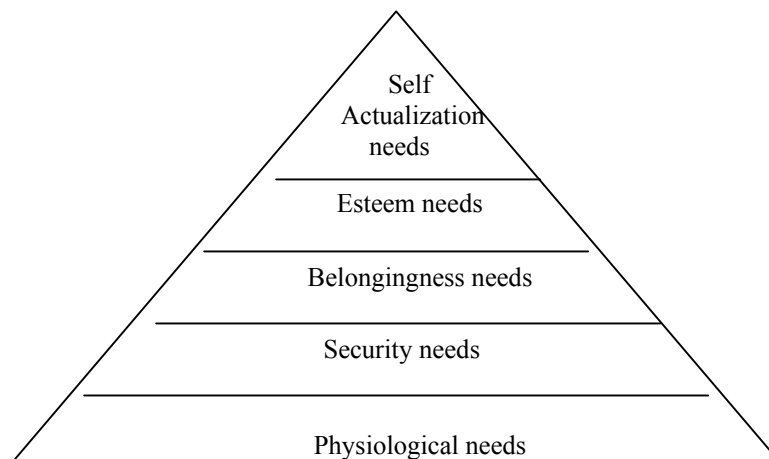
Maslow said higher-level needs like those for self-esteem or self-actualization would not become salient (even when unfulfilled) until lower needs were satisfied. Therefore, it may be rather inefficient to motivate a lone assembly-line worker by

offering awards when his job is done as expected; Maslow said it is more important to be part of a social group that will motivate him (Wren, 1995).

ERG Theory

Alderfer (1969) said there are three groups of core needs: existence, relatedness, and growth. It was called ERG theory. The existence group is concerned about providing the basic material. The relatedness group is concerned about personal relationships. And the last group is growth needs. It is concerned about intrinsic desire for personal development. It is similar to Maslow's hierarchy of needs in many ways.

Exhibit 2

ERG theory		*Maslow's theory*
- Existence needs	----------→	- Physiological needs
		- Security needs
- Relatedness needs	----------→	- Belongingness needs
		- Esteem needs
- Growth needs	----------→	- Self-actualization

Although there are similarities, there are two important differences. First, Alderfer's said sometimes multiple needs could also be operating as motivators. Second, differing from Maslow's to start at the lower level first, sometimes people need the higher level before the lower level. It depends on each situation and each situation is different (Wren, 1995).

Equity Theory

Exhibit 3

Equity Theory Ratios

$$\frac{\text{Personal outcomes}}{\text{Personal inputs}} \ = \ \frac{\text{Reference group outcomes}}{\text{Reference group inputs}}$$

The equity theory of motivation assumes that individuals are strongly motivated to maintain a balance between what they perceive as their inputs, or contributions, and their rewards. Leaders should treat followers fairly. The followers will be most satisfied when they believe that whatever they put in to activities or job, they will get out of it the same as others who do the same thing. The theory focuses on the exchanges that take place between the organization and the individual, in terms of input, such as effort, and output, such as pay, promotion. A perceived equity or inequity results when a person compares input and output with others (Wren, 1995).

Herzberg's Theory

Herzberg's theory is based on two distinct sets of factors that influence behavior:

1. Basic factors influencing job dissatisfaction, which include pay, organization policies, working environment and the satisfaction with supervision.

2. Motivating factors influencing job satisfaction, which include recognition, promotion, achievement, and the intrinsic nature of the work.

According to Herzberg, job satisfaction and dissatisfaction are seen as two distinct and independent continuums. At one end, it ranges from satisfaction to no satisfaction while at the other; it ranges from dissatisfaction to no dissatisfaction.

Herzberg considered job factors such as pay, status, working environment, job security and interpersonal relations as extrinsic factors. These factors have a disrupting effect in that employees will become dissatisfied with their jobs when these needs are not adequately met. On the other hand, factors such as the work, recognition, feeling of achievement, opportunities for growth and advancement are known as intrinsic factors (Wong, Siu and Tsang, 1999). Balmer and Baum (1993) applied Herzberg's theories to the area of hotel guest satisfaction in Cyprus. They argued that Herzberg's theory is more applicable and relevant than Maslow's, in view of changes in customer expectations and the concept of quality.

Theory X and Theory Y

Jerris (1999) reviewed McGregor's (1960) theory which investigated managers' and supervisors' attitudes toward employees, and effects on workplace motivation.

Theory X believes that employees naturally dislike work, responsibility and are lazy. Dealing with employees like these, managers must closely control and direct their activities by using threats and punishment.

Theory Y believes that employees naturally enjoy working and want to be productive. They don't need control, managers must trust them to get the job done, as motivation for these employees is the harder they work, the more pay or promotion.

The Theory X and Theory Y are different from basic assumptions regarding human needs and behavior. Understanding people's needs and behavior then becomes an important skill all managers need to develop.

Techniques to motivate employees

There are many motivational factors that can be used to encourage employees to work. The following are "Standards" in workplace supervision.

Communication

Within a hospitality organization, communication is important for passing along information from one individual or group to another. Communication can be in several ways such as verbal, nonverbal, upward, and downward. Lack of good communication causes low productivity, poor service, and increased costs (Drummond, 1990).

The success of managers is determined by the jobs their employees do. Since motivated employees are more productive, managers must have a clear interest in knowing what motivates their staff. Communication is one of many factors to motivate employees into a cohesive working module which results in objectives being achieved (Morgan, 1990).

Types of communication

Wheelhouse (1989) stated that communication could occur in many ways both formal and informal. Normally, it falls into three categories: downward communication, upward communication, and lateral communication.

1. Downward communication: Downward communication is occurs from higher levels in an organization to lower levels. It is mostly of an informative or directive nature. Communication between managers to subordinates is the sample of downward communication. The other channels of downward communication used by managers are policy manuals, employee handbooks, newsletters, magazines, memoranda,

annual reports, posters and bulletin boards. Each item should have a specific purpose and be written clearly.

2. Upward communication: The greatest communication is upward communication according to Cheng (1995). Upward communication is the communication that comes from the lower level to the top level such as from the employees to the managers. The sample of upward communication includes the suggestion box, employees satisfaction survey, open-door policy, management-employee meetings, and exit interviews. The managers should accept new ideas even offbeat, without anger. They should encourage more frankness from their employees and make themselves more accessible.

3. Lateral communication: Lateral communication is the interchange of information and ideas among all sectors of organization or people at the same level. Effective lateral communication is an essential element of teamwork. Without this interchange, the structure of the organization would be no different from an office building and all employees working independently. Usually, a hospitality organization is a group of people working together for the most satisfaction of guests.

Training

Powers and Barrows (1999) noted how training becomes an important activity for any hospitality organization. Training provides on-the-job experiences and information that help employees become more proficient or qualified at a task at their current jobs. Training deals with the "how's" – how to be a better manager. A well trained group of employees should result in a reduction of costs, stress, turnover, and

absenteeism and a corresponding increase in efficiency and customer satisfaction (Mill, 1998). Steven Hickey, senior vice president of T.G.I Friday's, noted "training is probably the most important aspect of reduced turnover because it minimizes mistakes and that minimizes a lot of reasons for turnover" (Powers and Barrows, 1999).

Training is important because of changing technology and markets. Managers and employees need to update their skills through training. Training programs can be addressed in many ways such as classroom lectures, problem-solving case analysis and interactive role-plays (Yu, 1999). Conrade, Woods and Ninemeier (1994) asked participating employees about the influence of training on their performance. Ninety three percent indicated that training programs that improved their skills, knowledge, and behavior would encourage them to stay at a company. Powers and Barrows (1999) stated that the alternative to training or no training might be more expensive. Training does cost a lot of but no training means poor service and lost customers. So the lost revenue from poor services far exceeds the cost of training employees properly.

Wages and Salaries

An extensive review of the literature indicates that important work- related variables leading to job satisfaction include challenging work, interesting job assignments, equitable rewards, competent supervision, and rewarding careers. It is doubtful, however, whether many employees would continue working were it not for the money they earn. Employees desire compensation systems that they perceive as being fair and commensurate with their skills and expectations. Pay, therefore, is a

major consideration in human resource management because it provides employees with a tangible reward for their services (Bohlander, Snell, and Sherman, 2001).

Stone (1982) indicated that people are motivated by money for many different reasons. The need to provide the basic necessities of life motivates most people. Some people think of money as instrumental to satisfying noneconomic needs such as power, status and affiliations with desired groups. Money is often viewed as a symbol of personal success and achievement.

Many factors affect how wages and salaries are set. The factors depend on area of living, the labor market, minimum wages and other governmental regulations, the cost of living, the ability of the employer to pay, the worth of the job and the presence of a collective bargaining agreement. Pay rates can be adjusted to help employees cope with their living situations (Drummond, 1990).

Fringe Benefits

Fringe benefits are a complement to wages of workplace compensation. The fringe benefits for the workers in hospitality organizations help the operation by having a positive, motivating work climate, increases in productivity, sales, profitability, excellent quality and cost control. Money is an important factor to motivate employees but today, fringe benefits become equal to money as an important role to motivate employees. So an essential part of learning to lead managers is to understand better the conditions which an employee needs the most to perform the best job (Drummond, 1990).

Each year, organizations have a lot of expense from employees' benefits. However, a benefits program should meet the objective of motivating employees. A good benefits program will allow employees to share their idea by doing surveys or

other methods and organizations should accept their ideas to improve benefits.

Employers should also periodically review the benefits program to be sure that it is

meeting employees' needs. The categories of benefits (see Appendix C) contain a list

of basic employees benefits provided by organizations (Drummond, 1990).

There are varieties of employee benefits: for example;

1. Health insurance: Health insurance is the most common benefit in the U.S. in 1983,

the most expensive benefit for employers to pay was Social Security pay for

retirement. In 1988, health insurance became the most expensive benefit, largely

because health care costs have been increasing dramatically since 1965. One result of

this has been that more organizations are shifting part of the cost of health insurance

onto the employees. By far a majority of employers in the United States offer health

insurance to their employees (Drummond, 1990).

2. Vacations with pay: It is generally agreed that vacations are essential to the well-

being of an employee. Eligibility for vacations varies by organizations, locale, and

size. To qualify for longer vacations of three, four, or five weeks, one may expect to

work for seven, fifteen and twenty years, respectively. A new benefit offered by 11 %

of 1,000 employers surveyed nationwide allows employees to "buy" an extra week of

vacation. The cost to employees is a lost week of pay, making the extra vacation

period simply time off without pay. Vacation buying programs appeal to relatively

new employees who haven't acquired the time for longer vacation periods. This

benefit also favors employees who need extra time to care for aging parents or those

simply wishing to extend a vacation period (Bohlander, Snell and Sherman, 2001).

3. Pension: Pension is deferred income that employees accumulate during their

working lives and that belongs to them after a specified number of years of service.

Since the passage of the Social Security Act, pension plans have been used to

supplement Social Security benefits. Pensions were originally used as a way of retaining employees and rewarding them for staying with the organization until retirement. Thus, employees who quit or who were terminated before retirement were considered ineligible for the pension "award" (Jerris, 1999).

4. Meals: In many hospitality operations, employees receive one free meal per daily shift and an unlimited amount of coffee and soft drinks. At Subway, for example, employees can eat for free in the company's cafeteria, Most hotels also serve meals in the employees' cafeteria and do not permit employees to use food and beverage outlets at their place of employment (Jerris, 1999).

Good working environment

Wheelhouse (1989) noted that the working environment can often be a cause of low productivity. Employees need adequate equipment, space, heating, lighting and ventilation. Color also has a significant impact on the work environment. Restrooms and lockers need to be clean, secure, and well maintained. The food provided should be the same for line employees as for the managers. Managers, including top executives, should be expected to eat at the cafeteria except when entertaining. If it's not good enough for managers, it should be consider not good enough for line employees. Therefore, Cheng (1995) noted that a good working environment means employees want the same conditions in their work lives as management. They need challenge, support from superiors, a quality workplace, friendly co-workers and respect. To have a good working environment, managers have to trust them and value them. When they fail, they must know that the manager will have a defined process to help them get back on track. Finally, managers need to listen to them and accept their workplace ideas.

The Saint Paul Hotel

History of the Saint Paul Hotel

Built in 1910 in the style of New York's Grand Central Station, the Saint Paul Hotel has become a legend among European-styled luxury hotels in America.

Beginning in 1856, John Summers, a contractor by trade, welcomed travelers into his home on the site of the Saint Paul Hotel, and later into a 60- room frame hotel- The Greenman House- that he built in 1871. Undaunted by the hotel's destruction by fire in 1877, Mr. Summers immediately erected a much bigger and finer hotel, called The Windsor, at a cost of $75,000 in 1877. Additions to the building were made and numerous ownership and management changes transpired prior to the hotel's closing in 1906.

In 1908, one of St. Paul's leading businessmen realized the importance of a luxury hotel to the city's development. Entrepreneur Lucius P. Ordway challenged the business community with a pledge of $1 million if The Windsor was razed and the St. Paul business league would donate the site on Rice Park in the heart of St. Paul for construction of a new hotel. The challenge was accepted. The New York firm of Reed and Stem, was commissioned to create the proposed showcase hotel.

The hotel opened on April 18, 1910. The event was attended by all of the local community leaders, including James J. Hill, builder of the Great Northern Railway, and John Ireland, Archbishop of St. Paul. By 1919, the hotel became the city's center of activity, popular not only with travelers for its fine guest accommodations, but with local residents for its fine dining and ability to entertain visitors.

In 1937, changes in the building and hotel services were implemented. The roof garden closed due to the long periods of inclement weather that restricted its use.

A high-rise parking garage was added. In 1944 an early improvement program included the addition of air conditioning and high-speed automatic elevators.

With the development of the interstate highway systems and a change in focus from city to suburb that began in the late 1950s, the Saint Paul's prominence began to slowly diminish. Maintenance of the building declined, repairs were postponed, and the service became poor. The draw of newer suburban hotels created a new competition. Fate intervened in 1982, much as it had some 70 years earlier, when the business community again realized the importance of a premier downtown hotel, and a developer was sought to return the hotel to its original elegance. A hotel company was selected the began the floor-by-floor, brick-by-brick restoration of the Saint Paul.

Today, each of the 254 guest rooms and suites reflects the European themed history of the hotel's golden era (The Saint Paul Hotel, 2001).

The mission and vision statement of the Saint Paul Hotel

A mission statement is an enduring statement of purpose for an organization that identifies the scope of its operations in product and market terms, and reflects its values and priorities. A mission statement will help an organization make consistent decisions, to motivate, to build organizational unity, to integrate short term objectives with longer-term goals, and to enhance communication (See Appendix D).

A vision statement is an enduring statement of purpose for the employee that identifies the scope of operations in services to the customers. A vision statement will help employees to have clear ideas of how to treat the customers (See Appendix D).

The organization of the Saint Paul Hotel

      The Saint Paul Hotel's structure (See Appendix B) consists of General Manager to be the top manager followed by Executive Assistant Manager, Director of Food and Beverage, Controller, Director of Sales and Marketing, Assistant Director of Human Resources, Director of Catering, Hotel Chef, Guest Services Manager, Chief Engineer and Executive Housekeeper.

The Saint Paul Hotel: Workplace Constructors

      The motivational factors that the Saint Paul Hotel provides to employees are as follows:

1. Training: It is called Standards-based training. The Saint Paul Hotel will provide training both for job skills and safety. Standards-based training occurs weekly in each department. Managers and employees will spend about 15 minutes to talk about their ideas. It is an opportunity to fine-tune or learn new skills. This training provides an opportunity for communication within the departments.

2. Benefits: The following is a list of benefits and incentives that hotel offers all employees:

      - Uniforms: provided and maintained on the premises

      - One meal a day in employee dining room at no cost

      - Health, dental and life insurance

      - Employees of the month/year

      - Manager of the quarter/year

      - Paid time off program -------→ used for sick pay, day off, vacation

      - Departmental incentives for safety/revenue generation/expense savings

      - Non – union employees are also eligible for 401 K participation

3. Short term disability: If an employee is hurt on the job and is off work more than 6 weeks, he starts getting a paycheck. The benefit level is 66 2/3% of weekly pay for 13 weeks; fully funded MHC.

4. Performance reviews: It occurs at the end of the 60/90 day probationary period and annually thereafter.

5. Higher pay than the other hotels: Salary increases will occur on a schedule for Union employees, or annually for non- union employees.

6. The Saint Paul Hotel will reward longevity with a *watch* for five years and a *diamond pin* for ten years. That diamond pin then has a new jewel set in it at each subsequent five year interval. After twenty years with the Hotel, a pin would have a diamond, a ruby and a sapphire.

7. The Saint Paul Hotel prefers to promote from within whenever possible. However, this can be frustrating because often employees assume they are entitled to promotion based on seniority. Sometimes attendance/performance issues preclude allowing transfers or promotions. Sometimes lack of required experience interferes. While the Saint Paul Hotel trains many individuals in their jobs, even if they have had no experience, certain jobs (sales, accounting, etc.) require a certain level of expertise that must be grown into, as opposed to handed over (Personnel Communication, October 25, 2001).

The motivation factors that the Saint Paul Hotel need more

Gina Soucheray, training and employee development manager at the Saint Paul Hotel, stated that "right now we continue to look at how to get better support in the transportation process. However, nowadays we would like every employee to take the bus. We are looking at providing a better support structure for people who have to

take the bus or people who have to drive. Moreover, we are looking for the
opportunity for childcare for both union and non-union employees. That's two key
things right now *transportation and childcare*. We have a lot of employees who have
problems with a good childcare system and we have a candidate who has come down
to fill out memo about not enough parking space what we should do, and who's gonna
pay for parking" (Personnel Communication, October 25, 2001).

Summary

Today, workplace motivation plays a key role for workplace productivity and
quality. The researcher indicated the lack of employees' motivation brings high
turnover, high absenteeism and high expense. Hotels will need to pay more for
recruitment, orientation and so on. The more motivated employees, the better quality
and volume of work.

From his study, Dr. Kovach concluded that good pay ranked first through the
fifth of the ten items. The study of seven Caribbean Hotels, Las Vegas Casino Hotels
and 278 hotels located in the United States and Canada supported Kovach's research
that good wages is the first priority for employees. However, the study of 1,245
employees of the Hong Kong hotels concluded that the opportunity for advancement
is the first factor but good wages is in the third one.

Simon and Enz (1995) concluded that there are no different motivational
factors between genders. On the other hand, Wong, Siu, and Tsang (1999) said female
employees prefer more attention and recognition from employers than male.

There are many theories that help managers understand employees' needs.
For example, Maslow's theory is one of many theories that are well known and
accepted. Maslow pointed out the basic needs: Physiological needs, Security needs,

Belongingness needs, Esteem needs, and Self-actualization needs. The lower level

needs must be satisfied before the next higher level.

So, when service managers understand employees' needs and provide the

suitable motivational technique, employees will match their goals with the

organizations' goals. As a result, not only employees will obtain benefits but also the

whole organizations become more successful in their primary missions.

CHAPTER THREE

METHODOLOGY

This is the study of the assessment of employee motivation at the Saint Paul Hotel, St. Paul, Minnesota.

This chapter presents the step by step procedure for this research project. It outlines the population, sample selection, instrumentation, pilot testing, data collection, data analysis and limitations.

Description of Subjects

The purpose of this study was to research the motivational factors that affect employees in the Saint Paul Hotel, St. Paul, Minnesota, USA. The researcher asked for approval to distribute the questionnaire to the managers in each department of the Saint Paul Hotel. Then the managers in each department distributed the surveys to the employees.

Population

The total population available for this survey consisted of all employees (N = 365) from the Saint Paul Hotel, St. Paul, Minnesota. There were 172 male and 193 female. The employees came from the nine departments that were; food and beverage, accounting, sales and marketing, human resources, catering, hotel chef, guest services, engineering and housekeeping.

Sample Selection

The researcher selected the employees who had been working at the Saint Paul Hotel in October 2001 by a random and systematic sampling technique. The human

resources director provided the researcher with the name and position of all employees. The researcher prepared a label for each employee. The researcher then drew 100 labels from 365 total labels. The researcher balanced the response by selecting 50 males and 50 females. Labels were returned to the pool until 50 men and 50 women were selected.

The selected respondents were distributed as follows:
4 accounting, 3 administration, 15 banquet, 2 café, 10 culinary, 5 engineering, 1 food and beverage, 15 front desk, 1 human resource, 8 housekeeping, 5 laundry, 2 lobby bar, 4 reservation, 4 room service, 4 sale and marketing, 5 security and 12 St. Paul Grill.

Survey Instrument

Descriptive design was used for this study: to describe the assessment of motivation in the Saint Paul Hotel employees by using a questionnaire. It addressed two major concerns of this research: the reason for choosing to work in the Saint Paul Hotel and motivational factors that make employees perform their jobs the best. Also, the questionnaire was developed by the researcher but was based on the resources of the literature review, a previous study conducted by Cheng (1995), Jaruphongsa (1998), Gay (2000), and the researcher's interpretation of employees' opinions on motivation.

The questionnaire used in this study was two pages, eight questions that examined the demographic data and opinions of employees (See Appendix A).

The questionnaire consisted of two parts. The first part (Q1-Q6) was designed to collect respondents' demographic data including gender (Q1), age (Q2),

employment position (Q3), employment status (Q4), and period of work in hospitality organization (Q5, Q6).

The second part (Q1- Q2) was designed to gather respondents' motivation characteristics. The questions include: the reason for working in the Saint Paul Hotel and the most desired motivational factors.

The Question 1, part 2; can answer the objective of this study regarding the reasons people choose to work at the Saint Paul Hotel. The question sought to learn the following reasons (1) salary, (2) fringe benefits, (3) interesting job, (4) flexible hours, (5) class of hotel, (6) opportunity to meet people, (7) close to respondents' home, (8) respondents' friends work there, (9) somebody in respondents' family work there, (10) respondents will be able to advance someday, (11) respondents can not find other jobs.

The question 2, part 2; can answer objective number two: to determine the most significant motivational factors for employees. The question wanted opinions on: (1) wages/salary, (2) fringe benefits, (3) job security, (4) interesting job, (5) flexible hours, (6) working environment, (7) co-workers, (8) opportunity for advancement, (9) training, (10) empowerment, (11) allowed to be part of team, (12) loyalty to employees.

In questions 1-6, respondents were asked to choose the appropriate answer from multiple choices. The second part of the questionnaire (Q1 – Q2), respondents were asked to rate the motivation factors that they like on the five-point Likert scale (1 = less important, 2 = somewhat important, 3 = important, 4 = very important, 5 = the most important). The Likert scale is the method most commonly used by researchers to measure motivation factors, and proved to yield more consistent results

than some of the other methods (Bonifield, Jeng, & Fesenmaire, 1997). This is why the scale was selected for this study.

Pilot Test

To maximize the reliability and validity of the questionnaire, the researcher conducted an initial survey of ten Thai employees in Grand Hyatt Arawan, Bangkok, Thailand via e-mail on October 5, 2001. The participants were asked to fill out the initial surveys based on their motivation factors. The initial survey took about five to ten minutes to complete. The instruction and some questions were not clear. The questionnaire was modified based on the pilot test and the final version of the questionnaire was completed after a review by the University of Wisconsin-Stout and the thesis advisor.

Data Collection

A questionnaire was used in this study to collect data. The researcher brought the questionnaire to the hotel so that each questionnaire had a specific name and department of the employee who was randomly selected by the researcher. The human resources director helped the researcher deliver these to the managers in each department. Managers in each department delivered the labeled questionnaires to their employees. The managers of each department collected the completed questionnaires and brought them back to the human resources director. The researcher obtained the completed questionnaires from human resources director.

The 70 employees who completed the survey in this study consisted of 34 males and 36 females. The survey was distributed between October 22nd - 26th to the

employees. It was estimated that each employee took 5 minutes to complete the survey.

Data Analysis

The researcher used the Statistical Program for the Social Science (SPSS) version 10.0 at University of Wisconsin-Stout to analyze the completed questionnaire. The statistical tools used in this study were means, frequency counts, percentages, and T-test.

The analysis of the survey results combined with the statistical applications allowed for the researcher to draw conclusions regarding to the objectives of the study.

Limitation of Study

Limitations of the research were as follows:

1. When comparing the total number of employees (N= 365) in the Saint Paul Hotel and the number of respondents (N = 70), this was a small number. For this reason, the results of this study might not apply to the total population.

2. The survey questionnaires were administered to employees in the Saint Paul Hotel. The results of the study might only be generally applied to employees in the Saint Paul Hotel.

3. Because of the unequal sample returns of male and female respondents, there was not equal gender representation.

4. Reliability of the survey may be uncertain as the pilot test was conducted in Thailand for American employees.

CHAPTER FOUR

RESULTS AND ANALYSIS

This chapter presents the analysis of the data collected by the method described in Chapter three. The results of the data were determined in the following order:

1. Population and Response Rate

2. Analysis Respondent Profile: Frequency Distributions

3. Analysis of the reasons for choosing a career in the Saint Paul Hotel and the most significant motivation factors in the Saint Paul Hotel: Descriptive Statistics

4. Analysis of the motivational differences between genders: Descriptive Statistics

Population and Response Rate

As mentioned in Chapter Three, the questionnaire survey methods were used to conduct motivation factors in the Saint Paul Hotel's employees. They were designed to obtain opinions of hotel employees on why they chose careers at the Saint Paul Hotel. Also this study sought to learn the most significant motivation factors found at the Saint Paul Hotel. Frequency counts, percentages, and means were used to analyze the data. The total number of respondents was 70 out of 100 representing 70.00 % of the total questionnaires sent. The respondents were separated into two groups: male and female. The total number of male respondents was 34 out of 50 representing 48.6% of the response rate. The total number of female respondents was 36 out of 50 representing 51.4% of the response rate.

Respondents' Personal Data

   The participants were asked to provide information about demographic data such as gender, age, position and working status (question No. 1, 2, 3, and 4).

<u>Gender</u>

Table 2

Respondents' Personal Data: Gender

(n = 70)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	34	48.6	48.6	48.6
	Female	36	51.4	51.4	100.0
	Total	70	100.0	100.0	

   From table 2, the results from 70 employees showed that: thirty four (48.6%) were male and thirty six (51.4%) were female.

Age

Table 3

Respondents' Personal Data: Age

(n = 70)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-28	20	28.6	28.6	28.6
	29-39	25	35.7	35.7	64.3
	40-50	14	20.0	20.0	84.3
	over 50	11	15.7	15.7	100.0
	Total	70	100.0	100.0	

In question No. 2 (Table 3) seventy respondents indicated that twenty of seventy respondents (28.6%) were from 18 to 28 years old. Twenty five of seventy respondents (35.7%) were from 29 to 39 years old. Fourteen of seventy respondents (20.0%) were from 40 to 50 years old. And 11 of 70 respondents (15.7%) were over 50 years old. This statistical table shows that most of the employees in the hotel are young.

Position

Table 4

Respondents' Personal Data: Position

(n = 70)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Room	13	18.6	18.6	18.6
	Food	20	28.6	28.6	47.1
	Other	37	52.9	52.9	100.0
	Total	70	100.0	100.0	

From table 4, the researcher found that 18.6 % of the respondents worked in room position, 28.6 % of the respondents worked in food position. 52.9 % of the respondents worked in other positions.

Working status

Table 5

Respondents' Personal Data: Working status

(n = 70)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	full time	54	77.1	77.1	77.1
	Part time	16	22.9	22.9	100.0
	Total	70	100.0	100.0	

The response by seventy employees showed that fifty four (77.1%) were full time employees and sixteen (22.9%) were part time employees (Table 5).

Respondents' Length of employment in the Hospitality Industry and in the Saint Paul Hotel

Table 6

Respondents' length of employment in the hospitality industry

(n = 70)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	7	10.0	10.0	10.0
	1-3 years	19	27.1	27.1	37.1
	4-6 years	10	14.3	14.3	51.4
	more than 6 years	34	48.6	48.6	100.0
	Total	70	100.0	100.0	

In question No. 5, Respondents indicated that their working period in the hospitality industry (Table 6) seven respondents (10.0%) had been working in the hospitality industry less than one year. Nineteen respondents (27.1%) had been working in the hospitality industry for one to three years. Ten respondents (14.3%) had been working in the hospitality industry for four to six years. And thirty four respondents (48.6%) had been working in the hospitality industry for more than six years. This statistical table shows that most of employees in the Saint Paul hotel have been working in the hospitality industry for a long time.

Table 7

Respondents' working period in the Saint Paul Hotel

(n = 70)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	12	17.1	17.1	17.1
	1-3 years	24	34.3	34.3	51.4
	4-6 years	12	17.1	17.1	68.6
	more than 6 years	22	31.4	31.4	100.0
	Total	70	100.0	100.0	

Question No. 6 indicated in Table 7, twelve respondents (17.1%) had been working in the Saint Paul Hotel less than one year. Twenty four respondents (34.3%) had been working in the Saint Paul Hotel for one to three years. Twelve respondents (17.1%) had been working in the Saint Paul Hotel for four to six years.

And twenty two respondents (31.4%) had been working in the Saint Paul Hotel more than six years.

Reasons for Choosing a Career in the Saint Paul Hotel

Question No. 1, part 2 answered the objective 1: to determine the reasons

employees chose to work at the Saint Paul Hotel. Because of the importance of

the reasons listed in question No. 1 part 2 the Likert scale was used for answering (1 =

less important, 2 = somewhat important, 3 = important, 4 = very important, 5 = the

most important). Thus, this question was analyzed by using the mean to identify the

rank of each reason.

Table 8

The reason for choosing a career in the Saint Paul Hotel

(n = 70)

Reasons	Mean Ranking	Standard Deviation	Ranking
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

Graph 1

Reasons for Choosing a Career in The Saint Paul Hotel
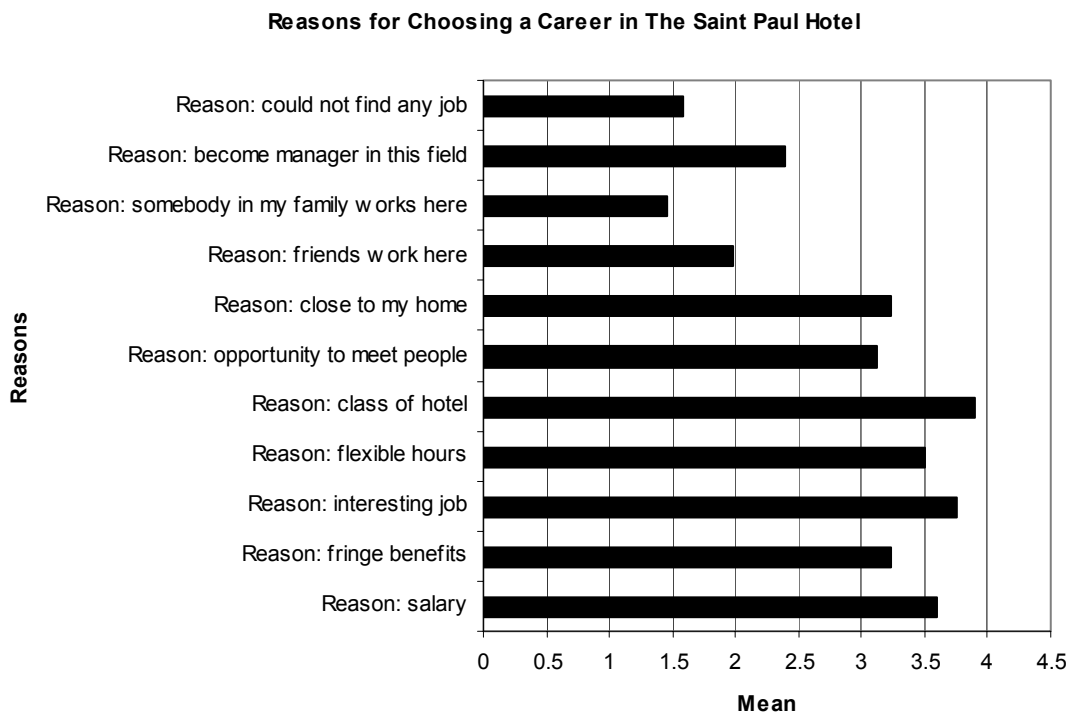
From table 8 and graph 1, the question No. 1 part 2 of overall seventy respondents, "Class of hotel" was ranked first (3.90), "Interesting job" was ranked second (3.76), "Salary" was ranked third (3.59), "Flexible hours" was ranked fourth (3.51), "Fringe benefits and Close to my home" were ranked fifth in the same level (3.23), "Opportunity to meet people" was ranked sixth (3.11), "Become manager in this field" was ranked seventh (2.39), "Friends work here" was ranked eighth (1.99), "Could not find any other job" was ranked ninth (1.58), and "Somebody in my family works here" was ranked tenth (1.46).

The most significant motivation factors in the Saint Paul Hotel

The question No. 2 part 2 answered the objective 2: to determine the

workplace motivational factors for the Saint Paul Hotel employees. Because of the

importance of the factors listed in question No. 2 part 2 the Likert scale was used for

answering (1 = less important, 2 = somewhat important, 3 = important, 4 = very

important, 5 = the most important). Thus, this question was analyzed by using the

mean to identify the rank of each reason.

Table 9

The most significant motivational factors in the Saint Paul Hotel

(n = 70)

Factors	Mean Ranking	Standard Deviation	Ranking
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

Graph 2

The most significant motivational factors in the Saint Paul Hotel
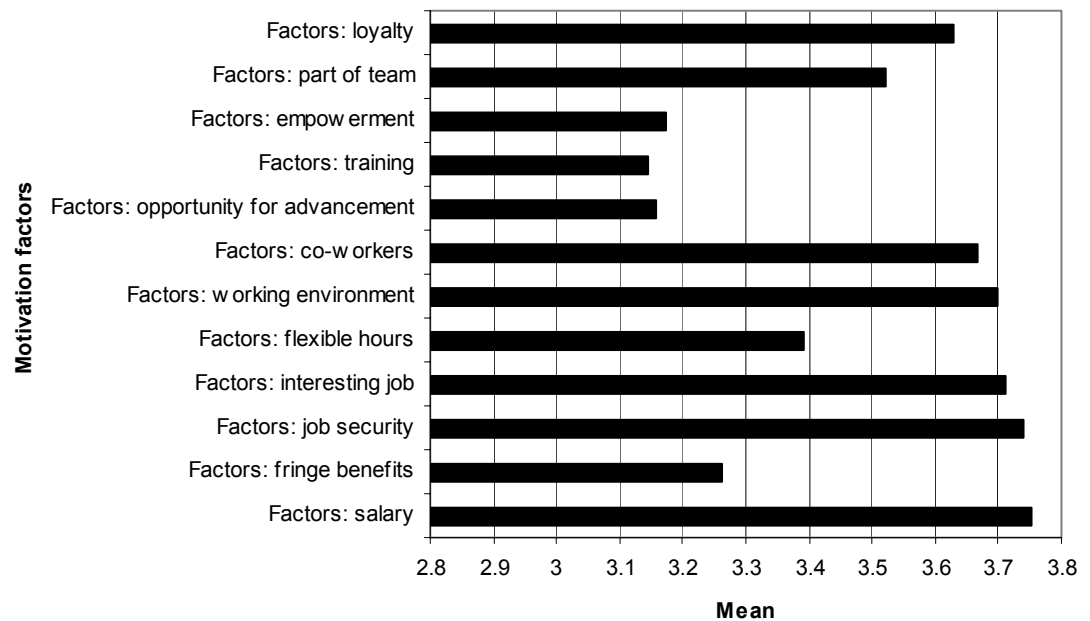
From table 9 and graph 2, the question No. 2 part 2 of seventy respondents, "Salary" was ranked first (3.75), "Job security" was ranked second (3.74), "Interesting job" was ranked third (3.71), "Working environment" was ranked fourth (3.70), "Co- workers" was ranked fifth (3.67), "Loyalty to employees" was ranked sixth (3.63), "Part of the team" was ranked seventh (3.52), "Flexible hours" was ranked eighth (3.39), "Fringe benefits" was ranked ninth (3.26), "Empowerment" was ranked tenth (3.17), "Opportunity for advancement" was ranked 11th (3.16), and the last one is "Training" (3.14).

The motivational differences between genders at the Saint Paul Hotel

The question No. 2 part 2 answered the objective 3: to investigate motivational differences between genders at the Saint Paul Hotel. In this objective, the researcher analyzed data by using the mean to identify different motivation factors between genders.

Table 10 and graph 3 below shows the data of motivational differences between males and females in order to identify the rank of each motivational factor.

Graph 3

The motivational differences between genders
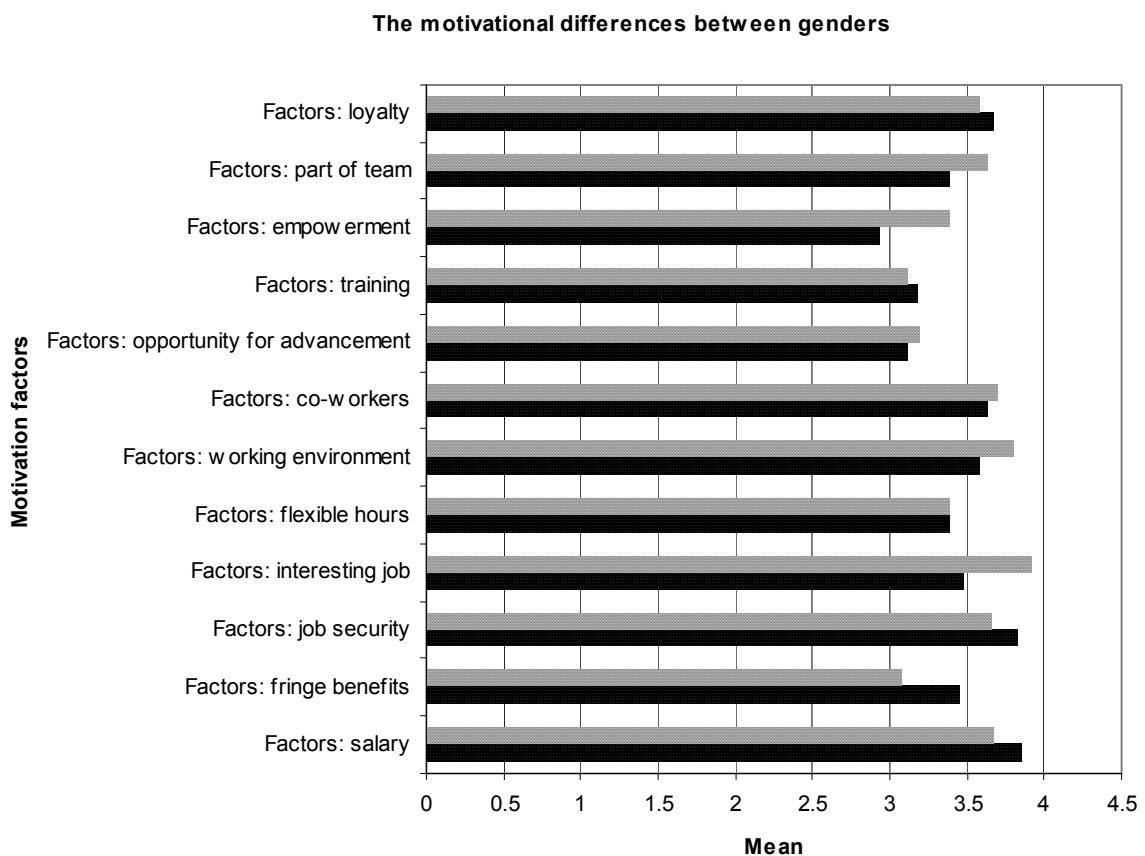
Table 10

Male and Female Motivation Factors: Side by Side Comparison

(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.

Summary

The study results indicated that the employees chose to work at the Saint Paul Hotel because of (1) Class of hotel, (2) Interesting job, (3) Good pay.

The most significant motivation factors regarding the Saint Paul Hotel employees are (1) Good pay, (2) Job security, (3) Interesting job.

Overall, males' and females' ratings were different. Male concerns were about salary first, then job security and loyalty to the employees. Female concerns about an interesting job were first, then working environment and co-workers.

CHAPTER FIVE

CONCLUSIONS

The purpose of this study was to investigate and assess employees' attitudes toward motivation, to identify the reasons why people chose to work at the Saint Paul Hotel, to help the human resource managers and hoteliers improve employees' motivation factors, and reduce the turnover and absenteeism through an efficient motivational approach.

This chapter will provide a summary and discussion of the research findings that are at the core of this study. Included in this discussion will be references to the literature review and how outcomes of this research are similar or different.

From the data gathered in chapter four from the Saint Paul Hotel, the following conclusions can be made:

Objective 1: To determine the reasons employees chose to work at the Saint Paul Hotel

Table 11

The reasons for choosing a career in the Saint Paul 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 revealed that the main reason employees chose a career in the Saint Paul Hotel was "Class of hotel". The second one was "Interesting job". Jerald and Robert (1997) stated that motivation can be enhanced by making jobs more appealing to people. Today's organizational scientists have found several ways of designing jobs that can not only be performed very efficiently, but also are highly pleasant and enjoyable such as job enlargement, job enrichment and job characteristics model. Job enlargement is one of the first modern approaches to redesigning jobs, suggesting that such unwanted could be minimized by having people perform an increased number of different tasks all at the same level. Job enrichment gives employees not only more jobs to do, but also more tasks to perform at a higher level of skill and responsibility. Job characteristics model approaches job enrichment which specifies that five core job dimensions (skill variety, task identity, task significance, autonomy, and job feedback) produce critical psychological states that lead to beneficial outcomes for individuals (e.g., high job satisfaction) and the organization (e.g., reduced turnover).

And the third one was salary. The Saint Paul Hotel provides higher pay than other hotels of similar size. Wheelhouse (1989) said that money must be a goal for the worker. The more strongly someone wants more money, the more production will improve.

Objective 2: To determine the workplace motivational factors for the Saint Paul

Hotel employees

Table 12

The workplace motivational factors for the Saint Paul 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 the

Saint Paul Hotel to perform the best on their jobs. This survey found that the best

motivation factor for employees was "Salary".

According to a literature review, Daschler and Ninemeier (1989) discussed in

the strategies to employees' motivation that "Each person is the center of his own

concern; however, the primary interest is to satisfy needs, ambitions, desires, and

goals" and "An employee wants to satisfy basic needs". So the reviews of strategies

of employees' motivation that Daschler and Ninemeier said are true because salary is

the basic need for the employees of the Saint Paul. Thus, the human resource director

should be concerned about higher pay as his first consideration. Wheelhouse (1989)

said that the basic objectives of the wage and salary program are to help the company

attract and keep qualified people, provide equal pay for equal work, reward good

performance, control labor costs, and maintain a cost parity with direct competitors.

The second one was "Job security". In Maslow's Hierarchy of Needs, after the people were satisfied by the first level, such as money, they will go to the next level, that is security needs. So, Maslow's theory can exemplify the motivational factors of the Saint Paul Hotel employee because the first factor the employee chose was money, and job security was the second factor. Furthermore, the investigation of Daschler and Ninemeier (1989) about strategies for employees' motivation found that most employees want appropriate job security assurance. Thus, the most important factors that should concern the hotel is job security.

And the third one was "Interesting Job". As mentioned above, an interesting job is one of the motivation factors that can reduce turnover rate and absenteeism rate in every organization. Moreover, the investigation of Daschler and Ninemeier (1989) of strategies to improve employees' motivation found that other factors that can fulfill and motivate employees are challenging work, work that yields a sense of personal accomplishment, increased responsibility and the chance to grow in the job. And some more factors that employees need are job rotation, job enlargement and job enrichment. Jerald and Robert (1997) reviewed Frederick W. Taylor's book treating people like machines often meant having them engage in repetitive movements which they found highly routine and monotonous. Then people became bored with such jobs and frequently quit. So organizations found several ways of designing jobs to keep quality employees with the organizations as long as possible.

From these results, the motivation factors of employees in the Saint Paul Hotel are the same as the study of Charles and Marshall (1992) in a Las Vegas casino hotel: that good pay and job security are the first motivation factors of concern to employees. Similarly with the study of Simons and Enz (1995), the study of 278 hotel employees from 12 different hotels located through United States and Canada found

that those hospitality employees preferred (1) good wages, and (2) job security. Additionally, the results of the study of Dr. Kovach found that good wages always ranked about the first through the fifth on the list of ten items. However, the study of motivation factors in the Saint Paul Hotel employees was different from the study of Hong Kong's hotel. Siu, Tsang and Wong (1997) found that 1,245 employees in 64 Hong Kong's hotel considered opportunities for advancement and development to be the first important factor and loyalty to employees to be the second factor.

Therefore, hotel management should improve motivational factors as their employees require even though employees require different factors because they come from different backgrounds. As Daschler and Ninemeier mentioned in the strategies to employees' motivation, employees are individuals. Everybody comes from a different background, experience, education and family so they need different things. Human resources can adjust to the appropriate way. Motivational factors can vary in each hotel and each period. Human resources department should evaluate the employees' needs every year.

Objective 3: To investigate motivational differences between genders at the Saint
Paul Hotel

Table 13

Male and Female Motivational Factors Side by Side Comparison

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

Review of the work motivation analysis shows a significant difference in male
ranking and female ranking. The male ranking had "Salary" as the first one and "Job
security" as the second one. The third one was "Loyalty to employees". Meanwhile,
the female ranking had "Interesting job" as the first one, "Working environment" as
the second one and "Co-workers" as the third one.

The comparison of table 14 shows that gender does have a role in influencing employees' perceptions of various workplace motivational factors.

The review of literature from the study of Wong, Siu, and Tsang (1999) found that female employees had a high preference for several job- related motivators, including interesting work, feeling of being involved, good working environment and appreciation and praise for work done.

From the study of Wong, Siu, and Tsang of employees of the Hong Kong Hotel, male employees had motivational factors similar to the study at the Saint Paul Hotel. The results of the female motivational factors in employees of the Hong Kong Hotel were different from employees of the Saint Paul Hotel (Table 1). In table 1 males and females of the Hong Kong Hotel had almost the same motivational factors, but in table 14 males and females of the Saint Paul Hotel had totally different motivational factors.

However, the results from the study at the Saint Paul Hotel were a significant departure from the study of Simons and Enz (1995), that there is no difference in motivational factors by gender. Males and females may require similar, not different, treatment for optimal motivation. In addition, the study of Komives (1991) noted that motivation is not affected by gender as it related to leadership and performance in residence hall assistants.

Therefore, it cannot be concluded that males and females need the same factors or different factors because the study of Simon and Enz (1995) showed males and females need the same factors; in the study of employees in the Saint Paul Hotel, males and females need different factors. In addition, Daschler and Ninemeier (1989) mentioned in the strategies of employees' motivation that employees are individuals. Everybody comes from a different background, experience, education and family so

they need different things. Thus, it depends on the situation at that moment and the background of each person.

Recommendations for the Human Resources Department

This study provides information which could benefit the human resources department in better understanding the needs of hotel workers. The human resource director could consider and develop the following factors to respond to the needs of his employees:

- To provide the right motivational factors to employees, the human resources director should evaluate the needs of employees every year.

- Management should be concerned about the basic need of employees first because the results of this study showed that salary and job security were the first and second rank of work factors for employees.

- Management can make a job more interesting by using job design such as job rotation or job characteristics, because an interesting job is in the first rank for a female motivational factors.

- Managers of each department should develop a family atmosphere within the hotel.

Recommendations for further studies

1. This research could be replicated by other hospitality researchers using different groups of employees in other hotels to see if there are similarities to or differences from this study.

2. More hotels could be included in the comparison study in the future.

3. This research could also be conducted with other hotels in different countries.

4. Investigate the relationship between rewards and motivation toward work performance.

5. A larger sample size is recommended for further studies to promote validity and accomplish the effective generalization of the results.

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APPENDIX A

The Assessment of Motivation in the Saint Paul Hotel Employees

The purpose of this study is to determine the most significant motivational factors of employees in the Saint Paul 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 Wisconsin-Stout in Menomonie, Wisconsin. 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.

I understand that by returning the/this questionnaire, I am giving my informed consent as a participating volunteer in this study. I understand the basic nature of the study and agree that any potential risks are exceedingly small. I also understand the potential benefits that might be realized from the successful completions of this study. I am aware that the information is being sought in a specific manner so that no identifiers are needed and so that confidentiality is guaranteed. I realize that I have the right to refuse to participate and that my right to withdraw from participation at any time during the study will be respected with no coercion or prejudice.

NOTE: Questions of concerns about participation in the research of subsequent complaints should be addressed first to the researcher of research advisor and second to Susan Foxwell, Human Protections Administrator, WE-Stout Institutional Review Board for the Protection of Human Subjects in Research, 11 HH, UW-Stout, Menomonie, WI, 54751, USA, phone(715)232-2477

Employees motivation survey questionnaire

Part I: Please Circle the appropriate answer

1. Gender: A. Male   B. Female

2. Age: A. 18-28   B. 29-39
                    C. 40-50   D. over 50

3. Position: A. Room   B. Food
                    C. Other

4. Work status: A. Full time   B. Part time

5. How long have you worked in the hospitality industry?
    A. Less than 1 year
    B. 1 to 3 years
    C. 4 to 6 years
    D. More than 6 years

6. How long have you worked in the Saint Paul Hotel?
    A. Less than 1 year
    B. 1 to 3 years
    C. 4 to 6 years
    D. More than 6 years

Part II: Please rate the motivational factors from 1 to 5

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

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

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

	Least 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

Thank you for your cooperation

APPENDIX C

Categories of benefits

Categories	Benefits
Legally required benefits	Social Security
	Workers' compensation
	Unemployment insurance
Health and life insurance	Group health insurance
	Health maintenance organizations
	Preferred provider organizations
	Dental care
	Vision care
	Prescription care
	Group term life insurance
	Accidental death and disability insurance
	Long-term disability
	Short-term disability
Pensions	Defined benefit
	Defined contribution
	401 (k) plan
	Profit sharing
	Independent Retirement Account
Payment for time not worked	Sick leave
	Vacation time
	Holidays

	Bereavement
	Breaks
	Jury duty
Employee services and other benefits	Educational assistance
	Credit unions
	Meals/ meal allowances
	Rooms/ room allowances
	Uniforms/ uniform allowance
	Parking/ parking cost assistance
	Employee assistance program
	Wellness program
	Social and recreational programs
	Payroll deductions for additional insurance
	Legal services
	Discount purchases
	Financial planning services
	Preretirement planning and counseling
	Relocation (moving) expenses
	Child care availability/ child care assistance
	Awards such as length of service
	Membership in professional and trade associations
	Attendance at industry seminars

	Trade journals and periodicals
	Scholarships for dependent children
	Matched donations to universities and colleges

APPENDIX D

Mission Statement and Vision Statement of the Saint Paul Hotel

Mission Statement

1.The Saint Paul Hotel will continue to be a leading luxury hotel in the Twin Cities area, serving business and leisure travelers.

2. Our food and beverage operation will be the Metro East leader for the catering and restaurant business, while providing an excellent price value experience.

3. The hotel continues to provide a stable, safe, and rewarding work environment for its employees.

4. The hotel must achieve its financial goals to meet the owner's expenses and provide a reasonable return on his investment.

Vision Statement

1. Integrity: When dealing with others, maintain honesty, high standards and values.

2. Honesty: With the employees, guests, and in business performance.

3. Sincerity: With guests and employees.

4. Commitment: To being the best you can be, and using all of your resources to the best of your ability.

5. Sense of Urgency: In creating a positive guest impression; striving for perfection in each and every execution.

6. Setting Priorities: To anticipate, to be forward thinking.