A STUDY OF THE FACTORS THAT AFFECT EMPLOYEE PERFORMANCE IN THE UK HOTELS

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SIGNATURE PAGE

THESIS: A STUDY OF THE FACTORS THAT AFFECT
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ABSTRACT

Hotel industry is an important contributor to the economy and the UK hotel industry serves a larger number of tourists. The growth of a particular hotel depends on the service quality that in turn is dependent on the performance of the employees. The growth of the UK hotel industry had been on track since 2000 but the financial crisis in 2008-09 raised many questions regarding the growth of hospitality industry in the country. However, despite such major improvements, the hotel sector of UK has been facing number of challenges, which are intense competition, changing demographics of visitors, high turnover of employees, inadequate compensations to the employees, lack of incentive in the employees to perform better, etc. Therefore, the only way to increase the competitive advantage of the hotel industry, HR manager of the hotels located in the UK need to ensure that the employees are motivated and exercising highest effort to improve their performance. The researcher has taken a survey in hotels in the UK to understand the procedures adopted by the HR manager in inspiring the employees to serve the hotel in the long-term.

The result of the survey produced results reflecting that the hotels have adopted monthly and annual reward schemes, such as, ‘Employee of the month’ to recognize exceptional customer service by the employees. However, a deviation was noticed in the perception the HR manager and the employees in context to the correct strategy of motivation. However, on a whole this research paper presents a significant picture of the UK hotel industry and how the management of the hotels are coping with the economic challenges.
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CHAPTER 1: Introduction

1.1 Chapter Overview

The hotel sector is an important segment of tourism industry in any economy and the employees play a crucial role in delivering services to the customers or the tourists visiting the hotels (Chen, 2013). A brief overview of the research topic and the rationale behind choosing such a topic for the thesis is presented in the introduction chapter. The background of the hotel industry and the importance of the human resource management in enhancing performances of the employees for improving the quality of services are explained in this chapter. The main issues of the topic for the research thesis are illustrated in the problem statement. The chapter also presents the objectives of the research thesis and the relevance of the thesis paper in understanding the importance of employees’ performances for increasing the standard of services in the hotel industry of the UK. The research thus attempts to identify the factors that can motivate the employees to perform better. On the basis of these research objectives, the research hypothesis is framed. The research questions that are to be addressed by the researcher through the conduct of the thesis paper are presented in this chapter. The limitations of the thesis and the overall structure or summary of the paper are provided in the last section of this chapter.

1.2 Background

1.2.1 UK Hotel Industry

The hotel industry of UK has grown considerably since 2000 as the UK offers some favorable destinations for the tourists all over the world. The UK accounts for about 3.5% of the total international tourism receipts and is also the eighth largest tourism destination in the world ranked by the visitors (Tourism Alliance, 2014). The
tourism sector of the UK is the third largest employer of the economy accounting for 9.6% of the total employment. As such, the hospitality and tourism sector of the UK has been the fastest growing sector in terms of employment. The UK hotel industry has been vast with around 20,000 hotel businesses and generates employment for thousand (Tourism Alliance, 2014). However, the hoteliers at the same time need to emphasize on the service quality and level of customer satisfaction that the visitors receive during the accommodation to sustain the growth of the hotel industry.

1.2.2 Hotel Employees

The motivation of the employees is a major issue in hotel industry as it directly corresponds to employee turnover and overall quality of service of the concerned hotels (Chen, 2013). The overall profitability of the hotels depends on the services quality provided by the hotels to the customers. Hence, the prime concern of the hotels is to motivate the employees so as to facilitate such an endeavor of the hoteliers. In other words, job satisfaction is important for retaining and encouraging employees to serve the customers and provide them with better services. Thus, the research thesis emphasizes on the hotel industry of the UK to study the factors that affect the employee performances positively and can retain them for a longer time, reducing the rate of turnovers of the hotels.

1.2.3 Employees Performance

The performance of the employees plays an important role in determining the profitability of the hotels as the employees are the one of the most vital assets of the hotels. This is because the hospitality industry is manpower-intensive industry for which the hotels needs to emphasize on the performance of the employees and should take appropriate measures for enhancing their performances. Further, the performance
of the employees is crucial in the hotel industry as the guests have direct interaction with the employees and thus it is the employees of the hotels that are responsible for satisfying the guests. Thus, it is essential for the hoteliers and managers are concerned about enhancing the factors that can raise the performance of the employees besides concentrating on the amenities and services of hotels.

1.3 Problem Statement

The market growth rate of the UK hotel industry has been favorable for a considerable time period. However, with the global economic slump in 2008-09 the growth rate has been consistent with no major improvements till recent years (RBS, 2016). It is worth analyzing at this point the market of hotel and accommodation services in the UK which is a vibrant country for attracting tourists across the globe. The profitability of the hotel industry depends primarily on the services provided to the customers by the employees. This implies that the hotel managers should consider the employee performance and motivation as it determines the quality or the standard of services provided by the hotels (Chen, 2013). The employees’ satisfaction in the hotel jobs can affect the profitable performance of the hotel industry because of high turn-over rates. Very few opt for a career in hospitality because of less career prospect and hence it is essential that hoteliers or managers should find out ways for retaining the employees (Pereira-Moliner et al., 2012). Thus the rationale behind choosing the topic is to analyze the factors that can motivate the employees to stay for a long time and perform their tasks better which in-turn can also raise the level of service quality in hotels.

1.4 Research Aims and Objectives

The research thesis aims at evaluating the impact of employee performance and extrinsic motivation on the services in the hotel industry of the UK. The lack of
motivation to the employees to perform better will lead to lower quality of the services to the customers which could indirectly affect the profitability of the industry. Hence, it is important for the hotel managers to attract, retain and motivate the employees by understanding the needs, perceptions, aspirations and expectations of the employees while they serve for the customers. The purpose of the thesis is also to assess the various factors that have direct impact on the performance of the employees. Based on the factors the managers of the hotels can adopt various management practices and tools that can increase the employees’ satisfaction which in-turn can motivate the employees to perform better.

The main objectives of the research thesis based on the problem statement are the following:

- To identify the factors that can enhance the level of employee performances in the hotel industry of UK.
- To examine the impact of the work conditions, incentives or rewards, career prospect on the performance of the hotel employees.
- To determine the impact of employee performance on the quality of services provided in the hotels.

1.5 Significance of the Research

The hotel or the accommodation sector is the most significant contributor to the overall revenue of the tourism industry of the UK. After years of slow economic recovery, the hotel industry of the UK has witnessed the positive trend in the growth of the revenue in 2013 which is to further pick up in the forth-coming years. This is primarily due to the improvements in the economic backdrop and the hoteliers expect
an increase the level of Average Daily Rates (ADR) of visitors, occupancy duration and revenue per available rooms (RevPAR) (RBS, 2016).

However, despite such major improvements, the hotel sector of UK has been facing number of challenges which are intense competition, changing demographics of visitors, high turnover of employees, inadequate compensations to the employees, lack of incentive in the employees to perform better, etc. (RBS, 2016). In this thesis, specific attention is paid on enhancement of employees’ performance so as to raise the quality of services and hence profitability of the hotels. The research thesis thus helps in evaluating the relevance of employee performance in the hotel industry of the UK and assesses the major factors that can make the employees of the hotels to serve longer and increase their dedication to the job.

1.6 Research Questions

The following questions are to be addressed through the conduct of the thesis in order to reach the objectives of the research. The research hypotheses are essential for the research for conduction future survey or questionnaire. Further questionnaire and data analysis will help the researcher to fulfill all the research objectives by testing the entire hypotheses. The hypotheses can be developed below:

**Hypothesis 1:** The higher rewards for the employees motivate the employees to improve own performance.

**Question 1:** How the higher reward system provides better wellbeing of the employees?

**Question 2:** What are the impacts of higher reward system of the employees on the performance of the employees and quality service of the organization?
**Hypothesis 2:** The greater working condition within the organizations helps to deliver higher quality service to the customers.

**Question 1:** How the positive working circumstances help the employees to improve the standard of living?

**Question 2:** How the higher working condition without any hygienic issues helps to increase the working efficiency of the employees?

**Hypothesis 3:** The higher career prospects of the employees helps to motivate the employees and helps to increase the turnover of the hotel industry in UK.

**Question 1:** How the higher career prospects motivate the employees to work efficiently?

**Question 2:** What is the importance of higher career prospect on the service quality of the hotel industry in UK?

1.7 Limitations

One of the limitations of the thesis is that it only focuses on the impact of employee performance on the standard of services and the factors that influences the employees’ performance in the hotel industry of the UK. It does not consider other aspects of the hotel industry that can impact the performance of the employees negatively such as behavior of the management, types of customers, customer’s attitude, lack of capital availability with the hoteliers, operational vigor, location of the hotels, etc. (Chen, 2013). These areas are not considered in the thesis while evaluating the methods for seeking higher performance of the employees in hotels of the UK.
1.8 Summary of the Paper

The first chapter presents the introduction to the topic of the thesis and the rationale behind choosing such a topic for the research thesis. The chapter also outlines the aims and objectives of the research thesis besides providing a brief background of the research topic. The research questions and limitations are mentioned in the last segment of the chapter.

The second chapter provides a review of the academic literature and useful research works in the field of the subject matter of the research based on which the research hypotheses of the thesis are formulated.

The third chapter presents the research methodology which includes the research methods and approaches used by the researcher to collect data and analyze them in order to achieve the objective of the thesis.

The fourth chapter illustrated the findings of the research based on the data and the last chapter presents the conclusion of the research and also provided short recommendations on the future scope of research in the research topic.
CHAPTER 2: Literature Review

2.1 Chapter Overview

The three main areas of the research i.e. hotel industry, employees and performance are covered in the literature review. The first section provides a literature related to the hotel sector in the United Kingdom and the second section presents a discussion of the employees in the hotel industry. Finally, the third section of the literature is related to the employees’ performance in the hotel industry. See Table 1 for details.
Table 1

*Literature Review Tree*

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<td>This section helps to understand about the hotel industry in UK.</td>
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<tr>
<td>2.2.2 Growth of the Hotel industry</td>
<td>By this section, it is possible to understand the growth in the hotel industry.</td>
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<tr>
<td>2.3.1 Importance of Human Resource Management in Hotels</td>
<td>Provides information regarding the importance regarding the significance and contribution of the HR management in hotels.</td>
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2.2: UK Hotel Industry

2.2.1 Background of Hotel Industry of the UK

The hotel industry in UK delivers impressive growth over the past few years with high occupancy rate and employment rate in the nation. The occupancy rate in 2015 is 84% and it is predicted that in 2016 the occupancy rate will be approximately 86% (RBS, 2016). Over the past few years, the UK hotel market is successful in generating continuous growth and benefit by improving the economic condition of the country. Since 2008, due to economic slowdown in UK economy, the hotel industry in UK cannot generate high growth and corporate budget for making the hotel industry effective, were also cut down. However, after 2008, the picture has been changed and the hotel industry is successful in generating high growth rate by ensuring economic stability and huge employment generation in the market of UK.
Figure 1. UK hospitality industry
(Source: RBS, 2016)

As per the figure, the UK economy is growing continuously and there is sustainable growth in the hospitality industry in UK. The growth in UK hotel industry helps to increase the employment between 2010 and 2015 (RBS, 2016). There are 158000 net additional jobs in licensed and unlicensed restaurants and cafes and 106000 net jobs in other food service activities (RBS, 2016). In addition to these, the UK market is also able to generate 65000 net additional jobs in hotel and similar accommodation and 46000 jobs in the food shops (RBS, 2016). The growth in UK hotel industry also helps the small size industry to expand their business by utilizing the advantages of growing UK economy. There are 36000 net additional jobs in-house catering as the growth in UK hotel industry helps the small sized company and catering firms. In 2014, the UK hotel industry has generated approximately 2.9 million jobs equivalent to 9% employment generation of total UK employment (RBS, 2016). There has been sustainable growth in hotel industry including hotel and accommodation, catering and restaurants. Thus, the hotel industry in UK has contributed in the UK’s private sector and it is also helpful for the country to reduce
unemployment rate. The hotel industry focuses on the marketing strategy for promoting the hotels and restaurants and retains more customers towards the particular brand. In the country, the Government is also supportive and provide financial or legal support to the hotel for further technological advancement and innovations.

2.2.2 Growth of the Hotel industry

London and South East have the largest share in contributing in the UK economy and South West has the highest contribution in the UK hotel industry. Accordingly, the hotel industry in UK has contributed approximately 57 billion to UK Gross Domestic Product (GDP) in 2014 and this equates to 4.5% of total UK GDP (RBS, 2016). On the other hand, the hotel industry in UK accounted for 10 billion of foreign exchange export earnings, which is 2% of total export earnings in 2014.
Moreover, the UK hotel industry invested 5 billion in 2014 which is 1% investment of total capital investment in the UK economy (RBS, 2016). As per the British Hospitality Association, there will generate 100,000 new jobs by 2020 and the British Hospitality Industry become 6th largest contributor to export earnings and 4th largest contributor in employment generation over more than 180,000 business (RBS, 2016). Thus, the activities in hotel industry in UK are successful in terms of high employment retention, gross value added contribution to GDP and National Income, tax revenues, export growth, and huge investment.

2.3: Employees of the Hotel Industry

2.3.1. Importance of Human Resource Management in Hotels

The most important department of hotel employees is the HR management and human resources acts as the only link between the customers and hospitality
enterprises (Chin & Tsai, 2013). The difference between a profitable and properly run hotel with that of a poor one is due to the effectiveness of its HR management which is crucial for the prosperity. According to Pereira-Moliner et al (2012), the HR management plays a key role in determining the performance of the hotels as ensuring right number of hotel staff, right kind of staff and right time for providing services to essential for satisfying the visitors and maintain the quality of services of the hotels. Kim & Lee (2013) supported this fact and stated that the staff hired for the hotels can really affect the quality of the services and the environment of the hotel. Hence it is crucial to pick the dedicated and upbeat workers for different positions in the hotels.

As per the words of Karatepe (2013), it is the role of the HR management to assure that the efficient and hospitable people are engaged as the staff of the hotels that are competent enough to deal with diverse people or the tourists coming from different regions of the world. Chinand Tsai (2013) contrasting with these opined that not only engaging efficient employees is essential for maintaining a friendly atmosphere at the hotels but also retention of those employees for a longer period is also equally important for HR management. This not only reduces the extra cost of the hotels involved in frequent recruitment of staff and providing them training on hospitality. However, it is difficult for the hoteliers or the management to retain the employees as most of them works as part-time employees to earn instant money with no aspiration to stay in the sector in future. Hanzae & Mirvaisi (2013) in this context stated that since majority of hotel employees do not prefer to have engagement in hotels as the end career goal, they tend to stay and work as hotel employees only for a shorter period of time to earn some income.

The poor work culture or work ethics and the linguistic barriers are some of the reasons behind high employee turnover in the hotel industry (Chin & Tsai, 2013).
However, there are various ways by which the HR management can reduce the likelihood and intention of the employees to leave the hotel jobs. The importance of HR management in the hotel industry is thus very large in this aspect. Through the provision of good training and incentives it can retain the hotel staff for longer time period. The HR management of the hotel by providing a clear progression plan to raise the level of hotel services can cause the staff to stick to their job for a longer period (Molina-Azorín, et al, 2015).

The issue of employee engagement and promotion is also vital for the hotel industry which further raises the importance of the HR management in the hotel business. The hotels that take various initiatives to advance the position of the employees and provide hospitality training so that they can acquire necessary skills for welcoming and communicating with diverse range of visitors are more effective in retaining the employees.

2.3.2 Employee Management and Skill Developments to enhance Service Quality

In order to enhance the service quality as well as customer service, the organizations need to focus on the employee management and skills development. There are several ways to develop the knowledge and skills of the employees to serve better products and quality service to the customers. The ways to manage the employees and develop the skills of the employees can be illustrated below:

- **Open communication and share information:**

  Open communication within the hotels, restaurants and catering firms helps to share information and knowledge about the customer’s requirements, price and quality of products and services and current market trend. Open communication further helps the employees to identify the organizational issues (Molina-Azorín, et al.
Sharing information through communication is an effective way to develop one's skills for serving better quality and satisfying the customers.

- **Encourage innovation:**

  The organizations need to encourage the creative ideas of the employees and provide a freedom to work. This will help to develop one's skills and ways to improve the customers' service. Innovations and technological advancement help the employees to adopt new changes and utilize innovations for improving one's working efficiency and overall organizational performance (Kim & Lee, 2013).

- **Training and development:**

  Training program provides a scope to the employees to improve one's knowledge and skills for improving one's efficiency. As stated by Chen (2013), the organizational training is effective to provide proper information about the price and quality of the products, ways to serve the customers, and interact with the customers for having a good understanding about their taste and preferences. The training program within the organization also provides a scope to participate in a team and interact with others in order to develop one's knowledge. Thus, training is important for serving quality products to the customers.

- **Provide constant feedback:**

  Constant feedback for the managers is required to monitor the performance of the employees. Annual performance review helps to plan for training and development, promotion, reduce performance issues, develop one's skills for achieving the organizational goals. The performance feedback and the strategy of performance
related pay and incentives further motivate the employees to improve own efficiency such that they can satisfy the customers.

- **Collaborate on problem solving:**

  Collaborative working practice helps the employees in hotel industry to resolve the organizational issues and satisfy the customers by providing efficient product and quality service as per the market trend. Hanzae & Mirvaisi (2013) suggested that, this working practice and experience helps the employees to develop problem solving skills and it is effective for the hotel industry to solve the customer’s issues as per the changing needs of them. Personal experience and interaction helps the employees to resolve the customer’s issues and satisfy them by providing efficient service.

  Thus, the management of the employees under hotel industry and develop their skills are required to serve better quality products. There are influential role of the skills and knowledge of the employees on the performance of the employees to enhance service quality and satisfy the customers.

2.3.3 **Effects of employee empowerment in Hotel industry**

  The employee’s empowerment helps to motivate the employees to work freely and take part in the decision making process of the organization. The empowerment of the employees provides an opportunity to take high risk without compromising the organizational goal, quality, mission and vision. As suggested by Chin & Tsai (2013), self-reward, open communication, collaborative working practice, team work, problem solving skills, encourage the creativity of the employees are the best way to empowered the employees. Not just the monetary appraisal but also seeking feedback from the employees to improve organizational service is also another way of
empowering the employees. The manager tries to support the independence of the employees, provide flexible working hours and appreciate their efforts to encourage the employees and empower them as the empowerment of the employees helps further to improve the organizational service.

The employee’s empowerment helps to improve productivity and reduce cost structure by ensuring creativity and innovations. As the ownership of work increase, the efficiency of the employees also increases and thus they are able to deliver quality service of goods to the customers. The empowered employees also try to take more risk in order to seek greater chances to succeed. Employee’s empowerment further helps the employees to utilize innovative ideas for satisfying the customers. As described by Kim and Lee (2013), the employees are the one, who can identify the actual requirements of the customers and more innovation of the employee’s further help to maximize the utility of the customers by ensuring high quality service of the hotel industry. The technique and alternative ways of empowering the employees has great impact on improving the service quality and satisfy the customers by delivering efficient service. Thus, the empowerment of the employees leads to increased productivity, job satisfaction, quality assurance, technology advancement, and motivation.

2.4: Employees Performance

2.4.1 Effectiveness of employees’ performance on Service Quality

The service quality of the organization depends on the performance of the employees as the employees play a crucial role in delivering quality products and service to the consumers according to their needs and preferences. According to Pereira-Moliner et al. (2012), reliability, responsiveness, empathy, tangible products
and assurance helps the employee to perform well such that they can satisfy the
customers. Thus, the employees’ performance plays a crucial role in delivering
quality service to the consumers. The efficient working practices help the employees
to understand the perception of the customers about the products and services of the
organization. It is the responsibility of the employees to address the requirements and
taste of the consumers and it is necessary to perform well for increasing overall
efficiency in the hotel sector. On the other hand, working with others or in a team is
necessary to improve working efficiency of the employees and it has great impact on
the service quality of the hotel industry. Working with others also helps the
employees to resolve cross cultural issues within the organization and deliver quality
service to the customers as per their needs.

On the other hand, the cooperation between consumer and employees provide
a scope to the employees to serve the right products and services to the right
consumers after identifying the actual preferences and needs of the consumers.
Performance related pay, appraisal, respect, open communication and cooperation
among the team members help to motivate the employees where the employees are
motivated to perform better to get additional pay. Karatepe (2013) argued that, the
service quality depends on the employee’s performance and their way of
communication for understanding the customer’s perception. Thus, in order to provide
quality service, it is important to have efficient employees who are able to handle the
customers and help them to resolve their issues. Chiang and Hsieh (2012) opined that,
open communication between the customer and the employees help the customers to
express their views and help the employees to serve better quality service by
understanding their actual requirements.
2.4.2 Employee Motivation and Performance in Hospitality Management

A good hotel ambience or the service environment, efficient operations and good understanding of the customer demands leads to high level of customer satisfaction and enhancing the loyalty of frequent visitors. Kim & Lee (2013) opined that the employees who have been trained and worked hard to deliver the services that are promised by hoteliers to the customers. Further the communication of the employees with guests is important for meeting their timely needs and thus the guest-employee contact is chief factor behind satisfaction of the customers.

The employee performance is crucial for provision of quality services in the hotels which in turn raises the satisfaction of the customers (Karatepe, 2013). The staffs of the hotels at all levels represent the hotel and hence a guest that feels neglected or shabbily treated will have no intention to stay there longer or revisit the hotel next time. Hanzaee & Mirvaisi (2013) mentioned that the value and quality of the hotel services are defined by the customers, the employees that are responsible for providing the guest experience should not only be trained but also motivated to meet the service quality and value expectations of the guests. The HR managers as well the hoteliers have a crucial role for training the hotel staff and also motivating them for delivering exceptional service experiences to the customers. The effective ways for motivating the employees or staffs in the hotel industry are adequate compensations, financial rewards, recognition programs, etc. which are used by the HR management in the hotels (Karatepe, 2013).

Hanzaee & Mirvaisi (2013) stated that the most common motivator of employee performance is money i.e. the direct compensations that they get from the management for their services to the customers. Indirect compensation such as health...
insurance, deferred compensation that puts some amount of money in the hands of the employees by providing them with benefits or services are also offered by the hotel managers to encourage the employees to perform better (Chin & Tsai, 2013). However, the psychological researches that provided various theories and studies of employee motivation explain well the importance of non-financial incentives in motivating the employees (Chiang & Hsieh, 2012).

The non-financial rewards and incentives, recognitions, respect at the workplace, good working atmosphere, etc. can increase the employee involvement and motivation in the hotel employees to provide better or quality services (Kim & Lee, 2013). Recognition programs such as ‘Star of the month’, gift certificates, gift vouchers and appreciation in form of awards are some of the common non-financial incentives that are used for motivating the employees. The management resources of the hotels mainly use various non-financial incentives for enhancing the employee performance and services quality of their hotels which in turn increases the level of customer satisfaction.

2.4.3. Effects of employee Motivation on employee performance

The employee’s motivational helps to improve the performance of the employees and the motivational factors of the employee can be illustrated through discussing the theories of Maslow’s hierarchy of needs. The Theory of Motivation by Maslow is effective to evaluate the factors that help to motivate the employees and improve the wellbeing of the employees. There are five basic needs that the employees need such as psychological, safety, belonging, self-esteem and self-actualization.
Figure 3. Maslow’s hierarchy of needs  
(Source: Chin & Tsai, 2013)

- **Psychological needs:**

Psychological needs are the basic needs of the employees to live a minimum standard of living. The psychological needs of the employees are food, water, breathing, clothing and sleep. These are the basic needs that the employees want to improve the wellbeing.

- **Safety:**

Safety and security needs of the employees must be fulfilled by the managers of the organization due to retain more employees and motivate them to improve performance. Safety and security needs include security of poverty, morality, family, health safety and job security. The employees in private sector mainly need job safety to avoid sudden fire by the managers (Kim & Lee, 2013). In order to motivate the
employees, it is also necessary to keep the organization neat and clean and provide a suitable working environment where the employees are safe and secure.

- **Belonging needs:**

  Belonging or love is also another factor that can motivate the employees to working with others or improve productivity within the organization. This need is related to social needs where the people think that they belong to certain group or society. The feelings are such as friendship, and love. Chen (2013) stated that, by improving the relationship with other employees, it is possible to improve the overall performance and achieve the organizational goal collaboratively. In order to build relationship within the organizations, the managers need to arrange counselling and assistance where the employees can share their views. Thus, the relationship motivates the employees to work cooperatively in a team and improve overall performance.

- **Self-esteem:**

  Self-esteem is another important motivational factor that encourages the employees to improve the working efficiency. The employees need an environment where they are respected and they need to be valued while respecting others. The employees also need achievement and confidence through which they are respected and motivated to work efficiently. Thus, the self-esteem, confidence, achievements and respect helps the employees to serve better quality service to the customers.
• **Self-actualization:**

Self-actualization is necessary for the employees to boost their productivity, set rules, regulations and discipline, boost their moral and motivate them. Self-actualization needs is important for the employees to encourage own creativity and morality and this will further help to develop problem solving skills (Chin & Tsai, 2013). Thus, the organization needs to provide a working environment where the employees can utilize their creativity. This freedom to work further motivates them to work efficiently.

Thus, as per the theory, there are several needs that the employees try to fulfil after getting wages or salary. If the organizations are successful in satisfying the employees by meeting their needs, it is possible to improve their working efficiency and overall performance of the organizations. Thus, the motivational factors have a great impact on the employee’s performance and service quality of the organization.

**2.5 Summary**

The overall literature review helps to demonstrate the role of employees’ performance on improving the quality service and customer’s satisfaction. The literature also helps to identify the importance of managing human resource as it has crucial impact on the service quality and customer’s satisfaction. The literature also provides an opportunity to understand the growing UK hotel industry and its benefits, empowerment of the employees, and development of own skills and knowledge, to gain proper experience about the importance of employees’ performance on the service quality of the hotel industry. To explain the motivational factors of the employees, the theories of Maslow’s hierarchy of needs is significant in this study.
Thus, the literature helps further to formulate research hypothesis to conduct the research successfully.
CHAPTER 3: Research Methodology

3.1 Chapter Overview

Chapter three deals with the research methodology that covers research philosophy, research approach, strategies and methods, research design, data collection and analysis methods that will be used for reaching the purpose of the research. In other words, the research methodology chapter is used by the researcher for stating briefly the processes that will be used through the research for gathering the sufficient data and reaching the objectives of the research (Noor, 2008). The hypotheses formed after critically reviewing the academic literatures and other research works on the hotel sector of UK are to be tested to reach a sound conclusion of the research (Saunders, Lewis & Thornhill, 2009a). The data collection and analysis methods of the chapter states the type of data to be collected and the procedures used for analyzing them so as to prove or reject the hypotheses formulated with respect to research questions. Apart from these, the ethical considerations of the research and the allocation of time to the various activities of research process are also stated in this chapter.

3.2 Research Design

The research philosophy considers the methods that will be required for evaluating the impact of employees’ performance and motivation in the hotel sector of the UK.

The research philosophy can be termed as the guiding principle that helps a researcher in creating knowledge to reach an insightful conclusion. The account of research philosophy also decides upon the quality and nature of the knowledge created (Schlegel, 2015). The research philosophy is primarily of three types which is
positivism, realism and interpretivism (Saunders, Lewis & Thornhill, 2009b).

According to Marczyk, DeMatteo & Festinger (2005), the philosophy chosen by the researcher that is appropriate for the research depends on the aims and objectives of the research study. Positivism philosophy is used when the literary reviews and academic theories on the subject matter reflect some vivid facts and the research aims at validating those (Bryman & Bell, 2015). In realism, the actual facts regarding the current scenario in the research area are stated and are subsequently validated by the researcher through the research (Kumar & Phrommathed, 2005). On the other hand, Marczyk, DeMatteo & Festinger (2005) stated that interpretivism is a wider philosophy as it not only states the facts and current occurrences in the given research area but also provides psychological justifications behind those facts and occurrences.

**Pros and Cons of Positivism**

Pros:

- Positivism helps in representing large amount of data
- This philosophy emphasizes upon the theoretical background since the beginning of the research (Johannesson and Perjons, 2014).
- It gives control to the researcher so that focus can be rendered to exclude the effects or external factors during analysis.

Cons:

- Critics argue that positivist remain aloof emotionally from the subjects which creates difficulty in understanding their perspective (Johannesson and Perjons, 2014).
- Less flexibility: the direction of the research cannot be changed once the researcher has started collecting various data.
- It cannot provide deep knowledge related to social phenomenon.
Pros and Cons of Interpretivism

Pros:

- Interpretivism helps in drawing causality between two events.
- This research philosophy is flexible to accommodate changes.
- Social phenomena can be better explained with interpretivism (Lynch, 2013).
- Complex issues can be explained with contextual and situational background making it easily understandable.

Cons:

- The process of data collection is usually lengthy and time consuming.
- The analysis of data may become tricky and complex.
- Due to the flexible nature, the outcome of the research may get influenced by external factors making it difficult for the researcher to understand a clear pattern.
- Limited popularity among non-researchers (Lynch, 2013).

Pros and Cons of Realism

Pros:

- This philosophy is more aligned to scientific enquiry
- This is related to the collection of data and analyzing them showing an evidential support for each proposition (Maxwell, 2012).

Cons:

- Perceptions of the people are influenced by situational factors and hence the concept of reality gets affects. Hence, considering realism can lead to misconceptions.
- This is more of static philosophy (Sobh and Perry, 2006).

The researcher applies both positivism and realism philosophy for this particular research on the impact of employee performances in the UK hotel sector.
These two philosophies help in analyzing the collected data with precision so that a clear conclusion can be drawn. The secondary information and facts gathered from the literature reviews, academic theories on hotel sector and earlier researches are used to form the hypotheses of the research which are to be validated or rejected based on the findings of the research and gives the realist background for the research (Clark & Creswell, 2011). The realism approach was also used as the present state of affairs of the employees’ engagement and performance in the UK hotel sector is analyzed in this research by collecting information from some hotel employees.

3.3 Sample Size

The 75 employees from across six luxury hotels of the UK are solicited by the researcher including the HR manager for participating in the questionnaire survey. It is expected that some participants will refuse to respond to the survey and some will provide vague responses, for which sample size of 50 is considered appropriate for the research. Out of 50 respondents, 6 are HR managers of the hotels and rest 44 are hotel employees. This sample size is adequate for analyzing whether the performance of the employees is driven by the factors such as incentives, rewards, work culture and career prospects in hotel sector or not, as both the perspective of the managers and employees are considered in the survey. A questionnaire was developed to record the response of the employees and the HR manager so that they can be analyzed empirically with the help of statistical tools.

3.4 Procedures

The research procedures are solely based on the purpose of the research and research objectives (Lindlof & Taylor, 2010). According to Fowler (2013), the mostly used processes of academic researchers are deductive and inductive approaches. Deductive approach is more generic and offers a systematic way of conducting the
research (Lewis, Thornhill & Saunders, 2007). The relevant theories and major concepts regarding the subject of the research are first studied and based on the hypotheses of the research are formulated (Morse, 2003). The type of data collected thus depends on research hypotheses and on the processes to be used of collecting the data are decided by the researcher based on the type of data and purpose of the research (Kumar & Phrommathed, 2005). The data collected in are eventually analyzed through statistical tools and the findings from the analyses are used for validating or rejecting the hypotheses (Bryman & Bell, 2015). On the other hand, in case of inductive approach, the research process is exactly the opposite of what is seen in deductive approach (Saunders, Lewis & Thornhill, 2009). The data are first collected from different sources according to the motive behind conducting the research and based on the findings and analysis of the data, solid conclusion in the form of a theory is formed at the end of the research (Miller, et al, 2012; Welman, et al, 2005).

For this research, the researcher considers using deductive approach as the nature of the research matches well with the approach. The theoretical frameworks and the evaluation of the concepts of employee performance in the hotels helped in formulating the hypotheses of the research (Noor, 2008). The observations in the area of research or the data gathered are then analyzed by using statistical tools to confirm or reject the hypotheses formed.

3.5 Measurement Instruments

The common measurement instruments used for researches are surveys, case study, interviews, experimental, action research and so on (Garner & Scott, 2013). The strategy used for this research depends on the type of the data collected that depends on the purpose of the study. Dörnyei (2007) opined that the hypotheses that
are formed after critically evaluating the relevant literatures and scholarly works are required to be tested by analyzing the collected data on the major micro and macro variables of the research topic. This research will be using the parameters such as motivational factors, pays and rewards for evaluating the employee’s performances in the UK hotel sector. The performance of the employees in the hotels is a crucial factor behind the success of hotel businesses and hence, the hoteliers and the managers seek for different ways for appraising the performance of the employees and retaining them for long time. Since the deductive approach is found to be appropriate for this research, it implies the findings and observations from the data and literature reviews and the consequent hypotheses formed should conform at the end of the research (Clark & Creswell, 2011). Thus, information from the secondary sources and data from primary sources are used for evaluating the impact of employee performance in hotels and the factors that can enhance the performances to yield long term returns (Garner & Scott, 2013).

Research measures that can be used for reaching the purpose of the paper can be qualitative, quantitative or combination of both the methods (Kothari, 2004; Johnson, & Turner, 2003). When the researcher uses a single method collected from primary or secondary sources and analyzed using statistical tools (Creswell, 2012). Mono-method can be also used when the only qualitative data are collected for the purpose of the study through in-depth interviews, questionnaire surveys, focus groups, etc. and are analyzed to reflect the findings of the research (Maxwell, 2012; Clark & Creswell, 2011). According to Lewis, Thornhill & Saunders (2007), researchers sometimes even use multi-methods if the nature of the research demands using more than one technique for collecting or analyzing the data. On the other hand, mixed-method of research is the use of both quantitative and qualitative data for examining
the prevailing scenario of the research area and generates the findings of the research (Bordens & Abbott, 2002).

This particular research is quantitative in nature as the main aim is to evaluate the performance of employees and their impact of different motivational factors such as work conditions, incentives or rewards, career prospect on the performance of the hotel employees with the help of numerical analysis (Creswell, 2013). For this purpose, the researcher has collected primary data from 44 employees and 6 HR manager from some reputed luxury hotels in the UK through questionnaire survey and their responses are considered for evaluating the influence of various factors on their performance.

3.5.1 Analysis of Survey Responses

The survey questionnaire was distributed to the employees and the HR managers of the hotels and was provided 10 to 15 minutes for completing the survey. The researcher or the investigator first approached the subjects and explained the motive behind the survey and how useful their responses would be for this research. When the subjects agreed, they were distributed the questionnaires and also the consent statement are attached with them. The research informed the subjects that participation is voluntary and as such there are no awards or penalties for taking part and completing the survey. The participants are requested to return back the survey questionnaire after completion to the investigator. Some of the survey responses are either incomplete as the respondents could not understand the questions or were unwilling to answer. Hence, only the complete surveys were later on considered and are kept aside for the further research. The answers of the respondents were treated as
the primary data, for the research are converted into excel sheet as numerical data for analyzing and generating the outcome of the research.

3.5.2 Analysis of three Hypotheses

A questionnaire about the employee policies in the UK hotels was developed for this study. As both the researcher surveyed both the manager and employees of the hotels, two sets of questionnaire were designed for the employees and managers respectively each of the set consisting of five close-ended questions. A Likert (5-point) type scale is used to for analyzing the survey responses and finding the impact of motivational factors on the employees’ performance and hotel services. It means to each of the questions the respondents were provided with five responses: Agree, Strongly Agree, Uncertain, Disagree and Strongly Disagree. The questions asked to the employees cover each of the aspects of the performances of the employees in the hotel sector and also reveal the prime motivational factors in driving the quality of hotel services rendered by the employees.

**Hypothesis 1:** The higher rewards for the employees motivate the employees to improve own performance.

**Question 1:** How the higher reward system provides better wellbeing of the employees?

**Question 2:** What are the impacts of higher reward system of the employees on the performance of the employees and quality service of the organization?

In the case of the above two questions related to the first hypothesis, the following survey questions were considered to perform a bivariate correlation analysis. The responses of the interviewees are coded in the following table.
Survey question 1: There is a system of monthly or annual rewards or incentives in your hotel for good services to the customers. Do you agree?

Survey question 2: There are recognition schemes such as ‘Employee of the month’ in your hotel. Do you agree?

Table 2

*Codes for Bivariate Correlation Survey Question 1 & 2*

<table>
<thead>
<tr>
<th>Question</th>
<th>Numeric Data</th>
<th>Respondent’s answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey question 1</td>
<td>1</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>(variable 1)</td>
<td>2</td>
<td>disagree</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>uncertain</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>agree</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>Survey question 2</td>
<td>1</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>(Variable 2)</td>
<td>2</td>
<td>disagree</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>uncertain</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>agree</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Strongly agree</td>
</tr>
</tbody>
</table>

(Source: Author’s Creation)
**Hypothesis 2:** The greater working condition within the organizations helps to deliver higher quality service to the customers.

**Question 1:** How the positive working circumstances help the employees to improve the standard of living?

**Question 2:** How the higher working condition without any hygienic issues helps to increase the working efficiency of the employees?

In order to evaluate the above hypothesis following survey questions were considered and a bivariate correlation was performed.

Survey question 1: There is a system of monthly or annually rewards or incentives in your hotel for good services to the customers. Do you agree?

Survey question 3: Do you agree that the hotel atmosphere and work pressure in your hotel is appropriate for you to deliver good performance?
**Table 3**

*Codes for Bivariate Correlation Survey Question 1&3*

<table>
<thead>
<tr>
<th>Question</th>
<th>Numeric Data</th>
<th>Respondent’s answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey question 1</td>
<td>1</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>(variable 1)</td>
<td>2</td>
<td>disagree</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>uncertain</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>agree</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>Survey question 3</td>
<td>1</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>(Variable 2)</td>
<td>2</td>
<td>disagree</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>uncertain</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>agree</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Strongly agree</td>
</tr>
</tbody>
</table>

(Source: Author’s Creation)

**Hypothesis 3:** The higher career prospects of the employees helps to motivate the employees and helps to increase the turnover of the hotel industry in UK.

**Question 1:** How the higher career prospects motivate the employees to work efficiently?
**Question 2:** What is the importance of higher career prospect on the service quality of the hotel industry in UK?

In order to prove the above hypothesis, the following survey questions were considered and bivariate correlation analysis was performed.

Survey question # 4: The hotel sector of the UK is highly prosperous for which there are high opportunities of career growth for the employees. Do you agree?

Survey Question #5: You are looking forward to serve your hotel for more than 5 years and then opt for other career choices. Do you agree?
Table 4

*Codes for Bivariate Correlation Survey Question 4 & 5*

<table>
<thead>
<tr>
<th>Question</th>
<th>Numeric Data</th>
<th>Respondent’s answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey question 4</td>
<td>1</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>(variable 1)</td>
<td>2</td>
<td>disagree</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>uncertain</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>agree</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>Survey question 5</td>
<td>1</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>(Variable 2)</td>
<td>2</td>
<td>disagree</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>uncertain</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>agree</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Strongly agree</td>
</tr>
</tbody>
</table>

(Source: Author’s Creation)

The questionnaire survey was framed keeping in mind the above hypotheses and the questions. Each of the questions of the survey are framed in reflection of each of the hypotheses so that the responses could either accept or reject the hypothesis. 10 questions (5 for manager and 5 for employees) are formulated and each of them represents one of the three hypotheses. The first question in the survey was framed keeping in mind the performance aspect of the employees and how it contributes to
the service quality of the hotels. The second questions in both the questionnaire enquired about the perception of the employees and HR managers regarding the impact of the service quality of the hotels on the customer satisfaction. The third question aimed at investigating whether work atmosphere at hotels influences or impacts the performance of the employees while the fourth question enquired whether incentives and rewards contributes towards better performance in the employees and does the managers uses such programs for enhancing the performance of the employees. The last question of the survey was formed for analyzing the career prospects of the employees in the hotel sector which either retain them or raises the employee turnover rates in the hotels.

3.6 Data Analysis

The data analysis part is the most vital part of the research for which the researcher uses different methods or techniques depending on the type of data collected (Bordens & Abbott, 2002). As this research has collected primary data from the participants (employees and HR managers) in the UK hotels, statistical analysis is appropriate for this research. Hence, the researcher has incorporated frequency analysis, descriptive statistical analysis and bivariate correlation to present a comparison between the responses of the HR managers and the employees.

The responses gathered from the surveying of employees and HR managers of the six hotels are then presented as numerical data in the excel sheet. The number of responses to each of the options is represented in the table format and then pie chart diagram is derived for each of the questions in the survey.
3.7 Chapter Summary

The research methodology chapter provided a detailed understanding regarding the methods and strategies to be used for collecting the data and reaching the purpose of the study. The research techniques and approaches that were used by the researchers are mentioned in this chapter besides providing justification behind choosing them. The methods for collection of data and simultaneously the techniques executed by the researcher to analyze the collected data are described in this chapter. The hypotheses formulated after evaluating the theoretical concepts and frameworks on the performance of hotel employees are eventually tested for reaching a firm conclusion and research methods employed by the researcher for this are clearly stated in this chapter. The chapter mentioned the types of data that are used and this research uses primary and quantitative data collected through surveying the employees and HR managers of the hotels. The structure of the questionnaire design and the options of responses are also discussed in this chapter. Beside the evaluation of the research techniques and the processes, this chapter has also helped in recognizing the areas that needs to be considered for further improvement and changed for similar kind of researches in future. The researcher here relied only on quantitative methods for collecting primary data on hotel sector and employee’s performances. However, qualitative methods can be also used for collecting an in-depth analysis (such as face to face interviews with the hotel managers) of the motivational factors, HR programs and initiatives used to enhance employees’ performances and retain them in the hotel sector.
CHAPTER 4: Findings and Discussion

4.1 Chapter Overview

The compiled data gathered by collecting on-field questionnaire surveys of the employees of the selected six hotels is reviewed in this chapter. All the six hotels were luxury hotels and were large sized accommodating vast number of visitors at times space. Two separate set of questionnaires were distributed to the employees and the HR managers respectively for evaluating the perspectives of both for the hypotheses. The employees selected for the survey were mainly the housekeepers, receptionists, waiters, kitchen staffs, room servicers etc. All the respondents were also given a consent statement after agreed to respond to the survey. The collected data was then analyzed using the excel graphs after inputting the responses as numerical values. As mentioned earlier the Likert scale had been used to interpret the responses to the survey questions. The frequency of each of the responses: Strongly Agree, Agree, Uncertain, Disagree and Strongly Disagree are plotted using charts in MS-Excel i.e. pie charts which will hence provide clear implications about the hypotheses that were tested by each of the questions.

4.2 Findings of the Survey

Total 50 subjects were considered in November 2015 where 44 are the employees and 6 HR managers. The data was collected from the employees and HR managers anonymously. The succeeding sections will represent 10 questions, 5 for employees and 5 for HR managers. There are two separate sections for discussing the responses of the employees and the HR managers respectively. The responses of the employees and the managers had been analyzed for each of the questions. The questions were asked to reveal the perception of the employees and manager regarding the three hypotheses of the research that higher reward and recognition,
good work environment and career prospects in the hotel industry could result in high level of motivation and performance in the employees. The questionnaire statements and frequency of responses for each of the statement are provided below in table format.

4.2.1 Analysis of the Survey Questions to the Employees

4.2.1.1 Survey Question 1

Survey Question 1: There is a system of monthly or annually rewards or incentives in your hotel for good services to the customers. Do you agree?

Purpose of the Question: To determine whether the employees are motivated to perform better by the management.

![Figure 4. Frequency of Survey Question 1](Source: Author’s creation)
The above figure represents the responses of the employees of the six luxury hotels comprising of the housekeeping staffs, waiters and receptionist, kitchen staffs, room servicers. 43% of the employees agreed and 27% strongly agreed to the statement the management of their hotels consider providing rewards and incentives for high quality services to the customers. On the other very few i.e. only 9% were uncertain about the fact that higher performance will leads to additional financial compensation in the form of rewards or incentives. A very less proportion of the employees disagreed to the statement compared to the proportion of employees consenting with it. Only 14% disagreed and 7% strongly disagreed thereby stating that the hotels in which they work did not provide any incentives or rewards to motivate them to deliver better performance.
Table 5

Descriptive Statistics of Survey Question 1

<table>
<thead>
<tr>
<th>Q1</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>3.813953488</td>
</tr>
<tr>
<td>Standard Error</td>
<td>0.170517465</td>
</tr>
<tr>
<td>Median</td>
<td>4</td>
</tr>
<tr>
<td>Mode</td>
<td>4</td>
</tr>
<tr>
<td>Standard Deviation</td>
<td>1.118157795</td>
</tr>
<tr>
<td>Sample Variance</td>
<td>1.250276855</td>
</tr>
<tr>
<td>Kurtosis</td>
<td>0.376441501</td>
</tr>
<tr>
<td>Skewness</td>
<td>-1.007662404</td>
</tr>
<tr>
<td>Range</td>
<td>4</td>
</tr>
<tr>
<td>Minimum</td>
<td>1</td>
</tr>
<tr>
<td>Maximum</td>
<td>5</td>
</tr>
<tr>
<td>Sum</td>
<td>164</td>
</tr>
<tr>
<td>Count</td>
<td>43</td>
</tr>
<tr>
<td>Confidence Level (95.0%)</td>
<td>0.344118172</td>
</tr>
</tbody>
</table>

(Source: Author’s creation)

The above table shows that majority agree that annual rewards positively influence employee performance.

The high number of strongly agreed and agreed responses was due to the fact that the employees were from large five-star luxury hotels, where they were highly valued and their performances were appraised by the management from time to time. They have a structured plan for providing incentives and rewards to the best performers monthly, quarterly or yearly. The performances are reviewed by the management of the hotels in the month end or yearend or quarter end and the one exceeding the standard level of performance were provided with incentives. The standard or benchmark for performance on the basis of which the incentives or rewards were provided to the employees was number of positive feedbacks on the services or tips accumulated by the employees from the visitors. Some hotel
employees stated that had more customized form of performance evaluation on the basis of which incentives and rewards were provided. Each employee had been designated to a set of rooms or floor which they were to serve and the feedbacks of the visitors under them were recorded for provision of rewards or incentives. Some respondents disagreed that rewards and incentives schemes were not there, because they were mainly from the traditional and conventional luxury hotels where the employees were aged, highly experienced and hence perform out of their loyalty and love for the hotel and their job. Hence, their managers did not believe in providing additional rewards or incentives to motivate them to perform better.
4.2.1.2 Survey Question 2

Survey Question 2: There are recognition schemes such as ‘Employee of the month’ in your hotel. Do you agree?

Purpose of the Question: To determine whether good performances of the employees are appreciated by the management.

The figure 2 examines the responses of the employees regarding the fact that whether they were appreciated and recognized by the management for monthly performances. Significant proportion of the employees agreed (38%) and strongly agreed (32%) that there existed a system or policy of announcing ‘Employee of the month’ or ‘Star performer’ or ‘Top performer’ in the hotels they work for. This high percentage of responses was because the employees were from large sized luxury hotels which have mandatory certification schemes for each month to praise the ones
who performed the best in every sphere. There had been insignificant number of employees who remained neutral in stating their opinion as they were the low grade staff involved in housekeeping, cleaning or laundry services and were thus, not acquainted with such schemes. Relatively less number of employees i.e. 14% of the employees disagreed to the statement and 9% strongly disagreed as there were no such specific official monthly schemes or certification for appraising the best performer in the hotels they work. Sometimes, they were just verbally appreciated by their managers for delivering good performance. These low percentages of responses were from the old traditional hotels or heritage hotels that do not have modern practices of human resource management.

Table 6

*Descriptive Statistics of Survey Question 2*

<table>
<thead>
<tr>
<th></th>
<th>q2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mean</strong></td>
<td>3.568181818</td>
</tr>
<tr>
<td><strong>Standard Error</strong></td>
<td>0.193438146</td>
</tr>
<tr>
<td><strong>Median</strong></td>
<td>4</td>
</tr>
<tr>
<td><strong>Mode</strong></td>
<td>4</td>
</tr>
<tr>
<td><strong>Standard Deviation</strong></td>
<td>1.283123501</td>
</tr>
<tr>
<td><strong>Sample Variance</strong></td>
<td>1.64640592</td>
</tr>
<tr>
<td><strong>Kurtosis</strong></td>
<td>-0.620747351</td>
</tr>
<tr>
<td><strong>Skewness</strong></td>
<td>-0.71208229</td>
</tr>
<tr>
<td><strong>Range</strong></td>
<td>4</td>
</tr>
<tr>
<td><strong>Minimum</strong></td>
<td>1</td>
</tr>
<tr>
<td><strong>Maximum</strong></td>
<td>5</td>
</tr>
<tr>
<td><strong>Sum</strong></td>
<td>157</td>
</tr>
<tr>
<td><strong>Count</strong></td>
<td>44</td>
</tr>
<tr>
<td><strong>Confidence Level (95.0%)</strong></td>
<td>0.390105195</td>
</tr>
</tbody>
</table>

(Source: Author’s creation)

The majority of the hotels surveyed use “Employee of the Month” to motivate their employees, as indicated in the above table.
Thus, the data from the above figure revealed that most of the renowned large-sized luxury hotels have monthly recognition schemes for their employees as they had felt that such appreciation system on regular basis for the employees would further motivate them to perform better thereby enhancing the service quality of the hotels (Azar & Shafighi, 2013).

4.2.1.3 Survey Question 3

Survey Question 3: Do you agree that the hotel atmosphere and work pressure in your hotel is appropriate for you to deliver good performance?

Purpose of the Question: To determine whether that employees are well accustomed to the work pressure and environment of the hotel which enable them to perform well.

![Figure 6. Frequency of Survey Question](Source: Author’s creation)

The data from the above figure summarizes the responses of the employees regarding their perception about the impact of hotel atmospheres and pressure of work.
on their performances. When asked by the surveyor whether the atmosphere and work load in the hotels enable them to deliver quality performance or not it, most of them showed negative responses. 32% disagreed and 23% strongly disagreed to the fact that hotel atmosphere and the pressure of work is suitable for motivating the performance of the employees. The working conditions and also the relationship with the managers or supervisors play a crucial role in determining the satisfaction of the employees for their jobs. Most of the supervisors and hotel managers were profits oriented and customer centric. They were more concerned about the satisfaction of the customers and seek to provide high quality customer services. They hence pressurize their employees most of the time to cater to each of the demanding needs of the customers and were less considerate of the work load created on the employees for them. Some of the employees stated that their dissatisfaction for hotel environments mainly rises during peak seasons when there is rush of visitors (especially families) for tourism purposes from across different countries with different languages, habits and taste for foods which is hard for them to acknowledge at the same time.
Majority of the respondents disagreed that work pressure is appropriate to deliver good performance by the employees.

Many of the respondents i.e. 6 employees remained uncertain about the fact that the performance of the employees was influenced by the work load and atmosphere of the hotels. On the other hand, there is relatively less proportion of respondents agreed (18%) and strongly agreed (16%) to this fact that atmosphere and pressure of the work in the hotels positively influenced the employees’ performances. These percentages of positive responses were obtained as the employees who were from extremely large sized five-star heritage hotels where the work environment is pleasant and soothing. Also, there is vast number of employees in those hotels, each with separate set of tasks for which work pressure is equally distributed and the employees feel less burdened with the job.
4.2.1.4 Survey Question 4

Survey Question 4: The hotel sector of the UK is highly prosperous for which there are high opportunities of career growth for the employees. Do you agree?

Purpose of the Question: To determine whether the growth in the hotel industry will be beneficial for the employees in terms of their career growth.

![Figure 7. Frequency of Survey Question 4](Source: Author’s creation)

The above figure represents the responses of the employees regarding their perceptions about growth prospect in the UK hotel sector. A majority of respondents (comprising 34% agreeing and 30% strongly agreeing) stated that the hotel industry is one of the most prosperous segments of the UK economy generating a considerable proportion of the total revenue of the tourism industry. However, a noticeable number of respondents were uncertain or confused about the statement as 18% showed neutral response to this question during the survey. On the other hand, 7% of employees...
strongly opposed to the statement and by no means considered the booming hotel sector of the UK to be beneficial for their career and personal growth. Apart from 7% strongly disagreeing, 11% of the employees also disagreed to the statement that there was no relation between the growth of the employees and the prosperity of the hotel sector of the UK.

The data reveals that there was considerable amount of career prospects for the employees because of the affluent and booming hotel sector which is expected to grow further as the tourism attraction to the country would be increasing day by day because of nice weather, scenic views, heritage sites, popular cities, affordable travel and accommodation fares etc. In other words, as the employees were from large luxury hotels who constitute a substantial part of the total hotel sector of the UK because of substantial contribution to the revenue, the employees were positive about the prospects for their career growth.
Table 8

*Descriptive Statistics of Survey Question 4*

<table>
<thead>
<tr>
<th>q4</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>3.545455</td>
</tr>
<tr>
<td>Standard Error</td>
<td>0.179424</td>
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<tr>
<td>Median</td>
<td>4</td>
</tr>
<tr>
<td>Mode</td>
<td>4</td>
</tr>
<tr>
<td>Standard Deviation</td>
<td>1.190164</td>
</tr>
<tr>
<td>Sample Variance</td>
<td>1.41649</td>
</tr>
<tr>
<td>Kurtosis</td>
<td>-0.47034</td>
</tr>
<tr>
<td>Skewness</td>
<td>-0.58977</td>
</tr>
<tr>
<td>Range</td>
<td>4</td>
</tr>
<tr>
<td>Minimum</td>
<td>1</td>
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<tr>
<td>Maximum</td>
<td>5</td>
</tr>
<tr>
<td>Sum</td>
<td>156</td>
</tr>
<tr>
<td>Count</td>
<td>44</td>
</tr>
<tr>
<td>Confidence Level (95.0%)</td>
<td>0.361843</td>
</tr>
</tbody>
</table>

(Source: Author’s creation)

In the above table, the majority of respondents agree that the growth of the UK hotel industry is a positive influence to the decision to stay in their current jobs.

However, the minimal number of negative responses in this respect was mainly from those experienced employees who were aware of the high turnover rates of most employees in their hotels and also their less period of engagement like 6 months or 1 year. Thus, being experienced and retained for long in the industry, they had been accustomed with the fact that the hotel sector was not for vibrant and energetic youngster and talents who aim higher in the career.
4.2.1.5 Survey Question 5

**Survey Question 5:** You are looking forward to serve your hotel for more than 5 years and then opt for other career choices. Do you agree?

**Purpose of the Question:** To measure the determination of the employees for serving in the hotels which will in-turn help in determining their perception about how long to stay in the industry.

![Figure 8. Frequency of Survey Question 5](Source: Author’s creation)

The figure 5 explains the intention of the existing employees to stay for longer period in the hotel sector. A significant percentage of the employees opposed to the statement that they were looking forward to stay and serve their respective hotels for more than the next five years. 18% of the employees were there who firmly disagreed to stay in the employment for more than five years while 32% just disagreed to the statement. On the other way, comparatively proportion of the employees affirmed that
they were looking forward to serve for longer term in the sector. 18% agreed and 11% strongly agreed that they will be staying in the sector for more than 5 years as they had seen growth prospects in their personal sphere. However, there was a considerable proportion of employees (16%) who were uncertain about the fact they would be staying as long as 5 years in the hotel industry for the sake of their career betterment.

The data thus reflected that most of the employees especially the young ones think that there was no major growth potential in their career in hotel sector because of the monotonous job profile, so there was no point for staying there for as long as 5 years. The employees of large luxury hotels were accustomed with the excess work load and pressure in the hotels and therefore think that it is not a wiser decision to stay in the sector and withstand such pressure for long. Furthermore, the pay scale of the employees is not as per the work and pressure bored by the employees in large hotels which did not provide them any incentive to stay over a long period. They mostly look at hotel employment for gaining some experience and then leave the sector or go for opportunities jobs in hospitality.
Table 9

Descriptive Statistics of Survey Question 5

<table>
<thead>
<tr>
<th></th>
<th>q5</th>
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</thead>
<tbody>
<tr>
<td>Mean</td>
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<tr>
<td>Standard Error</td>
<td>0.173812934</td>
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<tr>
<td>Median</td>
<td>4</td>
</tr>
<tr>
<td>Mode</td>
<td>4</td>
</tr>
<tr>
<td>Standard Deviation</td>
<td>1.152944571</td>
</tr>
<tr>
<td>Sample Variance</td>
<td>1.329281184</td>
</tr>
<tr>
<td>Kurtosis</td>
<td>-0.535283731</td>
</tr>
<tr>
<td>Skewness</td>
<td>-0.52139197</td>
</tr>
<tr>
<td>Range</td>
<td>4</td>
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<tr>
<td>Minimum</td>
<td>1</td>
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<tr>
<td>Maximum</td>
<td>5</td>
</tr>
<tr>
<td>Sum</td>
<td>145</td>
</tr>
<tr>
<td>Count</td>
<td>44</td>
</tr>
<tr>
<td>Confidence Level (95.0%)</td>
<td>0.350527183</td>
</tr>
</tbody>
</table>

(Source: Author’s creation)

The respondents were not ready to spend more than five years in their current employment. Only a small percentage of respondents indicated that they wanted to remain in their current employment for the next five years.

However, there were some employees who responded positively and had agreed to the particular statement. They were mainly the employees of extremely high-class luxury hotels who got absorbed after completing professional accredited hotel management courses and hence were highly paid. This provided them a reason to stay in the sector for longer tenure.

Statistical analysis

In order to understand which variable is most influential to motivate the employees in the UK hotel industry statistical analysis was conducted based on the
five questions asked to the employees. Further, the responses of the HR manager were analyzed through regression and descriptive statistics.

In case of the responses of the employees, the dependent variable was chosen to be whether the employees were looking forward to serve the hotel for more than 5 years. The independent variables were chosen to be the rest of the variables. The result of the responses indicated that the atmosphere of the hotel and work pressure was most important influencing the dependent variable with a significance of 0.072. In this case, the employees have ranked employee recognition with schemes like “Employee of the month” to be the next important variable influencing their career at the concerned hotel.
Table 10

Coefficient Table

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>.232</td>
<td>.205</td>
<td>1.134</td>
<td>.264</td>
</tr>
<tr>
<td>1. There is a system of monthly or annually rewards and incentives for the employees in your hotel for good services to the customers. Do you agree?</td>
<td>.014</td>
<td>.173</td>
<td>.014</td>
<td>.079</td>
</tr>
<tr>
<td>2. There are recognition schemes such as 'Employee of the month' in your hotel. Do you agree?</td>
<td>.321</td>
<td>.196</td>
<td>.357</td>
<td>1.636</td>
</tr>
<tr>
<td>3. Do you agree that the hotel atmosphere and work pressure in your hotel is appropriate for the employees to deliver good performance?</td>
<td>.364</td>
<td>.197</td>
<td>.410</td>
<td>1.846</td>
</tr>
<tr>
<td>4. The hotel sector of the UK is highly prosperous for which there are high opportunities of career growth for the employees. Do you agree?</td>
<td>.177</td>
<td>.207</td>
<td>.182</td>
<td>.855</td>
</tr>
</tbody>
</table>

a. Dependent Variable: 5. The employees are looking forward to serve your hotel for more than 5 years and then opt for other career choices. Do you agree?

(Source: Author’s Creation)

The suitability is measured by comparing the significance with 0.05 value. If the significance is closest to the above mentioned value, then that variable is regarded to be affecting the dependent variable strongly. Similarly, if the values are farther away from 0.05 value then it can be implied that those variables are weakly affecting the dependent variable. The ANOVA table shows that the significance is 0.000 implying that the independent variable is statistically significant to the dependent variable that is as the value of independent variable will change it will impact strongly upon the dependent variable.
Table 11

ANOVA Table

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>51.641</td>
<td>4</td>
<td>12.910</td>
<td>91.250</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>5.518</td>
<td>39</td>
<td>.141</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>57.159</td>
<td>43</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: 5. The employees are looking forward to serve your hotel for more than 5 years and then opt for other career choices. Do you agree?

b. Predictors: (Constant), 4. The hotel sector of the UK is highly prosperous for which there are high opportunities of career growth for the employees. Do you agree? 1. There is a system of monthly or annually rewards and incentives for the employees in your hotel for good services to the customers. Do you agree? 2. There are recognition schemes such as ‘Employee of the month’ in your hotel. Do you agree? 3. Do you agree that the hotel atmosphere and work pressure in your hotel is appropriate for the employees to deliver good performance?

(Source: Author’s creation)

The value of R square is close to the value of 1, where each stands at 0.903.

These values imply that the chosen statistical model very appropriate since these values represent the measure of the goodness of fit of a model.
Table 12

Values of the Model’s Goodness of fit

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.951</td>
<td>.903</td>
<td>.894</td>
<td>.37614</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), 4. The hotel sector of the UK is highly prosperous for which there are high opportunities of career growth for the employees. Do you agree? 1. There is a system of monthly or annually rewards and incentives for the employees in your hotel for good services to the customers. Do you agree? 2. There are recognition schemes such as ‘Employee of the month’ in your hotel. Do you agree? 3. Do you agree that the hotel atmosphere and work pressure in your hotel is appropriate for the employees to deliver good performance?

(Source: Author’s Creation)

The descriptive statistics has been provided for further clarification which is provided in the appendix.

4.2.2 Analyses of the Survey Responses to the HR managers

4.2.2.1 Survey Question 1

Survey Question 1: There is a system of monthly or annually rewards and incentives for the employees in your hotel for good services to the customers. Do you agree?

Purpose of the Question: To determine whether the managers think that additional financial and non-financial compensation can induce their hotel employees to perform better and provide good services to the customers.
The data from the above figure reveals that majority HR managers consider providing incentives and rewards to encourage the employees to perform better. Above 80% of the respondents agreed and strongly agreed to the statement that the provision of incentive and rewards were to motivate the employees to perform better. There was considerable portion of strongly agreed responses (33%) from the managers to the above statement who were the managers of large luxury hotels whose revenues were substantial. They hence had the scope for including additional financial compensations in the form of incentives or rewards as that would not raise their costs of services to the customers or reduce their profit margins. On the other hand, small proportion of the managers (17%) disagreed to the statement that incentives could raise the level of performance of the employees. These responses were from the managers of the heritage or traditional luxury hotels where employees were experienced and professionals engaged for long time in their hotels who perform out
of the compassion for the hotel and the job. Hence, the managers did not feel that additional monetary or non-monetary rewards were required for inducing them to perform better.

Table 13

*Descriptive Statistics of Survey Question 1*

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>q1</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Mean</strong></td>
<td>4</td>
</tr>
<tr>
<td><strong>Standard Error</strong></td>
<td>0.447214</td>
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<tr>
<td><strong>Median</strong></td>
<td>4</td>
</tr>
<tr>
<td><strong>Mode</strong></td>
<td>4</td>
</tr>
<tr>
<td><strong>Standard Deviation</strong></td>
<td>1.095445</td>
</tr>
<tr>
<td><strong>Sample Variance</strong></td>
<td>1.2</td>
</tr>
<tr>
<td><strong>Kurtosis</strong></td>
<td>2.5</td>
</tr>
<tr>
<td><strong>Skewness</strong></td>
<td>-1.36931</td>
</tr>
<tr>
<td><strong>Range</strong></td>
<td>3</td>
</tr>
<tr>
<td><strong>Minimum</strong></td>
<td>2</td>
</tr>
<tr>
<td><strong>Maximum</strong></td>
<td>5</td>
</tr>
<tr>
<td><strong>Sum</strong></td>
<td>24</td>
</tr>
<tr>
<td><strong>Count</strong></td>
<td>6</td>
</tr>
<tr>
<td><strong>Confidence Level</strong></td>
<td>1.149599</td>
</tr>
<tr>
<td><strong>(95.0%)</strong></td>
<td></td>
</tr>
</tbody>
</table>

(Source: Author’s creation)

The HR managers were highly inclined to the notion that monthly and annual recognition are important for increasing the productivity of the employees.

**4.2.2.2 Survey Question 2**

**Survey Question 2:** There are recognition schemes such as ‘Employee of the month’ in your hotel. Do you agree?
**Purpose of the Question:** To evaluate whether the human resource management in the hotels seek for providing satisfaction and motivation to the employees to obtain high quality performances from the employees.

![Figure 10. Frequency of Survey Question 2](source: Author’s creation)

The above figure shows the responses of the HR managers of the hotels regarding the prevalence of recognition schemes for motivating their employees. When the 6 HR managers of the selected hotels were asked whether they implement any recognition schemes such as ‘Employee of the month’, ‘Star performer’ or ‘Top performer’ in their hotels, a significant proportion of them agreed. They said they had used such programs to make their employees feel contented and were appreciated for their efforts and commitment to the job. This shows that the HR managers valued the hard work of their employees and saw motivation as the only way to achieve high level performances from the employees. There were no respondents from across the selected hotels who strongly opposed to the statement and only 1 HR manager (i.e.
17% of the respondents) who was a manager of a traditional and heritage hotel had disagreed to this. The use of policies of providing recognition or appreciation to their employees for better performance was of no use in such hotels and the managers feel that one who loved his work will automatically feel encouraged to deliver high quality performance and did not bother much about recognition and appreciation.

Table 14

*Descriptive Statistics of Survey Question 2*

<table>
<thead>
<tr>
<th>q2</th>
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<tbody>
<tr>
<td><strong>Mean</strong></td>
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<tr>
<td><strong>Standard Error</strong></td>
<td>0.4772607</td>
</tr>
<tr>
<td><strong>Median</strong></td>
<td>4.5</td>
</tr>
<tr>
<td><strong>Mode</strong></td>
<td>5</td>
</tr>
<tr>
<td><strong>Standard Deviation</strong></td>
<td>1.16904519</td>
</tr>
<tr>
<td><strong>Sample Variance</strong></td>
<td>1.36666667</td>
</tr>
<tr>
<td><strong>Kurtosis</strong></td>
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<tr>
<td><strong>Skewness</strong></td>
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<tr>
<td><strong>Sum</strong></td>
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<tr>
<td><strong>Count</strong></td>
<td>6</td>
</tr>
<tr>
<td><strong>Confidence Level</strong> (95.0%)</td>
<td>1.22683769</td>
</tr>
</tbody>
</table>

(Source: Author’s creation)

The descriptive statistics supports that HR managers find monthly schemes of employee recognition to be of great importance as a motivating tool.

**4.2.2.3 Survey Question 3**

**Survey Question 3**: Do you agree that the hotel atmosphere and work pressure in your hotel is appropriate for the employees to deliver good performance?
**Purpose of the Question:** To determine whether the performance of the employees depends on the customers’ rush at the hotels, atmosphere of the hotels and the attitude of the customers visiting there.
Figure 11. Frequency of Survey Question 3
(Source: Author’s creation)

Most of the HR managers of the were selected luxury hotels in the UK are of the perception that the performance of the employees was hampered or affected by the rush of customers, the atmosphere of hotels and diversified customers coming to the hotels. 17% and 50% of the managers surveyed strongly disagreed and disagreed to the statement respectively. More than half of the managers out of the 6 HR managers contradicted to the statement as they felt that even though the employees were well trained and competent enough, their performances tend to degrade during the peak seasons when there was rush of visitors. Customer service was the prime service in the hotel industry and hence when there was huge number of customers to be attended, the quality of services had reduced. Furthermore, the atmosphere of hotels got congested due to large number of visitors at times and the work load to each of the employees increases which degraded the quality of performances of the employees.
Table 15

*Descriptive Statistics of Survey Question 3*

<table>
<thead>
<tr>
<th>q3</th>
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<tbody>
<tr>
<td><strong>Mean</strong></td>
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<tr>
<td><strong>Standard Error</strong></td>
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<tr>
<td><strong>Median</strong></td>
<td>4</td>
</tr>
<tr>
<td><strong>Mode</strong></td>
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<tr>
<td><strong>Standard Deviation</strong></td>
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<td><strong>Sample Variance</strong></td>
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<tr>
<td><strong>Skewness</strong></td>
<td>-0.66567</td>
</tr>
<tr>
<td><strong>Range</strong></td>
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</tr>
<tr>
<td><strong>Minimum</strong></td>
<td>2</td>
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<tr>
<td><strong>Maximum</strong></td>
<td>5</td>
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<tr>
<td><strong>Sum</strong></td>
<td>22</td>
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<tr>
<td><strong>Count</strong></td>
<td>6</td>
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<tr>
<td><strong>Confidence Level (95.0%)</strong></td>
<td>1.083852</td>
</tr>
</tbody>
</table>

(Source: Author’s creation)

In this question the responses were almost equal in terms of agreement and disagreement to the notion that work pressure can influence employees’ performance positively. Thus the results are uncertain to conclude in either yes or no.

However, there are 2 managers who affirmed that the hotel atmosphere does not have a deteriorating effect on the performances of the employees. They were from the old traditional hotels and with large employee base where tasks were assigned systematically so that none gets pressurized which was why they had felt that the hotel atmosphere and work pressure was appropriate for employees.

**4.2.2.4 Survey Question 4**

**Survey Question 4**: The hotel sector of the UK is highly prosperous for which there are high opportunities of career growth for the employees. Do you agree?
**Purpose of the Question:** To determine whether the hotel managers provide substantial opportunities and facilities for the employees in the hotel sector to retain them for a long time and enhance their performances.

![Figure 12. Frequency of Survey Question 4](Source: Author’s creation)

Majority of the respondents strongly agreed and agreed to the statement (which is 66% of the total responses). This was because the managers surveyed for the purpose were from large-sized premium or luxury hotels where the revenue base was considerably high because of large accommodation capacity and higher accommodation rates compared to any other small or budget hotels in the UK. Therefore, they could afford providing all kind of employment benefits to their staffs. Most of the managers provided different kind of employment opportunities and benefits to their employees as measure for having high retention rate of the employees. The employees had the opportunity to get promoted to a higher designation in the subsequent years if they perform better. The hotel sector had been expanding for which there was an increase in the number of commercial activities in
the hotel industry which was raising the employment opportunities for the young and talented workforce (Liao et al, 2009). Furthermore, prosperity of the hotel sector in terms of revenue and growth in recent period had reduced the employee’s turn-over rates in big hotels. This raised the quality of services in the hotels as the experienced ones were retained for longer period.

Table 16

Descriptive Statistic of Survey Question 4

<table>
<thead>
<tr>
<th>q4</th>
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<tr>
<td>Mean</td>
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<tr>
<td>Mode</td>
<td>4</td>
</tr>
<tr>
<td>Standard Deviation</td>
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<td>Kurtosis</td>
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<td>Skewness</td>
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<td>Maximum</td>
<td>5</td>
</tr>
<tr>
<td>Sum</td>
<td>23</td>
</tr>
<tr>
<td>Count</td>
<td>6</td>
</tr>
<tr>
<td>Confidence Level (95.0%)</td>
<td>1.226838</td>
</tr>
</tbody>
</table>

(Source: Author’s creation)

The descriptive statistics supports that the managers agree that the hotel industry is highly prosperous and it will influence employees’ retention in their current positively.

However, one or two managers opposed to the statement as they were perceived that even though the hotel industry is prospering, the employees were still reluctant to
stay for longer period because they always seek for better opportunities in the other industries.

4.2.2.5 Survey Question 5

Survey Question 5: The employees are looking forward to serve your hotel for more than 5 years and then opt for other career choices. Do you agree?

Purpose of the Question: To evaluate the opportunity for growth of the employees in hotel sector from the perception of the HR managers.

![Pie chart showing survey results](image)

*Figure 13. Frequency of Survey Question 5*  
(Source: Author’s creation)

The above figure reflected the perception of the HR managers regarding the turnover rates in the hotel sector. Maximum percentage of the respondents (50% and 16%) contradicted with the statement. This was because they were aware of the fact that there had fewer prospects for career growth in the hotel sector, for which the staffs left early. This showed that even if the hotel sector was booming at present
benefitting the large luxury hotels’ by accelerating their revenues but, that did not create any positive impact on the employees’ compensation and benefits. This henceforth raised the turn-over rates of the employees in the industry and they seek for new opportunities with every small gap of time.

Table 17

*Descriptive Statistics of Survey Question 5*

<table>
<thead>
<tr>
<th>q5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mean</strong></td>
</tr>
<tr>
<td><strong>Standard Error</strong></td>
</tr>
<tr>
<td><strong>Median</strong></td>
</tr>
<tr>
<td><strong>Mode</strong></td>
</tr>
<tr>
<td><strong>Standard Deviation</strong></td>
</tr>
<tr>
<td><strong>Sample Variance</strong></td>
</tr>
<tr>
<td><strong>Kurtosis</strong></td>
</tr>
<tr>
<td><strong>Skewness</strong></td>
</tr>
<tr>
<td><strong>Range</strong></td>
</tr>
<tr>
<td><strong>Minimum</strong></td>
</tr>
<tr>
<td><strong>Maximum</strong></td>
</tr>
<tr>
<td><strong>Sum</strong></td>
</tr>
<tr>
<td><strong>Count</strong></td>
</tr>
<tr>
<td><strong>Confidence Level (95.0%)</strong></td>
</tr>
</tbody>
</table>

(Source: Author’s creation)

The HR managers are certain that their employees will not serve for more than 5 years in the concerned sector.

However, there were an only small percentage of responses that agreed to the statement. Those were mainly the managers of the luxury heritage hotels where the employees were dedicated and are particularly qualified for the hospitality jobs, so they feel that their employees will be staying for a longer tenure.
Statistical Analysis

In case of the responses of the HR manager, the dependent variable was chosen to be whether the employees were looking forward to work in the hotel for more than 5 years. The independent variables were chosen to be the rest of the variables. From the result of the responses it could be observed that the system of monthly and annually reward system to be the most important according to the perception of the HR managers with a significant value of 0.592 (it is closest to the 0.05 value). This shows a deviation in the perception of the HR managers in comparison to the responses of the employees. Moreover, the HR managers considered recognition with the schemes like “Employee of the month” to be the next best strategy after monthly or annual recognition.
Table 18

Coefficient Table

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>-1.786</td>
<td>2.396</td>
<td>-.745</td>
<td>.592</td>
</tr>
<tr>
<td>1. There is a system of monthly or annually rewards and incentives for the employees in your hotel for good services to the customers. Do you agree?</td>
<td>1.214</td>
<td>1.988</td>
<td>.884</td>
<td>.611</td>
</tr>
<tr>
<td>2. There are recognition schemes such as ‘Employee of the month’ in your hotel. Do you agree?</td>
<td>-1.071</td>
<td>1.557</td>
<td>-.832</td>
<td>.688</td>
</tr>
<tr>
<td>3. Do you agree that the hotel atmosphere and work pressure in your hotel is appropriate for the employees to deliver good performance?</td>
<td>.286</td>
<td>1.750</td>
<td>.196</td>
<td>.897</td>
</tr>
<tr>
<td>4. The hotel sector of the UK is highly prosperous for which there are high opportunities of career growth for the employees. Do you agree?</td>
<td>.786</td>
<td>1.988</td>
<td>.610</td>
<td>.760</td>
</tr>
</tbody>
</table>

a. Dependent Variable: 5. The employees are looking forward to serve your hotel for more than 5 years and then opt for other career choices. Do you agree?

(Source: Author’s Creation)

The value of R square is close to 1 at 0.842 representing that the model is appropriate to the research problem. The ANOVA table shows that the independent variable is not very significant to the dependent variable showing that the changes in the dependent variable will have limited influence over the dependent variable. From this observation it can be seen that the strategies of the HR manager are highly rigid and would not change.
Table 19

**Measure of the Goodness of Fit**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.918a</td>
<td>.842</td>
<td>.212</td>
<td>1.33631</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), 4. The hotel sector of the UK is highly prosperous for which there are high opportunities of career growth for the employees. Do you agree? 2. There are recognition schemes such as ‘Employee of the month’ in your hotel. Do you agree? 3. Do you agree that the hotel atmosphere and work pressure in your hotel is appropriate for the employees to deliver good performance? 1. There is a system of monthly or annually rewards and incentives for the employees in your hotel for good services to the customers. Do you agree?

(Source: Author’s Creation)

Table 20

**ANOVA Table**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>9.548</td>
<td>4</td>
<td>2.387</td>
<td>1.337</td>
<td>.564b</td>
</tr>
<tr>
<td>1</td>
<td>Residual</td>
<td>1</td>
<td>1.786</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>11.333</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: 5. The employees are looking forward to serve your hotel for more than 5 years and then opt for other career choices. Do you agree?
b. Predictors: (Constant), 4. The hotel sector of the UK is highly prosperous for which there are high opportunities of career growth for the employees. Do you agree? 2. There are recognition schemes such as ‘Employee of the month’ in your hotel. Do you agree? 3. Do you agree that the hotel atmosphere and work pressure in your hotel is appropriate for the employees to deliver good performance? 1. There is a system of monthly or annually rewards and incentives for the employees in your hotel for good services to the customers. Do you agree?

(Source: Author’s Creation)

4.3 Summary of the Results

The analyses of the data reveal that the performance of the employees in the hotels was influenced by numerous factors such as rewards and incentives, work pressure and hotel environment and potential for career growth in the hotel sector.
Considerable proportion of the participants including the employees and managers agreed that the rewards and incentives were driving factors behind the performance of the employees as they act as motivating forces for the hotel staff (Lunenburg, 2011). On the other hand, there were many employees who had agreed that the hotel managers recognized their hard work and effort. They appreciated the efforts of the employees by certifying as star performer or employee of the month for which some amount of financial or non-financial compensations such as gift vouchers, food coupons, shopping vouchers, etc. (Fernet, 2013). Further, many employees agreed that they would be staying for long tenure in the sector as the environment was appropriate for their health and living standards and there was huge prospect for growth in the hotel industry of the UK due to the booming tourism sector. The significant amount of positive responses collected in the survey was because of the fact that the employees were from large-sized luxury hotels of the UK where the HR managers consider the enhancing the welfare of their employees to reduce the turn-over rates besides concentrating on revenue generation. On the other hand, the employees and managers of heritage and old luxury hotels were of the view that rewards or incentives or any other non-financial appreciations were not necessary for motivating the employees to perform better. The reputation of such hotels in the UK were the prime factor that drove the performance of the employees as they always seek to sustain standard and quality of the services in their hotels.

However, the certain number of negative responses collected in these aspects as there were some respondents who stated that there were no system of rewards and recognition in their hotels for motivating the employees to perform better. These were the employees and managers of the conventional luxury hotels who think that performance level depends on nature and affection towards the job and hence no
schemes are required separately to enhance the performance. Furthermore, some even affirmed that the work atmosphere at the hotels was not pleasant enough to convince them to retain their employment for a longer duration. This is because the dynamic changing environment of the hotel industry where there were fluctuations in the demand giving rise to peak seasons (during festive time or good weather) for the industry in some parts of the year and low seasons in the other parts of the year. Thus, there were rush of visitors in the peak seasons which creates pressure on the employees. This factor led to dissatisfaction in the employees regarding the job and they tend to leave the industry at earliest by gathering some minimum experiences and earnings.

However, a small proportion of employees and managers were of the view that employees tend to stay for longer time period in the industry and also there exits huge prospects for the growth in the hotel industry of the UK. This reflected the relevance of the large luxury hotels that were established long before and are of conventional type which sets the highest esteem for the UK hotels. Hence, students or aspiring talents from hotel management were looking for opportunities in such hotels. So, if one got opportunity of serving such hotels, did not tend to leave the hotels and seek for higher position in the same.

There is a deviation in the responses of the HR manager and the employees because they have different motivating factor acting upon the choice to stay in their current employment in the hotels of UK. The HR managers feel that annual and monthly recognition is the strongest variable whereas, employees feel that schemes like “Employee of the month” is more attractive motivator. The statistical model represented that the HR managers are rigid in their approach whereas for the
employees changes in the motivating factors affect their decision to remain in their current job role.

4.4 Analysis of the each Hypothesis

The data analyses helped the researcher in conforming or rejecting the hypotheses of the research that was stated earlier in the literature review section of the chapter.

4.4.1 Hypothesis 1

Hypothesis 1: The higher rewards for the employees motivate the employees to improve own performance.

Question 1: How the higher reward system provides better wellbeing of the employees?

Question 2: What are the impacts of higher reward system of the employees on the performance of the employees and quality service of the organization?

The bivariate correlation analysis has been incorporated to determine whether hypothesis is true or false. The first and second questions in survey to the employees and managers are asked keeping in mind this hypothesis.

Survey question #1: There is a system of monthly or annually rewards or incentives in your hotel for good services to the customers. Do you agree?

Survey question #2: There are recognition schemes such as ‘Employee of the month’ in your hotel. Do you agree?
To those questions, majority of respondents agreed and strongly agreed to. Thus, the hypothesis is accepted that rewards and recognition motivates the employees to perform better.

Table 21

*Bivariate Analysis for Hypothesis 1*

<table>
<thead>
<tr>
<th>Correlations</th>
<th>There is a system of monthly or annually rewards or incentives in your hotel for good services to the customers. Do you agree?</th>
<th>There are recognition schemes such as ‘Employee of the month’ in your hotel. Do you agree?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.953**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>44</td>
<td>44</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).**

(Source: Author’s Creation)

In the above table, the Sig. (2-tailed) is 0.000 which represents that there is a significant correlation between the system of monthly awards and schemes like “Employee of the Month”. This correlation is positive and the value is 0.953 implying that the changes in one variable will create a positive change in the other variable. Therefore, Hypothesis 1 is supported, and indicates that higher rewards will motivate improved employee performance.
4.4.2 Hypothesis 2

**Hypothesis 2:** The greater working condition within the organizations helps to deliver higher quality service to the customers.

**Question 1:** How the positive working circumstances help the employees to improve the standard of living?

**Question 2:** How the higher working condition without any hygienic issues helps to increase the working efficiency of the employees?

There are considerable numbers of employees who think that hotel atmosphere including the work pressure and the customers rush at peak seasons is the reason affecting their performances negatively. The work pressure creates the perfect opportunity to increase their performance and get the required recognition for their efforts. The managers are also of the same opinions and hence the hypothesis is supported.

Survey question #3: Do you agree that the hotel atmosphere and work pressure in your hotel is appropriate for you to deliver good performance?

Survey question #1: There is a system of monthly or annually rewards or incentives in your hotel for good services to the customers. Do you agree?
Table 22

*Bivariate Analysis for Hypothesis 2*

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Do you agree that the hotel atmosphere and work pressure in your hotel is appropriate for you to deliver good performance?</th>
<th>There is a system of monthly or annually rewards or incentives in your hotel for good services to the customers. Do you agree?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you agree that the hotel atmosphere and work pressure in your hotel is appropriate for you to deliver good performance?</td>
<td>Pearson Correlation</td>
<td>.930**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>44</td>
</tr>
<tr>
<td>There is a system of monthly or annually rewards or incentives in your hotel for good services to the customers. Do you agree?</td>
<td>Pearson Correlation</td>
<td>.930**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>44</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

(Source: Author’s Creation)

In the above table, the value of Sig. (2-tailed) is 0.000 depicting there is a positive correlation between monthly work pressure and the system of monthly rewards. The value of Pearson Correlation is 0.930 implying a strong positive relationship between the two variables. Hypothesis 2 is supported; therefore, greater working conditions have a positive impact on employee customer service.

4.4.3 Hypothesis 3

**Hypothesis 3:** The higher career prospects of the employees helps to motivate the employees and helps to increase the turnover of the hotel industry in UK.
**Question 1:** How the higher career prospects motivate the employees to work efficiently?

**Question 2:** What is the importance of higher career prospect on the service quality of the hotel industry in UK?

This hypothesis stands rejected after evaluating the perception of the employees and managers in this aspect as most of them agreed that even though there are high growth potential for the hotel industry of the UK the employees are not interested to stay for longer time as there are no scope of higher personal growth in the industry.
Table 23

_Bivariate Analysis of Employee data of Hypothesis 3_

<table>
<thead>
<tr>
<th>Correlations</th>
<th>The hotel sector of the UK is highly prosperous for which there are high opportunities of career growth for the employees. Do you agree?</th>
<th>You are looking forward to serve your hotel for more than 5 years and then opt for other career choices. Do you agree?</th>
</tr>
</thead>
<tbody>
<tr>
<td>The hotel sector of the UK is highly prosperous for which there are high opportunities of career growth for the employees. Do you agree?</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>44</td>
<td>44</td>
</tr>
<tr>
<td>You are looking forward to serve your hotel for more than 5 years and then opt for other career choices. Do you agree?</td>
<td>Pearson Correlation</td>
<td>.931**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>44</td>
<td>44</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

(Source: Author’s Creation)

From the above table, the responses of the employees represent that their perception to stay in their current job is positively correlated to the high growth prospect in the hotel industry. The Sig. (2-tailed) is 0.00 and the Pearson Correlation value is 0.931 representing a strong relationship between the two variable. Therefore, it can be concluded that hypothesis 3 is not supported and the higher career prospects of the employees helps to motivate the employees and helps to decrease the turnover of the hotel industry in UK.
4.5 Chapter Summary

The chapter four represented and interpreted the findings of the survey of the employees and managers of the six selected luxury hotels in the UK. The data were collected in numerical format in the form of frequency of responses which are then plotted in pie charts that eventually helped in accepting and rejecting the hypothesis formulated for the research. Thus, the paper uses simple statistical method for analyzing the results of the survey. The last section of the chapter represents the analysis of each of the hypothesis after the data analysis in the preceding section.
CHAPTER 5: Conclusion

5.1 Chapter Overview

This chapter presents the summary of the entire research study and relates the data gathered from the survey to the literatures so as to state the conformation of the research finding with the hypothesis and questions. Also, the use of small sample size by limiting the generalizability of the research conclusions and also some recommendations are provided by the researcher for conducting future research on this field of hospitality or hotel management.

5.2 Summary of Research Study

It has been studied in the introduction section of the thesis that the hotel industry of the UK accounted nearly 9.6% of the total employment in the country making the tourism sector of the UK as the third largest employer of the economy. This revealed that hospitality and tourism sector of the UK has been the fastest growing sector in terms of employment. The UK hotel industry has been vast with around 20,000 hotel businesses and generates employment for thousand. The performance of the employees is extremely crucial in the hotel industry as the guests interact directly with the employees for all kinds of services and thus, it is the employees of the hotels that are responsible for satisfying the guests and generating revenues (Hoque, 2013; Yilmaz & Bititci, 2006). Thus, the managers emphasize much on the factors that can enhance the performances of the employees. This hence provided a reason to the researcher to conduct his research in this particular area.

The introduction chapter of this research presented a brief description of the research area which is the hotel sector of the UK and helped the understanding the importance of the employees and their performance in the sector. The problem
The statement or the rationale behind choosing this research topic is expressed in this chapter which is analyzing the factors that motivate the employees to stay for a long time and perform better. This is because, very few opt for a career in hospitality because of less opportunities of career growth in the long-run in the industry and the ones who join the industry tend to leave early. Based on the problem statement of the research, the aims and objectives of the research as well as the research questions are presented in this chapter.

The second chapter of the research study covers the wide range of literary concepts and theoretical frameworks on the employees’ performance and UK hotel industry based on which the hypotheses of the research are formed. It was mentioned in the literature review that the occupancy rate in UK hotel sector in 2015 was 84% and it was predicted to be approximately 86% in 2016 (RBS, 2016). Also, it was studied that the activities in hotel industry in UK are successful in terms of gross value added contribution to GDP and National Income, tax revenues, export growth and huge investment (Narangajavana & Hu, 2008). However, in the context of employee retention, it was difficult for the hoteliers or the management to retain the employees as most of them works as part-time employees to earn instant money with no aspiration to stay in the sector in future (Hanzaee & Mirvaisi, 2013). Thus, it was studied that to enhance the service quality in hotels, hoteliers need to focus on the employee management, skills development and retention programs. The effectiveness of the employees’ performance on services quality of hotels, employee motivation and performance in hospitality management are studied through various theories and the hypothesis are formulated in the later chapter.

In Chapter 3, research methodology has been mentioned in this chapter. The methods used for collecting data and techniques for the analyzing the data are being
illustrated. The research uses positivism and realism philosophy and deductive approach in this study and employs primary methods i.e. questionnaire survey for collecting data from the participants which are employees and managers of some selected luxury hotels in the UK. The survey responses which are the primary data are analyzed using the Likert (5-point) type scale and each of survey questions covered different aspects of the employees’ performances and factors influencing it.

In Chapter 6, the survey questions (10 questions) framed against each of the hypothesis are provided and the responses of the participants are graphically presented. Below each of the graphs the results are discussed and the probable reasons for the acquired results are also stated in brief. The last which is the ongoing chapter is the conclusion of the research which apart from providing a brief description of the research results also gives future recommendations and some limitations of the research.

5.3 Discussion

The results of survey that were related to the hypotheses of the research were discussed with the literary reviews presented in Chapter 2. The hypothesis #1 and #2 were accepted while the third hypotheses were rejected after analyzing the survey responses. The hypotheses were reviewed in accordance to the data collected from sample population of N= 50 (where 44 are employees and 6 are HR managers).

5.3.1 Rewards and recognition system analysis

Hypothesis 1 stated that higher rewards for the employees motivated the employees to improve own performance. For confirmation of this hypothesis, the first two questions were framed in the questionnaire. It was asked whether there was system of rewards, incentives or recognition schemes in the hotels for motivating the
employees to perform well. Majority of the responses had agreed to this which shows that the rewards were effective in generating high level performance from the employees. The large sized luxury hotel generally uses a systemic performance assessment plan for providing incentives and rewards to the best performers either monthly or yearly and recognition are provided to them as star performers, top performers or employee of the month (Kimpakorn & Tocquer, 2009; Tsai, 2006). When similar questions on rewards and recognition schemes were asked to the HR managers of those hotels, same proportion of responses was gathered i.e. majority agreed that there were provision of rewards and incentives or recognition of the employees based on their performances.

However, it was also revealed through the study of the responses that all category of luxury hotels in the UK hotels did not provide rewards or incentives to the best performers or simply did not assess the performances of the employees for appraising or rewarding them. This were mainly the traditional heritage hotels in the UK established long time ago and had large number of visitors because of their reputation and traditional appeal. Same as in case of employees, the HR managers of those hotels also disagreed to the questions. This reflected that rewards and incentives which were not always the prime motivational factors driving performances of the employees. Sometimes the responsibility and enthusiasm to perform better comes in the employees because of the good characteristics and reputation of the organization they work for. They had developed a sense of loyalty to their organizations and willing to perform out of their way (Luna-Arocas & Camps, 2007; Chand & Katou, 2007). Moreover, the literature reviews also stated that the most effectual ways for motivating the employees or staff in the hotel industry were adequate compensations, financial rewards, recognition programs, etc. which were used by the HR management
in most of the luxury hotels (Gruman & Saks, 2011; Combs et al, 2006). Thus, the research resulted in the aspects of factors motivating performance conforms to the existing literature.

5.3.2 Working conditions analysis

Hypothesis 2 which states that greater working condition within the organizations helped to deliver higher quality service to the customers is tested using the third question survey. The analysis of the frequency of the responses to this question accepts the hypothesis. There are substantial numbers of employees who agreed that hotel environment along with the work pressure and chaos of customers at the peak seasons was the main reason that affects their performances negatively (Pavlatos & Paggios, 2008). This showed that the employees feel pressured due to the work load at the hotels mainly during the peak seasons. They tend to make more mistakes in their job due to stress at the work and hence, their productivity degraded (Gittell, Seidner & Wimbush, 2010). Furthermore, the work pressure for the employees was further aggravated when the managers compel them to extend their working hours because of insatiable demands of the customers along the entire day (Kehoe & Wright, 2013; Claver-Cortés et al., 2007).

Most of the employees shared the view that the atmosphere of the hotel and the job roles were not of the type to inspire them to perform well and simultaneously make every customer contented with their services (Chand, 2010). Moreover, this was because of the fact that customers or the visitors had come from different countries and hence, linguistic barriers were one of the main factors that brought gap in between interaction of employees and customers for which they were not always capable of understanding the demands of the customers (Wood & Wall, 2007; Claver-
Cortés, 2008). Also, according to the literature, one of the main reasons that services quality of the hotels was hampered because of lack of proper communication of the employees with the customers (Karatepe, Yorganci & Haktanir, 2009; Connolly & McGing, 2007).

However, there were slight contradicting views of the managers and the employees of old luxury hotels. The old hotels had high retention rates for the employees because of their high reputation, peaceful environment, high work ethics, sound management and friendly relationship with the managers in such hotels. Thus, the hotel atmosphere was pleasant for the employees to deliver quality performances and the work pressure was not much in such hotels. The old school management of those hotels allocated the work according to the skills and capabilities of the employees who were serving the hotels for long. The tasks were distributed to them equally so that none of them have to over work which helped the employees to enjoy their work simultaneously while delivering their job (Molina-Azorín et al, 2009; Akrivos, Ladkin & Reklitis, 2007). Overall, the responses of the participants to the third questions were in line with the literature which stated that the work place conditions largely influence the performance of the employees. Thus, hypotheses #2 stands accepted after analyzing the responses.

5.3.2 Career prospects analysis

The Hypothesis 3 of the research stated that the higher career prospects of the employees helped to motivate the employees and helped to increase the turnover of the hotel industry in UK. For this hypothesis, researcher framed the fourth and fifth questions of the survey. The fifth question emphasized on the growth prospect of the hotel sector of the UK and the sixth question emphasized on revealing the intention of
the employees to continue in the industry for a long time period. After analysis of the
frequency of the responses of survey, the hypothesis stood rejected as the insights of
the employees and managers in this aspect were same. Employees and managers both
agreed that even though the growth potential of the hotel industry of the UK is high
because of the current growth trend and their high prospects for personal or career
growth in the industry, the employees were not intended to stay for long time period.
This was mainly because of the work nature and lack of scope for enhanced learning
as the hospitality job becomes boring and repetitive in nature after some point of
time. Majority had agreed that there were significant career prospects for the
employees because of the booming and affluent hotel industry of the UK, which was
anticipated to grow further as the tourism attraction to the country was increasing day
by day. The managers and employees of large multi-star luxury hotels in the big cities
of the UK agreed to this their hotels drew a large proportion of revenue from the total
revenue of the UK hotel industry which was not in case of the employees of small
hotels. This related strictly to the literature review on the trends of the UK hotel
industry which showed that their growth in the UK hotel sector was mainly due to the
contribution of large number of premium hotels across different cities of the country.

However, when the survey participants were further asked whether the hotel
employees tend to stay consistently for five years or more, majority of them had
disagreed. Most of the hotel employees affirmed the potential for personal growth in
the hotel sector was too low due to its monotonous and tedious job profile and hence,
there was no point for them to stay there for long time (Aziri, 2011). The employees
from large benchmark and heritage hotels were extremely highly paid and mainly got
absorbed by the industry after completing professional hotel management courses
from accredited colleges and institutions. They only agreed that there seeks stability
in employment and hence would stay longer. This shows that high compensation and benefits provided by the long reputed five star hotels could raise the retention rate of the employees (Alleyne, Doherty & Greenidge, 2006). However, the managers of majority of hotels confirmed that the employees come for short term experience or as part time experiences and had no urge to continue in the industry for long time. Thus, the hypothesis #3 stands rejected.

5.4 Limitations of the Study and Recommendation for Future Research

The research study was restricted to solicit 50 respondents from the chosen six luxury hotels located in London. The financial expenses such as travelling allowances for conducting the survey were provided by the researcher due to which some luxury hotels were not considered that located outside the city. The sample size of 50 respondents made the findings of the study based on the perceptions and opinions of a small population from the industry.

5.5 Conclusion

The economy of the UK is growing consistently and there is sustainable growth in the hospitality industry in UK given the recent trends of market performance and external factors. The substantial and consistent growth of UK hotel industry helped to generate large employment between the years 2010 and 2015. However, the service quality of the hotels depends on the performance of the employees as they play a central role in delivering services to the consumers catering to their timely needs. In other words, the satisfaction of the customers and eventually the revenue of the hotels depends on the quality of services provided which largely depends on the employees serving them. Thus, the hotel managers should seek to motivate the employees to perform well through incentives, rewards, bonus, etc. However, there are other external factors that influence the employees’ performances
which are work conditions, career prospect in the industry. The survey of both employees and managers revealed that even those employee performances in the hotel industry are highly affected by system of rewards, incentives, availability of opportunities for career growth and work atmosphere in the hotels.

The bi-variate correlation was used in determining whether the three hypotheses were supported. SPSS was used to run the analysis. The results indicate that two of the three hypotheses were supported.

There is a deviation in the responses of the HR managers and the employees because they have different motivating factor acting upon the choice to stay in their current employment in the hotels of UK. The HR managers feel that annual and monthly recognition is the strongest variable whereas; employees feel that schemes like “Employee of the month” is more attractive motivator. The statistical model represented that the HR managers are rigid in their approach whereas for the employees changes in the motivating factors affect their decision to remain in their current job role. The rigid perception of the HR manager can lead to issues related to the job satisfaction of the employees. The HR manager is required to observe the behavior of the employees and understand their needs to retain them in the long-run. The deviation in the perception should be eliminated by having a consultation with the employees. Clear communication can significantly help in improving the performance of the employees and subsequently affect the overall performance of the hotel. The advantage of the expected growth can be completely exploited once there is cooperation between the management and the employees. Therefore, the responsibility of the HR manager increases, as they are required to converge individual objective of the employees with the organizational goals.
5.6 Chapter Summary

This chapter which presented the conclusion of the research summarized the entire process of the research study and provided the discussion of the results of questionnaire survey in relation to the three hypotheses. The limitations in the research are also mentioned in this chapter and some recommendations regarding the future scope in the same research matter are provided. On the whole, this research provided significant insights into the major factors that have impact on the employees and their performances.
REFERENCES


mediating effects in the hotel industry. Journal of Cleaner Production, 37, 82-92.


APPENDIX

Questionnaire Survey for Hotel Employee and HR Managers

Informed Consent Form

You are being invited to participate in a research study, which the Cal Poly Pomona Institutional Review Board (IRB) has reviewed and approved for conduct by the investigators named here. This form is designed to provide you - as a human subject/participant - with information about this study. The investigator or his/her representative will describe this study to you and answer any of your questions. You are entitled to an Experimental Research Subject’s Bill of Rights and a copy of this form. If you have any questions about your rights as a subject or participant, complaints about the informed consent process of this research study, or experience an adverse event (something goes wrong), please contact the Research Compliance Office within Cal Poly Pomona’s Office of Research at 909.869.4215. More information is available at the IRB website, http://www.cpp.edu/~research/irb/index.shtml.

Dear Participants,

You are being invited to participate in a research study by answering the following survey about your work life balance. By taking this survey, you are certifying that you are at least 18 years old or older.

This survey will be used to assess the factors that influence the performances in the employees. The Cal Poly Pomona Institutional Review Board (IRB) has reviewed and approved for conducting by the investigators named here. There are no financial or other benefits to participate in this research, and refusal to participate will not result in any penalties. The only risk involved in participating in the study is becoming tired in answering the survey within 10 minutes.

All of your responses are for academic research purposes only and will be completely anonymous. No personally identifiable information will be requested. Surveys collected will be immediately destroyed upon the completion of this research study.

By completing the survey you have implied that you consent to participate in this research. You are in no way obligated to participate in this study and if you feel discomfort, you can stop taking the survey at any time or skip any question, without penalty.

Consent statement: You must be 18 years of age or older to consent to participate in this research study. Completing this survey implies that you have read the information on this form and consent to participate in the research study.

Thank you so much for your contribution!

Jennifer Legaspi, MBA Candidate, Principal Investigator
College of Business Administration
California Polytechnic University, Pomona
Phone: (626) 340-8045 Email: jlegaspi@cpp.edu

Jennifer Legaspi, MBA Candidate, Principal Investigator
College of Business Administration
California Polytechnic University, Pomona
Phone: (626) 340-8045 Email: jlegaspi@cpp.edu
Age: ___

What is your designation?

a. Employee

b. HR Manager

Questions:

1. There is a system of monthly or annually rewards and incentives for the employees in your hotel for good services to the customers. Do you agree?
   a. Strongly Disagree  b. Disagree  c. Uncertain  d. Agree  e. Strongly Agree

2. There are recognition schemes such as ‘Employee of the month’ in your hotel. Do you agree?
   a. Strongly Disagree  b. Disagree  c. Uncertain  d. Agree  e. Strongly Agree

3. Do you agree that the hotel atmosphere and work pressure in your hotel is appropriate for the employees to deliver good performance?
   a. Strongly Disagree  b. Disagree  c. Uncertain  d. Agree  e. Strongly Agree

4. The hotel sector of the UK is highly prosperous for which there are high opportunities of career growth for the employees. Do you agree?
   a. Strongly Disagree  b. Disagree  c. Uncertain  d. Agree  e. Strongly Agree

5. The employees looking forward to serve your hotel for more than 5 years and then opt for other career choices. Do you agree?
   a. Strongly Disagree  b. Disagree  c. Uncertain  d. Agree  e. Strongly Agree
### Table 24

**Frequency of Responses of Hotel Employees to the Questionnaire**

<table>
<thead>
<tr>
<th>Questionnaire Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Uncertain</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. There is a system of monthly or annually rewards and incentives for the employees in your hotel for good services to the customers. Do you agree?</td>
<td>3</td>
<td>6</td>
<td>4</td>
<td>19</td>
<td>12</td>
</tr>
<tr>
<td>2. There are recognition schemes such as ‘Employee of the month’ in your hotel. Do you agree?</td>
<td>4</td>
<td>6</td>
<td>3</td>
<td>17</td>
<td>14</td>
</tr>
<tr>
<td>3. Do you agree that the hotel atmosphere and work pressure in your hotel is appropriate for the employees to deliver good performance?</td>
<td>5</td>
<td>6</td>
<td>5</td>
<td>16</td>
<td>12</td>
</tr>
<tr>
<td>4. The hotel sector of the UK is highly prosperous for which there are high opportunities of career growth for the employees. Do you agree?</td>
<td>3</td>
<td>5</td>
<td>8</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>5. The employees are looking forward to serve your hotel for more than 5 years and then opt for other career choices. Do you agree?</td>
<td>4</td>
<td>6</td>
<td>9</td>
<td>17</td>
<td>8</td>
</tr>
</tbody>
</table>

(Source: Author’s Creation)
Table 25

Frequency of Responses of Hotel HR Managers to the Questionnaire

<table>
<thead>
<tr>
<th>Questionnaire Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Uncertain</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. There is a system of monthly or annually rewards and incentives for the employees in your hotel for good services to the customers. Do you agree?</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>2. There are recognition schemes such as ‘Employee of the month’ in your hotel. Do you agree?</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3. Do you agree that the hotel atmosphere and work pressure in your hotel is appropriate for the employees to deliver good performance?</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>4. The hotel sector of the UK is highly prosperous for which there are high opportunities of career growth for the employees. Do you agree?</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>5. The employees are looking forward to serve your hotel for more than 5 years and then opt for other career choices. Do you agree?</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

(Source: Author’s Creation)
Table 26

Descriptive Statistics of the Responses of the Employees

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Range</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. There is a system of monthly or annually rewards and incentives for the employees in your hotel for good services to the customers. Do you agree?</td>
<td>44</td>
<td>4.00</td>
<td>1.00</td>
<td>5.00</td>
<td>3.7500</td>
<td>1.18371</td>
</tr>
<tr>
<td>2. There are recognition schemes such as ‘Employee of the month’ in your hotel. Do you agree?</td>
<td>44</td>
<td>4.00</td>
<td>1.00</td>
<td>5.00</td>
<td>3.5682</td>
<td>1.28312</td>
</tr>
<tr>
<td>3. Do you agree that the hotel atmosphere and work pressure in your hotel is appropriate for the employees to deliver good performance?</td>
<td>44</td>
<td>4.00</td>
<td>1.00</td>
<td>5.00</td>
<td>3.4091</td>
<td>1.29970</td>
</tr>
<tr>
<td>4. The hotel sector of the UK is highly prosperous for which there are high opportunities of career growth for the employees. Do you agree?</td>
<td>44</td>
<td>4.00</td>
<td>1.00</td>
<td>5.00</td>
<td>3.5455</td>
<td>1.19016</td>
</tr>
<tr>
<td>5. The employees are looking forward to serve your hotel for more than 5 years and then opt for other career choices. Do you agree?</td>
<td>44</td>
<td>4.00</td>
<td>1.00</td>
<td>5.00</td>
<td>3.2955</td>
<td>1.15294</td>
</tr>
</tbody>
</table>

Valid N (listwise) 44

(Source: Author’s Creation)
Table 27

*Descriptive Statistics of the Responses of the Managers*

<table>
<thead>
<tr>
<th>Question</th>
<th>N</th>
<th>Range</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. There is a system of monthly or annually rewards and incentives for the employees in your hotel for good services to the customers. Do you agree?</td>
<td>6</td>
<td>3.00</td>
<td>2.00</td>
<td>5.00</td>
<td>4.0000</td>
<td>1.09545</td>
</tr>
<tr>
<td>2. There are recognition schemes such as ‘Employee of the month’ in your hotel. Do you agree?</td>
<td>6</td>
<td>3.00</td>
<td>2.00</td>
<td>5.00</td>
<td>4.1667</td>
<td>1.16905</td>
</tr>
<tr>
<td>3. Do you agree that the hotel atmosphere and work pressure in your hotel is appropriate for the employees to deliver good performance?</td>
<td>6</td>
<td>3.00</td>
<td>2.00</td>
<td>5.00</td>
<td>3.6667</td>
<td>1.03280</td>
</tr>
<tr>
<td>4. The hotel sector of the UK is highly prosperous for which there are high opportunities of career growth for the employees. Do you agree?</td>
<td>6</td>
<td>3.00</td>
<td>2.00</td>
<td>5.00</td>
<td>3.8333</td>
<td>1.16905</td>
</tr>
<tr>
<td>5. The employees are looking forward to serve your hotel for more than 5 years and then opt for other career choices. Do you agree?</td>
<td>6</td>
<td>4.00</td>
<td>1.00</td>
<td>5.00</td>
<td>2.6667</td>
<td>1.50555</td>
</tr>
</tbody>
</table>

(Source: Author’s Creation)