



**The Application Of The Herzberg's Motivation Theory On Employees'
Performance In The Five Stars Hotels In Cairo and Giza
(Motivator Factors)**

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Abstract

The present study was designed to determine the factors that affect employee motivation by applying Herzberg's motivation theory, show differences in evaluating factors that affect motivation, offering recommendations that aims to better understand of employees needs and for enhancing employees' motivation in five-star hotels, and to suggest a model of motivation for hotels staff. Data was collected by using employees questionnaire. A sum of 816 forms was distributed to five stars hotels (21 hotels). The results showed that the Egyptian employee's choices for motivator factors are different from Herzberg's work.

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Key Words:. Motivation, Herzberg's Theory, Hotel Staff, Employee Performance, Motivator Factors.

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Introduction

In this era, when world changing very fast, and with huge competition; motivated employees are deeply needed. Employees are the main strategic assets and the core that make organizations alive. Moreover, understanding hotel employees behaviours and what motivates them has become a significant issue for research (Chiang, 2006). In the hotel business, it is very essential for business revenue and growth to determine elements that increase their employees' motivation (Kingir and Mesci, 2010).

The Objectives of the Research

Determine the factors that motivate hotel employees to perform effectively by applying Herzberg's theory; offering recommendations that aims to better understand of employees needs and for enhancing employees' motivation in five-star hotels; and suggest a model of motivation for hotels staff.

Research Hypothesis

H1. Motivator factors have a positive impact on hotel employees' performance and productivity.

Literature Review

The Concept of Employees Motivation

Hong and Waheed (2011) demonstrated that in order to understand employee's behaviour, managers must know the concept of needs or motives, to "move" their employees toward better performance. Accordingly, numerous authors have defined the motivation concept; Tesone (2008) stated that motivation is an internal feeling which appears in the form of a good attitude toward work. Danish and Usman (2010) described motivation as a combination of different processes, which influence and direct the behavior to attain particular goals. It is a significant in today's business that clearly creates a positive work climate.



The Importance of Motivation In Hotels

The absence or lack of motivation in hotel organizations can cause many harmful effects like: high rates of absenteeism and turnover, lower service, and increasing in operating costs (Petcharak and Davies, 2002). Furthermore, Zabihi et al. (2012) opined that the lack of adequate understanding for motivation causes apathy to work, depression, low performance, decreased effectiveness and efficiency, and waste of organization assets. Çetin (2013) added that lack of motivation in the hotels causing: less enjoyment of work, repulsion, dissatisfaction, failure in achieving targets, and increasing the desire to resign. Otherwise, as reported by Yamoah and Ocansey (2013), motivated staff volunteers to do much effort than what is expected and are more successful in attaining goals than others because motivation helps them to reach their goals and also the organizational goals, besides, it helps them to face work difficulties, challenge, and constraint. Lastly, Puplampu and Adomako (2014) demonstrated that research showed that motivated employee is much involved in work, have high satisfaction level, and perform better than others.

The Relationship Between Performance and Motivation

Johnson (2005) and Pattanayak (2006) demonstrated that motivation is essential for the performance, if the employee does not feel inclined to participate in the work behaviour, he will not perform well. Hence, various and fair rewards, whether extrinsic or intrinsic, should provide for maintaining motivated performance. Moreover, Griffin and Moorhead (2007) stated that regardless of the conditions, motivating performance is a main role for any manager. Sarker et al. (2003) as well as Kingir and Mesci (2010) emphasized that employees performs effectively and at high levels according to their enough satisfaction of their jobs, especially in service operations, employee's motivation is significant in terms of ensuring the continuous of service quality, because it is closely related to employee's satisfaction.



Herzberg's Theory

Griffin and Moorhead (2007) indicated that Herzberg's theory has provided a great role in managerial thinking about motivation process, although nowadays few studies accept the theory, but it broadly known among practicing managers. Andrews (2008) and Mehboob et al. (2009) mentioned that Fredrick Herzberg and his colleagues at the Psychological Service of Pittsburgh introduced one of the most sophisticated studies in motivation field. As reported by Jones and Lloyd (2005) and The Certified Accountant (2008), Herzberg showed that the factors which motivate employees at work are not only different to, but also, not the opposite of those who cause dissatisfaction. However, this research is concentrate only on Herzberg's motivator factors.

Motivators or Growth Factors

Herzberg's theory suppose that managers may use factors which famous as "motivator factors" to encourage employees' performance and to attain their satisfaction (Sledge et al., 2008). Hence, Yang (2011) pointed out that the presence of motivator factors can motivate employees to better performance, while their absence can cause dissatisfaction. These factors include recognition, achievement, interesting job, growth opportunities, and higher responsibility.

The following part is a brief summary of the components of the motivator factors.

Sense of Achievement

Singh (2011) demonstrated that achievement is a personal and internal psychological drive or desire, enabling employees to continue work they believe that it is worthy and encouraging them to achieve their targets. As reported by (Kolodziej, 2010) and (Furtner and Rauthmann, 2011) the term "need for achievement" was used and introduced for the first time by H. Murray in the year 1938. He defined achievement as a "great, long and repeated effort to fulfill or accomplish something hard", to work towards a high and far target and to have the win intention, Tutar et



al. (2011) indicated that all establishments know that they could be successful not only through hard work, but also when their employees look for success too; in addition, employees with a strong need for achievement want to fulfill reasonably challenge targets by their own efforts. Moreover, studies have also showed that employees who have high achievement motivation are more creative than others, and they have a higher desire to take risks and are more eager to try doing difficult duties.

Recognition

The recognition is a process of giving the staff a certain appreciation and reward by the organization for their performance, recognition is considered as a very critical factor towards employees' motivation. It describes how the employees' work is evaluated and appreciated by the organization; also, it determines how the organization gives these appreciation and reward (Danish and Usman, 2010). As reported by Chiang (2006), in hospitality industry the using of recognition as a motivational tool is widely accepted, moreover, most individuals want to see their performance recognized and appreciated whether to be assured of their value or to facilitate career promotion. The recognition could be financial or non-financial (praise) and both of them help in enhancing employees' performance (Nickson, 2007). Danish and Usman (2010) opined that motivating employee performance can be increased through providing effective recognition which consequently results in increases organization performance.

Responsibility

The literature suggested that task enrichment, which means making employees more responsible; can be a motivator tool. Furthermore, giving the employees more responsibilities mean "their capability of handling these responsibilities", and therefore; their training and development efforts must be in line with this target (Torres and Kline, 2006). As mentioned by Lunenburg (2011) the notion behind "task or job enrichment" is that motivation can be increased by making the job more interesting and



the employee more responsible, so, he will be motivated to do the work. Precisely, job enrichment gives him duties and tasks requiring higher ability and responsibility levels, and also greater control on how to perform his work.

Nature of the Work

The nature of work defined as "the extent to which the work provides the employee with stimulating tasks, opportunity for learning and growth, and the chance to be responsible for outcomes or results" (Younes and El Baradei, 2012). Torres and Kline (2006) demonstrated that employees' satisfaction about their jobs is the degree to which of them feels either negatively or positively about his job. Today, a lot of employees are not only looking for just a job, they are seeking for exciting, interesting, and challenging job for a fulfilling their experience. Miller et al. (2007) described that when employees are unhappy in their jobs, they don't feel good; they feel exhausted, get sick easily and absenteeism will arise. Moreover, Noe et al. (2007) urged that to motivate employees, the management need to ensure that every employee is holding a job he wants. Therefore, Jang (2008) stated that employees tend to perform at their highest level when something about the job enhances their interest, motivates their desire, and carry out duties that challenge their abilities to do it well.

Personal Growth and Advancement

Advancement is based excellence without regard for any other elements (e.g. age, gender, race or ethnicity). More efficient and deserving employees become eligible for advancement or promotion (Mwanje and Baguma, 2010). Lunenburg (2011) explained that growth need is the degree to which an individual desires the opportunity for personal progress, accomplishment, and learning. Accordingly, Panwar and Gupta (2012) indicated that the factors that can motivate individuals are work that yields a sense of personal accomplishment, and provides advancement chances. Hossain M. and Hossain A. (2012) demonstrated that to satisfy employees need for growth, self-actualization and advancement, there are



many factors which considered as powerful factors for them, such as job rotation, job enlargement, job enrichment, training, skills development, and the existence of growth opportunities and promotion.

Research Methodology

The research was conducted to reveal employees' opinion concerning the motivator factors of Herzberg's theory on their performance as applied to Egyptian hotels. The research was conducted on a sample of five stars hotels in Cairo and Giza. The study depends on employees' questionnaire as a methodology tool for collecting data:

The Results

Validity and Reliability

For validity inquires, the questionnaire was piloted on a sample of 50 hotel employees to test its face and content validity. Corrected item-total correlations were used to measure the constructs of the study and its indicators. Indicator loadings between 0.3 and 0.80 in corrected item-total correlations are deemed to show that the retained indicators are valid for measuring the one construct in question (Netemeyer et al., 2003). According to the results the following items were removed from the final instruments as, their Corrected item-total correlations were below (0.3).

- 1 The nature of hotel work allows me to improve my performance and abilities, and this motivates me to be more creative.
- 2 I like the nature of hotel work and its variety and thrilling, and this is what attracts me to this career.
- 3 I am satisfied with promotion system in the hotel.
- 4 I feel my talents are wasted, since the boss gives me strict commands to follow.
- 5 I prefer personal recognition than reward.
- 6 I belief that there is recognition for all employees at all levels.



For reliability of constructs, Cronbach's alpha coefficient and corrected item total correlation was calculated and exceeded 0.70 for all constructs and meaning that the questionnaire results are reliable (Hair et al., 2010).

Table (1): Reliability Statistics of Study's Constructs:

Dependent Constructs		Corrected Item-Total Correlation	Cronbach's alpha
Sense of Achievement	SOA1	.676	0.776
	SOA2	.591	
	SOA3	.587	
	SOA4	.664	
	SOA5	.490	
Recognition	R1	.665	0.800
	R2	.752	
	R3	.537	
Responsibility	Res1	.733	0.728
	Res2	.279	
	Res3	.697	
Nature of The Work	NW1	.659	0.794
	NW2	.659	
Personal Growth and Advancement	PGA1	.537	0.717
	PGA2	.704	
	PGA3	.400	

Descriptive Analysis

The effect of Herzberg's motivator factors on employees' performance

As illustrated in tables (2; 3; 4; 5, and 6), overall the employees' perception of Egyptian hotels' motivator factors of Herzberg's motivation theory was acceptable as the grand mean (4). Moreover, to quantify the amount of variation (or dispersion) of the data values, the table demonstrated that the (SD) was acceptable, it ranges between (.269) and (.748), this means that the SD is bunched closely around the mean value, and the data are dispersion around its mean. In more details:



The dimension of sense of achievement was highly appreciated by hotel employees (4.26) as illustrated in table (2). Respondents ensure that: proper opportunities for promotion (98.7% agree & strongly agree), feeling of accomplishment (90.3%), achieving employees' aspirations and personal plans (71.7%), achieving work targets (94.6%) and management appreciation (99%) will increase employees' ability to be creative at work and motivates their performance within studied hotels. Like (Miller et al., 2007; and Tutar et al., 2011) which clarified that organizations success when it gives their employees a feeling of importance to the operation, a sense of their own worth, recognition, and a feeling of achievement and growth.

Table (2): Descriptive Statistics of Motivator Factors Constructs (Sense of Achievement):

Constructs of the study	N	Mean	SD	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly agree %
Sense of Achievement								
Lack of proper opportunities for promotion affecting negatively on my performance.	816	4.88	.366	0	0	1.2	10	88.7
Feeling of accomplishment motivates me and therefore increases my performance and my self confidence.	816	3.99	.430	0	0	9.7	81.5	8.8
My work makes me able to achieve my aspirations and personal plans.	816	3.62	.691	.6	9.6	18.1	71.1	.6
When we achieve work targets, this will motivates me and increases my ability to be creative at work.	816	3.95	.269	0	.4	5	93.6	1
Management appreciation for my achievements at work motivates me to be creative.	816	4.88	.377	0	.5	.5	9.2	89.8
Grand Mean		4.26						

SD = Standard Deviation 1= Strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree

Recognition showed a satisfactory result for employees motivation (4.46) (see table 3); as the verbal or written compliment is important and



quite effective in encouraging employees (99.2% agree & strongly agree), besides, (83.9%) of employees receives recognition from their superior when doing good job and this encourages them to perform better. In addition, if there is a lack of adequate recognition in the work will affect employees' performance negatively (99.1%). This is in line with (Chiang, 2006; Danish and Usman, 2010; Khan et al., 2011; Messah and Kamencu, 2011; Yin et al., 2012; and Gohari et al., 2013a) they pointed out that recognition and appreciation plays an important role in motivating employees and raising their performance, which ultimately results in improved performance of organizations, attract and retain employees, and considered as a centre for workplace mental health.

Table (3): Descriptive Statistics of Motivator Factors Constructs (Recognition):

Constructs of the study	N	Mean	SD	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly agree %
Recognition								
The verbal or written compliment is important and quite effective in encouraging me.	816	4.80	.422	0	0	.9	18.4	80.8
Lack of adequate recognition in the work makes me do not care about developing my skills and my performance.	816	4.77	.456	0	.4	.5	20.7	78.4
My boss always thanks me when I do a good job.	816	3.81	.483	.2	2.8	13.1	83.5	.4
Grand Mean		4.46						

SD = Standard Deviation 1= Strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree

Responsibility dimension evaluation revealed a positive result (3.98); as most of respondents (agree & strongly agree) highlighted the importance of empowerment (94.7%), and taking charge in leaderless situation (90.8%) in helping employees to use their abilities and achieving high standards of performance, while taking responsibilities over the job (94.6%) affects negatively on employees performance. As (Torres and Kline, 2006; Miller et al., 2007; and Lunenburg, 2011b) said that making



employees more responsible for decision-making can be a job motivator, and it considered fundamental in building a sense of responsibility in employees. This is also agrees with (Yin et al., 2012; and Dobre, 2013) who clarify that sense of responsibility can create an optimistic and healthy work environment; which in turn, increasing employees confident, customer satisfaction, loyalty and profits for organization. See table (4).

Table (4): Descriptive Statistics of Motivator Factors Constructs (Responsibility):

Constructs of the study	N	Mean	S D	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly agree %
Responsibility								
Empowerment is important to me so that I can have the authority and make independent decisions in relation to my job.	816	3.98	.509	0	4.4	1	87.3	7.4
The feeling that I am responsible over my job affect on my performance negatively.	816	4.01	.528	.1	3.8	1.5	84.6	10
In a leaderless situation I tend to take charge, this motivates me to show my abilities at work and gives me confidence.	816	3.95	.565	0	4.7	4.5	81.9	8.9
Grand Mean		3.98						

SD = Standard Deviation 1= Strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree

Nature of the work showed satisfactory result for employees motivation (2.38); as working in feasts and holidays (78.7% disagree), and the absence of social atmosphere and working long and/ or irregular shifts (75.6%) will affect negatively on employees' performance and on job duties. This disagrees with (Hossain M. and Hossain A., 2012; as well as Panwar and Gupta, 2012) when they affirmed the importance of vacations and its significant impact on family responsibilities and the level of motivation. See table (5).



Table (5): Descriptive Statistics of Motivator Factors Constructs (Nature of Work):

Constructs of the study	N	Mean	SD	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly agree %
Nature of The Work								
Working in feasts and holidays, affecting negatively on my performance.	816	2.37	.736	0	78.7	5.9	15.4	0
The absence of social atmosphere and working long and/ or irregular shifts affect negatively on my job duties and make troubles with my family.	816	2.40	.748	0	75.6	9.4	14.5	.5
Grand Mean		2.38						

SD = Standard Deviation 1= Strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree

Personal growth and advancement dimension evaluation revealed a positive result (4.2); as most of respondents (agree & strongly agree) highlighted the importance of: training courses (89.7%), the job that gives the chance to be creative (75.6%), and helping them in achieving personal aspirations and plans (98.7%) encourage employees towards good performance. The result is in line with (Hossain M. and Hossain A., 2012; as well as Panwar and Gupta, 2012), they illustrated that training, growth opportunities and promotion are considered to be powerful motivation factors for employees to satisfy their need for esteem and self-actualization. See table (6).



Table (6): Descriptive Statistics of Motivator Factors Constructs (Personal Growth and Advancement):

Constructs of the study	N	Mean	SD	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly agree %
Personal Growth and Advancement								
Developing my performance by training courses is very important factor to continue at the work.	816	4.02	.494	0	.5	9.8	77.1	12.6
My job allows me to be creative as it gives me the chance to improve my experience and skills	816	3.84	.575	0	.6	23.8	66.3	9.3
Achieving my aspirations and plans encourage me towards good performance.	816	4.73	.473	0	0	1.3	24.3	74.4
Grand Mean		4.2						
Grand Mean for all Constructs		4.00						

SD = Standard Deviation 1= Strongly disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree

Employees Choice For Motivator Factors Results

As illustrated in table (7), overall the employees' ranking of motivator factors for increasing employees' performance. In more details, all factors are evaluated respectively, as important and very important factors; according to their scores are:

1. Salary (99.7% important & very important).
2. Adequate job security (99.5%).
3. Recognition and appreciation (99.4%).
4. The opportunities for personal growth and advancement (99.4%).
5. Hotel policy (99.4%).
6. Supervision (98.8%).
7. Good working conditions (98.3%).
8. Interpersonal relations (97.8%).
9. Nature of the work (97.7%).



10. Job responsibilities (93.5%).

11. Work achievement (93.3%).

On the other hand, when analyzing the respondents' answers about specifying the other motivator factors that can enhance their performance from their point of view, it was found that there were a number of (784) from respondents (with a percentage of 96%) affirmed on the importance of "monetary rewards" as a motivator factor (ranked as very important), while (727) of them (with a percentage of 89%) stated that "fairness and equity" is a factor that can affect positively on their performance and efforts (they ranked this factor also as very important).

Table (7): Descriptive Statistics of Motivator Factors For Increasing Employees Performance:

Constructs of the study	N	Mean	SD	Unimportant at all %	Unimportant %	Neutral %	Important %	Very important %
Salary	816	4.99	.135	0	.1	.1	.2	99.5
Job security	816	4.98	.188	0	.2	.2	.4	99.1
Supervision	816	4.93	.311	0	.1	1.1	4.7	94.1
Recognition	816	4.93	.276	0	0	.6	5.6	93.8
The opportunities for personal growth and advancement	816	4.93	.290	0	.1	.5	5.9	93.5
Working conditions	816	4.88	.402	0	.5	1.2	8.3	90
Nature of the work	816	4.86	.469	.4	.4	1.5	8.9	88.8
Hotel policy	816	4.84	.380	0	0	.6	14.5	84.9
Relationship with peers	816	4.78	.495	.1	.4	1.7	17.4	80.4
Work achievement	816	4.73	.598	.1	.4	6.1	13.2	80.1
Job responsibilities and empowerment	816	4.56	.768	.4	4.4	1.7	25.4	68.1

SD = Standard Deviation 1= Unimportant at all 2= Unimportant 3= Neutral 4= Important 5= Very Important



Hypothesis testing

To test the regression model, table (8) outlines the construct corrected item-total correlation, Tolerance, Variance Inflation Factor (VIF), and Cronbach's alpha. Looking at Corrected Item-Total Correlation statistics, the revealed values of all constructs are between, 0.30 and 0.80 which is evident of construct validity. In total and from table (8), considering Cronbach's alpha, all values of Cronbach's alpha are greater than 0.70. For normality, Tolerance values for all items are less than (1), Variance Inflation Factor (VIF) values are less than 10, and the findings are reliable (Pallent, 2007).

Table (8): Statistics of Study's Constructs:

Dependent Constructs	Corrected Item-Total Correlation	Tolerance	VIF	Cronbach's alpha
Sense of Achievement	.676	.663	1.509	0.776
Recognition	.665	.405	2.470	0.800
Responsibility	.733	.466	2.145	0.728
Nature of The Work	.659	.438	2.283	0.794
Personal Growth and Advancement	.537	.680	1.471	0.717

The Model results

A) Evaluating The Model

The model summary table (9) presents the values of R, R², adjusted R². our model will deal with adjusted R² value, as it gives the most useful measure of the success of the model.

Table (9): Model Summary:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688 ^a	.474	.470	.558

a. Predictors: (Constant), Personal, Responsibility, Achievement, Nature, Recognition



The model revealed that the value given under the heading adjusted R^2 (Adj R^2) was (.470). This means that our model (which includes motivator factors as independent variables, and employees performance as a dependent variable), explains 47% (Adj R^2) of variance in perceived employees performance. To assess the statistical significance of the result, it is necessary to look in table (10) the regression conceptual model is used to measure the causal relationships among the constructs. It is found that the model components have a significant effect on improving employees performance ($F=145.827$ and $p<0.01$). The results revealed that one or more components of the regression model have a significant effect on improving employees' performance and productivity.

Table (10): Significance of Regression Model ANOVA For The Hypothesis:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	226.868	5	45.374	145.827	.000 ^b
	Residual	252.029	810	.311		
	Total	478.897	815			

a. Dependent Variable: The nature of hotel work allows me to improve my performance and abilities, and this motivates me to be more creative

b. Predictors: (Constant), Personal, Responsibility, Achievement, Nature, Recognition

B) Evaluating Each of Independent Variables

The next step to be done is identifying which of the variables included in the model contributed to the prediction of the dependent variable. This information was illustrated in figure (1) the findings revealed that three out of five sub-hypotheses measured in the second hypothesis are supported and the factors involved in this study are significantly affecting the employees' performance and productivity. However, the independent factors have different effect on the employees' performance and productivity. The interpretation of positive effects reflects how employees evaluate their performance and productivity.

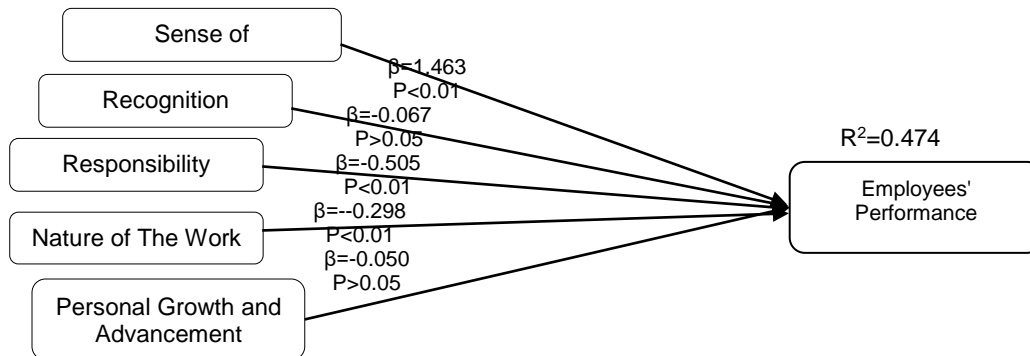


Fig. (1): The Regression Model of The Herzberg's Motivator Factors Affecting Employees' Performance.

The sense of achievement of hotels was shown to have a positive effect on the employees' performance ($\beta=1.463$ and $p<0.01$). This construct demonstrates the importance of feeling of accomplishment, proper opportunities for promotion, achieving employees' aspirations and personal plans, achieving work targets, and management appreciation, and its importance on the improvement of the employees' performance.

On the other hand, two constructs were perceived negatively affecting the performance of the hotel employees, these are: responsibility ($\beta=-0.505$ and $p<0.01$), and nature of the work ($\beta=-0.298$ and $p<0.01$). Recognition ($\beta=-0.067$ and $p>0.05$), and personal growth and advancement ($\beta=-0.05$ and $p>0.05$) had a negative impact on employees' performance, but it is not significant in.

After reviewing the results of H1, it could be noticed that the motivator factors affecting on employees' performance with a percentage of 47% (as the Adj R^2 was .470). The results showed that the most factors affecting significantly on employees' performance was:

- The "sense of achievement" ($\beta=1.463$ and $p<0.01$), this is in line with the current study results which demonstrated the significant effect of sense of achievement on employees' performance (as demonstrated previously in table 2). This result also agrees with



(Singh 2011; and Tutar et al., 2011), they indicated that achievement is one of the major factors that encouraging employees to continue work, and to achieve their goals.

- On the other hand, "increasing responsibility" ($\beta=-0.505$ and $p<0.01$), and "nature of the work" ($\beta=-0.298$ and $p<0.01$) affecting negatively on performance. This result is closely matches with the current study results (as demonstrated previously in tables 4 and 5). Also, the result is consistent with what reported by International Labor Organization (2010) that working at the hotel operations are frequently characterized as irregular and unsocial working hours. These conditions increase stress on employees with personal or family responsibilities, especially for women. Moreover, this agrees with (Tutar et al., 2011), they explained that organizational performance; effectiveness, and success can be reached through employees who find their jobs interesting and meaningful.
- Otherwise, this disagrees with (Torres and Kline, 2006; and Lunenburg, 2011b) when they affirmed the importance of making employees more responsible, they stated that making employee more responsible motivates him to perform better.

Recommendations

A) Recommendations For Hotels Executives

1. The hotels should reconsider the motivation system and concentrate more on monetary or financial rewards as well as moral recognition policies.
2. The hotels should give their employees adequate responsibilities, empowerment, and involve them in decision-making process because it considered fundamental in building a sense of responsibility in employees.
3. The hotels must care about promotion opportunities because these are considered to be powerful motivator for employees to satisfy their need



for esteem and self-actualization, which in turn, increasing their performance.

4. The hotels should take their employees suggestions into consideration when planning the motivation policy. Their participation on planning the motivation policy can increase their confident, persuasion, and loyalty.
5. The hotels have to provide training programs for all employees to: develop their skills and performance, raising their confident, it helps them to solve problems and to take decision or action immediately which in turn enhances customer satisfaction, enhance the relationship with the management, and enhance the work atmosphere positively.
6. The hotels should bear in mind that ignoring the motivation system makes them faces many problems, in addition to low performance and efficiency, such as: high turnover and absenteeism, low morale, increasing negativity in the work environment, weak relationship between the employees and the management, decreasing employees' loyalty, loses in the hotel sources because of bad use and lack of interest, increasing customers' complaints, low profit and productivity, and the hotel reputation will be affected negatively. Furthermore, ignoring employees' demands (especially those associated with financial aspects and job security) makes the hotel industry "repellent for employees" and this will result in a big problem on a long term. In more details, it's obviously observed in the few past years the lack or low number of tourism and hotels students, and this will result in the future when these hotels face a lack number of qualified academic employees problem.

B) Based upon the reviews and the results of the present research, the following model could be suggested to be taken into consideration when motivating the hotels employees' performance.

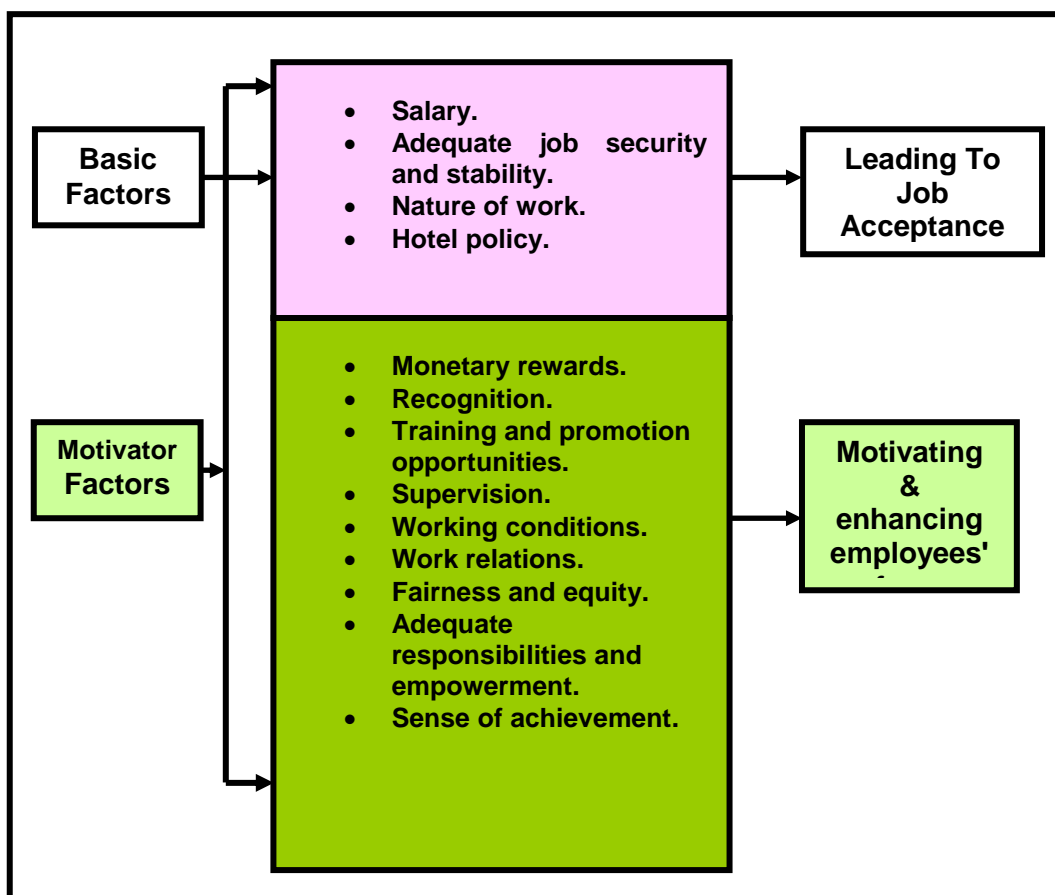


Fig. (2): Suggested Model To Motivate Employees' Performance In The Egyptian Hotels.

Source: Own Contribution From The Study Researcher.

The suggested model was examined and provided to a number of human resources managers (10 managers) in addition to 150 hotel



employees to ask them about its efficiency and how far it suit or suitable to the Egyptian hotel employee. By analyzing the answers, it was found a big acceptance for the suggested model; this result is in line with the results of the first survey. In more details:

- 8 managers (with a percentage of 80%) are in agreement that the suggested basic factors are suitable for the Egyptian employees.
- 2 managers (with a percentage of 20%) added the "working conditions" as important basic factor which can affect on employees continuation on work.
- 9 managers (with a percentage of 90%) are totally agreed that the suggested motivator factors are suitable for the Egyptian employees and it can affect significantly on their performance enhancement.
- 1 manager (with a percentage of 10%) mentioned that the suggested motivator factors are suitable but he affirmed on the important role for the individual differences in the motivation process, he stated that taking employees personal needs into consideration is very important element that can affect on employees psychological states, which consequently, affects their performance.
- Additionally, a number of (39 employees, with a percentage of 26%) added the "training courses" as a motivator factor that can enhance their performance.

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المخلص العربى

تطبيق نظرية التحفيز لهيرزبرج على أداء العاملين فى فنادق الخمس نجوم بالقاهرة والجيزة (العوامل المحفزة)

تطبق الدراسة نظرية التحفيز لهيرزبرج على أداء العاملين فى فنادق الخمس نجوم بالقاهرة والجيزة. وتهدف الدراسة إلى معرفة العوامل المحفزة التى تساعد فى تحسين وزيادة أداء العاملين. إنتهت الدراسة إلى تقديم نموذج تحفيزى تم فيه مراعاة متطلبات العمالة المصرية، بالإضافة إلى تقديم عدة توصيات كان من أهمها: (١) يجب على الفنادق إعادة النظر فى نظام التحفيز والتركيز أكثر على المكافآت المالية بجانب التقدير المعنوى (٢) ينبغى إعطاء العاملين قدر من المسؤولية والتمكين، وإشراكهم فى عمليات صنع القرار، لأنه يعتبر عاملاً أساسياً فى بناء الشعور بالمسؤولية لديهم (٣) ضرورة الإهتمام بتقديم فرص الترقى لأنها تعتبر حافز قوى لتلبية حاجات العاملين الخاصة بالتقدير والإحترام وتحقيق الذات (٤) ضرورة أخذ مقترحات العاملين فى الإعتبار عند تخطيط سياسات التحفيز مما يزيد ثقتهم بأنفسهم، فناعاتهم بالسياسة التحفيزية، وولائهم للفندق (٥) تقديم برامج تدريبية لجميع العاملين مما يساعد فى: تطوير مهاراتهم وأدائهم، زيادة ثقتهم بأنفسهم، القدرة على حل المشكلات وإتخاذ القرارات الفورية التى بدورها تنعكس على رضا العملاء، تعزيز العلاقة