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Hotel Managers' Motivational Strategies for Enhancing Employees' Performance

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Walden University

College of Management and Technology

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Nickea Katherine Harris

has been found to be complete and satisfactory in all respects,
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the review committee have been made.

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Walden University
2021

Abstract

Hotel Managers' Motivational Strategies for Enhancing Employees' Performance

by

Nickea Katherine Harris

MA, Webster University, 2015

BS, Park University, 2013

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

January 2021

Abstract

More than 87% of United States hotel employees are not engaged. Hotel general managers who struggle to engage employees are at risk of damaging organizational effectiveness. Grounded in Maslow's hierarchy of needs, the purpose of this qualitative multiple case study was to explore the strategies general managers of full-service hotels used for enhancing employees' performance. The participants consisted of general managers from 3 full-service hotels in Hawaii who have successfully developed and deployed strategies to enhance employees' performance. Data were collected from semistructured interviews, company websites, advertisements, and observations. Yin's 5-stage analysis was used to analyze the data, and 3 themes emerged: leadership characteristics, most effective strategies for performance, and most ineffective strategies for performance. A key recommendation is for hotel general managers to use personal achievement and communication to engage employees. The implications for positive social change include the potential for hotel general managers to increase employee leadership training, local charitable contributions, and provide health insurance to employees and their families.

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Dedication

I dedicate this dissertation to my beloved three children, Da'Shaun, Kia, and Brenden Jr. for their unlimited support, encouragement, and patience. You've been my motivation and inspiration. Your unconditional reassurance, steadfast support, and love throughout the DBA journey has enabled me to accomplish my objective of attaining such a prestigious degree. Thank you for being the best children a mother could ever ask for. I love you all and I thank God every day for blessing me with you all. To my mother and father, thank you for never turning your backs on me as a teenage pregnancy statistic. You both taught me the value of education and the value of perseverance on this doctoral journey. To my brother, Ronald, thank you for inspiring me and being so compassionate and patient when I needed advice and counsel about military, academics, and personal matters. To my late grandmother, Carrol, this DBA journey would not be possible if it wasn't for those last words I heard you whisper to me, "don't let having baby as a teenager stop you from succeeding in life". Those words stuck with me and a testament on why I'm able to write this dedication. Thank you my love. To all my family and friends, I thank you for your continued support and encouragement. "Don't Stop Cause You're Tired, Stop Cause You're Done."

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I want to start by first acknowledging my all mighty father God who has given me the strength and courage which enabled me to endure and obtain my doctorate degree. Dr. Janet, thank you for being my cheerleader and teaching me to the importance of attention to details and the value of becoming resilient and embrace the challenges I will encounter on the DBA journey. Dr. Janet, you are amazing! I want to thank my committee members, Dr. Lisa Cave my SCM, and Dr. Al Endres my URR, for their guidance and support throughout the review process. Thank you for your insight and contribution to my success on this DBA journey. I will forever be grateful to all of you, thank you. I would also like to thank the Walden faculty and staff for your patience and support throughout the DBA journey. To sum up, I would like to thank all the participants who were part of the research and provided valuable data in making my research credible and trustworthy. Thank you all!

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Section 1: Foundation of the Study

Employee job satisfaction is an important variable that managers can use to determine if the motivational approaches used are effective (Azic, 2017). The hotel industry frequently experiences challenges with employees' lack of motivation and performance due to managers' inability to incorporate strategies to increase performance. In the hospitality industry, inadequate employee engagement has resulted in organizational losses of more than \$300 billion dollars a year (Valentin, Valentin, & Nafukho, 2015). The lack of employee engagement reduces employee performance productivity, ultimately affecting customer service and profit. Many organizational leaders are concerned with the frequent absenteeism among employees in the hotel industry as a factor that indicates low motivation (Robescu & Iancu, 2017). General managers should employ motivational strategies to increase employee performance (Becker, Kernan, Clark, & Klein, 2018). A problem exists within the hotel industry regarding the motivation employees display reflected through their performance. In this study I aimed to identify and explore the strategies that managers in the hotel industry can use to motivate their employees to increase their performance.

Background of the Problem

Lack of motivation among employees in the hotel industry leads to inadequate job performance, and management strategies may be lacking to address the performance capabilities of the employees (Yeboah & Abdulai, 2018). Marinakou and Giousmpasoglou (2019) investigated motivation strategies that can be used to boost performance in resort hotels; the findings indicated a lack of appropriate motivation

strategies by managers to meet employees' needs and accomplish desired goals. In 2016, over 665,000 employees left from the hospitality industry (Bureau of Labor Statistics, 2017). Employees who are not properly motivated record low-performance records (Afsar, Shahjehan, & Shah, 2018). In a highly competitive industry, managers who implement employee motivation strategies observe increased employee performance, efficiency, and productivity; improved retention of customers; and increased profitability (Reisel, 2016). It is essential that managers implement strategies to increase employee motivation in the hotel industry.

Problem Statement

More than 87% of United States employees are not engaged in their work (Osborne & Hammoud, 2017). Nearly 70% of employees reported lack of motivation and performance is influenced by managers, which has damaging productivity consequences in the hotel industry (Akgunduz, 2015). The general business problem is that some hotel managers experience challenges addressing organizational effectiveness to increase their employees' performance levels. The specific business problem is that some hotel managers lack appropriate motivation strategies to increase employees' performance.

Purpose Statement

The purpose of this qualitative multiple case study was to explore what motivational strategies successful hotel managers use to increase employee performance. The target population consisted of three hotel managers of three different branded hotel businesses located on the Island of Oahu, Hawaii, who have demonstrated success in addressing the issue of employee motivation. The implication for positive social change

from this study includes enabling hotel managers to improve employee motivation. By improving motivation, enhanced employee contentment and performance may increase hotels' capability to contribute to the betterment of the community's economic environment.

Nature of the Study

A researcher has three methods to address a research problem: quantitative, qualitative, or mixed methods. In quantitative methods, researchers collect numerical data and test hypotheses to examine relationships between variables or differences of groups (Park & Park, 2016). Researchers use the qualitative method to explore different aspects of phenomena by asking open-ended questions, which integrate subjective and inductive study approaches (Alase, 2017). Researchers use mixed methods to combine qualitative and quantitative aspects (Yin, 2018). Given that a mixed methods study is an amalgam of quantitative and qualitative methods, the mixed methods was not appropriate for this study because the quantitative aspect would not be fitting.

Qualitative researchers have multiple choices among research designs including phenomenology, ethnography, or case study. Phenomenology is the study of the participants' shared lived experiences, which expose the intricacy and key issues of those experiences (Levitt et al., 2018). The phenomenological design was not pertinent because I was not exploring the meanings of personal lived experiences. In ethnographic studies researchers explore cultural phenomena of groups (Levitt et al., 2018). Ethnography was not applicable as I was not studying groups' cultural experiences. Researchers can use the case study design to study multiple points of view about a specific business problem

(Yin, 2018). A case study design was the most pragmatic option for my study as it is applicable to identify and explore motivational strategies as opposed to the interplay among individuals. I chose a multiple case study design rather than a single case design to explore and compare findings from different managers' motivational strategies that would improve employee performance.

Research Question

RQ: What motivational strategies do hotel managers implement to increase their employees' performance?

Interview Questions

1. What strategies did you use to motivate your employees?
2. How did you identify motivated employees in your hotel?
3. How did you apply your motivation strategies to improve efficiency in operations?
4. What were the key barriers to implementing your success strategies for motivating employees?
5. How did your organization address the key barriers to implementing your success strategies for motivating employees?
6. What strategies have you learned best motivate employees?
7. What strategies have you learned least motivate employees?
8. What information can you share that was not already covered about motivational strategies you implement to increase your employees' performance?

Conceptual Framework

Maslow (1943) developed a theory for understanding employee behavior and factors that affect motivation. The hierarchy of needs theory holds that employee motivation is determined by the extent to which they feel that their needs are fulfilled. The hierarchy begins with basic or physiological needs and ends with self-actualization. The hierarchy of needs theory posits that demand for needs in the next higher hierarchy level arises only after employees are satisfied that the current needs are fulfilled. The primary concern that managers have is determining the level of needs in the hierarchy that will satisfy different employees. Building upon Maslow's theory, Herzberg, Mausner, and Snyderman (1959) developed the two-factor theory of motivation. Herzberg et al. (1959) explained that certain workplace factors motivate employees, while others (hygiene factor absences) cause job dissatisfaction. Some employees may be motivated by either intrinsic or extrinsic factors (Kolomiets, 2016).

According to Kolomiets (2016), the lack of either the extrinsic or intrinsic factors causes employee disengagement that reduces their performance. The two-factor theory holds that intrinsic motivating factors relate inversely to extrinsic motivating factors; the presence of the former enhances employee motivation while absence of the latter reduces employee motivation. Extrinsic factors are the tangible aspects that employees expect in a working environment including fringe benefits, while intrinsic factors include emotional aspects of the job such as recognition and increased responsibility (Wamba, Bhattacharya, Trinchera, & Ngai, 2017). The two factors are independent in that an increase in one does not affect the other. Holston-Okae and Mushi (2018) explained that

the primary challenges that managers experience are determining what the nature of motivation is needed so it can be addressed; that is, whether to increase the intrinsic or extrinsic factors. To successfully apply Maslow's hierarchy of needs and Herzberg's two-factor theories, it is imperative that hotel managers acknowledge the generational differences among their employees (Holston-Okae & Mushi, 2018). Establishing effective motivational strategies reflecting employees' needs can help hotel managers attract and retain generational employees, which may lead to comparative advantage and improve employee productivity (Poulston, 2017). Both Maslow's hierarchy of needs and Herzberg's two-factor theories aligned with my study because the authors described the various aspects that promote employee motivation, assisting my exploration of how hotel managers can develop motivational strategies for enhancing employee work productivity.

Operational Definitions

Employee Needs: Employee needs refers to the five levels of employee needs, namely, physiological, safety, belonging (social), esteem (ego), and self-actualization (Maslow, 1943).

Job performance: Job performance is the organizational outcome and success of an employee (Sonntag, 2017).

Purposeful sampling: Purposeful sampling is the sampling of a limited population of participants and/or sources of data utilized in the research study based on richness and relevance of information specific to the research topic (Palinkas et al., 2015).

Self-undermining: Self-undermining occurs when an employee self-sabotages their performance to overcome stress from high job demands (Hakanen, Peeters, & Schaufeli, 2018).

Work engagement: Work engagement is a component of motivation in the job demands-resources model and is an employee's level of engagement in work (Gutermann, Lehmann-Willenbrock, Boer, Born, & Voelpel, 2017). Dedication, vigor, and absorption are characteristics of work engagement (Metin, Taris, Peeters, van Beek, & Van den Bosch, 2016).

Assumptions, Limitations, and Delimitations

The purpose of this qualitative multicase study was to explore hotel managers' strategies to increase employees' motivation to perform. In the following subsections I explain the assumptions, limitations, and delimitations of my study. The assumptions section includes assumptions regarding participants' truthful responses, understanding of the interview questions, and the concept of motivation. The limitations section includes limitations that were not within my ability to control as a researcher. The delimitations section includes delimitations regarding the geographical location and sample size.

Assumptions

Wolgemuth, Hicks, and Agosto (2017) defined assumptions as a hypothesis that a specific study feature is considered true based on ordinarily known deliberated factors. Assumptions refer to elements that are considered accurate in the absence of proof. I made several assumptions in this research study. For example, I assumed that the interviewees would be forthright and precise in their answers to the interview questions.

The primary assumption was that the data collected from the hotel managers would support that their employees were not highly motivated to begin a profession in the hotel industry, notably the full-service business sector. There I assumed that the managers were well-informed about motivation and how it relates to task execution (Jayaweera, 2015). The assumption was that the data collected would support the argument that long hours in working schedules are not helpful factors for attracting individuals into a career field. Personal time and holidays are essential to employees.

Another assumption was that employees can be successful if they are motivated with the right resources when working in the hotel industry. I assumed that the management's ability to motivate their employees generates a return of peak performance from their employees and increases future profits. The risk of this study was that it relied on the link between motivation and performance. If the relationship of the two is proven to be nonexistent, then the effects of motivation on performance will not have significance in the full-service hotel industry.

Limitations

Limitations refer to a restrictive weaknesses that are out of the researcher's control faced when conducting research programs (Taquette & Minayo, 2017). The limitations of this study were current employees working in the hotel industry, and the research study's focus on a select group of hotel employees in leadership positions. Focusing only on the management was a challenge to the study because employees' opinions and experiences were not included. The study was limited to three hotels selected from a possible 72 hotels in the area considered for this study. Another limitation

was the honesty of the participants during the in-person interviews. Hotel managers may not want to be open or honest when answering the open-ended questions.

Delimitations

Delimitations refer to the research study's scope, including geographic location, instructions for participants, and the organization of the study (Kan, Adegbite, El Omari, & Abdellatif, 2016). The sample comprised three hotel managers of three full-service hotels serving Oahu, Hawaii. Excluded from this study were employees and midlevel management from the selected hotels and college students pursuing a career in the hospitality industry. Employees from other types of hotels such as resorts, extended stays, non-full-service, and hotels that procure through leisure travelers or a capacity level of 200 people were excluded as well. The scope of the study was limited to three full-service hotels in Oahu, Hawaii. The range was limited to only hotel managers to gain knowledge on their strategies, opinions, and differences regarding employee motivation because the primary problem was how they could enhance employee performance through motivation.

Significance of the Study

It is crucial for the leaders in the hospitality industry to inspire and motivate their employees to remain competitive and to improve employee performance to attain organizational goals and objectives (Nyberg, Pieper, & Trevor, 2016). This study's findings may be significant to managers by addressing employees' needs and the significant impact of their employees' performance in the hospitality industry. Improving

motivation and performance creates avenues through which all the cost associated with lack of motivation can be avoided.

The value to business and society of this study is that it may provide hotel managers with insights into how employee motivation promotes successful business operations. This could help with the development of motivation-oriented leaders who understand the needs of their employees (Vratskikh, Masa'deh, Al-Lozi, & Maqableh, 2016). From a social perspective, professional staff and management interactions can create a positive working environment (Westminster Papers in Communication and Culture Editorial Board, 2017). When hotel managers meet needs of their employees, employees may engage the communities to increase business from the local area. The additional business can also affect other businesses and assist community growth through the increased tourism revenue.

Contribution to Business Practice

Employee motivation can increase productivity and performance in hotels, which may enhance business practices (Alexandris, Chrysikou, & Nikolaidis, 2016). Motivated employees can eventually become the leaders to support the needs of the business and continue to expand with innovative ideas, helping the hotel to remain competitive (Horth & Buchner, 2015). Motivated hotel employees can contribute to the organization through enhancing their skills by obtaining knowledge and learning new skills to support changes needed in the hotel industry. With career development in place, motivated employees can self-manage and execute their roles with ease in the future (Kinley & Ben-Hur, 2015). Through felicitous motivation and performance implementation, hotel employees can

attract new and existing customers. Developing a culture of motivated employees may enable hotel leaders to improve customer service and increase revenue.

Implications for Social Change

Hotel managers may use the increased revenues accomplished by implementing the findings of this study to contribute to positive social change by exercising corporate social responsibility (Reisel, 2016). Revenues in the hotel total more than \$244 million dollars yearly (World Bank, 2018). Executive managers in the hotel industry could use the increased profits for employee leadership training; contribute food, household supplies, and clothing to local outreach shelters; offer health insurance to employees and their families; or provide educational scholarships and grants. Thriving organizations could also drive business success with proper organizational structure and contribute to lucrative employment opportunities (Chen, Lin, Chi, & Wu, 2016). Increased opportunities could benefit individuals by providing monetary stability for their families.

A Review of the Professional and Academic Literature

In this section I explore the works of other researchers on motivational strategies and concepts that hotel leaders can implement to enhance employee performance. The literature review is concentrated on investigating views and agreements by authors on employee motivation. In this study I will explore the multiple types of motivational strategies that impact productivity and performance in the hotel industry using a qualitative multiple case study of three different branded hotel businesses located on the Island of Oahu, Hawaii. The primary focus of the research was on general managers of full-service hotels.

In this section I review sources such as peer reviewed articles, books, published dissertations and theses, and professional websites to explore information on motivation strategies, employee engagement, and performance. I focus on general managers' leadership attributes, motivation techniques, employee performance, organizational leadership styles, employee engagement, and links between performance and motivation in the hotel industry. The primary sources that were utilized to complete the research were libraries and databases including Walden University Library, Google Scholar, SAGE, Emerald Insight, ProQuest, and Wiley. The literature consists of 125 references with a total of 115 (92%) peer-reviewed articles, which accomplishes the 85% peer-reviewed article requirement. The peer-reviewed articles' publication dates range from 2015 to 2020, which is within 5 years of the anticipated completion date of the research study. The choice for the recent publications was assure the study was based on current information. The literature review includes the Maslow hierarchy of needs theory and its relevance to improved motivation of employees through a hotel manager's initiative. The review also includes contrasting theories including the Herzberg, Mausner, and Snyderman (1959) two-factor theory of motivation. Finally, the literature review includes a brief summary of the discussion on the theories and their application to the specific research areas.

The literature review is organized as follows: (a) hierarchy of needs; (b) basic needs; (c) psychological needs; (d) self-actualization needs; (e) disadvantages of the theory in relation to contrasting theories, particularly Herzberg's two-factor theory of motivation (1959); (f) hygiene factors; (g) motivation factors; (h) disadvantages of the

theory in understanding the motivation of employees; (i) transformational leadership; and (j) theory relevance to motivation of employees. I present a summary of Maslow's (1959) hierarchy of needs and Herzberg et al.'s (1959) two-factor theory. I describe the conceptual framework used to depict the processes of motivation. I discuss the key focal points in the theories of agreement and contrast regarding employee motivation.

Maslow Hierarchy of Needs Theory

According to Maslow (1943), the hierarchy of needs is one of the fundamental tools for studying and understanding human motivation. Maslow developed the theory to define the different factors that influence an individual's ability to gain satisfaction in life. Lee and Hanna (2015) extended the theory to include diverse contexts specifically within the employment environment. Alotaibi, ZienYusoff, Al-Swidi, Al-Matari, and AlSharqi (2015) opined that employee satisfaction translated to employee satisfaction in the workplace. Alotaibi et al. (2015) showed how meeting employee needs is reflected in improved employee performance and motivation in the workplace.

Maslow's (1943) theory also stated that improving employee motivation requires progressive development. According to Alotaibi et al. (2015), the theory explained that both psychological development and physical development lead to the attainment of job satisfaction. The authors explained that the employees can attain satisfaction through a proper employee working environment. Maslow (1943) supported the research by mentioning that needs of employees are met over time. Maak, Pless, and Voegtlin (2017) supported the findings by stating that there are environmental factors within the workplace which must be aligned to the employee behavior and working environment.

Maak et al. (2017) agreed with the other researchers by noting that positive employee relationships with one another can have a beneficial influence on the level of work satisfaction.

The achievement of satisfaction among the employees is realized by the fulfillment of their needs. Maak et al. (2017) concurred by stating that employees always seeks to attain the highest form of satisfaction and attainment of their needs and wants. Liborius, Bellhauser, and Schmitz (2017) supported the discussion by mentioning that people have priorities of needs. The authors noted that Maslow was keen to mention that people will try to satisfy the most immediate needs first before they could think of satisfying the other less pressing needs. Jiang, Zhao, and Ni (2017) did not agree with the findings of the other authors but instead mentioned that due to the limitation of human resources, the attainment of needs is always hard for most people. The authors mentioned that due to the limitation in resources, most people struggle all their lives to attain their desired level of needs without success.

Within the work environment, employees have varying levels of needs that they always seek to satisfy. Maslow (1943) noted that all people cannot attain the maximum level of satisfaction. Kollenschner, Popper, and Ronen (2016) stated that the variations in the needs of the employees will always cause differences in the performance of each of the workers. In the sections below, I discuss basic needs, safety needs, psychological needs, esteem needs, and self-actualization needs as developed by Maslow (1943).

Basic needs. According to Jiang et al. (2017), most people require basic needs to be met to effectively survive. The authors mentioned that some of these needs include

water, warmth, and food. Anderson, Baur, Griffith, and Buckley (2017) agreed with the findings by mentioning that the physiological needs of the person always overrule all the other needs.

Safety needs. The safety needs of a person are those related to well-being. Anderson et al. (2017) acknowledged that people always have the need to be safe and secure. Most people are concerned with the leadership's ability to provide them with adequate security and guarantee their safety (Reisel, 2016).

Psychological needs. People also need to feel a sense of belonging and acceptance. Anderson et al. (2017) acknowledged that people require friends in whom they can confide. Anderson et al. (2017) noted that people perform better when they have those who can support them.

Esteem needs. A person's self-esteem is also critical for the success of their daily actions. Anderson et al. (2017) stated that the feeling of accomplishment is important as it makes people feel that they can achieve more based on their belief in their ability to perform. Jiang et al. (2017) disagreed with the findings and stated that most people do not meet esteem needs.

Self-actualization needs. Jiang et al. (2017) mentioned that self-actualization is the highest level of needs attainment. However, few people attain self-actualization in their life. Jiang et al. also noted that self-actualization needs are very important to improve a person's performance and self-esteem. In the work context, all the hierarchy of needs are applicable to the motivation of employees in the hotel industry (Kearney, 2018). Similarly, Kollenscher et al. (2016) mentioned that employees who seek to satisfy

their needs do so at different levels. The authors noted that the employees at the lower levels of need fulfillment have lower satisfaction as compared to those in advanced management positions. Kollenscher et al. stated that the extent of employee involvement in the workplace is based on employees working towards achieving their psychological and safety needs. Similarly, Sandelowski (2015) stated that hospitality industry employees strive to accomplish objectives in an effort to achieve greater satisfaction. Sands (2017) agreed with the findings stating that middle-level managers have usually attained their basic needs. General managers are always in the process of engaging in the management of shared needs, which include esteem and attainment of belonging. Sands (2017) shared that the middle-level managers may strive for a promotion at their workplace. The rationale behind the rise in position is attached to the need to attain self-actualization.

Very few people in the highest management positions attain self-actualization (Kendrick, 2017). Sang (2016) opined that self-actualization can be attained when a person reaches the highest position and when they have no more promotions to achieve. Similarly, Sang (2016) stated that employees in an organizational setting achieve the highest attainment of self-satisfaction when they feel that they have achieved their life desires and needs.

However, Ahmad, Mohamed, and Manaf (2017) had a different view on the attainment of self-actualization needs in an organization. The authors noted that not all people who occupy high management always attain self-actualization. Ahmad et al. appreciated that there is always an inherent human tendency to want more, even when

needs are met. Therefore, people who never become contented do not achieve self-actualization even after being in positions of power in the organization. Ahmad et al. mentioned that the number of people who attain self-actualization is always very small in the organizational setting. Lastly, Ahmad et al. noted that only about 25% of the top managers in different organizations always attain self-actualization and realize the attainment of their needs. However, Kollenscher et al. (2016) disagreed with the findings by noting that self-actualization is not only attained by people of power in the organization. Kollenscher et al. (2016) mentioned that the attainment is based on the conviction of the highest achievement reached by a person but also on receiving competent guidance and knowledge from leadership.

Disadvantages of the Theory in Relation to the Research

The Maslow hierarchy of needs theory has been widely applied in developing an understanding of employee motivation. Bruce, Beuthin, Sheilds, Molzahn, and Schick-Makaroff (2016) noted that the theory has several flaws and disadvantages which limits its ability to effectively be applied to the employee motivation concept. Bosse, Duell, Memon, Treur, and van der Wal (2017) mentioned that Maslow had effectively failed to offer a credible understanding of the relationship between the hierarchy of needs and employee motivation.

The major disadvantage of the hierarchy of needs is that the theory does not offer a validation on the ranking of human needs. According to Bosse et al. (2017), the lack of academic backing on the ranking of human needs may limit the ability of the theory to effectively support an understanding on the human needs. Cesário and Chambel (2017)

did not agree with the findings of Bosse et al. (2017). Cesário and Chambel mentioned that the hierarchy of needs has been effectively used in understanding the motivational factors in the organizational workforce by adopting effective approaches. Cesário and Chambel supported the theory by mentioning that subsequent authors have tested the validity of the study and reached valid conclusions.

According to Buchholz and Sandler (2016), another disadvantage of the theory is that it does not consider other personal differences related to culture and personality that may affect the satisfaction of personal needs. Buchholz and Sandler (2016) stated that the Maslow theory only limits the satisfaction of human needs based on the five major factors. Kollenscher et al. (2016) noted that the failure of Maslow's theory to effectively adopt all applicable human needs has led to a gap in the determination of the human needs and wants. Kollenscher et al. mentioned that most modern theories that were developed to increase understanding on employee motivation only improved on the inability of Maslow to measure all human needs.

The hierarchy of needs theory failed to recognize the personal differences that exist between persons within an organization. According to Buchholz and Sandler (2016), an organization contains people with diverse backgrounds and personalities. Buchholz and Sandler agreed that the hierarchy of needs theory cannot solve all the different motivational aspects of people. Anderson et al. (2017) mentioned that the diversity of human needs and wants cannot be summarized into a single theory. Additionally, Anderson et al. argued that no theorist can purport to have absolute knowledge on all possibilities related to the satisfaction of human needs and wants.

Contrasting Theories

Herzberg's Two-Factor Theory of Motivation

The two-factor theory is important in creating an understanding on human motivation (Herzberg et al., 1959). Akhtar (2017) supported the research by mentioning that Herzberg, Mausner, and Snyderman conducted a detailed analysis through a literature review on the basic foundations that constitute job-based satisfaction. Akhtar mentioned that the motivation theory was also developed after thorough research that was undertaken through the assistance of 200 accountants and engineers who provided more insights into the study. Kollenscher et al. (2016) stated that the theorists were not satisfied with the traditional belief that employees within the workplace did not attain satisfaction based on the nature of their work alone. The same belief also held that employees could gain work-based satisfaction based on the work output. Kollenscher et al. argued that the Herzberg theory was based on the understanding that employee motivation was achieved through a combination of factors that were called satisfiers or dissatisfies.

Herzberg et al. (1959) suggested that the different determinants of motivation depend on the kind of satisfaction within the workplace. According to Herzberg et al. (1959), people gained their motivation based on the different environmental factors. The different motivations described by the authors were either positive or negative. Bosse et al. (2017) contributed to the topic by mentioning that the hierarchy of needs theory suggests the satisfaction of work is majorly attributed to the work itself. However, the Maslow theory also stated that workers who are dissatisfied within their workplace always attribute the failure to factors other than the work itself. Bruce et al. (2016)

acknowledged that the results from motivation by employees within the workplace will determine the outcome and survivability of an organization. Herzberg concluded by stating that the major pillars of the theory included the hygiene factors and the motivation factors.

Hygiene factors. Herzberg et al. (1959) stated that hygiene factors are those that make employees achieve satisfaction by being positive in their work. Bosse et al. (2017) showed that the hygiene factors, are a set of instruments that help employees to prevent dissatisfaction within their places of work. Buchholz and Sandler (2016) noted that the hygiene factors are not responsible for the creation of work satisfaction. Conversely, Buchholz and Sandler found that the lack of the proper existence of the hygiene factors within the working environment can largely demotivate the employees. However, Bruce et al. (2016) had a different view on Herzberg's application of the theory. Bruce argued that Herzberg's research that led to the outcome found out that much of the motivation was always caused by different two-dimensional factors. According to Bruce, the employees ought to be motivated and de-motivated with similar factors contrary to popular beliefs. According to Cesário and Chambel (2017), job enrichment within the place of work were only achieved through proper consultative work design programs and operations. The research findings were supported by Cesário and Chambel who described that the different factors of job enrichment may include salary increment, work-based promotions, tours or even award of presents.

The major hygiene factors that were developed by the Maslow included management policies. According to Bruce et al. (2016) positive policies that supported

the management systems within the working environment were important for employee motivation. When policies favor the employees, employees feel motivated by their jobs and tend to excel. Cesário and Chambel (2017) acknowledged that every organizational leader should formulate policies that are meant to promote inclusivity and motivate the employees to increase their performance. Cesário and Chambel stated that the formulation of policies should be made within an inclusive environment and managed by the organization's managers. Kollenscher et al. (2016) noted that policies within an organization may determine the future success of such entities.

Within the hospitality industry, management policies are critical for the development of a sustainable and efficient structure of governance. Bosse et al. (2017) mentioned that the hotel industry is complex and must be sustained through proper policy implementation. Bosse held that policies must be centered on the proper provision of guidelines for growth and development. The employee development has to be geared towards achieving high returns for the hotel and increasing employee competencies. Again, Bosse noted that within the hospitality industry, management policies are critical for the development of a sustainable and efficient structure of governance. Kollenscher et al. (2016) showed that policies based on research and understanding of the management structure were crucial for the overall growth of the entire entity. Based on the findings of Kollenscher et al., it is important to develop the hotel industry after conducting conclusive research and establishing adequate findings.

Supervision quality within the work environment also enhances the morale of the employees (Bruce et al., 2016). The mood and leadership direction of the supervisor can

either motivate or demotivate the employees. Bruce stated that when employees get demotivated within their work environment, they tend to have very adverse reactions and may blame their frustrations on other things other than the supervisory direction. Similarly, Jiang et al. (2017) mentioned that the role of promoting quality supervision is a major contributor to organizational success.

In the context of a hotel management system, having quality and timely supervision is important in promoting success and accountability within the industry. Yu, Duffy, and Tepper (2018) stated that a manager must act as a competent supervisor who oversees the activities of all the junior staff. Kollenscher et al. (2016) mentioned that within the hotel setting, the quality and extent of supervision have to be measured against the set limits and lines of reporting. Additionally, Kollenscher et al. asserted that the success of the hotel system must be based on the assurance that the managers provide the information and updates that they receive on a regular basis. Kollenscher et al. stated that there has to be clear communication channels and lines of responsibilities that the manager uses as a control mechanism to monitor the activities within the organization. However, Jiang et al. (2017) noted that reporting lines within an organization can slow down the oversight role of managers due to the bureaucratic processes.

Interpersonal relations are the relationships that exist among the different employee groups and can also lead to proper motivational techniques. Bosse et al. (2017) argued that employee relationships can affect work output by promoting or demotivating employee morale. The findings were supported by Kollenscher et al. (2016) who noted that group roles are always achieved when there are unity and coordination among the

employees. Within the context of a hotel system, the existence of an interpersonal relationship cycle is critical to the development of employee morale which is initiated by management. According to Jiang et al. (2017), the level of management engagement with the employees is an important determinant in the realization of organizational goals and success. Cesário and Chambel (2017) opined that an organizational leader who supervised many employees must use an interpersonal relationship cycle that has a proper structure and is built on employee coordination and engagement. Within the hotel industry, the success of the processes must link to the overall coordination and achievement of results within group units. The accomplishment of one task must be dependent on another. Therefore, as noted by Jiang et al., managers within a hotel complex must have the abilities to bring together all the employees and lead them in working as a single unit.

Herzberg et al. (1959) agreed with the research and stated that increasing employee salary improves their work output. According to Kollenscher et al. (2016) salary is considered one of the biggest motivators for most people within the workplace. For many employees, the need to earn status and fulfil all the personal needs are achieved through the availability of money. Kollenscher et al. added that monetary compensation within the work environment is crucial and leads to adequate work output and employee satisfaction. Kollenscher et al. noted that employees who are underpaid always have low work morale as a result poor output.

Since salary plays an important factor in employee motivation, hotel leaders have been keen on influencing the level of satisfaction of its staff by offering attractive

salaries. However, as noted by Buchholz and Sandler (2016), employees within the entire hospitality industry remain some of the most underpaid. In fact, Buchholz and Sandler mentioned that such employees do not have proper remuneration packs, leading to demotivation among many employees. There are, however, other hotels that have opted to promote the performance of employees by increasing motivation through increased pay. Hoboubi, Choobineh, Ghanavati, Keshavarzi, and Hosseini (2017) supported the findings and mentioned that organizations must balance performance expectation against the level of employee satisfaction. Wood and Ogbonnaya (2018) mentioned that increasing a firm's performance requires proper strategies aimed at improving the organizational output. Hotels managers must, therefore, reconsider the idea of increasing the pay for its employees if it needs to improve performance and promote profitability.

According to Maak et al. (2017), the status of employees is determined by their seniority within the organization. Maak et al. noted that the leadership ladder puts employees at different levels which range from the bottom to the top management of the organization. However, Jiang et al. (2017) alluded that the difference in status within the organizational always creates a power struggle and leads to major conflicts as people scramble to occupy top seats. Jiang et al. did not agree with the earlier research and mentioned that firms cannot survive without a proper structure of leadership and division of roles.

Just like any other organization, the status within the hotel industry is important in enhancing employee morale and performance. Managers must be able to prove that they can make each employee feel their worth within the organization (Maak et al., 2017).

Wood and Ogbonnaya (2018) asserted that collaborative performance and division of roles could be one of the biggest ways of promoting the performance of the employees. In fact, the same concept could also apply within the hotel setting. Hetland, Hetland, Bakker, and Demerouti (2018) expanded the research and specifically noted that the management of hotels should begin to empower their employees by coming up with proper structures that make them feel acknowledged. Hetland supported the research findings of Anderson, Baur, Griffith, and Buckley (2017) through their belief that making each employee responsible for the work that they do would also help increase their status. Anderson et al. (2017) did not agree with the other authors' research outcomes and noted that achieving real status elevation in an organization is not practical. In contrast, Anderson suggested the adoption of psychological status elevation through the division of roles and empowering employees to make basic decisions.

Job security is a major fear for employees, which is always associated with the loss of their job. According to Jiang et al. (2017), job security is one of the biggest factors that influence employee motivation and performance. Jiang et al. noted that organizational leaders who assured their employee of job security increased their job-based performance through positive motivation. Buchholz and Sandler (2016) mentioned that job security is one of the biggest motivators of employees overall. Buchholz and Sandler showed that employees always have their preference for permanent-based jobs as compared to contractual ones.

Within the hotel industry, job security has been one of the biggest issues that create demotivation for employees. According to Anderson et al. (2017), employment

contract are a big demotivator for employees as they do not provide assurance of job security. Ironically, most hotels have chosen to have their employees properly assigned within the organization based on employment contracts. Anderson argued that employees who are only absorbed on a temporary basis will tend to find other employment opportunities which provide job security through permanent employment contracts. Jiang et al. (2017) acknowledged that high employee turnover is always associated with demotivation due to job security worries. The findings by Jiang et al. could perhaps point put to the rising trends in employee turnover within the hospitality industry.

Motivation factors. According to Anderson et al. (2017), factors are primary instincts since they only remain neutral if they are not active. Additionally, Anderson et al. stated that motivation for an employee is based on personal preferences and behavioral instincts. Employees who can achieve work-based competencies always have a higher level of motivation. According to Jiang et al. (2017), the achievement is the art of gaining the desired goals within an organizational setup. Jiang et al. mentioned that achievement is based on the setting of personal goals and attaining set standards by a firm or even exceeding such factors. By achieving the task and meeting their own jobs-based needs, the employee feels motivated to perform. Based on the arguments of Jiang et al., the achievement of employees makes them have a feeling of worthiness and increases their abilities and zeal to achieve more success. Buchholz and Sandler (2016) disagreed with the findings and mentioned that the parameters of achievement must be measured against the set objectives within an organization. Buchholz and Sandler offered their reservations and mentioned that firm leaders must set standards that employees should aim at

achieving in order to enjoy recognition and reward. Ironically, within the hospitality industry, such recognition standards are rare. According to Rosemberg and Li (2018), very few hotels managers have set up standards that form a basis for rewarding employees for their achievements. Buchholz and Sandler claimed that the process of creating standards for measuring employee performance should be set by organizational management.

Human beings require a form of recognition to feel like they are part of the team. Anderson et al. (2017) argued that work-based recognition helped the employees to increase their work output and achieve better performance. Similar recognition is also important in increasing the acceptance and performance of employees within the hotel industry. However, Orsini, Evans, and Jerez (2015) showed that the role of implementing organizational recognition lies with the management of an organization. Within the hotel setting, the top managers must come up with applicable recognition strategies and options. Orsini et al. stated that most forms of recognition that organizations adopt include the work-based promotion and various awards. Similar recognition strategies need to be applied within the hotel industry in order to promote employee motivation.

The actual work performed by an employee also promotes motivation or demotivation. Maak et al. (2017) mentioned that employees who ends up doing their dream jobs always have higher motivation based on the passion that they have. However, some of the employees who end up doing some jobs based on circumstantial factors have very little motivation. The arguments were also supported by Osbaldiston, Cannizzo, and Mauri (2016) who argued that some employees always chose to go into jobs that they do

not like mainly because they need monetary compensation. Within the hotel industry, there is diversity in the kind of work. Based on such differences, it is certain that there is bound to be differences in the level of actual work and motivation of the employees.

Orsini et al. (2015) showed that the management can institute specific measures aimed at improving satisfaction even at the lower organizational levels. Employees who perform lower level tasks within the hotel industry should, therefore, be given specific incentives that may help to promote their motivation and increase productivity.

The responsibility that is accorded to an employee will always have an influence on the job outcome. Brammer, He, and Mellahi (2015) noted that employees with more organizational responsibility feel a sense of active participation in the running of the firm; such employees always have high motivation. The authors argued that a successful organization always tends to empower all the employees by making them responsible for the achievement of organizational goals. Jiang et al. (2017) showed that each organizational goal is always measured against the ability of an employee to meet their responsibility. Jiang et al. found that responsibility for an assignment within an organization is based on personal initiatives. Therefore, the need to promote organizational goals must be achieved by motivating the employee to increase their level of responsibility.

Within the hospitality industry, acts of responsibility also promote employee satisfaction. According to Heyden, Fourne, Koene, Werkman, and Ansari (2017), responsibilities in the workplace enhance the development of the employees. Heyden et al. (2017) stated that responsibilities are attained through the division of labor. Managers

within the hospital industry, therefore, need to come up with a comprehensive platform for empowering employees. One of the biggest processes would include labor division and putting employees in charge of different aspects of management. Hofmann, Burke, and Zohar (2017) found that employee responsibility must be conducted within environments that promote dignity, safety, and accountability. Hofmann et al. (2017) expressed their views and mentioned that all the employees, when given the adequate environment to undertake their tasks, helped to promote organizational success and development.

Employee advancement within the workplace also enhanced much motivation and engagement. According to Buchholz and Sandler (2016), organizational leaders should develop advancement schemes that would enable them to enjoy the proper achievement of results based on the positive motivation of employees. Buchholz and Sandler suggested that the best form of advancements for employees is through salary increment, promotions, and education. Hofmann et al. (2017) acknowledged that most organizational leaders valued employee advancements, especially those that aligned with the organizational goals and objectives. Hofmann asserted that most organizational leaders always support employee advancement issues as it contributes to performance. Maak et al. (2017) agreed that employees who are helped by their companies to increase their knowledge tend to have boosted morale and improved work performance.

Within the hotel industry, the issues of advancement among the employees have been very critical. According to Houghton, Murphy, Shaw, and Casey (2015), advancement in employment can be attained through different approaches. Houghton et

al. (2015) explained that the most active form of advancement is promotion within the workplace. Even within the hospitality industry, work-based promotion creates a sense of satisfaction and contentment. Employees who are promoted always tend to increase their performance as they wish not to fail in their duties. The findings were supported by Maak et al. (2017) who mentioned that personal non-career development is also an essential part of employee growth. Maak acknowledged that an organization needs to help its employees to develop both economically and socially as that would provide them with the necessary environment to grow and overcome personal challenges.

Houghton et al. (2015) mentioned that employee advancement can also be realized through the proper promotion of educational abilities. Employees within the hotel industry require advancement in their education system. Howell and Howell (2017) mentioned that educational exposure equipped employees with additional skills that make them different from their peers. Education impacts the person with the knowledge to perform tasks in a professional way. Therefore, by seeking educational opportunities, the employee would be able to advance their careers and motivated to increase their performance. Maak et al. (2017) agreed that the most preferred system of advancement adopted by most organizational leaders was education.

Disadvantages of the Theory in Understanding the Motivation of Employees

The motivation theory fails to acknowledge that the kind of work that a person does can also lead to greater demotivation. According to Anderson et al. (2017), poor work structures and negative working environments can demotivate and reduce the productivity of employees. Anderson et al. claimed that most of the companies that

underperformed always had policies which lead to employee demotivation and lowered the overall performance. Siddiqui and Bisaria (2018) noted that proper work structures can become some of the best employee motivational strategies, just as poor systems can discourage employees into achieving proper maximum organizational goals.

Johnson, Friend, and Agrawal (2016) mentioned that assigning employees responsibilities, which are beyond their agreement or conceptualization could lead to greater demotivation. Kearney (2018) explained that only responsibilities, which are positive and align with organizational goals and objectives are major factors that enable employees to perform. Jiang et al. (2017) stated that there are internal employee factors which have an outward effect on the level of motivation. Additionally, Jiang et al. concluded that personal traits and responsibility issues were some of the biggest determinants of human behavior.

Achievement alone cannot improve the motivation of an employee. Jiang et al. (2017) argued that achievement recognition should be given to employees, however, sometimes it does not solve employees' poor working habits. Jiang et al. wrote that the approach, despite being widely adopted, has failed to institute a proper platform for motivating the workforce. Maak et al. (2017) contributed that achievement is relative and can be viewed in a different manner depending on the views of a person. Maak mentioned that motivation to achieve is only realized in cases where such an achievement has been one of the core needs of an organization

Maak et al. (2017) mentioned that human advancement within the work environment can motivate an employer. Maak stated that educational advancement within

the work environment only seeks to fulfil the inner need of an employee to meet their goals. Specifically, Maak noted that the advancement in education has been adopted by many people across different organizations as a major means of increasing in their leadership ladder within firms. However, Johnson et al. (2016) mentioned that measuring motivation only with the aid of human advancement factors limits the cope of other human beings. Johnson stated that human advancement that does not lead to higher motivation are those that do not have proper achievement. In conclusion, Johnson also mentioned that the only human advancement that is practicable are those that lead to higher human satisfaction and where there is no possibility of advancement in position. Johnson concluded that employee advancement is subjected to personal interpretations, as there is not one side to the argument.

Recognition alone does not stand as a factor that can promote employee motivation within a place of work. According to Maak et al. (2017) recognition alone is positive but does not exclusively provide a platform for the workforce to excel and increase their productivity. Jiang et al. (2017) stated that recognizing an employee for something positive within the organization encourage increased performance but did not take away any bitter feelings that they might be having because of other factors. Additionally, Jiang et al. mentioned that employees should only be recognized for the positive achievement within the firms as an extra method for porting productivity. Cesário and Chambel (2017) noted that the recognition may also cause the negative effects of employee animosity, especially where other employees feel that they have been unfairly left out while undertaking the rewarding process. Jiang et al. added that the

incident may cause unease among the employees and even lower the prospects for profitability.

Transformational Leadership Theory

The transformational leadership model is a newer leadership approach. According to Anderson et al. (2017), transformational leadership is where employees seek to provide proper leadership by focusing on creating value and positive change to their juniors and followers. When James MacGregor introduced the concept of transformational leadership, the focus was on the political systems and how the leaders were using their influence to encourage positive change and development. Maak et al. (2017) mentioned that transformational leadership was developed at a time when most organizations were calling for change. Arnold (2017) noted that the leadership styles helped most companies to overcome immense resistance to change, a concept that is common within many organizations. While developing the transformational leadership theory, MacGregor developed four major factors organizational leaders must have: inspirational motivation, intellectual stimulation, idealized influence, and individualized consideration.

According to Anderson et al. (2017), inspirational leaders must use the company vision and mission as a way of inspiring leaders to achieve more organization goals and have personal excellence. The author mentioned that such leaders provide work-based direction for the employees by enhancing their productivity through clear directions. Maak et al. (2017) claimed that such leaders base their performance on solid commitment to empower employees and use them in achieving positive results. Maak acknowledged

that employees need inspiration as a part of the developmental strategies for improving success.

Inspirational motivation within the place of work is also important as it enhances proper work coordination and performance (Jin & McDonald, 2016). Within the hospitality industry, there are many other forms of motivation that create proper systems of performance for the employees. The management of such institutions must be able to inspire their employees by providing them with platforms that can inspire them to achieve better results and create excellence. Jin and McDonald (2016) stated that inspiration can be achieved through exemplary management processes that are admirable to the employees. Within the hotel sector, the management can only inspire the employees when they provide a platform of engagement and consultation with all the members of the team. Openness within the place of work would provide a clear outline for the management to effectively execute its mandate and improve the overall performance of the organization. Maak et al. (2017) mentioned that the future of organizational leadership depends on inspirational leaders. Maak acknowledged that inspirational leaders will help organizational players to achieved growth by boosting their morale.

According to Turnnidge and Cote (2018), the leaders who adopted the inspirational leadership style always ensured that their employee achieved results by developing creativity and innovation. The leader must ensure that there are proper channels and direction on the development of new ideas within the organizations. Maak et al. (2017) acknowledged that leaders understand, and they never criticize the

employees whenever they make any mistakes. The author noted that innovation is a long-term process, and the leader should be aware that there are bound to be many mistakes. Maak stated that the complete achievement of a person's ability developments depends on their intellectual capacity.

Intellectual stimulation for the employee who works in a hospital is very important. Largely, the working environment always determines the extent of intellectual activity that an employee requires. According to Johnson et al. (2016), stimulation of an employee provided them with the psychological preparedness to undertake the most demanding tasks. Managers within hotels must undertake to execute the tasks of preparing their employees. Johnson et al. mentioned that stimulation processes could include employee training, pre-work exposure, and on-job-based training processes. Hotel employees could best be prepared through proper pre-training programs that equip them with theoretical knowledge and performance. Job-based continuous training processes also enhanced the results for the employees within the industry. Johnson stated that there needs to proper strategies for promoting intellectual stimulation.

According to Jiang et al. (2017) and Buckley et al. (2017), the leaders who believed in idealized influence always seek to influence employees by clearly practicing what they tell their employees. The authors noted that the leaders will always lead by example and guide their followers on what they need to do through practical approaches. Jiang et al. stated that transformational leaders always has more value to their employees over their personal interests. The leaders will always make sacrifices for the sake of the collective success of the team under them. Johnson et al. (2016) found that organizational

leaders must come up with policies which they seek to input on their employee mind.

Johnson noted that without proper human resource control, most of the organizations will not have the ability to influence the outcome of their work.

Influencing employees to perform tasks increases their ability to feel satisfaction in their jobs. Based on the ideas of Johnson et al. (2016), job-based satisfaction that is achieved through influence must be positive in nature. Johnson argued that influence should always be based on the ability of the management teams to direct and command authority from the employees. For the success of the hotel industry, though, commanding respect from the employees is not adequate for the management to express the idealized influence. The managers must ensure that they can gain respect and understanding from the employees. Johnson appreciated the fact that close employee and employee engagement create a platform for sustainable growth and development for an organization.

Transformational and inspirational leaders have a sense of following each of the employees uniquely. Cesário and Chambel (2017) argued that leaders provide adequate empowerment to the members of their team. Consequently, the employees under leaders are always empowered to make critical decisions without getting reprimanded. Johnson et al. (2016) stated that the uniqueness of employee roles is also based on their abilities to increase performance and promote organizational goals. The ideas of Johnson are applicable within the hotel industry where there is diversity in work. Therefore, the hotel management should be able to provide unique attention to each of the employees since it would provide the employees with the required moral and motivation to perform tasks.

Unique employee concentration by the management also has the effect of creating positive change through the direction. When the managers are close to their employees, it is easier to adopt the new employees to an impending organization change process (Heyden et al., 2017). The employees would easily take up the challenge and increase their productivity within the new organizational scope. Johnson mentioned that individual employees require proper self-motivation, which is borne out of positive environmental impacts, especially those related to their jobs.

Disadvantages of the Theory in Relation to the Motivation of Employees

Based on the past research findings, it is difficult to be certain that idealized influence is one of the major factors that could promote employee motivation. According to Jiang et al. (2017), it is hard to influence a person with the idea of even bringing change if the individual has their own convictions. Jiang et al. mentioned that within the organizational setting, there are many employees who have very fixed opinions and their minds are not subject to influence easily. Venter (2016) mentioned that the other disadvantage of the theory is based on the belief that there is difficulty in effecting organizational change based on its complexity. Hyejin and Taesung (2017) explained that influence is characterized by the economic control of a person and they are not easily influenced to change their beliefs. Owor (2016) noted that individualized considerations do not wholly influence a person's motivation when the internal organizational factors do not promote their growth. Akhtar (2017) supported the idea and claimed that organizations have cultures and values, which all employees must follow. Akhtar stated that where the personal belief of an employee clashed with organizational ethics, the

employee may compromise their own belief. Akhtar observed that when employees compromised their beliefs, they are demotivated within the organizational environment.

Discussion of Other Studies Aligned with the Research

Deichmann and Stam (2015) argued that the emergence of transformation leadership was to enhance change within the organization. Deichmann and Stam stated that transformational leadership type of leadership can be applied to different levels in the organization Jiang et al. (2017) noted that leaders have a very daring attitude and are eager to explore new ideas. Organizations that need to become successful must always consider having transformational kind of leaders within their ranks. Johnson et al. (2016) found that the aspect of the division of labor within firms helped the employees to sustain proper organizational growth and sustainability.

Arnold (2017), and Turnnidge and Cote (2018), contributed to additional research conducted that revolves around transformational leadership application within an organizational setting. According to Orsini et al. (2015), the level of leadership influence varied depending on whether an organizational leader adopted transformational leadership. Orsini stated that employees who worked under leaders with a transformation agenda were always motivated to become innovative and excellent in their work. Osabiya (2015) showed that innovation, which is at the core of transformational leaders, was critical in enhancing proper motivation for employees. Johnson et al. (2016) stated that organizational change is a positive factor that every top leader should adopt. Johnson noted that the design of such change platforms needs to be based on proper plans and procedures that all leaders adopt and confirm.

Osabiya (2015) explored the development of transformational leadership theory and its influence within the organizational management setting. Osabiya, mentioned that the concept was developed over a long period of time and that its introduction into the organizational sphere has initiated change and progress within the organizations. However, Orsini et al. (2015) had different views from those of the other researcher. Orsini argued that the transformational leadership concept developed later as a management tool for sustaining innovation and technology growth. Orsini mentioned that earlier, the concept of organizational development had been characterized by little research into the area and there was limited knowledge on how leaders would transform organizations by enhancing change process through innovation. Anderson et al. (2017) contributed to the topic by acknowledging that transformational leaders have helped to improve management processes and enhance efficiency. Additionally, Anderson et al. mentioned that innovation that is initiated by such leaders is at the core of organizational success and development.

The success of a transformational leadership agenda within the hospitality industry must be measured by the management approaches in implementing the strategy. Perry-Jenkins and Wadsworth (2017) showed that leaders have to ensure that they exhibit certain qualities and promote specific practices which form part of a transformational leadership agenda. Perry-Jenkins and Wadsworth developed a specific step which was associated with the need to come up with challenging, yet innovative ideas that would help leaders to develop and achieve their organizational vision. Peters and Halcomb, (2015) noted that the success of transformational leadership should always be anchored

on the ability of the leaders to link the organizational vision to the strategy that the employees have. Petrou, Demerouti, and Schaufeli (2018) agreed that transformational leaders must have the ability to develop a vision and then translate them into achievable results and actions.

Plester and Hutchison (2016) acknowledged that the success of a transformational leadership agenda must be tied to the ability of the leader to provide assurance to the team. Plester and Hutchison mentioned that such leaders must always show confidence in the strategies they implement and make sure that there is continuity in the implementation program even amidst different challenges within the organization.

Perry-Jenkins and Wadsworth (2017) added that the employees must be able to draw confidence from the leaders who must also provide genuine direction and assurance for success in the project. Perry-Jenkins and Wadsworth specifically linked the agenda of transformational leadership within the hospitality industry by stating that the kind of innovation within the hotel should be led by people who have a vision and understanding of change within the highly competitive hotel industry.

Anderson et al. (2017) mentioned that the transformational leadership agenda is realized through a planned implementation process which might be spread over a long period of time. The same idea as shared by Kollenscher et al. (2016) and Maak et al. (2017) after they noted that change within the hotel system requires slow but planned processes, which should be initiated and sustained by transformational leaders.

Kollenscher et al. stated that the hotel industry has a lot of challenging level of management based on the diversity in the change process within the industry.

Kollenscher et al. stated that several hotels have failed due to competition and the failure of the management to come up with proper sustainable structures of enhancing customer satisfaction and development. Orsini et al. (2015) had different views on the topic. The contradictory statements of Orsini stated that the whole organizations cannot implement transformational leadership. Orsini noted that such a leadership style is only achieved by the decision of a leader who seeks to bring change and growth.

Conclusion

In conclusion, leadership's influence to motivate employees provides opportunities to improve employee's organizational performance and output. The need to understand employee motivation, especially of a Hotel manager on the employees was discussed in the review by analyzing different theoretical concepts. The literature reviewed the looked at the application of Maslow's hierarchy of need which described the different level of needs that people have. There is relevance between the theory and the management of hotels through employee motivation. Different authors established that motivation has a variation between the employees and is dependent on things such as age, occupation and position within the firm.

The literature review focused on the application of the Herzberg, Mausner, and Sonderrmann's two factors theory model, which sought to support Maslow's hierarchy of needs. Based on the model, I established that many authors agreed that different factors motivate employees to achieve their highest organizational performance. Maslow, Herzberg, Mausner, and Sonderrmann concluded that organizational performance must be achieved through the motivation of the employees. I concluded that there must be proper

motivational factors for employees within the hotel industry that can increase their performance and work-based satisfaction.

Transition

In Section 1 of the study I included the background of the problem, the conceptual framework, purpose statement, nature of the study, and research question. I identified the structure of themes relating to Maslow (1943) hierarchy of needs theory and Herzberg et al. (1959) two-factor theory of motivation and the correlation between employees' performance outcome and Burns (1978) transformational leadership theory. In addition, in Section 1 of the study I included the definition of terms, assumptions, limitations, and delimitations as it relates to the research.

In Section 2 of the study I included the procedures for conducting the research. The primary purpose of the study, the role of the researcher and participant, research methodology and design, population and sampling, ethical research, data collection, and reliability and validity were annotated as well. Descriptive information about selecting the participants as it relates to strategies general managers from full-service hotels can use to increase employee performance. In Section 3, I will present the analysis of the research study findings and how it correlates to the successful motivation strategies managers use to increase employee's performance in the hotel industry. The systematic data sources will include the participant interviews, the hotels archive documents, and available public documents. I will also submit recommendations for actions and future research on the topic.

Section 2: The Project

The primary role of the researcher is to safeguard the participants, ensure incisivness of collected data, and protect credibility of the study. Varpio, Ajjawi, Monrouxe, O'Brien, and Rees (2017) explained that implementing member checking may assure the reliability of the collected data. I used member checking and applied methodological triangulation to guarantee the credibility and reliability of the data from the participants. In this section, I discuss the methods and processes of the study and provide a synopsis of the measures taken to ensure the safety of the participants, that the collected data is reliable and secure, and that the participants adequately addressed the primary research question.

Purpose Statement

The purpose of this qualitative multiple case study was to explore what motivational strategies successful hotel managers use to increase employee performance. The target population consisted of three hotel general managers from three different branded hotel businesses located on the Island of Oahu, Hawaii, who have demonstrated success in addressing the issue of employee motivation. The implication for positive social change from this study includes enabling hotel managers to improve employee motivation. By improving motivation, enhanced employee contentment and performance and may increase hotels' capability to contribute to the betterment of community's economic environment.

Role of the Researcher

Researchers have four principle objectives in the data collection process: (a) collect and analyze the data, (b) report findings, (c) safeguard participants, and (d) conduct the research ethically (Yin, 2018). Sutton and Austin (2015) stated the researcher is often considered the instrument of the investigation process. As the instrument, I employed Yin's 5-stage process. My 16 years of military professional experience in management, training and development, and organizational culture metamorphosis contribute to my knowledge and skills as a leader. Interviews, strategic engagement with participants, and understanding the use of motivational strategies is critical when conducting research (Durrani & Rajagopal, 2016). I encouraged the honest sharing of participants' personal experiences. I acted in accordance with Grady (2018) by following basic ethical principles and protocols: (a) respect for the person (b) beneficence, and (c) nonmaleficence. I implemented the following protocols: (a) provide a consent form to ensure the participants have a clear and concise understanding of the study purpose, (b) provide an assessment of the potential risks and benefits in participating in the study, and (c) include the participant selection process. I maintained a neutral and unbiased focus and ensured I had no personal or business relationship with any of the selected participants for this study.

When viewing the collected data through a personal lens, I mitigated bias by being open to diametrical evidence. For a researcher to avoid bias, Yin (2018) suggested testing resilience to diametrical findings. Entering the data collection phase, I removed bias by assaying my resiliency by continuously assessing sources and applying member

checking to assure my interpretations were credible and accurate. To avoid bias, I was candid, responsible, and avoided deception. According to Kaiser (2009) researchers should notify participants of potential risks such as: (a) loss of privacy, (b) loss of relationships/friendships, (c) legal risks, (d) damage to reputation, and (e) potential physical harm. I ensured the participants that for this study risk was minimized by utilizing fictitious names for both the participants and hotels during the interviews, throughout the study, and when presenting the findings.

Yin (2018) provided guidelines on conducting a case study and interview protocols. The interview protocol consisted of (a) asking permission to conduct the interview and having the participant complete a consent form, (b) creating and asking a set of questions based on the research question, and (c) member checking during follow-up interviews. The location for the interviews were strategically selected to ensure the environment was nonthreatening, comfortable, and private. Information collected did not violate any of the participants' rights nor laws or policies and regulations of their organizations. The research study was not a clinical study; therefore, the risk of harm was negligible. The study was a social science research study.

Participants

According to Harrison, Birks, Franklin, and Mills (2017), researchers should use a minimum of one in a sample size when conducting a case study. I used purposeful sampling to select three general manager participants from three full-service hotels for the research study. Their selections were based on the potential for providing rich and relevant of information about the research topic for which I determined a smaller sample

size was appropriate. To establish a working relationship with the participants, I created a transparent environment; I arrived on time to the interview and properly greeted the participant. I reassured the participant that their confidentiality would be protected. Lastly, when interviewing, I exercised active listening and avoided personally biased questions. Yin (2018) stated a researcher can conduct a qualitative research study utilizing a single unit with multiple locations and multiple participants or multiple units at a single location. I conducted a multiple case study, researching single units at multiple locations. The research study consisted of interviews from three hotel general managers working in three full-service hotels in Hawaii.

Participants were selected based on criteria established at the beginning of the research study. The participants were (a) 18 years of age or older and (b) general managers in a full-service branded hotel in Hawaii who had significantly implemented strategies to motivate employees for increasing employee performance. Participants were selected based their ability to provide well-rounded interview responses on what motivational strategies general managers use to increasing their employee work performance in the hotel industry. I acquired Institutional Review Board (IRB) approval #04-08-20-0737075 prior to contacting and interviewing the participants, as all three interviewees were general managers of hotels and had the authority to participate in the study. The participants were contacted via e-mail requesting permission to participate and provided a consent form to complete and return by a specified date. I provided a follow-up upon receipt of the consent form with a telephone call.

Research Method and Design

Qualitative and quantitative researchers set apart data sources for characterizing a persistent and relevant data collection base (Arsel, 2017). The researcher ultimately determines which method is essential to collect data (Rich, Brians, Manheim, & Willnat, 2018). The design must serve the data process to answer the research question (Yin, 2018). I sequentially performed the major steps of data collection and data analysis as described by Yin (2018). The objective of this study was to explore what motivates hotel employees to perform. The intent was to collect credible motivational strategies from general managers that they use to enhance their employees work performance at three full-service hotels in the United States. I used a variety of data sources including (a) three semistructured interviews, (b) hospitality industry data, and (c) documentation to conduct qualitative multiple case studies research.

Research Method

Researchers rely on methodological instructions to execute qualitative research (Eriksson & Kovalainen, 2015). The researcher determines the method based on the specific problem that will produce the most advantageous findings (Ng, Baker, Cristancho, Kennedy, & Ligard, 2018). I used the qualitative method. According to Tracy (2019), the idea of carrying out qualitative research studies resurfaced in 1903 through Peirce's work after the establishment of semiotics causality, which was achieved through the development of pragmatic lectures at Harvard University. Tracy further stated that interview questions leave room for ambiguity in qualitative data collection, with uncertainty as to whether the participant is telling the truth. Yilmaz (2013) asserted that

the knowledge of causality is a significant concept in comparing a qualitative study's actual outcome and a counterfactual outcome known as the causal inference.

Hammarberg, Kirkman, and De Lacey (2016) stated that elements of quantitative research should include large sample sizes, statistical analysis techniques and procedures, variables (both the dependent and the independent). Yin (2018) conveyed that the research community accepted qualitative studies as legitimate in the 1990s and determined that qualitative research studies were more than just a thought model, as the quantitative researchers had argued.

Cahill, Robinson, Pettigrew, Galvin, and Stanley (2018) noted that legitimizing qualitative research led to the rise of a community of researchers whose aim was to implement research strategies ranging from the use of case studies to qualitative ethnography. Cahill et al. further stated that qualitative studies were needed because some quantitative statistical studies were unable to express the whole story. Rai, Druschke, Pezzullo, and Hauser (2018) argued that quantitative research methods focus mainly on determining dependent and the independent variables and testing of hypotheses with an acceptable sample size to draw relevant and reliable conclusions against a sampling unit of analysis. Quantitative researchers suit their studies to large sample sizes and broad scales, which may involve a time-consuming analysis process. As a result, qualitative studies could facilitate a better understanding in some cases (Best & Kahn, 2016). Conducting a case study allows the researcher more evidence for data analysis. The objectives of my study were aligned with qualitative studies because the purpose of this study was to explore a small group of general managers operating in full-service hotels.

Therefore, a multiple case study was the appropriate selection. According to Levitt et al. (2018), mixed methods researchers investigate both qualitative and quantitative data. My research study relied on the qualitative method to achieve the objective of exploring what motivational strategies hotel managers use to increase employee performance.

Research Design

To fulfill the research study, the methodological design required the use of multiple case studies. According to Yin (2018), a researcher values the use of case studies while dealing with qualitative research, quantitative, and mixed methods approach. Tracy (2019) stated that research designs are reflective of the researcher, as the researcher is the determining factor on how the research was approached. Tickle (2017) described a qualitative research design as multiple components of a study that integrates to produce the best possible outcome. In addition, Tickle stated that qualitative studies come in the form of (a) ethnography, (b) phenomenological study, and (c) case study.

In the 19th century, ethnography originated in the field of anthropology, and this was practiced as a qualitative research design which mainly focused on the participants' observation (Bryman & Buchanan, 2018). Ethnography is quite effective in qualitative research; however, I will refrain from using the design because the study is not about the interaction between people, but motivational strategies utilized by general managers in full-service hotels to enhance employee's performance. Phenomenology is the study of understanding the lived, or shared experiences of groups or individuals and the researcher investigates large samples (Vagle, 2018). Phenomenology approach will not be useful for this study as the target population for the study is hotel general managers only, and the

study applies to general managers motivation strategies within the hotel industry and not lived experiences. Yin (2018) stated that case studies offer opportunities for researchers to explore a smaller sample size using multiple approaches and resources. According to Yin, researchers can investigate phenomenon and triangulate the findings in a case study using either a multiple case study or a single case study.

The focus of the study is on general managers of full-service hotels motivational strategies for enhancing their employee's performance. I conducted a multiple case study to explore findings collected during participants interviews, from organization documentation, government sources, and conducted member-checking to ensure data saturation is reached. The multiple case study assisted the researchers to obtain an understanding of the social phenomena within the hotel industry. The multiple case study will help the researcher address several factors of the study (a) experiences, (b) location, (c) management involvement, and (d) promotion (Bruce et al., 2016; Yin, 2018). Fusch and Ness (2015) conveyed that data saturation is when the participants provide no new information to add to the already collected data.

Population and Sampling

The population for this research comprised of general managers in successful full-service hotels on the island of Hawaii. Purposeful sampling was used by selecting the units to participate in the study to yield the most admissible information and received 100% participation. It was suitable for obtaining rich information in case study research on three GMs' in full-service hotels in Hawaii with the objective of examining how they use motivation strategies to increase their employees' performance. The sampling

approach is ideal since the study was majorly qualitative (Etikan, Musa, & Alkassim, 2016).

The case study used an appropriate sample size of three hotel managers. Rahi (2017) argued that researchers face sample size issues due to a lack of cumulative formula or approach of determining the most suitable sample size for a study. Vitak, Shilton, and Ashktorab (2016) classified the determination of the sample size to be used in research as the most significant challenge that researchers face in their study. Saunders et al. (2018) argued that sample sizes used in qualitative research depend on the focus, data saturation, and rationale of the study. The participants in the case study came from different organizations.

The study used multiple organizations to research motivation strategies used by the GMs' to increase performance of their employees. The use of several organizations is essential in understanding the similarities and differences in the success of the motivation strategies in increasing performance among employees. Ridder (2017) noted that case studies are used in interviews and observation to examine the effect of communication on employee's motivation and performance. This case study, data saturation was assured by the identification repetitive ideas from responses provided from the interviewed participants. Marshall and Rossman (2016) reasoned that data saturation occurs when additional data collected does not add more information in research. Saunders et al. (2018) shared a similar finding about the saturation of data. Stuber, Langweiler, Mior, and McCarthy (2016) used multiple sources of data collection and triangulation of sources in the protocol for a qualitative study. The researchers stopped the process for

semistructured interviews upon achieving the saturation. In this study, I achieved data saturation with the three interviews and documents collaboration.

The purposeful sampling allowed the selection of participants based on the experience, knowledge, and other criteria to help to answer the research questions. The interviews carried out in neutral and secured locations to assure the participants of privacy and confidentiality and to motivate them to share more information. Surmiak (2018) argued that the protection of privacy and confidentiality of the participants in qualitative research is the responsibility of the researcher. Interviews carried out in quiet and private places are a precondition that ensure free and honest sharing of information by the participants. The assurance of protection of privacy improves the trust and is a part of ethical practice in data collection (Marshall & Rossman, 2016).

Ethical Research

To conduct successful research, it is imperative to enforce proper policies to guide the researcher not only for safety but also to protect the human participants. The IRB is the administrative body that is established to safeguard the welfare of human research participants (Best & Kahn, 2016). The IRB develops, adopts, and enforces appropriate guidelines for the researcher to follow. Ethical research requires approval from the IRB as the review board ensures that a researcher and the university comply with ethical standards (Nieswiadomy & Bailey, 2017). To ensure successful research, I conformed to the ethical and legal requirements ensuring no harm or risks come to the participants. Participants received a consent form before our meeting via email or in person outlining the role of the researcher, the requirements for participation, and the option to withdraw

by submitting a written notification to the researcher and Walden University. I did not hold a supervisory position over the participants or work at the same location or in the same industry as the participants. I recruited participants not personally known to me, and nor did I offer participants a fee for participation, extra credit, or gifts. Once participants agreed to take part in the study, they returned the consent form via email with the words “I consent” constituting an agreement to participate in the study with an understanding that he/she can withdraw at any time without consequences. The participant and I arranged a convenient time to conduct the interview upon receipt of the consent form.

The implementation of a data source such as NVivo served as a deterrent to protect the research participants and ensure that the evidence, their responses are kept safe. The IRB will receive copies of the protocol of the data collection tools. Every participant and all the data is held safe and secure for a minimum of 5 years to protect the confidentiality of the participants in a safe. After 5 years, the data is destroyed using a cross-cut shredder. I did not interview a protected class for this research. To ensure the protection of participants and the hotels, the data was completely confidential by the applied pseudonyms. Such pseudonyms will include L1, L2, L3 for participants and for the hotels Oahu A, Oahu B, and Oahu C, as that will help in concealing personal information that could identify participants or the organizations in which they worked. Hiding the identities of the participants is beneficial as it encourages them to give appropriate information. Participants submitted the consent form via email and/or in person, of which I immediately code the document, block out identifiers, scan the page to include as evidence of consent, and then shredded the paper document. The consent form

consisted of explicit details of the research project and have a line for the participant to indicate the words “I Consent” to comply with IRB requirements. In a copy of this consent, I informed the participants of what the research study entails and the purpose of the study. Lastly, the final doctoral manuscript included the Walden IRB approval #04-08-20-0737075. .

Data Collection Instruments

Qualitative researchers collect data through transcribed interviews collected through different methods such as face-to-face interviews, focus groups, or observations (active or inactive researcher participation). As the primary instrument to collect data, after obtaining the informed consent from participants I will conduct a semistructured face-to-face interview using a handheld digital recorder because the device is small, digital, and easy to transfer and save recordings on the computers. I followed the interview protocol by setting a date, time, and location convenient to the participant. The participants came from the island of Oahu, Hawaii from one of three full-service branded hotels. I will not have a personal relationship with the participants to ensure that the study remains professional and for appropriate findings. I will contact the hotel GMs via email or in person to gain permission and to invite them to participate in the study. The consent form contained my email address to assist in the confidential. I asked participants a series of seven questions during the interview. It is essential to use an expert in the validation strategy to ensure the reliability of the instrument. However, an expert will not be appropriate for this study since I conducted the study and review the interview questions.

I enhanced the reliability of the data collection process triangulating the data with semistructured interviews, review of company documents, and member checking.

Data Collection Technique

After obtaining IRB approval #04-08-20-0737075 from Walden University, I began the data collection process by selecting three full-service hotels. I sent an email to the participating general managers with the consent form. I reviewed data collected from various sources such as face-to-face interviews using a digital recording device, journal notes, hotel websites, social media, site visit observations, and public record to collaborate participant cognitive responses about motivation and performance. The advantages of data collection was to ensure credibility to the interview questions, data triangulation and member checking was used to determine if the questions were relevant to the research and if time constraints were permissible for participants in general. Before starting the interviews, participants received a copy of the questions for their review. Participants had the opportunity to ask additional questions or pose concerns with or about the study for which they participated in.

According to Sivarajah, Kamal, Irani, and Weerakkody (2017), researchers can use traditional text analysis to interpret meaning from data and can produce biased interpretations. NVivo will assist in coding, categorizing, and analyzing data and remove bias in the interpretation or analysis (Dalkin et al., 2020). NVivo is a secure system available for the researcher use for thematic analysis. NVivo uses advanced technology and real science to help develop and retain knowledge, reliable for data validity for both qualitative and quantitative research methods.

It is imperative to note that for a researcher to avoid interfering with the integrity of the data, he or she should review instruments during the interview to ensure proper operation and hold back personal comments or facial expressions (Sigurdsson et al., 2016). Arguably, the integrity of data is crucial as it determines whether the findings are correct or not. Therefore, I conducted the initial interview, take notes on verbal and nonverbal expression, comments, and use member checking to reach data saturation point. Throughout the process, I showed professionalism and desist from asking questions that can be deemed as too sensitive for the participants. The idea is important as it enables participants to feel free and offer their best during the study. As a researcher, one of the disadvantages to data collection ensuring that all the participants are willing to take part in the study to avoid cases of them giving irrelevant or incorrect information about various topics of discussion (Yin, 2018). In addition, participants who provided personally bias information will not allow your study to be valid nor creditable. Arguably, participants will have to follow up the second interview where they will receive a synopsis of responses and interpreted interview data for review to check for accuracy, add comments, asks additional questions for clarifications and to reach saturation. Before the member checking follow-up, I will have the opportunity to review and interpret the transcript, write each interview question down, followed by a succinct paragraph of my interpretation of the answer.

During member checking, I had the opportunity to provide a printed copy of the succinct synthesized paragraph for each interview question to the participant for review; inquire if my interpreted and synthesized paragraphs represent their answers or if I should

add more information. Methodological triangulation assists in the data analysis stage (Harriss & Atkinson, 2015). A methodological triangulation technique is useful as it helps to compare the data reviewed from multiple sources, which assist in either corroborating the responses of the participants or providing alternative interpretations and methods. Triangulation technique is a good way for the researcher to substantiate the study findings (Kern, 2018). The data from multiple sources interviews, member checking, corporate and government documentation, and journal notes were analyzed as illustrated in the data analysis section using methodological triangulation.

Data Organization Technique

The protocols for data collection are to use multiple data sources to collect, organize, and document the data (Palinkas et al., 2015). Organization techniques assist in keeping the chain of evidence reliable for the research study in which I used computer software, such as Microsoft Word to transcribe the interviews and NVivo software to input the data. It is worth noting that a researcher achieves confidentiality and anonymity of each participant by assigning generic codes. I labeled each research question in sequence beginning with Question A, Question B, and Question C respectively and ensuring the confidentiality of the participants and hotels, I used pseudonyms such as L1, L2, L3 for the participants, and for the hotels, the pseudonyms was Oahu A, Oahu B, and Oahu C. In addition, I was the only person with access to the data from the interviews and no one will have access to my data. NVivo will house the descriptors, which will help in the identification of the answers to each research question and organization of the data.

It is essential to store confidential data to ensure participants' protection.

Researchers are usually advised to ensure that the data collected remains confidential and the contents not disclosed to the third party. Keeping the data confidential is a key factor to consider a collection of quality data is one of the key objectives of researchers.

Participants were cooperative throughout the entire study if they establish that their respective responses was kept confidential (Alter & Gonzalez, 2018). Therefore, researchers must assure the participants about the confidentiality of their data.

Additionally, it is imperative for researchers to have a variety of backup systems to ensure that the gathered information is not lost (Yin, 2018). During data collection and organization, I used backup systems to ensure no data corruption or loss of information.

The backup systems include copying, hard drive protected by encryption technology, password protection, DropBox storage holding, and a locked desk housing data material.

I will keep all personal information confidential and store the data locked in NVivo's secured site and later erase after 5 years. Besides erasing all electronic copies from the hard drive after 5 years, I will destroy all paper documentation using a cross cutting shredder.

Data Analysis

Methodological triangulation is a tool that aims at validation and understanding using more than one kind of method of data collection to study and to strengthen the validity of the data (Golder, Ahmed, Norman, & Booth, 2017). Triangulation facilitates validation of data, and methodological triangulation allows for more than one way to study the data, which is beneficial to provide confirmation of findings, more

comprehensive data, increase validity and enhance understanding of the studied phenomena. I used Yin's 5-stages of data analysis, which are to (a) collect and analyze the data, (b) report findings, (c) safeguard participants, and (d) conduct the research ethically (Yin, 2018).

Arguably, qualitative research consists of data analysis through preparation and organization of raw data converted into codes and later themes (Dalkin et al., 2020). In the qualitative multiple case study, I used methodological triangulation by utilizing more than one data source: interpreting interviews and member checking follow-up interviews, corporate documents, journal notes, and annual reports. Given the data sources and the organizational technique of coding and sorting, I entered the raw data into NVivo 12. The importance of NVivo 12 software helps in the creation of a graphical picture, a mind map of the raw information of the data, which help to determine the common themes and categories that will emerge (Zamawe, 2015). Data analysis is exploring the data through these themes to categorize the data, which allow the researcher to explore meanings (Eriksson & Kovalainen, 2015). One of the ways to explore the meaning of the data is to use mind mapping to assess the reoccurring themes to gain a clear view of the entire picture for analysis. In addition, NVivo allowed for filters based on predetermined descriptors in which I used to sort the information and create scales of similarities per category for analysis.

Reliability and Validity

Reliability and validity are forms of checking and analyzing the data in ways that address the dependability, credibility, transferability, confirmability, and data saturation.

To be objective and flexible, a combination of validity assists in the measurement of objectivity and reliability. Credibility exists by establishing that the results are credible from the participants' perspective (Abdalla, Oliveira, Azevedo, & Gonzalez, 2018). Transferability occurs when the results of the research can transfer to other context and future studies (Abdalla et al., 2018). Dependability would mean reliability while confirmability refers to the corroboration of the results (Abdalla et al., 2018). In this research, I had processes implemented to inform participants about how the data is kept secure and that the information they provide is interpreted in the manner they agreed with to develop trust. As a researcher, I ensured that the participants have confidence in me so that they can ascertain the confidentiality of the collected data.

Reliability

Reliability refers to consistency and trustworthiness of the data, the dependability of the data accounting for personal and research method biases that may influence the findings. Reliability is the mechanism by which both the researcher and the study participant gain an opportunity to build a rapport (Graham, Powell, & Taylor, 2015). Dependability address the changes in the study and how the changes affect the researcher's approach to the study. An independent researcher should be able to arrive at similar findings. Notably, by providing a transparent and clear description of the research process to maintain consistency and neutrality (Patten & Newhart, 2017). To ensure trustworthiness of the data, I maintained a decision trail to ensure that my decisions are clear and transparent and provide participants with a copy of the interview questions and protocol before the start of the interview. Participants received instructions about what

will transpire during and after the interview and that they will have 5 days, to review the questions to become comfortable with the process and what would be asked of them. Member checking processes allow both the researcher and the participant to gain and retain trust (Torous & Nebeker 2017). After the interview is over, I provided a copy of the interpreted interview analysis data for the participants to review, dispute, or validate that their information is neither misinterpreted nor altered in any way. The next step in the process analysis was to validate the data.

Validity

In qualitative studies, measures of validity exist through credibility, transferability, dependability, and confirmability (Taylor, Bogdan, & DeVault, 2015). The researcher ensures credibility is through member checking and triangulation, in which the researcher can view the participants' responses in person judging the integrity of the responses. Transferability refers to the application of research to other studies or services resulting in a transfer of knowledge and contribution to future research. Transferability occurs when the reader makes a determination for future research and determines if the information is transferable. I followed a rigorous case study protocol including interview, member checking process, and case study design. In addition, I adhered to the scope of the study in which hotel GMs of three full-service hotels share motivational strategies used to enhance employee performance.

Confirmability refers to how well the current results compare to previous studies confirming a similar protocol in similar cases (Jain et al., 2015). I used confirmability by comparing the results of similar studies by providing an analysis of measuring similarities

and differences between themes and categories and follow the case study protocol to ensure all four measures meet by using member checking of data interpretation and triangulation. By applying measures of validity, I ensured scholarly integrity for future researchers so future studies were able to corroborate the results.

Because this study is a qualitative multiple case study design and I interviewed three hotel GMs from three different hotel locations, the use of member checking and triangulation will assist in the data saturation process. The study reached saturation when the data collected through the interview process, member checking follow-up, and the documents used during methodological triangulation confirm that no new categories or themes emerge. Member checking is a way to validate the reliability of the data.

Member checking involves conducting the interview, interpreting the data, and sharing the researcher's interpretation of the data with participants for validation (Sekaran & Bougie, 2016). I set up follow-up interviews for member checking to obtain in-depth information and continue until no new data emerge. I asked participants if they have any additional information to add after they receive a synthesis of the data collection. I found and analyzed the themes through this validation process and methodological triangulation.

In addition, to ensure the validity of the data and to ensure saturation, triangulation helps the researcher to gather data using more than one method to gain interpretations in various forms. Methodological triangulation is a good way to add to that categorization of data utilizing various sources. I applied the use of triangulation which was helpful in the data saturation process as triangulation encompassed the use of

various data sources, for instance, the interview collection, documentation and reports, and member checking follow up. I ensured that no additional new category or theme will emerge from the various sources. The validation process assisted me in the analysis of the data and confirm that I do not compromise the data or interpretation of the data.

Transition and Summary

The objective of conducting the research is to explore strategies full-service hotel general managers can use to increase employee performance. In Section 2, I presented how I selected a qualitative multiple case study to obtain exploratory analysis of data. The participants for the research consisted of three hotel managers who are successful in incorporating strategies to increase employee performance. I will apply purposeful sampling technique to categorize the participants who are knowledgeable in implementing motivation strategies that increases employees' performance. I will utilize semistructured interviews, integration of historical data, both public and archived as a data collection instrument to acquire a more in-depth exploration of the selected participants' experiences. I discussed transcript reviews, methodological triangulation, and member checking to ensure reliability and validity of the research.

In Section 3, I will present the analysis of the research study findings and how it correlates to the successful motivation strategies managers use to increase employee's performance in the hotel industry. The systematic data sources will include the participant interviews, the hotels archive documents, and available public documents. I will also submit recommendations for actions and future research on the topic.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore what motivational strategies successful hotel general managers use to increase employee performance. After receiving approval from Walden University IRB, I sent an invitation e-mail to the hotel GMs with a copy of the consent form including IRB approval information. In my invitation e-mail to the participants, I summarized the purpose of my study. Once I received consent from all three interested participants, I scheduled interviews. I conducted semistructured interviews with three hotel GMs from three separate full-service hotels in Hawaii to acquire data to answer my research question: What motivational strategies do hotel managers implement to increase their employees' performance? Participants were qualified based on years in the hospitality industry and their level of employment in the industry. I used the following pseudonyms for each of the three participants to avoid exposure of confidential data: L1, L2, and L3. Interviews were completed in a positive environment, where participants and I developed a rapport and trust and the participants felt comfortable to provide detailed, candid responses to the interview questions. Participants responded to eight semistructured interview questions providing a comprehensive and thorough understanding of the research topic that supported Maslow's hierarchy of needs theory. I used member checking and methodological triangulation to strengthen the validity and reliability of the results. Lastly, I reviewed public records (hotel websites, social media, site visit observations,

and other publicly available data) in conjunction with interview data to increase the validity of the study results.

Presentation of the Findings

The overarching research question that guided the study was: What motivational strategies do hotel managers implement to increase their employees' performance? Three themes emerged: (a) leadership characteristics, (b) motivation outcome, and (c) environment and relationships for employee performance. I developed the three emergent themes through organizing, coding, and analyzing participants' transcribed interviews. Similar responses were categorized and reviewed to identify common strategies, which created the emergent theme. I developed subthemes based on how each participants' responses applied to each emergent theme. The conceptual framework used in this study was Maslow's (1943) hierarchy of needs theory. Maslow's theory aligns to the emergent themes for increasing performance through motivational strategies. All participants' responses supported both Maslow's and Herzberg et al.'s (1959) theories.

Emergent Theme 1: Leadership Characteristics

Leadership characteristics play a significant role in general managers' abilities to influence and motivate employees to produce peak performance. Leadership must be well poised, transparent, adaptable, and resilient in an organization. The benefits of empowering employees are that it provides general managers an overview of potential leadership attributes employees may possess and in turn allows employees to develop and present more efficient products and systems to increase performance proficiency. Employees view leaders who provide a downward flow of communication and are

actively involved in their organization's functional operations as exceptional leaders. In contrast, organizations that fail to supply their managers with appropriate training and resources create pitfalls for the organization due to the lack of leadership capabilities. The emergent subthemes connected to leadership characteristics were (a) employee empowerment, (b) participatory management style, (c) effective communication, and (d) poor leadership.

Employee empowerment. All participants stated that through empowering their employees, work productivity increased. Additionally, when employees have duties and responsibilities purposeful in value, develop their current skills, and they exceed performance standards and accomplish tasks independently. L1 stated:

I asked them to do some kind of concept, look at the other hotels out there to really understand and begin to define what their visions are so they can share it at their levels and now we have a really powerful organization; you're all making your assessments and you're following our general guidance of what our brand is, who our customers are going to be, and what are some of the key things we need you to focus on; so that allowed us to capture truly the motivations of the team, because now we're just supporting your idea, not you supporting ours.

L2 said:

We asked them for their opinions and observed; then they come up with new processes to test; once we have proven that this is going to work, it becomes a written standard operating procedure; we also adopted an ask versus tell approach.

L3 shared:

They like to know that they have a voice and that their opinion matters; getting our assistants to be part of the solution and in fact, leading some of the decisions that we make to create change and to create that operational effectiveness of efficiency.

The alignment of the employee empowerment theme supported Potnuru, Sahoo, and Sharma (2019) who concluded that employee empowerment encourages and builds up performance as employees feel their voices and opinions matter. Maslow (1943) stated that employees seek empowerment to invigorate self-actualization through the achievement of personal goals and recognition of success. Gaining authority through empowerment motivates employees to increase their performance (Kim & Fernandez, 2017).

Participatory management. Participants stated employees appreciated their involvements during daily operations, more so when operations became robust. Simple gestures such as assisting with delivering room service, valet parking, or making beds helped develop rapport with their employees. The participants stated that by doing so, they created a team cohesion with their employees. L2 shared:

I think it's as a leader to not let ego get in the way of you being able to work alongside your associates. If I'm not willing to go do that work myself, whether it's jumping in the kitchen to go help, going up in the guest rooms and helping make a bed or removing garbage, whatever it takes, don't be too proud that you're unwilling to do the job that your team is expected to do themselves.

L3 said:

Getting in the trenches and getting in the dirt. I mean, as a leader, you're not the one that's pushing from behind, you're the one that's up front leading the direction; I'm in the hospitality hotel industry, so it's not uncommon for me to be up making beds or taking trash out or vacuuming the floor or whatever it takes.

The participatory management aligned with Maslow's (1943) hierarchy of needs, which stated managers provide employees with training and education, based on their expertise, which guide and direct employees about how to execute their tasks. Managers should provide institutional programs to train and educate employees with the goal of enriching skills needed to perform their duties adequately and in addition not being above the willingness to perform lower level operational task (Zhangli, Yang, & Wu, 2020).

Effective communication. The findings from the interviews revealed communication is a critical function in their hotels. Maintaining an open and transparent line of communication with employees, regardless if it is considered negative or not, is important. L1 said, "Talking just to socialize and like see each other as human beings and talk and then just be together as an executive team, it works wonders." L2 related, "Definitely the first one for sure is communication; I think that everything starts and ends with having an open line of communication. A lot of things can get lost if the communication is not clear and accurate." L3 said, "We have daily meetings, sometimes it feels like it's hourly. If there's a situation that comes up, we're all aware of that. The team all has input; we react to things very quickly."

The alignment of effective communication theme supported Kang and Sung (2016), who expressed the significance of clear and concise communication from

management. Managers who effectively communicate with their employees boost performance to achieve the organization's overall goals (Steele & Plenty, 2015). Lack of effective communication potentially inhibits the capability for employees to perform their duties to full potential (Shi, Martinez, & Lv, 2017).

Effective communication aligned with Malsow's (1943) hierarchy of needs, as the managers who incorporated effective communication motivated employees and increased their performance. Bolstering effective communication within the organization strengthens the interactions among all employees and increases teamwork. Ensuring the flow of communication from upper- to lower-level employees plays a significant role in optimizing performance (Sanders et al., 2020).

Poor leadership. All participants stated that inadequate leadership is one of the primary reasons for the high turnover rate in the hospitality industry. Poor leadership in the form of showing favoritism, leading with personal bias, and/or receiving a promotion and forgetting "where they come from" are some of the experiences the participants have seen negatively affect their organization. L1 stated:

Iron fist approach. I think that's a thing of the past. You know, this is, you know, knowing that you're working with multigenerational workforce where, you know, maybe some of those senior associates or those that have a long tenures, they see that and they're probably used to that. OK. Go, go, go. Millennials. It's the first time and you can't.

L2 mentioned:

It's hard because then you got egos and you got a bunch of other stuff. Even though they should, they should. And they have all the training and competence to understand the concepts. You can't you can't get past sometimes just ego and I don't know. Yeah human beings being human beings, I guess.

L3 said:

Leading with that iron fist do as I say, not as I do, that micromanaging individuals, instead of empowering individuals, that that takes away individual competence, feeling like they're part of a team and more or less an Indian in a tribe, as we usually call it.

The poor leadership theme aligned with Anderson et al. (2017), who stated poor work structures demotivate and reduce the productivity of employees. Leaders with ineffective abilities to influence, motivate, and properly manage their employees establish conditions for resignation (Ravikumar & Parks, 2020). To build a productive and motivated employee, a good leader must understand the needs and well-being of that employee (Maslow, 1943).

Emergent Theme 2: Motivation Outcome

Participants stated full-time compensation and benefits motivates employees to loyal and committed to the hotel. The true understanding of potential growth within an organization is significant to the employee's decision whether to resign or remain. It is intuitive for leaders to assess and develop mechanisms that identify what satisfy employees and implement tools such as, incentives, rewards, and/or forums to acknowledge their opinions for change. Employees' pay or the lack thereof definitely

demoralize the employee and ultimately the profound productivity the organization once received is null void. The emergent subthemes connected to motivation outcomes were (a) compensation, (b) advancement and growth, and (c) satisfied employees

Compensation. All participants concurred stating that employee's compensation is a motivating factor, as some employees motivated by monetary benefits and incentives. In addition, the lack of compensation for work performed decreases performance and ultimately results in the employee resigning for the organization. L1 said:

Pay raises are the minimum standard to entry; you don't give somebody a raise and it makes them more motivated; you give them a raise, so they feel like they're being valued. You have to be careful with the incentive plans. Otherwise, you have a lot of unintended consequences when they become laser focused and they forget. The fact is, is the most important thing we need our leaders to do is lead. There aren't many incentives. Plans have be a good leader on the incentive plan. So you can't quantify it.

L2 posited:

To the financial growth, it all starts with that associate satisfaction; the mantra for our leaders was, you take care of the associates, which starts to build into each one of them; then they'll take care of their guests and financial performance will be there but the first link to that chain is, is to take care of your associates. You know, whether it's you panel issues saying something is wrong with your check, too. We talked about may not have the right resources to do their jobs, whether it

be electronic technology or, you know, like tools or cleaning, things like that. So just make sure that they have what they need.

L3 said:

We don't pay as high as competitors for any of our positions, even though it's not a huge motivator for a lot of people, you need to make sure that people's payroll is correct; it will demoralize your team if you don't take care of the basics; not everybody is coming here because they like to come to work, they have families and need to get paid. You can't skip pay or, you know, try to tell people you can't clock in for this. But I would expect you to work like if they work, they need to be paid and they need to be paid correctly and I've seen a lot of hotels in my experience to have that kind of mess around with employees pay.

The alignment of compensation and benefits theme supported Mabaso and Dlamini (2017), who emphasized that employee's wages and benefits increased performance and productivity in the organization. Liu and Zhang (2020), stated that managers need to develop pay and benefit opportunities to adequately compensate and motivate employees to increase performance. Inadequate opportunities in compensation can demotivate employees (Bryant, 2020). Managers can experience a significant loss in experienced employees to higher paying hotel or establishments offering better benefits (Jung, Sharma, & Mattila, 2020). Osbaldiston, Cannizzo, and Mauri (2016) stated that most employees chose jobs based on the need of monetary compensation. Employees are entitled to fair and reasonable compensation for work performed (Choi & Joung, 2017). The expectations for an employee to work under poor leadership and in an unhealthy

environment for minimum, unreasonable, or no pay will have an overall decrease in productivity, ultimately affecting organizations profit (Kraft, Sparr, & Peus, 2018).

Advancement and growth. The development of employees is critical with creating the next leaders of the organization. Ensuring employees have the tools and resources to progress in their career establish a pool of qualified employees to advance into upper-level positions internally. L1 said:

I have a security officer here on property and he talked about just trying to move into the next line of leadership, whether it's a supervisor or a system manager capacity. And so, he's been kind of sharing with me some of the online trainings and books that he's reading on his own to kind of solidify or make himself more well-rounded and say, you can learn some of the book, smart stuff that we can then complement with the onsite training.

L2 shared:

I give the associates the opportunities when they start to seek growth, explaining they should always go above and beyond the job they are currently performing in. Act the part of the role that you want to do next. So that way, when those opportunities come up, they're there. You know, they'll have already demonstrated and shown that they have at least the personal skills. They may not have the technical just yet. If they have the right attitude and will approach the job that way, their likelihood of getting those roles increase

L3 stated:

Being able to identify people that actually had experience or the opposite side of that, we were impressed by certain people hadn't who had zero experience yet made the effort to learn as much as they could about our organization and really show just the right mindset, the hospitality mindset. We actually brought them in and positions that we thought that they could grow in for us. You know, I came down to the interviews and people the in-person interviews. People that took the time to process, they came up, they looked good. They were dressed well. They had a resume or a cover letter, they smiled. They weren't on their phone. They weren't chewing gum, you know, just the little details that matter. If you have an engineering you need like an electrician, you're not going to hire that before. It's like a hospitality position and it's like a front desk position and they could easily learn or, you know, if it's like a house man or a valet, there's real skills that can be taught, you know, and really you don't need to have perceived experience as long as you have the right attitude.

The alignment of advancement and growth supported Maslow (1943) who stated leaders should be aware of employees' self-actualization need in order to develop and grow their employees. Maak et al. (2017) who concluded that inspirational leaders help employees to achieve goals by boosting their morale. Hameed et al., (2019) stated that managers should conduct assessments of employees' growth potential and available opportunities for advancement. Such assessments provide employers data about employees who they deemed highly committed to the organization. Managers who

provide clear descriptions of advancement and growth opportunity noticed an increase in organizational support and motivation from employees (Stachova et al., 2019).

Satisfied employees. Participants stated that when employees' needs are met, whether monetary and or other incentives, the employee performance level exceed the standards required. Those are the employees who enjoy going to work not solely for a paycheck, they love doing their job. Employee's as such become a spokesperson for the hotel which encourage guest to return, due to the level of customer service received. L1 shared:

I don't think you give somebody a raise and it makes them more motivated. I think you give them a raise so they feel like they're being valued. But that's expected when you come to work. And as long as you're in line with the market, that is what it is Incentive plans can be pretty powerful. But man, do you have to be careful with the incentive plans. Otherwise, you have a lot of unintended consequences when they become laser focused and they forget. The fact is, is the most important thing we need our leaders to do is lead. There aren't many incentives.

L2 stated:

You got to give that product positive reinforcement. You got to say your thank you. Using your pleases and showed a level of appreciation. after these three day projects that we do with the assistance is we celebrate success. You know, like if we really turn the corner and cut the earth down or cut the delivery times down and things like that, we made a show of those people that worked on those teams.

And I think that helps create a culture of wanting to do more of these and wanting to look for ways to continuously improve your operation because they're seeing the appreciation. And on top of that, kind of the main reason why we did it was to help make their jobs easier and more efficient.

L3 posited:

I mean, we have an anonymous survey, which is a text survey that goes out every day like a percentage of our team. Our team gets an anonymous question like, how happy are you today? on a scale 1-5 and like we honestly don't know who get it because the system randomly generated and we don't. But we do have the ability to respond to those that come in daily.

The alignment of satisfied employed theme supported Maslow (1943) who concluded that employees' hierarchy of needs varies and that actions that may satisfy one employees' need may not satisfy other employees' needs. Daud (2016) stated it is imperative for managers to understand what drives the performance of their employee; whether it is incentives, awards, recognition, or simple "thank you." Positive relationships among employees and leadership create organizational efficiencies and increase job satisfaction (Leyer, Reus, & Moormann, 2019).

Emergent Theme 3: Environment and relationships

Effectives strategies to increase employee's performances varies. A method that may increase the performance of one employee may not work for another. However, common response made by the three general managers reflected that their employee's performance increased by ensuring the workplace environment was healthy and free of

drama. Building a rapport of trust was significant, as it facilitated the opportunities for employees to provide and candid feedback to general managers on areas leadership and the organization can improve. Interpersonal relationship allowed employees to get to know one another outside the daily duty day. Lastly, issues such as, hostile work environment is a pedicle problem in any organization. The effects under trained and poor managers, who lead by personal bias creates an unhealthy workplace. The emergent subthemes connected to leadership characteristics were (a) trust, (b) healthy work environment, (c) interpersonal relationship, and (d) hostile work environment.

Trust. The foundation with developing any type of relationship. All participants stated that trust was the biggest challenge to earn from their employees, but conquered and developed an amazing organization of trustworthy personnel. Entering the new organization, trust is the attribute that requires time to build upon, hard to earn, but easy to lose. L1 stated:

It all comes down to how you start in the beginning, when you are new to the organization, trust takes time to build. Got to be able to trust each other before you can really work together and thrive and all that.

L2 shared:

I think establishing a trusting relationship also is another one. I think that helps. To have them realize that that you have their best interests at heart and that you have their back. You know, when things might be difficult, you're there to support them. If you don't have a genuine, authentic relationship, you're gonna lose any part of the 45 percent because you're going to a place where they trust their leader

and they know that they're going to. The leader's job is to eliminate the barriers that prevent them from doing their job effectively.

L3 said:

They trust the leadership group that we have here. So very seldom do we have issues with guests. They get out of control. And if they do, we're the first people to find them alternative accommodations. And we'll just be like, look, we're not a fit for you. You're treating our employees rudely. We're not going to tolerate that.

The alignment of trust theme supported Chien et al. (2020) concluded that when workers are motivated by management, employees develop trust in the organization due to increased job satisfaction. GM disposition on trust can have a significant impact on performance and retainment (Bande, Fernandez-Ferrin, & Castro-Gonzalez, 2019).

Employees seek trusting relationships from their leadership, aids in building a rapport and openness to change when required (Yue, Men, & Ferguson, 2019).

Healthy work environment. A work environment that is free of drama or at least controlled and safe to report to is the goal. All participants stated they strive to maintain healthy work environments through multiple tools such as, random selectee to complete a 2-minute survey, engaging with employees, removing disrespectful guest, etc. An unproductive environment, with unhappy employees and managers. Hostile work environment can consist of, sexual assault, harassment, drama, lack of cleanliness, bullying, etc. An environment as such make coming to work almost impossible just to avoid the atmosphere. Productivity is limited and demotivating. L1 expressed:

This is where we saw there be a lot of hiccups, because you take it and we talk about it. And in a room we say this is where we want to go. It's entrepreneurship and our brand. It's about embracing our brand and we want our brand to be more. We want it to be authentic and not a basic modern hotel. We've been here for 30 years, and it felt like we've been here that long, so change was needed to change the work environment. We became more innovative and change the hotel design to contemporary style. In the meetings, we discussed implementation of change and expect our managers leave the meeting room and change how housekeeping operates based on guidance. We have to change the environment to make the employees want to come to work. Sometimes you get executives and you get department heads and they finally get their department head job or they finally get their executive job and they kind of turn into Assholes, because they get power. I got the power and all of a sudden they forget. And so it's very hard to keep these highly successful business people to just be humble.

L2 voiced:

You're there to eliminate some of the barriers for their success. Keep it fun. I think it's also another one to help keep people motivated and have and not feel just like a job or a place to work. It's more than just a means to an end. It's a place where they enjoy coming every day. You know, people that go into the workforce that day, they start to understand that they spend more time at work, sometimes more than they spend at home, depending on the type of job that you have. So it's good, actually. It's like someplace where you enjoy going. And that's us as

leaders. To be able to create that fun environment will led to just having a better place for people to come to work every day. I think leaders can't be office dwellers. You know, they need to get out and lead from the front. And I think one practice that you may have heard of, it's called leading by walking around. Oh, it's hard for people to be able to get a handle of how things are operating at their you. Answer me e-mails all day long. More now on uncut calls all day long. So they gotta in the hospitality world it's all about inspecting what you expect and getting out there and talk to the people getting kind of a pulse from the associate side.

L3 said:

We've had employees that have actually left and then gone to these big box hotels and then they beg to come back because they're not treated right They're treated as a number. And like you don't matter and your thoughts don't matter. And you're you need to be a robot and just cleaning. Shut the heck up. you don't like if you just treat them like they don't matter or like you This is just it. Come in and shut up. I don't hear you complain.

The alignment of healthy work environment theme supported Hofmann, Burke, and Zohar (2017) findings that it is the leadership obligation to ensure employees' work environment is conducive to promote safety, dignity, and accountability. Feeney and Stritch (2019) mentioned that all employees want a workplace environment that is safe, empowering, and satisfying to undertake their duties, which accomplishes organizational success. Maslow (1943) who concluded based on the hierarchy of needs theory, that employees desire safe working environments. Workplace environment that is not

conducive to promote peak performance from employees can be critically damaging to the organization (Posthuma et al. 2019). Work conditions should be free of bias, drama, risky road behaviors that produces stress, but should encompass fairness, engaging leaders, and a rapport of trust (Montoro, Useche, Alonso, & Cendales, 2018).

Interpersonal relationship. Interacting with individuals who have a common goal, whether it is to be the best housekeeper or simply complete a task is the focal of an interpersonal relationship. Managers developing an interpersonal relationship with their employees allow the employees to see the manager as a normal human being, as opposed to just their boss. Opportunities as such occurs mostly during teambuilding events. L1 shared:

On a Friday and you go out for three hours and whether it's Oahu cocktails or whatever it is, it's just we're not ever allowed to talk about work. It's just to socialize and like see each other as just like human beings and talk and then just be together as an executive team is works wonders when it comes to things like conflict and those kinds of things. Just kind of be human beings and to be able to do that on a consistent basis and just kick back, relax on a regular consistent basis, can see individuals on a personal level and then it pays dividends that work for sure and that the team can feel that you're not an effective people, you're one team and they can see it as you laughing and talking about the barbecue or whatever it is.

L2 said:

It all starts with having that ability to build those relationships with your associates; building relationships with those that you work with every single day. There's a saying that I completely believed in, that employees, they won't leave job, they leave their leaders. So, if you're not providing just an amazing atmosphere it won't work.

L3 stated:

One is I like how watering the horses you got to get to know your people and what's important to them. So, you know, everybody has their own personal life. Everybody has their own personal issues and really getting to know every individual that works for you as an individual. That's the first strategy they need to know that you care before they are going to care.

The alignment of interpersonal relationships theme supported Kollenschner et al. (2016) who suggested that unity and collaboration amid employees successfully accomplish required duties assigned. Increasing the levels compassion and awareness among employees through mindful training and work engagements can decrease burnout, which avoids lack of productivity (Johnson & Parks, 2020).

The hotel general managers I interviewed applied motivational strategies to increase employee's performance, which retains valuable employees by using Maslow's hierarchy of needs model. The data revealed that general managers using effective communication and utilizing an equitable leadership, created an atmosphere where employees engaged with their senior leaders and the organization. general managers that incorporated training and development program for employees' advancement and growth,

learning new and innovative concepts to accomplish their jobs, enhance their knowledge base, and skills led to increased employee performance, loyalty, and cohesive organization (Stachova et al., 2019). Development and training of employees creates a healthy environment, improving morale, performance, productivity, and increase motivation (Feeney & Stritch, 2019). Employees' empowerment, engagement, and trust lead to an elevated level of job satisfaction in the organization (Chan, 2019). The findings of this study align with Maslow's hierarchy of needs theory and the literature review. The study revealed motivational strategies on effective business practices that general managers used to increase performance, keep valuable employees, and develop leaders of the future.

Applications to Professional Practice

Many workers depart from the hospitality industry due to inadequate motivational strategies. The purpose of this study was to explore motivational strategies that enhance employee performance in a hotel setting. Hotel workers and General Managers (GMs) are obliged to offer excellent services to guests that reflect a great customer experience. Hotel leadership management can impact the desirable experience through increasing both internal and external expectations. Exceptional guest experience promotes business performance, increases organizational effectiveness, and facilitates employee relation (Yao et al., 2019). This case study involved three hotel GMs, and they showcased improved employee performance evident from the cogency of the motivational measures. The respondents stated motivational strategies they employed to enhance performance tailored to their employees' hierarchy of needs. In this study, questions focused on useful

measurement of motivational techniques, measures that enhance worker performance and the strategy to measure employee performance.

Employee motivation offers satisfaction and helps to attain the desired need or want. As such, a sense of gratification builds a reward that satisfies desires. Employees work hard to achieve the expected performance in an organization. More effort in workplace yields exceptional performance, which results in organizational reward. Thus, GMs try to come up with new ways that will build a connection with workers to affect positive changes and outcome (Chien et al., 2020). The responses indicated that GMs express the extent to which environmental factors influence their decisions. They stated the need to employ different motivational strategies to encourage workers to perform and register success. The findings show that all GMs embraced employee motivation and fostered healthy attitudes towards the various motivational techniques. This was in bid to instill change that would create a positive performance. The participants indicated that effective motivator frameworks included employee recognition through rewards, written or verbal, and gifts (Maroudas et al., 2008). The managers built hotel brands in South Florida and had developed motivational strategies that enhanced employee performance. The results of the study can also apply to other hotels because the ones used varied in sizes, and the participants shared experience of similar strategies.

The research findings can help organizational leaders to practice empowerment and embrace a motivational culture to increase employee job satisfaction and work performance. Many scholars document that when workers are motivated by management, employees develop trust in the organization due to increased job satisfaction (Chien et al.,

2020). Business leadership should provide workers with a sense of ownership and belonging to impact on the willingness to satisfy personal needs and organizational growth. The results show that hotel GMs should seek to identify if there are existing barriers that could hinder employee motivation and lead to poor performance. Creating motivational behavior and effective leadership practices increases social responsibilities. The mechanism also promotes workers' involvement in community activities. In this regard, the findings help hotel managers to understand better how intrinsic and extrinsic motivation influence workers' performance. It is important to note that businesses benefit when leaders get provided with more knowledge of attending to emerging employee trends.

Implications for Social Change

The implication of the study on social change remains integral to increase employee performance in the hospitality industry utilizing motivational strategies. Motivation has been proposed by scholars as the most efficient tool which can be used in regulating excessive negative employee turnover in an organization (Ristic et al., 2017). Ristic et al. (2017) defined motivation as the creation of a conducive working environment for the employees. This includes both the monetary and non-monetary elements which enhance motivation among employees. One of the ways used to enhance motivation is through social change in the company which is mainly aimed at boosting the interaction of employees in the organization (Alhassan & Greene, 2020). Robescu and Iancu (2017) notes that high employee engagement results in high motivation among the employees. The monetary employee motivation mainly involves issuing monetary

appreciation to the employees who have registered exemplary performance. It also includes salary increment. The non-monetary motivation is mainly aimed at creating a conducive environment for the employees. An example creating a framework which enhances problem solving and learning and training the employees to have appropriate skills to perform their duties (Alhassan and Greene, 2020).

To ensure that the employers can choose the right framework for motivation the employers have to determine what are the factors which encourage their employees to have optimum performance. This is also includes determining the various barriers which might limit the employees from performing hotels. Employee motivation is important as it helps in ensuring that the satisfaction of the customers is enhanced. There are other benefits which accrue to a business with high employee motivation. Robescu and Iancu (2017) noted with a high motivation a company is able is to ensure employee retention. In the employment sector there is a significant number of employers who are scrambling for the skilled labour in the market. To ensure that the company maintains the skilled labour motivation is key. The knowledge teaches existing and new managers in the hotel industry and facilitates the development of new approaches needed to motivate employees to improve their performance. The study can contribute to social change by sharing GMs knowledge on strategies utilized to increase employees' performance through leadership, compensation, interpersonal relationship, and growth advancement.

Recommendations for Action

Hotel managers need to pay attention to the recommendations of the study to improve business performance. The research interview revealed that the three hotels GMs

valued employee and guest satisfaction. To achieve organizational success, everyone has a mandate to work and attain the stated objectives. The three GMs agreed that workers require appropriate motivation in the fast-paced industry. The findings recommend four steps to impact on employee performance. First, GMs should employ Maslow's and Herzberg's theories to help them assess the motivational strategies for employees. Secondly, GMs need to recognize the intrinsic and extrinsic motivators that influence workers. Thirdly, managers should create frameworks that will enable them not to stay complacent after they meet their goals. Lastly, GMs should devise measures that will provide opportunities for self-motivation.

Organizational leaders should focus on actions that reflect Maslow's hierarchy of needs theory. Managers need to understand the psychological needs of workers to motivate them and attain organizational goals effectively. Social esteem and self-actualization create a sense of belonging and promote a good work-life balance (Badubi, 2017). Maslow's theory applies to workplace, as it details how managers can determine the means to effectively motivate their employees to make sure their needs are met. The theory helps managers to understand what factors drive employee optimal performance. GMs can check on their behaviors and outcomes to evaluate internal and external barriers to success. They can self-check on the services they provide to determine if they meet the needs of the guests. Managers can apply the concepts of the theory to various business aspects to measure leadership effectiveness. A manager can base on the theory to account for the safety needs of workers. According to Maslow's theory, employees get motivated when their needs are satisfied.

Additionally, GMs and hotel management should use intrinsic and extrinsic motivators. Managers can influence employee behaviors if they embrace Herzberg's two-factor theory. According to Herzberg, there are workplace factors that impact on job satisfaction and others cause dissatisfaction. Herzberg outlined that proper management of hygiene factors prevent employee dissatisfaction. For this reason, managers who wish to increase employee satisfaction should focus on the satisfiers (Badubi, 2017). Hygiene factors are vitally essential in the workplace and symbolize psychological needs which workers expect to be fulfilled. The factors include pay, organizational policies, fringe benefits, physical working conditions, interpersonal relation, status, and job security (Badubi, 2017). Herzberg also believed that motivational factors yield positive satisfaction and motivate workers to yield superior performance. Employees find the satisfiers to be intrinsically rewarding. The motivators are recognition, sense of achievement, growth and promotional opportunities, responsibility and meaningfulness of the work done. If GMs adopt the hygiene and the motivational factors, they stand a chance to impact on job performance. Business leadership must make employees happy. Hotel management should have supervisors and managers that are able to identify these factors to device the motivational strategies to employ. They need to know what works well for employs and why they prefer the framework.

Another recommendation is that hotel GMs and the entire leadership should develop measures that will help them not to stay complacent when they attain their goals. There should be measures in place to help provide continuous improvement (Syarifuddin, 2019). Agreeably, it can be challenging to achieve optimal achievement, but when

attained, it is crucial to stay focused to avoid downfall. The planning process should begin by reviewing the current plans and identify ways of keeping the organization on track. Hotel business managers should do best to promote effective leadership. Providing the right tools to employees achieves great milestones.

The last recommendation is that management should explore ways of engaging workers in the workplace to become motivated by personal achievement. Self-motivation presents to be the power that drives people to work hard and improve performance. It helps to realize the set goals and establishes competencies. Hotel GMs should consider training practice and foster professional development of employees to impact on self-motivation. Management must empower employees for them to help leadership attain objectives. The goal is to instill ambition that will effectively get things done. Hotel management should enable workers to drive performance. Furthermore, GMs should understand that the key to having productive employees is making sure that they are empowered and love what they do. The feeling of trust and importance leads to better performance. Self-motivation and empowerment allow workers to make independent decisions.

Managers should communicate the vision, demonstrate confidence, and encourage self-improvement. GMs should always welcome the views of their staff to make them feel valued. Again, the organization must incorporate vacation time to avoid employee burnout that affects productivity (Syarifuddin, 2019). More so, GMs must inspire creative thinking and show workers that they appreciate their efforts. Encouraging self-motivation holds employees accountable, increase worker retention and job satisfaction. It also

allows individual growth as they feel confident and inspired. The findings evidence the need for training practice. The results give leaderships more concepts on how to meet the needs of employees through motivation. If hotel GMs should capitalize on meeting the concerns of workers as this will create vast opportunities that can culminate in worker productivity and improved organizational performance.

I will disseminate the findings through scholarly and business journals. I will also distribute the results of this study through the three participants email that include a one to two pages summarizing the overall study and motivational strategy training classes regarding increasing employees' performance in the hotel industry. In addition, the study will be publicized in ProQuest Dissertation and Theses Database for scholars and organizations.

Recommendations for Further Research

The study is limited to the methodology used for data collection. The tool used for data collection was interviews and this only provided thoughts and views of management strategies and practices that impact on employee performance. Therefore, the information was only one side as it highlighted leadership observations, outcomes, and expectations. Evidently, the management strategies led to improved organizational performance. However, individual employee motivation perception could have yielded different results. It was challenging to measure if the methodology and practices led to employee job satisfaction. The research failed to consider employee viewpoint to find out the motivational system that offered the right motivation and helped to enhance the performance of individual workers.

Previous studies cite the need to embrace both intrinsic and extrinsic motivational approach (Yao et al., 2019). Managers must emulate Herzberg and Maslow postulations to give accomplishments and eliminate deficiencies in performance. Employee behavioral problems and limitations in the management system negatively affect workers' performance and satisfaction. Scholars agree that motivation is inspired by intrinsic or extrinsic goals (Badubi, 2017). The subject requires further study to evaluate how hotel managers can help to develop proper motivational practices that will play a critical role in meeting business goals and enhance employee effectiveness in the workplace. More so, it is essential to engage workers for them to perform exceptional in the workplace.

Therefore, future studies should explore the best strategies needed to hire employees. The research findings showed that the respondents shared motivational strategies that culminated into success. The participants had not tried to incorporate the techniques that were termed to be least effective in impacting on success due to the perception that they will lead to failure. Therefore, further studies should be done to explore how the least motivational factors can affect employees and business performance. The researcher experiences some bias. The focus on motivational strategies made the researcher enthusiastic like GMs. The perception could have impacted on the researcher's judgment and affect the interpretation of data.

Reflections

The study investigated the type of motivational strategies that hotel GMs use to facilitate employee performance. The findings revealed that all the participants used similar practices. They shared the hotel brand and had the desire to make differences in

the business. From the study, I discovered that increasing guest satisfaction called for motivating employees. However, some workers did not fit into the organizational culture and opted to move out. The study employed interviews as a tool of data collection and used methodological triangulation to establish key details that affect employee motivation. The interviews were carried out in the participant's offices or places of business. They took approximately 45 minutes. However, there were no pleasantries, and further research should consider incorporating them before starting the interviews.

Through the research, I got encouraged to precede with my doctorate studies. The participants were supportive and intrigued by the idea of continuation of education. The level of response was 100%, and I was happy to learn that all the managers used similar strategies. Employees were friendly, and GMs appreciated the study objective. There is thus a need to engage employees in further research as a participation tool to increase the study scope. I realized that the workers would have provided wide information on the topic of study and help the management to learn more.

Also, more studies should focus on establishing how social and economic factors affect reward. Changes in social and economic conditions could affect how employees perceive their jobs and affect how they work. One of the hotels failed to engage employees and felt that it should do empower them. The study has made me gain additional knowledge of employee motivation strategies and performance, especially in a hotel setting. I learned the importance of leadership involvement and expectations. Organizational leaders must strive to understand their employees and come up with ways of motivating them to get better results.

Conclusion

There is limited literature focusing on employee motivational strategies that GMs use to facilitate employee performance in a hotel. There is a divergence in viewpoints between organizational management and employees on job motivators. The comprehensive case study carried out in South Florida, focusing on three hotels GMs sheds light to guest satisfaction. The findings delineate that to maintain organizational effectiveness, hotel managers should empower them to perform well. Total management needs to devise frameworks that will motivate employees to improve on performance. The study emphasized that managers should employ Maslow's and Herzberg's theories to influence performance.

The study findings explored four critical concepts: social expectations, positive performance, job satisfaction, and workplace motivation. Every theme explained various motivational aspects and emphasized that motivation culminates in job satisfaction. Eventually, satisfaction resulted in greater job performance. Different managers use different leadership styles. Still, all had a shared goal of realizing organizational success. In a hotel, employees endure challenging conditions as the industry tends to be demanding. However, managers must focus on the growth of employees and ensure that they have enough experience to handle difficult tasks (Syarifuddin, 2019). The research documents knowledge that assists hotel GMs in valuing the contribution of employees in the organization. The study shows that leaders are responsible for enhancing performance, and this can be achieved through creating awareness on the motivational

strategies. As such, motivational strategies remain to be integral in employee performance and every manager should adopt the approaches to realize growth.

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Appendix: Interview Protocol

This appendix includes the participant interview protocol, and interview questions. At the initiation of the interview process, the focal questions pertaining to the strategies general managers in the hotel industry utilize to increase employee performance was highlighted.

Participant Name:

Date:

Position Title:

Hello, my name is Nickea Harris. I am a Doctoral Student with Walden University. Thank you for taking the time out of your busy schedule meet with me today, and I am ecstatic you have allowed me to conduct this interview. The primary focus of our interview today is to provide me the knowledge on strategies general managers in hotels utilize to increase employee performance. I am conducting a voluntary semi-structured interview, which was tape recorded and transcribed verbatim afterwards, which protect against any personal bias and provides a permanent record of what was and was not said during the interview. I will use open-ended questions, which allows you the opportunity to share and/or describe your experiences on the strategies used to increase employee performance. I consider you, in your position, an expert, so there are no wrong answers to any of my questions. Because of your current position with the organization, you are best suited to provide your experiences regarding strategies managers may use to increase employee performance in the hotel industry. While you answer questions to the

best of your knowledge, please maintain your focus on the primary topic, strategies to increase employee performance within the hotel industry. Please feel free to open and candid even if the strategies currently implemented requires improvements. Please be assured that our interaction is strictly confidential.

This study is voluntary. All parties involved will respect your decision of whether or not you select to participate or withdraw from the study. No one at Walden University will treat you any differently, if you decide to withdraw. If you decide to continue with the interview process and later want to withdraw, you may do so. If you agree to participant, will be asked to sign a consent form, that your consent is being given voluntarily. You must refuse to discontinue your participation at any part of the study. Your withdrawal will not have a negative effect on your relationship with the researcher or the University. The consent form will supply significant information about the research assisting to make an informed decision subject to your participation. You are going to be asked to consent for audiotape of the interview, but you may choose to decline, and I will take notes only. After the interview is completed, the transcribed interview data will be examined and you will receive an email to ensure accuracy and validity of collected data. To ensure accuracy of collect data, I will conduct member checking in, which you will have the opportunity to certify, edit, or revise information from the date of the interview.

I am cognizant that many people are significantly protective of their privacy and wary of being tracked. To preserve the data integrity of this interview, please be advised that the information will be saved in a locked safe, on an external hard-drive for five

years until completion of the research. The data will be kept for at least 5 years, as required by the university.

Interview Demographic Background:

What is your title in this hotel?

Guide me through a typical week as a manager?

Interview Questions:

The following are the interview questions that I will ask during the session. The benefits of this research is to better understand the strategies general managers in hotel use to increase employee performance. The method that will be used to meet the purpose includes semi-structured interviews with 3 participants. Semi-structured interviews consist of key questions that helps define the areas to be explored for the discovery or elaboration of the research topic.

Interview Questions

1. What strategies did you use to motivate your employees?
2. How did you identify motivated employees in your hotel?
3. How did you apply your motivation strategies to improve efficiency in operations?
4. What were the key barriers to implementing your success strategies for motivating employees?
5. How did your organization address the key barriers to implementing your success strategies for motivating employees?
6. What strategies have you learned best motivate employees?

7. What strategies have you learned least motivate employees?
8. What information can you share that was not already covered about motivational strategies you implement to increase your employees' performance?