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Hotel Managers' Motivational Strategies for Enhancing Employee Performance

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Walden University

College of Management and Technology

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Vanessa Barbosa-McCoy

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Walden University
2016

Abstract

Hotel Managers' Motivational Strategies for Enhancing Employee Performance

by

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MBA, Kaplan University 2012

BS, Barry University, 2001

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

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Abstract

More than 600,000 employees depart the hospitality industry for a variety of reasons such as lack of motivational strategies (MS) of hotel general managers (GMs). The purpose of this multiple case study using census sampling was to explore what MS hotel GMs used to enhance employee performance. The 3 GMs of 3 full-service branded hotels with a guest capacity of 160-699 were randomly selected in South Florida. Data were collected from face-to-face interviews with the hotel GMs, employee performance evaluations, and results of guest and employee satisfaction surveys from the hotel GMs. Data analysis involved methodological triangulation to determine how motivation was captured and measured using interpreted data, verification through the member-checking process, and coding techniques such as mind mapping to identify reoccurring codes and categories. Through thematic analysis, 4 major themes emerged: workplace motivation, job satisfaction, positive performance, and social expectation. Findings from the 4 themes revealed that recognition and guest satisfaction unveiled a positive effect on employee performances and that motivation through community engagement gave employees reasons to perform well. The effectiveness of MS on employee performance was conceptualized by the expectancy theory to determine motivational triggers and the behavior engineering model to determine which MS led to improved performance. Social implications include encouraging hotel GMs to adjust and develop motivational strategies that engage employees to improve the employee-customer relationship and to increase community involvement which may promote positive social change.

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Table of Contents

List of Tables	iv
Section 1: Foundation of the Study.....	1
Background of the Problem	2
Problem Statement	3
Purpose Statement.....	3
Nature of the Study	4
Research Question	5
Interview Questions	5
Conceptual Framework.....	6
Vroom’s Expectancy Theory	7
Gilbert’s Behavior Engineering Model.....	7
Operational Definition of Terms.....	8
Assumptions, Limitations, and Delimitations.....	9
Assumptions.....	9
Limitations	10
Delimitations.....	11
Significance of the Study	11
Value to Business and Social Impact.....	12
Contribution to Business Practice.....	12
Implications for Social Change.....	13
A Review of the Professional and Academic Literature.....	14

Motivation.....	16
Performance	17
Motivational Theories	26
Models of Motivation	30
Factors Affecting Motivation.....	34
Performance Management	40
Employee Engagement	45
Challenges of Employee Motivation	50
Motivation of Employees at Hotel Industry.....	51
Motivation and Performance Link	53
Motivation Importance in Enhancing Performance	57
Hotel Manager and Employee Performance	57
Transition and Summary	62
Section 2: The Project.....	64
Purpose Statement.....	64
Role of the Researcher	65
Participants.....	67
Research Method and Design	68
Research Method	68
Research Design.....	70
Population and Sampling	72
Ethical Research.....	74

Data Collection Instruments	75
Data Collection Technique	77
Data Organization Technique	78
Data Analysis	79
Reliability and Validity.....	80
Reliability.....	81
Validity	82
Transition and Summary.....	84
Section 3: Application to Professional Practice and Implications for Change	85
Overview.....	85
Presentation of the Findings.....	86
Applications to Professional Practice	101
Implications for Social Change.....	103
Recommendations for Action	104
Recommendations for Further Research.....	106
Reflections	107
Summary and Study Conclusions	109
References.....	111
Appendix A: Leadership Participant Interview Questions	142
Appendix B: Interview Protocol	143
Appendix C: Informed Consent for Participants over 18	145

List of Tables

Table 1. Coding of Sources Related to Themes.....	89
Table 2. Coding relating to Theme 1: Workplace Motivation.....	90
Table 3. Coding Related to Theme 2: Job Satisfaction.....	92
Table 4. Coding Related to Theme 3: Positive Performance.....	95
Table 5. Coding Related to Theme 4: Social Expectations	96
Table 6. Gilbert’s BEM Applied to Themes.....	99

Section 1: Foundation of the Study

The hospitality industry is competitive and requires employee creativity inspired by transformational leaders (Wang, Tsai, & Tsai, 2014). Changes occur in many industries when faced with new technology, economic climates, social responsibility, and the marketing mix. From 2008 through 2011, the hospitality/tourism industry was significantly impacted by economic changes (Millennium & Copthorne Hotels plc, 2012). Businesses transform by adjusting to such changes, trying to stay viable, and move forward by maintaining productivity. It is for this reason that the success or failure of the hotel business can stem from the role of leadership and employees' response to leadership (Felfe & Schyns, 2014).

Transformational leadership positively influences employee development using motivation, and highlights that leadership competency and skills are essential to the growth and development of employees and the organization (Hamstra, Van Yperen, Wisse, & Sassenberg, 2011; Wang et al., 2014). In addition, non-management employees might not carry the same work ethic in regard to time management, performance, or skill set as that of supervisory or management-level employees in leadership roles (Felfe & Schyns, 2014). Employees that seek growth within their organization may require proper motivation, training, and development from other leaders. This multiple case study explored what motivational strategies full-service hotel managers use to enhance employee performance.

Background of the Problem

The World Tourism Organization projected a decline of 4% per year in tourism as global economic recessions increased (Martin & Isozaki, 2013). The hospitality industry faced many economic challenges during the recession, which made finding leaders to fulfill organizational needs difficult (Martin & Isozaki, 2013). Managers dealt with increased pressure because of the decline in the economy. The economic challenges contributed to the managers' need to maintain high product and service standards to stay competitive within the market (Testa & Sipe, 2012). Testa and Sipe argued that executives have to try to overcome inherent barriers to become profitable, retain talent, and have a positive effect on the marketplace.

McDermott, Kidney, and Flood (2011) suggested that leadership performance could affect an organization's overall performance. Hospitality organizations need to employ effective leadership to improve guest satisfaction, community outreach, and employee relations (Felfe & Schyns, 2014). Leadership development increases the likelihood of good employer-employee relationships, in which the role of leadership relates to organizational commitment and job performance (Kim & Brymer, 2011). Suh, West, and Shin (2012) suggested that leaders needed to be the primary influence that guides employees. The complex and changing environment of the hospitality industry presents pressures and demands that can be stressful, especially for front-line personnel (Kara, Uysal, Sirgy, & Lee, 2013).

Hotel employees at all levels have different views regarding work ethics that can affect the profitability of an organization. Managing a culturally- and age-diverse staff is

a concern for organizations, and often causes managers to interface with employees differently (Benson & Brown, 2011). Understanding the work values of employees from different backgrounds may enable businesses to develop motivational strategies that improve working conditions and job structure, and lead to new policies that may satisfy the needs of different workers (Gursoya, Geng-Qing Chi, & Karadag, 2013).

Problem Statement

The U.S. Department of Labor, Bureau of Labor Statistics (2013) stated that 18.8% of employees left their place of employment voluntarily in 2012. Nearly 600,000 employees depart from the hospitality industry each year for varied reasons and management finds difficulty retaining employees (Cutler, 2013). Circumstances such as growth, management disagreements, compensation, attitude, and performance management are critical and affect organizational effectiveness in the hotel sector (Gruman & Saks, 2011). The general business problem is that managers in full-service business hotels struggle with organizational effectiveness when addressing performance control or performance management. The specific business problem is that full-service hotel general managers (GMs) often lack motivational strategies for enhancing employee performance.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the motivational strategies full-service hotel GMs used for enhancing employee performance. The targeted participants were three hotel GMs of three different branded full-service hotels in the in South Florida, USA. The implications of this study for positive social

change include activating management to motivate employees, thereby enhancing employee performance to sustain organizational profitability. Leadership can actively participate in social change when they motivate and develop employees so that employees can, in turn, contribute to society as new leaders emerge from their ranks.

Nature of the Study

A researcher can use one of three methods to address a research problem: quantitative, qualitative, or mixed methods. In quantitative methods, researchers test preconceived hypotheses (Berkel, McBride, Roulston, & Brody, 2013; Garcia & Gluesing, 2013; Yin, 2014). Researchers use qualitative methods to explore problems and ask open-ended questions rather than testing the preconceived hypothesis (Berkel, et al., 2013; Garcia & Gluesing, 2013). Researchers can also use mixed methods, which combine all of the features of a quantitative and a qualitative study (Berkel, et al., 2013; Marshall & Rossman, 2011). To study the motivational strategies that full-service hotel GMs used to enhance employee performance, I asked open-ended questions. Therefore, a qualitative study was optimal, and a quantitative study would not have been appropriate. Given that a mixed methods study is a combination of quantitative and qualitative methods, and I did not gather quantitative data, mixed methods were likewise not suitable.

Qualitative researchers have several choices in research designs including ethnography, phenomenological research, or case study. Ethnography is the study of human culture in which the researcher observes the subject and learns the cultural phenomena of a given area or people (Denzin & Lincoln, 2011). In phenomenological

studies, researchers study a phenomenon of the shared lived experiences of people to reveal the complexity and ambiguity of those experiences (Miles, Huberman, & Saldana, 2013). The researcher can use a case study design to study various points of view regarding a specific business problem (Yin, 2014). A case study design was the optimal choice for my study given that it was about motivational strategies and not the interactions between people. Ethnography and phenomenological design were not appropriate because this study was not about the shared lived experiences of people.

Research Question

The central research question that guided this study was: What motivational strategies do full-service hotel GMs use to enhance employee performance? I explored factors that drive management motivational strategies and used these factors to determine how leadership motivational strategies relate to performance. I further explored what informed hotel leadership's understanding of why employee motivation is significant to performance in the full-service hotel business sector.

Interview Questions

I interviewed the three general manager participants for this research study. I asked seven questions of each participant, estimating that the interviews would last between 30 and 45 minutes, depending on the length of responses. I requested a maximum of 60 minutes of each participant's time in the consent form to give enough time for the participants to answer and elaborate on the questions. I asked all participants the same questions, and I was prepared with follow-up questions when necessary. If the main question did not lead to an anticipated response, I did not ask the question. I did not

ask a question if the participant answered it in a previous question, or if the participant did not allude to a particular response to warrant a follow-up question. I noted questions not asked of the participants and skipped to another question. I began the interview by asking participants questions to break the ice and set the tone for the interview and then worked through the following research questions.

1. What are your strategies to motivate employees within the organization?
2. What strategies have you found best motivate employees?
3. What motivation strategies have you found least motivate employees?
4. How do you measure the effectiveness of your motivation strategies?
5. What motivational strategies enhanced employee performance?
6. How do you measure employee performance?
7. What additional information would you like to provide on your motivational strategy for enhancing employee performance?

Conceptual Framework

The conceptual framework for this study included one theory and one conceptual model that related to motivation and performance, and I used them in conjunction to explore how hotel leaders developed motivational strategies for enhancing employee work performance. Specifically, I applied Vroom's expectancy theory and Gilbert's behavior engineering model to demonstrate how motivation contributed to performance management.

Vroom's Expectancy Theory

In his expectancy theory, Vroom (1964) suggested that employee performance depended upon individual factors that motivate individuals to achieve goals. The employee motivational factors contribute to performance that in turn leads toward outcomes with associated values. Employees can be motivated to achieve their individual goals if they trust that a positive correlation between effort and performance exists, the result leads toward a desirable reward, the reward satisfies an important need, and the desire to satisfy the need is worthwhile for their efforts (Sweeny & Dillard, 2013). Vroom based expectancy theory on three fundamentals: (a) valence, emotional orientation (b) expectancy, different expectations that may happen, and (c) instrumentality, perception. I applied Vroom's expectancy theory to consider how management strategies use the three fundamentals to address employees' desires to meet their motivational needs.

Gilbert's Behavior Engineering Model

Motivation does not exist without an expectation of the desired result. Gilbert (1978) discussed human competence about human and organizational performance and addressed practical problems with a behavioral approach. Gilbert's behavior engineering model (BEM) is indicative of opportunities for improving two factors: environmental issues and worker behavior. The model represents two sides of management: environmental and individual impact in which each represents what management controls and what workers control. Gilbert distinguished between accomplishment and behavior to define worthy performance, and he identified methods for improving performance including the manipulation of components of behavior to change behavior. Information,

instrumentation and motivation are measurable factors in performance management. I applied Gilbert's behavior engineering model to each quadrant affecting leadership and the worker to determine how motivation addressed practical problems.

Operational Definition of Terms

Career attitudes and theory. The instinctual desire to attain items missing from their lives and the workplace. Job motivators help fulfill the need to maintain job security (Becton et al., 2014).

Census sampling. A sampling of the entire population of participants or sources of data used in the study, based on richness and relevance of information, and selected deliberately about the study (Yin, 2011b).

Diversity climate. A term relating to three outcomes: role ambiguity the unclear expectations between coworkers, role conflict which occurs between coworkers experiencing negative conflicting expectations, and job satisfaction which is a result of work stressors derived from role ambiguity and role conflict (Madera, Dawson, Neal, 2013).

Knowledge management. A term used for practices, which instill values and characteristics for building motivated behavior and the sharing of knowledge (Kim & Lee, 2013; Novianto & Puspasari, 2012).

Knowledge sharing. Hong, Suh, and Koo (2011) defined knowledge sharing as a mechanism for sharing of knowledge through communication avenues such as technological means. Knowledge sharing is a form of intellectual capital.

Motivational hierarchy. The motivational hierarchy is a fundamental pattern of the human self, described through a three-tiered hierarchy (a) the individual self, (b) the relational self, and (c) the collective self (Gaertner, et al., 2012).

Motivational theory. The theory involves emotional responses to perceptions, imagery, and feeling that trigger motivational responses (Fishbach, 2014).

Selection of units. Yin (2011b) defined the selection of units as the number of subjects in the population sampling used as a part of the data collection.

Triangulation. An analytic technique used to corroborate a finding with evidence of two or more different sources (Maxwell, 2012; Yin, 2011b).

Assumptions, Limitations, and Delimitations

Assumptions

Vernon-Dotson (2013) defined an assumption as an implication that a particular topic of study is true based on commonly known predetermining factors. During the interview process, I assumed that the interviewees were honest and accurate in their answers to the interview questions because they were volunteers and had the assurance that I would keep their information confidential. Also, the main assumption of my study was that the collection of data from the executives would confirm that their employees were not easily motivated to enter a career in the hotel industry, particularly the full-service business sector. I assumed that the data would support the contention that long hours and working schedules are not conducive to attracting qualified people to pursue this career choice. Holidays, weekends, and personal time are important to employees.

Another assumption I made was that employees can be successful if they have positive motivation when working in hotels. Further, I assumed that management who retain motivated employees would improve performance within the hotel sector and that future profits of this organization type would depend on the success of all employees. Of course, assumptions have risks. The risk of this study was that if the link between motivation and performance were not true, the basis of this study would prove to be invalid and make no difference to the full-service business sector of the hotel industry.

Limitations

Studies can have limitations. Limitations refer to the potential weaknesses and circumstances out of the researcher's control (Vernon-Dotson, 2013; Yin, 2014). The limitations of this study are the current cohort of employees working in the hotel industry and the study's focus on a small group of workers in leadership positions. The study was limited to three hotels selected from the possible 250 surrounding hotel population not a part of this research study. The availability of one executive prevented an extensive interview necessary to gain additional knowledge for this study. A limitation considered was the honesty of the participants during the face-to-face interviews. One general manager may not have wanted to be that open or honest when answering open-ended questions or expressed bias in their responses. The GMs could have changed careers in the middle of the research study and could have dropped out of the interview data population or choose not to participate because of job transfers. No participants withdrew from the study, and the three GMs revealed relevant information about motivation and employee performance.

Delimitations

Vernon-Dotson (2013) defined delimitations as the characteristics that embody or describe the scope of the research study including the criteria for participant selection, the geographic area, and the organization on which the study focuses. I documented the evidence of three GMs of three full-service hotels serving South Florida, USA. Excluded from this study were employees and mid-level management of the selected hotels, students entering the hospitality service industry, and employees from various other types of hotels such as resorts, non-full-service hotels, long-stay and residency hotels, and hotels that cater to leisure travelers or have a capacity level of 300 people. The scope of this study was thus limited to those three full-service hotels in South Florida, USA. The scope was further limited to the number of participants who were in executive positions and were hotel GMs. I limited the scope to hotel GMs who used motivational strategies to enhance employee performance to gain perspective on their opinions, strategies, and differences regarding motivation.

Significance of the Study

The purpose of this section is to illustrate how this study could bring value to the hospitality industry--in particular the full-service business hotel sector--by improving processes that help managers motivate employees who may become the future leaders of their organization. The purpose of this study was to contribute to business practice by helping managers understand the need for further development of knowledge and skills to attract and retain valuable employees.

Value to Business and Social Impact

Business leaders in hotel organizations (full-service business) can view value positive motivation through the positive outcomes in performance, which assist in the development of future leaders. Leaders can learn how to retain employees to meet the needs of a changing world. Specific employee groups can provide a perspective to help cater to other developing groups which suggests that motivated employees can lead to the attraction of new demographic groups-(Bennet & Bennet, 2011). Value is a determinate factor for hospitality as the name itself infers service, savings, and personal acceptance (Facer Jr., Galloway, Inoue, & Zigarm, 2014). When local hotels meet the needs of their employees, employees could bring additional business to local areas. The additional business could indirectly affect other businesses and help communities thrive with the influx of tourism revenues. Motivation can be the basis for this social impact.

Contribution to Business Practice

Motivating workers to enhance their performance in hospitality would contribute to the business practices of the hospitality industry. Motivated workers may become the future leaders who will support the future needs of the business and continue to evolve it with technological advances, keeping the hotel business fresh. Motivated employees could provide clear and different perspectives about future business needs because of their understandings of the needs of the customers (Zámečník, 2014). Employees contribute to business activities through enhancing skills by developing knowledge and learning new technologies to support the changes in the hotel industry.

Implications for Social Change

Employees at all levels can affect social change. By staying involved, staying motivated and becoming innovators, new and existing employees could change how hotels do business and how they promote sustainability. The hotel industry, considered as a social laboratory (with all types of people, cultures, etc.) could teach us a lot about community wellbeing and interactions across differences. The results of this study show how employees, through proper motivation and improved performance, can reach a new customer base and extend services to local communities. For example, hotel chefs motivated to improve food costs could order from local markets to support local businesses. A motivated employee could influence local businesses through community involvement and promote the exchange of services to help local businesses grow. Businesses may also rely on a diverse group of people to continue growth in the marketplace; the guests from local hotels can help improve the economy and thereby the community. Employees motivated to volunteer in their community can offer support services to local students, the elderly and young adults. For instance, workers may reach out to the Covenant House, an organization that helps children and runaways find homes. Employees could participate by offering teaching skills, food, and other support services to ensure that the children have a new focus in life, a chance to grow. The children will eventually become a part of the future workforce, what they learn from others would be a contribution to society. Employees could bring fresh new ideas to support business efforts and reach the community (Bennet & Bennet, 2011; Zámečník, 2014).

This study shows that every person within the hotel industry can contribute to systems of social support. As employees build self-confidence resulting from employer methods of motivation, employees may improve performance, which can, in turn, build lasting relationships both within the organization and within the community. Motivation assists in developing emotional intelligence and may contribute to lasting performance for organizations and communities (Moon & Hur, 2011).

A Review of the Professional and Academic Literature

My intention for this qualitative study was to identify the motivational strategies hotel leaders used to enhance employee performance. I proceeded by exploring the types of motivational strategies that influence work performance and productivity within the hotel industry using a qualitative multiple case study of hotel GMs in three full-service hotels in South Florida, USA. The research focused on managers of midsized, full-service business hotels.

I conducted a review peer reviewed articles, books, dissertations, websites, and corporate and government reports about management theories, motivation strategies, employee expectations, and performance and knowledge management. I focused specifically on leadership within the hotel business sector, motivation techniques and theories, worker performance, organizational leadership styles and theories (transformational, transactional), qualitative research studies, employee engagement, and the links between motivation and performance. Primary research libraries and databases included the Walden University Library, Cambridge Library, ProQuest, Google Scholar, CrossRef, Wiley, Taylor & Francis, Thoreau, SAGE, EBSCO Primary, and Emerald

Insight Search. The number of references I used by category is as follows: (a) 18 books, (b) 182 journal articles, (c) two dissertations, (d) six government and corporate reports, and (e) one website. Of the 209 references, 178 (85.17%) were peer-reviewed, of which 152 were published within the last 5 years (including the dissertations). I reviewed 127 peer-reviewed journal articles (including the dissertations), 108 of which were published within the last 5 years. I searched using these key terms: *motivation, motivation management, performance management, leadership, motivation strategies, hotel management motivation, and hospitality.*

Organizations and leadership go through periods of flux and transition resultant from economic changes and employee intentions. Two hotel types, branded and independent, contribute to the gross domestic product. The hotel industry listed in the BEA index as a part of travel and tourism encompasses a wide variety of service functions, and each subsection serves a slightly different market and contributes to the economic development and 3.7% of the gross domestic product in the United States (World Travel & Tourism Council, 2015). The full-service business hotel contributes to a small percentage of the industry's growth, but business travelers contribute to the success of hotels globally.

Organizations face fundamental changes resulting from technological advances, increased competition, and globalization (Crouse, Doyle, & Young, 2011). Van der Rijt, Van den Bossche, van de Weil, Segers, and Gijsselaers (2012) agreed that technology, competition, and globalization have forced organizations to develop existing employees through knowledge, skills, and professional education. Thereby, hotel conglomerates

need employee retention to cater to the needs of the continuously increasing number of business travelers who rely on the services of the hotel industry. Hotel business operators realize the value in their associates, and leadership looks for different ways to minimize the revolving door of employees (Arendt, et al., 2012; Hsiao, Chuang, Kuo, & Yu, 2014).

Associates seem to rotate between hotels for reasons such as advancement, termination, ambition, and an opportunity. By analyzing literature about the full business sector of the hotel industry, I sought to understand how management techniques relating to motivation, employees performance, and leadership could contribute to the career development of associates. According to Vetrákováa and Mazúchová, (2015), differences exist in business practices between chain hotels and independent operators; the focus of this study is how different branded hotels defer in business practices of motivational strategies affect employee performance.

Motivation

Motivation in any organization intertwines with strategic business goals because of the employee or associate performance. A key concern for hotel managers is determining how to motivate associates and keep them motivated. Researchers have indicated that motivation techniques or strategies vary widely by employee acceptance and management style. Differential outcomes (DO) are tools used by managers to study performance. Under the DO mechanism, people expect a reward, and even the thought of a reward affects their choice and behavior. Training and motivation have a significant effect on job performance (Holden & Overmier, 2014; Madukoma, Akpa, & Okafor, 2014). When employees seek feedback about their performance, managers considered

and encouraged this feedback as a form of motivation (MacDonald, Sulsky, Spence, & Brown, 2013; Van der Rijt et al., 2012).

Employees are motivated when managers distinguish their individual goals and desires and how they can achieve them. The thought of achieving a goal guides individuals to make a difference in the workplace. Associates sparked by an accomplishment tend to outperform in their work duties. Motivation may vary among cohorts concerning work and responsibility. Human behavior dictates that work motivation may not differ significantly between generations (Strizhova & Gusev, 2013).

Performance

Employee job performance could be the catalyst forcing organizations to become more efficient. The connection between employee motivation and performance could affect organizational effectiveness. To optimize human capital, leaders should understand how to motivate their employees (Netke, 2013). Van De Voorde and Beijer (2014) suggested that human resources management was a primary factor in employee performance, wellbeing, career development, and job satisfaction. Although there have been decades of research on employee performance, the fundamental principles of performance are still unknown (Lages, 2012). Emotional exhaustion could be detrimental to job performance, and emotional intelligence and emotional exhaustion negatively associate with employee job performance (Lages, 2012; Moon & Hur, 2011). External factors such as culture, co-workers, and ethical leadership also affect employee performance and retention (Bello, 2012; Kozak, 2014). Positive ethical behavior influences job satisfaction, and job satisfaction contributes to improved employee

performance (Lages, 2012; Lin, Yu, & Yi, 2014). New factors like pay, leadership, environment, self-efficacy, rewards, and recognition can all increase or decrease employee job performance (Lin, Yu, & Yi, 2014). Job satisfaction can be the link to a successful working environment because it indirectly promotes commitment to the organization, employee motivation, and productivity (Rahman et al., 2012). Vroom (1964) and Bourne, Pavlov, Franco-Santos, Lucianetti, and Mura (2013) have proposed that the preceding factors could only affect employee motivation as it relates to current circumstances. As the needs of employees change, their capacity for motivation also changes (Vroom, 1964).

Various opinions exist on what constitutes as the primary factor for improving the organizational effectiveness. Job performance or vigor is the fundamental motivational factor that affects both individual and organizational levels of performance (Carmeli, Ben-Hador, Waldman, & Rupp, 2009; Chinomona & Moloji, 2014; Korzynski, 2013). Vigor refers to an employees' energy in the workplace and is a contributing factor to increased job performance. Carmeli et al. conducted a study testing the leader relational behavior model (LRB). The LRB model allows leaders to nurture employee vigor through social bonding among leaders and subordinates (Carmeli et al., 2009). Vigor propels individuals to make an increased effort to accomplish tasks and goals, in turn increasing job performance (Carmeli et al., 2009). Although the researchers suggested that vigor derives from social bonding among leaders and subordinates, external factors like pay and rewards, also ignite vigor. Intrinsic factors and other external factors may also influence vigor in employees. Because employees could have different motivational

factors, the initiation of vigor depends on more than just social bonding with leadership. Last, Carmeli et al. suggested that leaders pay closer attention to employees' needs for quality relationships to ignite vigor and enhance employee job performance.

Self-determination and cognitive reasoning are associated with vigor through motivational values. According to Deci and Ryan (2008), the self-determination theory (SDT) derived from the cognitive evaluation theory (CET). CET is a theory that seeks to explain the effects of intrinsic and extrinsic motivational factors, but CET is difficult to apply in the workplace because of the design. SDT distinguishes between “autonomous motivation,” which refers to an individual engaging in a particular behavior because of intrigue, and “controlled motivation,” which refers to performance pressures put on employees (Deci & Ryan, 2008). Deci and Ryan (2008) found that autonomous motivation led to more effective job performance with complex tasks, but controlled motivation and performance measurement led to better performance (Deci & Ryan, 2008; Pavlov & Bourne, 2011).

Sun, Peng, and Pandey (2014) indicated that an employee's perception of the organization depends on the person-environment fit (PE fit). PE fit is the compatibility of similar characteristics between an individual and their work environment. It determines how employees perceive organizational goals and influences employee behavior in the work environment (Sun et al., 2014). Thus, an integral piece in employee performance is PE fit, and improved PE fit reduces organizational goal ambiguity (Sun et al., 2014).

Huang and Ning (2013) deduced that employee engagement is a significant factor affecting organizational performance, whereas Ford, Myrden, and Jones (2015) did not

find enough research on employee engagement relating to employee job performance to determine its impact on the organization. In the same study, Ford et al. mentioned that employee engagement has a direct linkage with employee job performance and is motivational. AbuKhalifeh and Som (2013) noted that a lack of academic research existed on the antecedents required for high employee engagement. Employee engagement has been defined as the act of harnessing the employee's full self to meet the physical, cognitive, and emotional demands of the job (Facer et al., 2014). As employee turnover rises, employee engagement becomes more critical for organizational success (AbuKhalifeh & Som, 2013). Employee engagement derives from three levels of behavioral investment: physical energy, cognitive energy, and emotional energy, and includes other factors such as meaningfulness, safety, and availability (Facer et al., 2014). The associated behavior factors correlate with Maslow's (1943) hierarchy of needs.

Trait activation theory (TAT) is an approach that measures performance based on emotional intelligence, managerial demands, and teamwork effectiveness (Farh, Seo, & Tesluk, 2012). In a study conducted by Farh et al., results showed that emotional intelligence could only increase performance if working conditions were emotionally favorable and that self-efficacy is based on environmental influence and emotional intelligence; they found no correlation between environmental perception and performance. Ferris, Lian, Brown, and Morrison, (2014) determined that high self-esteem increased job performance when the employee's self-esteem level does not depend on the work environment. Self-efficacy may influence job performance.

Performance management systems (PMS) may influence leadership strategies (Samnani & Singh, 2014). PMS are organizational systems used to measure the performance of management and employees. Management annually measures employees through the PMS tools such as evaluation markers and Myers-Briggs. Like other measurement systems, PMS could have inadequacies that could affect leadership and may be detrimental or rewarding for employees. How a leader decides to measure the performance of their subordinates may also affect procedural fairness (Lau & Martin-Sardesai, 2012). According to Lau and Martin-Sardesai, senior management must cultivate an impression of fairness with employees because leaders will not motivate employees if employees think leadership is not fair (Lau & Martin-Sardesai, 2012). When employee efforts go unrecognized, an employee could become less motivated to do his or her work. Leadership should have personal, hands-on experiences with subordinates to support PMS. Using PMS, researchers found that leaders had an opportunity to learn more about employees and provide insight into the accuracy of PMS (Lau & Martin-Sardesai, 2012).

Samnani and Singh (2014) viewed performance management as a means of obtaining better results from the whole organization (teams or individuals within it) and by understanding and managing performance within an agreed framework of planned goals, standards, and competency requirements. Performance management theory encompasses the organizations' activity management of employees to focus on employee development to motivate behavior for meeting organizational goals (Haustein, Luther, & Schuster, 2014). Employee engagement is an employee's sense of purpose and focused

energy that is evident to others through the display of positive initiative, adaptability, effort, and persistence directed toward the organization's goals (Mone, Eisinger, Guggenheim, Price, & Stine, 2011). Samnani and Singh (2014) found in their study that the performance management practices influence employee attitudes and behavior, and employee attitudes and behavior determine the degree of employee job performance. Leaders must strive to improve relationships between employees and employers for increased employee engagement (Samnani & Singh, 2014). People could no longer make career choices based on career success, salary growth, and promotion, but instead, people require other needs, such as values, and goals (Rodrigues, Guest, & Budjanovcanin, 2013). Career orientation is a social need for many employees at different levels; meaning that social and family are a primary concern (Rodrigues et al., 2013).

Encouragement through reciprocity can also influence workers' attitudes and behaviors (Samnani & Singh, 2014). Mone et al. (2011) identified five fundamental performance management activities associated with employee engagement and performance management: (a) setting performance and development goals, (b) providing ongoing feedback and recognition, (c) managing employee development, (d) conducting mid-year and year-end appraisals, and (e) building a climate of trust and empowerment. Exercising Mone's et al. five identifiers can help leaders manage employee performance in daily operations and help foster an environment of high employee engagement (Mone et al., 2011). In conclusion, Samnani and Singh (2014) showed that performance management practices have a significant positive relationship with managed

performance. In another research study, Mone et al. found that performance management could increase employee engagement.

Trust and fairness may influence an employee's degree of engagement and could affect employee motivation and performance. Mone et al. (2011) suggested that high levels of trust and fairness in culture are important to the sustained engagement of the workforce. Mone et al. also mentioned building confidence, resilience, and social support networks are primary drivers of employee engagement.

Leaders should strive to help employees perform to their greatest potential. Performance pressure and occupational stress increased as job stress increased at rapid rates (Jehangir, Kareem, Khan, Jan, & Soherwardi, 2011). Jehangir et al. mentioned that stress is an impediment to effective performance and derives from heavy workloads and job insecurity. Performance pressure may also be detrimental to the performance and effectiveness of the organization (Khan, 2012). Gardner (2012) defined performance pressure as, interrelated factors that increase a team's performance. The three factors are (a) shared accountability, (b) careful review and evaluation of work performance, and (c) consequences if performance is not up to expectations.

Gardner (2012) also mentioned that performance pressure could motivate individuals and teams to perform better. An increase in performance should depend on the type of performance pressure. Stress as performance pressure is unhealthy for employees (Jehangir et al., 2011). Occupational stress causes a decrease in job performance and hurts job satisfaction (Jehangir et al., 2011). Jehangir et al. indicated that occupational stress affects employee performance and employee retention,

productivity, and organizational performance. Occupational stress contributes to low motivation (Jehangir et al., 2011). Kofoworola and Alayode (2012) found that the leaders should be aware of the noticeable signs of stress like fatigue, frustration, depression, increased arguments, isolation, anger, and substance abuse. If leaders know common causes and symptoms of occupational stress, they may prevent employees from becoming stressed on the job and preventing a possible decrease in employee job performance. Kofoworola and Alayode offered 10 strategies to counteract stress that will provide direction for consistency in employee job performance: (a) mental training, (b) physical activity, (c) writing, (d) discussion, (e) rest, (f) diet, (g) reduced commitments, (h) professional help, (i) develop a heart of gratitude, and (j) religious orientation.

Leadership's ability to understand and provide the needs of their employees could determine their employee's performance. Vroom (1964) directly associated employee performance with employee motivation. Leaders should also be sure that they have an effective performance management system to ensure the accuracy of data. In the performance section of the literature review, an indication that the higher sample sizes could have a drastic effect on research results. A gap in the literature revealed few qualitative phenomenological studies on employee motivation. Nawab, Bhatti, and Shafi, (2011) conducted a qualitative study using a sample size of 278 and a data collection technique that included questionnaires and secondary data. Although, Nawab et al. conducted a qualitative study, the sample size of 278 was a significant sample size. Nawab et al. indicated that the results showed that further research and a smaller sample size could provide different results.

In another qualitative study, Stringer, Didham, and Theivananthampillai (2011) showed a positive association between intrinsic motivation and job satisfaction, pay, and performance whereas extrinsic motivation negatively relates to job satisfaction, pay, and performance. Also, that intrinsic motivation could be detrimental to extrinsic motivation. From the literature review, researchers have used both qualitative and quantitative approaches in employee motivation research, but they have yet to explore the perception of the employees about the leader's strategy and style in the workplace. A qualitative phenomenological approach that centers on leaders, as well as subordinates and a smaller sample size could provide more insight and clarity into the needs of employees and leader's attempts to meet those needs. Unlike surveys in quantitative research, qualitative research will provide insight into the lived experiences of employees (Harvey, 2014).

This perception could reveal determinants of effective employee motivation strategies including self-determination (Legault & Inzlicht, 2013). Once leaders are aware of the determinants of employee motivation, leaders will and could increase the chance of optimizing human capital for the benefit of the organization. Leaders should be careful about adding unwanted performance pressure to employees. Pouramini and Fayyazi (2015) suggested that an association exists between employee motivation and behavior, environmental perception, and trust in leadership and that subordinates must trust the leaders for their leaders to modify effectively and influence their behavior. Performance pressure from leaders may lead to a decrease in employee motivation.

Motivational Theories

For decades, researchers presented different theories to explain motivation and its importance. Some theories include ERG theory, Maslow theory, Expectancy theory, social equity theory, path-goal theory, and others. Each theory has a unique difference about motivation. The researchers of the motivation theories had either classified or identified categories of human expectations.

ERG theory. Alderfer presented the ERG theory. Alderfer (1977) classified human needs into three forms including the existence, relatedness, and growth. Existence is a need that encompasses physiological and safety needs. Relatedness is the need that involves social acceptance and fulfillment. The growth level associates the human need for personal growth. Alderfer suggested that even though human needs follow a path to fulfillment in any order, priorities may change and so does human expectations. Employees are required to meet these human needs to improve performance. ERG theory differs from Maslow's hierarchy as Alderfer used Maslow's five categories of human needs to simplify human needs into three forms.

Maslow's hierarchy. Maslow (1943) identified five categories of human needs and arranged these categories according to their importance. The five requirements of human beings include (a) physiological, (b) security, (c) social, (d) self-esteem, and (f) self-actualization. Maslow stated that people first strive to fulfill their physiological needs. When the individuals' met their satisfaction of physiological needs, no action of motivating factors exists. As a result, individuals move upward to the hierarchy. After physiological needs, individuals seek to fulfill their security needs until they reach the

stage of self-actualization. Maslow stated that the hierarchy is a simple rationale. If individuals or employees are hungry, they will not maximize their productivity.

Expectancy theory. Vroom (1964) presented the expectancy theory indicating individuals become motivated with factors valuable for them. The motivation of individuals encourages them to exert efforts to achieve their goals (Wahba & House, 1972). Environmental factors always accompany the efforts of employees. As a result, of motivational factors, employees' performance led toward outcomes with an associated value. Valence is the value associated with each outcome (Dickert, Sagara, & Slovic, 2011; Sweeny & Dillard, 2013).

Social equity theory. Adams' (1963) theory of Social Equity is the theory in which individuals seek social equity from different rewards such as from high performance. The employee received high-performance social equity from their different job outcomes. Some of these results include pay, promotion, recognition, social relationships, and others. Individuals were required to provide various inputs such as from education, experience, time, and loyalty to obtain rewards. Adams (1963) implied that individuals view their input and output in the form of a ratio. After individuals view their input/output, employees compare their input /output ratio with other employees. Motivated employees have a higher ratio than others (Adams, 1963).

Scientific management and equity theory. Bell and Martin (2012) suggested that relevance exists between scientific management and equity theory. The authors discussed how communication between management and employees yielded feelings of unfairness and stressed the importance of training employees will help them perform.

Asyail and Bastug (2014) suggested that scientific management helps change the way people work, and management practices could yield positive standards of functional supervision.

Productivity theory. Taylor (1960) presented the Productivity theory in which, Taylor observed a situation called soldering. In this case, employees work less than their full capacity. The Productivity theory varies on the assumption that employees work less than their highest capacity because they conceived that if they work to their highest capacity, the productivity will increase. Employees fear that their increased productivity will cause them to lose jobs (Kriemadis, Pelagidis, & Kartakoullis, 2012).

Two-Factor theory. Herzberg (1974) presented the Two-Factor theory in which, job satisfaction of employees depends on different factors. Herzberg divided these factors into two types, intrinsic and dissatisfied elements. Herzberg stated that intrinsic factors led to the satisfaction of employees. Hygiene factors result in the dissatisfaction of employees. According to the theory, if the motivational factors meet the needs of employees, employees become motivated resulting in an increase in performance and productivity for employees (Stahl & Harrell, 1981).

Theory X and Y. McGregor (1960) presented Theory X and Y in which two types of employees exist ambitious hardworking and lazy. The set of lazy employees represents Theory X. The set of ambitious, hardworking employees represents Theory Y. Theory Y maintains that human beings take active rather than passive roles when shaping themselves or their environment, in that they seek responsibilities to grow (McGregor,

1960). Hossain (2015) suggested that this theory is an indication that the lazy employees in an organization must be motivated to perform better.

Path goal theory. House (1971) presented the theory of Path goal in which workers will follow the path of high productivity if they trust that productivity will lead toward the attainment of goals. If workers trust that the path of low productivity will lead toward the achievement of objectives, they will follow the path of low productivity. The comprehension of various theories of motivation explained an essential idea of the concept of employee motivation (Lunenburg & Ornstein, 2011). Motivation is significant in the development of core competence of an organization and is the factor that leads toward the competitive position of an organization.

Lunenburg and Ornstein suggested different uses and meaning of the term motivation found within different studies. The factor that differentiates motivated behaviors from others is goal-directed behavior (Lunenburg & Ornstein, 2011). The essence of motivation lies in the aspect of goal-directed behavior (Lunenburg & Ornstein, 2011).

Evolution of the concept of rewards. The fundamental task of management is to motivate employees to work effectively toward achieving organizational goals (Walesh, 2012). Leaders motivate their employees through different ways and provide employees with satisfactory performance, but punishing employees for unsatisfactory performance. Leadership considered punishment as a form of motivation. The reward for employees has evolved throughout different organizations. At the time of Scientific Management, the concept of rewards only included monetary rewards, during which financial rewards

were the most significant rewards for employees. Organizations used to motivate their employees by providing them with monetary rewards. The concept of rewards has changed with the passage of time known as the Human Relations Movement. Human Relations is an attempt to identify and fulfill the social needs of workers. The perception is that if meeting the workers social needs gave a sense of fulfillment and satisfaction of the employees' social needs; employees would perform better. Walesh (2012) discovered that providing employees with a social environment is in the best interest of organizations.

While all of the motivational theories seem similar, slight difference occurred. Each theory focused in one particular area specific to what was important to the individual; whereas the evolution of the concept, the emphasis on the individual needs of employees was more than social interactions. The concept of rewards provided to employees in an organization had resulted in the development of a multitude of theories. These theories focused on the influence of job rewards on the performance and motivation of employees and involve the characteristics of the individual, the work environment, and the job (Bello, 2012; Facer et.al., 2014).

Models of Motivation

The aim of business modeling is to describe the relationship between different business aspects. Business modeling assists leaders to establish logical relationships to avoid uncertainty. Leaders could design and identify relationships based on structure, employee acceptance, and performance to develop motivational strategies. Leaders take

into account job characteristics, what employees expect, and what factors affect motivation (Zámečník, 2014).

Hackman and Oldham's job characteristics model. Hackman and Oldham presented the Job Characteristic Model in 1976. The model was a focus on interactions between job characteristics and psychological needs of employees, which demonstrated how employees responded toward challenging jobs. The model is a description of critical psychological dimensions, and one dimension included the experienced meaningfulness of the work, which is the extent to which employees experience their jobs as valuable and meaningful. Another dimension is the employees' experienced responsibility for the outcomes, which Hackman and Oldham described the degree to which employees feel accountable and responsible for the outcomes of their job or work. The third dimension is the knowledge of results describing the extent to which employees comprehend the effectiveness of their performance.

Hackman and Oldham (1976) stated that employees who experience psychological dimensions have positive feelings about themselves. As a result, they respond favorably toward their jobs. Five core dimensions used to determine the extent to which employees experience the psychological states mentioned above (a) skill variety, (b) task identity, (c) task significance, (d) autonomy, and (e) feedback. Skill variety was the extent to which the job of individuals required different activities and to perform those activities, employees need skills and talents. Another dimension is task identity in which the job required employees to complete identifiable work with tangible outcomes (Wile, 2014). The other dimension includes task significance, which was the extent to

which the job of an employee influenced the work of other people in an organization as well as the external environment (Pepper & Gore, 2015). Pepper and Gore suggested task significance was a form of increasing employee motivation when an employee was not enthusiastic about their job. Employees find meaning in their work activities through task significance.

Autonomy was the extent to which a job allowed individuals to exercise freedom, discretion, and independence to schedule their work. The feedback dimension was the degree to which the activities of the job provided employees with clear and direct information about the effectiveness of their performance. Leaders influenced employee motivation by using autonomy and feedback to allow employees to experience freedom in their work to increase performance. The skill variety, task identity, and task significance together form a meaningful experience of the work. Pepper and Gore (2015) proposed that jobs that require diverse skills allow employees to finish a substantial portion of their work as jobs have an impact on the work of other people.

Porter and Lawler's expectancy model of motivation. Porter and Lawler (1968) based their expectancy model of motivation on Vroom's (1964) expectancy theory, which involved two factors in this model for the completion of a task. The first factor includes rewards that individuals receive from their jobs, and these rewards include both extrinsic and intrinsic. Intrinsic reward includes a sense of achievement, and extrinsic reward includes pay. Employees combine the rewards received with the level of desire. The value of outcomes and the perceptions of efforts result in motivation.

Dan-Shang and Chia-Chun (2013) suggested the expectancy model of motivation has two ways in which individuals can increase their motivation. The first way to increase motivation of employees can include the quantity of rewards received by employees. The second factor involves the desire of individuals to achieve the rewards. This desire can also increase the job satisfaction of employees (Chaudhry & Shah, 2011; Dan-Shang & Chia-Chun, 2013).

The researcher of the Expectancy model of motivation suggested that the level of performance demonstrated by employees demonstrate the level of intrinsic and extrinsic rewards received by them. Dan-Shang and Chia-Chun (2013) suggested that extrinsic rewards may relate to performance, but intrinsic rewards rarely influence the level of performance exhibited by employees. The performance exhibited by employees also has an effect on employees' level of satisfaction. In many cases, employees use their perceived level of performance to measure their level of satisfaction. Employees who indicate that their performance is lower than their co-workers are more satisfied with their rewards than employees who indicated that their performance is better than their coworkers. The expectancy model of motivation provides managers with an effective way to comprehend the cognitive process of motivation.

Behavior engineering model (BEM). Gilbert (1978) presented the Behavior engineering model relating to the measurement of human behavior for performance management and competency performance systems. Human behavior affects human performance, which is a fundamental aspect of knowledge, work, and motivation. Motivation tactics connect the fundamentals of human behavior which influence the

information shared through knowledge, skills, and technology expressed through work value performance. Gilbert's behavior engineering model is a representation of environment and individual and the influences of information, instrumentation and motivation have on each representation. BEM for the environment segment information is reflective through data, instrumentation through resources, and motivation through incentives; whereas for the individual, information involves knowledge, the capacity of accomplishing tasks, and the individual's motives. Gilbert suggested that human competence is a function of worthy performances, value accomplishments, and costly behavior.

Factors Affecting Motivation

Researchers have identified two forms of motivated behavior called intrinsic motivation and extrinsic motivation (Pinto, 2011; Vallerand, 2012). In intrinsic motivation, one chooses behavior based on internal value and satisfaction. In extrinsic behavior, one engages in behavior based on external rewards; whereas extrinsic motivation effectively motivates employees and that organizations used financial incentives alone or with other interventions to motivate their employees (Naile & Selesho, 2014; Nawab et al., 2011). Nawab et al. proposed that intrinsic motivators were necessary to receive the best efforts from subordinates. Employee motivation has a direct correlation with employee performance and commitment utilizing motivational tools indicating that commitment and performance were ideal factors to determine the success of an organization (Nawab et al., 2011; Shahid & Azhar, 2013; Vallerand, 2012).

Employee motivation alone could be a possible fundamental determinant of job performance (Lin, Yu, & Yi, 2014). If fundamental determinants of employee motivation are present, organizations could be more efficient (Korzynski, 2013). Giauque, Anderfuhren-Biget, and Varone (2013) proposed that motivated employees determined the degree of the performance of individuals and the organization. Leaders understood the importance of motivating employees but have many different opinions on what exactly motivates employees (Pinto, 2011). Pinto described three aspects of determining motivation: (a) the internal energy that moves the individual, (b) the direction that movement takes, and (c) the persistent force in the direction.

Motivation derives from individual need, desire, and expectation (Pinto, 2011). Maslow's (1943) hierarchy of needs is a common theory that explained the basic process of motivation in humans based on the greatest needs humans. Maslow (1943) stated that the human motivation process depends upon 5 areas of needs: (a) physiological, (b) safety, (c) love, (d) esteem, and (e) self-actualization. Physiological needs were the greatest needs for humans and self-actualization is the least amount of needs for humans. Each level of Maslow's hierarchy of needs depends on the satisfaction of the needs of the previous level.

For example, before an employee has their love needs met, they must first have their physiological, and safety needs met. Some exceptions exist because some individuals need self-esteem more than love (Maslow, 1943). Bourne et al. (2013) and Pinto (2011) portray Maslow's hierarchy of needs as a pyramid with physiological needs at the bottom and self-actualization at the top. Leadership should be sure that they meet

employees physiological and safety needs first. Vroom's (1964) expectancy theory is similar to Maslow's hierarchy of needs theory. There should be a clear understanding of how to determine the needs of individual employees and how to discern when those needs change. A specific need could motivate an employee, but that same need could later motivate the employee differently. Bourne et al. (2013) flexible leadership theory stated that leaders must adapt to external environments and understand situational variables. Situational variables could influence behavior and affect employee motivation.

Employee motivation can depend on behavioral influence, work environment, relationships, and job satisfaction (Herzberg, 1974; Vallerand, 2012). Six factors that influence the job satisfaction of an employee include (a) achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement, and (f) growth (Herzberg, 1974). Seven factors to job dissatisfaction of an employee include (a) company policy, (b) supervision, (c) relationship with the boss, (d) work conditions, (e) salary, (f) relationship with peers, and (g) security (Herzberg, 1974). Each factor for satisfaction and dissatisfaction is of importance. Simply put, Herzberg (1974) indicated that factors that affect the content of their job motivates employees and gives them job satisfaction.

The content of their jobs do not dissatisfy employees, but more so by their treatment from leaders, similarly to Maslow's (1943) hierarchy of needs and Vroom's (1964) expectancy theory. Each theorist suggested that leaders understand the needs of employees and know how to prioritize the needs of the employee for their benefit. From previous research, motivation was associated with an expectancy theory or attribution theory approach that focused on some form of intrinsic and extrinsic motivation more

than personality and behavior (M-Taylor, Cornelius, & Colvin, 2014; Naile & Selesho, 2014).

The self-determining theory (SDT) focused on different types of human motivation, development, and wellness (Deci & Ryan, 2008). The SDT focused on three types of motivation serving as a continuum: (a) amotivation (AM), (b) extrinsic motivation (EM), and (c) intrinsic motivation (IM) (Deci & Ryan, 2008). People are in the AM stage when they consider they have no regulations over actions and become apprehensive about achieving goals because of the lack of competence, people were not self-determined (Naile & Selesho, 2014). But when people reached the middle of the continuum, EM, people engaged in specified behaviors such as for external rewards or to avoid discipline and reprimand to attain an end state that was different from the initial behavior (Naile & Selesho, 2014). Whereas, in the state of IM motives that derived from personal interest and the inherent gratification, people were self-determined (Vroom, 1964). Again, like Vroom's (1964) expectancy theory, the needs of employees and the employee's interest were a part of this theory.

According to Khan, Riaz, and Rashid (2011), employee motivation is a universal concern and leaders need to consider some factors to understand what motivates employees and what does not motivate employees. The effects of an employee's work environment, type of work, coworkers, superior, and salary or wage could affect the degree of motivation. When employees are motivated to do their jobs, they are more satisfied with their jobs and the commit to the organizations (Khan et al., 2011). Khan et al. (2011) further proposed that motivated environments promote professionalism and

foster a culture of excellence. Khan's et al. findings revealed that work condition, work content, and career growth have the greatest effect on employee motivation. Employees are more motivated to do their work when the employees' job responsibilities are in alignment with their interest and skill (Khan et al., 2011). Employees are more inclined to perform well when employees have clear job descriptions and see fair treatment in the promotion.

Chen and Zhao (2012), and Pinto (2011) indicated that job satisfaction was contingent upon the employee's salary. Extrinsic rewards often influence a person's behavior (Chen & Zhao, 2012; Pinto, 2011). Pinto historically researched that increased wages increase employee motivation. If an employee considers their pay does not commensurate with their work efforts, subtle increments of increase appear offensive; which could decrease motivation. Like punishment, rewards have a punitive effect because they can be manipulative (Pinto, 2011). Pinto indicated that in punishment, no altering in behavior underlying the incentive, but a tease and manipulation for improved efforts from the employee exists.

Intrinsic motivation is a force that improves employee performance exhibiting high organizational commitment by increasing performance (Bellé, 2015; Zámečník, 2014). Extrinsic motivation agents may devalue intrinsically motivated employees (Bellé, 2015). Verbal reinforcement and positive feedback increase intrinsic motivation, but when the use of money, as an external reward, exists, money reduces the intrinsic value of the individual (Bellé, 2015). Rewards, whether intrinsic or extrinsic, seems to increase employee efficiency.

The effect of rewards depends on the job type, environment, and self-efficacy, yet higher extrinsic rewards could result in lower intrinsic motivation (Bellé, 2015; Chen & Zhao, 2012). Motivation and influencing others are a primary function of management and leadership (Cerasoli, Nicklin, & Ford 2014). Organization leadership encourages employees to adopt specific positive learning behaviors to cope with changes in the business. Leaders could have a better chance of retaining employees if they had proper training and programs implemented for motivating employees (Chen & Zhao, 2012; Zámečník, 2014).

Cerasoli, Nicklin and Ford (2014) stated that intrinsic and extrinsic motivations are strong indicators of employee performance. An increase in employee motivation programs could increase employee performance levels. Pouramini and Fayyazi (2015) suggested that the increased motivation of an employee, the better chance of that employee to share knowledge of behavior. Employees could be more effective in the organization if they had more knowledge about the best behaviors to exercise in the organization. Motivation should be for the employees' benefit and leaders as well. Employees may not always be motivated to perform, even when leadership establishes employee motivation strategies to help employees thrive in the workplace. Coget (2011) proposed that when charismatic leaders adopt new behavioral practices and methods, they were more effective than non-charismatic leaders. Charismatic leaders were more effective because they engaged in symbolic behavior that fostered strong subordinate identification, and they expressed their motivation to subordinates (Coget, 2011). Coget

concluded that for subordinates to adopt a particular behavior, their leaders must first be motivated to engage and exercise those behaviors themselves.

I found from the literature that employee motivation could depend on the leader's ability to understand and provide for the needs of the employees. Vroom (1964) stated leaders must also prioritize those needs accordingly. Some employees will have an extrinsic need, some will have an intrinsic need, and some employees will have a need for both (Vroom, 1964). Leaders should strategize according to the needs of the organization and the needs of their employees to receive the best efforts from their employees (Netke, 2013). When employees manifest their potential about the organization's needs, the organization could be more effective because of higher performance measures (Netke, 2013).

Performance Management

The hospitality industry suffered a downturn during the economic crisis within the United States, and turnover was at an all-time high for hotels. Employee turnover was and still is a concern for hotel managers as retention becomes challenging (Yang, Wan, & Fu, 2012). Robinson, Kralj, Solnet, Goh and Callen (2014) suggested that employee turnover was from labor mobility and confirmed that the hotel industry still considered this challenge as a thorn impacting profitability. The consensus of the notion of employee turnover was that employee attitudes toward a commitment to the organization were contributors toward the increased turnover rate (Zopiatis, Constanti, & Theocharous, 2014).

High demands on the hotel industry force employees to strive to achieve success. Through the literature for this research study, the characteristics and motivational patterns of different employee groups are a demonstration of competencies that contribute to the personal and organizational goals. The historic backgrounds of employee cohorts within organizations have shown an inherent need for understanding how external factors have influenced motivation and work performance in the workplace.

The understanding of employees and the unique dynamics of change throughout the full-service business sector hotel through the literature will create a basis for guiding management. The individuality, motivation, collective work ethics, skills, and characteristics will demonstrate a need for human resources and management to obtain and retain talent in the full-service hotel business. Training techniques to assist in the development of employees are factors most thriving organizations set forth to provide an essential knowledge base for associates. Knowledge management, a term used for controlling and dispensing knowledge is essential to the performance. An individual developing skills and knowledge contributes to the whole of the organization and thereby society (Poria, Singal, Wokutch, & Hong, 2014).

In a significant and growing proportion of contemporary organizations, leadership partially compensate employees on their individual performance, with a significant portion of performance-based pay coming in the form of a bonus (Locke & Bailey, 2013). Underlying such performance-based pay systems is the recognition that monetary rewards that follow goal accomplishment tend to strengthen employees' commitment to the performance goal (Locke & Bailey, 2013). Cognitive choice theories of motivation

suggest that just how committed an individual may be to a given task, and just what proportion of their cognitive and attention resources they are likely to allocate toward that task, is likely to depend upon a variety of factors (Locke & Bailey, 2013).

Pouramini and Fayyazi (2015) indicated that expectancy models had shown that employees actively commit to tasks for which they perceive to have a stronger performance-outcome contingencies or that holds instrumental perceptions. Similarly, equity and justice models suggest that the degree to which employees allocate their cognitive and attention resources toward a particular task was likely to vary as a function of employees' perception of fairness. The means used to determine outcomes or procedural fairness, as well as the adequacy of such procedures, was informational fairness. The conceptual and theoretical treatments of pay transparency and pay secrecy reduced employee motivation and hurt individual task performance; whereas a limited number of studies support the notion that pay secrecy may indeed hurt performance-related attitudes and behaviors (Day, 2012; Pouramini & Fayyazi, 2015).

Knowledge Management

Zopiatis et al. (2014) contextualized job satisfaction as an intrinsic and extrinsic fulfillment of employee involvement, whereas Luo, Qu, and Marnburg (2013) had compared justice perceptions as a measurement of employee commitment to the job. Contributions to employee growth and development were comparative to work engagement when addressing job performance (Karatepe, 2013). Turnover was high because of contributing factors, such as career advice, training and development, and knowledge management (Yang et al., 2012).

The best description of knowledge management (KM) was the sharing of thoughts and ideas through systems to contribute to growth and development of employees and organizational business (Novianto & Puspasari, 2012). Management uses varied mechanisms to transfer knowledge, which assists in determining job function, the level of commitment, and level of understanding among employees with other employees and management with employees (Pandey & Dutta, 2013). The transfer of knowledge is a transition of growth for employee engagement. Researchers Fang, Yang and Hsu (2013) suggested that knowledge epitomizes organizational design and strategic output, thereby increasing the uniqueness of the optimistic approach to the emergence of a strategy in business. Developing strategic models may help managers transfer knowledge processes to business strategy validating organizational goals by converting them into strategic action (Fang et al., 2013).

Knowledge management is at the center of other fields of knowledge and contributes to the vast barriers and differences of opinion among researchers (Ragab & Arisha, 2013). The acceptance of the transfer of knowledge that recipients consider depended upon the readiness and receipt of knowledge on a social level (Kang & Hau, 2014; Yang, Wan, & Fu, 2012). Recipients of knowledge must trust where the knowledge comes from, the receipt of this knowledge, and what the knowledge is for, to render an understanding of the capacity of knowledge and a sense of motivation to do so (Hau, Kim, Lee, & Kim, 2013; Yang, Wan, & Fu, 2012).

Management has a difficult time in retaining and maintaining associates within the hotel industry. When the subject matter experts leave and can no longer transfer

knowledge creates a loss to existing employees (Joe, Yoong, & Patel, 2013; Zámečník, 2014). Maintaining knowledge is often revolving within the organization. As industries strive for growth and sustainability, managers often value the didactic training in technologies, business management systems, and the effects of the external environment. These implications to sustain knowledge somehow create an increasingly difficult time to keep associates active and sufficient in the workplace.

Maybe a company has a sophisticated system, sound management systems, marketing, quality, and so forth. Coupled with the human resources will yield to have a high competence. All will be useless if motivation is zero as employees will produce zero. Few companies have a sophisticated system. Good accounting system and quality system (ISO) that have the best experience for organizations. Human resources also have sufficient competence. Unfortunately, these companies forget about the motivation of their employees. Companies lacked a proper system and adequate competence, which is not beneficial to the progress of the company (Mullins, 2008).

Knowledge, expertise, and experience will be useless if not practiced as a proper system needs high motivation. Building a sound system is important, whereas building competence is essential, but do not forget to create the spirit of man (Ankli & Palliam, 2012). Give adequate attention to motivation. Use the right way to motivate, because the wrong way can cause the opposite and not enough motivation comes from the leader. Everyone, from top leadership to the lowest employee must contribute. A leader is not sufficient to say you must have the motivation to work. A leader must generate, enhance, and maintain his motivation. A leader in addition to his high motivation must be able to

motivate his people. No matter what role you have, business owners, managers, or employees must have the ability to generate, to enhance, and to maintain self-motivation if you want to produce high performance. The influence of motivation on performance is important (Ankli & Palliam, 2012).

Employee Engagement

The conception of working within the hotel industry is that associates work many long hours including weekends and holiday. Employees in this industry work strict schedules that compromise personal and family life (Karatepe, 2011). Endurance within this industry requires employees with strong work ethics and ability and desire to serve others. Employees need to satisfy both professional and personal aspirations to achieve optimum performance for the organization (Soni & Rawal, 2014). Cheung, Kong and Song (2014) suggested in a quantitative study that Human Resource functions mediate employees' perceptions by brand hotel performance and not employee satisfaction. Cheung, Kong and Song indicated that employee satisfaction plays a significant role in the performance of both the employee and the organization.

Leadership

At present, organizations need leaders that motivate and lead with the purpose of effective change management (Dan-Shang & Chia-Chun, 2013; Sullivan, Rothwell, & Balasi, 2013). Determinants of employee motivation could stem from leadership styles and strategies. Leaders must be creative thinkers, problem-solvers, and have the ability to motivate people to be successful in the workforce (Caillier, 2014; Eyal & Roth, 2011). Being creative and solving problems only partially define a leader. Material possessions

motivate some employees while helping others motivates other employees (Caillier, 2014). Carey, Philippon, and Cummings (2011) proposed that leadership is a necessary fundamental for the continued success of any organization. Even with decades of research, leadership is difficult to define because of organizational variables. Leadership is different from what business professionals perceived 20 years ago. Leadership styles, behaviors, and strategies that leaders decide to use and exercise in the workforce is crucial to the success of the organization.

Shen, Li, and Yang (2015) indicated that leadership behavior assists in the creation process of successful organizations and that leadership influences organizational effectiveness but seldom supported the notion. Common behaviors in leaders exist such as (a) being strategic and visionary, (b) giving communication and information, (c) having authority and responsibility, (d) learning and sharing culture, and (e) having humanity and trust (Shen, Li, & Yang, 2015). Leaders must exercise certain behaviors in the workforce to be effective and to know how to behave. Shen et al., (2015) failed to discuss behaviors that leaders should not exercise. About the research question, motivation determinants can derive from both positive and negative behavior. Vroom (1964) suggested that the perception and behavior of the employee were just as valuable as the perception and behavior of the leader.

Transformational and transactional leadership styles are common leadership styles exercised in the workforce in that transformational leadership has a positive effect on employee attitudes and organization performance (Epitropaki & Martin, 2013; Sahin, Cubuk, & Uslu, 2014). Transformational leadership inspires individuals to exceed their

expectation and motivates followers to identify and support the goals of the leader (Eyal & Roth, 2011; Mahdinezhad, Suandi, Bin-Silong, & Omar, 2013). In contrast, transactional leadership stems from rewards or compliance governed by an exchange process between leaders and followers (Eyal & Roth, 2011). Organizations look for leaders with a clear vision who can persuade members to achieve the vision because research has shown a direct relationship between leadership and organizational performance (Sadeghi & Pihie, 2012). Organizational performance can improve by the behavior or characteristics the leader possesses, which is transformational leadership through encouraging and supporting employees (Tavitiyaman, Weerakit, & Ryan, 2014).

Transformational leaders engage in a specific set of behaviors that transforms organizations, intrinsically motivates subordinates, and share in the decision-making process and objectives with subordinates (Ekaterini, 2011; Sadeghi & Pihie, 2012; Vroom, 1964). Ekaterini (2011) also described transactional leadership as a style in which leaders discuss and collaborate more with their followers. In the expectancy theory, Vroom explained that leaders must share in the decision-making process because no one knows what the employee wants more than the employee does. Like Vroom's (1964) expectancy theory, Bourne's et al. (2013) flexible leadership theory supports the notion of active collaboration with members.

Ekaterini's indicated that another directive leadership style is empowering leadership style in which leaders operate by telling subordinates what to do and how to perform their job. The degree in which directive leaders direct depends on education. Ekaterini (2011) also found that directive leaders with higher education were more prone

to provide broader outlines, opinions, and suggestions to their subordinates and less direction to allow subordinates to take initiative and ask for guidance as needed. Ekaterini (2011) described empowering leadership style as the subordinate makes the decisions, but the leader partakes in the decision-making process. Because of the many different leadership styles, to determine which is right or wrong can be difficult.

Van Dierendonck, Stam, Boersma, de Windt, & Alkema, (2014) described servant and transformational leadership as changing behavior to comply with the situation or current circumstances, to be flexible and adaptive. Vroom (1964) also determined that leadership behavior and employee needs change according to circumstances and conditions. For a leader to exercise a flexible and adaptive leadership style, he or she must have behavioral flexibility and adaptability (Van Dierendonck et al., 2014). Leadership behavior can be a determining factor in leadership effectiveness. Leaders must find an appropriate balance between objectives by understanding reliability, efficiency, innovation, and threats and opportunities (Van Dierendonck et al., 2014). Innovation is essential to exercise flexible and adaptive leadership style instead of relying on traditional policy and procedure to deal with new problems and opportunities (Van Dierendonck et al., 2014).

In 2013, leaders faced the challenge of exercising sustainability in their daily operations. Metcalf and Benn (2013) stated that leadership for sustainability requires leaders with extraordinary skill and talent. Crossman (2011) declared that the emergence of environmental and spiritual leadership would affect organizations leadership processes and procedures. Crossman defined environmental leadership as the ability to influence

individuals and mobilize organizations guided by egocentric values, assumptions, and ecological sustainability. Sustainability leadership can be challenging because of the complexity of sustainability in affecting other aspects of the organization (Metcalf & Benn, 2013). Crossman also mentioned that environmental leaders motivate others to embrace their pro-environmental vision.

Spiritual leadership refers to individuals compromising values, attitudes, and intrinsic behaviors to motivate self and others (Crossman, 2011). The defined style of leadership is essential to the conceptual framework of the study. Innovation, adaptability, and courage management are behavioral factors in the expectancy theory and flexible leadership theory (Crossman, 2011; Vroom 1964).

Coaching has become a popular strategy for leadership (Carey et al., 2011). Coaching was an attempt to redefine the way leaders operated in the workforce providing personal training to an individual or group (Carey et al., 2011). Leaders often change in organizations in which organizational leadership tend to hire third-party coaching professionals for assurance of effective leadership. Ladegard and Gjerde, (2014) proposed that for coaches to be effective, they require theories and models of development, as well as coaching strategies. Coaching cultivates new attitudes and behaviors that help leaders operate beyond the norm and restructure traditional ways of operating by creating new perceptions and outcomes (Carey et al., 2011). Although five common elements exists in coaching models: (a) relationship building, (b) problem defining and goal setting, (c) problem-solving processes, (d) action and transformation,

and (e) the mechanisms, little evidence exists of the need for coaching (Carey et al., 2011; Ladegard & Gjerde, 2014).

Leadership could be the driving force of a successful business. Leaders should exercise strategies that will positively affect employee motivation through fundamentals that will meet the need of their employees. Leadership models and styles could both determine what motivates employees. Bourne et al. (2013) described leadership styles as the flexible leadership theory. Traditionally, businesses or environments called for particular leadership models and styles. Those same models and styles on a consistent basis may need modifying to be effective.

Challenges of Employee Motivation

Identifying different factors that motivate employees is significant to the challenges of human motivation. Employee loyalty existed in organizations, but with the passage of time, the commitment of employees toward their organizations has reduced. Staff members consider a plethora of factors throughout their professional career.

Human resource theories focus on motivation investigating topics in human resource management and psychology (Pepper & Gore, 2015). For organizations to meet the objectives of effectiveness and productivity, they need to satisfy the needs of employees. Human resource management often classifies individuals' needs into two types intrinsic and extrinsic, such as managing stress or receiving a bonus (Martin, McNally, & Taggar, 2015). The factors classified as intrinsic and extrinsic were a means of motivating employees.

According to Deci et al. (2008), the motivating factors differ among individuals. For some employees, encouragement and appreciation are the most important factor, whereas others found promotion and financial rewards to be critical. The interpretation of motivational factors differs among individuals. Leaders need to identify the specific factors that motivate their employees. Employee motivation is noticeable through theory and practice; tailoring the motivational system to the situation and to the organization for there to be a positive outcome; influencing the management of such businesses (Ferris et.al, 2014; Sheridan, Slocum, & Richards, 1974).

The study of motivation is critical to every organization. Some of the theories state organizations can evaluate motivation through different areas, which compare to one's theory of sympathetic means. These motivational theories are timeworn, but still applicable in the contemporary society. Leaders in organizations should adopt a customized motivation system according to the current motivational level of employees and the specific needs of employees and objectives of the organization (Harper & Cole, 2012; Weinstein, 2012).

Motivation of Employees at Hotel Industry

Motivation is a primary factor in the hotel industry because motivation is a guarantee of high quality of service to a customer. Motivation is the individual's willingness to increase energy and effort of their task to satisfy certain requirements or desires perceived as the force behind efficient work of employees (Facer Jr., et al., 2014). Within organizations, employees have their needs and desires. Once meeting their needs and demands through motivation results in an effective workforce. Whereby, the

employees, can become well motivated to perform with the best standard of the company to increase the self- awareness within the organization. Many people indicated that the only factor affecting employees' motivation in an organization is a material reward but not always and only for those motivated by money (Facer Jr., et al., 2014). Staff motivation is low in the hotel industry because the pay is not enough (£6.14), and they only work to sustain living (Korzynski, 2013). The same methods of motivation do not work for all people.

The hotel industry contract is open ended and the working hours are long. Staff can have a contract of 4 hours per week (of contract), which can continue for years and years. The hotel industry has many staffed departments, but do not manage the associates well. At the hotel industry, managers are not doing what they should for enhancing customer satisfaction. For example, the Bromley store did not have large bags that customers were not happy about, which added stress to the staff members, as they had to calm customers down because of the poor management.

The hotel industry associates do not have discounts or uniforms provided when working because the employer states that clothes are inexpensive enough for the staff to pay on their own. Employees had to buy what they need at full prices. The worst part is when employees finish work and managers go through their personal property for theft. The staff is unhappy with the late start and the late finish of their shifts. Sometimes associates work unpleasant unsocial hours, in which demotivates employees, as they will have no social life. Most of the staff would have to work the next morning or day, which makes them more discouraged about their job (Karatepe, 2014). With these aspects

affecting individuals, organizations of the hotel industry need to address the correct and suitable motivational factors in an efficient and effective manner, which is a very necessary function for working organizations.

Motivation is a major factor that inspires and encourages employees to take individual actions. In an organization, motivation has a role in improving performance and operations. When managers allow employees to develop their objectives, managers can accomplish the goal of motivating employees. DeCenzo, Robins, and Verhulst (2013) stated that motivation is the eagerness to put forth efforts to achieve organizational goals. An additional definition of motivation is the dependent and independent relationships, which demonstrate the direction of behavior. Researchers O'Neil and Drillings (2012) argued that the motivation of employees relates to their performance and has an immediate effect on the direction and persistence of action.

Motivation and Performance Link

Motivation is having the will to perform, and it has a role in enhancing the employee performance, which in turn becomes beneficial for the entire organization (Bansal & Corley, 2011; Lamatic, 2011; O'Neil & Drillings, 2012). Bansal and Corley stated recognition was necessary to show employee appreciation of the achievements, to show employees were valued and respected, and to perform on a regular basis, eventually enhancing performances and reinforce positive behavior. Lamatic explained that the motivated employee increases work performance benefiting the organization and that management has the capabilities to motivate the employees through extrinsic and intrinsic rewards. Some relation exists, but motivation primarily, depicts the degree of

aspiration to perform, but employees who were motivated to perform will be engaged to be productive in their work helping their managers to be successful (Schunk & Zimmerman, 2012).

Employees link their motivation with the performance the more motivated approach; the more employees were willing to perform with excellence and perfection creating opportunities to grow (Leary et.al, 2013; Schunk & Zimmerman, 2012). Demotivation occurred when an employee stays at the same position for a long time (Leary et.al, 2013). An endowment of promotions for employees was a reflection on their performances and worked as a catalyst to enhance work performance creating a positive environment (Karatepe, 2014; Schunk & Zimmerman, 2012).

The positive attitude, effective communication skills, and behavior of the management affected team performance by creating a positive or negative working environment for the employees (Kilduff, 2014). Money is not the only motivator for employees, but motivation exists with the positivity in attitude and emphatic element present in the management to deal with the issues faced by employees (Deci & Ryan, 2011; Kilduff, 2014).

Motivation and tools were essential to creating the desire to work assisting employees to enhance productivity and overall performances (Deci & Ryan, 2011; Tsai, 2011). Tsai stated that involving employees in the decision-making process and continuously appreciating their performances generates a sense of ownership and value within them, which makes them perform beyond expectations. Empowered employees gain a sense of authority and are more motivated to enhance their performance. Tsai

concluded that a definite link between motivation and performance existed. Hindrances occur for organizational success and accomplishment of objectives when employees are de-motivated and employees are unwilling to work (Sauerland & Soyeaux, 2015).

Motivation carries significance to enhance performance, complementing organizational success. Bonuses and fringe benefits are variables for the employees' motivation. Khan (2012) remarked that on-job training was a way of motivating employees to enhance their performances and spark desire from within the individual.

Tourigny, Baba, Han, and Wang (2013) suggested that taking care of the physical and emotional situations for employees would improve employee-management relations. To instill confidence in employees, managers should offer a work-life balance, which contributed to their improved performances. As explained in the expectancy theory, there should be an effective connection between the effort done and expected rewards to enhance employee performance (Lunenburg & Ornstein, 2011).

Employees who were unappreciated or treated unfairly became de-motivated and inactive while achieving organizational objectives inferring that equity theory exists when management instills trust that employees are equally treated (Shahid & Azhar, 2013; Tonkham, 2013). Employees can be motivated when they expect equal pay and recognition for the same job performance, whereas a lack of equity can demotivate employees. Employees can be de-motivated when equal employees (equal in performance and job) received higher appreciation because of bias (Tonkham, 2013). De-motivation will break the confidence as well as the motivation of an employee. An association between motivation and the performances of the employees exists and

researchers determined employees expect rewards for their contributions to the organization's success (Burchell & Tumawu, 2014; Shahid & Azhar, 2013). The conclusion is that motivation is essential to enhance the individual and organizational performance.

Motivation acts as a mediator between performance and effort, which increases employees' commitment, job satisfaction, and contribution to the organization (Gillet et al., 2013; Shahid & Azhar, 2013). Managers can create a culture of trust between employees and management. Previous researchers have complemented performance with motivation, which has been a significant part of any organization and would enable leaders to function effectively, together with their employees. Motivation works as an inspiration for employees to enhance performances in organizations.

Performance Management

Through this literature, I reviewed the intent of performance management systems which are to help management plan and to create structures that encourage feedback through exchange forums between management and employees (Adler, 2011). This coordination will encourage corrective behavior strategies and enhance performance. The performance management process happens with the support of knowledge sharing transformed and created (Poria, et al., 2014; Tseng & Lee, 2014). Knowledge is values, character, and experience. Continuous knowledge management can promote organization innovation (Kim & Lee, 2013; Tseng & Lee, 2014). Performance management uses knowledge sharing as a conduit between employees and management to assist with the motivational needs. The different segments of the hotel sector will contribute to the

understanding of why employees differ from others concerning work ethic, values, leadership, and contribution.

Motivation Importance in Enhancing Performance

Motivation has a significant role in enhancing employee performances where managers are responsible for motivating employees through various techniques and rewards so employees can strengthen and improve their performances in a productive manner (Kilduff, 2014; Shahid & Azhar, 2013). Motivation acts as a synergy for enhancing employee performance and leaders should positively motivate employees as they will perform far better than unmotivated employees (Rubin & Rubin, 2012; Pinto, 2011). Through positive motivation, management and employees could increase revenues complementing their cash flows.

In accordance with Pinto's research, performance is not easy to maintain on a continuous basis, but through employee motivation employees may achieve organizational objectives. The more motivation management provides employees, the more he or she will perform appropriately for the organization (Rubin & Rubin, 2012; Pinto, 2011). Managers should look into this matter and bestow their employees with increased motivation, resulting in enhanced organizational and individual performance.

Hotel Manager and Employee Performance

Managers can motivate their employees through different ways. In the hotel industry, managers use recognition and flexibility. In some cases, managers also use fear as a factor to motivate employees. Managers do not use the fear factor very often to motivate employees (Pater, 2011). Pater also suggested that a good manager can provide

flexibility to employees, such as allowing employees to leave earlier if they have finished their work or to allow employees to develop their work schedules. This practice will develop a sense of autonomy among employees and motivate them to perform better.

Sufficient staff. Organizations with insufficient staff expect other employees to cover the extra work. The excess workload was the factor that de-motivates employees. This factor also reduced the efficiency of employees since they focused on delivering additional results without emphasizing on the quality (Vnoučková, & Urbancová, 2015). The result of excess workload is poor quality. Poor quality affects how customers perceive the business and creates a continuous loop until management addresses the excess workload (Caillier, 2014; Vnoučková, & Urbancová, 2015).

The problem is common in the service sector when the increased employee workload increases with the number of customers. For example in restaurants, the excess workload requires employees to perform more than their benchmark, which increases employees' workload and customers bear the consequences causing employee motivation difficult for managers (Caillier, 2014). To avoid the repercussions of demotivation, managers must ensure that they have adequate staff available to the organization, which will benefit employees and customers.

Good relationship with staff. The relationship of employees with their supervisors and coworkers enhance or reduce their level of motivation (Vnoučková, & Urbancová, 2015). For example, if employees have good relationships with their coworkers, they will receive proper assistance. In addition, the healthy social environment will have a positive effect on the attendance of employees (Caillier, 2014;

Vnoučková, & Urbancová, 2015). The opposite is also true when employees have confrontation and discourse with other employees or management and discouraged employees tend to miss work or refuse to help others (Vnoučková, & Urbancová, 2015). If employees have positive relationships with their managers/supervisors, they would be free to discuss their problems and managers/supervisors would be able to provide proper feedback to employees as and when required; the relationships between coworkers and supervisors improve which allow employees, managers, and the organization to achieve goals and objectives (Caillier, 2014; Vnoučková, & Urbancová, 2015).

Good pay. The compensation provided to employees also has an effect on their level of motivation. Employees trust that they receive pay according to their job duties as a form of motivation. If the pay of employees is satisfactory, the employees will be motivated. If the pay is lower than employees' expectations, they will be demotivated. Sadeghi and Pihie (2012) suggested that good pay provided to employees also has an effect on their level of stress. By offering adequate pay to employees, their level of stress decreased, as seen in the hotel industry. Salary may not be the proper motivator for some employees (Sadeghi & Pihie, 2012).

Employee of the month. In many organizations, employees are provided with the title employee of the month, given to those who work harder than their coworkers. The purpose of recognizing employees in this way is to motivate employees to work to their full capacity. The title of the employee of the month also provides employees with a sense of achievement and recognition (Sadeghi & Pihie, 2012; Vnoučková, & Urbancová,

2015). To receive this title, some employees work to their full potential. The hotel industry uses this technique to obtain extra work from employees.

In organizations, the role of leadership is to see that the organization runs smoothly, that resources are available, is profitable, and makes a contribution to society to assist in the growth and development of the community (Tavitiyaman, Weerakit, & Ryan, 2014). The different views of leadership are dependent upon the characteristics of the leader and their success through their employees' performance. The expectations of hotel associates are that leadership mentors and lead by example. Tavitiyaman, et al. described leadership that encompasses six competencies such as motivational/interpersonal skills, strategic orientation, planning and implementation, team building and ethics, communication skills, flexibility, and concern for the community; whereas the three competencies people leadership, visionary, and strategic leadership demonstrated aspects of transformational leadership were, in general, an improvement in organizational performance (Nieves, & Segarra-Ciprés, 2015).

Organizations address workplace situations daily, and managing associates effectively constitute a universal response. Society has scrutinized the management of employee conditions within the hotel industry, in which led to the creation of unions to protect the employees. Unions emerged as a new form of leadership, servant leadership (Kool & van Dierendonck, 2012; Weinstein, 2012). Servant leadership is building trust between leadership and employees to improve employee-management relationships; can transform management style (Weinstein, 2012). The more leaders motivate through various techniques including recognition and rewards, the more the employee will

perform well, and organizations will see increased productivity (Kool & van Dierendonck, 2012). The significance of motivation used to enhance performances helps facilitate organizational objectives to influence the success, efficiency, and effectiveness of an organization.

Primary focus. The hotel industry is vast and extensive and consists of many components that create entities of service. The focus of this study is the full-service business hotel in which caters to all businesses and cultures. The levels of commitment between employees and managers vary and are dependent upon the motivation capacity of employees based on the strategies of the managers. The enhancement of these skills affects the performance of employees at many levels. In my study, managers encounter and use strategies when trying to motivate employees to increase performance and create future leaders in this industry. The results of this small-scale study will help showcase the relevancy of motivation in business about employee performance capabilities and strategic goals.

Determinants. Through the literature review, I discovered many determinants that can influence employee motivation, but leadership strategies that leaders should employ to motivate employees are lacking. Leaders exercise traditional methods to motivate employees that may be obsolete in society. In this study, I addressed the knowledge gap to reveal possible determinants of leadership strategies catalyzing employee motivation. Leaders use different behaviors in work environments, and those behaviors directly affect employee job performance and outcomes (M-Taylor, et al., 2014). Proper and adequate use of behaviors could lead to increased job satisfaction, commitment, and productivity

(Sullivan et al., 2013). Many researchers have posited that job satisfaction may be the primary force driver in employees. Employee job satisfaction depends on leadership understanding and meeting the needs of the employees (Vroom, 1964). Vroom also stated that for employees to experience job satisfaction, their leaders must prioritize the needs of employees correctly. Environmental influence and employee behavior should influence leaders when strategizing to motivate their employees (Vallerand, 2012).

Leadership strategies should derive from the vision of the organization as well as the need for their employees. As Bourne et al. (2013) explained in the flexible leadership theory, the transformational leadership style also supported the notion of changing leadership practices according to circumstances and situations. Leaders should know their employees individually, exercise a flexible leadership style that meets the needs of various employees, and implement a strategy that can accurately measure performance and change management. In section 2 of this study, I indicated further justification for the research method, design, and strategies for research. I addressed the lack of knowledge of primary determinants of effective leadership strategies that can positively motivate employees.

Transition and Summary

In Section 1, I discussed the foundation of the study, the problem and purpose statements, the research question, the conceptual framework, operational terms, the significance of the study, and a review of the literature. In Section 1, I explored views and theories of various reliable authors directly relating concepts of motivation to performance. In Section 2, I expanded on the role of the researcher, the qualitative

method and multiple case study research design, population and sampling, ethical research, validity and reliability, data collection and analysis techniques, and organization.

Section 2: The Project

The role of the researcher is to ensure the safety of the participants, the accuracy of the data, and the credibility of the study. Goldblatt, Karnieli-Miller, and Neumann (2011) discussed researchers' experiences applying member-check and the methods they use to ensure the credibility of the participants and the reliability of the data. I used member-checking and applied methodological triangulation to ensure the credibility and reliability of the participants. In this section, I discussed the methods and processes of my study and outlined the measures that I took to ensure that the participants were safe, the data was secure and reliable, and that the participants' responses addressed the primary research question.

Purpose Statement

The purpose of this qualitative multiple case study was to explore motivational strategies that three full-service hotel GMs used to enhance employee performance. The targeted participants were hotel GMs of three full-service business hotels in South Florida, USA. The implications for positive social change include engaging management to motivate employees to sustain organizational profitability by enhancing employees' performance. Leadership can actively affect in social change by motivating and developing employees so employees can, in turn, contribute to society as new leaders emerge from their ranks.

My findings regarding the experiences of the three participants may contribute to organizational leadership by identifying how managers can best motivate employees, recognize future leaders, and retain talent for sustainability. With this study, I hoped to

demonstrate how positive social change may result from management initiatives to engage and motivate employees, to sustain organizational profitability, to train and retain talent, and to develop future leaders of this industry.

Role of the Researcher

The role of the researcher in the data collection process has four main objectives which are: (a) collect and analyze data, (b) report findings, (c) maintain the confidentiality of participants, and (d) conduct research ethically (Yin, 2011a).

Hammersley (2013) has noted that the researcher is often the instrument of the investigation process. As an instrument, I met Yin's five objectives. My over 20 years of professional experience working in management, training and development, and organizational culture transformation contribute to my knowledge of interviewing, engaging participants, and understanding the use of motivational techniques. I facilitated the honest sharing of participants' personal experiences.

I acted according to the Belmont Report (1979) protocol by following the basic ethical principles: (a) respect for persons, (b) beneficence, and (c) justice. I applied the following protocol: (a) provide a consent form to ensure participants are well informed of the purpose of the study, (b) provide an assessment of the potential risks and benefits of participating in this study, and (c) include a selection process for participants. I had no personal or business relationship with the participants of this study. When viewing the data through a personal lens, I mitigated bias by being open to contrary evidence. To remove bias, Yin (2014) suggested testing one's tolerance to contrary findings. While in the data collection phase, I attempted to remove bias by assessing my tolerance by

continually reviewing document sources and applying member-checking to ensure interpretations were true and accurate. To avoid bias, I was honest, responsible, sought to avoid deception, and kept up with related research to ensure accuracy.

Per the Belmont Report, I provided an assessment of potential risks such as (a) loss of privacy; (b) psychological distress; (c) relationship harm; (d) legal risks; (e) economic loss; (f) damage to professional reputation; and (g) physical harm. I ensured participants that I would minimize risks by providing pseudonyms for both the participant and the hotel during the interview, throughout the study, and at the conclusion when I present findings. Participants will not suffer economic loss or damage their professional reputation because the data collected was kept confidential and private, and since this study involved managerial strategies for motivation for enhancing performance, any information shared during the data collection process would not cause economic loss to the participant or the participating sites. Participants did not endure undue stress other than the normal psychological stress of day-to-day activity.

Yin (2014) has outlined case study and interview protocols to ensure the protection of the participants. This interview protocol (Appendix B) consists of (a) asking permission to conduct the interview, (b) establishing and providing a set of substantive questions reflecting the research question, and (c) explaining member checking at a follow-up interview. For each interview, I selected or suggested a non-threatening, private, and comfortable environment. No information obtained through data collection was in violation of the law or participants' rights because participants' strategies were compliant with industry best practices and the specific guidelines for their organization.

This study was a social science research study and not a clinical study, and therefore, there were no risks of physical harm.

Participants

Dworkin (2012) suggested that an adequate sample size for qualitative research is between five and 50. According to Sandelowski (1995), I could use a minimum of one in a sample size when conducting a case study. Because I selected participants using census sampling, I determined that a smaller sample size was appropriate. The researcher may conduct a qualitative research with a single unit with multiple locations and multiple participants or multiple units at a single location (Yin, 2011a). I conducted a multiple case study researching a single unit in multiple locations. The study consisted of three direct individual interviews of hotel GMs working in three full-service hotels in the South Florida. Data collection was completely confidential.

I selected participants based on the eligibility criteria I established before beginning the study. At the time of the study, the participants were from South Florida, working in the same industry and hotel type. The participants were all over 18 years of age, hotel GMs of the three branded hotels who have used strategies to motivate employees for enhancing employee performance. I carefully selected participants based on the interview criteria to provide a well-rounded view of the problem of what motivational strategies hotel GMs used for enhancing employee work performance. Because the participants were GMs and had the authority to provide permission to conduct the study, I obtained access to the participants after receiving IRB approval. I contacted the participants by requesting permission via email with a copy of the consent

form and followed up with a telephone call confirmation after I received the participants' emailed consent to participate. The premise of this study was to provide perspective on leadership at the executive level within the business, to determine how leadership works to motivate all employees associated with the full-service hotels and to identify the opportunities employees have for performance enhancement.

Research Method and Design

This qualitative multiple case study furthered leadership expectations and explored how motivation affects employee performance within the full-service hotel. The objective of this study was to address the primary research goals. The goal of this study determined or explored what motivates hotel employees to perform. The intent was to understand how managers used motivational strategies for enhancing employee work performance and how executives perceived motivation and performance within the full-service hotel industry within the United States.

Research Method

Criticism exists regarding a perceived lack of scientific reasoning for significant data analysis in qualitative research methods, and some contend that qualitative research is only an anecdote of opinion and bias (Mays & Pope, 1995; Miles et al., 2013).

Interview questions leave room for incompleteness for data collection, skepticism that the participant is not telling the truth (Hammersley, 2013; Miles et al., 2013). However, the upside to this method is that it often leads to new research that validates or substantiates participants' truth. Hammersley (2013) has discussed the value of qualitative case studies, noting that quantitative statistical studies may not tell the whole story. Case

studies elaborate on the collected statistical data and give the researcher more evidence for data analysis.

The reason for this qualitative multiple case study was to understand and explore manager strategies of motivation and their thought processes and personal impressions of how to enhance hotel workers performance. I designed the interview questions to explore and explain what motivational techniques work in developing employee work performance and ethics. The interview questions may have revealed the leadership capabilities of the participants because qualitative studies, in general, may reveal patterns not easily determined from a simple survey. The viewer can misinterpret quantitative statistics. In this sense, qualitative data provides a different perspective that can either validate or nullify the statistical data or quantitative findings.

Researchers introduced various strategies such as being open and clear about the study expectations and findings to prevent ambiguity to protect against bias and enhance the reliability of findings (Hammer, 2011; Mays & Pope, 1995). I sought to protect against bias by providing participants clear and open presentation of the interview questions. Before the face-to-face interviews, I sent participants a copy of the interview questions, which contributed to participant acceptance and helped to remove ambiguity. Another strategy I used to enhance reliability was to build trust with the participants, which were done by being candid about the intent of the study and that data collected was kept confidential. Also, I demonstrated trust by establishing a basic protocol for recording the interview but introducing the participant as participant number one, two, and three

consecutively. Later, at the conclusion of the interview, I informed participants that I use pseudonyms for participants and organizations names.

Trust is necessary to elicit complete honesty and to assure participants that what they reveal would be protected from any work reprisals. In summary, because the purpose of this study was to investigate a small group within the hotel industry in the full-service business sector, a multiple case qualitative study was the appropriate choice. Using interview questions allowing multiple viewpoints of the same topic illustrated how individual experiences can enrich understandings of the effectiveness of managements' motivational strategies for maximizing employee performance potential.

Research Design

Research strategies vary among researchers because so many approaches exist. Qualitative research helps interpret or explore experiences shared among groups or populations in real-world settings (Hoe & Hoare, 2012; Yin, 2011b). Research designs are reflective of the researcher because the researcher decides how they will approach a specific study. Maxwell (2012) described qualitative research design as a context where many different components come together to construct the best possible outcome. Qualitative studies can take the form of (a) ethnography, (b) phenomenological study, and (c) case study.

Each design has its specific purpose, and researchers choose designs they deem to be most appropriate for their study's purpose. Ethnographic designs are for the study of human culture in which the researcher connects to participants in hopes of understanding the culture (Denzin & Lincoln, 2011). Ethnography was not a good choice for this study

because this study was not about the interaction between people, but rather about the motivational strategies used by full-service hotel GMs to enhance employee performance. I did not connect to or observe participants in their culture or tradition by entering the hotel culture.

Phenomenology refers to understanding the lived, or shared experiences of groups or individuals and the researcher look at large samples (Gill, 2014). The phenomenology approach was not useful for this study as the population of this study was geared toward hotel GMs only, and the study pertains to their strategies of motivation in the hotel industry and not the lived experiences of people. Yin (2014) suggested case studies are a way for the researcher to explore a smaller sample size using multiple approaches that rely on multiple sources. Yin found that the researcher investigates a phenomenon and triangulates the evidence in a case study of inquiry, which can be either a multiple-case or a single case study.

Given that this study was about full-service hotel GMs' motivational strategies for enhancing employee performance I conducted a multiple case study. I explored the evidence presented through participants' interview, historic corporate documentation, government documentation, and did member-checking until the data reached saturation signaling a completion of the study in which any new data confirmed the categories. This research study design added to the limited knowledge of motivational techniques and skills that management used for enhancing employee performance in the workplace. The multiple case study design assists researchers to understand the social phenomena surrounding the hotel industry and the specific population in question. A multiple case

study helps the researcher to assess several facets of the study (a) current involvement, (b) experiences, (c) location, and (d) career path (Bartkowiak, 2012; Yin, 2014).

Population and Sampling

The hotel industry covers a wide variety of businesses and facilities owned, managed, and individually operated, including motels and full-service hotels. The hotel industry comprised of several sub-industries, which cover travel accommodations, hotels (except casinos) and motels, casino hotels, bed and breakfast inns, rooming and boarding houses, recreational vehicle parks and camps, and all other traveler accommodations (Business USA, 2014). In addition, the hotel industry encompasses related activities including but not limited to restaurants, cafes, gambling, sports and recreational theme parks, and retail operations and entertainment. The hotel industry has intense competition because of the wide segment of businesses that fall under this umbrella. The focus of this study was about commercially branded hotels, which cater to business clients offering room service, coffee shop, dining room, cocktail lounge, laundry, and valet service as well as access to computers and fax services. The size and type of hotel affect the population segment of this study in that I focused on three full-service hotels that have a capacity of 159 to 600 plus business patrons.

Yin (2011a) stated that the challenges of sampling in qualitative studies are to know which specific units to select, the number of units included in the study, and why the researcher selected these units. Cleary, Horsfall, and Hayter (2014) suggested in a qualitative study that the researcher must determine who and how many participants would be a part of the study, what the researcher wants to know, and what would be

credible. I chose census sampling, as the deliberate manner of selecting the units to study that would yield the most relevant information and have 100% participation. Because no formula for selecting the desired number of units exists, in this case, hotels and leadership for this study, I selected the participants based on the following criteria: (a) number of hotels in South Florida, (b) participants held a GMs' position, and (c) the participants' experience with motivational strategies.

According to the business directory in 2015, South Florida has over 250 hotels of which I selected three hotel GMs over 18 years of age from three different branded hotels with participants' experience using motivational strategies for enhancing employee performance. The data collection continued until saturation with no new data confirmed categories are signaling the completion of the data collection. I used crosschecking and the triangulation of multiple data sources and collection procedures to evaluate the evidence of data which ensured that the study met saturation.

To create confidence in the data findings of this qualitative study, a larger number of units in the data collection was most appropriate and more than one hotel brand met the need of the participant selection. In addition, the criteria of each participant consisted of hotel GMs over 18 years of age and had well-rounded views of using motivational strategies for enhancing employee performance. I obtained consent from the three hotel GMs to participate in the study, to gain access to relevant data, access to the facility, and use of personnel time for research purposes within their organization through the "Informed Consent Form" (see Appendix C).

Ethical Research

Wilson, Kieburtz, Holloway, and Kim (2014) determined what is important for the Institutional Review Board (IRB) is to develop, adopt, and enforce appropriate guidelines for the researcher to follow for safety and ethical purposes to protect human participants. Ethical research requires approval from the IRB as the review board ensures that a researcher and the university comply with ethical standards. 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 (see Appendix C) via email or in person outlining the role of the researcher, the requirements for participation, and option to withdraw. I (a) did not hold a supervisory position over the participants, (b) did not work at the same location or in the same industry as the participants, (c) the participants were not personally known to me, (d) did not offer participants a fee for service, extra credit, or gifts. Once participants agreed to 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 the participant may withdraw at any time without consequences. The participant and I arranged a convenient time to conduct the interview upon receipt of the consent form. During the interviews, none of the participants wished to withdraw. The use of a relevant data source NVivo served to protect the research participants ensuring that the evidence, the responses of the participants were kept safe.

As the researcher, I was responsible to the participants and my peers and met ethical standards when selecting participants, protecting participants, collecting and analyzing data, and reporting the findings to the public. The IRB received copies of the

protocol of the data collection tools. Every participant and all the data will be safe and secure for a minimum of 5 years to protect the confidentiality of the participants. 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 as John Smith, Jacob Roberts, and Josie Queen for participants and for the hotels Bay North, Bay South, and Bay East that helped hide personal information that could identify participants or the organizations in which they worked. Participants replied to an email copy of the consent form with the words “I consent” to participate in the study. Two of the participants submitted the consent form via email and one in person, of which I immediately coded the document, blocked out identifiers, scanned the page to include as evidence of consent, and I then shredded the paper document. The consent form consisted of explicit details of the research project and had a line for the participant to indicate the words “I Consent” to comply with IRB requirements. In a copy of this consent (Appendix D), I informed the participants of the following: (a) what the research study entails and (b) the purpose of the study.

Data Collection Instruments

Qualitative researchers collect data through transcribed interviews collected through different methods such as face-to-face interviews, focus groups, or through observations (active or inactive researcher participation) (Yin, 2011a). As the primary instrument to collect data, after obtaining the informed consent from participants I conducted semistructured face-to-face interviews using a handheld digital recorder because the device is small, digital, and easy to transfer and save recordings on the

computer. I also followed interview protocol (see Appendix B) by setting a time, date, and location convenient to the participant.

The participants come from South Florida, USA in three full-service branded hotels, and who held positions as general manager. Personal relationships with participants did not exist. I contacted the hotel GMs via email or in person to gain permission and to invite them to participate in the study. The consent form notice had my email address to assist in the confidential. I asked participants a series of seven questions during the interview. See Appendix A to find the predefined open-ended questions.

Elkewe (2013) recommended using an expert in the validation strategy to ensure the reliability of the instrument. However, an expert was not appropriate for this study since I conducted the study and reviewed the interview questions. I based my reliability on my openness with the participants and the text analysis tool. I reviewed two types of data collection instruments NVivo a computerized text analysis instrument and the traditional text analysis. The researcher would use traditional text analysis to interpret meaning from data and can produce biased interpretations (Bloomberg & Volpe, 2012). The computerized text analysis from NVivo assisted in coding, categorizing, and analyzing data and removed bias in the interpretation or analysis. NVivo is both PC and MAC friendly and was cost effective for students; whereas other systems such as Dedoose, while excellent, offer the same data analysis and effective cost but is not well recognized. The NVivo for Mac version 11.0.0, 2015 is the web-based application software for managing, analyzing, and presenting qualitative and mixed method research data (www.qsrinternational.com). NVivo is a secure system available for the researcher

that will help keep data safe. NVivo uses advanced technology and real science to help develop and retain knowledge; reliable for data validity for both qualitative and quantitative research methods.

Data Collection Technique

After obtaining IRB approval from Walden University, I began the data collection process by selecting the participants from South Florida, USA, and three full-service hotels. Data collection came from various sources such as face-to-face interviews using a digital recording device, journal notes, annual reports, hotel documentations to collaborate participant cognitive responses about motivation and performance. To ensure credibility to the interview questions, I acted as the participant to help understand the questions, 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 an opportunity to ask additional questions or pose concerns with or about the study for which they participated.

Hyden (2014) suggested avoiding interfering with the integrity of the data the researcher should review instruments during the interview to ensure proper operation and hold back personal comments or facial expressions. I conducted the initial interview, took notes on verbal and nonverbal expression, comments, and used member checking to reach data saturation point. Tellado, Lopez-Calvo, and Alonso-Olea (2014) suggested data collection through a transcription of interpreted interview or member checking process until saturation. Participants had a follow up second interview where they received 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 reviewed and interpreted the transcript, wrote each interview question down, followed by a succinct paragraph of my interpretation of the answer.

During member-checking, I provided a printed copy of the succinct synthesized paragraph for each interview question to the participant for review; asked if my interpreted synthesized paragraphs represent their answers or if I needed to add more information. The member-checking process continued until no new data or themes appeared to reach saturation, kept me honest, and built upon the credibility of the study. Jonsen and Jehn, (2009) suggested that methodological triangulation assists in the data analysis stage. A methodological triangulation technique helped to compare the data reviewed from multiple sources, which assisted in either corroborating the responses of the participants or providing alternative interpretations and methods that motivation contributes to employee performance improvement. Yin (2011b) suggested that triangulation technique is a good way for the researcher to substantiate the study findings. 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 is to use multiple data sources to collect the data, organize the data, and document the data (Yin, 2014). 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. Gibson, Benson, and Brand (2013) suggested that the 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 confidentiality of the participants and hotels I used pseudonyms such as John Smith, Jacob Roberts, and Josie Queen and for the hotels, the pseudonyms were Bay North, Bay South, and Bay East. In addition, I was the only person with access to the data from the interviews and no one else saw my data. NVivo housed the descriptors, which helped identify the answers to each research question and organize the data.

Fein and Kulik (2011) recommended storing confidential data to ensure participants' protection. During data collection and organization, I used backup systems to ensure that no data corruption or loss of information occurred. The backup systems include copying, flash drives protected by encryption technology, password protection, DropBox storage holding, and a locked desk housing data materials. I kept all personal information confidential and stored the data locked in NVivo's secured site and later erased after 5 years. Besides erasing all electronic copies from the hard drive after 5 years, I will destroy all paper documentation by fire.

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 (Carter, Bryant-Lukosius, DiCenso, Blythe, & Neville, 2014; Polit &

Beck, 2012). 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 (Denzin & Lincoln, 2011; Walshe, 2011).

Yin (2014) suggested that qualitative research consists of data analysis through preparation and organization of raw data converted into codes and later themes. In the qualitative multiple case study, I used methodological triangulation by utilizing more than one data source: interpreted 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 the database software NVivo 11. The NVivo 11 software helped to create a graphical picture, a mind map of the raw information of the data, which helped determine the common themes and categories that emerged. Data analysis is exploring the data through these themes to categorize the data, which allow the researcher to explore meanings (Wilson, 2012). One way 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, confirm ability and data saturation. To be objective and flexible, a combination of validity checks assist in the measurement

of objectivity and reliability (Kim & Li, 2013). Credibility exists by establishing that the results are credible from the participants' perspective. Transferability occurs when the results of the research can transfer to other context and future studies. Dependability refers to reliability. Confirmability refers to the corroboration of the results (Yin, 2011b). In this research, I had processes implemented to inform participants about how the data is kept secure and that the information they provide was interpreted in the manner they agreed with to develop trust.

Reliability

Reliability refers to consistency and trustworthiness of the data, the dependability of the data accounting for personal and research method biases that may have influenced the findings (Noble & Smith, 2015). Dependability addresses the changes in the study and how the changes affect the researcher's approach to the study (Yin, 2011b). An independent researcher should be able to arrive at similar findings (Noble & Smith, 2015).

Noble and Smith (2015) recommended that by providing a transparent and clear description of the research process maintains consistency and neutrality. To ensure trustworthiness of the data, I maintained a decision trail to ensure that my decisions were clear and transparent and provided participants with a copy of the interview questions and protocol before the start of the interview. Participants received instructions about what was to transpire during and after the interview and that they had 5 days, ample time to review the questions to become comfortable with the process and what would be asked of them (see Appendices A & B). Member-checking processes allow both the researcher

and the participant to gain and retain trust. Reliability is the mechanism by which both the researcher and the study participant gain opportunity to build rapport (Kim & Li, 2013). After the interview is over, the answers transcribed and have interpreted responses, I provided a copy of the interpreted interview analysis data for the participant to review, dispute, or validate that their information was 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 (Kim & Li, 2013). Four criteria for ensuring the validity of qualitative research are (a) credibility, (b) transferability, (c) dependability, and (d) confirmability (Thomas & Magilvy, 2011). Ensuring credibility is through eye contact, 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 (Yin, 2013). Transferability occurs when the reader makes a determination for future research and determines if the information is transferable (Marshall & Rossman, 2011, Miles et al., 2013). I followed rigorous case study protocol including interview, member-checking process, and case study design and adhered to the scope of the study in which hotel GMs of three full-service hotels shared motivational strategies used to enhance employee performance.

Confirmability refers to how well the current results compare to previous studies confirming similar protocol in similar cases (Thomas & Magilvy, 2011). I used

confirmability by comparing the results of similar studies by providing an analysis of measuring similarities and differences between themes and categories and followed the case study protocol to ensure all four measures met by using member checking of data interpretation and triangulation. By applying measures of validity, I ensured scholarly integrity for future researchers so future studies will be 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 assisted in the 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 confirmed that no new categories or themes emerged. Member checking was 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 (Harper & Cole, 2012). I set up follow-up interviews for member checking to obtain in depth information and continued until no new data emerged. 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 (Denzin & Lincoln, 2011). Denzin (2012) suggested that methodological triangulation is a good way to add to that categorization of data utilizing various sources. I applied the use of triangulation which assisted in the data saturation process as

triangulation encompassed the use of various data sources (a) the interview collection, (b) documentation and reports, and (c) member checking follow up. I confirmed that no additional new category or theme emerged from the various sources. The validation process assisted me in the analysis of the data and confirmed that I did not compromise the data or interpretation of the data.

Transition and Summary

The goal of this study was to explore motivational strategies hotel GMs used for enhancing employee performance. Section 1 consisted of the background, the problem statement, the purpose statement, the conceptual framework, and a complete literature review of other various elements that contributed to the basis of this study. The objective of Section 2 was to describe the qualitative multiple case study design approach and to ensure the relevant expectations of ethical research, reliability, and validity of the data and data collection processes were met. Once I transcribed and coded the data themes emerged, and I conducted the analysis of the data. In Section 3 consisted of a presentation analysis of the data, the outcomes or findings, implications for professional practice, recommendations for future research, and reflections, and summary and study conclusion.

Section 3: Application to Professional Practice and Implications for Change

In this section, I provide an overview of the study and present its findings, application to professional practice, and implication for social change. Further, I offer recommendations for action, recommendation for further study, reflections, a summary, and a conclusion. This section contains findings and the themes that I identified in the research process and offered discussions of how the themes apply to professional practice, and how the findings connect to the conceptual framework.

Overview

The purpose of this qualitative multiple case study was to explore the motivational strategies hotel GMs used to enhance employee performance. After receiving IRB approval from Walden University, I sent the hotel GMs an email copy of the consent form including IRB approval (see Appendix C). In my email to the participants, I briefly explained the purpose of my study as described in the consent form. After I had received consent from all three participants, I scheduled face-to-face interviews. I conducted semistructured interviews with three hotel GMs of three different hotels in South, Florida to obtain data and to answer the following research question: “What motivational strategies do hotel GMs use for enhancing employee performance?” I qualified each participant by age, experience, and level of employment. Interviews took place in a non-threatening environment where participants felt comfortable providing detailed, candid responses to each interview question. Participants responded to seven semistructured interview questions (see Appendix A). Results from the interview questions show a comprehensive and thorough response from each participant. To

strengthen the validity and reliability of this study, I used member checking and methodological triangulation. I also conducted a review of company documents and public records in conjunction with the interview data obtained to support the study's validity.

Presentation of the Findings

The overarching research question was “What motivational strategies do full-service hotel GMs use for enhancing employee performance?” After receiving IRB approval from Walden University, I sent the participants a consent form via email (see Appendix C). The seven interview questions were useful for obtaining relevant data from participants, and the informed consent provided participants a summary of the background and purpose of the study (see Appendix A and Appendix C). Each face-to-face interview lasted between 30 and 60 minutes, and follow-up member checking took 15 minutes in places where the participants felt most comfortable meeting. I used the following pseudonyms for each of the three participants and their corresponding employer to keep confidential data from exposure to the public and coworkers: Josie Queen, Bay North; John Smith, Bay East; and Jacob Roberts, Bay South.

I analyzed the transcript of each participant, applied codes, formulated a mind map, uncovered various categories and themes, and placed this information in a codebook for future reference. Of the three GMs that I contacted, all three consented to participate, thus achieving a census sample for this multiple case study. Each of the participants had worked for various hotel brands for over 30 years and was over the age of 18. I analyzed each participant's interview transcript, member checking follow-up, and company

documents until I reached data saturation and confirmed that no new data emerged.

During member checking, the participants and I were able to discuss the outcome of the data collection, and my initial interpretations of the accumulated data. After transcribing and interpreting the initial and follow-up interviews through member checking and collection of company documents, I imported the data into NVivo 11 qualitative analysis software for analysis of coding. Using NVivo 11 analysis software, I extracted keywords, phrases, and statements from the interview transcripts and company documentation, and continued coding until no repetition of codes existed. In addition, I used suggested methods by Bogdan and Biklin, (1998) and Hubbard and Power, (1999) for analyzing the data by considering six questions when coding: (a) What are the common themes? (b) What are the patterns? (c) How do the patterns deviate? (d) How are participants' past experiences related? (e) Is additional data needed? and (f) Are these findings similar to other studies? I emphasized common types of coding categories central to the research question to help prepare, organize, and catalog the data. The participant's interviews and company documents yielded 156 codes, which I reduced to 76 codes after further analysis. I identified four major themes: workplace motivation, job satisfaction, positive performance, and social expectation.

These four themes helped me link the participants' responses to the expectancy theory developed by Vroom in 1959, which holds that employee performance depends on individual factors that motivate individuals to achieve goals. I also linked the themes to Gilbert's (1978) behavior engineering model, which holds that opportunities affecting worker behavior are indicative of accomplishments and worthy performance. After

further analysis of the participant's transcripts and interviews and the use of methodological triangulation, I found the following.

The hotel GMs found that employee recognition through written acknowledgment, prizes, gifts, and compensation were valuable motivating factors that enhanced performance. Participants found that goals positioned around guest and employee satisfaction increased performance. Additionally, they found that performance increased or changed depending on how the employee participated in the organization process. Through the analysis, I discovered that participants encouraged acts of social reciprocity; the employees that volunteered for community services were more conscious of other people and helped other employees perform better. The hotel GMs found that employee participation in aligning their goals with those of the organization was motivating and increased performance.

Most of the participants found that autocratic styles were not productive in enhancing employee performance, but instead found that a demonstrative leadership style gave employees a positive view of management engagement. Leadership motivated employees by communicating openly, developing teams, reinforcing positive behaviors; creating trust, offering verbal and written praise, and making other acknowledgments. Leadership from Bay North encouraged a health and work-life balance for employees' wellbeing. The GMs suggested that motivation came from a shared vision with employees. They all noted that accountability and responsibility were important aspects of employee personal growth and that employees held themselves accountable for increased performance and job satisfaction. These findings may influence business

practice and encourage social change by (a) contributing knowledge related to effective motivational strategies; (b) marking the importance of community involvement, and (c) presenting best practices to assist new leaders with employee motivation. The themes and subthemes relating to motivation and job satisfaction were consistent with the organizations' surveys of guest and employee satisfaction. Table 1 shows the frequency of responses linked to the themes and subthemes.

Table 1
Coding of Sources Related to Themes

Name	Frequency
Motivation	9%
Performance	39%
Job Satisfaction	36%
Rewards and Recognition	18%
Guest Satisfaction	10%
Empowerment	15%
Organizational Leadership	27%
Organizational Culture	29%

Note: Frequency = percentage of responses linked to themes and subthemes.

Work Place Motivation

The purpose of some interview questions (see Appendix A) was to collect information from hotel GMs concerning leadership motivational strategies that were successful and enhanced employee performance. The GMs rewarded employees to positively influence them and to increase their performance. The use of peer acknowledgment, management acknowledgment, and employee participation in the organizations' goals was rewarding to employees. Employees seek empowerment through work professionalism for personal fulfillment, the achievement of goals, and

recognition for successes (Chen, 2013; Sanyal, & Biswas, 2014; Stoeber, Davis, & Townley, 2013). Leadership's concern for employee motivation and job satisfaction contributes to the development of an employee's sense of accomplishment when a job is well done, or a goal is (Konstam et al., 2015; Smith & Koltz, 2015). Madera et al. (2013) and Köseoglu, Topaloglu, Parnell, and Lester (2013) suggested measuring and acknowledging performance and shortcomings so employees can continue to develop. Table 2 exhibits participants' frequency of responses addressing questions that pertain to motivation.

Table 2

Coding relating to Theme 1: Workplace Motivation

Name	Frequency
Josie Queen	24%
John Smith	23%
Jacob Roberts	18%

Note: Frequency = percentage of responses linked to motivation.

The three hotel GMs agreed that recognition of employees was a key factor that influenced employee performance. Some forms of recognition included associate appreciation weeks, raffles for prizes, management, and peer nominations, and monetary increases or bonuses. Josie described having an associate appreciation week “with events such as having an ice cream social, or a dunk tank and they dunk me” (J. Queen, personal communication, November 6, 2015). The participants indicated that valuable rewards were good motivators for employees in the workplace. Some participants noted the effectiveness of more valuable rewards such as cruises, cash, and electronics. J. Smith stated, “last month we gave away prizes, we had two winners, we gave away the Beats by

Dre” (personal communication, November 9, 2015). Competition among staff and departments creates enthusiasm to perform better. J. Roberts stated, “what we would do, for instance, if, in the kitchen, we do taste panels for the AM shift and the PM shift, testing food quality, and we grade each chef on presentation, quality, taste and their knowledge” (personal communication, November 12, 2015).

The results of this study revealed that 11% of the participants’ responses indicated that recognition was the most significant factor in workplace motivation. The results also revealed that 24% of the participants’ responses indicated that overall positive motivational strategies used, which included subthemes, were successful by enhancing performance. Satisfaction of motivational needs using verbal reinforcement and positive feedback provides a positive outcome for the optimal function of people (Bellé, 2015; Hicks & McCracken, 2014). Intrinsic and extrinsic motivators indicate strong employee performance and commitment (Cerasoli, Nicklin, & Ford, 2014; Shahid & Azhar, 2013; Vallerand, 2012).

Job Satisfaction

Questions that geared toward the success of motivation strategies, measurement of performance and the effectiveness of motivation strategies provided a platform for participants to think about satisfaction. Guest satisfaction was a key goal for the organization and employee personal achievement. The leaders who communicated with employees allowed employee participation to meet the satisfaction of needs relating to organization growth and achievements (Chen, 2012; Madera et al., 2013; Rahimić, Resić, & Kožo, 2012). Motivation through the dedication of employees bridged with guest

expectations supports cooperation and dynamics of key factors for improving goals, as employees were willing to provide good quality (Chen, 2012; Köseoglu et al., 2013; Madera et al., 2013). Success depended on the organization's environment, culture, and properly applied employee motivation and increased loyalty (Rahimić, et al., 2012; Sanyal, & Biswas, 2014). Table 3 exhibits participants' frequency of responses to interview questions referencing job satisfaction.

Table 3

Coding Related to Theme 2: Job Satisfaction

Name	Frequency
Josie Queen	80%
John Smith	83%
Jacob Roberts	34%

Note: Frequency = responses linking motivation and job performance.

All of the three hotel GMs agreed that guest satisfaction was the ultimate goal for the organization and that many factors contributed to a satisfied guest, one being the motivated employee. The results revealed that 6% of participant's comments suggested that guest satisfaction was a driver for job satisfaction. Only 19% of the participants' had agreed that job satisfaction connected with organizational performance. General managers had shared information about guest comments for services provided by employees and the hotel. Management had shared guest survey results with employees so they can see potential concerns or successful effectuation. Guest satisfaction ranked high among leadership in the hotel sector. The motivation strategy to impact guests (customers) directly influenced employee performance. Management also indicated that managing diverse groups had created some challenges to determine what will motivate

their employees, but they had managed by getting to know employees on a personal level. J. Queen stated, “I think turnover is another way to measure if you are successful in creating a culture and good work environment” (personal communication, November 6, 2015). Managing diverse cultures could cause managers to interface with employees differently, but understanding work values of the different cultures will assist in developing business motivational strategies (Benson & Brown, 2011; Gursoya, Geng-Qing Chi, & Karadag, 2013). The work content provided an intrinsic value to motivate the employees indicating that job satisfaction often influenced by extrinsic rewards influenced employee behavior (Chen & Zhao, 2012; Khan et al., 2011; Pinto, 2011).

Positive Performance

The purpose of the questions surrounding performance was to explore hotel general manager successful and least successful motivation strategies, how management measures employee performance, how management measures the effectiveness of their motivation strategies, and what motivation strategies enhanced employee performance. The results revealed 40% of the participants’ responses yielded toward motivational strategies having an impact on organizational and employee individual performances. Motivation increases organizational commitment according to Shahid and Azhar (2013) and Gillet et al. (2013). Leadership encourages employees to adopt positive learning behaviors to manage the changes in the business by implementing training and programs to motivate employees to perform better (Chen & Zhao, 2012; Zámečník, 2014).

Of the three GMs, Josie Queen of Bay North suggested a demonstrative leadership contributed to improved employee performance. Demonstrative behavior from

management exhibits a “do as I do by example” giving employees a secure sense of management involvement (J. Queen, personal communication, November 6, 2015). John Smith of Bay East had suggested autocratic leadership was not an appropriate style of leadership as employees would not respond well to this leadership type and impeded employee performance. Jacob Roberts of Bay South did not suggest a leadership style could influence employee behavior; instead, he relied on organizational rules of engagement to administer specific expectations to yield adequate employee responses to performance.

Of the three participants, John Smith used a business model suggesting that by involving employees in the business decisions of the organization, of their department created a sense of accountability for achieving expectations and overall goals. J. Smith (personal communication, November 9, 2015) had indicated that there were individual accountability and a lot of role-playing, and he had compared what acceptable and unacceptable performance was. Management had used business practice models for developing habits of successful people who could come in stages building a strong foundation, employee development, setting goals, having fun, review, coach, and change or stay. John Smith mentioned that management had created acknowledgment cards of good or exceptional work in which management would personally hand the card over to the employee. “Human beings save personal written praises...we lock them away” (J. Smith, personal communication, November 9, 2015). Employees like acknowledgment and praise for a job well done. Each of these stages helped management with analyzing the current state of motivation and morale in the workplace as well as create an

environment where employees want to work. Table 4 represents the frequency of participants' responses that related to individual and organizational performance.

Table 4

Coding Related to Theme 3: Positive Performance

Name	Frequency
Josie Queen	89%
John Smith	100%
Jacob Roberts	95%

Note: Frequency = responses relating to positive performance.

Employee motivation is a determinant of job performance and if motivation determinants are present organizations could be more efficient (Korzynski, 2013; Lin, Yu, & Yi, 2014). Intrinsically motivated employees exhibit high levels of commitment and determine the degree of improved personal and organizational performance (Bellé, 2015; Giauque, Anderfuhren-Biget, & Varone, 2013; Zámečník, 2014). Each hotel GM agreed and suggested positive employee performance stems from various sources of motivation. Managers adjust style based on the culture of the organization and the personal culture of employees. The style adjustment had contributed to the comprehension of employees toward performance.

Social Expectation

The interview questions had helped me to explore hotel GMs' strategies used to motivate employees, which strategies were best, and additional considerations of motivational strategies, such as social responsibility (see Appendix A). Leadership continued to motivate through organizational participation in helping the community, giving back. Chen (2012) and Stoeber et al. (2013) suggested responsiveness to

surrounding communities maintains a social exchange between the hotel and the community. Dickert (2011), and Sanyal and Biswas (2014) remarked that decentralization could affect employee motivation, and the social acceptance is important for effectiveness. The hotel GMs acknowledged the differences in culture to establish community outreach programs.

Participation in community programs allowed employees to develop personally and grow emotionally. Community engagement gave employees motivation to do well. J. Smith stated “ I am the chairman of the ... South Florida Business Council, which involves 70 hotel brands and 70 business units, the largest in North America...we have a Spirit to Serve Council, which has all kinds of events” (personal conversation, November 9, 2015). J. Smith also remarked, “we do a whole bunch of community events, and there is a team of people that leads those events, and we try to get volunteers within the hotel” (personal communication, November 9, 2015). J. Queen (personal communication, November 6, 2015) mentioned how her organization involved employees participating in the community by providing meals for the holidays to well deserving children. The value of getting involved with the community galvanizes employees. Table 5 is the frequency of participants’ responses relating to social expectations as a motivational strategy.

Table 5

Coding Related to Theme 4: Social Expectations

Name	Frequency
Josie Queen	49%
John Smith	100%
Jacob Roberts	25%

Note: Frequency = responses referencing motivational strategies.

All three of the hotel GMs agreed that social responsibility is a healthy aspect of motivational enrichment. All GMs commented that employees achieved personal fulfillment when they helped others in the community. By participating in community service, employees had experience personal growth and felt motivated to contribute more to society. Motivation assists in developing emotional intelligence and may contribute to lasting performance for organizations and communities as employees bring fresh new ideas to support business efforts (Bennet & Bennet, 2011; Moon & Hur, 2011; Zámečník, 2014).

Findings Linked to Expectancy Theory and BEM

Through the findings of this study, management determined that the employee's expectation of rewards increased employee performance. Vroom (1964) remarked that leaders must understand, provide, and prioritize the needs of employees. Employees may have intrinsic needs while other employees may have extrinsic needs. John Smith indicated he had empowered and galvanized employees to take part in the "how to do things" in the work process. J. Smith stated "I tried going into departments to show them what was wrong and tell them what needed to be done each day to fix the problem, but that did not work; I then changed my approach and asked the employees what was wrong and how they would fix the problem" (personal communication, November 9, 2015).

Employees can achieve their individual goals through motivation if they trust that a positive correlation between efforts and performance exists, the result leads toward a desirable reward, that the reward satisfies an important need, and the desire to satisfy the need is worthwhile for their efforts (Sweeny & Dillard, 2013). By empowering

employees to partake in the decision-making process, John Smith was able to change how the employee performed. The desired reward came in forms such as verbal recognition, written recognition, gifts or prizes, cash, and employee outings or appreciation events. Management had indicated employees responded well, which improved the team, guest, and individual satisfaction. I had applied Vroom's expectancy theory to address the desire to satisfy motivational needs of employees using management strategies. Motivation does not exist without an expectation of the desired result.

Gilbert (1978) distinguished between accomplishment and behavior to define worthy performance, which helped to identify methods for improving performance as well as components of behavior. Gilbert's behavior engineering model (BEM) helps management determine opportunities for improvement by defining what behavior correlates with performance. By using BEM, the results indicated that motivation and human responses to external and internal factors influenced performance. Information, instrumentation and motivation are measurable factors in performance management. I applied Gilbert's behavior engineering model to this study to address what is a worthy performance to determine then opportunities to increase performance. The potential for improving performance include behavior modification improving communications and demonstrative leadership attitudes. Table 6 exhibits BEM applied behavior from themes.

Table 6
Gilbert's BEM Applied to Themes

Behavior	Outcome	Worthy Performance
Leaders Empowers	Employee participation in decisions increases goals	Yes
Leaders Provides Incentives	Recognition and rewards motivate employee	Yes
Leaders Participates in Community	Organization and personal fulfillment	Yes
Peers enforce accountability	Guest and Employee Satisfaction, self-motivation	Yes
Leaders Demand Performance	De-motivation, turnover	No
Leaders Forces Unrealistic Goals	De-motivation, lack team	No
Leaders/Employee Commitment	Effective communication	Yes
Lack of Communication	Confusion, performance decreases	No

Gilbert's BEM applied to hotel GMs' processes to assess behavior had shown that most leadership behavior influenced employee performance in either a positive or negative way. BEM allows management to determine which behaviors need to change or improve to continue to enhance employee performance, thus determining the effectiveness of motivational strategies.

Findings Tied to Existing Literature

Employee motivation creates new opportunities for organizations, is an essential component of an employee's performance, and the use of motivation tools improved employee performance (Nawab et al., 2011). The results of the study showed that hotel GMs used motivation strategies to help create opportunities for employees. By involving

employees in the decision-making processes, GMs gave employees an opportunity to participate in developing their goals to meet organizational goals. This type of strategy empowers employees to perform. Barrick, Thurgood, Smith, and Courtright (2014) suggested that responsibilities, relationships, rewards, and reasons all affect employee motivation.

When employees have responsibilities meaningful in value, stretch and develop their skills and provide a sense of satisfaction, they are more prone to accomplish the task. Relationships that employees have within the organization from superiors to customers can also affect the degree of motivation an employee exercises in the workforce. Employees may receive rewards and recognition for their efforts. Employees may be motivated and have strengthened relationships with others within the organization when employees receive recognition and monetary rewards. Last, reasons can be the biggest motivator and can be anything that the employee trusts is a reason that he or she deemed necessary (Barrick, Thurgood, Smith, & Courtright, 2014).

The findings of this study support the existing literature in that motivation comes in various forms directly matched with performance. Since the submission of the proposal, new studies on motivation and performance continued to provide information on how motivation is an important factor for employee job satisfaction. Hotel organizations tend to neglect employee motivation when surveying guests (Chen, 2012; Hazra, Ghosh, & Sengupta, 2015) suggested. In addition, Putra, Cho, and Liu (2015) revealed that both intrinsic and extrinsic motivation had different outcomes with employees whereas extrinsic motivation had no direct impact on motivation.

Applications to Professional Practice

Responsibilities of hotel GMs and hotel employees usually provide a service to guests. Increasing acceptance among guests assists hotel leadership to create the exceptional experience for the guest, that translates into increased expectations (internal and external), increased business, increased employee relations, and increased organization effectiveness. The three hotel GMs demonstrated enhanced employee performance through the cogency of motivational strategies. The hotel GMs answered questions on what motivation strategies they use, which strategies were successful or unsuccessful, which strategies enhanced employee performance, measuring the effectiveness of the motivation strategies, and measuring employee performance. The participants' responses corresponded with the link of motivation with employee performance and organizational effectiveness.

The use of motivation to satisfy the desired need, or want to be based on the outcome gratified employees and provided a sense of gratification for receiving a reward. The rewards can be in any form as long as it satisfied the desire. Through the analysis of responses, I had found expectancy theory. General managers would try new ways of connecting with employees to affect a positive outcome or change. General managers also had expressed how environmental factors impact their decision to try different motivation strategies to actuate employees to want to perform, want to succeed.

The results revealed that 100% of hotel GMs had a positive disposition toward motivation and a healthy attitude toward trying different motivation strategies to stimulate positive performance change in employees. The participants affirmed that the

most successful motivator was recognition in various forms (verbal, written, rewards, gifts). The three hotel GMs formed a good representation of branded hotels in South Florida who had practiced in developing motivation strategies to enhance employee performance. Since the three hotels varied in size and the participants shared in experience, and in similar strategies and outcomes, the results of this study may apply to other hotels of various sizes.

The findings included in the emerging themes of this study may assist leaders in practicing empowerment and culture motivation strategies to increase job satisfaction and work performance. When motivated as illustrated by the numerous accolades by peers, management, and guests, employees may trust in the organization and increase job satisfaction and performance. Leadership support may provide employees with a sense of belonging and ownership and the willingness to satisfy personal and organizational growth. Hotel GMs may need to establish what if any barrier exists that may impede motivation and ultimately performance. Leadership effective practices and motivational behavior may, in turn, promote community contribution, involvement, and increased funding for social responsibilities. Interest is growing in understanding leadership through motivational processes (Felfe & Schyns, 2014). The research in this study might help hotel leaders to understand better motivation, processes, and how intrinsic and extrinsic motivation affect employees' performance. Organizations might benefit from providing leaders with the additional knowledge to groom emerging leadership.

Implications for Social Change

The characteristics of hotel operations include a vast amount of discipline because of the long hours, fast paced environment, diverse workforce, intense competition, and dynamic travel constituents. The demands of the hotel industry are high and are dependent upon the economic environment. The importance of leadership is to manage these requirements, maintain operational functions, and produce a profit. The term leadership has a different meaning to different people, but the path of how leadership responds to employee behavior to reach organizational goals might make a difference for the organization and the individual.

Motivational strategies and performance are important issues when organizations want to develop future leaders and talent. The purpose of this qualitative multiple case study was to explore the motivational strategies hotel GMs used for enhancing employee performance. The findings contribute to the knowledge and fill the gap in the literature on improving hotel general manager's motivation strategies that influenced job satisfaction, social expectations, motivation techniques, and positive performance. Findings may also contribute continuing motivation strategies that work and improving motivation strategies that could have further impacts to enhance employee performance.

Hotel GMs offered new knowledge about which motivational strategies worked for their employees, and shared their thoughts regarding the possibility of adjusting motivational strategies as needed to obtain the best outcomes for employee performance. This shared knowledge may encourage new and existing GMs in the hotel industry to develop new strategies for motivating employees to improve performance. By sharing the

GMs' contributions, this study may affect social change in existing communities by developing businesses that give back to the community via charitable acts and monetary means, and by improving the employee-management relationship in which GMs will continue to find new ways to motivate individuals.

Recommendations for Action

From the interviews, all of the three hotel GMs had agreed that a need to satisfy guests exists and to make it happen, everyone at the organization must be accountable for meeting all the points for a successful business. Employees need proper motivation and GMs need to find ways to generate the proper motivation to improve employee performance. Hotel GMs need to pay attention to the recommendations from this study. Four steps I recommend for action from this study are that hotel GMs should: (a) utilize Gilbert's BEM model to assess motivation strategies, (b) identify what intrinsic and extrinsic motivators affect employees, (c) create measures for not staying complacent after meeting goals, and (d) measure and provide opportunity for self-motivation.

The first recommendation for action focuses on Gilbert's BEM model. Leaders should evaluate what drives employees to perform at optimal levels. The BEM model helps leaders to self-check behaviors and outcomes to assess barriers to improvement. The service provided by the hotel associates fulfills a need for consumers and in this way, leadership fulfills a need for the organization by motivating employees. BEM is a tool that when applied to various aspects of the business can help measure leadership effectiveness. Leadership should identify barriers to motivation internally or externally through reviewing environments such as economic values and work environment.

The second recommendation involves GMs and the management team to determine which intrinsic and extrinsic motivators will influence employee behavior. If leadership satisfies a need for employees, a chance for job performance will change. The best way to engage employees is to find out what makes them happy. Leadership should require managers and supervisors to identify motivation strategies to affect change in their department. Leadership should identify what engages employees and why.

The third recommendation is for leadership to develop measures for not staying complacent after reaching goals. If the organization meets goals, leadership should strive to provide continuous improvement. Exceptional achievement may be difficult to maintain, but this could force leaders not to pay attention. One way to continue to pay attention is to communicate effectively clear objectives and goals and ask for input from employees.

The fourth recommendation surrounds the concept of self-motivation. Management should consider ways of engaging employees in the workplace that they become motivated by personal achievement. Hotel GMs and other organizational leadership should consider professional development and training of employees. In addition, management should continue to empower employees to assist leadership in achieving objectives. Self-motivation takes drive and ambition. Once leadership empowers employees, the employees drive to perform increases (Walsh, et al., 2014).

The results might be disseminated via literature and training. These methods provide leadership with additional concepts of meeting the needs of employees through motivation and meeting the needs of the organization through understanding how having

motivational strategies would assist in meeting those needs (Li et al., 2014). If leadership pays attention to these results and recommendations, leaders may have opportunities to captivate employees with motivation strategies.

Recommendations for Further Research

Limitations of this study were around collecting data. The collected data through interviews provided the views and thoughts of management practices and strategies to connect with employees to permeate change in performance. The data was one sided and reflected leadership expectations, observations, and organizational outcomes. While organizations increased overall performance, the individual motivation and performance were difficult to measure. I had not taken into account the employee viewpoint to determine which motivation strategies offered true motivation and assisted in the enhanced performance of the individual. Literature supports various forms of motivation intrinsic and extrinsic. Gilbert's BEM should be applied to employee aspects to appraise given accomplishment, a deficiency in performance, and a deficiency in behavior or management systems.

Facer et al. (2014) had defined motivation as the individual's willingness to satisfy requirements behind efficient work of employees. Motivation inspired by the desire to meet intrinsic or extrinsic satisfactions to specific goals or situations. Because motivation is a vast subject requiring further study, conducting further studies may provide hotel GMs with information to help them develop appropriate motivation strategies to meet their organization goals and employee effectiveness in the workplace. In addition, engaging employees to perform well may require further study on what

strategies work best. The participants of this study shared the most successful strategies when motivating employees. Management had not tried what they considered as the least successful motivation strategies because of the preconception that they would not work. Strategies may require future considerations for study.

Reflections

The purpose of this qualitative multiple case study was to explore what motivational strategies hotel GMs used to enhance employee performance. While collecting data, I had found that hotel GMs shared similar experiences when it came to managing employees. GMs' personal work experience began in the same hotel brand and, therefore, shared the same desires to motivate and make a difference in the organization even though they worked in different brands. I wanted to find out what was different from the different hotel brands, but what I had found was similar. The desire was the same, which was to increase guest satisfaction. To increase guest satisfaction, GMs realized that motivating employees to want to succeed were beneficial. Employees that usually did not last did not fit the culture of the organization.

In this multiple case study, I had followed the data collection process described in section 2 and used methodological triangulation, which allowed me to receive relevant details on motivation strategies and employee performance. I had followed the interview protocol, however, the participants were most comfortable in their offices or being onsite at their place of business. Participants were forthcoming with information. Josie Queen and John Smith provided more details about motivation strategies than Jacob Roberts did. The interviews and member checking had not lasted the same amount of time. Keeping

with the protocol of 60 minutes, some participants took less time, and one took more time. The time differences were unusual, but to remain respectful of time with the participants, I had followed their lead. The general conversation began each interview to break the ice before the interviews began. I would suggest future investigators to allow for pleasantries prior starting an interview. Pleasantries would allow the participant and interviewer to relax.

The participants encouraged me to continue the doctoral process, as they were intrigued and supportive of continuing education. I was surprised at the receptiveness and responses of each of the participants as they shared their organization with me. Although I had not interviewed the employees during this time, I was well received, and the GMs appreciated seeing their employees react this way toward me. I suggest for future research about motivational strategies and performance that employees should be included in the participant pool and scope of the study. Employees would provide a broader perspective on the purpose and may lend more learning opportunities for management.

Another aspect to consider is whether social, economic factors were the driver for rewards/gifts or cash as being the most successful motivator. Economic changes may have altered how employees valued their jobs and may reflect the reasons why they do what they do by working harder to get a little something extra. Effective leadership knows their employees, studies their culture, and asks employees how they see their future, their work and what drives them to move. I had experienced some bias. I realized that because of how motivated I was to pursue this topic, I might have been just as

enthusiastic as the GMs about what their management had accomplished for their employees' motivation. This enthusiasm could have clouded my interpretations of the data. I had used appropriate measures to mitigate bias by incorporating various forms of data and not what triggered responses from the participants. After the study had concluded, I realized that one hotel did not manage or engage their employees as I thought they would. Although these were my personal feelings, I had followed protocol in analyzing the data and continued with an open mind. I have gained additional knowledge to understand leadership expectations and involvement. I learned that leadership is growing by understanding their employees and trying new ways to engage them.

Summary and Study Conclusions

To date, there has been limited research on the study of motivation strategies hotel GMs use to enhance employee performance. Leadership and employees seem to express different points of views when entering this field. Retention and leadership styles may vary as we learn more about what motivates career minded employees and determine what management uses to develop strategies to meet the needs of the employees and of the organization through motivation and performance. Discussion about the full-service business sector of hotels and the demands on GMs to manage through motivation and employees that choose to accept the rigor and demands of the service sector continue to grow as the generations continue to evolve in society.

The in-depth study of three hotel GMs of the South Florida region demonstrated that the hotel leaders focused on the effectiveness of the organization and guest

satisfaction. The GMs realized that to maintain the organizational effectiveness, employees must perform and do well. Hotel leadership had come up with different strategies to motivate employees and to achieve this performance. The study reflected the basis of one theory, Vroom's expectancy theory, and one model, Gilbert's behavior engineering model (BEM), which explains why individuals make choices and how these choices influence performance.

Four themes emerged from the collected data, which expressed workplace motivation, job satisfaction, positive performance, and social expectation. Each theme revealed different aspects of motivation to achieve the next logical theme. Motivation led to job satisfaction. Job satisfaction led to positive performance. The positive performance led to social expectations and personal fulfillment. Leadership styles varied but what they shared was what they required of workers. The hotel industry is demanding, and employees and management endure vigorous schedules to meet organizational and guest expectations. The hotel industry will have to accommodate the new emerging leaders, employees who are a part of the succession path and hotel sustainability to continue to grow. Knowledge gained from this study may help other hotel GMs create awareness on how and what motivation truly means to their employees and how they could achieve enhanced performance by creating strategies to maintain goals.

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Appendix A: Leadership Participant Interview Questions

1. What are your strategies to motivate employees within the organization?
2. What strategies have you found best motivate employees?
3. What motivation strategies have you found as the most successful or least successful?
4. How do you measure employee performance?
5. How do you measure the effectiveness of your motivation strategies?
6. What motivational strategies enhanced employee performance?
7. What additional information would you like to provide on motivation strategy to enhance employee performance?

Appendix B: Interview Protocol

Interview: Hotel General Managers' Motivational Strategies Used for Enhancing Employee Performance

- A. I will introduce the interview and set the stage at a location convenient to the participant (over a meal or coffee).
- B. The face-to-face interview will begin with introductions and an overview of the research topic.
- C. I will advise the participant I am sensitive to their time and thank them for agreeing to participate in the study.
- D. I will remind the participant the interview is recorded and our conversation will remain confidential.
- E. I will turn on the recorder; announce the participant's identifying assigned code, as well as the date and time of the interview.
- F. The interview will last about 45 to 60 minutes to obtain responses to 8 interview questions and follow up questions.
- G. During the interview, I will watch for non-verbal cues, paraphrase as needed, and ask follow-up probing questions to get more in depth.
- H. After verification of responses recorded to the satisfaction of the participant, the interview will conclude and wrap up with a thank you for participating in the study.
- I. I will explain member-checking, schedule a follow-up member checking interview to ensure each question is thoroughly explained, confirm the answer the

participant provided, transcribed as intended by the participant, and emailed to the participant to verify accuracy of the collected information within 5 days.

- J. After I have concluded the study, transcribed and recorded findings, I will share a succinct synthesis of the individual questions.
- K. I will bring probing questions related to other information that I may have found noting the information related to adhere to IRB approval.
- L. I will walk through each question, read the interpretation, and ask: Did I miss anything? Or, What would you like to add?
- M. At the conclusion of the study, I will provide the participant with a synopsis of the study findings.

Appendix C: Informed Consent for Participants over 18

You are invited to take part in a research study of what motivation strategies hotel General Managers use to enhance employee performance. The researcher is inviting three (3) hotel General Managers over 18 years of age and from three (3) hotels from South Florida, USA. This form is part of a process called “informed consent” to allow you to understand this study before deciding whether to take part. A researcher named Vanessa Barbosa-McCoy, who is a doctoral student at Walden University, is conducting this study.

Background Information:

The purpose of this study is to find out what motivation strategy managers use, if any to enhance employee performance.

Procedures:

If you agree to be in this study, I will ask you to:

- Reply to the email with the words “I Consent”
- Agree to audio recording for transcription purposes
- Participate in a face-to-face interview and a follow up meeting where you will have the chance to review my initial interpretations of your interview
- Commit to a maximum, 60 minutes of your time for initial interview, 30 minutes for member-checking follow up interview
- Answer approximately 7 questions

Here are sample questions:

- What are your strategies to motivate employees within the organization?
- What strategies have you found best motivate employees?

A copy of the research questions will be provided to you before the start of the interview for your reference.

Voluntary Nature of the Study:

This study is voluntary. Everyone will respect your decision of whether or not you choose to be in the study. No one at your place of business (hotel industry sector) will know that you have either participated or withdrew from the study. If you decide to join the study now, you can still change your mind later. You may stop at any time and declining or discontinuing participation has no negative impact.

Conflicts of Interest:

Potential conflicts of interest may include but not limited to: working at the same place of business, holding a supervisory position, or working within the same hotel industry. No conflict of interest exists as the researcher is not employed at the hotel from which the participants will be recruited.

Risks and Benefits of Being in the Study:

Being in this type of study involves some minimal risk of the minor discomforts that can be encountered in daily life, such as sitting through several questions face-to-face, sitting for a maximum of 1 hour causing some minor risks, such as fatigue, or stress. Being in this study would not pose risk to your safety or wellbeing.

The study's potential benefits pertain to improving relationships and processes of management to help enhance employee performance through motivational techniques, which can be learned. In addition, this study can help hotel management achieve social or community responsibility. A summary of the study findings will be available to you after the completion of the study and upon your request.

Compensation:

No compensation in any form will be offered to the participants.

Privacy and Confidentiality:

Any information you provide will be kept confidential. The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name or anything else that could identify you in the study reports. Data will be kept secure by a secure database system NVivo for 5 years and in a locked environment. Data will be kept for a period of at least 5 years, as required by the university, after which they will be destroyed.

Contacts and Questions:

You may ask any questions you have now. If you have questions later, you may contact the researcher via email at [REDACTED] or via phone at [REDACTED]. If you want to talk privately about your rights as a participant, you can call Dr. Leilani Endicott. She is the Walden University representative who can discuss this with you. Her phone number is 1-800-925-3368 or 612-312-1210 (for US based participants). Walden University's approval number for this study is 11-03-15-0391682 and the approval expires on November 2, 2016. You may print or save a copy of the consent form for your records.

Statement of Consent:

I have read the above information and I feel I understand the study well enough to make a decision about my involvement. By indicating below or emailing the words "I Consent", I understand that I am agreeing to participate and to the terms described above.

Acknowledgment of Consent:

Participant Consent via writing 'I Consent' _____