



**Importance and Fulfillment of Job Motivational Factors and Its Influence on
Overall Job Satisfaction: A Case Study of Hotel Employees in Thimphu, Bhutan**

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วิทยานิพนธ์	ความสำคัญและความพึงพอใจของการสร้างแรงบันดาลใจในการทำงานที่มีอิทธิพลต่อความพึงพอใจใน โดยรวม :กรณีศึกษาพนักงานโรงแรมในเมืองทิมพู
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บทคัดย่อ

การท่องเที่ยวเป็นปัจจัยสำคัญประการหนึ่งของเศรษฐกิจในประเทศภูฏาน ความต้องการทรัพยากรมนุษย์นั้นเพิ่มขึ้น โดยเฉพาะอย่างยิ่งในส่วนของที่พักอาศัย การทำให้การท่องเที่ยวและการบริการมีคุณภาพดีขึ้นนั้นจะทำให้ภาพลักษณ์ของประเทศในฐานะจุดหมายปลายทางที่มีเอกลักษณ์และมีคุณภาพระดับสูงดีตามไปด้วย การศึกษาด้านทรัพยากรบุคคลนั้นยังมีอยู่อย่างจำกัด โดยเฉพาะการทำความเข้าใจแรงจูงใจและความพึงพอใจของพนักงานโรงแรม

การวิจัยครั้งนี้มีวัตถุประสงค์ดังนี้ 1) เพื่อศึกษาความสำคัญและปัจจัยด้านการสร้างแรงจูงใจในการทำงานของพนักงานโรงแรมในเมืองทิมพู 2) เพื่อตรวจสอบช่องว่างในความสำคัญและการเติมเต็มปัจจัยสร้างแรงบันดาลใจจากงาน 3) เพื่อศึกษาปัจจัยที่คาดว่าจะจะเป็นความพึงพอใจในการทำงานของพนักงานโดยรวม ปัจจัยสร้างแรงบันดาลใจ 10 ประการของ Kovach ถูกใช้ในการออกแบบแบบสอบถาม การศึกษาในครั้งนี้ใช้วิธีการวิจัยเชิงปริมาณซึ่งใช้การวิเคราะห์จากแบบสอบถามที่สมบูรณ์ทั้งหมด 298 ฉบับ วิเคราะห์ข้อมูลโดยใช้โปรแกรมสำเร็จรูปทางสถิติเพื่อการวิจัยทางสังคมศาสตร์ (SPSS)

ผลการศึกษาพบว่า ความมั่นคงของงาน ค่าจ้างที่เหมาะสม และความพึงพอใจในงาน เป็นปัจจัยที่สำคัญที่สุดในการทำงานของพนักงาน การวิจัยครั้งนี้ชี้ว่ามีความแตกต่างอย่างมีนัยสำคัญระหว่างลักษณะทางประชากรของพนักงานและลักษณะเฉพาะของงานในที่ทำงานมีผลต่อแรงบันดาลใจในการทำงาน IPA แสดงให้เห็นว่าคุณลักษณะบางอย่างของแรงบันดาลใจมีความสำคัญอย่างมากในการทำงาน แต่ความพึงพอใจในการทำงานนั้นยังต่ำความพึงพอใจสำหรับพนักงานโรงแรมและมีอิทธิพลต่อความพึงพอใจในงานโดยรวม

คำสำคัญ: ความสำคัญ, ความพึงพอใจ,แรงจูงใจ, ความพึงพอใจในการทำงาน,
ปัจจัยการสร้างแรงบันดาลใจในการทำงาน

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Author: Mr. Jigme Norbu

Major Program: Hospitality and Tourism Management (International Program)

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ABSTRACT

Tourism is one of the key drivers in Bhutan's economy. The demand for human resources has increased especially in accommodation sector to ensure the better quality of tourism and hospitality services for aligning to the country's brand as unique and high-end destination. There were limited studies done on human resources, particularly on understanding hotel employees' motivation and satisfaction.

The purpose of this study were to investigate the level of importance and fulfillment of job motivational factors for hotel employees in the Thimphu City. Secondly, to examine the gap in importance and fulfillment of job motivational factors. Thirdly, to investigate factors that predict hotel employees' overall job satisfaction. Kovach's ten motivational factors was used to design questionnaire statements. The study used quantitative research method, which involved the analysis of 298 valid responses. The data were analyzed using statistical package for social sciences (SPSS) program.

The result of study found that job security, good wage and appreciation of job well done were ranked higher important by employees. The differences in importance of job motivational factors according to employees' demographic and work characteristics were exhibited in this study. The IPA showed some job motivational factor attributes have higher importance but lowly fulfilled for hotel employees and significantly influenced the overall job satisfaction.

Keywords: Importance, Fulfillment, Motivation, Job Satisfaction, Job Motivational Factors

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LIST OF ABBREVIATIONS

DOT	Department of Tourism
TCB	Tourism Council of Bhutan
RGOB	Royal Government of Bhutan
BTM	Bhutan Tourism Monitor
FDI	Foreign Direct Investment
MICE	Meetings, Incentives, Conferences and Expositions
RITH	Royal Institute for Tourism and Hospitality
RCSC	Royal Civil Service Commission
MOLHR	Ministry of Labour and Human Resources
LEA	Labour and Employment Act
SHRM	Society of Human Resource Management
IPA	Importance Performance Analysis

CHAPTER 1

INTRODUCTION

1.1 Human Resources in Global Hospitality and Tourism

The tourism and hospitality has become a fastest growing economic sector in recent years. The industry contributes 10 percent of world's gross domestic product and employs one out of every ten of world's population in this particular sector. In 2016, world saw 1,235 million of international tourist arrivals with continuous average growth rate of 4 percent for past seven years (World Tourism Organization (UNWTO), 2017). By year 2030, it is forecasted that 1.8 billion travelers will cross international borders. Asia and Pacific region in particular, was reported as one of the fastest growing regions with 5 percent growth rate. In light of rapid development in tourism, shortfall in human capital is bound to confront by the industry and is important to adopt policies and planning that address human resources issues to create a healthy tourism sector (WTO/GTERC,2016).

Through these facts, it is evident that there is higher demand for accommodation in the global tourism industry. The hotel industry which is part of tourism sector, a service oriented organization depend widely on human resources to achieve its business goals and maintaining competitive advantage. The nature of services that the industry provide are intangible, perishable and attached with service producer. The key evaluator of service quality that the hotel provide becomes its customers. Unlike the manufacturing industry where most of tasks or services are performed by machines, the hotel industry's daily functions are carried out by its employees which involves receiving till seeing off of guests (Lee & Way,2010). According to Schneider and Bowen (1993) as cited by Maroudas, Kyriakidou, & Vacharis (2008) stated employees have principal representation in the hospitality industry. The level of performance of its employees highly determine the industry's success and effective human resource management is of paramount importance to achieve its organizational goals and objectives. The sustainability of workforce has become key issue in the hospitality industry. Due to hospitality industry's reputation of low wages, job insecurity, poor training opportunities, seasonality operation, long hours' work characterized by unsocial night and weekend shift fails to gain attention of competent

job seekers (Poulston, 2009; Back, Lee & Abbott, 2010). Moreover, hospitality employees often experience poor work-life balance due to unsocial work timing that militate them against attending of family duties and societal roles (Kongchuay and Weerakit, 2016). As it is noticing that employees play a pivotal role and has become valuable assets in the hotel industry, it is equally important for the company to create better work environment addressing their needs and expectations. The motivated and satisfied employees determine the company's success due to exhibition of their full level of organizational commitments that helps reducing staff turnover (Lee & Way, 2010). The management of the hotel should closely monitor human resource policies and apply best practices to reap and encourage better performance outputs from its employees. The understanding of employees' motivation at various career level by managers is crucial for maintaining higher commitment and performance in the organization (Enz and Sigauw,2000). The human resource manager should also know the importance of employees' demographics and different generations they fall to address their needs and for creation of synergy at work (Gursoy, Maier & Chi, 2008). The improvement of customer satisfaction and retention of high performing employees can be achieved only through motivation (Tsaor and Lin, 2004).

Keeping job satisfaction level high, which is consequence of more fulfillment of employee's need is necessary in the hospitality for maintaining seamless services quality (Yang, 2010). For hospitality business, lower job satisfaction of employees will have greater ramifications such as under productivity, wastage of resources and lower efficiency. Therefore, majority of players in the hospitality industry pay greater attention of recruitment and retention of qualified employees through offer of unique and attractive rewards and benefits in the form of fringe benefit package, paid holiday, insurance schemes and better work environment to enhance employee's job satisfaction level. The latter gets translated to higher motivation in employees to provide excellence customer services and profits as well as the longer tenure in the organization (Poulston,2009; Pan,2015). Thus, the employee motivation and job satisfaction has become an essential part of human resource management in this competitive services industry.

1.2 Hospitality and Tourism in Bhutan

Bhutan, the small Himalayan kingdom rich in culture and environment remained least known to world for centuries. The country which is widely known for its unique

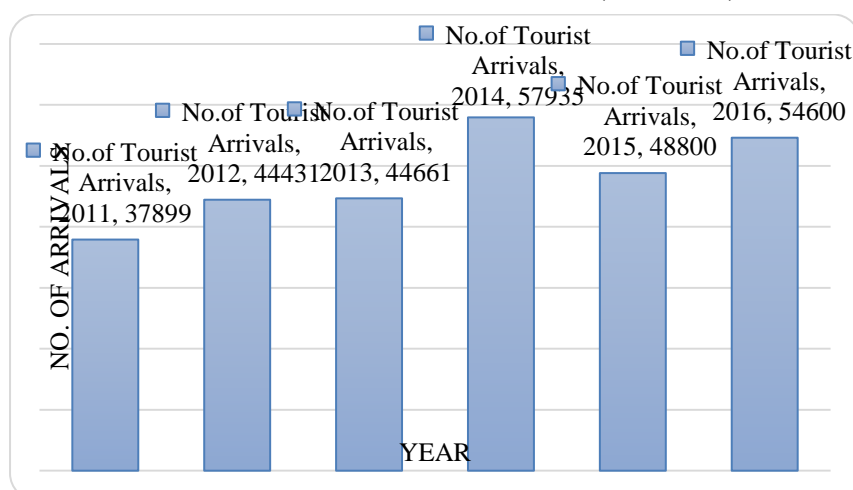
development philosophy of Gross National Happiness opened its doors to tourism in early 1970s. It was in 1974, the year in which the coronation of country's Fourth King took place saw the influx of 287 tariff paying tourists into Bhutan via neighboring country (India) in the south. The country's past leaders were cautious of tourism impacts since the inception of the industry. The tourism policy of 'High Value, Low Volume' was adopted in the year 1973 by the cabinet with clear objectives of maximizing its benefit and minimizing negative impacts (Tashi, 2015). The policy has remained the same for decades until it got revised to 'High Value, Low Impact' in 2008 with a shift from emphasis of minimal volume in arrival of tourists towards increasing arrivals for harnessing greater socio-economic benefits with the continuity to maintain low negative impacts on country's rich culture and pristine natural environment (Norbu & Chaisawat, 2011; Schroeder, 2015).

The current dynamic Bhutanese tourism industry grew with numerous challenges. Since the land transport was the only accessibility option during those early days of tourism development in 1970s, the industry faced difficulties of obtaining transit permit across Indian States for entry to the country. There was lack of trained professionals and accommodation facilities. These attributed to the almost uniform arrival of tourists for years with lesser contribution to country's gross domestic product (Tashi, 2015). With the advent of aviation transport system in 1983, accessibility of tourists was made easier and subsequently saw increasing in number of tourist arrivals in the country. During those days, the services and activities for whole tourism experiences ranging from services of guiding, food and accommodation provision, marketing and promotions were offered by the Department of Tourism (DoT) under Royal Government of Bhutan (RGOB). The landmark evolution of tourism industry happened in 1991 when privatization of industry took place where it has begun operating by few private companies, which have mushroomed today to about 1600 licensed tour operators. This helped to grab more international market share through their individual efforts of marketing and promotion with the help from the government. The Tourism Council of Bhutan (TCB), previously as DoT is today functioning as the regulatory and monitoring body of country's tourism policies (Schroeder, 2015).

Bhutan is considered as high-end tourist destination in the global tourism market. Its preserved rich culture and natural heritage attracts both rich and adventurous

customers. The 84.98% of tourists visited in 2015 were on cultural sightseeing as their primary activity or purpose while their visit in the country (BTM, 2016). The unique strategy of selling all-inclusive package with minimum daily tariff of US\$ 200 (low season) and US\$250(high season) helped to maintain its policy of ‘High Value,Low Impact’ in addition to positioning as exclusive destination. The minimum daily tour package requires the tour operator to arrange for tourists with minimum of three-star hotel accommodation, meals, licensed tour guide, internal transport and other tour components. From the daily tariff, US\$ 65 is collected by the government as sustainable tourism royalty towards provision of free education, public healthcare, alleviation of poverty and infrastructure developments (Tourism Council of Bhutan, n.d).The tourism is the only sector which brings foreign currency to the country and has become one of pillars of country’s economy. There are more than 30,000 people employed direct and indirectly in this sector (Economist,2014). In the year 2016, government has generated US \$ 73.74 million from tariff on 54,600 international leisure arrivals. There was increased of 4% and 11.9% in increase of revenue and arrivals respectively compared to previous year (Bhutan Tourism Monitor, 2016). The promotional offer by the government during lean season of June,July and August to Japanese customers through Bhutan-Japan friendship program might have helped at increasing of tourist arrivals in 2016 (Dema,2016). In recent years, Bhutan has also become a popular destination for regional tourism where it received numbers of tourists from neighboring countries such as Maldives, Bangladesh and India.

Figure 1.1 Number of International Leisure Tourist Arrivals (2011-2016)



Source: Bhutan Tourism Monitor (2017)

1.3 Hotel Industry in Bhutan

The development of hotel industry in Bhutan occurred in parallel to the tourism development in the country. In 1972, first tourist hotels of 34 and 24 rooms were built in Thimphu, the capital city and Phuntsholing by then newly established DoT (Tashi,2015). Due to higher demands for accommodation attributing to the increase in tourist arrival in recent years, there is rapid growth of accommodation facilities in the category of resorts and hotels. The country being considered as high-end destination, the demand for luxury accommodation has been envisaged by the RGOB which approved the foreign direct investment (FDI) policy in 2002. In 2004, international chain companies such as Aman and Uma Resorts commenced their operation (Sharma, Jadhav, Singh, & Mahapatra, 2012). Thereafter, the country has seen rapid growth of luxurious hospitality brands in the country. Today, there are more than 12 FDI hotels including Le Meredien and Taj in the country serving high end travelers with room tariff ranging from US\$300-US\$ 1500 per night (National Council of Bhutan,2016). Following the existing international brands, two properties of Dusit International in the brand name of dusitD2 boutique hotel are set to operationalize in late 2017 and 2019 in Thimphu and Punakha respectively (Breaking Travel News, 2015). Another luxurious brand, Six Senses Hotels Resorts and Spas has started developing total of 82 guest suites and villas in five different locations in the country, which are also slated to run by the second half of 2017 (Six Senses Hotels Resorts Spa.,2016).

Since country is marketed as one of the high-end destination, it has become equally important to maintain and provide a quality services to tourists. The Tourism Council of Bhutan monitors the standard and quality of tourism service providers in the country. It is mandatory for those tour operators to accommodate inbound tourists in minimum of three star hotels or resorts during their stay in the country. The TCB secretariat closely monitors and regulates accommodation sector whether they meet the criteria prescribed in the accommodation & classification guidelines 2016-20. The star rating of accommodation property is based on the fulfillment of criteria of those guidelines. The hotel's star rating gets downgraded if hotel/resort could not maintain the required standards of serving tourists. In 2016, there were 112 tourist standard hotels and resorts (Table 1.1) in the country. There are about 4200 people directly employed in the hotel industry (National Council of Bhutan, 2016). According to BTM 2016 report, the hotel industry provided approximately 363,000 bed nights in the year 2016.

Table 1.1 Numbers of Tourist Hotels in Bhutan (2016)

Accommodation Category	Number
5- Star	11
4- Star	9
3- Star	92
Total	112

Source: Tourism Council of Bhutan

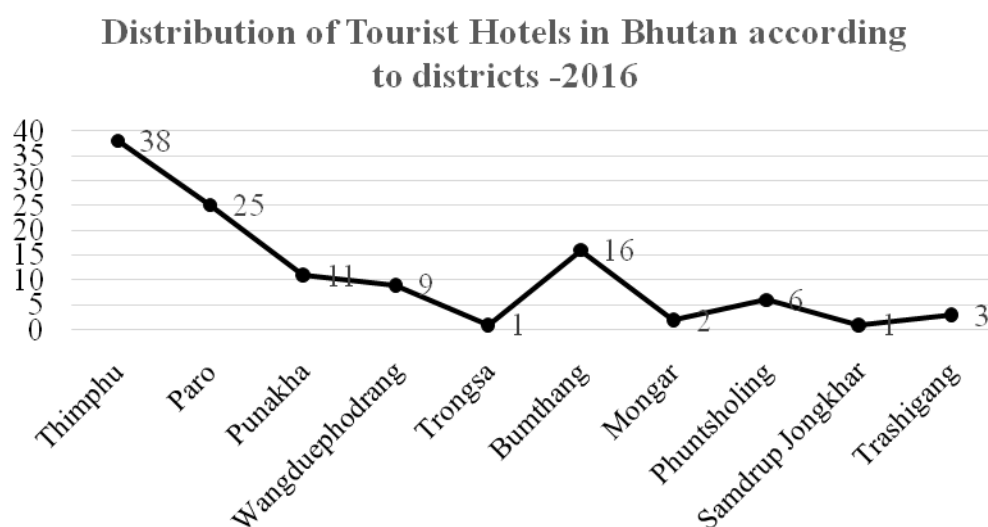
Hospitality sector employs more human resources and in past years, the industry faced challenges of unskilled employees. With establishment of Royal Institute for Tourism and Hospitality (RITH) by the government in 2010 supplied trained tourism and hospitality professionals to the industry. Today, there are four institutes in the country which provide trainings in hospitality and tourism to meet the human resource demand in the industry. The demand will be higher in future due to more numbers of international hospitality brands making its way to the country.

1.4 Hotel and Tourism in Thimphu

The capital city of Bhutan, Thimphu is home to approximately 100,000 inhabitants is the seat of central government and central monastic body. It is also one of the main commercial hub in the country. Besides government events, many international MICE events are held in this capital city. Thimphu is also considered as one of the important tourist destination with international class hotels.

According to BTM (2017), the annual report of year 2016 showed that Thimphu received second highest number of tourists with 95,000 bed-night that accounts 25.6 percent of total bed-night spent by tourists in the country. The 38 out of 112 hotels and resorts in the country are located in Thimphu as shown in the figure below, which makes the city with highest number of tourist hotels in the country. Majority of international chain hotels are located in the city employing comparatively higher number of Bhutanese hospitality professionals in various departments.

Figure 1.2 Distribution of Tourist Hotels in Bhutan



Source: Tourism Council of Bhutan (2016)

In terms of tourist arrival, in the year 2016, Thimphu received the second highest with 50,000 tourists. More than 50% of those tourists arrived in the country have also attended festivals in Thimphu. Besides high arrival of international dollar paying tourists, the capital city also received highest (78.90%) number of regional tourists from neighboring India, Bangladesh and Maldives (BTM,2017). The abovementioned facts justify that Thimphu is not only for political and historical importance, but also in tourism and hotel industry. Therefore, this particular study was being conducted in the capital city.

1.5 Human Resources in Bhutan

Bhutan, the Himalayan Kingdom with area of 38,394 sq.km have population of 768,577 in the year 2016 which consist of 398,948 males and 369,629 females respectively. The majority of population fall into the age bracket of 15-64 years representing the bigger pool of productive citizen in the country. The total labour force accounted 352,953 in year 2015 with the unemployment rate of 2.5% (National Statistics Bureau [NSB],2017). The labour force in the country fall into two broad categories of civil servants and private employees which former work for government institutions while the latter for private sectors.

The Royal Civil Service Commission (RCSC) is the body that is mandated to create dynamic and professional civil service with duties to ensure greater standard of ethics and integrity in civil servants who serve the government. The commission works to enhance

capacities in civil servants, ensure the implementation of uniform rules and regulations pertaining to recruitment, training, promotion and transfers in the civil service. As of 2015, there were 26,611 civil servants under RCSC serving in various ministries and agencies in the country (NSB,2016). Those civil servants are governed by set of rules and regulations with aims and objectives to manage and provide fair, transparent, accountable, effective rules and regulations in country's civil service system (Bhutan Civil Service Rules 2012 [BCSR2012],2012).

The non-civil servants fall under the purview of Ministry of Labour and Human Resources (MOLHR) who look after human resources development and employment of Bhutanese workforces. The hotel industry, being privately operated business sector does follow the general rules and regulations set forth in Labour and Employment Act 2007[LEA 2007] by MOLHR in addition to their own in-house human resource policy. The LEA 2007 has been enacted by the National Assembly of Bhutan in its 86th session in the year 2007 to govern employment and working conditions of Bhutanese workforce. The Act consists of fifteen important chapters that clearly cover rules and regulation for creating fair, just and favourable working conditions for both employers and employees. The act enshrines the requirement of better occupational health and safety, fair and timely payment of wages, acceptable working hours, compensation and benefits to employees. In Bhutanese labour system, the minimum age of employees should be 18 years and employees are entitled for minimum of nine public holidays annually. There is rules for the entitlement of various leave with extra emphasis on creating conveniences of women employees who requires maternity leave and nursing of child. The act requires the frequent inspection and investigation of establishment's compliance of working conditions according to prescribed rules and norm (Labour and Employment Act of Bhutan, 2007). Bhutanese employees receive minimum daily national wage rate of Nu.215 (US \$ 3.50) as fixed by MOLHR (Bhutan Broadcasting Service [BBS],2015).

1.6 Rationale of the Study

According to study by Norbu and Chaisawat (2011) on standard and classification of hotels in Bhutan found that services quality standard is not in accordance to the country's tourism policy of high value and low impact. Their findings indicated that there was prevalence of human resource issues in the hospitality sector. They concluded that hotel industry is deficient of professionalism, poor food standard and hospitality services. The employees were

unhappy and dissatisfied with their jobs. There were limited job security and training opportunities in the Bhutanese hotel industry. They further pointed out that hotel employees were overworked. Those points indicated that there is issues of employee motivation and satisfaction in Bhutanese hotel industry.

There has been issue raised by hoteliers that the industry is facing short of human resources. Despite MOLHR's regulations for business enterprises in the country to replace foreign expatriate workers to increase more job opportunities for job seekers, the industry grapples with vacant of top and lower positions of hospitality jobs. Some hoteliers cited that Bhutanese job seekers have their individual choices of jobs as they prefer only Food & Beverage and Front Desk positions than other career trades. This report implies that Bhutanese employees prefer better working conditions, choosing an interesting work and dignified positions than the blue collar or back- of- the- house positions in the hotel (Dema, 2015; Wangmo, 2012).

The hotel industry in Bhutan also face challenges in agreement with other tourism stakeholders to reap greater benefits out of tourism. They often complained of receiving small and unreasonable share of pie of tourism benefits as it is highly controlled by tour operators that affects the overall hotel industry. Hoteliers have even shared that they have to offer huge discounts for their services to sell their products to recover staff salary when they could hardly breakeven. Those problems hindered the industry to generate more employment opportunities and have hard times to employ TCB's required room to employee ratio of 1:2 regulations in accommodation and classification standards 2016-2020(Wangmo, 2015). This particular scenario in the Bhutanese hospitality industry signals that there may be prevailing employee motivational issues with delivery of wages and financial incentives to hotel employees.

The accommodation sector is one of the important destination attributes in tourism. Tourism destination cannot be successful without hotels as tourists would make only shorter a day trip only which will lead to generation of lower revenues and limited employment opportunities (Atilla, 2016). The Bhutan Tourism Monitor 2015 reports that 90.4% of tourists visited in that particular year declared that they consider accommodation as important or very important for their travel experience. Since nature of services provided by hotel is mainly through human, it is very important for managers to know what motivates their employees to work towards accomplishment of hotel's goals and objectives. The employees tend to work towards

achievement of organizational goals unless their own needs are satisfied (Simons & Enz, 1995). The hotel industry can achieve success only if their employees are empowered and cared as they embody the direct impression of service and standard of hotel to customers.

The culture of career switch and leaving abroad for work has been noticeably increasing for hospitality graduates in the country. The Royal Institute for Tourism and Hospitality (RITH), the first tertiary institute of its kind has produced about 250 skilled human resources for the tourism and hospitality industry since its inception in 2010. Majority of graduates are working in various positions in the industry. While there are some who have left the industry and working in other field like financial institutions and non-governmental organizations. In addition, due to rising unemployment, some hospitality trained graduates had left the country to work in middle east countries like Kuwait and Dubai (Tshering, 2015). Some of graduates who left the hospitality industry mentioned that hotel employees in Bhutan draw less salary and working hours are long when compared to other professions. The workload during peak season is more and most of hotels does not pay good overtime benefits. One more point that they cited was that the industry does not differentiate between skilled and unskilled employees at work. These anecdotal evidences of some hotel employees' plight suggests the under performance by Bhutanese hotel industry in the field of human resource management.

According to the MOLHR's inspection of hotels on compliance of LEA 2007 found that hotels were doing well with maintenance of better working conditions and occupational and health safety. However, the ministry saw that holidays entitlement, service charges payment records, leave records, shift rosters, overtime payment and wages records were not properly maintained (Wangmo,2012).

There is limited researches on human resources, particularly in knowing the employee motivation and satisfaction for hospitality industry in Bhutan. It is widely known that human resources play a vital role in success of hospitality business. If the organization fails to understand needs and expectations of their employees, there is higher chances of collapse of entire tourism industry. The external organizational goals cannot be achieved successfully if one's employees are not motivated and satisfied at performing their jobs within the organization. Therefore, it has become essential to conduct research on human resource management in the

hotel industry in Bhutan, specifically on employee motivation and satisfaction to improve the service excellence and to make vibrant tourism industry.

1.7 Research Questions

The main purpose of the research was to study the importance and fulfillment job motivational factors and their influence on overall job satisfaction of hotel employees in Thimphu. Therefore, to address the research problem of this study following questions are designed:

1. What job motivational factors are important and fulfilled for hotel employees?
2. What job motivational factors differ in importance and fulfillment?
3. What job motivational factor(s) influence overall job satisfaction of hotel employees?

1.8 Research Objectives

Following the research questions, the objectives of this study are:

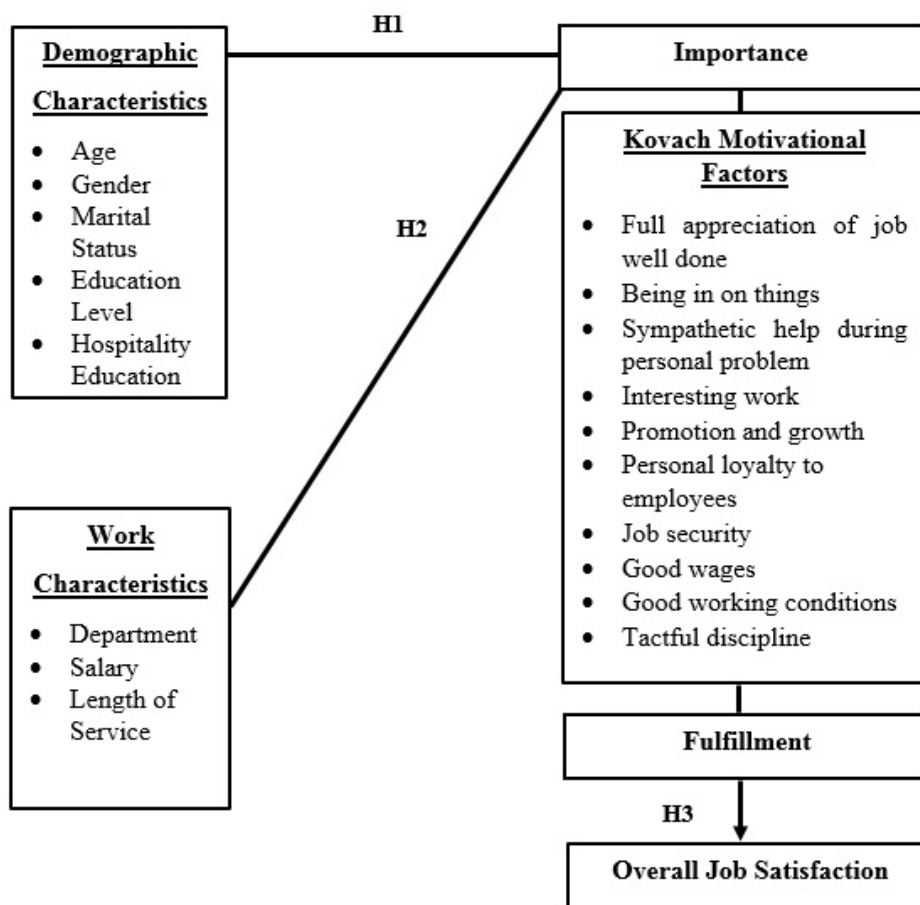
1. To identify and rank the importance and fulfillment of job motivational factors for hotel employees.
2. To examine demographic and work characteristic differences in importance of job motivational factors by hotel employees.
3. To study the gap between hotel employees' importance and fulfillment of job motivational factors.
4. Investigate the influence of fulfillment of job motivational factors on hotel employees' overall job satisfaction.

1.9 Conceptual Framework

The study of employees' importance and fulfillment of job motivational factors were researched by scholars in the context of job satisfaction, employee motivation and other related topics. It is mainly linked to various content and process theories of motivation. Kovach's ten motivational factor is one of the key tool used for the development of research models and instruments for studies (DiPietro, Kline, & Nierop, 2014; Breiter et al.,2002; Simons & Enz,1995; Charles and Marshall,1992).

The researcher developed conceptual framework (Fig.1.3) incorporating Kovach's ten factors of motivation to guide the overall research objectives. The framework was developed through literature reviews of works by Herzberg (1959), Kovach (1995), Semerek & Peterson (2008) & Wong & Ladkin (2008). The concept of Herzberg's Two-Factor Theory is used by dividing those ten factors of motivation into two categories namely extrinsic (hygiene) and intrinsic (motivator) factors to examine its importance and fulfillment. Kovach's motivational factors, the combination of intrinsic and extrinsic factors is used as dependent variables (DV) for the importance and fulfillment. The demographic information such as employees' age, gender, marital status, education level and hospitality education are considered as one of the independent variable (IV) which impact importance of job motivational factors. The other independent variable (IV) is work characteristics that included employees' work information such as type of hotels, department, salary and length of the service. Another dependent variable (DV) of overall job satisfaction was used for drawing the conclusion of its influence by the fulfillment of job motivational factors. Overall, this proposed model cover three research objectives of the study.

Figure 0.3 Conceptual Framework



1.10 Significance of the Study

Since there is limited research carried out in this particular topic of interest, the findings from this study can be useful for hospitality industry in Thimphu and for Bhutan in general as follow:

1. Help managers to understand well of their employee needs.
2. This can serve as basis or reference for designing employee motivational programs by the hotel industry.
3. The findings of this research can be used for fine-tune of existing human resource management practices of hotels.
4. This may serve as academic reference for Bhutanese hospitality students in the field of human resource management.

1.11 Hypothesis

In line with the research model and literature reviews of employee motivation and job satisfaction, for speculating the outcome of research, the following hypotheses are established:

H₁-There are differences in importance of job motivational factors according to demographic characteristics of hotel employees.

H₂-There are differences in importance of job motivational factors according to work characteristics of hotel employees.

H₃-The fulfillment of job motivational factors significantly influences hotel employees' overall job satisfaction.

1.12 Definition of Key Terms

Motivation : It is the drive that urges employee to make decision of choosing a particular job, intention to stay in the current job or to endeavor for their goals.

Importance: The level of need of those job motivational factors that determines the drive of performing job.

Fulfillment: The level of attainment of those job motivational factors according to the importance employee placed.

Job Motivational Factors: Are those factors that are necessary for motivation of employees.

Job Satisfaction: The outcome of fulfillment of employee's importance of job motivational Factors.

CHAPTER 2

RELATED CONCEPTS, THEORY AND LITERATURE

2.1 Employee Motivation

The motivation is a word which was derived from the Latin word 'movere' which means to move (Latin Dictionary and Grammar Resources, n.d.). It is the driving force that moves a person from monotony to enthusiasm. Bartol and Martin (1998) defines as the energizing force to persevere towards goal achievement (Islam & Zaki Hj. Ismail, 2008). It is the motivational drive that urge individuals to make decision of choosing a particular job, intention to stay in the current job or to endeavor for their goals (Simons and Enz,1995). Employee motivation determines the individual's behavior in the workplace and it is of prime importance to be recognized as separate topic from motivation (Rawat,Khugshal & Chaubey,2015).

Today, in this competitive world of hospitality business, effective recruitment and employee retention has become vital to survive in the industry. One of the key characteristic of hotel businesses is service oriented which depends fully on its employees. The twenty-four-hour nature of services it provides for customers require a dedicated and committed employees for the success of businesses unlike other industries. Moreover, it is widely perceived as an industry, which has poor working conditions compared to other employment sectors. Keeping employees motivated is one key strategy that can help to provide service excellence and gainful profits from the business (Costen & Salzar,2011). The hotel industry is also one particular sector, which is greatly impacted by globalization. The resultant culturally diverse work environments require managers to broadly understand motivational factors for motivating employees from multiracial, ethnicity and socio-culture milieu for harnessing their better performance inputs and making them satisfied at work (Breiter et al.,2002). Dawson et al. (2011) as cited by Zhao,Ghiselli,Law,& Ma (2016) pointed out that positions in hospitality industry has variegated issues pertaining to low salaries, employment insecurity, long working hours, limited career advancement opportunities and seasonality. The complexity of hospitality professions when compared to other trade are because of unusual rest time, shift duty system, and unbalanced or unsocial work timings (Zhao et al., 2016). The hospitality profession also carries perceptions of low pay and stressful duties that contribute to challenges of employee motivation and satisfaction.

Further, the care and motivation of human resource has also become one of the prevailing problem in the hotel industry (Curtis, Upchurch, & Severt, 2009).

Besides negative perceptions about hospitality industry, there are numbers of hotels that yearly feature in *Fortune* magazine's *100 Best Companies to Work* category that continuously strive for the motivation and satisfaction of their employees. Kimpton hotels and restaurants (ranked top 14 in 2017) is considered as most desired workplace in U.S for not only caring its employees but for further extension to employees' pet by letting pet dogs to accompany at work. The hotel also provide pet bereavement leave to employees. The hotel offers perks in the name of Bill's Honour Roll to encourage and recognize the academic success of employee's children through congratulatory notes and gifts. Kimpton employees get paid 4-week sabbatical for those who have worked for seven years. Hyatt have exemplary culture of *esprit de corps* where employees get financial support from its colleagues during unforeseen domestic problems. The hotel also offers flexi-time for its employees to boost their work and home life balances. Marriott hotel recognizes its outstanding employees by giving opportunity to fly around the globe with red carpet reception and stay throughout its properties worldwide through Marriott's award of excellence program (Magazine,2017). Four Seasons Hotel provide complimentary accommodation for its employees based on availability in any properties (Jobs at Four Seasons Ltd., n.d). The offer of attractive benefits in the form of meal, transportations, medical insurances, family care programs, retirement benefits and onsite medical care for employees are most commonly adopted by today's hospitality industry. The promote within system is widely practiced by reputed hotels and Marriott is one good example where its executives have stories of starting their career at hotel pushing housekeeping trolley or on the bell stand (Gallagher, 2015).

The employee motivation has become an important aspect of consideration for managers for staying competitive advantage in the market and creating an attractive organization. The improvement of working conditions, providing rewards and recognitions, and promotion and growth are some methods of motivating employees. In spite of using money as general way of motivating people, intrinsic motivating factors such as making employees feel the sense of belongingness to organization might lead them feel empowered at work (DiPietro, Kline, & Nierop, 2014). The better productivity of an organization can be achieved greatly through the contributions of motivated and satisfied employees (Honore,2009; Kukanja,2013). The managers

should understand needs or importance of their employees well as Kingir & Mesci (2010) cites Toker (2007) that higher degree of performance and efficiency at work has close relation to job satisfaction. Chiang and Pang (2008) mentioned that there should be mutual acknowledgement on the importance of employee motivation between employees and management for providing and gaining access to right motivational program. They further stated that more the management motivate their employees, more effective the employee performance will be achieved which will directly or indirectly contribute to the better service quality in the hospitality industry.

These statements support that managers should know more of its employee's nature in this competitive hospitality industry and address issues better to harness greater inputs of employees' knowledge, skills, creativity and commitment in the organization. It is also essential for managers to know the modern theories of motivation to understand better of behaviors and attitudes of ones' employees at workplace. The management practices that worked yesteryears become obsolete today and there are higher needs for managers to be well abreast of changing human nature, motivational theories and selection of right motivational techniques for efficient human resource management. The old form of motivation with money has become outdated and works only in developing countries. The contemporary human resource management shifted its interests more towards employee motivation and employee satisfaction because the profit maximization and maintenance of competitive edge will be more possible only if one's employees are contented at work and gives full commitment to their organization.

2.2 Theories in Motivation and Job Satisfaction

Scholars of the past had developed various theories on human motivation which are still followed today by academic researchers to determine what really drive people to perform the work. Some widely used theories are elucidated in the following paragraphs, which are incorporated as theoretical underpinnings for this particular study.

2.2.1 Maslow's Hierarchy of Needs

Abraham Maslow's theory of human needs is one of the common theory known in the field of human resources management. Maslow (1943) postulated that individuals have five needs that motivates in our daily life. The theory states that needs occur in five hierarchies namely physiological, safety, social, esteem and self-actualization needs based on the priority of

individuals. Further, Maslow's theory asserts that the need for higher level needs arise once the lower level needs are satisfied. In the context of human resource management, this theory outlines that if the manager knows the stages of needs/importance, he/she can rightly motivate employees.

The five needs according to the theory are:

1. Physiological Needs: This need includes human's major motivational need such as food for essential survival as dominated by the normal functioning of our body. This fundamental needs have to be fulfilled first in order to give rise to other higher needs. This particular level of need occupies the base of the five-leveled pyramid.

2. Safety/Security Needs: In this level, the person endeavors for creating an environment that is safe from external threats. The need for safety follows as could be in the form of job security, future financial savings, and life insurances in context to human resource management.

3. Social Needs: In third hierarchy, the need for belongingness to the society emerges and the individual strives to realize the goal of maintaining affectionate relations. This need occurs in the form of friendships, romantic relations, familial relationships and acceptance in the society or organization.

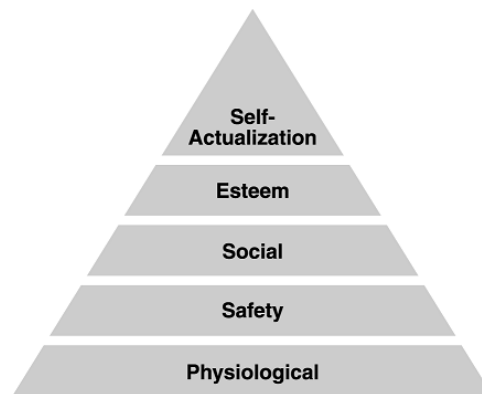
4. Esteem Need: The desire for self-respect or esteem occurs after the fulfillment of preceding needs as humans crave for prestige and for being an important figure in the society. According to Woods (2002) as cited by Pakkulant (2009), this need occurs in the form of personal worthiness, recognition and respect from the society and accomplishments. It is in this hierarchy that if deprived of such needs breed the inferior feelings and discouragement in the organization.

5. Self-actualizing Need: The self-actualization needs occupy the apex of hierarchy in the pyramid where even after satisfaction of all those needs, there exist discontentment and desire which directly related to individual goals which Kurt Goldstein termed as self-fulfillment, the attainment of one's maximum potential. This need is the exhibition of desire for attaining individual's self-interest goal such as to be creative, maximizing one's knowledge and skills or achieving of one's personal goals in life.

The theory also states that humans react positively or negatively to needs they enjoy. Mcleod (2016) states that Maslow's model affirms that satisfied needs no longer remains as

motivator until the re-emergence occur. The model also encourages growth of individuals as one always strive towards higher needs achievement. Although, the Maslow theory lacks empirical substantiation as reported by several studies but it is still adopted by many managements at work place and studied by scholars.

Figure 0.1 Maslow's Hierarchy of Needs

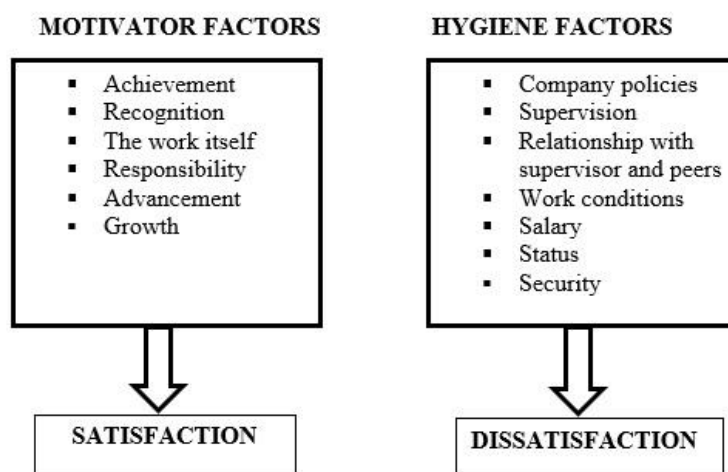


Source: Maslow (1943)

2.2.2 Herzberg's Two Factor Theory

Frederick Herzberg (1959) conducted studies to find factors which leads to dissatisfaction and satisfaction to employees. He came up with Two-factor theory and his model is based on two separate sets of factors that influence employees' behavior, the Hygiene factor which is influencing job dissatisfaction, such as salary and benefits, work environment and leadership satisfaction. The Motivation factors influencing job satisfaction, which include recognition, promotion, achievement, the intrinsic nature of the work and opportunities for personal growth. The motivator promotes growth and development while hygiene prevents only the employee dissatisfaction. He categorized Maslow's five needs into two categories namely extrinsic (hygiene factor) which include lower order needs and higher order needs to intrinsic (motivating factor) needs (Smerek and Peterson,2006). The hygiene factors primarily relate to the external work context while the motivators to individual employee's mind. Herzberg's work pointed that motivators (satisfiers) are moderated by hygiene factors implying that with absence of factors such as pay and working conditions, motivators such as career prospects and development will be ineffective in motivating employees (Poulston, 2009).

Figure 2.2 Herzberg Two Factor Model



Source : Herzberg (1959)

Both Maslow and Herzberg's theory suggests that higher order motivational behaviors emerge after partly or wholly fulfillment of lower order needs (Breiter et al. ,2002; Smerek & Peterson, 2006). Holt (1993) as cited by Berumen, Pérez-Megino, & Ibarra (2016) developed a similar theory to Herzberg that classified motivation into two types: - (a) intrinsic; and - (b) extrinsic. pay, promotion and disciplinary action which motivates due to external condition, are termed "extrinsic factors", while self-esteem and self-actualization are termed "intrinsic factors". According to Holt (1993), intrinsic motivators weighs higher than extrinsic motivators do. Herzberg considered job reward factors such as pay, status, working conditions, job security and interpersonal relations as extrinsic factors. Therefore, in context of human resource management, motivation classifies into two categories namely intrinsic and extrinsic motivation. Chiang & Jang (2008) defines the first one as natural motivation through empowerment and fulfillment of employee's psychological needs. On the other hand, extrinsic refers to motivation which is initiated from outside such as financial rewards and better physical work environment. The extrinsic motivation involves the linking of job performance with rewards. It helps improvement of employee's performance in deficient of intrinsic motivations (Berumen et al., 2016). The extrinsic and intrinsic motivation are related to tangible rewards and intangible rewards at work respectively (Joseph,Alabar, Timothy, Faajir, John & Vivien,2016). Hennessey & Amibile (2005) suggested that intrinsic factors play a key role in motivation while

extrinsic factors are essential but are not necessary for employee motivation. This was further supported by Ryan & Deci (2000) as cited by Mafini & Dlodlo (2014) stating that extrinsic motivational factors ensure for meeting of employee's external goal achievement. However, some research also concluded the importance of extrinsic motivation for gaining employee commitment, lowering of turnover intentions & employee accomplishments. Thompson (2003) discovered a positive relationship between extrinsic motivation factor and employee satisfaction.

2.2.3 Other Related Theories of Motivation and Satisfaction

Self-determination theory states that humans have three distinctive psychological needs. The competence need, which involve achieving desired outcome through carrying out challenging responsibilities. The autonomy need, is about innate need that individuals wish to experience their choice of being self-initiator of their task. The need for relatedness concerns about building mutual respect and trust with other individuals. Those three needs are termed as intrinsic needs. The theory further states that opportunity for satisfaction of those three needs facilitate self-motivation and establish an effective functioning since satisfaction provides essential components (termed as nutriment) for growth and development (Baard, Deci & Ryan, 2004).

The reinforcement theory by B.F Skinner (1953) postulated that individuals could be motivated through designing of conducive work environment for them rather than consideration of fine adjustment of internal factors such as positive image, feelings and attitudes of individuals. Skinner stated that introduction of punishment system at work leads to frustration and de-motivation while does not contribute to the creation of favourable work environment. Thus, suggested that the modification of external environment with positive changes is crucial for employee motivation in the organization.

Victor Vroom (1964) came up with expectancy theory and argued that motivation at work depends on the level of expectation the individuals place and the matching of outcomes to it. Therefore, the motivation is presented as, *Motivation = Valence X Expectancy*, Which the *expectancy* is the chances that might lead to performance and *valence* is the assessment of the value of performance outcome. This particular theory emphasized on three relationships, namely; efforts to performance, performance to reward and rewards to individual goals

respectively. In nutshell, this particular theory suggest motivation depends on positive or negative rewards attached at work.

Adam's Equity Theory (1965), being considered as one of justice theories as it explains the satisfaction of individuals in relation to fair or unfair perception in comparison to other people's condition. The motivation at work is directly relates to fair and valuable treatment while unfair and unjust breed sentiments of disaffection and demotivation at the heart of individuals. Therefore, this theory involves the equity, which is measure of ratio of one's contributions (such as effort, time and resources) and benefits (such as financial incentives, love and care, etc..) when compared to peers and suggests that there should not be necessary in the equality of these two components unless the ratio between these two is fair and equal. Thus, this theory emphasize that motivation and satisfaction is not dependent on the amount of reward individual receive according to the effort but rather to the degree of fairness of treatment at work.

Alderfer (1972) proposed ERG theory, which is an alternative to Maslow's theory of motivation. In his theory, the five hierarchy of needs are arranged into three level namely; Existence (E), Relatedness(R), and Growth (G). The physiological and safety needs of Maslow are grouped into E- level while love/belongingness needs are grouped under relatedness (R). The self-esteem and self-actualization fall in the Growth level (Islam & Zaki Hj. Ismail, 2008).

The motivation and satisfaction have close association and often studied together complementing each other. However, Hershey and Blanchard (1988) as cited by Tan and Waheed (2011) stated that individual's motivation is influenced by level of importance or need of job rewards while job satisfaction is aftermath results of one's receiving of job rewards thus suggesting that level of need fulfillment of employees precede job satisfaction and subsequently the job motivation.

2.3 Kovach Motivational Factors

In order to be motivated at work, there should be motivational factor(s) which can drive or push individual employees to perform a task. Generally, motivation theories suggest that human need drives them to carry out actions for fulfilling their needs. Further, they stress the rightly identification of employee needs and fulfilling it give more motivation at work (Lundberg,

Gudmundson & Andersson, 2009). There is no clear literature of how many motivating factors are crucial in the workplace but it is widely known that ideal employee motivational program must encompass some components of motivational factors. The identification and choosing of right factors of job motivation help management of making fruitful decisions for ensuring employee's job satisfaction (Lee & Way,2010). Kenneth Kovach is one of the researchers who studied employee motivation in the workplace for decades. He first conducted a survey on industrial employees and managers in 1946 by developing ten job reward factors, which is widely known as Kovach's motivational factors. He made employees to rank those factors in the order of importance for themselves to examine and know what really motivates employees at work. The similar surveys were carried out in 1981 & 1986 by him to study changes in employees' motivation through years (DiPietro et al.,2014).

The Kovach's ten motivational factors are:

1. Full appreciation of job well done: The most employees have tendency for recognition of their contribution at workplace for gaining reassurance from the management or employer for their achievement of career goals. The featuring of outstanding performing employees in newsletters or bringing into notice of larger population in organization for his/her contributions can be some example on this factor besides financial rewards. (Torrington, Hall & Taylor, 2004). The recognition of employees' special contribution through non-financial rewards in the form of thank you cards, certificates, promotion, responsibility and training opportunity help employees boost their self-esteem and motivation (Honore,2009). Financial rewards are considered as fundamental mechanism for any reward system as due to its capability of fulfilling different human needs. This tangible nature of financial rewards in the form of wage increase, bonus or incentives, additionally in hospitality industry as service charge or tipping improve self-esteem, social status and self-accomplishments (Chiang & Birtch,2008). Hotel managers should be aware that every employees have their own needs and it is crucial to select right rewards addressing individual's needs (Bustamam,Teng & Abdullah,2014). The reward and recognition also represent self-esteem need where employees strive for recognition of their work inputs and consider as one of key attributes that affect employee's overall job satisfaction (Lee, Back & Chan, 2015).

2. Being in on things: This factor includes employee involvement and participation, which demand opportunities for decision making process in the organization. The access to this particular factor at work can motivate employees, enhance job satisfaction and increase the sense of belongingness to the organization. Some ways of employee involvement by Kersley et al. (2006) are meetings between managers and employees, maintenance of news update through noticeboards, team briefings, company newsletter and email. Further, the system of suggestion entertainment is another idea that may improve the level of employee engagement that will help to motivate employees (Nickson,2015, p 229-230).

3. Sympathetic help during personal problems: Many employees suffer from illnesses and stresses related to work, which make them absent from their regular duties. Tourism and hospitality organization does face challenges of workplace situations from drugs/alcoholism, AIDS/HIV, sexual harassment and workplace violence (Nickson,2015, p 243-257). This motivational factor demands managers looking at the organization system first when things go wrong by their employees and helps solving it rather than pinpointing of wrong doers (Honore,2009). Managers have to frequently meet, listen and discuss on employees' domestic problem and render support for their wellbeing and welfare. Some cases of implementation of best practices on this factors could be retention of employees with monthly paid salary for 14 months by Hotel Villa Magna Park's (Hyatt) in 2007 during the hotel's phase of renovation (Bohdanowicz & Zientara, 2009). Bill Marriott waived the thirty-hour week requirement of his employees during 9/11 recession (Gallagher,2015).

4. Job security: This is one of the important factor that motivates and satisfies employee as they need not have to worry much about the uncertainty of working life that help to bring social and emotional solace especially in times of unfavourable situation such as economic crisis or natural calamities (ŞENOL, 2011).

5. Good wages: It is the payment of fixed sum of money by the company to its employees. Adam's Equity theory states that wages should be at par to employees' performance, education level and experiences (ŞENOL, 2011). Hospitality industry has a reputation of low pay which Poulston (2009) points out that both British and New Zealand male hotel employees draw less than half the salary of average national industry men.

Besides salary, benefits play a functional role to attract, retain and motivate employees. The social security benefits come in the form of pensions, sick pay schemes, medical insurances and retirement earnings. The unemployment insurance for employees help offset loss of income during unemployment period and give financial security until employees find a new job. The employee compensation benefits during work related injuries and illness is one of the important components that employees look for from their company. The paid vacation and holidays for employees are though optional, is practiced by the most organization to ensure higher job motivation and satisfaction of their employees (Noe, 2011, p 418-432).

6. Interesting work: The opportunity of performing job that really interest employees is considered as fulfillment of higher level of Maslow's human needs. According to literatures, this has emerged as one of primary factors recently, which relates to development and prosperity of countries (Fisher & Yuan, 1998). This factor involves creating a challenging and enriching job with respect of employees' creativity, freedom and innovation. Marriott hotel used employees' creativity to design Moxy, the new property for millennials is a good example of motivating employees through this factor (Gallagher, 2015). To continue the example, the employees at Ritz Carlton work without visible supervision with freedom of judgment (Reiss, 2009).

7. Promotion and growth: The employees get motivated when their value of skills, knowledge and experiences are recognized in the organization. This demands differentiation in positions among employees with respect to their possessed values which help to retain talents through appreciable status and pay (SENOL, 2011). Kian, Yusoff, & Rajah, 2013 cited Coleman and Borman's (2000) work that employees desire for self-development of his/her own knowledge and skills drive for grasping the opportunities of training and development that help in career advancement and ensuring a stable position in the organization. The opportunity of training not only help employee for career growth but enhances job confidence and also for the reduction of role ambiguity in the workplace (Hyun Jeong Kim, Tavitiyaman & Woo Gon Kim, 2009). Thus, the existence of sound system of promotion and growth has been considered as an important motivational factor for employees.

8. Personal loyalty to employees: The loyalty is one of the key components for the overall success of the organization. It involves the employee's display of unwavering

commitment and dedication by supporting organization's mission and objectives in its temporary and unpredictable future unfavourable circumstances that affect the working conditions (Kian et al., 2013). In line to this statement, loyalty to employees is about knowing of their expectations by employers through attending well of their needs and respecting for their contributions to the company (Wong and Ladkin,2008). Therefore, this factor is related to the employee empowerment. Hospitality positions such as front line employees require management's trust and to take prompt decisions and actions (Hyun et al., 2009). Further, it also involves providing sense of ownership to employees for representing organization with acceptable degree of freedom for decision- making through delegation of authority. Employees at Ritz-Carlton are commended to spend up to \$2000 per incident to make outstanding experience for guests without the need of approval from the general manager (Reiss ,2009). This initiative portrays the degree of trust that the management bestow on employees' judgment at work.

9. Good working conditions: The good working conditions are essential to motivate employees for better performance of their duties. The good physical resources shall be available at work place for better employee performance. Hospitality industry is often perceived by people of harsh working conditions, long working hours demanding twenty-four-hour work, and lowly qualified staff and managers (Poulston, 2009). The organization should promote trust, fairness, teamwork and fun which helps to create positive work environment (Glanz, 2002, p.38). The access to organization's vision, mission and goals will make employees feel the sense of belongingness to team (Honore,2009). Mandarin Oriental Bangkok came up with concept of O-zone with introduction of varieties of facilities in hotel's relaxation space creating exemplary working conditions in hospitality industry for employees. The uniform cleaning and maintenance, in-house health care, sale of discounted edible and items for employees, reading and relaxation (meditation) are some notable features of better work environment (Marshall, Mottier & Lewis,2015).

10. Tactful discipline: This refers to maintenance of disciplinary procedures at work that discourages direct termination or actions for employee's misconducts. The organization should either adopt hot-stove rule which involve conveying clear warning and followed by consistent and objective actions or through progressive discipline whereby severity of consequences progress depending on degree of repetitive offenses (Noe, 2011, p 332).

Many scholars used these Kovach's ten factors for the study of employee motivation at various organization (DiPietro et.al., 2014; Breiter et al.,2002; Wong et al.,1999; Simons & Enz, 1995; Charles & Marshall,1992). The job motivational studies by scholars were carried out through the perspective of importance employees place for those job motivational factors. It is interesting to note that the importance ranking of those factors differed slightly or widely in different studies attributing to the socio-demographic characteristics. While the ranking of managers or supervisors for their employees' preference of motivational factors remained almost the same (Kovach, 1995). The most and least important motivational factors ranking by hotel employees until 2014 are depicted in the table 2.1.

Table 0.1 Kovach's motivational factors ranking for hotel employees

Researchers	Years	Kovach's Factors	
		Most Important	Least Important
Charles & Marshall	1992	Good wages	Tactful discipline
Simons & Enz	1995	Good wages	Sympathetic help during personal problems
Wong et al.	1997	Promotion and growth	Sympathetic help during personal problems
Breiter et al.	2002	Good wages	Sympathetic help during personal problems
DiPietro, Kline, & Nierop	2014	Full appreciation of job well done	Sympathetic help during personal problems

Source: DiPietro et.al (2014)

2.4 The link of Kovach's Factors to Maslow and Herzberg Theory

Kovach's ten factors as discussed in previous topic is widely used for study of employee motivation. Past scholars have linked these ten motivational factors to Theory of Human Need and Herzberg's Two Factor Theory. These ten factors fall into Two Factor Theory's components of motivators (intrinsic) and hygiene (extrinsic) factors. These ten factors were divided into intrinsic which comprise six aspects of Kovach's factors (full appreciation, being in on things, sympathetic help, interesting work, promotion and growth & personal loyalty) and four

aspects (job security, good wages, good working conditions & tactful discipline) fall into extrinsic motivational factors respectively (Semerek & Peterson,2008; Wong & Ladkin,2008).

There is limited literature about formal categorization of ten motivational factors to Maslow's need pyramid. However, couple of past academic studies suggest and identified grouping of these factors to five levels of pyramid. Lindner's (1998) study on employee motivation in U.S identified those factors: good wage and good working conditions occupy the physiological need; sympathetic help and job security in safety need; personal loyalty and being in on things in social need; promotion & growth and full appreciation in self-esteem; and finally the self-actualization includes interesting work and tactful discipline. The research based on Maslow's need theory were also conducted by Pakkulant (2009) for the study of hotel employee's motivation in Phuket, Thailand and by Pulasinghage (2010) to examine the factors that motivate non-governmental employees in Sri Lanka.

2.5 Job Satisfaction and Fulfillment

The satisfaction at work is one important aspect that help to gauge how well employees are motivated in performing their duties. It is widely studied topic in the discipline of organizational behavior. The employee's job satisfaction depends on individual employee's evaluation of those job reward factors that he/she experiences in the organization. Ozturk & Hancer (2011) defines job satisfaction as outcome of the fit of job characteristics and expectation of employees at work. It is also the representation of result of addressing the employee's need and expectation from the work and fulfillment of it (Santa cruz et al,2013). According to Hirschfield (2000), it relates to level of enjoyment of carrying out job with link to rewards that employee has access in his/her workplace (Mafini & Dlodlo, 2014). Therefore, the job satisfaction is an outcome of employee's fulfillment of motivating factors.

The hospitality industry, which entails inseparability between its employees and guests (service users), the job satisfaction of its employee is directly related to satisfaction of guests, which Heskett et al. (1994) termed employees as internal customers (Back, Lee & Abbott, 2010). Since the nature of most hospitality professions involve interpersonal interactions between guest and employees, it is hard to achieve proper services to guests by the lowly satisfied employees (Çetinkaya, 2011). The study of job satisfaction has been carried out from the vantage

point of need fulfillment of job motivational or reward factors which encompasses psycho-physiological needs of employees (Lee & Way,2010). Kukanja (2013) states that employee motivation is possible through employee's job satisfaction which arises from the fulfillment of their personal needs and goals. Employees endeavor to fulfill various kinds of needs ranging from basic human needs to the self-actualization needs. The fulfillment or exceed of their need expectations or importance from the work determines level of job satisfaction (Lee, Back & Chan, 2015). Thus, the job satisfaction is the outcome of employee's importance fulfillment as used by Gröpel & Kuhl (2009) in their work-life balance studies. Wright (2006, p.270) pointed out that job satisfaction is "representation of employee's work environment interaction through measurement of comparison between need expectations and need perceptions". It also serves as a key predictor of employee's commitment level and employee retention (Chuang, Yin & Dellmann-Jenkins,2009; Smerek & Peterson, 2006).

There is no one standard method to measure employee satisfaction. This is due to reasons that job satisfaction keeps changing depending on various conditions such as work environment, career expectations, nature of work and the socio-demographic characteristics (Ozturk & Hancer,2011). Raman and Sanzi (1995) as cited by Santa Cruz, López-Guzmán, & Cañizares (2013) inferred that factors which influences employee satisfaction differs from industries to industries. This raises the need of hotel industry to come up with suitable factors to obtain right conclusions. According to Lee and Way (2010), evaluation and recognizing right motivational factors by hotel managers is crucial for addressing the importance that their employees place at their work. They also further suggested that job satisfaction requires to be studied in broader scope covering employee's demography and their job characteristics. The overall job satisfaction is the result of fulfillment of employee's needs (importance) which in this study is being considered as job motivational factors fulfillment. Pan (2015) suggests that employee satisfaction will be higher when there is good fit between expectations and perceptions of motivational factors with occurrences of lower or zero differences.

In order to achieve overall job satisfaction of employees, managers have to know the relationship that it exists job motivational factors and the fulfillment of it. The job satisfaction is also the source of employee's self-esteem as the higher fulfillment of motivational needs give rise to more sense of pride and achievement in the society (Back et al., 2010). In study of job

satisfaction in hospitality field, as cited in Chuang et al., (2009), Smith et.al.(1996) and Simons and Enz (1995) reported the greater fulfillment of extrinsic motivational factors in determination of job satisfaction of hotel employees than intrinsic motivational factors. Zhao et al. (2016) states that satisfied hospitality employees will have life satisfaction while who experience poor conditions of work will have lower overall satisfaction in life. The study by Hyun et al. (2009) for front line employees in hotels in Bangkok, Thailand concluded that rewards and training influences job satisfaction. The studies conducted by Mobley and Locke (1970) as cited by Lam, Zhang, & Baum (2001) of exploring relationship between the employee's job aspect factors and level of satisfaction showed that the satisfaction and dissatisfaction is directly related to the degree of fulfillment of values of importance of job aspects that employee placed.

The effect of job satisfaction has direct impact to the motivation of employees and in general to the overall performance of the organization. The level of satisfaction gives a picture of how content the employee is at work. The positive relationship with fulfillment of job motivational factors with job satisfaction were noted in factors such as working conditions and compensation in Lee and Way's (2010) study of employee satisfaction and work retention for 359 lodging employees in United States. According to Ricci and Milman's (2002) finding as cited by (Poulston, 2009) found that self-fulfillment (interesting work in Kovach's motivational factor) and good working conditions were predictors of retention which is consequence of job satisfaction in hospitality industry than monetary rewards. The fulfillment of job reward aspects such as interesting work, promotion and growth, salary and effective management were identified as positive predictors of the job satisfaction for non-academic university employees (Smerek & Peterson, 2006). However, there is no clear distinction drawn between employee motivation and satisfaction as they are often considered of closer linkages or synonym (Berumen et al., 2016).

Some of notable past researches done on job satisfaction drew many conclusions. Ali and Ahmed (2001) studied the motivation and satisfaction of employees towards nine variables of reward and recognition (work content, salary, promotion, recognition, working conditions, employee benefits, personal, supervisor and general). They recommended that reward and recognition may have positive impact to achieve higher level of performance through motivation of employees. Akintoye (2000) states that money is considered as most favoured motivational factor which can help in drawing, retaining and motivating employees (Rawat et

al,2015). The overall fulfillment of job motivational factors according to Diepetro (2014) concluded that highly satisfied items were accomplishment of job done, location of workplace, shift-timing of work and the department they were working for the case of Aruba lodging industry. The salary, the fairness of pay according to work nature, career opportunities and work environment saw the least need satisfaction or fulfillment for the lodging employees. Therefore, demographic and work characteristics has become an important part that needed to be considered for studying employee importance and fulfillment of job motivational factors, further in knowing the overall job satisfaction of employees. The survey results by Lam and Zhang (2003) as cited by Yang (2010) in job satisfaction about Hongkong's fast food industry employees also showed the correlation of job satisfaction with job characteristics such as challenging job and job accomplishment.

2.6 Demographic and Job Characteristics Differences in Importance of Job Motivational Factors

As theories stated that motivation at work is driven through stimulation by job motivational factors. The level of intrinsic and extrinsic motivational needs differs from persons to persons. The motivation occurs when one's needs are unfulfilled which subsequently make people to place higher importance on those unfulfilled motivational factors and strive for its achievement (Çetinkaya, 2011). Thus, study of job motivation has been carried through the perspective of employees' importance they place on set of job motivational factors (DiPietro et.al., 2014; Breiter et al.,2002; Wong et al.,1999; Simons & Enz, 1995; Charles & Marshall,1992). According to Honore (2009), employee motivation constantly keeps on changing with the level of access to motivating factors, which for instance motivation through money may be less effective for higher income employees while provision of stable and comfortable work life may be deemed suitable for the older employees. The numbers of factors namely, work characteristics, employee behavior, demographic and organizational cultures influence the satisfaction and motivation (DiPietro et.al., 2014; Kukanja, 2013; Wong et al.,1999). In order to effectively motivate and satisfy the employees' need, it is important to understand the demographic, work characteristics and diversity of employees that make up the organization. Acuna et al. (2009) concluded in their research that the personal characteristics (demographic

data), enables designing instruments of greater validity and reliability for the measurement of employee's need and fulfillment at work which ultimately give rise to job satisfaction of employees. Many scholars pointed that inclusion and study of socio-demographic data has become a part of human resource researches for discovery of better understanding of employee dynamics, finding solutions and framing human resource management strategies.

Kovach's 1946 ranking showed top three factors are '*full appreciation of job well done*', '*feeling of being in on things*' and '*sympathetic help during personal problems*'. In 1981, '*interesting work*' has ascended to the top while '*sympathetic help during personal problems*' had dropped to ninth place. The importance of job motivational factors did differ according to demographic and work characteristics of employees in Kovach's researches (DiPietro et al.,2014).

Simons and Enz (1995) conducted research on 278 employees from 12 hotels in U.S and Canada to carry out the comparative study between hotel employees and industrial employees' ranking of Kovach's ten motivational factors. They found that hotel employees ranked '*good wages*', '*job security*' and '*promotion and growth*' as highly preferred motivational factors while '*feeling of being on things*', '*tactful discipline*' and '*sympathetic personal help*' were positioned as lowest priority of importance (Simons & Enz, 1995). Wong and his colleagues (1999) designed a survey using Kovach's motivational factors for Hongkong hotel employees and found that '*growth opportunities*', '*loyalty to employees*' and '*good wage*' were rated as most important factors. Further analysis of results found that some factors have relationship with demographic variables (Kingir & Mesci,2010). DiPietro et al. (2014) conducted same research using Kovach's factor for lodging employees of Aruba inferred that '*appreciation for a job well done*', '*good wages*' and '*good working condition*' were ranked in the sequentially higher order of importance.

The difference of importance in motivational factors was noted in respect to socio-demographic features such as gender, age, income and job types. (DiPietro et al., 2014, Kovach,1995, Simons & Enz, 1995). The females ranked '*full appreciation of job well done*' as top factor whereas males ranked as second factor. This showed that women at work have problems that are different from men with traditional role of handling household chores besides work. While Breitner et al. (2002) as cited by DiPietro et al. (2014) studied the importance of

motivational factors to hotel employees in southeastern city in US and found that ‘*good wages*’ were preferred most by women while job security was ranked highest by male employees.

The level of importance of motivational factors varies with the age of the employees. The study of employees' motivation in the luxury hotel industry in Greece by Maroudas et al. (2008) showed that employee's importance for job motivational factors in the age range of 25-35 years considered job security and development as of highest priority than other age categories. SHRM's 2007 Job Satisfaction Survey indicated that employees below 35 years rated compensation and pay as highly preferred satisfaction factor. While employee above 56 years indicated the job security as highest important factor (Ozturk & Hancer, 2011). Warr (2008) states that promotion and growth will be of greater importance for younger employees for their higher aspiration to achieve career goals and receiving of better income while the job security will be of higher concern for senior aged employees due to slim opportunities of recruitment in other organizations due to age barrier. The choice of motivational factors also did showed differences that under thirty age bracket mostly preferred ‘*good wages*’, ‘*job security*’ and ‘*promotion and growth*’. The elder workers rated high of sympathetic help from company, good working conditions and personal loyalty. They also have noticed differences importance with respect to work experiences that medium experienced employees gave higher importance for the need of financial incentives than lowly and highly experienced groups. The low income group (below \$25,000) preferred same as the lower age group's choices but, however their choices are ranked in a moderate level by higher income group which fall above \$50000 (Kovach,1995).

The research on employee motivation of 278 hotel employees in US and Canada by Simons (1995) inferred that the importance of motivational factors differs according to the nature of work they perform. The top three factors important to food & beverage servers were good wages, promotion & development and job security. Those who were working in front office department ranked similar to food and beverage except they chose appreciation of work done in place of job security. The food production (or kitchen) department employees preferred good wages, better working conditions and enjoyment of work while housekeeping employee ranked security of job, good salary and better working conditions.

The higher salary has been most valued by employees owing to its capability for meeting various types of human needs especially for younger employees, for settlement of one's

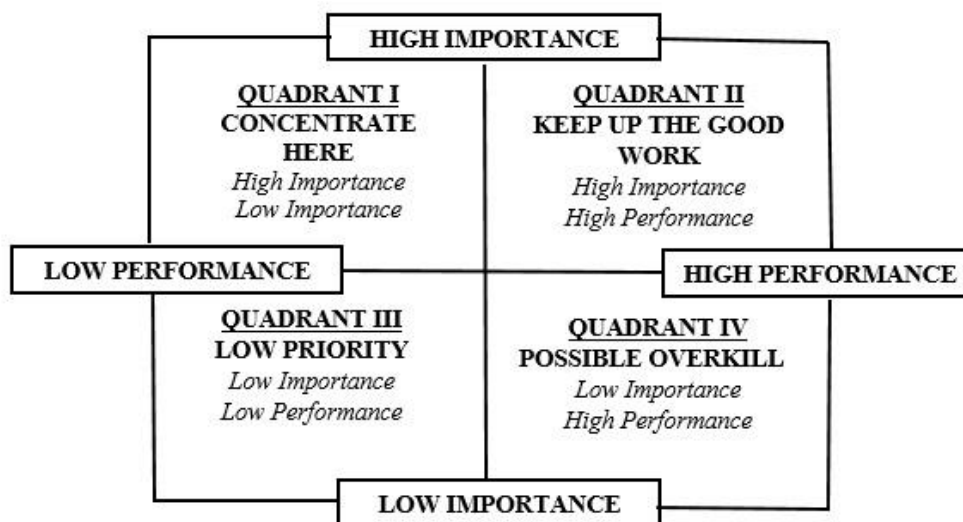
living, supporting family, for acquiring of necessity assets or for meeting other social needs in life (Warr,2008). Kukanja (2013) found that those waiting staff of catering companies in Slovenia with higher education and income have greater importance in job security, career development & training opportunities. In terms of married and single individual's importance about motivational factors, Islam et al. (2008) in Malaysian organizations showed that there were general differences which married people have more level of importance or need of motivational factors than those single employees.

Kovach's 40 years of study concluded that conventional notion of money as the prime rewarding factor doesn't matter more to employees and found that employees' socio-demographic differences influences the choice or importance of motivational factors. Thus, studies found that preference of motivational incentives does differed in respect to age, gender, education qualification, income and job types (DiPietro et al,2014, Simons & Enz, 1995). However, there are researches that concluded the non-existence of relationship between some socio-demographic features and motivational factors. The study of Elijah-Mensah (2009) showed there is no relationship between employee's age and factors and argued that inconsistencies of studies and different historical periods that they experience might gave rise to such relationship within age groups (DiPietro et al,2014).

2.7 Importance Performance Analysis

The Importance Performance Analysis (IPA) developed by Martilla and James (1977) to measure importance and performance in marketing for the evaluation of acceptance of consumers is an important tool used by many researchers (Gladwell et al,2010). This analytical tool is also used in tourism and hospitality areas such as tourism and recreation (e.g.Zhang & Chan, 2016; Gladwell et al, 2010), hotel's service quality (e.g. Qu & Sit, 2007) and job motivation & satisfaction in tourist hotels (e.g,Pan, 2015;Pakkulnant,2009).

Figure 0.1 IPA matrix



Source: Martilla & James (1977)

The conducting of IPA involves three steps. Firstly, this involves identification of factors/variables based on literature reviews and research objectives. Secondly, subjects (respondents) of the study should gather data on two questions with same number of factors to rate their importance and performance of those attributes. Thirdly, mean scores of each factors that represent importance and performance (called as fulfillment in this particular study) are calculated and these values are placed on horizontal (x) and vertical (y) axes of two-dimensional plot respectively known as IPA Grid. Through plotting of mean scores, factors/variables will be effectively located in the four quadrants (as shown in Figure 2.3) with each quadrant representing its significant value and strength (Martilla & James,1977).

Quadrant 1: denotes variables/factors that are of higher importance but performance is low and known as *concentrate here*.

Quadrant 2: comprise variables/factors that gets higher importance and receives higher performance known as *keep up the good work*.

Quadrant 3: the variables/factors that fall in this quadrant are of lower importance and which their performance is also gets lower rating known as *low priority*.

Quadrant 4: consists of variables/factors that are of lower in importance but gets higher performance rating called as *possible overkill*.

CHAPTER 3

METHODOLOGY

This research aimed to study importance and fulfillment of job motivational factors to hotel employees in Thimphu through use of quantitative research method. This chapter include details on variables, the population and sample, research instruments, data collection, and procedures of data analysis used for this particular study.

3.1 Variables of the study

The study used employees' demographic and work profile as independent variables. Kovach's ten job motivational factors were used in meeting the research objective of importance and fulfillment as dependent variable, which was considered as of primary interest in this research. Those ten motivational factors were further sub-categorized into 21 statements. The overall job satisfaction was considered as dependent variable in relation to the fulfillment of job motivational factors.

3.2 Target Population

The population targeted for this study were hotel employees of tourist standard hotels in Thimphu. Those employees working in four functional departments such as food production, food and beverage service, front office and housekeeping were chosen as target respondents for this particular study. There is mandatory rules and regulations that in order to provide accommodation for tourists, the service provider (hotel/resort) should be register and meet certain criteria of TCB's Accommodation Classification Standard 2016-2020. The guidelines of classification standard states that accommodation is qualified to cater tourism service only if it meets minimum of eight rooms and staff ratio of two per room. The budget local hotel employees were excluded as target respondents since majority of such hotels does not employ professional employees. The reason is for their non-tourist customer target services. These four core departments were chosen for this study as they make up the majority of employees in the hotel industry. In addition, hospitality and tourism institutes in the country train and produce graduates that are fit for those professions falling into four departments in the Bhutan's hotel

industry. Therefore, the target population were **1600 hotel employees** of Thimphu City, which make up 34 % of total hotel employees population in the country (National Council of Bhutan, 2015).

3.3 Sampling Method and Sample Size

In order to generalize research findings to the population, it is of primary importance to establish right sampling population and sample size with desirable precision and confidence (Sekaran & Bougie, 2016). The researcher used mix of quota and convenience sampling under non-probability sampling method in this study. These methods were chosen to obtain data from target respondents who were conveniently and voluntarily available. Taro Yamane's (1967) formula was used to calculate the sample size for this study. The consideration of confidence level of 95% and margin of errors of 5% were assumed to determine the sample size.

$$n = \frac{N}{(1 + Ne^2)}$$

n= the sample size

N= the size of population

e= acceptable sampling error

Therefore, the calculation based on Yamane formula gave the sample size of = $1600 / (1 + 1600 * 0.05^2) = 320$ samples.

Thus, the sample size of the study is **320**.

3.4 Type of Research

This study used quantitative method to answer research questions and meet objectives. It focused mainly on four core department employees in hotels in Thimphu. The respondents were asked to response closed ended questions ranging from socio-demographic profiles to 5-Likert point scale questions.

3.5 Research Instrument

The three-part quantitative questionnaire (attached appendix 1) was used for this study to collect data from hotel employees. The questionnaire comprised of following sections:

Section 1: Socio-demographic information about respondents namely, age, gender, marital status, education level, professional education, salary, department and total years of service.

Section 2: The first part of this section involved respondents to rate their importance of 21 job motivational factors statements as shown in table 3.1 on a 1-5 Likert type scale with 1= not at all important 5 = extremely important.

In the second part, respondents were asked to rate fulfillment of those same job motivational factors statements on a 1-5 Likert type scale where 1= not at all fulfilled and 5=extremely fulfilled with similar level of interval with importance column in the questionnaire.

Table 3.1 Statements of job motivational factors

Job Motivational Factors	Items	Statements
Intrinsic Motivational Factors		
Full appreciation of job well done	1	Receive thanks and appreciation for job well done
	2	Receive service charge, bonuses, tips and cash prize for job well done
Being in on things	3	Share of information about things happening in the hotel
	4	Involvement in decision making
Sympathetic help during personal problems	5	Understanding of personal problems by management and helps solving it
	6	Job match with skills and knowledge
Interesting work	7	Challenging job
	8	Freedom of creativity and judgment at work
Promotion and growth	9	Good system of promotion
	10	Opportunity of career development through trainings
Personal loyalty to employees	11	Respect and value by the management
	12	Offer trust and ownership at work

Table 3.2 Continued

Job Motivational Factors	Items	Statements
Extrinsic Motivational Factors		
Job security	13	Presence of job security
Good wages	14	Get fair salary according to skills and knowledge
	15	Have right tools/equipment for the job
	16	Perform job with flexible timing
	17	Good location of workplace
Working conditions	18	Better occupational health and safety at work
	19	Hotel with clear vision, mission, organizational structure and policies.
	20	Good coworkers and managers
Tactful discipline	21	Less strict rules and regulations at work

Based on Kovach's ten motivational factors and other literature sources, questionnaire statements were adopted and developed by the researcher for their application to the context of hotel employees. The statements 1 and 2 were developed based on Mafini&Dlodlo's(2014) study of relationship between extrinsic motivation and job satisfaction, and from literature works of Torrington et al. (2004), Chiang & Birtch (2008) on reward and recognition, and Pakkulant's (2009) hotel employee motivation study in Phuket, Thailand. The statements 3,4,6,7,11,12,15,16 & 19 were used from Glanz's (2002, p 9,10 &18) research on employee motivation and Chuang et al.'s (2009) study on Casino hotel employees' job satisfaction. Statements 5,13,14 & 21 were adopted from original Kovach's ten motivational factors with slight modification of its language. Statement number 6 was used from Lee, Back & Chan's (2015) quality work life and job satisfaction study and rest 9,10,17 & 20 were used from Smerek& Peterson (2006) and DiPietro et al. (2014)'s questionnaires. The five-point Likert scale interval was adopted from DiPietro et al.'s (2014) works on motivation and satisfaction of Aruba lodging employees. The grand mean of 21 statements were used for study of importance and fulfillment of Kovach ten motivational factors.

Section 3: This particular section involved asking about the overall job satisfaction of hotel employees. This will give broader picture of Thimphu hotel industry's performance in terms of human resource management. This section used Weiss et al.'s (1967) Minnesota satisfaction questionnaire of 1-5 Likert scale with 1=Very Dissatisfied and 5= Very Satisfied (Hyun & Oh, 2011). The overall job satisfaction statements in Table 3.2 were adopted from Back, Lee & Abbott's (2010) study on Korean Casino employee's job satisfaction study.

Table 0.2 Statements of overall job satisfaction

	Item	Statements
	1	I am satisfied with my current job in the hotel
Overall Job satisfaction	2	I am satisfied working in the hotel industry

3.6 Pretest of questionnaire

The total of 30 set of questionnaires were pilot tested on hotel employees working in Bhutan, lodge employees and iMBA students of Prince of Songkla University. The questionnaires underwent edition and changes for better use in this study by incorporating feedbacks and suggestions from the pilot test and lecturers.

3.7 Reliability Test

The reliability of a scale shows whether the questionnaire is free from random errors and give consistent results in different occasions (Pallant,2016; p6).Cronbach's alpha is the most commonly used test to check the reliability of questionnaire in statistics. This is used when questions consist of Likert type scale items. The Cronbach's coefficient alpha value ranges from 0 to 1, which higher value indicates greater reliability. The general minimum coefficient requirement of 0.70 has been recommended by Nunnally(1978) for consideration of reliable questionnaires (Pallant,2016; p6). The table 3.3 below show questionnaire items for this study has met the reliability test with its value exceeding the minimal coefficient requirement.

Table 0.3 Reliability Statistics

Scale Name	Cronbach Alpha	N of Items
Total Statements	0.914	44
JobMotivational Factors for Importance	0.804	10
Job Motivational Factors for Fulfillment	0.827	10
Overall Job Satisfaction	0.800	2

3.8 Data Collection

The data collection is administered by the researcher visiting hotels located within Thimphu City. The researcher met with Managers/Human Resource Managers of the hotel and sought permission for the survey. The participation on survey by employees and hotels were voluntary. Out of 38 hotels in Thimphu, 26 hotels participated in this research survey. In each participating hotel, 16 questionnaires were distributed (total questionnaires=416). The completed questionnaires were returned in a sealed envelope to the researcher for the purpose of confidentiality. The period of data collection took place in the month of May to June 2017.

The 330 responded questionnaires (response rate=79.3%) from participants were obtained by the researcher. However, 32 questionnaires were un-useable and rejected for the data analysis. Therefore, the 298 valid questionnaires went through analysis of data in this study.

3.9 Data Analysis

Those valid questionnaires were analyzed for drawing results for this study. The analysis was done using Statistical Package for Social Science (SPSS v.21).

The first part of the questionnaire was analyzed using descriptive statistical method. Descriptive statistics is commonly used for conveying numerical information of the respondent in precise form representing in charts, graphs and tables. The mean, standard deviation, frequency and percentage values of respondent's demographic and work characteristics were calculated with this method. The second and third part of responses, which comprised of Likert-type scale questions, also used descriptive statistics to obtain mean and standard deviation.

The interval level of Best and Kahn (1993) was used to analyze the data involving Likert-type scale as follow:

$$\begin{aligned} \text{The Interval Level} &= \frac{(Max - Min)}{n} \\ &= (5-1) \div 5 = \mathbf{0.80} \end{aligned}$$

Therefore, results of statements are interpreted with following intervals as shown in the table below.

Table 0.4 Interval of scales

Mean Score	Importance Level	Fulfillment Level	Satisfaction Level
1.00-1.80	Not at all important	Not at all fulfilled	Very dissatisfied
1.81-2.60	Least important	Least fulfilled	Dissatisfied
2.61-3.40	Moderately important	Moderately fulfilled	Neutral
3.41-4.20	More important	More fulfilled	Satisfied
4.21-5.00	Extremely important	Extremely fulfilled	Very satisfied

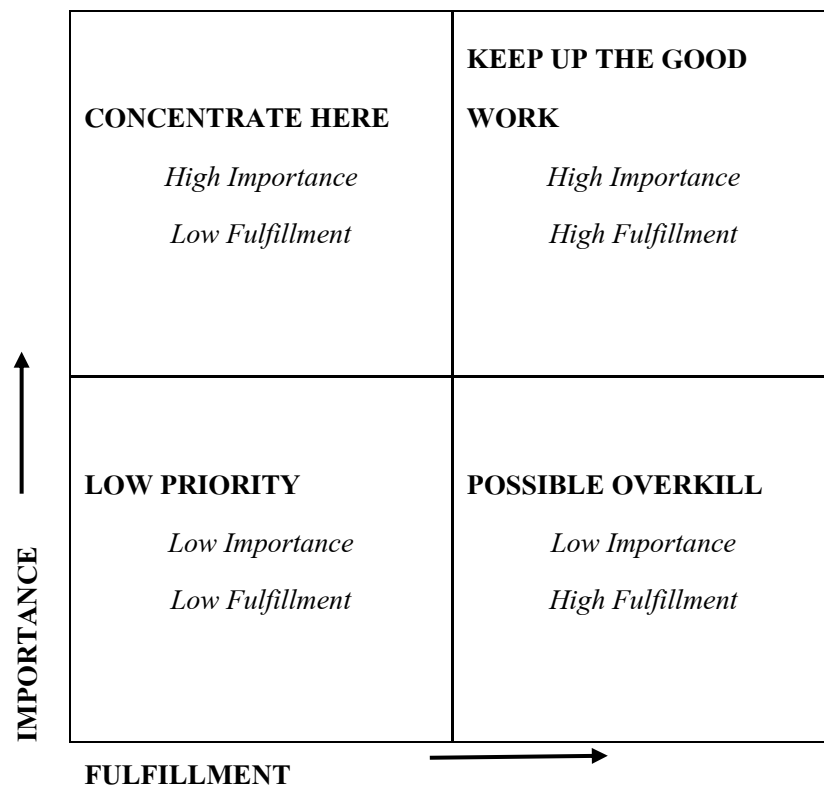
The study involved proving of hypotheses to reach the conclusion of this research study. Those hypotheses were analyzed using inferential statistics such as independent t-tests, ANOVA and regression.

The ANOVA helps to examine the existence of significant mean differences for more than two variables and t-test for two variables respectively (Sekaran&Bougie, 2016). The independent sample t-tests were used to compare the differences between demographic and work characteristics groups to importance level of job motivational factors. Upon passing of Levine's Test with $p > 0.05$, Tukey Post Hoc tests were conducted following ANOVA for those factors that gave statistical significance level (p -value) of 0.05 or less to identify the difference within groups.

Since this particular study used Kovach's ten motivational factors to get outcomes of level of importance and fulfillment of hotel employees. The gap between employee's importance and fulfillment scores of 21 job motivational factor statements were analyzed for better understanding of what factors were rightly matched and accessible to employees and further to identify critical factors that requires more concentration for overall satisfaction of employees. The modified IPA matrix was used in this study where the 'performance' in the original IPA grid was replaced with fulfillment. The fulfillment of job motivational factors, being need satisfaction

come from the performance of employers/management in delivering those factors to employees, which therefore, fairly justifies the use of modified IPA (Figure 3.1) in this study. In the field of tourism and hospitality researches, Gladwell et al. (2010) replaced performance with satisfaction for the study of organizational benefits for multi-generation workforce. Pan (2015) and Chang and Chen (2011) also used satisfaction in place of performance in IPA analysis for their study in determination of critical job satisfaction factors of a tourist hotel and identification of satisfaction factors for disabled air passengers respectively. Further, Pakkulant (2009) had used IPA for study of hotel employee motivation in Phuket.

Figure 0.1 Importance Fulfillment Matrix



To find out the influence of fulfillment of job motivational factors attributes on overall job satisfaction, multiple regression was conducted to investigate whether there are any attributes that predicts the overall job satisfaction at the significance p value ≤ 0.05 . The independent variables in this regression analysis was fulfillment of job motivational factor statements, while the dependent variable was overall job satisfaction. The variables underwent test

of outliers and multicollinearity ($0.1 \leq$) for better analysis and inferences. The coefficient of determination was obtained for the predictability of the model (Pallant,2016). The standardized and unstandardized regression coefficients were closely looked to determine which factor statements contributed to the variances of overall job satisfaction for hotel employees of Thimphu.

CHAPTER 4

RESULTS

In order to meet the aims of this research of studying importance and fulfillment of job motivational factors of hotel employees in Thimphu, the researcher collected data consisting of 298 employees. The data from completed questionnaires were analyzed using SPSS (Statistical Package for Social Science) version 21 for obtaining results which are presented as follow:

Part 1. Demographic characteristics of respondents

Part 2. Work characteristics of respondents

Part 3. Importance of motivational factors

Part 4. Fulfillment of motivational factors

Part 5. Overall job satisfaction

Part 6. Hypotheses

4.1 Descriptive Statistics

4.1.1 Demographic Characteristics of Respondents

Table 0.1 Demographic characteristics information

Demographic Characteristics	Frequency	Percentage (%)
Gender (n=291)		
Male	100	34.4
Female	191	65.6
Age (n=297)		
25 years and below	169	56.9
26-30 years	81	27.3
31-35 years	26	8.8
36 years and above	21	7.1
Marital Status (n=295)		
Single	172	58.3
Married	123	41.7

Table 0.2 Continued

Demographic Characteristics	Frequency	Percentage (%)
Education Level (n=295)		
Primary and below	24	8.1
Secondary	165	55.9
Certificate	50	16.9
Diploma	36	12.2
Bachelor Degree and above	20	6.8
Hospitality/Tourism Education (n=295)		
Yes	149	50.5
No	146	49.5

The result in Table 4.1 represents the demographic characteristics of respondents. The majority of respondents were female (191 or 65.6%) and in the age bracket of 20-25 years (169 or 56.9%). More than half of the respondents were single (172 or 58.3 %) and majority had secondary education (165 or 55.9 %). There is close to equal percentage of hospitality and tourism trained (149 or 50.5 %) to non-trained (146 or 49.5 %) respondents.

4.1.2 Work Characteristic of Respondents

Table 0.3 Work characteristics information

Work Characteristics	Frequency	Percentage (%)
Department (n=298)		
Food & Beverage Service	76	25.5
Front Desk	76	25.5
Housekeeping	80	26.8
Food Production	66	22.1
Monthly Salary Income (n=294)		
Less than Nu.5000	33	11.2
Nu.5001-Nu.7000	112	38.1
Nu.7001-Nu.9000	77	26.2
Nu.9001-Nu.11000	37	12.6
More than Nu.11000	35	11.9

Table 0.4 Continued

Work Characteristics	Frequency	Percentage (%)
Total years of service (n=296)		
1 year or below	44	14.9
1-5 years	178	60.1
6-10 years	49	16.6
More than 10 years	25	8.4

Table 4.2 presents the work characteristic of respondents where majority are housekeeping department (80 or 26.8%), monthly salary income of Nu.5001-Nu.7000 (112 or 38.1%) and total years of service in the hotel industry of 1-5 years (178 or 60.1 %).

4.1.3 Importance and Fulfillment of Job motivational Factors

Table 0.5 Importance of job motivational factors

Job Motivational Factors	Mean	S.D	Level of Importance
Full appreciation of job well done			
Receive thanks and appreciation for job well done	3.94	1.15	More Important
Receive service charge, bonuses, tips and cash prize for job well done	4.18	1.03	More Important
	4.06		More Important
Being in on things			
Share of information about things happening by the hotel	3.80	1.08	More Important
Involvement in decision making	3.41	1.22	More Important
	3.60		More Important
Understanding of personal problems by management and helps solving it	3.64	1.18	More Important
	3.64		More Important
Interesting work			
Job matched with skills and knowledge	3.75	1.00	More Important
Challenging job	4.23	0.87	Extremely Important
Freedom of creativity and judgment at work	3.65	1.08	More Important
	3.88		More Important

Table 0.6 Continued

Job Motivational Factors	Mean	S.D	Level of Importance
Promotion and growth			
Good system of promotion	3.93	1.10	More Important
Opportunity of career development through trainings	3.92	1.12	More Important
	3.93		More Important
Personal loyalty to employees			
Respect and value by the management	3.98	1.00	More Important
Offer trust and ownership at work	3.74	1.09	More Important
	3.86		More Important
Job security			
Presence of job security	4.11	0.96	More Important
	4.11		More Important
Good wages			
Get fair salary according to skills and knowledge	4.02	1.09	More Important
	4.02		More Important
Good Working conditions			
Have right tools/equipment for the job	3.89	0.93	More Important
Perform job with flexible timing	3.60	1.11	More Important
Good location of workplace	3.98	1.02	More Important
Better occupational health and safety at work	3.95	0.93	More Important
Hotel with clear vision, mission, organizational structure and policies.	3.98	0.99	More Important
Good coworkers and managers	4.18	0.94	More Important
	3.93		More Important
Tactful discipline			
Less strict rules and regulations at work	3.17	1.09	Moderately Important
	3.17		Moderately Important
Overall Importance	3.82		More Important

Table 4.3 shows hotel employees' importance level in each of the 21 statements of job motivational factors. The statement, '*receive service charge, bonuses, tips and cash prize for job well done*' under full appreciation of job well done showed more importance (Mean=4.18, SD=1.03) level. In second, under the factor of being in on things, the statement '*sharing of information about things happening in the hotel*' has the highest rating by the employees (Mean=3.80, SD=1.08) with grand mean level of more importance.

The single statement of '*understanding of personal problems by management and helps solving it*' under sympathetic help during personal problems (Mean=3.64, SD=1.18) have more important level to employees. The '*challenging job*' (Mean=4.23, SD=0.87) under interesting work factor showed extremely important level. Under promotion and growth, '*good system of promotion*' (Mean=3.93, SD=1.10) is the highest with more important level compared to training and development statements.

The statement, '*respect and value by the management*' in the personal loyalty to employees (Mean=3.98, SD=1.00) showed higher importance with more importance level compared other statement. The single statement '*presence of job security*' under job security (Mean=4.11, SD=0.96) is found more importance for employees.

From the six statements of working conditions, '*good coworkers and managers*' showed highest (Mean=4.18, SD=0.94) followed by '*good location of workplace*' (Mean=3.98, SD=1.02) and '*hotel with clear vision, mission, organizational structure and policies*' (Mean=3.98, SD=0.99) with more importance level. The single factor statement '*less strict rules and regulation at work*' (Mean=3.17, SD=1.09) shows moderate importance to employees.

Table 0.7 Ranking of importance of job motivational factors

Job Motivational Factors	Mean	SD	General Ranking (1=most important -10=least important)
Job security	4.11	.96	1
Full appreciation of job well done	4.06	.88	2
Good wages	4.02	.92	3
Good working conditions	3.93	.63	4
Promotion and growth	3.92	.98	5

Table 0.8 Continued

Job Motivational Factors	Mean	SD	General Ranking (1=most important -10=least important)
Interesting work	3.88	.70	6
Personal Loyalty to Employees	3.86	.86	7
Sympathetic help during personal problems	3.64	1.17	8
Being in on things	3.61	.95	9
Tactful discipline	3.17	1.09	10

The table 4.4 presents ranking of importance of motivational factors according to the highest grand mean score to least mean score of those ten factors. The '*job security*' (M=4.11, SD=.96) is the most important factor followed by '*full appreciation of job well done*' (M=4.06, SD=.88) and '*good wages*' (M=4.10, SD=.92). The '*tactful discipline*' (M=3.17, SD=1.09), '*being in on things*' (M= 3.61, SD=.95) and '*sympathetic help during personal problems*' (M=3.64, SD=1.17) were least important to hotel employees.

Table 0.9 Fulfillment of job motivational factors

Job Motivational Factors	M	S.D	Fulfillment Level
Full appreciation of job well done			
Receive thanks and appreciation for job well done	3.18	1.24	Moderately Fulfilled
Receive service charge, bonuses, tips and cash prize for job well done	3.22	1.29	Moderately Fulfilled
	3.20		Moderately Fulfilled
Being in on things			
Share of information about things happening by the hotel	3.30	1.11	Moderately Fulfilled
Involvement in decision making	2.91	1.20	Moderately Fulfilled
	3.11		Moderately Fulfilled
Understanding of personal problems by management and helps solving it	3.20	1.22	Moderately Fulfilled
	3.20		Moderately Fulfilled

Table 0.10 Continued

Job Motivational Factors	M	S.D	Fulfillment Level
Interesting Work			
Job match with skills and knowledge	3.62	0.98	More Fulfilled
Challenging job	3.84	1.00	More Fulfilled
Freedom of creativity and judgment at work	3.12	1.23	Moderately Fulfilled
	3.53		More Fulfilled
Promotion and growth			
Good system of promotion	2.95	1.19	Moderately Fulfilled
Opportunity of career development through trainings	3.08	1.28	Moderately Fulfilled
	3.02		Moderately Fulfilled
Personal loyalty to employees			
Respect and value by the management	3.27	1.12	Moderately Fulfilled
Offer trust and ownership at work	3.23	1.04	Moderately Fulfilled
	3.23		Moderately Fulfilled
Job security			
Presence of job security	3.41	1.15	More Fulfilled
	3.41		More Fulfilled
Good wages			
Get fair salary according to skills and knowledge	3.04	1.23	Moderately Fulfilled
	3.04		Moderately Fulfilled
Good working conditions			
Have right tools/equipment for the job	3.54	1.00	More Fulfilled
Perform job with flexible timing	3.12	1.19	Moderately Fulfilled
Good location of workplace	4.08	1.00	More Fulfilled
Better occupational health and safety at work	3.67	1.02	More Fulfilled
Hotel with clear vision, mission, organizational structure and policies.	3.53	1.12	More Fulfilled
Good coworkers and managers	3.40	1.14	Moderately Fulfilled
	3.56		More Fulfilled

Table 0.11 Continued

Job Motivational Factors	M	S.D	Fulfillment Level
Tactful discipline			
Less strict rules and regulations at work	2.99	0.98	Moderately Fulfilled
	2.99		Moderately Fulfilled
Overall Fulfillment	3.24		Moderately Fulfilled

The table 4.5 shows hotel employees' fulfillment level in each of the 21 statements of job motivational factors. The statement, '*receive service charge, bonuses, tips and cash prize for job well done*' under full appreciation of job well done showed 'moderately fulfilled' (M=3.22, SD=1.29) and higher than non-financial rewards.

In second, under the factor of being in on things, the statement '*sharing of information about things happening in the hotel*' has the highest rating by the employees (M=3.30, SD=1.11) with grand mean level of 'moderate' fulfillment.

The single statement of '*understanding of personal problems by management and helps solving it*' under '*sympathetic help during personal problems*' (M=3.20, SD=1.22) have also moderate fulfillment level to employees.

The '*challenging job*' under interesting work factor (M=3.84, SD=1.00) is more fulfilled for hotel employees.

Under promotion and growth, '*opportunity of personal and career development through trainings*' (M=3.08, SD=1.28) showed the higher with the level of moderate fulfillment compared to promotion system.

The statement, '*the company respect and value employees*' in the personal loyalty to employee's factor (M=3.27, SD=1.12) showed higher with 'moderate' level compared other statement. The single statement '*presence of job security*' (M=3.41, SD=1.15) is found 'more fulfilled' to employees. The factor statement '*get fair salary according to skills and knowledge*' (Mean=3.04, SD=1.23) is moderately fulfilled for employees.

From the six statements of working conditions, '*good location of workplace*' (Mean=4.08, SD=1.00) followed by '*better occupational health and safety at work*' (Mean=3.67, SD=1.02) and '*have the right tools/equipment for the job*' (Mean=3.54, SD=1.00) are the highest statement with 'more fulfilled' level.

The single factor statement '*less strict rules and regulation at work*' (Mean=2.99, SD=0.98) shows 'moderately fulfilled' for employees.

Table 0.12 Overall job satisfaction

Job satisfaction Statement	Mean	S.D	Satisfaction Level
I am satisfied with my current job in the hotel	3.61	0.93	Satisfied
I am satisfied working in the hotel industry	4.00	0.92	Satisfied
Overall Job Satisfaction	3.81	0.92	Satisfied

Table 4.6 presents the level of agreement of employees' overall job satisfaction. The results showed employees '*satisfied*' (Mean=3,81, SD=0.92) with their satisfaction of the job in hotels.

4.2 Hypothesis Testing

Hypothesis 1: There are differences in importance of job motivational factors to demography characteristics (gender, age, marital status, education, hospitality training) of hotel employees.

Hypothesis 1.1: There is difference in importance of job motivational factors with gender of hotel employees

Table 0.13 T-test comparison of gender and importance

Job Motivational Factors	Male			Female			t-value	p-value
	N	Mean	SD	N	Mean	SD		
Full appreciation of job well done	100	4.08	1.10	191	3.85	1.18	1.590	.113
Being in on things	99	3.72	0.97	191	3.54	0.94	1.463	.144
Sympathetic help during personal problems	99	3.52	1.15	191	3.69	1.19	-1.206	.229
Interesting work	100	3.85	0.70	191	3.89	0.71	-.390	.697
Promotion and growth	100	3.94	0.95	191	3.91	1.00	.282	.778
Personal loyalty to employees	100	3.86	0.88	191	3.86	0.85	-.059	.953
Job security	99	4.07	0.94	191	4.15	0.97	-.640	.523
Good wages	100	4.20	0.82	191	4.03	0.98	1.434	.153

Table 0.14 Continued

Job Motivational Factors	Male			Female			t-value	p-value
	N	Mean	SD	N	Mean	SD		
Good working conditions	100	3.94	0.67	191	3.92	0.62	.219	.827
Tactful discipline	100	3.12	1.19	191	3.19	1.05	-.544	.587
Overall Importance	99.7	3.83	0.94	191	3.80	0.95	0.21	0.50

*. The mean difference is significant at the 0.05 level.

Based on the independent sample t-test on importance of motivational factors by gender, the result (table 4.7) showed that there were no significant differences between male and female hotel employees towards importance of job motivational factors. Thus, suggested that gender do not affect importance of motivational factors to hotel employees of Thimphu City.

Hypothesis 1.2: There is difference in importance of job motivational factors with age of hotel employees.

Table 0.15 ANOVA comparison of age and importance

Job Motivational Factors	Means				F-value	p-value
	Group 1 <25 years	Group 2 26-30 years	Group 3 31-35 years	Group 4 36 years<		
Full appreciation of job well done	3.77	4.19	3.96	4.30	3.091	.027*
Being in on things	3.50	3.81	3.64	3.65	1.963	.120
Sympathetic help during personal problems	3.61	3.65	3.56	3.80	.199	.897
Interesting work	3.82	3.96	3.91	3.87	.738	.530
Promotion and growth	3.81	4.12	3.98	4.08	2.130	.097
Personal loyalty to employees	3.71	4.02	3.94	4.28	4.466	.004**
Job security	3.99	4.11	4.40	4.70	4.191	.006**
Good wages	4.01	4.19	4.20	4.40	1.629	.183
Good working conditions	3.89	4.05	3.81	3.99	1.543	.203

Table 0.16 Continued

Job Motivational Factors	Means				F-value	p-value
	Group 1 <25 years	Group 2 26-30 years	Group 3 31-35 years	Group 4 36 years<		
Tactful discipline	3.26	3.05	3.36	2.75	1.928	.125
Overall Importance	3.74	3.92	3.88	3.98	2.188	0.219

*. The mean difference is significant at the 0.05 level.

The table 4.8 shows One-way ANOVA between groups of respondents to examine the effect of age on importance level of motivational factors. The respondents were categorized into four groups based on their age (Group 1: under 25 years, Group 2: 26-30, Group 3: 31-35, Group 4: 36 years<). There were substantial statistically significant differences ($p < 0.05$) in respondents' 'age' and the 'importance' for factors; 'full appreciation of job well done' ($F(3,290) = 3.091, p = 0.027$), 'personal loyalty to employees' ($F(3,290) = 4.466, p = 0.004$) and 'job security' ($F(3,290) = 4.191, p = 0.006$).

In order to find where significant differences lie among groups, the Tukey HSD (Honest Significance Difference) post hoc test was conducted, which showed there were significant difference within groups for 'full appreciation of job well done' that Group 2 ($M = 4.19, SD = 1.01$) have higher importance while Group 1 ($M = 3.77, SD = 1.19$) have lesser importance than other groups.

In the factor 'personal loyalty to employees', the Group 1 ($M = 3.71, SD = .87$) has significantly lower importance while Group 4 ($M = 4.28, SD = .70$) placed higher importance for job motivational factors.

The respondents in Group 4 ($M = 4.70, SD = .57$) significantly differed with higher importance from Group 1 ($M = 3.99, SD = .98$) in the 'job security' factor.

Hypothesis 1.3: There is difference in importance of job motivational factors with marital status of hotel employees.

Table 0.17 T-test comparison of marital status and importance

Job Motivation Factors	Single			Married			t-value	p-value
	N	Mean	SD	N	Mean	SD		
Full appreciation of job well done	172	3.91	1.15	123	3.97	1.17	-.444	.657
Being in on things	171	3.63	0.96	123	3.57	0.95	.517	.606
Sympathetic help during personal problems	172	3.63	1.19	122	3.63	1.16	.018	.985
Interesting work	172	3.89	0.72	123	3.85	0.69	.465	.642
Promotion and growth	172	3.93	0.96	123	3.91	1.00	.230	.818
Personal loyalty to employees	172	3.79	0.83	123	3.96	0.89	-1.656	.099
Job security	172	4.05	0.96	122	4.19	0.97	-1.194	.233
Good wages	172	4.10	0.93	123	4.09	0.91	.124	.902
Good working conditions	172	3.92	0.63	123	3.95	0.65	-.464	.643
Tactful discipline	172	3.22	1.11	123	3.07	1.07	1.145	.253
Overall Importance		3.81	0.94		3.82	0.95	-0.13	0.58

*. The mean difference is significant at the 0.05 level.

The independent sample t-test in the table 4.9 showed no statistically significant difference between respondents' marital status and job motivational factors. Therefore, the result suggest that marital status has no effect on overall importance of motivational factors to hotel employees of Thimphu City.

Hypothesis 1.4: There is difference in importance of job motivational factors with education level of hotel employees

Table 0.18 ANOVA comparison of education level and importance

Job Motivational Factors	Means					F-value	p-value
	Group 1 primary & below	Group 2 secondary	Group 3 certificate	Group 4 diploma	Group 5 bachelors+		
Full appreciation of job well done	4.17	4.07	3.44	3.91	3.95	3.185	.014*
Being in on things	3.71	3.65	3.22	3.61	4.13	3.870	.004**
Sympathetic help during personal problems	4.00	3.65	3.34	3.57	3.85	1.569	.183
Interesting work	3.79	3.86	3.78	4.03	4.07	1.120	.347
Promotion and growth	4.10	3.93	3.49	4.17	4.35	4.409	.002**
Personal loyalty to employees	4.21	3.85	3.65	3.81	4.05	2.066	.085
Job security	4.46	4.05	4.14	4.03	4.20	1.059	.377
Good wages	4.27	4.10	4.03	3.99	4.30	.641	.633
Good working conditions	3.89	3.99	3.73	3.88	4.21	2.665	.033*
Tactful discipline	2.83	3.21	3.16	3.17	3.30	.685	.603
Overall Importance	3.94	3.84	3.60	3.82	4.04	2.127	0.228

*. The mean difference is significant at the 0.05 level.

Table 4.10 shows one-way ANOVA between respondents' education level and their importance towards job motivational factors. The respondents were categorized into five groups based on their education level (Group 1: Primary and below, Group 2: secondary, Group 3: certificate, Group 4: Diploma, and Group 5: bachelors and above). There were notable statistically significant differences ($p < 0.05$) in respondents' education and the importance of factors; 'full appreciation of job well done' ($F(4,287) = 3.185, p = 0.014$) 'being in on things' (F

(4,287) =3.352, $p=0.004$), 'promotion and growth' ($F(4,288) =2.992, p=0.002$) and 'good working conditions' ($F(4,287) =2.665, p=0.033$).

Tukey HSD Post hoc test showed Group 2 ($M=4.07, SD=1.09$) and Group 3 ($M=3.44, SD=1.31$) have significantly differed with higher and lower importance for 'full appreciation of job well done' motivational factor.

In terms of importance on 'being in on things', Group 5 ($M=4.13, SD=.87$) has higher importance on this particular factor indicating for their higher need for decision making and company information from other groups.

The importance on 'promotion and growth' factor was significantly important for higher educated Group 4 ($M=4.17, SD=.84$) and Group 5 ($M=4.35, SD=.97$) than other education level of respondents.

The Group 5($M= 4.21, SD=.47$) have significantly higher and Group 3($M=3.73, SD=.62$) with lower importance in the factor 'good working conditions' while other groups doesn't show differences within the education groups.

Hypothesis 1.5: There is difference in importance of job motivational factors with hospitality training background of hotel employees

Table 0.19 T-test comparison of training and importance

Job Motivation Factors	Hospitality trained			Hospitality untrained			t-value	p-value
	N	M	SD	N	M	SD		
Full appreciation of job well done	149	3.96	1.14	146	3.90	1.16	.414	.679
Being in on things	149	3.65	0.94	145	3.57	0.97	.737	.462
Sympathetic help during personal problems	148	3.53	1.18	146	3.73	1.17	-1.501	.134
Interesting work	149	3.92	0.70	146	3.83	0.71	1.062	.289
Promotion and growth	149	3.96	0.96	146	3.87	1.00	.817	.414
Personal Loyalty to Employees	149	3.87	0.83	146	3.84	0.89	.233	.816
Job security	148	4.10	0.99	146	4.11	0.94	-.073	.942
Good wages	149	4.13	0.94	146	4.05	0.90	.803	.423

Table 0.20 Continued

Job Motivation Factors	Hospitality trained			Hospitality untrained			t-value	p-value
	N	M	SD	N	M	SD		
Good working conditions	149	3.94	0.62	146	3.91	0.65	.489	.625
Tactful discipline	149	3.16	1.09	146	3.16	1.11	.028	.978
Overall Importance		3.82	0.94		3.80	0.95	0.301	0.576

*. The mean difference is significant at the 0.05 level.

An independent sample t-test results (table 4.11) between hospitality trained and untrained respondents on their importance on job motivational factors showed that there was no statistically significant difference ($p < .05$). Thus, the result inferred that hospitality education of employees have no effect on level of importance of job motivational factors to hotel employees of Thimphu.

Hypothesis 2: There are differences in importance of job motivational factors with work characteristics (salary, years of service, department) of hotel employees.

Hypothesis 2.1.: There is difference in importance of job motivational factors with salary of hotel employees

Table 0.21 ANOVA comparison of salary and importance

Job Motivation Factors	Means					F-value	p-value
	Group 1 <Nu.5000	Group 2 Nu.5001- Nu.7000	Group 3 Nu.7001- Nu.9000	Group 4 Nu.9001- Nu.11000	Group 5 More than Nu.11000		
Full appreciation of job well done	3.33	3.70	4.13	4.35	4.38	7.002	.000**
Being in on things	3.24	3.47	3.66	3.85	4.00	4.046	.003**
Sympathetic help during personal problems	3.58	3.59	3.55	3.62	4.09	1.455	.216
Interesting work	3.58	3.78	4.04	3.84	4.10	4.120	.003**
Promotion and Growth	3.44	3.74	4.13	4.11	4.32	5.870	.000**

Table 0.22 Continued

Job Motivation Factors	Means					F-value	p-value
	Group 1 <Nu.5000	Group 2 Nu.5001- Nu.7000	Group 3 Nu.7001- Nu.9000	Group 4 Nu.9001- Nu.11000	Group 5 More than Nu.11000		
Personal loyalty to employees	3.44	3.67	4.09	3.92	4.25	7.126	.000**
Job security	3.58	3.92	4.32	4.38	4.47	6.886	.000**
Good wages	3.79	3.96	4.27	4.23	4.43	3.539	.008**
Good working conditions	3.73	3.86	4.01	3.94	4.20	3.202	.014**
Tactful discipline	3.55	3.18	3.03	3.14	3.15	1.313	.265
Overall Importance	3.52	3.69	3.92	3.94	4.14	4.456	0.051

*. The mean difference is significant at the 0.05 level.

In terms of respondents' monthly salary income and their importance towards job motivational factors, one-way ANOVA on the table 4.12 shows that there was substantial difference in six factors. The respondents were categorized into five groups based on their education level (Group 1: <Nu. 5,000, Group 2: Nu.5001-Nu. 7,000, Group 3: Nu. 7,001-Nu. 9,000, Group 4: Nu.9001-Nu. 11,000, Group 5: More than Nu. 11,000) respectively.

There were statistically significant differences ($p < 0.05$) noticed in factors; 'full appreciation of job well done' ($F(4,286) = 7.002, p = 0.000$), 'being in on things' ($F(4,286) = 4.046, p = 0.003$), 'interesting work' ($F(4,286) = 4.120, p = 0.003$), 'promotion and growth' ($F(4,286) = 5.870, p = 0.000$), 'personal loyalty to employees' ($F(4,286) = 7.126, p = 0.000$), 'job security' ($F(4,286) = 6.886, p = 0.000$), 'good wages' ($F(4,286) = 3.539, p = 0.008$) and 'good working conditions' ($F(4,286) = 3.202, p = 0.014$).

The Tukey HSD Post hoc test showed Group 4 ($M = 4.35, SD = .98$) and Group 5 ($M = 4.38, SD = .82$) have significantly differed from Group 1 ($M = 3.33, SD = 1.19$) and Group 2 ($M = 4.38, SD = 1.21$) on 'full appreciation of job well done' factor with higher level of importance.

The highly salaried Group 5 (M=4.00, SD=.78) significantly differed on the factor '*being in on things*' with higher importance from low salaried respondents Group 1 (M=3.24, SD=1.08) and Group 2 (M=3.47, SD=.98).

On the factor '*interesting work*', Group 1 (M=3.58, SD=.85) is significantly different from other groups showing that they have lesser importance of motivating by the opportunity of performing challenging and creative jobs compared to the other respondent groups.

In terms of '*promotion and growth*' importance, Group 1 (M=3.44, SD=1.03) significantly differed from Group 5 (M=4.32, SD=.73) showing lesser importance in this particular factor. In importance of '*personal loyalty to employees*', Group 1 (M=3.44, SD=.78) and Group 2 (M=3.67, SD=.87) significantly differed from rest of the salary groups indicating that these two groups have lower motivational needs of respect and value from hotel they work.

The '*job security*' importance were significantly least important for Group 1 (M=3.58, SD=1.06) than other groups and generally observed that the job security importance progress according to the increase of salary.

For the importance of '*good wages*' Group 5 (M=4.43, SD=.77) have higher motivation and Group 1 (M= 3.79, SD=.87) have lower motivation for receiving better salary which exhibited significantly different from other groups. In respect to the factor '*good working conditions*', high salary receiving Group 5 (M=4.20, SD=.51) have significantly greater importance while lower salary groups have lower importance from their work place. Thus, the employee's salary partially affects the importance of motivational factors.

Hypothesis 2.2: There is difference in importance of job motivational factors with employees' total years of service in the hotel industry

Table 0.23 ANOVA comparison of length of service and importance

Job Motivational Factors	Means				F-value	p-value
	<1 year	1-5 years	6-10 years	10 years<		
	Group 1	Group 2	Group 3	Group 4		
Full appreciation of job well done	3.57	3.86	4.20	4.63	5.686	.001**
Being in on things	3.43	3.57	3.67	4.08	2.728	.044*
Sympathetic help during personal problems	3.34	3.68	3.59	3.83	1.251	.291
Interesting work	3.80	3.85	3.99	3.92	.682	.563
Promotion and growth	3.76	3.86	4.09	4.35	2.755	.043*
Personal loyalty to employees	3.44	3.84	3.98	4.46	8.331	.000**
Job security	3.80	4.06	4.24	4.79	6.356	.000**
Good wages	3.91	4.12	4.10	4.40	1.481	.220
Good working conditions	3.69	3.97	3.99	4.09	3.141	.026*
Tactful discipline	3.30	3.20	3.08	2.88	.939	.422
Overall Importance	3.60	3.80	3.89	4.14	3.335	0.161

*. The mean difference is significant at the 0.05 level.

A One-way ANOVA (Table 4.13) was conducted compare the difference of groups of respondent's total length of service in the hotel industry on importance of job motivational factors. The respondents were divided into four groups based on their period of service in the industry in years (Group 1: less than 1 year; Group 2: 1-5; Group 3: 6-10; Group 4: More than 10 years).

There were statistically significant differences ($p < 0.05$) in respondents' 'total years of service' and the 'importance' for factors; 'full appreciation of job well done' ($F(3,289) = 5.289, p = 0.001$), 'being in on things' ($F(3,289) = 2.728, p = 0.044$), 'promotion and growth' ($F(3,289) = 2.755, p = .043$), 'personal loyalty to employees' ($F(3,289) = 8.331, p = .000$) and 'job security' ($F(3,289) = 6.356, p = 0.000$) and 'Working conditions' ($F(3,289) = 3.141, p = 0.026$).

The multiple comparison of Post hoc test (Tukey HSD) showed that mean score of Group 4 (M=4.13, SD=.71) was significantly different from Group 1 (M=3.57, SD=1.25) in 'full appreciation of job well done'. The Group 4, being senior in the service had higher importance on this factor.

In 'being in on things', the Group 4 (M=4.08, SD=.82) differed significantly from Group 1 (M=3.43, SD=.93). However, the Group 2 and 3 did not significantly differ in this particular factor, which involves participation in decision making and staying well informed of the happenings in the hotel.

The 'promotion and growth' is of higher importance for senior Group 4 (M=4.35, SD=.76) employees than other employee groups. The group 4 (M=4.46, SD=.61) had highest mean score of importance on gaining 'personal loyalty' from the company and indicated significant difference from least mean scored Group 1 (M=3.44, SD=.92).

In terms of 'job security', Group 4 (M=4.79, SD=.51) has highest importance. Group 1 (M=3.69, SD=.59) showed significantly lower importance on the factor 'good working conditions' indicating that junior employees care less of better working conditions than senior employees. Thus, the length of service of employees affect the importance of job motivational factors.

Hypothesis 2.3: There is difference in importance of job motivational factors with types of department hotel employees' work.

Table 0.24 ANOVA comparison of department and importance

Job Motivational Factors	Means					F-value	p-value
	Group 1 Food & Beverage	Group 2 Front Office	Group 3 Housekeeping	Group 4 Food Production			
Full appreciation of work done	3.93	4.04	3.81	3.98	.549	.649	
Being in on things	3.59	3.65	3.58	3.62	.095	.963	
Sympathetic help with personal problems	3.55	3.76	3.71	3.49	.860	.462	

Table 0.25 Continued

Job Motivational Factors	Means					F-value	p-value
	Group 1 Food & Beverage	Group 2 Front Office	Group 3 Housekeeping	Group 4 Food Production			
Interesting Work	3.94	4.04	3.67	3.88	3.967	.009**	
Promotion and growth	3.89	4.13	3.76	3.93	1.913	.128	
Personal loyalty to employees	3.87	3.96	3.77	3.85	.657	.579	
Job security	3.92	4.15	4.08	4.35	2.432	.065	
Good wages	3.97	4.21	4.01	4.22	1.516	.210	
Good working conditions	3.74	4.02	3.95	4.02	3.371	.019**	
Tactful discipline	3.18	3.16	3.10	3.24	.211	.889	
Overall Importance	3.76	3.91	3.74	3.86	1.557	0.397	

*. The mean difference is significant at the 0.05 level.

Table 4.14 shows one-way ANOVA between respondents' department and their importance towards job motivational factors. The respondents were categorized into four groups based on their department (Group 1: Food & Beverage, Group 2: Front Office, Group 3: Housekeeping, and Group 4: Food Production). There were substantial statistically significant differences ($p < 0.05$) in factors; '*interesting work*' ($F(5,287) = 2.857, p = 0.016$) and '*good working conditions*' ($F(5,287) = 2.304, p = 0.045$).

The Tukey HSD Post hoc test showed Group 2 ($M = 4.04, SD = .67$) is significantly different from Group 3 ($M = 3.67, SD = .72$). In importance of good working conditions, Group 1 ($M = 3.74, SD = .66$) rated lowest importance level among the groups as they already know their unchangeable nature of job which require physical and emotional contact with guests.

Hypothesis 3: The fulfillment of job motivational factors significantly influences overall job satisfaction of hotel employees.

Table 0.26 Regression analysis of fulfillment and overall job satisfaction

Job Motivation Factors Attributes	B	S.E	Beta	t	Sig.
Receive thanks and appreciation for job well done	.016	.045	.024	.357	.721
Receive service charge, bonuses, tips and cash prize for job well done	.098	.042	.154	2.346	.020*
Share of information about things happening by the hotel	.011	.046	.015	.245	.806
Involvement in decision making	-.013	.042	-.019	-.305	.761
Understanding of personal problems by management and helps solving it	-.033	.041	-.049	-.801	.424
Job matched with skills and knowledge	.028	.051	.033	.543	.587
Challenging job	.047	.049	.058	.966	.335
Freedom of creativity and judgment at work	.002	.041	.002	.038	.969
Good system of promotion	.105	.047	.152	2.203	.028*
Opportunity of career development through trainings	.006	.040	.009	.140	.888
Respect and value by the management	.057	.050	.078	1.139	.256
Offer trust and ownership at work	-.021	.050	-.027	-.425	.672
Presence of job security	.116	.046	.163	2.535	.012*
Get fair salary according to skills and knowledge	.051	.044	.075	1.160	.247
Have right tools/equipment for the job	-.091	.050	-.111	-1.804	.072
Perform job with flexible timing	.043	.037	.062	1.159	.247
Good location of workplace	.134	.045	.162	2.959	.003**
Better occupational health and safety at work	.047	.054	.059	.880	.380
Hotel with clear vision, mission, organizational structure and policies.	.007	.050	.009	.137	.891
Good coworkers and managers	.047	.041	.066	1.155	.249
Less strict rules and regulations at work	.119	.046	.146	2.569	.011*
(Constant)	1.195	.263		4.548	.000
		Multiple R= .641		Standard Error=.654	
		R ² = .410		F=8.456	
		Adjusted R ² =.362		p=.000	

*p-value \leq 0.05**p-value \leq 0.01

A multiple regression using twenty-one statement of job motivational factors as independent variables were tested to know their significant influence on overall job satisfaction of respondents as presented in the Table 4.15. It was found that some statements were predictors of overall job satisfaction of hotel employees and the derived statistic model could account 41.0% of the variance in overall job satisfaction level (Adjusted $R^2=.362$, $F=8.456$, $p=.000$).

The fulfillment of job motivational factor statements, '*presence of job security*' ($Beta=.163$, $t=2.535$, $p=.012$) made highest contribution for the prediction of employee's overall job satisfaction followed by the '*good location of workplace*' ($Beta=.162$, $t=2.959$, $p=.003$), '*receive service charge, bonuses, tips and cash prize for job well done*' ($B=.154$, $t=2.346$, $p=.020$), '*good system of promotion*' ($Beta=.152$, $t=2.203$, $p=.028$) and '*less degree of rules and regulation at work*' ($Beta=.146$, $t=2.569$, $p=.011$). Therefore, the fulfillment of job motivational factors partially influenced the overall job satisfaction of employees.

4.3 Gap between Overall Importance and Overall Fulfillment

Table 0.16 Comparison of overall importance and overall fulfillment

Job Motivational Factors Attributes	Importance	Fulfillment	F-I
	Mean	Mean	
Receive thanks and appreciation for job well done	3.94	3.18	-0.76
Receive service charge, bonuses, tips and cash prize for job well done	4.18	3.22	-0.96
Share of information about things happening by the hotel	3.80	3.30	-0.50
Involvement in decision making	3.41	2.91	-0.50
Understanding of personal problems by management and helps solving it	3.64	3.19	-0.45
Job matched with skills and knowledge	3.75	3.62	-0.13
Challenging job	4.23	3.84	-0.39
Freedom of creativity and judgment at work	3.65	3.12	-0.53
Good system of promotion	3.93	2.95	-0.98
Opportunity of career development through trainings	3.92	3.08	-0.84
Respect and value by the management	3.98	3.23	-0.75

Table 0.16 Continued

Job Motivational Factors Attributes	Importance	Fulfillment	F-I
	Mean	Mean	
Offer trust and ownership at work	3.74	3.23	-0.51
Presence of job security	4.11	3.41	-0.71
Get fair salary according to skills and knowledge	4.02	3.04	-0.98
Have right tools/equipment for the job	3.89	3.54	-0.35
Perform job with flexible timing	3.60	3.12	-0.49
Good location of workplace	3.98	4.08	0.10
Better occupational health and safety at work	3.95	3.67	-0.28
Hotel with clear vision, mission, organizational structure and policies.	3.98	3.53	-0.45
Good coworkers and managers	4.18	3.40	-0.78
Less strict rules and regulations at work	3.17	2.99	-0.18
Grand Mean of Fulfillment and Importance	3.82	3.23	-0.59

With twenty-one attributes of job motivational factors, the comparison of importance and fulfillment of those attributes were made as shown in the table 4.16 above. All factors showed negative gaps in Fulfillment-Importance of job motivational factors. The top three negative scores are ‘*Good wages*’ (Gap=-0.98), ‘*promotion & growth*’ (Gap= -0.91) and ‘*job security*’ (Gap= -0.71). The factor ‘*tactful discipline*’ (Gap= -0.18) showed least gaps in importance and fulfillment.

Further, the comparison of the factor attributes that are important to motivate hotel employees with the fulfillment of each attributes was analyzed using IPA tool. The grand mean gap between *fulfillment* (Grand Mean=3.23) and *importance* (Grand Mean=3.82) is -0.59 indicating that job motivational needs of hotel employees in Thimphu were not fulfilled satisfactorily. The mean score plots of importance and fulfillment of each job motivational factor into four quadrants is shown in Fig.4.1 which can be useful for identifying the hotel management’s performance for motivation of their employees. Upon analysis, those 21 statements were categorized into four quadrants as shown as follow:

Figure 0.1 IPA Grid illustrating Importance and Fulfillment of job motivational factors

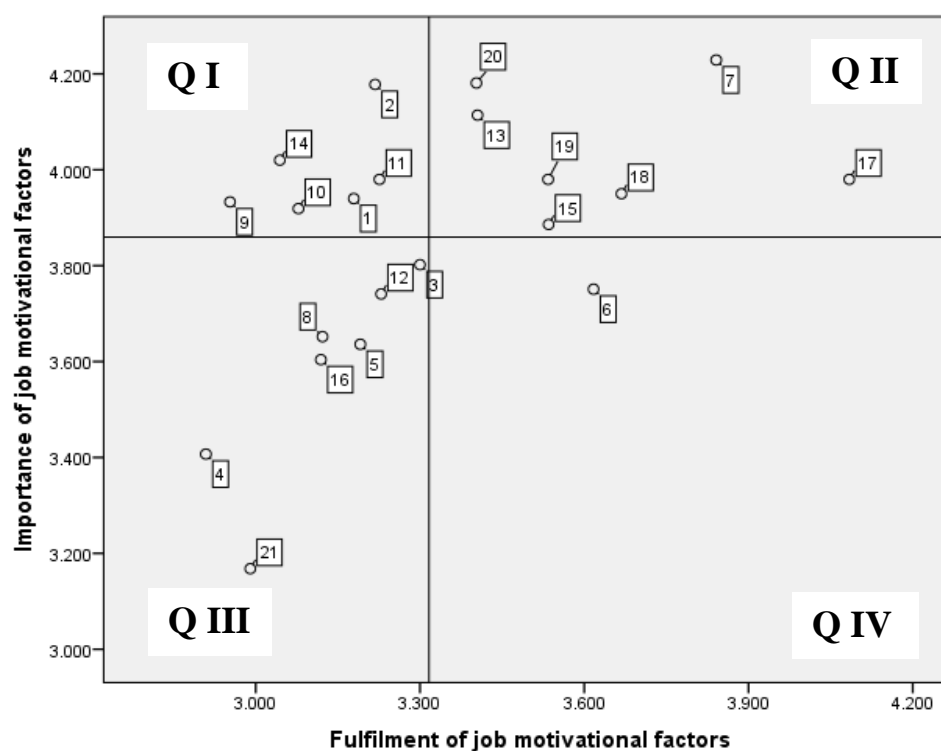


Table 0.27 Details of numbered job motivational statements in IPA quadrants

Quadrant I	Quadrant II	Quadrant III	Quadrant IV
Concentrate Here	Keep Up the Good Work	Low Priority	Possible Overkill
[1] Receive thanks and appreciation for job well done	[7] Challenging job	[3] Sharing of information about things happening by the hotel	[6] Job matched with skills and knowledge
[2] Receive service charge, bonuses, tips and cash prize for job well done	[13] Presence of job security	[4] Involvement in decision making	
[9] Good system of promotion	[15] Have right tools/equipment for the job	[5] Understanding of personal problems by management and helps solving it	
[10] Opportunity of career development through trainings	[17] Good location of workplace	[8] Freedom of creativity and judgment at work	

Table 0.28 Continued

Quadrant I	Quadrant II	Quadrant III	Quadrant IV
Concentrate Here	Keep Up the Good Work	Low Priority	Possible Overkill
[11] Respect and value by the management	[18] Better occupational health and safety at work	[12] Offer trust and ownership at work	
(14) Get fair salary according to skills and knowledge	[19] Hotel with clear vision, mission, organizational structure and policies.	[16] Perform job with flexible timing	
	[20] Good coworkers and managers	[21] Less strict rules and regulations at work	

1. Concentrate Here Quadrant: This quadrant in Table 4.17 implied that hotel employees of Thimphu place higher importance in motivational attributes such as *reward and recognitions, promotion and growth opportunities, loyalty and empowerment by the company and fair salary* but their fulfillment level they receive from hotel is low.

2. Keep up the good work Quadrant: The good match of employees' importance and fulfillment of factor attributes fall in this quadrant such as opportunity of carrying out *challenging work, higher job security and better working conditions*, indicating these attributes were well met for hotel employees by their employers.

3. Low priority Quadrant: The 7 attributes showed up in this quadrant where *involvement in decision making, update of information from the company, help from company in solving domestic problems, creativity and innovation, flexibility of work timings, trust and authority at work and less stringent rules* were of lower importance as well fulfilled lowly for hotel employees.

4. Possible Overkill Quadrant: The attribute involving need for doing right *job matching with one's skills and knowledge* exceeded the importance employees place. This indicated that hotels in Thimphu are far better in fulfilling their employees' need in this particular attribute.

CHAPTER 5

DISCUSSION AND CONCLUSION

This research study on importance and fulfillment of job motivational factors for hotel employees in Thimphu was conducted with following objectives:

- i. Identify and rank the need and fulfillment of job motivational factors for hotel employees.
- ii. To examine demographic and work characteristic differences in need of job motivational factors by hotel employees.
- iii. To identify the gap between hotel employee's need and fulfillment of job motivational factors.
- iv. Investigate the influence of job motivational factors fulfillment to hotel employees' overall job satisfaction.

This chapter presents summary of key findings, discussion, recommendations for the industry, point limitations of current study and makes suggestions for future researches.

5.1 Conclusion

The study used quantitative research method for achievement of research objectives. After review of concepts and theories of job motivation and satisfaction, an appropriate methodology was designed to guide the research. Kovach's ten motivational factors were used with extension to 21 statements to obtain results of importance and fulfillment. The questionnaires were distributed at participating hotels in Thimphu for gathering the data from hotel employees of four core departments. The data collection took place in the month of May 2017. This research involved the analysis of valid questionnaires from 298 full time non-managerial hotel employees and represented the 26 out of the 38 tourist standard hotels of Thimphu city. Respondents belonged to four departments of the hotel (front office, food and beverage, housekeeping and food production). The data was analyzed using SPSS version 21. Descriptive statistics of respondents were analyzed to know demographic and work characteristics components of hospitality workforce of Thimphu. The 5- point Likert scale type

questionnaires were used for finding the level of importance, fulfillment and overall job satisfaction of hotel employees.

5.2 Summary of Key Findings

5.2.1 Socio-Demographic Characteristics

According to the result, hotel industry in Thimphu are female dominated with representation of 65.6% of respondents. In terms age, the majority of the hotel employees (56.9%) were in the 25 years and below. The single hotel employees outnumbered the married. Majority of respondents were with the education qualification of secondary education (55.9%) which involve ten to twelve years of formal education The result showed that hotel industry in Thimphu has balanced recruitment of hospitality trained and untrained staff.

In terms of work characteristics of employees, 38.1% of respondents fall into monthly salary income bracket of Nu.5001-Nu.7000 (approx. US \$ 80-115). The 60.1% of respondents have been working in the industry for one to five years.

5.2.2 Importance ranking of job motivational factors of hotel employees.

The mean scores of Kovach's job motivational factors showed that hotel employees in Thimphu ranked *job security*, *good wages* and *full appreciation of job well done* as most important factors while *sympathetic help during personal problems*, *being in on things* and *tactful discipline* were of least importance.

Table 0.1 Comparative importance ranking of motivational factors by different hospitality researches.

Kovach's Job Motivational Factors	Current Study	DiPietro et al., 2014	Breiter et al.,2002	Wong et al.,1999	Simons and Enz,1995
Job security	1	4	2	4	2
Good wages	2	2	1	3	1
Full appreciation of work done	3	1	6	6	6
Good working conditions	4	3	3	5	4
Promotion and growth	5	5	4	1	3
Interesting work	6	6	5	7	5
Personal loyalty to employees	7	8	7	2	7

Table 0.1 Continued

Kovach's Job Motivational Factors	Current Study	DiPietro et al., 2014	Breiter et al.,2002	Wong et al.,1999	Simons and Enz,1995
Sympathetic help with personal problems	8	10	10	10	10
Being in on things	9	7	9	8	8
Tactful discipline	10	9	8	9	9

As depicted in table 5.1 for comparison of motivational factors ranking of current study with past similar hospitality researches on job motivational factors ranking, most factors were closely ranked except for factors such as importance of *full appreciation for job well done* (3rd) and *sympathetic help during personal problems* (8th) saw divergence from other researches. Overall, hotel employees placed *more importance level* (Grand Mean score = 3.82) for job motivational factors.

5.2.3 Demographic and Work Characteristic Differences in Importance of Job Motivational Factors.

This objective of this part involved testing two hypotheses consisting of demographic and work characteristics with sub hypotheses.

Hypothesis 1: *There are differences in importance of job motivational factors to demography characteristics (gender, age, marital status, education, hospitality training) of hotel employees.*

Gender

The comparison of male and female on importance of job motivational factors showed, male hotel employees collectively placed higher importance for most of factors including *good wages, full appreciation of work, being in on things, promotion & growth and good working conditions* indicated their higher expectations at work. There was no significance difference in importance of job motivational factors with gender of hotel employees which suggested their fair access to the motivational program offered by the hotel. Thus, sub-hypothesis of *difference in importance of job motivational factors by employees' gender* was not supported in this study.

Age

The data analysis showed that the importance on factor *appreciation of job well done* is higher for older hotel employees implying that they have higher priority for needs of rewards and recognitions compared to other age groups. Employees with age range 26-30 years have significantly higher importance from the groups. The importance for *personal loyalty from hotel* is higher for age group of 36 years and above as they make up the senior and experienced group which have showed dedication to the hotel while younger employees have comparatively lower importance. The multiple comparison results showed that hotel employees with age group of 36 years above have significantly higher importance for the *job security* factor while under 25 years and below has lesser importance. Employees in the age group of 36 years and above placed greater overall importance (Mean=3.98) while below 25 years and below group have least importance (Mean=3.74). Thus, sub-hypothesis of *difference in importance of job motivational factors by employees' age* was partially supported in this study.

Marital Status

There was no statistical significant difference observed between single and married employees for the importance of job motivational factors. However, factors *appreciation of job well done, job security, good working conditions* and *personal loyalty to employees* were exhibited higher importance by married employees. On the other hand, unmarried employees placed greater importance and willingness in putting effort for fulfillment of *better wages, job security and promotion & growth* at work. Overall, married hotel employees have higher level of importance of job motivational factors than single employees.

Education Level

Hotel employees with higher education level (Bachelors and above) have higher importance of job motivational factors. The result exhibited there were significance differences in factors *appreciation of job well done, being in on things, promotion and growth* and *good working conditions* with the hotel employees' education level. There were differences between certificate and secondary educated employees in *appreciation of job well done factor* which encompasses reward and recognition attributes. The employees with certificate qualification have comparatively lower importance while higher importance were exhibited by secondary educated employees indicating their unfulfilled motivational needs in this particular

factor. Employees with education qualification of Bachelor degree and above have significantly higher importance or need for *being in on things*, the factor that encompasses need for involvement in decision making and getting updated of things going on in the hotel. The *promotion and growth* importance are higher for higher educated employees. The employees with bachelors and above qualification have higher importance for *good working conditions* while this factor is of lesser importance for certificate employees. Overall, highly qualified employees have higher expectations from their employers at work.

Professional Training

The result showed that hotel employees does not have statistical difference in importance of job motivational factors in relation to hospitality training background indicating that industry have fair treatment of employees. However, hospitality trained employees have higher overall importance than un-trained employees.

Hypothesis 2: There are differences in importance of job motivational factors with work characteristics (salary, years of service, department) of hotel employees.

Monthly Salary Income

The data analysis showed high earning employees have higher importance both in extrinsic and intrinsic motivational factors than lower income groups. The results presented that factors, *full appreciation of job well done, being in on things, interesting work, promotion and growth, personal loyalty to employees, job security, good wages and good working conditions* were statistically different according to the salary of employees. Employees with low salary income have low level of importance in receive of nonfinancial and financial rewards than other higher income groups. Employees drawing monthly salary of more than Nu. 11,000 have highest level of importance of *being in on things* and showed there is increase in importance of this motivational factor with increase of salary income. In *interesting work* factor, employees with salary income of less than Nu.5000 have least importance implying lesser motivation by opportunity of performing challenging and creative jobs. There is higher level of importance for *promotion and growth* by employees with salary groups of Nu.7001-Nu.9000 and Nu. 11000< compared to other salary groups of hotel employees. The employees earning less than Nu.7000 have lower importance for *personal loyalties from their employers*. The *job security* was of least importance for less than Nu.5000 salary income group employees and progression of importance

level is noted according to the increase in employees' salary. The *good wages* are of significantly higher importance for more than Nu.11000 employees while less than Nu.5000 have least importance. The *good working conditions* factor, which is about work timing, location of workplace, organization culture and occupational health and safety were of higher importance for high salaried employees of Thimphu hotels.

Length of Service

In terms of tenure in the hotel industry, employees who worked for more than 10 years showed significantly more importance in *appreciation of their work, loyalty from employers* and *involvement in decision making* than those who have worked with hotel for less than one year. This shows that senior employees get motivated with those intrinsic motivational factors than the junior employees. Employees with length of service of more than 10 years have significantly higher priority for *promotion and growth* and *job security* than those junior employees who worked less than 1 year of service. In terms of *working conditions*, employees who worked less than 1 year have significantly lesser importance.

Department

From results of comparison of importance of job motivational factors with department background of employees' job, the factor *interesting work* exhibited significantly different between front office and housekeeping employees. The frontline employees have higher importance for challenging work, creativity and freedom of performing work than those back-of-the-house housekeeping employees. Food & beverage employees rated low level of importance in *good working conditions* which indicated their good level enjoyment of work environment than other departments.

5.2.4 The Gap between Hotel Employees' Importance and Fulfillment of Job Motivational Factors.

The result showed that mean scores of importance is higher than fulfillment with all motivational factors showing significantly negative fulfillment-importance gap scores. This indicated that hotel employees' expectations of job motivational factors were not well- met by the management of hotels in Thimphu.

The IPA was used to further examine the importance and fulfillment of job motivational factors attributes together to come up with clear directives for hotel managers or

owners to focus in future for rightly motivating their employees. Mean scores of importance and fulfilment were plotted into two-dimensional grid of four quadrants namely, concentrate here, keep up the good work, low priority and possible overkill.

The quadrant *Concentrate Here* comprised of attributes items; [1], [2], [9], [10], [11] and [14]. These attributes have higher importance but lowly fulfilled for employees which the management of hotels in Thimphu need to concentrate more on providing those job motivational attributes.

The *Keep the Good Work* quadrant consist of those factor attributes that were of higher importance as well as have higher fulfilment. The job motivational factors attribute items; [7], [13], [15], [17], [18], [19] and [20]. These motivational attributes in this quadrant indicated that management of the hotel in Thimphu is performing well to motivate their employees in those areas, which needs to be continuously maintained.

The attributes; [3], [4], [5], [8], [12], [16] and [21] were of lower importance and lowly fulfilled for hotel employees. Thus, showing those items in the *Low Priority* quadrant of IPA grid that does not require much attention of management on those job motivational factor attributes.

The single factor attribute [6] fall in *Possible Overkill* quadrant indicating that management of the hotel have excessively performed for providing employees with right job according to their experience and knowledge, which they need to divert their attention to other lowly fulfilled areas in future.

5.2.5 Influence of fulfillment of Job Motivational Factors on Hotel Employees' Overall Job Satisfaction.

Hypothesis 3: *The fulfillment of job motivational factors significantly influences overall job satisfaction of hotel employees.*

The result of this study showed that hotel employees in Thimphu were *satisfied* with their job with mean score level of 3.81 out of 5. The overall job satisfaction level displayed closely similar to Chuang, Yin & Dellmann-Jenkins's (2009) study of employees of casino hotels in Korea (Mean score=3.90) and Yang's (2010) study of international tourist hotel employees in Taiwan with mean score of 3.74 (when converted from mean score of 5.24 out of 7 to 5). Thus,

indicating that hotels in Thimphu have performance of motivating their employees at par to other regions of the world.

Further, to investigate which fulfillment of job motivational factors predicted significantly for overall job satisfaction of employees, the statistical analysis revealed the existence of significant determination by some attributes. The employees' overall job satisfaction was most significantly predicted by the fulfillment of factor items; *presence of job security; good location of workplace; receive service charge, bonuses, tips and cash prize for job well done; good system of promotion and less strict rules and regulations at work*. These factor attributes contributed to 41% prediction of employees' overall job satisfaction. It is evident from result of employee's overall fulfillment of job motivational factors that three predictors (financial rewards, promotion and lesser strict rules) have low level of fulfillment, thus indicating that management of the hotel in Thimphu implement job motivational practices that does influence overall job satisfaction of their employees.

5.3 Discussion

5.3.1 Ranking of Importance of Job Motivational Factors

Objective 1: Identify and Rank the Importance of Job Motivational Factors for Hotel Employees of Thimphu City.

The job security was ranked as top priority for hotel employees as it covers broad area of human needs relating to physiological, emotional and maintaining the security of ones' family. Job insecurity involve losing one's job or alteration of job content gives rise to job alienation and imbalances in employee's daily life. In addition, due to current situation such as unemployment issues and lack of workers' union unlike some other countries might have compelled hotel employees to rank it as top most important motivational factor.

Money, being the main satisfier of human needs based on needs theory gets second highest importance that indicated hotel employees' need of better wages on this factor are unfulfilled. Since the majority of young employees make up the population of this study, they have higher need of money for settlement of their life. This may be also attributed to prevailing lower pay compared to other industry and also the management's assumptions that hotel

employees receive service charge, which latter is perceived by employees as unstable since it solely depends on business performance of the hotel.

Unlike other past researches, hotel employees of Thimphu chose full appreciation of their work by the management as third most important motivational factor. The appreciation of work help employees motivates meeting one's self esteem, self-actualization and growth and accomplishment needs (Lussier,1997, p.377). This may be that hotel employees have lower fulfillment of rewards and recognitions in terms of monetary as well as for fulfillment of their aims of career advancement through notice of their hard work contribution at work. Since, this study covered for only non-managerial hotel employees, pattern of choosing least important factors substantiate that employees have lower importance in involvement in decision making and lenient rules and regulations at work place they are well aware of their current positions and responsibilities.

The overall importance of hotel employees showed towards extrinsic motivational factors indicating that presence of good job security, good wages, good working conditions and lower degree of disciplines at work motivate most to hotel employees of Thimphu.

The *job security* factor in DiPietro et al.'s (2014) study on lodging employees of Aruba ranked in fourth importance unlike other studies by Breiter et al. (2002), Simons and Enz (1995), Wong et.al (1999) and this current study. This indicated that there might have been stronger union and governmental intervention for employment in Aruba lodging industry. The *full appreciation for job well done* is ranked sixth in other studies that were conducted in U.S, Canada and Hongkong and seen more divergence in the current study. The reason of their better receiving of reward and recognition by employees during those period of study has attributed for ranking lesser importance than current hotel employees in Thimphu. The ranking of *sympathetic help during personal problems* were ranked tenth while Thimphu hotel employees placed at eighth, which is the indication that employee wellbeing and welfare importance were fulfilled for other studies. The factor *interesting work* stood similar for current and past researches for hotel employees which may be due to the nature of work that requires following of standard operating procedures that inhibited the freedom of creativity and judgment at work.

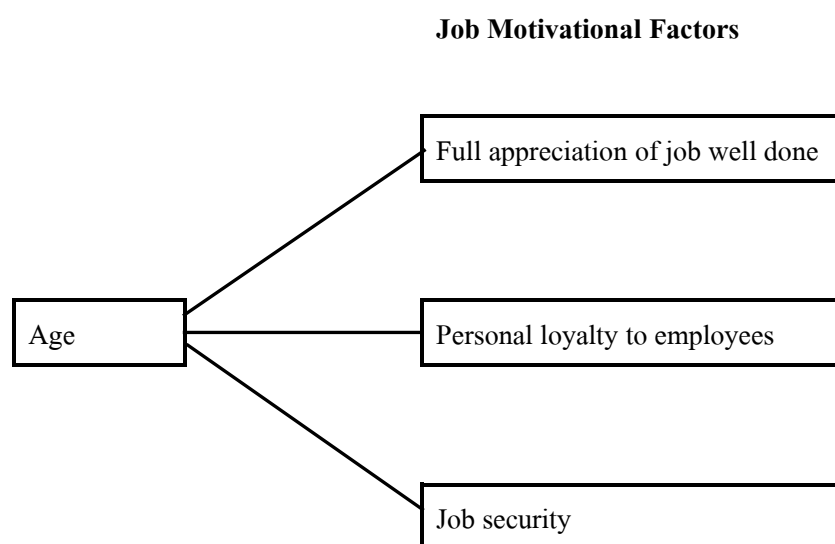
5.3.2 Demographic and Work Characteristics Differences in Importance of Job Motivational Factors

Objective 2: To Examine Demographic and Work Characteristics Differences in Importance of Job Motivational Factors

Hypothesis 1: *There are differences in importance of job motivational factors to demography characteristics (gender, age, marital status, education, hospitality training) of hotel employees.*

The result showed there were no differences in importance of job motivational factors with gender and supported the studies by Wong et al. (1999), Breiter et al. (2002) and DiPietro et al. (2014). Thus, the hypothesis on differences in gender to the importance of job motivational factors was not supported in this study. However, it implied that male hotel employees have higher expectation of wages while female prefer of more secured job. This might be because of women in Bhutan still play the additional role of homemaker that require them to not shift their workplace for better wages due to familial obligations.

Figure 0.1 Differences in importance of job motivational factors by employees' age



Three factors supported the hypothesis of influence of employee's age on job motivational factors as shown in Fig.5.1 above. There was anomaly in importance for full appreciation of work which older hotel employees have higher importance than younger groups, which might be due to their distinguishingly perfected skills due to experiences for performing

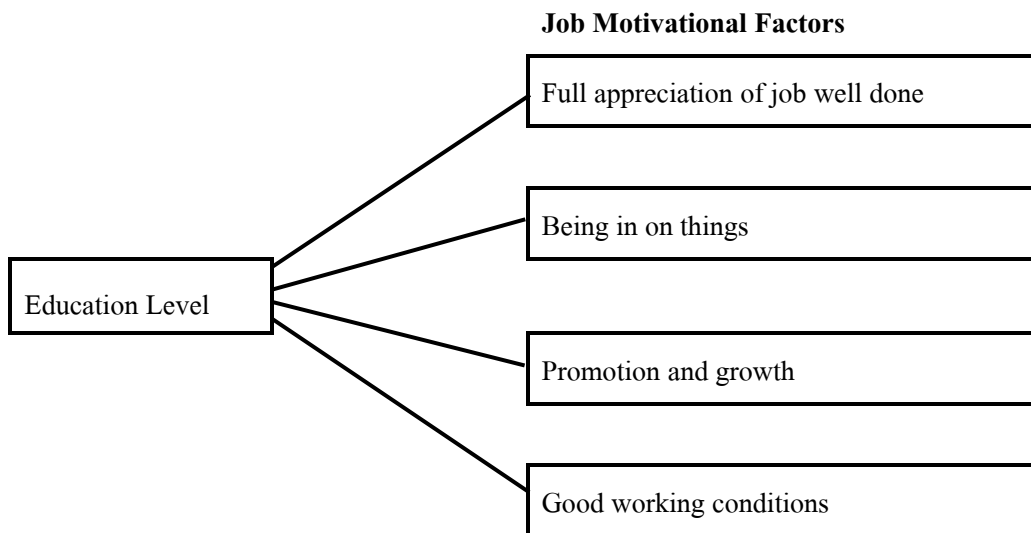
job in the industry. The employees in the age range of 26-30 years have significantly higher need compared to other groups for appreciation of work since this age group make up the hospitality trained employees, which they need their contribution at hotel to be noticed for career advancement and rewards for their valuable work inputs. The elder employees also have higher expectations of respect and trust from their management for their longer period of dedication, loyalty and work experiences. The findings are partially supports Maroudas et al.'s (2008) study of employees' motivation in the luxury hotel industry in Greece. In terms of job security, employees with age of 36 years above have significantly higher importance, which may be due to their acquired higher hierarchy of job positions, family responsibilities and better accumulation of retirement benefits that prevent them from job-hopping compared to other age groups. In general, this finding supported the study of Ozturk & Hancer's (2011) effect of demographics on job satisfaction of hotel managers in Turkey that inferred that job security importance are higher for older employees.

There were no differences in importance of job motivational factors observed with respect to marital status of employees that supported DiPietro et al. (2014) and Simons & Enz's (1995) studies for Aruba lodging employees and hotel employees of Canada and US. However, result exhibited that married employees motivates by appreciation for their job well done and sympathetic helps from the hotel that indicates that they have to balance between work and family life that demand management's full notice of their work contributions and understanding of their extra roles. The latter might in turn help them in gaining flexibility of work and welfare benefit from the management during domestic problems. On the other side, unmarried employees placed greater importance of willingness in putting effort for fulfillment of goals such as better wages, job security and promotion and growth at work.

The Figure 5.2 shows four job motivational factors have differences in importance according to the education level of employees. The secondary educated employees showed higher importance for appreciation of their work compared to certificate holding employees. This may be due to majority of secondary employees depend on experiences and skills since they might be working in the industry before emergence of trained hospitality professionals. The findings indicate that their existence in the industry with better rewards and recognitions is affected by entrance of trained and certified employees in recent years. The

bachelor degree and above employees gets motivated at work if their importance or need of involvement in decisions making and knowing of things happening in the hotel are fulfilled.

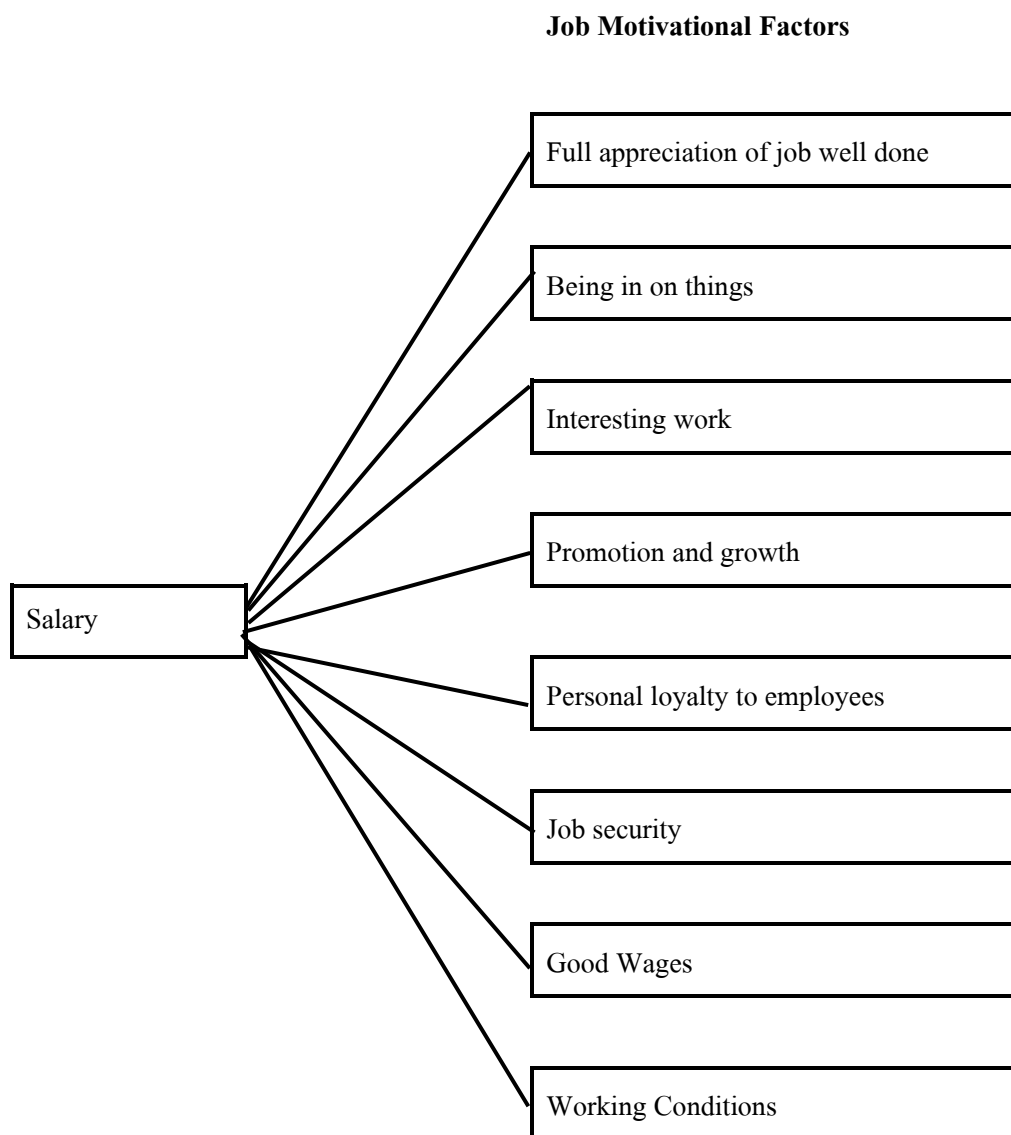
Figure 0.2 Differences in importance of job motivational factors by employees' education level



The more educated employees also have higher importance for promotion & career development and supported Kukanja's (2013) study due to their higher qualification and aspirations for entering to managerial positions in the hotels they work. The better working conditions is highly considered as important motivating components by bachelors and above employee group which they might be having higher expectations of hotel's organizational culture which promote intangible motivational aspects such as career advancement and team work. On the other side, mid-level educated employees enjoy greater deal of working conditions because of their opportunity for fulfillment of enhancing their career and conducive physical working conditions.

Hypothesis 2: *There are differences in importance of job motivational factors with work characteristics (salary, years of service, department) of hotel employees.*

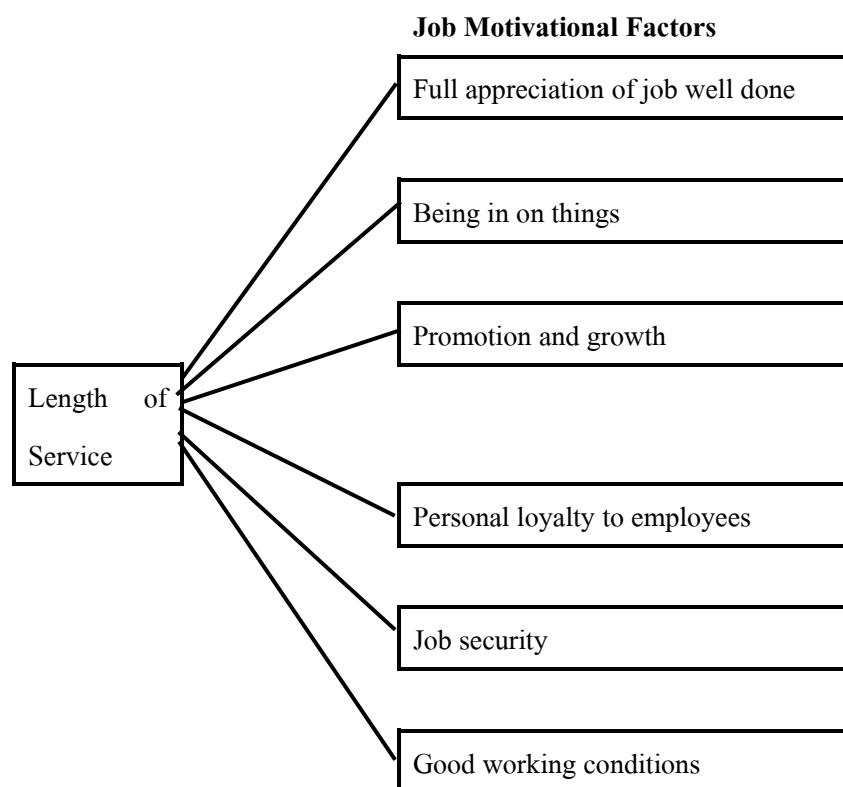
Figure 0.3 Differences in importance of job motivational factors by salary



The majority differences in importance of job motivational factors by employees' salary were noticed in this study. As depicted in Fig. 5.3, full appreciation of work and being in on things in the hotel motivates more for high salaried employees than lower salary groups. This may be due to positive relationship of salary to qualification, experience and responsibility the hotel employees possess in the workplace supported the Adam's Equity Theory (1965) which stated about human motivates when fair and valuable treatment according to one's contribution is considered. In terms of importance for opportunity for performance of interesting work, employees with salary of Nu. 7001-Nu.9000 which is also the starting salary of hospitality

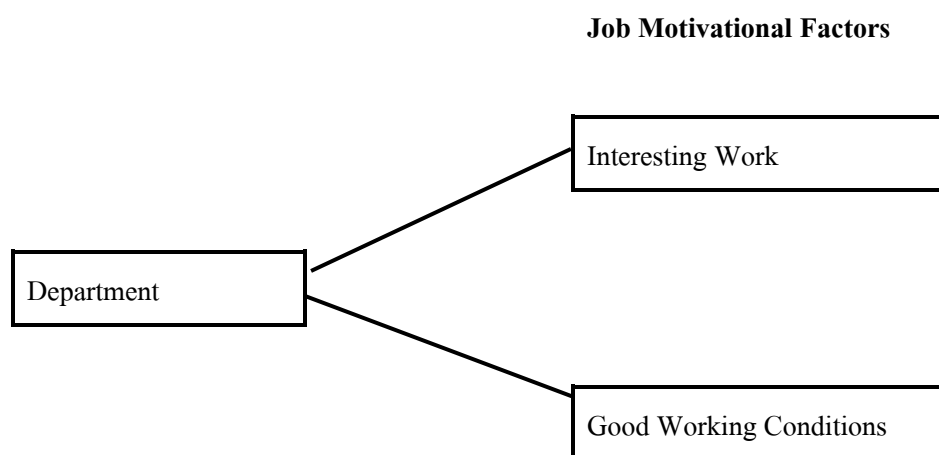
trained employees significantly rated higher importance than lowest salaried group. This may be due to their importance to portray their acquired skills and knowledge with theoretical support at work, which will help them for appreciation and respect from the management. Employees with salary of Nu.7001-Nu.9000 and Nu.11000 above have higher importance of promotion and growth since they have aspirations for entering to supervisory and managerial positions in the hotel. The low salaried employees have lesser need for respect and value from hotel indicating that they might be having the notion that they are insignificant in the hotel and does not make difference in operation of hotel if they change their workplace. Importance of job security is higher for high salaried employees supported Kukanja's (2013) findings as they may be having perceptions of losing their highly achieved hierarchy of positions if they change the workplace. The higher salaried hotel employees also placed greater importance on getting good salary and better working conditions which may be because their dream of moving to managerial position and need for improvement of work environment in the hotel they work.

Figure 0.4 Differences in importance of job motivational factors by employees' length of service



As shown in the figure 5.4 above, six job motivational factors showed differences in importance according to employees' length of service. The employees who have worked in the hotel industry for more than 10 years (senior employees) have higher importance for full appreciation of work, being in on things and personal loyalty, which indicated that they receive, lesser reward and recognition, minimal involvement in decision making and respect from the management. This may be reason out due to more competent and trained professionals entering the Bhutanese hotel work force for the past five to six years unlike past decades when there used to be higher demand for hospitality professionals. Moreover, this indicate that their basic needs in Maslow's need pyramid has been fulfilled. The job security is of higher important for service length of more than 10 years which may be due to fear of losing well attained job positions and due to social obligation of supporting new family life or settlement respectively. The promotion and development is considered as important for more than 10 years of service which may be because of their high position in non-managerial category which they might be looking for further advancement to the managerial positions in the hotel. The result indicate that job security importance is associated with longer duration serving employees (Charles and Marshall,1992; Simons and Enz,1995) due to better remuneration package with increased years of service. This study showed that better working condition is significantly not important for less than 1 year employees due to their limited know how about the hotel industry and other motivational preferences.

Figure 0.5 Differences in importance of job motivational factors by employees' department



The front office employees have higher importance in carrying out challenging and creative work unlike housekeeping employees who strictly perform the standardized daily task. Since front line employees often encounter and shoulder jobs beyond their duties representing the hotel to the guest, have higher importance for interesting work for motivation at work. The food and beverage employees indicated to be differed and had lower importance in good working conditions as they feel fulfilled of motivation they receive currently ascribing to receiving of tips/rewards from guests while serving during duty that other departments seldom receive. Moreover, due to unchangeable nature of their job that require making contact in physical and emotional forms with guests. Housekeeping who placed lower importance due to their strict standard operating procedure driven and back-of-the-house job nature in the hotel.

5.3.3 Importance and Fulfillment Gap of Job Motivational Factors

Objective 3: To identify the gap between hotel employees' importance and fulfillment of job motivational factors.

Findings exhibited negative gap mean scores of fulfillment-importance for all job motivational factors. This signals that except for few international chained five star hotels, rest of locally owned hotels in Thimphu might be facing challenge of maintaining better financial positions due to low occupancy, seasonality of tourist arrival and prevailing stiff market competition, which might have impeded the management to fulfill employees job motivational needs.

Upon further analysis the importance employees placed and performance by the management of the hotel for fulfillment of employees' importance, findings showed that rewards and recognition, promotion and growth and wages were of higher importance but lowly fulfilled by hotels in Thimphu. These findings partially supported Pan's (2015) result of study of job satisfaction factors in Taiwanese tourist hotels where fulfillment of compensation needed attention from the management.

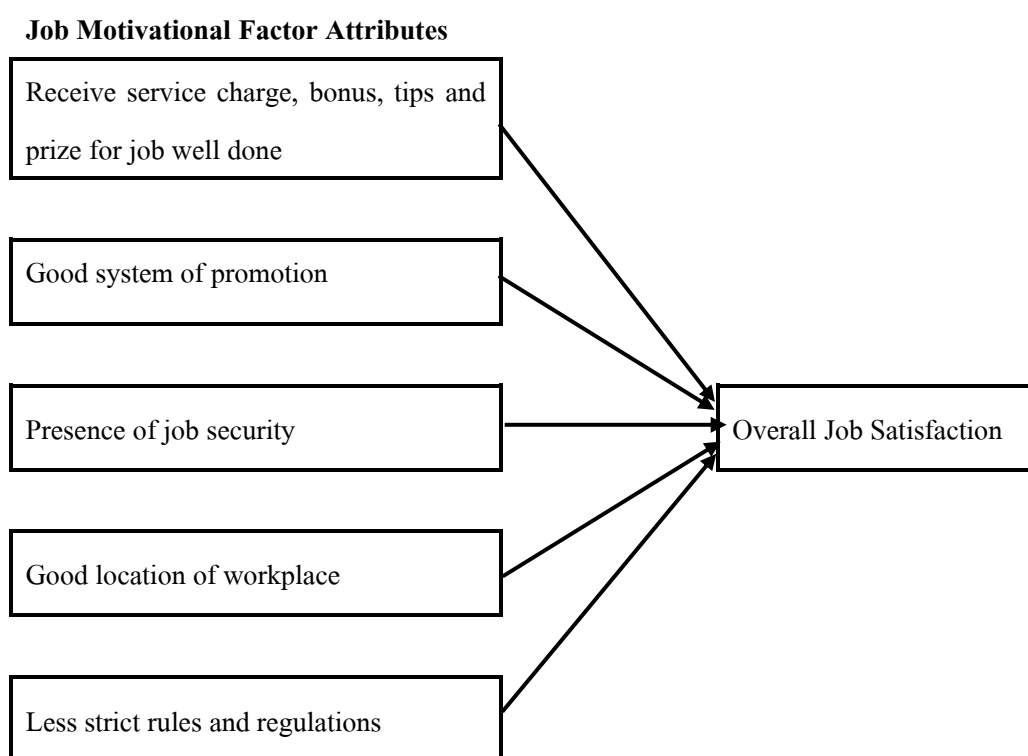
However, findings suggest that hotels are doing well in fulfillment of employees' importance through providing job security, good working conditions and for shouldering challenging tasks at work. Hotel employees have lower priority in involving in decision-making, freedom of creative performance, concern on employee's domestic problems and perfect working conditions (less rules & regulation and flexible timing) which may be due to

their non-managerial job positions. The management of hotels in Thimphu have over performance in fulfillment for giving opportunity to work for right job with right skills that signals over emphasis and performance on recruitment and selection practices. Furthermore, this could be because of larger pool of hospitality professionals in the Bhutanese labour market.

5.3.4 Influence of Job Motivational Factors to Overall Job Satisfaction

Objective 4: Investigate the influence of job motivational factors fulfillment to hotel employees' overall job satisfaction.

Figure 0.6 Influence of job motivational factor attributes on overall job satisfaction



As shown in the figure above, the fulfillment of five job motivational attributes influenced the overall job satisfaction of hotel employees of Thimphu. The finding of lesser degree of rules and regulation fulfillment suggest that too autocratic style of management may affect employee's creativity and work life contributing to lower job satisfaction. Thimphu, the capital city is considered as land of opportunities and better infrastructure compared to other regions in Bhutan. This might be the reason that workplace location contributed significantly for employee's job satisfaction indicating that management's decision of transferring employees to sister property elsewhere in the country may need closer assessment of employee's demographic

backgrounds. The hotel industry, being more labour intensive demanding unusual working hours and professionalism, the receiving of financial reward package besides salary has shown significant predictive contribution for overall job satisfaction of employees. The deprivation or unfair access of service charge, bonus and tips may have greater implications to motivation and satisfaction of employees. Due to prevailing competition in Bhutanese labour market with limited jobs, fulfillment of job security need has become important motivational factors that needs to be addressed well for employees' satisfaction at work. The job satisfaction of hotel employees in Thimphu were predicted by promotion & growth since majority of employees are educated and hospitality trained indicating that they are competent of shouldering higher responsibilities in the hotel.

In general, result showed that Herzberg's hygiene factors (extrinsic motivational factors) which fall into bottom half of Maslow's hierarchy of needs pyramid should be more fulfilled for achievement of hotel employees' higher overall satisfaction. The findings partially support the Chuang et al.'s (2009) statement that extrinsic motivational need fulfillment determine the job satisfaction. However, this study also supports the work of Çetinkaya (2011) that there should be combination of intrinsic and extrinsic motivational factors fulfillment for job satisfaction.

5.4 Recommendations

Right recruitment and selection

The study found that the topmost preference of hotel employees of Thimphu were job security, good wages and full appreciation of their work done. The management shall ensure that hotel have human resource policies that encompass the provision of those job motivational factors to avoid the issue of employee turnover and dissatisfaction at work. It is also important to know the prospective employees' expectations from work in advance while recruiting and selecting for a job position in the hotel to prevent them leaving from job which may have greater effect of smooth functioning of business. There should be human resource department instituted in the hotel irrespective of size of the hotels.

Effective reward and recognition for employee's performance

This has been identified as important but least fulfilled by the management for their employees. It is vital for the management to recognize employee's performance and reward accordingly. This will help motivate employees further to attain the hotel's mission and objectives successfully. There are two types of rewards that manager may implement for their employees. The system of monetary rewards in the form of pay raise, employee of the month prize, tips, service charge and bonus may help to motivate employees. It is also equally important to establish non-monetary reward system such as praise for employee's special performances through employee of the month, certificates and opportunity of promotion & growth. In order to reward the right employee for his/her outstanding performance, the management should have sound performance management and appraisal system.

Effective promotion and growth strategy

The hotel should concentrate more in this area by putting efforts to ensure training and development opportunities for employees. The educated and trained employees look for job enlargement, for which job rotation and on-and-off job training may help them attaining their career goals through enhancement of knowledge and skills besides the results of improvement in service quality and productivity in the hotel. The management should provide opportunity for growth of employees fairly regardless of the age. This will help in engagement and retention of younger employees as well to retool older employees since they are less likely of leave their job when compared to younger group (Gladwell et al.,2010). The adoption of promote-from-within system may have greater productivity and boosts of morale within employees. Moreover, it is important to use 360-degree feedback mechanism for the assessment of employee's performance for providing fair promotion and development opportunities for deserving employees.

Employee Empowerment

The hotel management should learn to value one's employees since dissatisfaction of guest have positive correlation with employee's satisfaction which will have greater effect on business (Poulston,2009). The management should strive to provide job enrichment for employees such as authority of executing trivial issues without the need of immediate reporting and accountability. The employees will be empowered by the management

identifying their needs in the hotel through consultation and addressing on issues such as, pay and incentives, working conditions, organizational culture and policies. This will help to boost motivation of employees at work through fulfillment of their social and affiliation needs. The management should adopt appropriate grievance and disciplinary procedures to create better working and social environment in the hotel.

Fair salary

The receiving of good wage is identified as higher importance but least fulfilled for hotel employees in this study. The wage, being necessity for fulfilling wide range of human needs shall be fairly paid according to employee's skills and qualification. The timely revision of employee's salary should be made based on prevailing economic situation keeping in mind of economic indicators such as consumer price index and inflation. The management should avoid the self-projected assumption that hospitality related monetary rewards such as service charge and tipping equate their employees' wage to other industries as these rewards fluctuates depending to many external factors. There should be reasonable and timely payment of work compensation such as over-time payment.

5.5 Limitations

Since this research was first of its kind for hotel employees in Thimphu, there are few limitations faced during the process of this study. First limitation is that researcher used convenience sampling based on voluntary participation of hotel properties and employees, which findings may not fully have generalized for Thimphu or for whole regions of Bhutan. Secondly, this study was concentrated only on employees of four core departments in hotel such as food and beverage, front office, housekeeping and food production, which therefore it limits the application for other departments of the hotel. Thirdly, due to work nature of employees involving shift system and hustle of continuous guest services, researcher could not brief most of respondents about the questionnaire, which might have resulted in confusion to some employees while responding to a survey questionnaire. Fourthly, this study faced limitations in uniform representation of respondents with respect to their age as majority of them fall into younger-aged category.

5.6 Suggestion for Future Researches

This particular study's findings gave rise to many issues that may require future researches in human resource management in the country.

The future study should be conducted for whole employees of hotel industry in Thimphu and if possible to whole regions in Bhutan to better generalizability of the results.

Since the finding showed that monetary rewards and benefits predict the overall job satisfaction of employees, further specific research is recommended on the effect of service charge and tips on job satisfaction of hotel employees.

The current research emphasized only on employees, the future researches on manager's view on employee motivation might help to better conclude and identify better the importance and performance gaps of job motivational factors.

This research failed to draw differences in job motivation and satisfaction between types of hotels due to limited participation and number of four and five-star property in Thimphu. Therefore, future studies should look to compare between FDI hotels and independent hotels.

From the demographic results, it showed that majority of hotel employees fall into Generation Y or millennial population cohort, who were born between 1981-2000 (Gursoy, Maier & Chi, 2008). Therefore, future studies on employee motivation and satisfaction of hotel employees on this specific generation of employees is recommended for better generalizability, findings and relevance as they represent the majority of hospitality workforce.

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APPENDICES

Appendix 1: Questionnaire

Questionnaire No.: _____



QUESTIONNAIRE

Importance and Fulfillment of Job Motivational Factors and Its Influence on Overall Job Satisfaction

Dear Sir/Madam,

I am a MBA student in Hospitality and Tourism Management (International Program), Prince of Songkla University, Phuket Campus, Thailand.

This research is aimed at studying what motivational factors are important for hotel employees, which will help to understand their expectations from work. The information provided will be kept confidential and used for only academic purpose.

The researcher would like to thank you for your kind cooperation and valuable time on responding questionnaire. If there are any questions or suggestions on this research, please kindly contact me through email at jignob7@gmail.com.

Mr. Jigme Norbu

Researcher

Section 1: Personal and Work Information

Direction: Please tick [] in the box or in the blanks that most likely corresponds to your *actual information or opinion*.

1. Which department do you work?

- Food & Beverage Service
- Front Desk
- Housekeeping
- Food Production

2. Gender: Male Female

3. Age:

- 25 years or below
- 26-30 years
- 31-35 years
- 36 years or above

4. Marital Status: Single Married

5. General education level:

- Primary and below
- Secondary
- Certificate
- Diploma
- Bachelor Degree & above

6. Have you attended hospitality/tourism education?

- Yes No

7. Monthly salary income:

- Less than Nu 5000 Nu. 9001-Nu.11000
- Nu. 5000-Nu.7000 More than Nu. 11000
- Nu. 7001-Nu.9000

8. How long have you been working in the hotel industry? ____years or ____months

9. How many hotels have you worked so far? _____number of hotels

Section 2: Importance and Fulfillment of Job Motivational Factors Statements

Direction: Please rate the level of importance and fulfillment of job motivational factors at hotel you work in each of following statements.

No.	Statements	Importance					Fulfillment				
		Not at all ←		→ Extremely			Not at all ←		→ Extremely		
		Important	Important				Fulfilled	Fulfilled			
1	Receive thanks and appreciation for job well done	1	2	3	4	5	1	2	3	4	5
2	Receive service charge, bonuses, tips and cash prize for job well done	1	2	3	4	5	1	2	3	4	5
3	Share of information about things happening by the hotel	1	2	3	4	5	1	2	3	4	5
4	Involvement in decision making	1	2	3	4	5	1	2	3	4	5
5	Understanding of personal problems by management and helps solving it	1	2	3	4	5	1	2	3	4	5
6	Job match with skills and knowledge	1	2	3	4	5	1	2	3	4	5
7	Challenging job	1	2	3	4	5	1	2	3	4	5
8	Freedom of creativity and judgment at work	1	2	3	4	5	1	2	3	4	5
9	Good system of promotion	1	2	3	4	5	1	2	3	4	5
10	Opportunity of career development through trainings	1	2	3	4	5	1	2	3	4	5
11	Respect and value by the management	1	2	3	4	5	1	2	3	4	5
12	Offer trust and ownership at work	1	2	3	4	5	1	2	3	4	5
13	Presence of job security	1	2	3	4	5	1	2	3	4	5
14	Get fair salary according to skills and knowledge	1	2	3	4	5	1	2	3	4	5

15	Have right tools/equipment for the job	1	2	3	4	5	1	2	3	4	5
16	Perform job with flexible timing	1	2	3	4	5	1	2	3	4	5
17	Good location of workplace	1	2	3	4	5	1	2	3	4	5
18	Better occupational health and safety at work	1	2	3	4	5	1	2	3	4	5
19	Hotel with clear vision, mission, organizational structure and policies.	1	2	3	4	5	1	2	3	4	5
20	Good coworkers and managers	1	2	3	4	5	1	2	3	4	5
21	Less strict rules and regulations at work	1	2	3	4	5	1	2	3	4	5

Section 3: Overall Job Satisfaction

Direction: Please rate the level of your satisfaction with following statements about your job in the hotel.

No	Statements	Satisfaction Level				
		Very Dissatisfied	← -----	-----	→	Very Satisfied
1	I am satisfied with my current job	1	2	3	4	5
2	I am satisfied working in the hotel industry	1	2	3	4	5

*****Thank you for your kind cooperation*****

Appendix 2 : Certificate



VITAE

Name Mr. Jigme Norbu

Student ID 5930121010

Educational Attainment

Degree	Name of Institution	Year of Graduation
Bachelor of Science	Delhi University,India	2004
Diploma	Singapore International Hotel & Tourism College(SHATEC),Singapore	2007

Scholarship Awards during Enrolment

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List of Publication and Proceeding

Norbu,J. & Wetprasit,P.(2017). *Importance and fulfillment of job motivational factors: A case study of hotel employees in Thimphu, Bhutan*. The National and International Conference on Business Management and Innovation 2017, September 23-24, 2017.Khon Kaen, Thailand.

Norbu,Jigme.(2014).*Food: The cultural symbol of ceremony in Bhutan*.The Fourth Asia Food Study Conference, November 7-8,2014.Xi'an,China.