



The Impact of Motivation on the Performance of Employees in a Hospitality Establishment – A Case Study of Chariot Hotel Buea

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Abstract: *Motivation is an important factor which brings employees satisfaction and this can be done by keeping into mind and framing an incentive plan for the benefit of the employees. Stability of workforce is very important from the point of view of reputation and goodwill of a concern. The employees can remain loyal to the enterprise only when they have a feeling of participation in the management and the skills and efficiency of employees will always be of advantage to employers as well as employees as this will lead to a good public image in the market which will attract competent and qualified people into a concern. Job incentives which are also called as a stimulus to greater action should be given in addition to employees' wages. This additional remuneration or benefit to an employee in recognition of achievement or better work will spur the zeal in the employees for better performance. In tourism establishment businesses or other businesses, a combination of financial and non- financial incentives can help together in bringing motivation and enthusiasm to workers or employees.*

Keywords: *Motivation, Employees, Employee Motivation*

1. INTRODUCTION

Employees are the building blocks of an organization and organizational success depends on the collective efforts of the employees and the employees will collectively contribute to organizational growth when they are motivated. One of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities and therefore the role of a leader is to arouse interest in performance of employees in their jobs. It can therefore be said that motivation is a psychological phenomenon which means needs and wants of the individuals have to be tackled by framing an incentive plan. In order to motivate, encourage and control your staff's behaviour, it is essential to understand, encourage and control your own behaviour as a manager. As a manager you therefore have to work upon utilizing your strengths and opportunities to neutralize and lower the negative impact of your weaknesses and organizational threats (www.managementstudyguide.com). Managers or the organization should look forward to taking suggestions and inviting suggestion schemes from the subordinates as this will inculcate a spirit of participation in the employees. This can be done by publishing various articles written by employees to improve the work environment which can be published in various magazines of the company and this also is helpful to motivate the employees to feel important and they can also be in search for innovative methods which can be applied for better work methods. This ultimately helps in growing a concern and adapting new methods of operations (www.managementstudyguide.com).

1.1. Background of Chariot Hotel Buea

Chariot Hotel is the most luxurious four stars hotel in the South West Region of Cameroon, its facilities are outstandingly gorgeous and are put in place to satisfy the needs of the numerous tourists coming into the country as well as its inhabitants. Its reception is open 24 hours/ 7 days a week with dynamic and welcoming receptionists to make you feel at home. The transportation facilities are at the disposal of both the prospective guests and customers from the airport and bus services for hire to other locations. Lodging facilities have been grouped into five categories to satisfy all classes of

guests, ranging from the presidential, deluxe, prestige, executive and the mini-executive suits and all suits are very comfortable and all are equipped with queen size beds, air condition, electronic door locks, cable channels, telephones, hot and cold bath, and Wi-Fi internet connection.

Chariot hotel has an air conditioned restaurant than offers its guest both African and foreign cuisines in a comfortable, relaxing and beautiful setting. There is also a specially designed “SPYCE NIGHT CLUB”, the best in Cameroon which offers the guest rich relaxation with all types of music brand while enjoying a free snack with drinks of all variety. Customers can organise organize parties or events here. Other facilities offered at chariot include:

a modern traditional bar, set up to spice up your evening relaxation with drinks, roasted fish, chicken, pork and beef, just into the night club to dance all night. An ultra-modern gymnasium for keep fit weight reduction and improve on the customers beautiful, there are also four beautiful conference halls available for any type of event, twin Olympic standard swimming pools also available for parties, picnics and special events and finally children are honoured at Chariot Hotel with not only the swimming pool but with a specially designed park (www.all-about-cameroon.com).

2. LITERATURE REVIEW

Motivation is derived from the word 'motive' which means needs, desires, wants or drives within the individuals, it is the process of stimulating people to actions to accomplish the goals. In the work goal context the psychological factors stimulating the people's behaviour can be: desire for money, success, recognition, job-satisfaction, team work (www.managementstudyguide.com).

Motivation is the internal and external factors that stimulate the desire and the energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal. It results from the interaction of both conscious and unconscious factors such as the intensity of desire or need, incentive or reward value of the goal, and expectations of the individual and of his or her peers. These therefore are the factors or the reasons one has for behaving a certain way (www.businessdictionary.com).

Motivation is an internal feeling which can be understood only by the manager since he/she is in close contact with the employees. Management should also understand that employees' needs, wants and desires are inter-related and they are the driving force to act. As these needs can be understood by the manager, therefore he/she can frame motivation plans accordingly. We can equally say that motivation therefore is a continuous process since motivation process is based on needs which are unlimited (www.managementstudyguide.com). Management or managers should therefore use positive incentives as these incentives have been noted to provide a positive assurance for fulfilling the needs and wants, these positive incentives generally have an optimistic attitude behind and they are generally given to satisfy the psychological requirements of employees, for example-promotion, praise, recognition, perks and allowances, etc. Negative incentives which are those whose purpose is to correct the mistakes or defaults of employees should be seldom used. However, since their main purpose is to rectify mistakes in order to get effective results, they should be generally resorted to when positive incentive does not works and a psychological set back has to be given to employees and examples are demotion, transfer, fines, penalties etc. (www.managementstudyguide.com)

3. RESEARCH METHODOLOGY

An empirical tactic is the collection and analysis of data and this could be quantitative or qualitative, primary or secondary as no research is purely empirical; it is usually informed by some sort of theory or conceptual frame work. Some researchers are of the view that a single research technique may use both quantitative and qualitative techniques and procedures in grouping as well as use primary and secondary data. The quantitative and qualitative data collection techniques and analysis procedure each have their own strength and weaknesses (Veal, 2006). For this research work both primary and secondary methods of data collection was used.

4. ANALYSIS AND FINDINGS

The trick for employers is to figure out how to inspire employee motivation at work and to create a work environment in which an employee is motivated about work involves both intrinsically

satisfying and extrinsically encouraging factors. Employee motivation is the combination of fulfilling the employee's needs and expectations from work and the workplace factors that enable employee motivation or not. These variables make motivating employees challenging. Employers understand that they need to provide a work environment that creates motivation in people but many employers fail to understand the significance of motivation in accomplishing their mission and vision.

Table1. Showing ways of motivation of twenty-five employees in Chariot hotel, Buea - Cameroon

VARIABLE	Employees who support this method/%	Employees who don't support this method/%
Benefits (e.g. health care)	20 (80%)	5 (20%)
Employees involvement in decision making	5 (20%)	20 (80%)
Getting feedback from employees	15(60%)	10(40%)
Rewarding employees(employee of the month)	15(60%)	10(40%)
Holding employee accountable for what they do	5(20%)	20(80%)

Source: fieldwork

From table 1 above, looking at the benefits (health care) 80% of the employees indicate that they support benefits with the importance of retirement and benefits arising with age of the employee in the workplace while 20% of employees are not in support

Concerning employees' involvement in decision making, 20% of the employees support this method and 80% of the employees say that decisions in this establishment without seeking their opinion. If you create an environment that is viewed as fair and consistent, you give people little to push against. You open up a space in which people are focused on contribution and productive activities rather than gossip, unrest, and unhappiness. Most people want involvement in decisions that affect their work and some may not want the final accountability.

As for getting feedback from employees, 60% of the employee's support the fact management normally ask for feedback from the employees when taking decision and 40% of the employees reveal that management do not get any feedback from them before taking any decision.

Rewarding employees is another variable and here 60% of the employees say that they have receive some rewards from management and 40% of the employees reveal that they have never receive any reward from management. Employee motivation is a continuing challenge at work. No matter what climate your organization provides to support employee motivation, you can, within the perimeters of your areas of responsibility (and even beyond, if you choose to extend your reach) create an environment that fosters and calls forth motivation from employees.

Holding employee accountable for what they do, 20% of employees believe that they should be held accountable for what they do and 80% of the employees disagree with this. If you decide to adhere to and hold employees accountable for an existing policy, don't ambush your company members. If you have not enforced the policy in the past, meet with employees and explain the policy, the intent of the policy, why the policy is necessary, and why it was not enforced in the past. Then, tell everyone that following the meeting, everyone is accountable for adherence to the policy.

5. CONCLUSION

Motivation has a dual importance to the employees in an organisation and also to the business itself. To the employee, motivation will help him achieve his personal goals, if an individual is motivated he will have job satisfaction, it will also help in the self-development of an individual and an individual would always gain by working with a dynamic team. To a business, motivated employees become empowered, team work and individual employee contribution, more profitable and successful is the business, during period of amendments, there will be more adaptability and creativity, and finally motivation will lead to an optimistic and challenging attitude at work place.

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