

**MOTIVATION AND STAFF JOB PERFORMANCE IN THE HOSPITALITY
INDUSTRY: A CASE STUDY OF ILAJI HOTEL AND RESORT CENTRE,
AKANRAN, IBADAN, OYO STATE**

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Abstract

The goals of every business organisation is to maximise profit, have a large market share, be more productive and innovation among others. These goals can be achieved not only by the physical resources put in place by the organization but largely by the quality of the human resources put in place. Studies have shown that motivation is one of the factors that can improve employee performance. Relatively, few studies have been cited on the influence of motivation on employee performance in hospitality industries. Also, few studies have examined the willingness of workers to work more if motivation increases. This study, therefore, attempted to fill this gap by investigating the influence of motivation on staff job performance in the hospitality industry: a case study of Ilaji Hotel and Resort Center. The study was anchored on the Frederick Herzberg's Two Factor and Abraham Masclow theories which assumed that the presence of motivational factors often referred to as 'satisfiers' will lead to job satisfaction and consequently motivates employees into premium performance. The descriptive research design was adopted, while responses were elicited from 33 staff of the organisation. The random sampling technique and structured questionnaires were utilized for data collection. The coefficient of salary is positive (0.431) and statistically significant ($t\text{-prob}<0.05$) implying that a percentage increase in salary will increase job performance by about 43%. Also, promotion as at when due has a positive and significant ($t\text{-prob}<0.05$) effect on job performance (0.214). Other variables like bonuses, opportunity for schooling and training and participation in decision making are positively signed but statistically insignificant ($t\text{-prob}>0.05$). Variables like salary increment and fringe benefits are negatively signed but statistically insignificant ($t\text{-prob}>0.05$). Durbin-Watson statistics is 1.99 which is approximately 2 eliminating the presence of serial autocorrelation. R-square is 0.533 implying that about 53% of the variation in performance is explained by the motivation variables specified. F-statistic is

significant (F-prob<0.05) showing the overall significance of the model. The coefficient of promotion is positive (0.175) and it is statistically significant. Also, promotion is negative (0.401) but it is statistically significant (t-prob<0.05). Also, 63.7% of the respondents will be willing to work for longer hours if non-monetary gains increase. Recommendations made were that stakeholders in the hospitality industry especially employers must motivate their workers with a view to improving job performance and hence profitability of the industry and hours worked by employees in hospitality is too much, it can be controlled by stakeholders

Keywords: Motivation, staff job performance, competence, supervision and monitoring

Introduction

In any organization employees are the real assets because the achievement or failure of any organization relies on not on just the investment on physical capital or equipment but its employees as well. The significance of employee in the hotel industry is of paramount importance as the hotel industry is naturally manpower (labour) concentrated. Employee performance is more significant in this industry as employees are having direct contact with the customer and also it is employee of the hotel and hospitality industry has to please its customers (SHIK, 2017). The importance of hotel industry is drastically growing from time to time worldwide as they provide facilities such as recreation and entertainment, meeting and conferences and business gathering. They also provide accommodations, meals venues and drinks. Due to the nature of their business, hotel industry demands highly motivated employees who can work effectively because they have high contact with customers.

According to Çetin (2013), for an organization, motivation is a process of triggering individuals by creating an environment to meet their needs, influencing and encouraging them. Everyone has certain needs which may be neglected. Stimulating these needs results in motivation. Motivation is a driving force for action. After being motivated, the individual takes action. As a result of this action the need is met. Motivation process starts after defining the needs of an individual. These needs can be psychological or social needs which are neglected at any one time.

The motivation of the employees is a major issue in hotel industry as it directly corresponds to employee turnover and overall quality of service of the concerned hotels (Chen, 2013). Overall profitability of the hotels depends on the services quality provided by the hotels to the customers. In addition, Santero-Sanchez , Perez, Nunez, and Figueroa (2015), argued that it has been statistically proven that motivation individually or partially has positive and significant effect on employee performance – if motivation is high, thus performance in carrying out the obligations and duties will also be high, and vice versa.

Andries, Nalin, Patrick (2016) stated that the performance of employees in hotel organisations can be judged or measured by their attentiveness, their friendliness, their appearances, their attitudes, and the way they carry out and perform their assigned tasks. They reported that the good performance in hotel organisations would create a high level of customer satisfaction as a result, customer will go back and use the hotel goods and services again. Based on this, motivated and satisfied staff is a primary concern in the delivery of hotel services (Kingir & Mesci, 2010). Hence, the objectives of this study is to examines the effect of employees' motivation on performance Ilaji hotel and resort center, Akanran, Ibadan. Specifically, this study seeks to:

1. Examine the effect of motivation on job performance of employees in the company.
2. Investigate the willingness to work more by workers as motivation increases in the firm.

. Accordingly, the paper attempted to answer the following research questions:

1. What is the effect of motivation on job performance of employees in the company?
2. Will workers be willing to work more if motivation increases in the firm?

Literature Review

Concept of Motivation

Motivation is the drive that induce workers' commitment and performance in an organisation. Motivation is a propelling force or energy that stimulate workers to put in their best toward achieving organisational goals. Motivation is a psychological term which emanates from within employees, as it is the willingness and readiness to do the work assigned them. Motivation cannot be forced on employee. Chizueze, Nwosu and Agba (2011) opined that commitment is also tied to how well an employee is motivated. They reported that motivation here entails the process of influencing employees' behaviour towards the attainment of organizational goal. Motivation includes meeting the psychological, financial and emotional needs of workers. Scot (undated) asserted that motivation is a process of stimulating people to action to accomplish the desired goals. He opined that motivation is a process by which a need or desire is aroused and a psychological force within the mind of an individual set him in motion to fulfil his needs and desires. According to Jucius (undated), motivation is the act of stimulating someone or oneself to get a desired course of action, to push the right button to get a desired results. It is pertinent to mention that motivation is essential to achieve success in all areas of human endeavours. Without motivation workers cannot do their work right or as expected of them. Jucius (undated) submitted that the process of motivation include unsatisfied need, tension, drive, search behaviour, satisfied need and reduction of tension. This process is diagrammatically represented as follows:

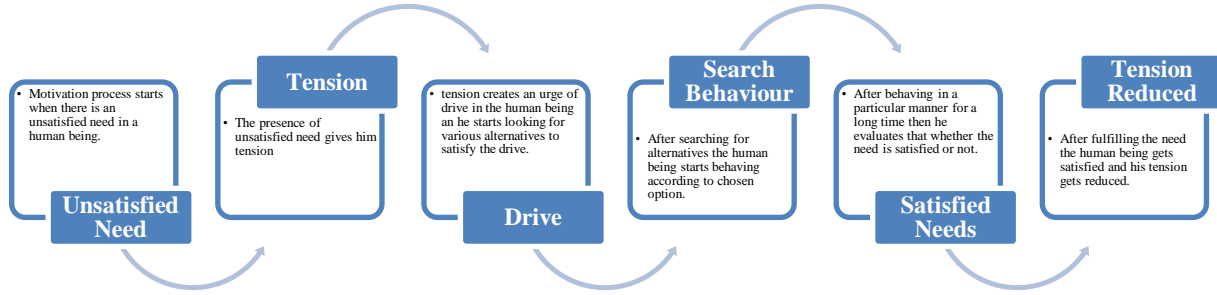
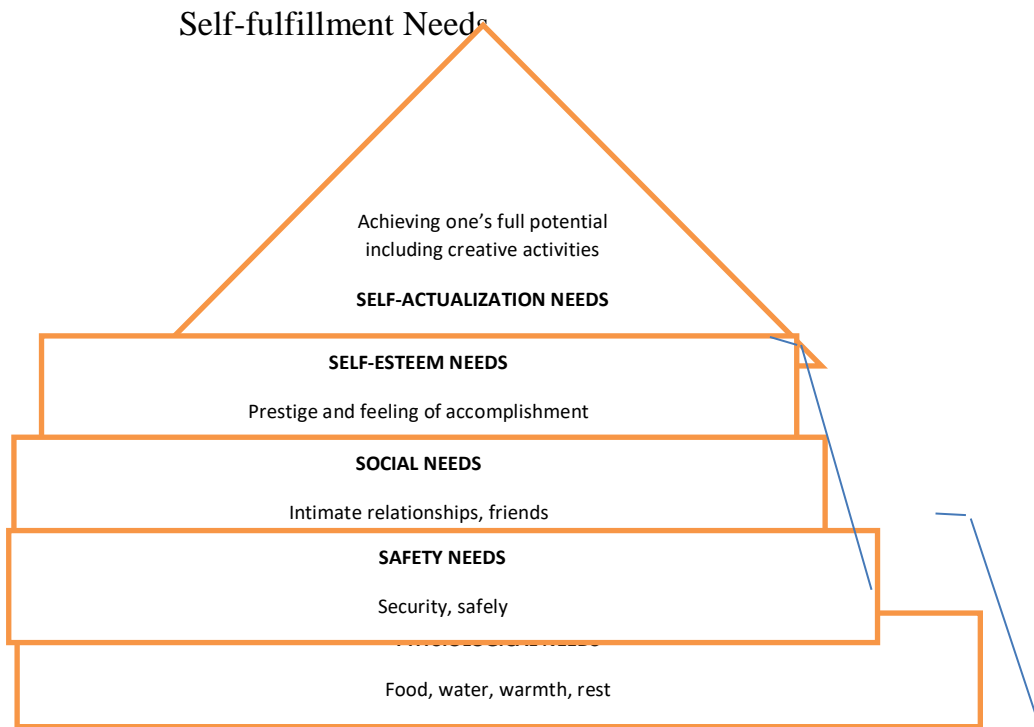


Fig. 1. Motivation Process

Based on the above process, if a worker nurtures a need to earn more, this need will make him anxious and he will start thinking how to satisfy his need. To gratify his need he may think of working hard in organization and get promotion therefore, he will start working hard and even work for extra hours. After sometime he will get incentives or increments or promotion which will bring satisfaction to him or satisfy his need. This implies that when a worker's need is satisfied he will be motivated to work harder which will in turn engender increased worker's performance and productivity. To corroborate this, Maslow (1970) stated that people are motivated to achieve certain needs and that some needs take precedence over others. Maslow used a five tier model to illustrate human needs, Human needs according to Maslow are illustrated below:



Source: Adapted from Rue, L.W and Byans, L.L. (2000), Management Skills and Application. (9th ed.) New York: McGraw-Hill Companies.p.117 citing in Awobode, 2021.

Human needs are insatiable and these needs are hierarchical in nature. The fulfilment of these needs brings satisfaction. The human needs according to Abraham Maslow includes physiological, safety, social, esteem and self-actualization needs. Basically, the motivation process does not end when a need is satisfied. When one need is met another need develops and the same process continues till needs keep manifesting in human beings. This implies that the satisfaction of a need generates another need in a worker. People are motivated to achieve certain needs and some needs take precedence over the others (Saul, 2016 cited in Awobode, 2022). One must satisfy lower level deficit needs before progressing on to meet higher level growth needs. Physiological needs are the most basic human needs which include food, water, shelter and clothing; these are biological needs. According to Maslow's theory, once these needs are fulfilled, people would want to meet the next level of needs. Safety needs include security, protection, freedom from fear and stability in the physical and interpersonal events of day to day life (Desta, 2014 cited in Awobode, 2022). In the workplace, job security and fringe benefits, along with an environment free of violence, fills these needs.

The next level in hierarchical needs is social needs. These involve the need for love, affection, friendship, intimacy, trust and acceptance, receiving and giving affection and love. Esteemed needs include both self-respect and esteemed of others, needs for status, recognition and achievement. Self-esteem helps people to have a good self-image (Desta, 2014, cited in Awobode, 2022). Self-actualization is about desire to develop and realize

your full potential and attain self-fulfillment. This need makes people to strive to achieve and actualize everything they can be. Based on Maslow's hierarchy of needs the following conclusion was made:

1. if a lower need is satisfied, it no longer motivates behavior; the next higher one becomes dominant. (Deficit principle).
2. The five needs exist in a hierarchy. Higher needs only become important when lower needs are satisfied.
3. Higher-order needs provide greater motivation.
4. Different people may have different priorities.

Maslow's theory helps administrators to identify which particular needs are relevant for workers and thus to determine the appropriate factors that can motivate the workers. The implication of this theory is that workers may not be committed and perform well when their needs are not met. Also, their morale and commitment are likely to be affected negatively because there will be no motivation for them to put in their best.

Motivation can either be extrinsic or intrinsic. Extrinsic motivations are those that are external to the task of the job. They are external driving forces that propel someone to act or perform a particular task. They are what is done to workers to motivate them to work. Extrinsic motivations have immediate and powerful effect, but would not necessarily last long. Examples of extrinsic motivations are salary, work condition, fringe benefits, security, and promotion, contract of service, the work environment, conditions of work and punishment. Intrinsic motivations on the other hand are those rewards that can be termed emotional or psychological motivations that is, factors that are inherent in the worker. They are internal driving forces that propel someone to act or perform a particular task. It is pertinent to stress that intrinsic motivations are self-generated factors have a deeper and longer-term effect. Examples of intrinsic motivations are opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner, responsibility, freedom to act, possibility to use and develop skills and abilities, interesting and challenging work, opportunities for advancement. The relationship that exist between motivation (external and internal driving forces) and workers' performance can diagrammatically illustrated as follows:

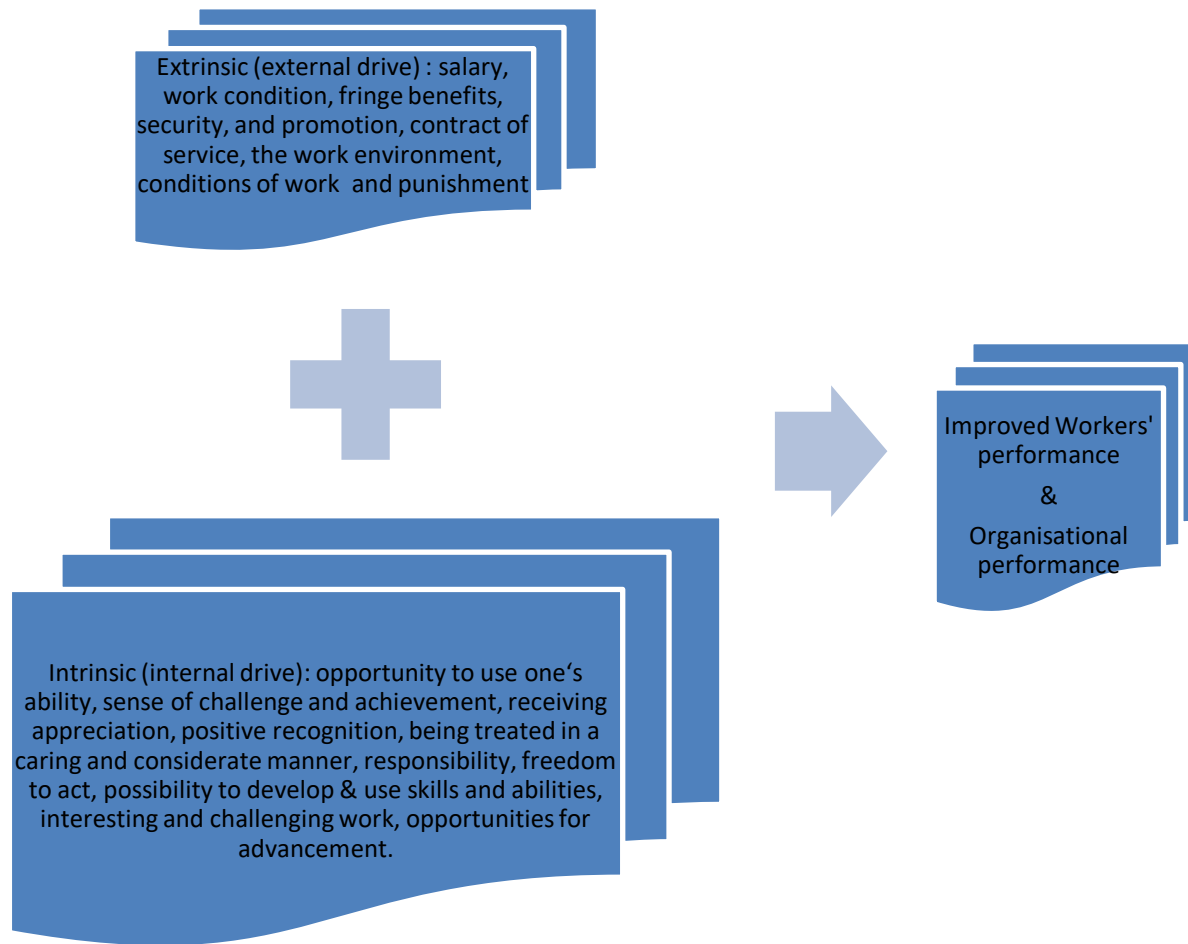


Fig. 1 Source: designed by the author

From fig. 1 the combination of both extrinsic and intrinsic motivation would result into improved workers' performance as well as organisational performance or productivity. Researchers such as Maslow (1970) and Armstrong (2006) affirmed that motivation is a goal directed behaviour which promotes workers' job performance. They reiterated that workers who are well motivated perform excellently which in turn enhance organisational productivity and image.

It is not an understatement to stress that motivation plays a significant role in influencing workers' productivity and the attainment of organisational goals. To corroborate this, Fasla and Dhanalakshmi (2019) submitted that motivation has the role to develop and intensify the desire of each member of the organization to figure effectively and expeditiously in his position. Andries, Nalin, Patrick (2016) opined that there are many reasons why organisations continually focus on motivating employees. According to them these reasons are:

- i. motivated workers tend to work with their top effort and do more than is expected of them. This can help the organisation to boost its productivity.

- ii. motivated workers are prone to work commendably, get work done on time to a high quality and within budget. This can help the organisation minimise its operational cost and its labour cost and in turn increase its profitability.
- iii. the level of workers' turnover may decrease to some extent if they are motivated to perform their tasks.
- iv. organisation with a motivated workforce introduces change earlier than the organisation where its employees are demotivated

Based on the aforementioned reasons for motivating workers, it is essential that human resources managers in hospitality industry put in places strategies and packages that will motivate workers individually and collectively. To corroborate this assertion, Wilton cited in Andries, Nalin, Patrick (2016) pointed out that it is necessary for HR managers to design jobs, implement practices, conduct procedures, and create a work environment to stimulate and encourage employees to perform to their full potential in the way desired by the organisation. HR managers need to understand intrinsic and extrinsic factors such as the financial incentive, recognition, job satisfaction and achievement that motivate workers and unlock the power of discretionary effort in them.

Concept of staff job performance

Aguinis cited in Boamah (2014) submitted that performance is about behaviour or about what employee do and not what they produce or the outcomes of their work. Performance is the effort that workers gear towards achieving organisational objectives or outcomes. Hence, staff job performance refers to what workers do or behave in the workplace toward fulfilling the duties of their role or complete required tasks. Practically, staff performance either negative or positive determines the extent to which organizational goals will be achieved. In order words, organizational performance is a reflection of staff job performance. The parameters for measuring staff performance include the quality, quantity, trust and consistency, speed and efficiency of work. To measure the quality of workers job performance, managers or leaders are to determine the standard of work produced by staff. This is done by ascertaining whether the performance objectives are being achieved and whether the employees are putting in their best to ensure high-grade outcomes. To measure the speed and efficiency of staff, the amount of job done within the stipulated time and ability to produce maximum output at least cost should be determined. To determine the trust and consistency of staff, managers are expected to ascertain whether staff can do all their work to a high standard and deliver it on time, work independently, consistently display company values, punctual to work and perform to expected standard. It is pertinent to mention that high-performing staff are dependable, can work independently and perform excellently well without monitoring or supervision. Aguinis cited in Boamah (2014) asserted that one of the variables that predict staff job performance is motivation. Motivation is the driving force or propelling factor behind human activities or behaviour.

Motivation and employee performance

Ghebregiorgis (2018) investigated the factors affecting the performance of employees in the hotel industry in Eritrea. He conducted a survey in the city of Asmara using a sample of 150 employees from 4 private and government owned hotels. He proposed that motivation, leadership, employee-employer relationship, training, and working conditions are major factors which might influence performance. The researcher analysed data using regression and correlation test. He found that there is a positive and significant relationship between motivation, training, working conditions and employee performance. The results also revealed that training as a factor influencing performance is more prevalent in privately-owned hotels than government hotels. Also, he found that leadership and employee-employer relationship emerged to have no significant relationship.

Du Plessis, Douangphichit, and Dodd, (2016) made an attempt to identify and determine practical and suitable HRM practices for employee job performance, employee motivation, and employee satisfaction to support the hotel industry in Laos; with a view to enabling the industry to have a competitive advantage, attain goals and sustain business. Data was obtained from a total sample of 105 respondents spread across six hotels in Lao. This can have a negative impact on the tourism industry in Laos. Descriptive and inferential statistics was used to analyse the data. HRM potentially contributes to employee work performance in the organisation. The researchers identified performance of employees in hotel organisations to be measured by attentiveness, friendliness, appearances, attitudes, and the way employees carry out and perform their assigned tasks. They found that main factor that brings about high level of job satisfaction and motivation is salary. However, most of their respondents feel that their organisations create the conditions whereby they are motivated to work harder.

Muogbo (2013) investigated the influence of extrinsic and intrinsic motivation on employees' performance of selected manufacturing firms in Anambra State. 63 respondents selected from 21 manufacturing firms across the three senatorial zones of Anambra State were sampled (3 from each firm). The study used descriptive statistics (frequencies, mean, and percentages) to answer the three research questions posed for the study. The author used Pearson Product Moment Correlation Coefficient to test the stated hypotheses. She found that there existed relationship between extrinsic motivation and the performance of employees while no relationship existed between intrinsic motivation and employees' performance. The study reveals extrinsic motivation given to workers in an organization has a significant influence on the workers' performance. Oswald (2018) also conducted a study on factors influence employee motivation in hotels in South Africa using quantitative design and a sample of 246 hotel employees.

Methodology

The population of the study is all the employees who presently work in Ilaji Hotel and Resort Ceter, Akanran Ibadan. As at the time the survey was carried out. Ilaji Hotel and Resort Ceter has less than a hundred employees who are in various departments of the establishment. This research work has a known population; therefore, the researcher decided to take about forty percent of the total population of workers. Forty questionnaires were administered after controlling for incomplete, thirty-three questionnaires were used for the analysis.

The sampling technique used for the study is multistage sampling technique which combines both probability and non-probability sampling techniques. The first stage involves distributing the questionnaire into strata through stratified sampling technique. At the end of this stage, three strata was considered namely, permanent staff, contract staff and others. The second stage was also stratified sampling technique, each stratum considered in the first stage was stratified into three other strata namely; senior staff, junior staff or casual workers. The third stage is purposive sampling technique where those who were on duty were given the questionnaires to fill. Therefore, the respondents comprise of 8 senior staff, 24 junior staff and 1 casual worker.

In order to achieve objective one which is to examine the effect of employees' motivation on performance, Ordinary Least Squares was also used. The choice of OLS in both first and second objectives is due to its efficiency and unbiasedness as a technique of analysis. The second objective which is to examine the willingness to work more by workers as motivation increases was analysed using descriptive analysis.

Model Specification

In order to achieve objective one which is the effect of motivation on job performance of the respondents. This study specified four measures of performance which are punctuality, efficiency, competence and working with minimal supervision. Each of these variables were regressed against motivation variables. Thus, objective two is specified below:

$$Punctuality = \beta_0 + \beta_1 Sal + \beta_2 bon + \beta_3 incr + \beta_4 frin + \beta_5 train + \beta_6 prom + \beta_7 decsn + \beta_8 relat + \mu_1 \dots \dots \dots (3)$$

$$Efficiency = \emptyset_0 + \emptyset_1 Sal + \emptyset_2 bon + \emptyset_3 incr + \emptyset_4 frin + \emptyset_5 train + \emptyset_6 prom + \emptyset_7 decsn + \emptyset_8 relat + \mu_2 \dots \dots \dots (4)$$

$$Competence = \varepsilon_0 + \varepsilon_1 Sal + \varepsilon_2 bon + \varepsilon_3 incr + \varepsilon_4 frin + \varepsilon_5 train + \varepsilon_6 prom + \varepsilon_7 decsn + \varepsilon_8 relat + \mu_3 \dots \dots \dots (5)$$

$$supervision = \Omega_0 + \Omega_1 Sal + \Omega_2 bon + \Omega_3 incr + \Omega_4 frin + \Omega_5 train + \Omega_6 prom + \Omega_7 decsn + \Omega_8 relat + \mu_4 \dots \dots \dots (6)$$

A Priori Expectation

- $a_1, a_2, a_3 \dots a_8 > 0$
- $\beta_1, \beta_2, \beta_3 \dots \beta_8 > 0$
- $\emptyset_1, \emptyset_2, \emptyset_3 \dots \emptyset_8 > 0$

$$\varepsilon_1, \varepsilon_2, \varepsilon_3 \dots \varepsilon_8 > 0$$
$$\Omega_1, \Omega_2, \Omega_3 \dots \Omega_8 < 0$$

Theoretical Underpinning

Expectancy Theory of Motivation

The expectancy theory is a motivation theory first proposed by Victor Vroom in 1964. According to the expectancy hypothesis, people have varied goals and might be motivated if they have particular expectations. This idea outlines the steps that an individual goes through when making decisions. According to Vroom (1964), motivation boils down to deciding how much effort to put in in a given task circumstance. This decision is based on a two-stage expectation sequence. First, an individual's assumption that a specific degree of effort would result in the desired performance goal influences motivation. The employee's perception of his or her odds of achieving various outcomes as a result of achieving his or her performance goal also influences motivation. Finally, people are motivated to the extent that they value the results they obtain.

It is the perception of equitability and inequity, according to equity theory. The input and the outcome are the emphasis of equity theory. An employee compares the inputs to the outputs of his or her job. If an employee notices inequity, he or she will take action to correct it. The employee's productivity or job quality may suffer as a result. Many inequities can sometimes lead to an increase in absenteeism and even resignation from a company (Greenberg, 1999). Equity theory is concerned with human motivations and should have a wide range of applications in understanding the behaviour of organizations. The principle of equity must be seriously considered by Human Resource Development (HRD) when interacting with individuals, whether it's simple tasks like pay, promotions, and so on. In cases of recognition, as well as training, improvement, and development, HRD will benefit from equity theory.

Historical background of Ilaji Hotel and Resort Center

Ilaji Hotel and Resort Center was established by Chief(Engr.) Dotun Sanusi, Otun-Apesin Ola of Ibadanland who is neither a Public Office Holder nor politician but an investor of note and reputable entrepreneur with philanthropic gesture. Ilaji Hotels and Sports Resort was set up with a view to assist the remote area, Oloyo Village, Akanran, Ibadan where the gigantic hospitality cum recreation outfit was established. These properties were established to provide opportunity for diligent youths and adults have access to direct and indirect engagements to sustain their living. Chief Dotun Sanusi planned to make Ilaji Hotels and Sports Resort, a first-class one in Oyo State and Nigeria at large.

Ilaji Hotels and Sports Resort seems to be the biggest Resort in South West as it consists of a sports academy, stadium, playing pitch, swimming pools, tennis courts, a

continental gym, event hall, amusement park, horse stable, water based recreational centre, ecotourism bar, zoological garden and a 60–bedroom hotel. The hotel is a luxury affairs which has four brands of rooms: the silver, the bronze, gold and diamonds. These categories of rooms are set up with exotic sets of furniture, fixtures and fittings and sophisticated beddings and lovely bathrooms. The hotel’s seminar hall and conference centre is fitted with academic and conference enhancing gadgets and facilities while a sophisticated jukebox is permanently installed for those who desire an exciting venue for conferences and seminar. The bar displays both locally-brewed and exotic liquors while the restaurant is manned by chefs who have acquired professional qualification and intercontinental experience on how to leverage on the products of the kitchen at retaining the loyalty of guests.

Ilaji Hotel and Sports Resort is deliberately crafted to serve as heaven for those who earnestly desire an awesome getaway from the maddening crowd to a blissful environment with facilities and service honed so well that can make guests to temporarily forget that they are in this part of the earth. Adejimi Okunlola, who operates a bar in the village described Ilaji Hotels and Sports Resort as “the best thing that has ever happened to Akanran and to Ona Ara Local government area. Ilaji Hotel and Sports Resort is a fortune bearer, agent of prosperity and catalyst of development. The resort center also has these facilities: free WiFi, pool, parking site, air conditioner, pets, and restaurant respectively.

Results and Interpretation

This section presents the results from data analysis, in line with the research questions raised in this study, as follows:

- What is the effect of motivation on job performance of employees in the company?

Effect of Motivation on Job Performance

Table 1: **Effect of Motivation on Performance (Punctuality)**

Variable	Coefficient	t-Statistic	Prob.
Salary	.431	2.621	.019
Bonuses	.219	.784	.441
Salary increment	-.571	-1.026	.315
Fringe benefit	-.069	-.186	.854
Training and schooling opportunity	.276	.509	.616
Promotion	.214	2.717	.011
Participation in decision making	.161	.458	.651

Good employer and employee relationship	.430	1.174	.253
R-Square=0.533		Durbin-Watson stat.= 1.998	
F-statistic=3.289		Prob.(F-statistic)=0.0123	
Dependent Variable: Punctuality			

Source: Author's computation (2022)

Findings and Discussion

This section presents the result of the effect of motivation on job performance of the respondents. This is with a view to achieving objective two. There are four measures of performance in this study which are punctuality, efficiency, competence and working with minimal supervision. Each of these variables were regressed against motivation variables. Considering equation (1) in the methodology, punctuality was the first measure of performance regressed against variables of motivation and the result is displayed in Table 1. The coefficient of salary is positive (0.431) and statistically significant (t-prob<0.05) implying that a percentage increase in salary will increase job performance by about 43%. Therefore, salary of workers will spur workers' productivity. Also, promotion as at when due has a positive and significant (t-prob<0.05) effect on job performance (0.214). This implies that promotion as at when due will enhance job performance of the employees. Other variables like bonuses, opportunity for schooling and training and participation in decision making are positively signed but statistically insignificant (t-prob>0.05). Variables like salary increment and fringe benefits are negatively signed but statistically insignificant (t-prob>0.05). Durbin-Watson statistics is 1.99 which is approximately 2 eliminating the presence of serial autocorrelation. R-square is 0.533 implying that about 53% of the variation in performance is explained by the motivation variables specified. F-statistic is significant (F-prob<0.05) showing the overall significance of the model

Table 2: Effect of Motivation on Performance (Efficiency)

Variable	Coefficient	t-Statistic	Prob.
Salary	.195	.801	.431
bonuses	.120	.469	.644
Salary increment	-.346	-1.266	.218
Fringe benefit	-.195	-.579	.568
Training and schooling opportunity	.148	.298	.768
Promotion	.175	2.305	.031

Participation in decision making	.909	2.816	.010
Good employer and employee relationship	.276	.823	.419
R-Square=0.665		Durbin-Watson stat.= 1.768	
F-statistic=2.629		Prob.(F-statistic)=0.035	
Dependent Variable: Efficiency			

Source: Author's computation (2022)

Findings and Discussion

The second measure of performance in this study is efficiency. Following equation (2) in the methodology, efficiency was regressed against variables of motivation and the result is displayed in Table 2. The coefficient of promotion is positive (0.175) and it is statistically significant. Also, employee participation in decision making is positive (0.010) and statistically significant (t-prob<0.05). Both promotion and employee participation in decision making will improve employees' efficiency and in turn performance in the industry. Other variables are statistically insignificant and cannot be affirmed to either spur or retard efficiency in the industry. R-square revealed that about 67% of the variation in performance is explained by the motivation variables specified. F-statistic is about 2.6 and it was statistically significant showing the overall significance of the model.

Table 3: Effect of Motivation on Performance (Competence)

Variable	Coefficient	t-Statistic	Prob.
Salary	-.168	-.728	.474
bonuses	.441	1.818	.042
Salary increment	-.350	-1.356	.188
Fringe benefit	.182	.569	.575
Training and schooling opportunity	.461	.983	.336
Promotion	1.093	2.267	.033
Participation in decision making	.421	1.380	.181

Good employer and employee relationship	-0.336	-1.061	.300
R-Squared=0.501		Durbin-Watson stat.= 1.809	
F-statistic=2.568		Prob.(F-statistic)=0.033	
Dependent Variable: competence			

Source: Author's computation (2022)

Findings and Discussion

The third measure of performance used in this study is competence and it was regressed against the variables of motivation specified in equation (3) the methodology. The result is shown in Table 3. The coefficient of bonuses is positive (0.44) and statistically significant (t-prob<0.05) implying that a percentage increase in bonuses will increase job performance by about 44%. Therefore, bonuses paid to workers will increase workers' job performance. Also, promotion as at when due has a positive and significant (t-prob<0.05) effect on job performance (1.1). This implies that promotion as at when due will enhance job performance of the employees. Other variables like bonuses, opportunity for schooling and training and participation in decision making are statistically insignificant (t-prob>0.05) and cannot be affirmed to impact performance. Durbin-Watson statistics is 1.8 which is approximately 2 eliminating the presence of serial autocorrelation. R-square is 0.501 implying that about 50% of the variation in performance is explained by the motivation variables specified. F-statistic is significant (F-prob<0.05) showing the overall significance of the model

Table 4: Effect of Motivation on Performance (Supervision/Monitoring)

Variable	Coefficient	t-Statistic	Prob.
Salary	-0.064	-3.206	.001
bonuses	.305	.932	.361
Salary increment	-0.010	-0.027	.978
Fringe benefit	-0.024	-0.055	.956
Training and schooling opportunity	-0.338	-0.533	.599
Promotion	-0.401	-2.616	.012
Participation in decision making	.275	.667	.512

Good employer and employee relationship	.271	.633	.533
R-Square=0.561		Durbin-Watson stat.= 1.781	
F-statistic=2.468		Prob.(F-statistic)=0.041	
Dependent Variable: Supervision/Monitoring			

Source: Author's computation (2022)

Findings and Discussion

As specified by equation (4) above, the last measure of performance in this study is monitoring or supervision and it a negative function of motivation. Working with minimal supervision was regressed against variables of motivation and the result is displayed in Table 4. The coefficient of salary is negative (-0.064) but it is statistically significant (t-prob<0.05). This implies that the higher the salary of employees, the less they need to be supervised before they perm their duties. Also, promotion is negative (0.401) but it is statistically significant (t-prob<0.05). The implication of this is that when workers are promoted as at when due, they need less supervision or monitoring before they discharge their duties. Both promotion and salary will improve employees' performance in the industry. Other variables are statistically insignificant; despite the fact that some are negatively signed, they cannot be affirmed to increase performance in the industry. R-square revealed that about 56% of the variation in performance is explained by the motivation variables specified. F-statistic is approximately 2.5 and it was statistically significant showing the overall significance of the model. Durbin-Watson statistic is approximately 1.8.

- Will workers be willingness to work more if motivation increases in the firm?

Table 5: I am willing to work for longer hours if monetary benefits increases

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagreed	1	3.0	3.0	3.0
Disagreed	2	6.1	6.1	9.1
Undecided	3	9.1	9.1	18.2
Agreed	17	51.5	51.5	69.7
strongly agreed	10	30.3	30.3	100.0
Total	33	100.0	100.0	

Source: Author's computation (2022)

Findings and Discussion

In order to achieve objective three which is to examine the willingness to work more by workers as motivation increases in the firm, the researcher tabulated the response of the respondents and the result is shown in the tables below. Table 5 displayed the willingness of workers to work for longer hours if monetary benefits increases. More than half of the respondent agreed that they will be willing to work for longer hours if monetary benefit increase and 30.3% of the respondents strongly agreed that they would be willing to work for longer hours if the monetary gains increases in the organisation. In other words, about 80% of the respondent will work more for monetary benefits. However, considering Table 5, over 75% of the respondents work for at least 60 hours per week and some even work for 91 hours per week.

Table 6: I am willing to work for longer hours if non-monetary benefit improves

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagreed	2	6.1	6.1	6.1
Disagreed	5	15.2	15.2	21.2
Undecided	5	15.2	15.2	36.4
Agreed	15	45.5	45.5	81.8
strongly agreed	6	18.2	18.2	100.0
Total	33	100.0	100.0	

Source: Author's computation (2022)

Findings and Discussion

Table 6 shows the willingness of the workers to work for longer hours if non-monetary benefit increases. 45.5% of the respondents agreed that they will be willing to work for longer hours while 18.2% strongly agreed that they will be willing to work for longer hours if non-monetary gains increases. In all, a total of 63.7% of the respondents will be willing to work for longer hours if non-monetary gains increases.

From Table 5 and Table 6 above, it can be observed that workers are willing to work for longer hours just to make a better living. This could be viewed in a positive light that majority of the workers are hardworking and could sacrifice their leisure for work to earn a better living.

Discussion

This study investigated the effect of motivation on staff performance in the Nigerian hospitality industry with particular reference to Ilaji Hotel and Resort Center, Ibadan.

Also, the study analysed the effect of motivation on performance. Four measures of performance were used which are punctuality, efficiency, competence and working with minimal supervision. It was observed that promotion was significant as the motivating variable for performance in the four measures. Although promotion may come with monetary gain, it is non-monetary in nature. Therefore, the finding is in conformity with work of Muogbo (2013). In addition, salary which is purely a monetary variable was significant as the motivating variable for performance in two of the four measures. This agreed with the work of Du Plessis, Douangphichit, and Dodd, (2016) that salary motivates workers to perform on the job. Other significant motivational variables that impact performance are bonuses and employees' participation in decision making. Both monetary and non-monetary variables determine performance (Hossain and Hossain; 2012).

In addition, it can be observed that most workers are willing to work for longer hours in order to earn both monetary and non-monetary reward. Already, the mean number of hours worked per week is 67 while the mode is 84 hours (see Appendix D); this working hours is much worker. Aspiring to work for longer hours could be viewed positively that workers are hardworking and could sacrifice their leisure for work to earn a better living. Contrarily, they are working for too many hours already adding more working hours could be detrimental to their health.

Conclusion

This research work assessed the examined the effect of motivation on job performance of employees in Ilaji Hotel and Resort Center, Ibadan. And it investigated the willingness to work more by workers as motivation increases in the firm. This is with a view to investigating the effect of motivation on staff performance in the Nigerian hospitality industry. Primary data was used for this study through a well-structured questionnaire. A non-probability sampling technique (convenient sampling) was used for the study. Thirty-three (33) questionnaires were recovered and was used for the analyses. Data were analysed using descriptive statistics and regression analysis (Ordinary Least Squares; OLS). The necessary introduction and literature were provided at the beginning of the study In the methodology sampling and method of analysis was specified. It was revealed four measures of performance were used which are punctuality, efficiency, competence and working with minimal supervision. Bonuses salary, promotion and employees' participation in decision making are the positive and significant motivators that impact performance in the industry. Motivating variables are both monetary and no-monetary. Workers are willing to work more hours for both monetary and no-monetary benefits. However, workers should be cautioned on spending more time on the job.

Recommendations

Based on the analysis and interpretation of the data, the following recommendations were made:

- i. Stakeholders in the hospitality industry especially employers must motivate their workers with a view to improving job performance and hence profitability of the industry.

- ii. Hours worked by employees in hospitality is too much, it can be controlled by stakeholders

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