

An Analysis of Motivating Factors at the Workplace: The case for Hospitality and Education Industry

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Abstract

The study explores the factors influencing motivation of employees in organization. It focuses on two different professional industries; hospitality and education. This study also denotes the importance of certain elements that can help to build the fundamental cores of an organization. There are three main motivational factors that can be considered as important variables in achieving the organization's goals; leadership styles, organisational environment and reward system. In the context of working in a professional setting, achieving the organizational goals is a vital step in sustaining the organization's performance. Motivation at the workplace was seen as one of the crucial elements that help in achieving organizational goals. Hence this study was conducted to analyse the three main motivational factors and how they influence an organization. Furthermore, a theoretical framework was also designed to cater to research requirements. Future studies may apply the theoretical framework designed in this study to explore other areas that are relevant to other factors that can drive organizational members into achieving the goals set.

Keywords: *motivation at the workplace, reward system, leadership style, organizational environment*

1.0 Introduction

1.1 Background of the Study

An innovative business environment values functioning leadership styles which can be a potential variable for enhancing motivation and organization development. In the context of working in a professional setting, achieving organization's goals are always a vital step so that the organization can be successfully sustained. Riaz and Haider (2010) collectively agreed that leaders who bring positive changes can give big impact towards the performance of employees.

Apart from that, different types of organizational environment were also found to play a role in encouraging workplace motivation. Past researches have stated that workplace environmental factors such as the presence of peer support, technological support, supervisor support and workplace opportunities encourage workers to apply their prior knowledge to complete the current tasks given (Chauhan, Ghosh, & Shukla, 2016; Na-nan, Chaiprasit, & Pukkeeree, 2017). Apart from that, a few studies have also highlighted the detrimental effects of an unsupportive organizational environment towards employees' motivation and work ethics (Hsieh & Karatepe, 2019; Ye, Zhu, Deng & Miu,

2019). These researches stated that when employees are faced with an unsupportive environment such as in instances where they are ostracized or involved in negative gossiping, they will have a tendency to totally disregard their workplace commitment. Therefore, there is a need to look into this to understand the importance of having a supportive and conducive workplace environment.

In order to sustain the functionality of an organization, it is vital to instill a reward system to retain the efficiency and productivity of every individual who is a member of the organization. Although there is an abundance of motivational factors that can drive an individual at the workplace to achieve the organizational goals, this study focuses only on some types of motivation. According to Idemobi, Ngige and Ofili (2017), in the process of running an organization, some fundamental elements are required. This can be referred to Maslow's Hierarchy theory proposed in the study of an organization's motivation by Velmurugan and Sankar (2017). The fourth level of Maslow's Hierarchy theory entails the aspect of esteem; where the elements of respect, self-esteem, status, recognition, strength and freedom establish the core foundations of a reward system in an organization. Thus, this study seeks to review on the reward system as a motivational factor in a workplace.

1.2 Statement of Problem

An unsupportive workplace environment could lead to this lack of motivation. As pointed out by Ye et al. (2019), a workplace environment that is not supportive will result in the decreased identification with the organisation. This is because some of the employees will feel psychologically separated from the group and therefore, they will not be motivated to work for the success of the group.

The managerial teams are required to deploy effective strategies in securing the motivation level of their employees to remain at satisfactory zone. This will promote a healthy working environment at the workplace thus leading to various positive effects. Apart from that, according to Riaz and Haider (2010) the current era not only demands having a competitive edge but also establishing a civic commitments of employees within the working environment to help sustaining profitability. Therefore, through the deployment of these strategies, there would be impacts exerted on the employees at the workplace. Some strategies may be impactful upon their deployment at certain industries yet some may yield less productivity on the employees' motivation. Thus, the effectiveness of these strategies to promote motivation on the employees would have to be investigated in order to validate the strategies' effectiveness.

The study by Ma and Jiang (2004) mentioned that all leaders should know which effective strategies of leadership style can be used. This is because there are too few leaders that do not understand on how to implement good strategies on being an effective leader. In the current era, both transactional and transformational leadership has been of great interest to many researchers. Adopting either transformational and transactional leadership behavior helps to increase the performance growth and success of the organization (Riaz and Haider 2010). Therefore, it is believed that this study can shed light on future leaders in guiding them choosing effective leadership style that can enhance motivation of the employees at the workplace. Other than that, although rewards systems are one of the fundamental cores in a business organization, there is a fluctuation on its effectiveness across the years of a business operation period. Based on the study by Hoole and Hotz (2016), it was highlighted that business organizations are facing gradual changes in the transition of reward systems implemented. The findings highlighted that traditional reward systems in the forms of intrinsic and extrinsic rewards are no longer relevant in motivating the organization members. Most business organizations are diverting their attention towards total reward system where it is seen as a revolutionary input to be implemented in their management system. This is seen as an issue to most existing organizations in various industries due to the fact that they are losing the momentum of contributory factor to motivate their employees, leading to dissatisfied organization members.

1.3 Objective of the Study

This study looks into the impacts of motivation of employees at the workplace. The motivation factors are categorised into three parts; leadership styles, organizational environment and also reward system. In the context of this study, two leading industries were selected; hospitality and education in order to view the impacts of the motivation factors and strategies applied in these industries. This study is carried to answer the following questions;

- (a) How does leadership styles influence motivation of employees in a workplace?
- (b) What are the impacts of organizational environment on the motivation of employees in a workplace?
- (c) What are the impacts of reward system on the motivation of employees in a workplace?

2.0 Literature Review

2.1 Introduction

This section presents the review of past literature to better understand the factors affecting employees' motivation in the workplace. The literature reviews are organized to analyse the impacts of three factors; leadership styles, organisational environment and reward system on the motivation of employees in a workplace.

2.2 Leadership Style

An effective organization needs to have good leadership styles and management to motivate employees and treasure moral values within the workplace. Riaz, Akram and Ijaz (2011) focus on two elements of transformational leadership which can be achieved through practicing individualized consideration and managing employees through intellectual stimulation. By practicing individualized consideration, employees are motivated to reach the goals of the organization. As mentioned by Popa (2012) in his study, although leaders see every employee as an individual that has their own needs and qualities with different strengths and weaknesses, leaders who performed this leadership style value each of the individual contributions. Hence, it creates a stronger bond between leaders and employees and subsequently enhance the motivation of all employees in the organization. Meanwhile, McCleskey (2014) established that leaders who encourage employees through intellectual stimulation helps in increasing the employees' confidence level and self-efficacy. This increases the motivation of the employees as it enables the employees to freely share their thoughts and also helps in enhancing problem solving skills. In accordance to the respect of social justice, transformational leadership will be more driven to manage and achieve established outcomes of the organizations (McCleskey, 2014).

Another leadership style that can develop employees' motivation in the workplace is through transactional leadership. According to Nanjundeswaraswamy (2014), transactional leadership is portrayed when leaders or subordinates rewards employees through their effort and good performance. Voon, Ngui and Ayob (2011) stated that there are two elements under transactional leadership that can develop motivation and help in team efficacy and individual performance of employees which are practicing contingent reward and leadership management by exception. When leaders practice contingent reward, they improve employees' working conditions, and the organization environment will be more positive. Another element of transactional leadership is when leaders are actively involved in monitoring the work of the employees and making sure the standards and goals are met (Voon, Ngui and Ayob, 2011). In management-by-exception, there

are two different routes which are; active and passive. Active management-by-exception means that the leader continually looks at each subordinate's performance and makes changes to the subordinate's work to make corrections throughout the process. Passive management-by-exception leaders wait for issues to come up before fixing the problems. Hence, it comes to the conclusion that both routes of leadership management by exception lead the leaders to focus on certain key areas of business performance (Odumeru & Ogbonna, 2013), and increase work performance. All in all, transactional leadership comprises of fairness, responsibility, honesty and promise keeping which can increase and help the growth of organization's needs and goals.

2.3 Organizational Environment

The increase and decrease of motivation within the workplace can be influenced by various factors. One of these factors include organizational environment that exist within a workplace. There are three types of organizational environment which can affect the motivation of employees in the workplace which are peer support, technological support and workplace opportunities. Peer support in the workplace refers to the various forms of help and encouragement that an individual received from their colleagues. According to Nanan, Chaiprasit & Pukkeeree (2017), support from colleagues holds the highest influence on the training transfer among employees as compared to other workplace environment factors such as supervisor support, technological support and workplace opportunities. In fact, peer support also plays a more predictive role than supervisor support to increase employees' motivation in training transfer (Chauhan, Ghosh, Rai & Shukla, 2016). Training transfer refers to the action of employees applying the knowledge that they have acquired during their time in university or training. Working in an environment that lacks this particular aspect can bring detrimental effects to employees' performance. A study by Hsieh and Karatepe (2019) found that ostracized workers will be stressed which will then lead to the display of poor performance. In addition, workers will also be dissatisfied with their job or lose organizational commitment to the point that it will increase their tendency to either leave work early or arrive work late (Hsieh & Karatepe, 2019). Apart from that, a research by Ye, Zhu, Deng and Miu (2019) stated that negative workplace gossip impairs employees' organizational identification which in turn undermines their service performance. Therefore, it can be seen that the lack of peer support in the workplace can affect one's motivation to conduct their job effectively and passionately.

Motivation in the workplace can further be strengthened through technological support. Technological support comes in the form of softwares, applications, or technological devices that assist the employees in an organization in conducting their day to day job. Employees have agreed that technological support can significantly enhance their training or learning transfer as this form of support can facilitate work in all levels of organizations (Nanan, Chaiprasit & Pukkeeree, 2017). Findings obtained from a research by Liu, Huang

and Zhang (2017) showed that smartphone-based gamified job design (SGJD) can significantly increase participants' job motivation, job satisfaction and operational performance. In this case, the technological support comes in the form of SGJD, so it can be said that technological support does play a role in increasing workplace motivation.

Workplace opportunities can affect the motivation of employees in conducting their job. These opportunities can be provided by supervisors or even colleagues in multiple ways such as giving new assignments or requests to other employees. Opportunities given by the organization to the employees will provide them with a platform to apply their knowledge which will also increase their motivation (Na-nan, Chaiprasit & Pukkeeree, 2017). Moreover, it was found that workers will decrease their intention to prolong their working life in an organization when they are not given opportunities in their workplace (Anderson, Jensen, Meng & Sundstrup, 2019). In conclusion, motivation in the workplace can be increased given that the workplace environment is positive in terms of peer support, technological support and workplace opportunities.

2.4 Reward System

In an organization, it is essential to instill a reward system in order to maintain the production and performance of the team. Management especially has to be creative in adopting various reward systems to ensure that employees are satisfied and happy in the workplace. One of the types of reward system that has been traditionally used across the era of organization history is the intrinsic reward system. Levi, Philip and Ikechukwu (2018) referred to intrinsic rewards as a non-financial reward. Two elements of intrinsic reward system that are inherent in the context of a workplace and organization are personal satisfaction and organization's recognition. For personal satisfaction, employees are regarded to have achieved a certain goal they set upon themselves. Meanwhile, as for the organization's recognition, in order to cater to the achievements made by the employees, the management takes the initiative of acknowledging the employees' contribution. That way, it ensures that the employees feel appreciated in the workplace. These two elements of intrinsic reward system will establish the foundations of intangible reward system, in which it originates from the people doing the activities themselves (Afzal, Ali, & Saleem, 2015).

Another category of reward system that is available in an organization or a workplace is extrinsic reward. Extrinsic reward can be defined as a type of reward that is concerned with motivation such as money, compensation, salary, bonus and retirement benefit (Levi, Philip & Ikechukwu, 2018). In providing a clearer picture of extrinsic reward, Afzal, Ali and Saleem (2015) concluded that extrinsic rewards are tangible, they are usually given to the person doing the activity; extrinsic rewards mean the reward is addressed to the per-

son doing the activity and usually they come in physical existence of the rewards given by the management. In this extrinsic reward system, it can be categorized into two areas, which are monetary reward and also career advancement reward. According to Afzal, Ali and Saleem (2015), monetary reward can be referred to as a reward that is tangible or having a physical existence, given after accomplishing the goal. It is a certificate of accomplishment, a trophy for doing something right, or even a monetary reward for doing your job. Meanwhile for career advancement reward, Kanwal and Syed (2017) regarded it as a form of motivation which is shown in employees' behaviour and it improves the performance of employees.

2.5 Past Studies on Motivation at the Workplace

2.5.1 Leadership Styles as A Factor that Influence Workplace Motivation

The study by Voon, Ngui & Ayob (2011) focused on finding the relationship between transactional and transformational with the job satisfaction of employees. The researchers used the aspects of transactional leadership such as contingent reward and management by exception. Transformational leadership is measured by looking at idealized influence, intellectual stimulation, individual consideration and inspirational motivation. These aspects were looked into along with the job satisfaction of employees in the public sector. A qualitative research was conducted with a total of 300 questionnaires being distributed to selected public sectors using a convenient sampling method. The results showed that transformational leadership style has a stronger relationship with job satisfaction.

However, in a study by Liu et al. (2011), there is negative relationship between transactional leadership; management by exception and team innovativeness in workplace settings. The study focused on examining the relationship between transactional leadership; management by exception for team efficacy and the emotional labour from the leaders. The authors stated that in some settings, leaders who practice management by exception could foster team innovativeness, with emotional labour as moderating factor in that relationship. According to Humphrey, Pollack and Hawver (2008), it is vital for leaders to learn how to influence team members' emotional reactions. This is because Jordan et al. (2006) found that negative moods affected and reduced team performance, hence, this matches the study by Liu et al. (2011) which indicated that there are probably negative relationship between transactional leadership and team innovativeness through emotional labour acts as a boundary condition between these two elements.

2.5.2 Organizational Environment as A Factor that Influence Workplace Motivation

Na-nan, Chaiprasit and Pukkeeree (2017) conducted a quantitative study through the use of questionnaires to investigate the relationship between workplace environment and the motivation of employees and trainees in applying their acquired knowledge and skills to their job. The questionnaires were distributed to 220 Master of Business Administration (MBA) students from Rajamangala University of Technology's Faculty of Business Administration. The questionnaire was adapted from Na-nan (2010) questionnaires to measure workplace environment factors (ENV) and transfer training (TT); and Methrupianont et. al. (2015) questionnaires to measure motivation to transfer training (MT). The findings showed that all of the workplace environment factors such as peer support, technological support, supervisor support and workplace opportunities had indirectly and directly influenced training transfer.

The research on the effects of workplace environment on employees' motivation to transfer training was also conducted before by Chauhan, Ghosh, Rai and Shukla (2016). In this research, the individual impacts of two components of support at the workplace – peer support and supervisor support – on training transfer in a post-training environment were assessed. A self-reported questionnaire was distributed to employees from a manufacturing unit in Allahabad in Uttar Pradesh, India. Based on the findings, it can be seen that both supervisor and peer support is significantly related to motivation to transfer and training transfer.

Liu, Huang and Zhang (2017) conducted a study to investigate the impact of smartphone-based gamified job design (SGJD) of the typical CNC machine operational jobs, specifically on operator's job motivation, job satisfaction and operational performance. The participants of this research consisted of employees of either a small-sized factory manufacturing ball screws (Plant A) or a large-sized factory manufacturing automobile cylinder heads (Plant B). In order to fulfil the research objectives, a gamification job design framework was proposed and a smartphone application was designed. The results portrayed that SGJD can significantly increase participants' job motivation, job satisfaction and operational performance. The research showed the positive impact of a conducive workplace environment provided by technological support on workers' motivation in the organization.

Apart from that, Andersen, Jensen, Meng and Sundstrup (2019) carried a study to identify opportunities in the workplace for supporting a prolonged working life of different groups in the labour market. Multiple-choice questions questionnaires about opportunities at the workplace were used. The findings obtained showed that the greatest needs have the poorest possibilities at the workplace for

supporting a long and healthy work-life. Workplace opportunities for supporting a prolonged work life were also found to be lower among older workers in occupations with physical work, in women and in workers with reduced work ability. The research also stressed on the need for effective workplace policies to ensure a prolonged working life especially for the group of workers mentioned earlier.

Past researches were also conducted to investigate the negative impacts of unsupportive workplace environment on workers' motivation in the workplace (Hsieh & Karatepe (2019); Ye et. al. (2019)). Hsieh and Karatepe (2019) examined the impact of workplace ostracism (WO) on job tension, the proclivity to leave work early (PLWE) and the proclivity to be late for work (PLFW). The effect of job tension on PLWE and PLFW was also looked into. Surveys were given to full-time restaurant customer-contact employees in nine hotels in the cities of Kaohsiung and Tainan in Southern Taiwan. Based on the findings, it can be concluded that WO worsen employees' job tension which will then trigger their PLWE and PLFW. Therefore, workers who are ostracized at their workplace will display poor performance due to the job tension that they experienced.

On the other hand, Ye et. al. (2019) investigated the relationship between negative workplace gossip and hospitality employees' service outcomes. The surveys for this research were distributed to employees from 10 different hotels located in three major cities of China. The outcomes of this research showed that negative workplace gossip distorts hospitality employees' organizational identification which then undermine their service performance. Similar to the study by Hsieh and Karatepe (2019), Ye et. al. (2019) showed the effects of an unsupportive workplace environment towards the motivation of employees to conduct their work efficiently.

2.5.3 Reward System as A Factor that Influences Workplace Motivation

There is an abundance of studies on the types of reward system used in an organization. Specifically, for this study, the area of motivation comes into the picture in which the reward system is linked to the motivation of employees in a workplace. Intrinsic reward system is regarded as one of the traditional reward systems used in current days' organizations. In a study by Hoole and Hotz (2016), the authors look to address the issue of downward spiral of engagement levels worldwide where traditional reward systems may no longer be efficient in order to keep the employees satisfied with their working environment. But, the authors argued that intrinsic reward system is still functional and regarded as essential compared to extrinsic reward system. This is based on the premise that intrinsic reward system focuses on the motivation from the employees themselves, intangible reward system where extrinsic reward sys-

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tem centralizes on the concept of monetary. When employees rely too much on money, their work will be revolving around chasing the reward instead of other core factors. Employees may turn greedy if extrinsic reward system is kept to be used.

Another study focusing on the implementation of intrinsic reward was conducted by Ravichandran, Rajan and Kumar (2015). They highlighted on the findings of their research asserting that intrinsic reward can also be gained in the form of employees' recognition by the organization. This is highlighted as one of the ways to motivate employees in order in the organization. It is also noted that the recognition from the organization they are working in indicates that their effort and hard work are noted and noticed by the management.

Extrinsic reward system which deals with monetary aspect; commission, increased salary, bonuses are perfect examples of why employees will have a fixed attention with the use of extrinsic reward system. In a study by Idemobi, Ngige and Ofili (2017), they sought to tackle the issue of inefficient reward system in an organization which has caused the organization to be non-functional.. This research illustrated the idea of reward systems in an organization perfectly, specifically on the use of extrinsic reward system which focuses on the physical existence of the rewards. The findings indicated that the organizations studied in this research require some major amendments on the reward systems used by them in order to cater to the needs of their employees. In order to complement the findings on studies revolving extrinsic rewards, a study by Ahmed and Shabbir (2017) conducted in the finance and banking industry; rewards in the forms of promotion, bonus, financial incentive and salary would motivate the employees to perform their work better and retain in the organization for a long time.

2.6 Theoretical Framework



Figure.1: Theoretical Framework of the Study

A theoretical framework is the ‘blueprint’ or guide for a research (Grant & Osanloo, 2014). It assists in stimulating research while ensuring the extension of knowledge by providing the direction towards answering the research questions (Adom, Hussein & Agyem, 2018). Grant and Osanloo (2014) also mentioned that there is no specific framework that is perfect or right for dissertations. The adoption or adaptation of a theory must reflect the researcher’s understanding regarding the study and must drive the study (Simon & Goes, 2011). Therefore, for this research, a theoretical framework (Figure 1) which depicts the relationship of different factors and their impacts on employees’ workplace motivation was created. Based on the figure above, three factors: leadership style of leaders or subordinates in an organization, the type of organizational environment and the reward system applied in an organization has the ability to influence workplace motivation. Individually, these factors can still influence the motivation of employees. For instance, a leadership style which runs on transformational leadership can develop a stronger bond between leaders and their employees hence increasing the motivation of the employees. As for the organizational environment, a workplace that has supportive colleagues, good technological support and that provide various opportunities can enhance the employees’ motivation. In the case of reward systems, a healthy mix of both extrinsic and intrinsic reward system can help to strengthen the motivation of employees. Therefore, individually, the factors have their own impact on workplace motivation but they can also influence motivation collectively.

3 Methodology

3.1 Research Design

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Quantitative research relies on the analysis of numerical data to describe and explain phenomena of interest (Gay, Mills, & Airasian, 2009). It helps researcher to develop explanation on certain phenomenon during the process of getting the data for the study. The goal of this quantitative research is for identifying factors that affect employees' motivation in the workplace and for gaining a better understanding of the phenomenon. Furthermore, Creswell (2005) points out a quantitative research can help to focus on describing and explaining the phenomenon of the study, hence, fits the goal of the study. For credibility, the data was collected through a questionnaire survey as it is one of the most common ways of collecting information in quantitative studies (Meadows, 2003). The data collection was focused in a workplace setting in order to analyse the situations of employees' motivation in the workplace. In addition, according to Fink (1995) in Meadows (2003), a survey is a system for collecting information on a range of topics that fits to explain the phenomenon and help to guide the purpose of the study, hence, this study focus by conducting research through questionnaire survey.

3.2 Population and Sample

For this quantitative study, the target population are individuals from a professional setting as to meet the requirement of the study purpose in which to analyse the factors affecting employees' motivation in the workplace. Therefore, from this population, the individuals were focused on two professional industries; hospitality and education so that the study can differentiate two different professional industries.

3.3 Instrument

In order to obtain data for this research, a questionnaire was constructed and distributed to the selected population. The questionnaires consisted of four sections which are Section A, Section B, Section C and Section D. Section A is the demographic part of the questionnaire. In this section, participants are expected to give details regarding their gender, age group, race or ethnicity and the type of industry that they are currently working in. Meanwhile, Section B, C and D contains questions that addresses the research questions. The questions are to be answered by using the five-point likert scale (1=Never; 2=Rarely; 3=Sometimes; 4=Very Often; 5= Always). Section B focuses on organizational environment as one of the factors that affects workplace motivation and there are four questions in this section. As for Section C, the four questions under it is related to the influence of leadership style in workplace motivation. Lastly, Section D contains four questions on the effects of intrinsic and extrinsic reward systems on an employee's motivation in the workplace.

3.4 Method of Data Collection

The data for this research was collected through the distribution of questionnaires. The four-part questionnaire was constructed in Google Form and the link is then shared to potential participants through the messaging mobile application, 'Whatsapp Messenger'. The questionnaire was distributed to individuals who are either in the tourism or education industry or who have known someone in the targeted industry.

3.5 Method of Data Analysis

The responses that were obtained through the Google Form platform were analysed. For Section A, the percentages of each demographic questions were observed and represented in pie charts that are included in the findings chapter. As for Section B, Section C and Section D, the data were transferred to IBM SPSS software to generate the mean responses for each question in all of the three sections. The means were then tabulated and visualised in three table which are also included in the findings chapter.

4.0 Findings

This chapter includes the findings that were obtained based on the responses received from the distributed questionnaires. The findings for each section in the questionnaire will be explained in detail.

4.1 Findings for Demographic Profile

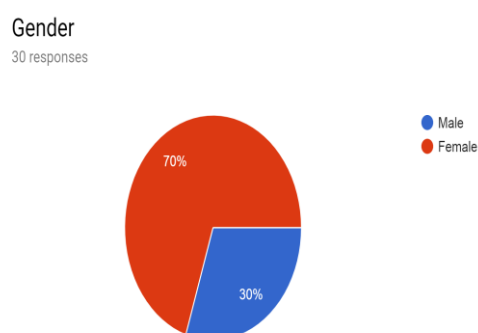


Figure 2: Gender distribution of respondents

A total of 30 respondents took part in the research. Based on the pie chart in Figure 2, more than half of the respondents (70%) are female, making them the majority while the remaining 30% consists of male respondents.

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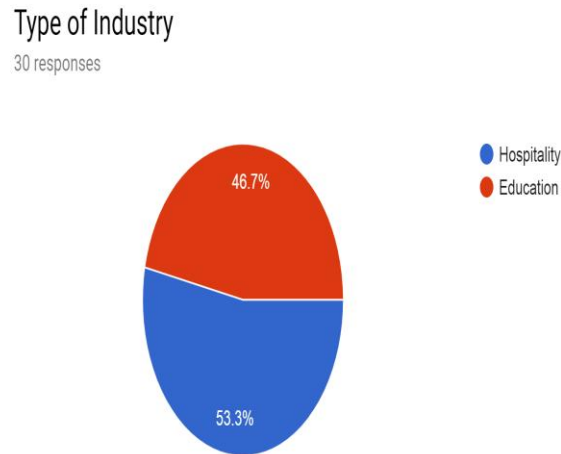


Figure 3: Industry distribution of respondents

As can be seen from the pie chart, the same amount of respondents from each industry have answered the questionnaire. Half of the respondents work in the hospitality industry while another half are from the education industry.

4.2 Leadership Styles on motivation of employees

Section C of the questionnaire deals with leadership style as one of the factors that influence motivation of employees in the workplace. There are four questions in this section.

Leadership Style

MAIN IDEA	SUB-POINT	STATEMENT	Mean
Leadership Style	Transformational Leadership	Individual consideration	4.13
		Encourage intellectual stimulation	4.27
	Transactional Leadership	Practice material reward	4.10
		Focus on key areas of business performance	4.23

Table 1: Mean for Leadership Style

For the first question in Section C of leadership style, the mean answer of 4.13 indicates that only a partial of the participant agreed that leaders who take individual consideration into account does affect the

employees' motivation in the workplace. Meanwhile, the second question takes the highest mean of the participants, resulting in the majority of the responses, showed that leaders who encourage intellectual stimulation makes them feel motivated in completing the task given. This was shown in the bar chart above which stated the average mean of 4.27. For the third question in this section, only a number of participants choose leaders who give material reward (contingent reward) can encourage employees' good performance where the average mean is 4.1. Apart from that, the majority of the participants also find leaders who focus on key areas of business performance can motivate excellence at the workplace.

4.3 Impacts of Organizational Environment on the Motivation of Employees

Section B of the questionnaire deals with organizational environment as one of the factors that influences the motivation of employees in the workplace. There are four questions in this section..

Organizational Environment

MAIN IDEA	SUB-POINT	STATEMENT	Mean
Organizational Environment	Peer Support	Help me in applying my learnt knowledge	4.40
	Peer Support	Cannot work when ostracized	3.60
	Technological support	Can help me in conducting my work	4.37
	Workplace opportunities	New assignments can help in applying my learnt knowledge	4.30

Table 2: Mean responses for Organizational Environment

Table 2 shows the responses for organizational environment. For the first question, the mean answer by the participants is 4.40. This means that most of the participants very often find that support from their colleagues can help them in applying any prior knowledge that they have obtained into the job or task that they were given. Meanwhile, in the case of the effect of exclusion in the workplace, a number of them felt quite neutral on the statement that being ostracized by colleagues makes them unable to perform their job properly. This was shown through the findings of this question which stated the mean of 3.60. For the third question in this section, most of the participants often believe that technological support from their organization can help in conducting their work effectively as described from the average chosen answer of 4.37. Apart from that, a majority of the participants also often find that new assignments or tasks given by their colleagues can help them in applying their prior knowledge into their job.

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4.4 Impact of Reward System on the Motivation of Employees

Section D of the questionnaire deals with reward system as one of the factors that influence motivation of employees in the workplace. There are four questions in this section (refer to table 3).

Reward System

MAIN IDEA	SUB-POINT	STATEMENT	Mean
Reward System	Intrinsic Reward	increase my personal satisfaction and achievement at the workplace.	4.30
		help me to gain organization's recognition or acknowledgement in a workplace.	4.23
	Extrinsic Reward	will promote my career advancement in an organization.	4.20
		good motivation in a workplace.	4.10

Table 3: Mean responses for Reward System

For Section D, the first question showed an average mean of 4.3, resulting in a majority of the participants agreed that intrinsic reward system help to increase their personal satisfaction and achievement at the workplace. In addition, the second question that indicates intrinsic reward system will help the participants gain the organization's recognition or acknowledgment at the workplace, resulting in a number of them agreed with this statement. This was shown through the findings which stated the mean of 4.23. Meanwhile, the third and fourth question focus on extrinsic reward system showed a number of the participants support that this reward system can help their career in the organization. In the findings, the number of average mean for the third question is 4.2, indicating extrinsic reward system does promote the participants' career advancement in the organization. Lastly, for the fourth question, an average mean of 4.1, means that a part of the participants support the statement in which extrinsic reward system in the form of monetary reward is a good motivation at their workplace.

5.0 Discussions and Conclusion

5.1 Summary of Findings

It can be seen that both transformational and transactional leadership help in enhancing motivation at the workplace. Respondents in the study believed that leaders who practice transformational leadership makes them feel more motivated in completing the task given. Other than that, it is believed that a conducive environment which is positive in terms of peer support, technological support and abundance of workplace opportunities has the ability to increase the motivation of employees in the workplace. This can be seen from the responses in the questionnaires where most of the respondents relatively agree that the said three elements of organizational environments can increase motivation through the encouragement of training transfer and ability to conduct work easily. However, the respondents are quite neutral in their belief on the impact of workplace ostracism towards the motivation of employees in the workplace. This might be due to their lack of actual experiences on this issue. The majority of the respondents agreed that intrinsic rewards will increase their personal satisfaction and achievement. They also believed that organization's recognition will be obtained through the implementation of intrinsic reward. Most respondents highlighted that extrinsic reward implementation would assist them in advancing further in their career. Lastly, some of them also valued monetary reward as a form of motivation in the organization.

5.2 Discussion

The findings of leadership style as a factor that affects the motivation of employees in the workplace obtained in this research were found to be aligned with the findings of previous studies. The first half of the findings for this factor was focused on transformational leadership style while the last half was focused on transactional leadership. In this research, a result obtained indicates that leaders who practice both leadership styles; transformational and transactional do enhance motivation and development of employees. However, the results were more inclined towards transformational than transactional leadership. For transformational leadership style, in Voon, Ngui & Ayob (2011) study shows leaders who practice transformational leadership style has a stronger relationship with job satisfaction, resulting in giving impact on motivation of the employees. Transformational leadership style has been agreed to be more suitable for managing government organizations, creating another similar result in managing private organizations; hospitality and education industry as the findings of this research indicates that transformational leadership is also appropriate to be practiced.

The first half of the findings on transformational leadership indicated that leaders who focus on the aspect of encouraging intellectual stimulation in the workplace does affect the motivation of the employees. This result strengthened the view from McCleskey (2014) where he pointed that leaders who encourage employees through intellectual stimulation helps to increase levels of confidence and self-efficacy without any fear of criticism in handling problem solving situations. Leaders who practice transactional leadership; management by exception focusing on key areas of business performance ought to be giving more motivation to the employees in the workplace setting. This finding matched the study by Liu et al. (2011) where the results showed that transactional leadership; management by exception does contribute to team innovativeness in workplace settings, resulting in the enhancement of the motivation of the employees.

The findings that were obtained on organizational environment as a factor that influences the motivation of employees in the workplace were mostly aligned with the findings of previous studies. In this research it was found that most workers found that support from their colleagues will help them in conducting their work effectively through the application of prior knowledge. This finding is in tandem with past studies by Na-nan, Chaiprasit and Pukkeeree (2017) and Chauhan, Ghosh, Rai and Shukla (2016). However, the workers who took part in this research are undecided on whether being ostracized in the workplace will affect their performance or not as seen from the average answer for this question is neutral. This differs from the study by Hsieh and Karatepe (2019) which stated that workers who are casted out in an organization will often acquire job tension that will eventually lead to the display of poor performance. The reason for the difference of findings could be that Malaysian workers in the education and tourism industry do not feel that being ostracized at work is capable of influencing their mental state to the extent of negatively affecting their performance. Despite that, other findings are still similar to those of previous past studies. The workers in this research very often believe that technological support from organization can assist them in conducting their work effectively which is supported by the findings from Na-nan, Chaiprasit and Pukkeeree (2017). Liu, Huang and Zhang (2017) also stated that innovations in technological support such as gamified job design can increase workers' job motivation, job satisfaction and operational performance. Finally, the workers in this research very often believe workplace opportunities such as new assignments can drive them to conduct their work through application of prior knowledge, similar to the findings in the research by Na-nan, Chaiprasit and Pukkeeree (2017). Collectively, peer support, technological support and workplace opportunities can create a conducive workplace environment that motivates employees to apply the knowledge that they have gained – either from their university courses or training programmes – in completing their job.

In an effort to analyze the influence of reward system as a contributing factor to employees' motivation at the workplace, the findings obtained have indicated that the majority of the respondents experienced personal satisfaction upon intrinsically rewarded. These findings complement the ones recorded in a study by Ravichandran, Rajan and Kumar (2015) where the industry analyzed was manufacturing industry in the context of India. According to their study, the implementation of intrinsic reward through maintaining job satisfaction would lead to a long lasting effect of the employees' motivation. This is aligned with the hypothesis of Hoole and Hotz (2016) where personal satisfaction and achievement originate from the employees themselves thus leaving a good impression towards the job itself. Apart from that, the findings also exhibited that intrinsic reward will help them to gain the organization's recognition and acknowledgement. As reported by Ravichandran, Rajan and Kumar (2015), recognition from the organization they are working in indicates that their effort and hard work are noted and noticed by the management. It serves as an intrinsic reward which reinforces the employees' perceptions towards the organization, feeling appreciated being part of the organization.

This study has also highlighted that extrinsic reward helps in the process of career advancement of an employee. Obicci (2015) reported a similar finding in his study where career advancement was highly appreciated by the employees due to the monetary element granted along with the privileges of being promoted across the organization hierarchy. Idemobi, Ngige and Ofili (2017) reinforced the findings obtained by asserting that physical existence of the rewards will provide better motivation effects to the employees. The findings in this study also highlighted the importance of monetary reward as an extrinsic reward system to motivate employees. As reported in a study conducted by Ahmed and Shabbir (2017) in the finance and banking industry; rewards in the forms of promotion, bonus, financial incentive and salary would motivate the employees to perform their work better and retain in the organization for a long time. Thus, the findings illustrated that intrinsic and extrinsic rewards provide positive opportunities to instill and increase the motivation level of the employees in an organization; especially in the industries of education and hospitality as focused in this study.

5.3 Recommendations

The findings from this research have highlighted the importance of a conducive organisational environment which has supportive colleagues, a good technological support and multiple work-

place opportunities in sustaining the motivation of the employees working in the education and tourism industry. It is recommended for organizations under this industry to create this conducive environment. Team building programmes should be conducted to instil teamwork and develop strong bonds among colleagues to ensure that a supportive environment can exist within the company. Apart from that, organizations should also provide good technological support to ease the employees in conducting their work. When employees are given platforms that can ease their task completion, their motivation will increase. Supervisors in this industry should provide opportunities in the form of new tasks to other members of their team. Opportunities given by the organization to the employees will give them a chance to apply their knowledge which will also increase their motivation (Nanan, Chaiprasit & Pukkeeree, 2017). Management teams need to take a closer look in reviewing the effects of reward systems that are already implemented in the organization. This is to analyze the pros and cons of the already established system and sort out the flaws if there are any. Reward systems are required to be tailored in accordance to the industries, especially within the organization themselves (Hoole and Hotz, 2016). This is to ensure that only relevant and impactful reward systems are used to provide motivation to the employees.

5.5 Suggestions for Future Research

This study focuses on the factors that contribute to the motivation of employees at the workplace. Only three motivational factors were analyzed in this study, which are leadership styles, organizational environment and reward system. Future studies may look into other motivational factors that are present at a workplace. In the context of this study, only two industries were highlighted; hospitality and education. Potential researchers that have the intention to fill the gap may conduct the study in other industries such as finance, administration and the list goes on. This way, findings relating to the niche area of motivation at the workplace will be able to be diversified and compared across the industries. Future research may adopt the methodological approaches of this study in order to explore various areas related to an organization and not only restricted to motivation. Thus, a full profile of the organization in a particular industry may be exhibited if relevant studies explore the areas of motivations, conflicts, management styles and the list goes on.

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