

The Dynamics of Staff Motivation and its Impact on Employee Performance: A Case Study of Accra City Hotel, Ghana

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Abstract: This study examined the dynamics of staff motivation and its impact on employee performance at Accra City Hotel, Ghana, with a sample of 136 respondents. The research aimed to identify and prioritize motivational factors, investigate variations in perceptions based on years of experience, and assess the impact of motivational elements on performance. Utilizing a quantitative research design, data were collected through structured questionnaires featuring Likert scales. Descriptive statistical analysis revealed that the employees comprised 40.4% women and 59.6% men, with the majority holding WASSCE/SSCE qualifications. Most employees had up to 10 years of tenure (79.4%) and experience in the hospitality industry (73.5%). Training was identified as the top motivator for 50% of respondents, followed by staff recognition (48.5%) and job satisfaction (47.8%). Leadership and job satisfaction were also highly valued. Inferential statistical tests, including One-Way ANOVA and correlation analysis, showed no significant differences in perceptions of motivational strategies or performance based on years of experience. However, positive correlations were found between motivational factors and employee performance, with intrinsic elements such as job satisfaction and work environment having a substantial impact. Multiple regression analysis indicated that 10.2% of the variance in employee performance was explained by the model, highlighting the importance of motivational factors over organizational strategies. The study suggests that Accra City Hotel should enhance its training programs to align with business objectives and employee career development goals. Practical, hands-on training, staff recognition, leadership development, regular job satisfaction surveys, fair compensation structures, performance-based bonuses, and clear career pathways are recommended. These measures aim to improve job satisfaction, performance, and retention, while ensuring open communication and fostering a positive work environment.

Keywords: staff motivation, performance, organization, dynamics.

1. Introduction

In the contemporary landscape of dynamic business environments, characterized by fierce competition and rapid technological advancements, the imperative for organizations to enhance operational efficacy and bolster financial gains is paramount. A pivotal facet that contributes to this enhancement

lies in the cultivation of enthusiasm and motivation among employees concerning their professional engagements. The nexus between workforce disposition and task proficiency is of pronounced consequence, significantly influencing a company's overall performance.

Within this context, the Accra City Hotel, nestled within the bustling urban precincts of Accra, Ghana, epitomizes a microcosm of the broader corporate milieu wherein the confluence of employee motivation and work performance assumes paramount significance (Matey, 2023).

This study explores the relationship between employee motivation and organizational performance. It uses theoretical constructs, empirical observations, and real-world scenarios to understand the factors shaping intrinsic and extrinsic motivators. The aim is to advance understanding of organizational modus operandi, personnel management paradigms, and corporate efficacy, enabling strategies to nurture workforce motivation and enhance task performance.

A. Background and Context

Motivating employees in such a demanding environment poses significant challenges, yet it remains an indispensable endeavour. Undertaking an exploration of these motivational dynamics also their consequential influence on performance within the distinct setting of the Ghanaian hospitality industry presents a distinct opportunity to comprehend this phenomenon comprehensively. Employee motivation has emerged as a critical determinant for enhancing organizational performance (Saputra, 2021). According to empirical evidence, motivation of workers is more conducive to the delivery of improved work., exhibit greater creativity, and demonstrate unwavering commitment towards their work (Deci et al., 1999; Amabile et al., 2002; Ryan & Deci, 2000). Consequently, in recent years, there has been an increasing desire to learn more about the intricate dynamics of staff motivation and its profound influence on performance within organizations (Huang & Van de Vliert, 2003; Grant, 2008). This burgeoning interest stems from the realization that motivated employees constitute an essential driver for accomplishing organizational goals and objectives (Locke & Latham, 2002; Pink, 2009).

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In today's organizations, boosting motivation, commitment, and engagement is crucial. Compensation policies can motivate employees to perform better, voluntary effort, and valuable contributions. Rewards and incentives can effectively motivate individuals towards achieving goals. (Maslow, 1943; Locke & Latham, 2002). Furthermore, the social context within which individuals operate significantly shapes their level of motivation (Bandura, 1986).

Motivation can manifest in two primary forms: intrinsic and extrinsic motivation. Intrinsic motivation entails an individual's innate drive, wherein the work itself serves as a means of satisfying personal needs (Deci & Ryan, 1985). Consequently, individuals proactively seek employment opportunities they believe will best fulfil their intrinsic motivators. Factors influencing intrinsic motivation include job responsibilities, autonomy, opportunities for skill utilization and development, engaging tasks, and prospects for career advancement (Amabile *et al.*, 2002; Pink, 2009). Conversely, extrinsic motivation entails external factors, such as rewards bestowed by management, including salary increments, recognition, or promotions. While extrinsic motivators can yield temporary effects, their impact tends to be short-lived (Deci, Vallerand, Pelletier, & Ryan, 1991).

In contrast, intrinsic motivators exhibit more enduring effects as they emanate from internal sources rather than being externally imposed (Armstrong, 2006). Given the considerable variation in individual needs, it is imperative to meticulously align goals and incentives while rewarding goal achievement. Motivation theories offer valuable insights into diverse motivators and can be effectively applied in an organization's human resource policies to optimize employee performance.

Work motivation encompasses multifaceted dimensions, underscoring the vital role of managers in nurturing a sense of motivation among employees regarding their work. Motivated employees exhibit reduced absenteeism, thus bolstering productivity within the organization.

Accra City Hotel stands as one of the leading hotels in Ghana, owing its success to the unwavering dedication and industriousness of its employees. However, the hotel confronts the challenge of sustaining an elevated level of employee motivation to sustain its competitiveness in the industry. Despite its numerous accolades and achievements, the hotel faces the ongoing necessity of maintaining high motivation levels among its staff to ensure continued excellence in service and performance.

Accra City Hotel, Ghana's first international brand hotel, offers 196 tastefully decorated guest rooms with ISO certification. Located in Accra's business center, it offers contemporary accommodation, fine dining, superior service, and excellent facilities. The hotel has won the 2017 Human Resource Focus Awards for Best Hotel HR Management in Hospitality. (Adomeonline, 2017).

The 4-star hotel that is locally operated has been acknowledged and awarded for its exceptional and dedicated implementation of global best practices in human resource management. The hotel is ready to build on its successes and hold onto its respected standing in Ghana's hospitality sector in

the upcoming year after an exceptionally successful year.

In a press statement, the hotel's executive director and group chief executive, Emmanuel Adu-Sarkodee, commended the management team and tasked them with maintaining their success and gaining recognition outside of Ghana. He stated, "We are undoubtedly in front of Ghana's hospitality sector. In whatever we do, we have always committed to global standards and will keep exploring them. This award demonstrates that we have developed a highly motivated team, who in turn deliver to the delight of our clients" (Adomeonline, 2017).

Roman Krabel, the hotel's general manager, claimed that the prize was a testament to collaboration. "Being the first 4-star hotel outside of the Greater Accra Region to get this esteemed national award makes us extremely proud. It is an example of good HR management practices and collaboration. We are overjoyed by the jury's encouraging comments" (Adomeonline, 2017).

Emelia Narh, the hotel's HR manager, added, "To be judged by our peers in the industry and recognized by them for our dedication, hard work, and innovative initiatives is truly an honor and as a team we really appreciate this" (Adomeonline, 2017).

Despite these achievements, maintaining high levels of motivation among employees remains critical. Currently, Accra City Hotel measures staff performance primarily through profit margins. While this financial metric is crucial, it may not fully capture the nuances of employee motivation and its direct impact on performance. Thus, there is a pressing need to delve deeper into the specific factors that drive employee motivation and how these factors translate into enhanced performance.

The research aims to understand the factors motivating employees at Accra City Hotel, determine the necessary motivation levels for maximum performance, and explore the impact of motivation on overall performance. This will help the hotel implement targeted strategies and tailor motivation techniques based on employees' experiences. The study will also identify gaps in current motivational strategies and provide a comprehensive view of what works best in enhancing staff performance.

2. Literature Survey

Motivation: In relation to this study, motivation describes the processes that initiate, guide, and maintain purposeful conduct. It includes the emotional, biological, cognitive, and social forces that enact and control human conduct (Seven, 2020).

Organizational Dynamics: This term refers to the patterns of movement or change that occur within an organization over time, impacting its outputs and performance (Stephenson *et al.* 2020).

Employee Engagement: The degree to which a worker is dedicated to and involved with their company and its principles. Generally speaking, increased levels of involvement lead to increased output and work satisfaction (Baran & Sypniewska, 2020).

Job Satisfaction: An indicator of how happy an employee is with their job that takes into account factors including the work environment, role clarity, pay, and chances for personal

development (Sainju et al., 2021).

Organisational Commitment: The emotional bond that a worker has with their employer, which may affect their desire to put in more effort and stay on the job (Murray & Holmes, 2021).

Performance appraisal: An organised assessment of a worker's output and job performance with respect to predetermined standards and company goals (Curzi et al., 2020).

Intrinsic Rewards: Benefits from the labour itself that are not monetary in nature, such self-improvement, a sense of accomplishment, and acknowledgment (Thirusanku & Yin, 2022).

Extrinsic Rewards: Material advantages given by the company, such pay, bonuses, and promotions (Ifeoma et al., 2023).

Burnout: An extended period of stress and overwork that results in a condition of physical, emotional, and mental tiredness; it frequently lowers motivation and performance (Edú-Valsania et al., 2022).

Organisational Culture: The common principles, convictions, customs, and behaviours that mould an organization's social and mental climate (Lazzari et al., 2022).

Employee Turnover: Often seen as a measure of an organization's health, employee turnover is the rate at which current workers depart and are replaced by new ones (Lin & Huang, 2021).

Work-Life Balance: Maintaining a healthy balance between personal and professional obligations may have a big influence on employee happiness and motivation (Cvenkel, 2021).

Employee motivation speaks of the psychological characteristics that affect a person's conduct, Work ethic and determination, towards achieving organizational goals (Locke & Latham, 2004). Motivated workers excel in work, creativity, and dedication, driven by intrinsic and extrinsic factors like personal beliefs, hobbies, and rewards, respectively. (Deci & Ryan, 2000). Performance, on the other hand, pertains to an overall assessment of individual workers' outputs, attitudes, and behaviours (Adriansah et al., 2023). Employee performance is a critical measure of organizational success, and it is affected by numerous factors, including employee motivation, technology, and management practices (Paais & Pattiruhu, 2020).

A. Maslow's Hierarchy of Needs

The idea of a hierarchy of human wants serves as the foundation for Maslow's Hierarchy of wants, a theoretical structure for comprehending employee motivation. Abraham Maslow established the theory in 1943, and it has since been frequently applied to measure and analyze employee motivation in enterprises (Dixit et al., 2023). Maslow's hierarchy of wants consists of physiological, safety, social, esteem, and self-actualization needs. People satisfy these needs sequentially, starting with basic necessities like food, water, shelter, and sleep. Organizations can motivate staff by providing competitive salaries, adequate breaks, and a comfortable working environment. (Edirisinghe & Manuel, 2019). The human body needs physiological conditions for homeostasis,

while safety needs, including physical and psychological protection, are essential for basic necessities. Organizations can meet safety needs through security measures, policies, and job security. Prioritizing safety impacts both adults and children in economic matters. (Dugassa, 2023). It includes things like safe places to live, stable job, good health, and shelter. When someone is uncomfortable, they'll look for refuge prior to attempting to fulfill any type of elevated survival requirements. According to this logic, Meeting the desire for safety on a constant basis lead to the objective of having stability in one's life.

Social needs, also known as love and belonging needs, involve companionship, social engagement, and inclusion in a group or society. Organizations can promote these needs by encouraging teamwork, fostering a positive work environment, and facilitating regular communication. Maslow's theory suggests that acceptance, respect, and love create a sense of belonging. (Alias et al., 2020). Maslow's theory suggests that individuals need both non-sexual and sexual forms of love, which can lead to depression, social anxiety, and loneliness. Violent parents, abuse, neglect, and poor upbringing can hinder emotional connections. (Horowitz & Graf, 2019). Depression rates increase in families facing financial difficulties due to unfulfilled basic needs and stress-induced weakened parent-child bonds. Working longer hours and earning more money may lead to less family involvement, with the need for belonging sometimes outweighing physiological and security needs. (Khorram-Manesh et al., 2021). People prioritize self-worth and creative satisfaction over basic requirements, while others prioritize belonging. Esteem needs, including self-esteem and approval, form the fourth level. Organizations can fulfill these needs by offering advancement opportunities, recognition programs, and an encouraging work environment. (Gabriel et al., 2020). To foster a positive sense of self in children, it's crucial to provide them with opportunities to see themselves as talented and competent students. Adults, particularly parents and teachers, should nurture these children, emphasizing the importance of respect and dignity. (Kienggam et al., 2022).

Self-actualization needs are the ultimate level of drive and personal growth, requiring career advancement, innovation, and empowerment. Organizations can facilitate this by promoting success and self-improvement. Maslow's quote "whatever a man can be, he must be" emphasizes the importance of self-actualization. (Dickinson, 2020). Self-actualization is crucial for motivation, involving addressing needs, connections, and self-awareness. The Maslow Hierarchy of Needs offers a framework for understanding employee motivation, highlighting processes like acquiring partners, having children, and pursuing goals. Businesses can foster personal and professional development.

1) Herzberg's Two-Factor Theory

A theoretical paradigm called Herzberg's Two-Factor Theory describes staff motivation based on two components: hygiene factors and motivators.

Although they may not directly contribute to motivation, hygiene elements in the workplace might help avoid

unhappiness. These factors include factors such as compensation, job security, working conditions, company rules, supervision, and interpersonal connections (Alrawahi et al., 2020). Herzberg argues that motivators, such as tasks, professional growth opportunities, accountability, success, and recognition, are intrinsic factors that consistently lead to motivation and work fulfilment, while hygienic factors can reduce discontent but do not create motivation or satisfaction. (Ann & Blum, 2020). Motivators, however, are in charge of fostering motivation and work happiness. In other words, improving hygienic elements would simply serve to deter unhappiness, whereas firms must concentrate on enhancing motivators in order to actually engage employees.

According to Herzberg's Two-Factor Theory, firms should prioritize giving employees meaningful work, recognition, and opportunity for progress in addition to addressing hygienic aspects to prevent unhappiness. Organizations may develop a more motivated and content workforce by knowing and addressing both hygiene factors and motivators.

2) Limitations of the Two-Factor Theory

- a. There are certain restrictions to the two-factor hypothesis: The two-factor theory disregards contextual elements.
- b. Herzberg believed that production and satisfaction were correlated. However, Herzberg's research focused more on contentment than output.
- c. The practicality of the hypothesis is unknown. The raters have to be analysts. Raters have the possibility of viewing the same response differently, which might skew their assessments.
- d. There was no use of a thorough satisfaction index. A person may nevertheless believe his work to be satisfying even if he dislikes or disagrees with certain aspects of it.
- e. Since it depends on employees' intrinsic reactions to questions on the elements leading to their job satisfaction and dissatisfaction, the two-component theory is biased. They would attribute their annoyance to outside forces such as salary scale, business policy, and peer dynamics. Employees' level of work satisfaction will likewise be held accountable.
- f. The concept ignores workers in blue-collar occupations.

3) Implications in Relation to the Two-Factor Theory

According to the Two-Factor hypothesis, managers need to focus hard on making sure that the hygiene components are sufficient to minimize employee discontent (Peter et al., 2023). Management should focus on job enrichment to inspire employees to work harder and produce better results, utilizing their talents and abilities to enhance the quality of work.

4) Expectancy Theory

Developed by Victor Vroom in 1964, this theory suggests that the motivation of individuals depends on their beliefs about the relationship between effort, performance, and rewards (Yoes & Silverman, 2021). According to the expectancy theory, there are three main components that influence employee

motivation:

Expectancy: This illustrates a person's belief that their efforts will result in the desired calibre of performance. If an employee believes that their effort will be futile, they are unlikely to feel motivated to work harder.

Instrumentality: This element has to do with how someone feels about the possibility that their efforts will be recognized. If employees believe that good performance will not be recognized or rewarded, their motivation may be diminished.

Valence: The term "valence" describes the significance or allure a person places on the benefits they might obtain. If employees perceive the rewards as unappealing or irrelevant, their motivation may decrease. However, if they perceive the rewards as valuable, their motivation will be higher.

According to the expectancy theory, staff motivation can be enhanced by:

- a. By setting clear goals, employers can increase their workforce's conviction that their actions will result in the intended performance outcomes, feedback, and training opportunities.
- b. Ensuring that good performance is recognized and rewarded consistently to enhance employees' perception of instrumentality.
- c. Aligning rewards with employees' preferences and desires to increase the valence of the rewards.

The expectation hypothesis emphasizes how crucial people's views and ideas are in influencing their motivation. With this paradigm, managers may better understand and improve employee motivation by addressing expectancies, instrumentality perceptions, and reward valence.

5) Self-Determination Theory

The Self-Determination Theory (SDT) is a concept that highlights how people's fundamental psychological requirements impact their motivation. Created in the 1980s by Richard M. Ryan and Edward L. Deci (Donald et al., 2020), According to SDT, every person has three fundamental psychological needs:

Autonomy: This speaks to the necessity of exercising autonomy and control over one's actions and choices. Rather than being compelled or coerced, it entails having a sense of volition and choice.

Competence: This pertains to the necessity of feeling competent and successful in one's endeavors. It involves developing and utilizing skills, experiencing success, and receiving positive feedback.

Relatedness: This refers to the need to interact, connect, and belong with others. It involves forming positive relationships, feeling a sense of belongingness, and experiencing social support.

Self-Determination Theory (SDT) suggests intrinsic motivation occurs when three psychological requirements are met, leading to purposeful activities. Organizations can use SDT to motivate staff by creating an environment that supports autonomy, competence, and relatedness, enhancing motivation, satisfaction, engagement, and overall well-being. (Ryan et al., 2021). Research on intrinsic motivation and nature's impact on wellbeing led to the development of a vitality measurement

method. Cross-cultural SDT testing has further explored the influence of cultural and economic forms on human nature, revealing the importance of understanding human nature. (Dang & Chou, 2020). Recent research on wellness evaluation emphasizes the contrast between hedonic and eudaimonic lifestyles, understanding internalized control and self-regulation. The debate on autonomy vs. controlled motivation enhances research on various field-related phenomena.

3. Methodology

The study, in question followed a research approach based on principles asserting that reality is an entity separate, from human interpretations or convictions. This viewpoint suggests that social phenomena can be examined using methods to those applied in studying the natural world leading to the identification of fundamental truths and principles governing human actions and organizational structures (Collis & Hussey, 2014). The research at Accra City Hotel used a positivist stance, assuming that staff motivation and performance could be objectively observed, measured, and analyzed. It used empirical data and quantitative methods to explore motivational strategies and their effects on staff performance. (Saunders, Lewis, & Thornhill, 2019). By employing a structured and systematic approach, the study aimed to uncover generalizable patterns and causal relationships.

The study utilized a positivist paradigm for a systematic, structured approach, focusing on observable phenomena and utilizing surveys to gather objective information on employee motivation and performance. (Yin, 2018). This approach enabled the research to produce findings that were replicable and could be generalized to similar contexts within the hospitality industry.

The positivist perspective aligns, with the research philosophy employed in this study. It asserts that social reality exists independently of the observer and is grounded in the application of methods. According to Yin (2003) a case study is an investigation that delves into a phenomenon within its authentic context with clear distinctions between the phenomenon and its setting drawing on various sources of evidence. Case study research places importance, on events and contextual factors highlighting the significance of individuals experiences. This method is especially helpful for researching large-scale, intricate phenomena that need to be thoroughly investigated without explicit control or manipulation of variables and cannot be studied out of context (Cavaye, 1996; Paré, 2004).

As Shanks (1997) showed in his study of strategic data planning at a major Australian bank, where the organisational environment was critical in understanding actions and consequences, case studies often address "how" and "why" research issues (Yin, 2014).

Research using case studies frequently aids in the description and theory-building process, offering proof for the formulation of hypotheses and investigation of fields with little prior information (Cavaye, 1996). Grounded theory methods are usually used in this inductive research. In order to develop theories from case study research, Eisenhardt (1989) outlined a

method that begins with developing research questions, locating literary constructions, and methodically contrasting emerging themes with prior research until the theory adequately captures the evidence.

The study, at Accra City Hotel focused on exploring staff motivation and its influence on employee performance using an approach. This method involved forming hypotheses from existing theories. Then testing them with data aligning well with established motivational theories, for a structured investigation.

The deductive approach started by examining frameworks and concepts found in the literature, about employee motivation and performance. Important theories like Maslow's Hierarchy of Needs Herzberg's Two Factor Theory and Vrooms Expectancy Theory formed the basis, for creating hypotheses on what drives employees and how it impacts their performance. These theories suggest that motivation is influenced by external factors that can be measured and analyzed systematically (Maslow, 1943; Herzberg, Mausner, & Snyderman, 1959; Vroom, 1964).

Drawing from these understandings particular hypotheses were crafted to explore the research inquiries. For instance, hypotheses were devised to investigate if the recognition of tactics and influences differed based on the tenure of employees. If there were notable variations, in performance linked to these perspectives. These hypotheses were designed to be empirically testable, allowing the study to objectively assess the relationships between variables.

In the part of the method researchers systematically gathered and analyzed quantitative data. They used surveys and structured interviews to collect information, from employees in departments at Accra City Hotel. The survey tools were created to assess factors like employee motivation, including job satisfaction, recognition, work environment and performance indicators. Through gathering data, on these factors the study aimed to test its hypotheses and make conclusions based on real world evidence (Saunders, Lewis, & Thornhill, 2019).

The study's research design was based on an approach, which proved effective, in tackling the research questions at hand. This method involves gathering and analyzing data laying a foundation for statistical analysis and interpretation. Structured questionnaires were utilized as the data collection method, a practice in quantitative research, for systematically obtaining data from numerous respondents (Saunders, Lewis, & Thornhill, 2019). By using questionnaires consistency was maintained in the questions posed and response options provided, thus improving the reliability and validity of the collected data.

The surveys used Likert scales, a measurement tool, in research where participants indicate their agreement or disagreement with statements (Likert, 1932). In this research the statements aimed to assess motivation and performance aspects among employees at Accra City Hotel. The structured format of these surveys made data collection efficient, crucial for meeting the study's goals.

The gathered data from these surveys underwent analyses. Initially descriptive statistics were employed to summarize the

data providing an overview of response distribution and identifying any patterns or trends, in the dataset (Fowler, 2013). These initial analyses were crucial in establishing a foundational understanding of the data before proceeding to more complex statistical techniques.

The study utilized surveys, questionnaires, as its research approach. This selection was based on the methods ability to efficiently gather data from a participant pool in a short timeframe. Structured questionnaires are commonly employed in research, for their capacity to collect information systematically enabling straightforward comparison and statistical analysis (Saunders, Lewis, & Thornhill, 2019).

4. Results and Discussion

The descriptive analysis of the Accra City Hotel workforce, comprising 136 respondents, reveals a gender distribution of 40.4% women and 59.6% men. The respondents' educational qualifications were predominantly WASSCE/SSCE holders at 53.7%, followed by 26.5% with Diplomas or Higher National Diplomas, 16.9% with Bachelor's degrees, and 2.9% with Master's degrees. In terms of employment duration, a significant majority (79.4%) had been with the hotel for up to 10 years, with smaller proportions having worked for 11-20 years (8.8%), 21-30 years (6.6%), and over 30 years (5.1%). Regarding experience in the hospitality industry, 73.5% of respondents had up to 10 years of experience, 16.9% had 11-20 years, 4.4% had 21-30 years, and 5.1% had over 30 years of experience.

The analysis of employee motivation drivers indicates varied perceptions. Training was ranked as the top motivator by 50% of respondents, while 44.1% viewed Financial Rewards as most important. Staff Recognition was prioritized by 48.5% of the workforce, and Job Satisfaction by 47.8%. Personal Growth Opportunities and Leadership were each deemed the highest motivator by 45.6% of respondents. These results reflect diverse priorities among employees concerning what drives their performance.

Descriptive statistics for motivational and performance-related variables highlight key insights. Training-related variables scored mean values between 3.588 and 3.868, with moderate to high agreement on their effectiveness. Financial Rewards had more variability, with mean scores ranging from 2.993 to 3.846, indicating mixed perceptions. Staff Recognition, Job Satisfaction, and Personal Growth Opportunities showed generally positive perceptions, with mean scores reflecting moderate to high agreement among employees. Leadership variables displayed high mean scores, suggesting strong but varied perceptions of leadership quality. Employee Performance variables had high mean scores, indicating a strong performance orientation among staff.

The replies to the survey on training and development programs indicate a solid synergy with the objectives of the company and the aims of career development. The majority of respondents agreed that working circumstances, managerial assistance, and feedback systems are favourable to learning transfer. In a similar vein, there is a substantial amount of assistance for training post-training assessments and succession

planning. A section of the workforce believes that the financial benefits they get are sufficient; yet, there is a significant amount of dispute over the fairness and sufficiency of their salaries, which indicates that there is a need for improved alignment between pay and employee expectations.

With the majority of respondents believing that leaders should give praise and suggestions for good performance, staff recognition methods are regarded in a positive light. Even if there are conflicting opinions on salary and perks, job satisfaction is high, particularly with regard to the meaningfulness of work and the quality of supervision. The majority of respondents are in agreement that professional development aspirations are enabled due to the organization's strong support for personal growth chances. However, a sizeable number of respondents maintains a neutral stance.

Leadership is highly appreciated inside the organisation, and respondents are in agreement that leaders have a good grasp of both their strengths and shortcomings, that they communicate well, and that they maintain consistency between their values and their actions. The final point is that the performance of the employees is quite favourable, with high levels of agreement about the maintenance of work standards, the independent management of tasks, and the participation in activities involving teams.

The analysis of motivational factors among the employees of Accra City Hotel revealed significant insights into employee preferences and their impact on performance and satisfaction. Training emerged as the most critical factor, with a total sum product score of 646, underscoring its importance in aligning with business and career development objectives. Staff recognition followed closely with a score of 639, indicating the high value employees place on being acknowledged for their efforts. Leadership was the third most valued factor with a score of 637, reflecting the significant role of effective leadership qualities such as clear communication and consistency in motivating staff. Job satisfaction, with a score of 628, highlighted the importance of meaningful work and overall job happiness. Personal growth opportunities, scoring 625, indicated the value placed on career development, while financial rewards, with a score of 620, although still significant, were less prioritized compared to other factors.

The inferential analysis further supported these findings through various hypothesis tests. For Hypothesis 1, the ANOVA results showed no significant differences in training, financial rewards, and staff recognition based on the number of years' employees had been with Accra City Hotel, as indicated by high p-values. Similarly, Hypothesis 2 revealed no significant differences in job satisfaction, personal growth opportunities, and leadership perceptions based on years of experience, with p-values exceeding the 0.05 threshold. Hypothesis 3's ANOVA test also found no significant differences in employee performance based on years of experience, supported by a p-value of 0.296 and a low F-statistic.

In examining the relationships between motivational factors and employee performance, Hypothesis 4 suggested generally positive correlations, with improvements in training, financial

rewards, recognition, job satisfaction, growth opportunities, and leadership associated with better performance outcomes. The statistical significance of these correlations reinforced their reliability within the study's context. Lastly, Hypothesis 5's multiple regression analysis highlighted that approximately 10.2% of the variance in employee performance was explained by the model, which included both motivational strategies and factors. Despite the relatively low R^2 value, the model was significant, with motivational factors being significant predictors of performance, unlike motivational strategies. This finding indicated that intrinsic elements like job satisfaction, personal growth opportunities and leadership had a more substantial impact on performance than motivational strategies.

5. Conclusion

The research objectives of this study are thoroughly addressed through the analysis of the Accra City Hotel employees. Firstly, the study identifies and prioritizes the factors that motivate individuals to enhance their performance. Training emerges as the top motivator, followed closely by staff recognition and leadership. Job satisfaction and personal growth opportunities also hold significant importance, while financial rewards, though valued, are less prioritized compared to other factors. This prioritization highlights the many-sided nature of employee motivation, emphasizing the critical role of intrinsic factors in driving performance.

The study found no significant differences in employees' perception of motivational strategies based on their years of experience. They consistently value training, financial rewards, and recognition as effective motivational strategies. They also value job satisfaction, personal growth opportunities, and leadership. The study also found no significant differences in employee performance based on experience, suggesting that performance levels are relatively stable across different experience groups.

Furthermore, the impact of motivational elements and techniques on worker performance is investigated. The analysis shows positive correlations between improvements in motivational factors such as training, recognition, job satisfaction, growth opportunities, and leadership and better performance outcomes. These correlations emphasize the importance of advancing a supportive and motivating work environment to enhance employee performance.

Finally, the study reveals that intrinsic factors like job satisfaction, personal growth opportunities, and leadership significantly impact employee performance, despite organizational strategies explaining only a small portion of variance. These insights guide Accra City Hotel in refining motivational strategies.

A. Recommendations

From the findings of this study, it is evident that training is a critical motivator for employees at Accra City Hotel. Therefore, it is recommended that the hotel management continues to prioritize and expand training programs to align with both business objectives and employees' career development goals. Investing in regular and comprehensive training sessions will

not only enhance employees' skills and competencies but also improve job satisfaction and performance. Emphasis should be placed on practical, hands-on training that directly relates to employees' roles, ensuring that the training is relevant and impactful.

Staff recognition emerged as another significant motivator, indicating that employees highly value acknowledgment and praise for their efforts. Management should develop a structured and consistent recognition program that highlights and rewards outstanding performance. This could include employee of the month awards, public acknowledgments during staff meetings, and personalized thank-you notes from supervisors. Such initiatives can foster a positive work environment, boost morale, and encourage employees to maintain high performance levels.

Leadership quality is also highly valued by employees, with clear communication and consistency between beliefs and actions being key motivators. To leverage this, the hotel should invest in leadership development programs that enhance managers' skills in communication, empathy, and consistency. Providing leaders with training on effective management practices and encouraging a culture of transparent communication can significantly improve employee motivation and performance.

Job satisfaction, particularly the meaningfulness of work and supervision quality, plays a substantial role in motivating employees. It is recommended that the hotel conducts regular job satisfaction surveys to identify areas of improvement and address any concerns promptly. Ensuring that job roles are clearly defined, providing opportunities for employees to engage in meaningful tasks, and maintaining open lines of communication between staff and supervisors can enhance job satisfaction and overall performance.

While financial rewards were not the top motivator, they still play an important role in employee motivation. There is an outstanding disagreement on salary fairness and adequacy, suggesting a need for better alignment between pay and employee expectations. The hotel should review its compensation structure to ensure it is competitive and fair. Conducting market salary surveys and adjusting pay scales accordingly can help address these concerns. Additionally, implementing performance-based bonuses and incentives can provide financial motivation aligned with employees' contributions and achievements.

Lastly, personal growth opportunities are valued by employees, indicating the importance of career development. The hotel should establish clear career pathways and provide opportunities for professional growth, such as workshops, mentorship programs, and opportunities for advancement within the organization. Facilitating personal and professional development can lead to higher employee satisfaction, retention, and performance.

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