

TRAINING NEEDS APPROACH FOR EFFECTIVE EMPLOYEE MOTIVATION IN THE HOTEL INDUSTRY FOR IMPROVED PRODUCTIVITY

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ABSTRACT

This study examined employee motivation and its impact on organizational performance in the hotel industry, using training needs approach, in ten selected hotel establishments in Enugu, Nigeria. After review of contemporary literature, simple random sampling technique was used in selecting respondents for the study, while a sample size of 152 was determined using the Taro Yamane formula, hence questionnaire was administered to sample for data collection. Data was analyzed in inferential statistics while research hypotheses were tested using Pearson Chi-square. Among other findings, results revealed that there is a relationship between training and improved productivity, and between training and enhanced employee morale. As a motivation tool, hotel establishments can use training to advance employee performance by becoming more productive, and prepare them for upcoming changes in techniques and professional dynamics on the job. The study advocates the use of job rotation programmes to decrease the training costs while increasing the impact of training, as it makes individuals more self-motivated, flexible, adaptable, innovative, eager to learn and able to communicate effectively

Keywords: Employee motivation, hotel industry, organizational performance, productivity, staff training.

INTRODUCTION

Managers and employers of labour in today's business world are continually faced with the crucial managerial problem of employee motivation and job satisfaction among their employees. Undoubtedly, the magnitude of the problem has called for different studies by researchers in the management field and other cognate studies. Indeed, employee job satisfaction in any establishment is directly related to employee motivation, which is one of the most important concepts in the field of organization behaviour and human resources management (Nnaeto & Ndoh, 2018; Nwokorie, 2017). Employee motivation is key to organization effectiveness and a predictor of performance and job satisfaction (Wicker, 2011; Pinder, 2014). Motivated employees are the cornerstones of any organization as they help organizations to survive (Nickson, 2017). Motivated employees possess an awareness of specific goals that must be achieved in particular ways and they, therefore, direct their efforts towards achieving such goals (Nel, Werner, Poisat, Du Plessis, & Sono, 2011).

Du Plessis, Toh, and Chen (2013) asserted that levels of employee performance rely not only on the employee's actual skills, but also on the level of motivation they receive. Therefore, productivity and retention of employees are considered as functions of employee motivation (Nel, et al., 2011). Motivation sources also exert influence on factors such as employee turnover, as well as job satisfaction and organizational commitment (Nahavandi, Denhardt, Denhardt & Aristigueta, 2014). All employers want their employees to perform to the best of their abilities and so take great pains in ensuring that they provide all the necessary resources and a good working environment to keep their employees motivated (Onyeonoro & Nwokorie, 2014). Yet, motivation remains a difficult factor to manage because employees' aspirations and targets do not always match what their employers can provide (Pinder, 2014). Neely (2007) wrote that what motivates an individual is complex, and the biggest mistake individuals make is underestimating the magnitude of the human mind. An understanding of employee motivation has become even more critical due to the rapidly changing nature of business organizations. Organizations are becoming global and are shifting from traditional hierarchical structures to decentralized structures, and adopting the concept of teams (Nahavandi, et al., 2014).

Motivating employees is a dynamic process (Neely, 2007). Moreover, to get productivity up to an optimal level, it is critical to understand how and why people are motivated to work (Chandan, 2009; Aksu, 2005). For this purpose, managers usually spend a considerable amount of time on developing various motivational techniques (Macky, and Wilson, 2013). However, most managers do not have a clear picture of what actually motivate their employees (Loedolff, Erasmus, Van, Mda, and Nel, 2013).

Individuals at different organization levels, with different earning power, may have different motivational values. Hence, what motivates individuals at one level of the organization may not motivate those at another. These values can be differentiated by income level and other demographic factors when analyzing attitudes for motivational purpose (Loedolff, et al., 2013).

Business organizations are concerned with what should be done to achieve sustained high levels of performance through people (Elnaga and Imran, 2013). Consequently, the subject of adequate motivation of workers as derived from the so many attempts made by management consultants is to look for the best way to manage so as to accomplish an objective with the least inputs of material and human resources available. A lot of theoretical concept, principles and techniques of management have evolved in response to these challenges. In general, management researchers have tended to view motivation as a key component of the managerial function of leading or directing (Ismajli, Zekiri, Qosja & Kraniqi, 2015). However, leading or leadership style, although an important factor in determining the attitude of employers toward assigned job responsibilities, is not the only determinant; other managerial functions such as planning, controlling, staffing, organizing, as well as staff training also play a role (Kahsay & Nigussie, 2018; Ismajli, et al., 2015). In contemporary hotel work environment, it is imperative for hotel establishments to retrain staff and ensure their effectiveness. This is because corporate entities, including those in the hotel industry, are established to achieve specific goals (Gerson, 2006) and these goals are tied to various degrees on staff motivation, retention, enhanced expertise and productivity (Loedolff, et al., 2013; Macky, & Wilson, 2013). Despite the centrality of motivation as a vital tool in workers turnover or employee retention and productivity, it is often under-utilized by most managers in the workplace (Loedolff, et al., 2013). Staff retention here entails taking necessary measures to encourage workers to remain in the organization for the maximum period of time (Yam, Raybould & Gordon, 2018). Corporate bodies, especially in the hospitality industry, are facing a lot of problems in efficient employee performance (Obiora & Nwokorie, 2019). Employing experienced staff is important for any organization, but their retention and productivity is even more essential; because there is no dearth of opportunities for a knowledgeable worker, a lot of organization would be looking for him; and no corporation can achieve its goal under frequent or unusual employee turnover (Nwokorie, 2017; Pinder, 2014). In Nigeria, rather than provide means by which workers are motivated and retained for effective job performance, employees are continuously deprived of their physiological need through salary insecurity, delay in the payment of salaries, fringe benefits; and these have behavioural consequences on employee efficiency (Nnaeto & Ndoh, 2018; Nwokorie & Obiora, 2018; Habib, Hossain & Essien, 2016; Akwara, Abutu, Akwara & Okwelume, 2014; Chukwuma & Okafor, 2014).

It is against this background that this study sought to find out whether the employees of the hotel establishments are really motivated through the peculiar training needs approach of the job. This study is basically informed by the need to actually know the factors that motivate hotel employees to carry out their professional duties effectively, as it concerns training requirements to cope with the dynamics of the hospitality profession. It is also necessary to know whether hotel employees are forced by circumstances to remain in the profession, or if they are actually satisfied with the job. Moreso, to find out their level of satisfaction, it is essentially necessary to determine the major factors for job satisfaction. In other words, it is imperative to determine how job factors such as regular training, human resources management development, learning culture, global trends in the hospitality industry, improved productivity, ability to cope with new inventions, personnel policies and the job itself affect job satisfaction for the hotel employee.

Statement of the Problem

The Nigerian hotel industry is characterized by a less organized private ownership where policy formulation is mostly restricted to the informal management structure put in place to suit the purpose of the proprietors of the business (Nwokorie & Obiora, 2018). The strategy for employee motivation for most of these local establishments is tied only to remuneration. These proprietors and managers pay little or no attention to the training needs of employees, as they argue that it is both expensive and time consuming (Habib, et al., 2016; Onyeonoro & Nwokorie, 2014).

However, the hotel industry, overtime, is experiencing a global trend of emerging technologies and customer management dynamics (Ahmad, Jawabreh & Al Afeef, 2012; Samanta, 2009; Sheldon, 1983) which require continuous training and retraining of employees to meet the challenge of enhanced productivity, improved service quality, job satisfaction, customer retention, and profit maximization (Al-Azzam, 2016; Malonza & Jumah, 2015).

Delay in the payment of salaries and fringe benefits as a result of low productivity, occasioned by lack of proficiency in task performance, has behavioural consequences on employee efficiency in the workplace

(Macky & Wilson, 2013). This situation is also responsible for low morale among workers and adoption of supplementary livelihood even if it entails running down their organizations (Du Plessis, et al., 2016).

This phenomenon, according to Nwokorie (2017), threatens the effectiveness, growth and survival of most organizations in Nigeria. As the number of hotels, restaurants and other hospitality outfits increases, because of the tourism drive of government, there is also high rate of workers turnover and service inefficiency in the hotel industry (Nwokorie & Igbojekwe, 2019). Since factors relating to employee job satisfaction, motivation and productivity varies from one organization to the other, there is, therefore, need to examine how employee training requirements could serve as motivational factors that would ensure workers efficiency and retention, as well as service effectiveness in the hotel industry.

Objective of the Study

The general objective of this study is to examine effective motivation of hotel employees using training needs approach for improved productivity. Specific objective are to;

- i. Examine the relationship between training and improved productivity in the hotel industry.
- ii. Examine how training affect employee behaviour towards organizational culture.
- iii. Examine how training affect the morale of employees towards continuous improvement.

THEORETICAL FRAMEWORK

At the advent of motivation theories in the early 20th century, money was regarded as the most important input in the production of goods and services. However, after a series of research, known as the “Hawthorne Studies”, conducted by Elton Mayo from 1924-1932 at the Hawthorne Works of the American Western Electricity Company in Chicago, it was observed that employees were not motivated solely by money but that employee behavior was linked to their attitudes (Dickson, 1973). The Hawthorne studies began the human relations approach to management, whereby the needs and motivation of employees became the primary focus of managers (Bedeian, 1993).

Many theories have been propounded to examine the factors that contribute to employee motivation in an organization. These theories are important because they provide explanations to the reasons why employees are motivated. Therefore, if properly applied; they could lead to having better motivated employees which ultimately would lead to increased productivity in organization. The earliest motivation theories (per-1960s) include, among others, Abraham Maslow’s hierarchy of needs and B.F. Skinner’s reinforcement theory.

1. **Abraham Maslow’s hierarchy of Needs Theory:** Maslow's theory on the hierarchy of need is one of the most popular theories of motivation. Maslow stated that employees had five levels of needs that human need were in the form of a hierarchy ascending from the lowest to the highest. He posited that no need can be fully gratified and that when a need that is substantially satisfied, it ceases to be a motivator (Pinder, 2014). Maslow theorized that the lower level need have to be satisfied before the next higher level need would motivate an employee. He concluded that to meet the needs of an employee, the employer had to understand the hierarchy of the need to which the employee belongs. Among other issues, Maslow categorized human need as: Physiological, safety, belonging, esteem, self-actualization (Leonidas, Olivia, & Artemis, 2008). Researchers have argued that training in the workplace is part of the variable that triggers the psychological state for employee sense of belonging in the workplace (Habib, et al., 2016; Akwara, et al., 2014; Chukwuma & Okafor, 2014).
2. **Skinner’s Reinforcement Theory:** The theory suggests that by designing the environment properly, individuals can be motivated. Instead of considering internal factors like impression, feelings, attitude and cognitive behaviour, individuals are directed by what happens in the environment external to them. Skinner argued that the internal needs and drives of individuals can be ignored because people learn to exhibit certain behaviours based on what happens to them as a result of their behaviour. Skinner stated that work environment should be made suitable to the individual and that punishments actually lead to frustration and demotivation (Josten & Schalk, 2010). Hence, the only way to motivate is to keep on making positive changes in the external environment of the organization.

METHODOLOGY

The study employed the use of a structured questionnaire (on a four-point Likert rating scale of strongly disagreed, disagreed, agreed and strongly agreed) to elicit responses from the study sample. The elements in the questionnaire are determinants of possible personnel motivation and employee job satisfaction in relation to the importance of training in the hotel industry. In addition to the framework for the study, the questions in the research instrument were developed based on the works of Bedeian (1993), Dickson (1973), Akwara, et al. (2014), Chukwuma and Okafor (2014), Nickson (2017), Hazra, Ghosh & Sengupta, (2017), Nwokorie (2017) and Ghebregiorgis (2018) in relation to the research objective.

Study Population

The population for this study consists of 250 management and operational staff of 10 selected hotels in Enugu State, Southeast Nigeria. The employees' positions cut across various types of managerial, operational and customer service roles. This is considered to be well represented across job classifications and can serve the research purpose regarding the characteristic of the target population's organizational role, and the reality of having the need of one form of motivation or the other. The choice to study the establishments was premised on their perceived standard as standard hotels in the country.

Sample Size

Sample size for the study (153) was determined from the 250 target population using the Taro Yamane formula,

$$\text{which is thus stated: } n = \frac{N}{1+N(e)^2}$$

where:

n = sample size

N = finite population

1 = constant

e = correction factor level, or level of significance of error assumed to be 0.05. (Ugwuonah, Onodugo, & Ebinne, 2010).

Data Analysis

Data were analyzed for percentage scores, while the research hypotheses were tested using Pearson Chi-Square. All hypotheses were tested at 0.05 significant level (95.0% confidence interval), and decision rule is to accept hypothesis if $p\text{-value} \geq 0.05$; otherwise, hypothesis is rejected.

Response Rate

A total of 153 questionnaires were delivered to the respondents which resulted to 100% effective sample size. About 125 questionnaires were returned, yielding a raw response rate of 81.7%. Hence, net effective response rate was also 81.7%. Unusable number of responses were five, while total number of usable questionnaires were 120, representing a usable response rate of 96.0% (Table 1).

Table 1: Response rate of questionnaire

Total number of surveys	153
Number not delivered	0
Percentage not delivered	0%
Effective sample size ¹	153
Surveys returned	125
Raw response rate ²	81.7%
Net effective response rate ³	81.7%
Number unusable	5
Net number usable	120
Usable response rate ⁴	78.43%
Net response rate ⁵	78.43%

Notes: 1: Total number of surveys minus number not delivered

2: Surveys returned ÷ total number of surveys

3: Surveys returned ÷ effective sample size

4: Net number usable ÷ effective sample size

5: Net number usable ÷ total number of surveys

Source: Survey, 2019

DATA PRESENTATION AND ANALYSIS

Table 2: Demographic characteristics of respondents

Variable		Frequency	Percentage
Sex	Male	52	43.3
	Female	68	56.7
	Total	120	100
Age	18-25	25	20.8
	26-30	50	41.7
	36-45	30	25.0

	46 and above	15	12.5
	Total	120	100
Marital Status	Single	74	61.7
	Married	46	38.3
	Total	120	100
Nature of Job	Managerial	44	36.7
	Operational	76	63.3
	Total	120	100
Work Experience	0-3 years	59	49.2
	4-6 years	48	40.0
	7 years and above	13	10.8
	Total	120	100
Qualification	SSCE	40	33.3
	ND/NCE	42	35.0
	BSc/HND	17	14.2
	MSc	13	10.8
	Others	8	6.7
	Total	120	100
Ethnicity	Hausa	10	8.3
	Ibo	85	70.8
	Yoruba	20	16.7
	Others	5	4.2
	Total	120	100

n=120.

Source: Survey, 2019

Analysis in Table 2 shows a 56.7% female respondents. It also reveals that respondents between 26 – 30 years of age constitute the largest number (41.7%). While employees at the operational level are the majority of the respondents in that sub-scale (63.3%), those who have worked more than three years constitute the majority with respect to years of experience (50.8% overall). The respondents, who are mostly Nigerians are formally educated, indicating that the quality of responses is reliable to draw conclusions.

Table 3: Functional areas of the hotel environment

1	2	3	4	5
Front office department provides warm welcome to the guest	4.2	25.0	17.5	53.3
Food and beverage service department serves food and beverages as per guest order in the hotel	3.3	5.0	11.7	80.0
Housekeeping department is responsible for overall cleaning of hotel premises	1.7	1.7	13.3	83.3
Human resource management department is responsible for employee recruitment and training.	2.5	5.8	18.3	73.3
Maintenance unit ensures effective management of equipment and energy in the hotel	0.8	7.5	26.7	65.0
Laundry department caters for the cleaning and of guests' items	1.7	2.5	8.3	87.5
Purchasing unit is responsible for the purchase of inventory in the hotel	0.8	5.8	16.7	76.6
Security department provides safety and security for guests and employees in the hotel premises	0.8	0.0	5.8	93.3

1: Variables

2: Strongly disagreed (% response)

3: Disagreed (% response)

4: Agreed (% response)

5: Strongly agreed (% response)

n=120.

Survey, 2019.

Respondents provided confirmation for the specific functions of specific units in the hotel environment in Table 3. Respondents (70.8%) agreed that front office is the department responsible for sale of rooms and offers a warm welcome to the guest. Similarly, 91.7% of respondents agreed that food and beverage service department provides food and beverages as per guests order in the hotel, while 96.6% made positive statement that housekeeping department is responsible for cleaning hotel premises which include guest rooms, lobby, swimming pool area and public area. Up to 91% agreed that human resource management department is responsible for staffing recruiting and training employees. Maintenance department ensures effective management of equipment and energy in the hotel according to 91.7% of the respondents, and 95.8% were of the assertion that laundry department caters for the cleaning and maintenance of guests items. As much as 93.3% agreed that purchasing department is responsible for the purchase of all the required items in the hotel, while 99.1% believed that security department is responsible for the safety and security and all the guest as well as staff in the hotel premises.

These activities of the hotel industry are dynamic in nature, as they require continuous improvement on the part of the establishments in order to encourage improved patronage and customer retention, which are components of job satisfaction (Ghebregiorgis, 2018; Chukwuma & Okafor, 2014). This is occasioned by the unique needs of guests which may be unpredictable most of the time by customer contact employees, thereby putting operational staff under pressure to meet guest demand (Hazra, et al., 2017; Akwara, et al., 2014). Continuous improvement, in this regard, requires that regular training is necessary to keep up with global trends in the hotel industry, especially in customer service management (Ghebregiorgis, 2018; Habib, et al., 2016).

Table 4: Identification of applicable training to the hotel industry

1	2	3	4	5
Job instruction training is suitable for hotel employees	0.8	17.5	1.7	80.0
Employees prefer coaching for better job performance	8.3	22.5	15.8	53.3
Job rotation is a major motivating factor for job satisfaction	1.7	3.3	10.0	85.0
Computer based training is necessary for hotel industry employees	6.7	8.35	40.0	45.0
Employees are responsive to lectures organized by consultants for the hotel	10.0	13.3	56.7	20.0

n=120
Survey, 2019

The training needs of hotel employees were identified in Table 4. Over 80% of respondents agreed that job instruction is a suitable form of training for hotel employees, while a little over 69% affirmed that employees prefer coaching for a better job performance in the selected establishments. Up to 95% agreement response was made in favour of job rotation being a major motivating factor for job satisfaction. Also, 85% of the respondents agreed that computer based training is necessary for hotel employees, while 76.2% agreement statements were recorded on employees being responsive to lectures organized by consultants for the hotel.

Habib et al. (2016) found out that periodic training of operational employees has a long term positive effect on hotel employees. Hazra et al. (2017) equally identified training as a viable tool needed for continuous improvement in the workplace. Samanta (2009) and Malonza and Jumah (2015) exposed the impact of computers in customer relationship management, noting that continuous improvement is required to keep customer contact employees abreast of trends in the industry in order to provide service using cutting-edge technology that would engender customer goodwill.

Table 5: Impact of training on motivation of hotel employees

1	2	3	4	5
Availability of regular training	20.0	19.2	27.5	33.3
Optimum utilization of resources	20.8	20.8	10.0	48.3
Development of human resources	11.7	10.0	1.7	76.7
Development of employee skills	3.3	16.7	27.5	52.5
Improved productivity	5.8	21.7	13.3	59.2
Sense of team spirit	4.2	4.2	38.3	53.3
Creation of learning culture	11.7	18.3	39.2	30.8
Positive organizational culture	17.5	11.7	41.6	29.2
Improved health and safety culture	20.0	15.8	47.5	16.7
Enhanced morale	10.0	15.0	40.8	34.2
Development of leadership skills	17.5	11.7	17.5	53.3

n=120

Survey, 2019

Availability of regular training was indicated in the establishments studied by 60.8% of the respondents to show that the hotels provide training for their employees on a consistent basis. Development and implementation of employee training programme was observed as a necessary strategy for employee motivation in the study carried out by Dobre (2013) and Nizam and Bao (2015). Respondents (58.3%) agreed that training provides employees with the idea of optimum utilization of resources in the work environment as asserted by Nizam and Bao (2015). Training also helps in human resource development as well as building employees' skills, as indicated by more than 75% of the respondents. Russo (2017, p.1) found out that "skills can be built on the job, and workplaces are great learning environments. Improved productivity on employees and sense of team spirit are also influenced by training needs as agreed by over 72% of the respondents. Creation of a learning culture for employees, building of a positive organizational culture, and an improved health and safety culture are also influenced by training in workplaces based on the agreement responses of 70.0%, 70.8% and 64.2%, respectively, by respondents on the presented variables. Maithel, Chaubey and Gupta (2012) assessed the issues relating to organizational culture and the impact on employees' behaviour, and found that employee motivation and improved organizational culture and closely related. Again, as Bao and Nizam (2015, p.31) wrote: "Training and development is of dual advantage where individual's thought process is stimulated and in turn effective team work possibility is enhanced and ultimately results in enhancement of leadership qualities in which the most important aspect is that employees are self-driven to achieve organizational goals." Enhanced morale for employees and development of leadership skills also received 75.0% and 70.8% agreement responses based on the influence of training on hotel employees in the study area.

Test of Hypotheses

Three null hypotheses (H_0) were stated in relation to the objectives of study:

H_1 : There is no relationship between training and improved productivity.

H_2 : There is no relationship between training and positive organizational culture.

H_3 : There is no relationship between training and enhanced employee morale.

Table 6: Relationship between training and improved productivity (H_1)

1	a	b	c	d	E	f
Training and improved productivity	3.43	1.074	3.841	1	88.858	.000

a: Mean

b: Standard deviation

c: xtab

d: Degree of freedom

e: χ^2

f: p-value

Survey, 2019.

Table 7: Relationship between training and positive organizational culture (H_2)

1	a	b	c	d	E	f
Training and positive organizational culture	3.78	0.582	3.841	1	105.885	.001

Table 8: Relationship between training and enhanced employee morale (H_3)

1	a	b	c	d	E	f
Training and enhanced employee morale	3.43	1.074	7.814	3	168.000	.003

RESULTS

The test of H_1 showed a chi-square score of 88.858 at 1 degree of freedom (df), and a p-value of 0.000. Since $p \leq 0.05$, the hypothesis was rejected to show there is a relationship between training and improved productivity in the hotel industry. Test result for H_2 result showed a chi-square score of 105.885 at 1 df, and a p-value of 0.001. Decision is that since $p \leq 0.05$, the hypothesis was rejected, confirming a relationship between training and positive organizational culture for hotel employees. H_3 was tested at 0.05 level of significance and a critical value of 7.814 at 1 df. Result showed a chi-square score of 168.000 and a p-value of 0.003. Therefore, since $p \leq 0.05$, the hypothesis is hereby rejected, and there is a relationship between training and enhanced employee morale in the study establishments.

DISCUSSION

This study was carried out in ten standard hotel establishments in Enugu, Nigeria, to examine if staff training has any impact on employee motivation towards improved productivity in the hotel industry. From result of data analysis, job instruction training was indicated to be suitable for hotel employees on one scale, while coaching is also a preferred form on training on another scale, for better employee performance. Job rotation and computer based trainings were also favoured as forms of training, as well as workshops organized for the hotel establishment by consultants. The implication of these responses is a confirmation of the availability of various forms of training for hotel industry employees.

Results equally showed that all the variables in the scale of impact of training on motivation of hotel employees in the research instrument got positive responses. Regular training is observed for employees in the establishments, which is a major indicator that the hotel establishments studied have one form of training programme or the other, in place. Consequently, the study indicated positive responses towards the impact of training on employee motivation in the areas of optimum utilization of resources, development of human resources, development of employee skills, improved productivity, and sense of team spirit among employees. Furthermore, inculcation of learning culture among employees and development of a positive organizational culture were also indicated in the study to have been positively affected by training programmes. Improved health and safety culture, as well as enhanced employee morale and development of leadership skills among employees were equally indicated to have been positively affected by staff training to depict that training is a viable instrument for employee motivation in the hotel industry.

Hypotheses were also tested to justify responses retrieved from sample. The rejection of the three null hypotheses indicates a relationship between training and improved productivity, organizational culture and enhanced employee morale. The findings show that hotels that are inclined to implementation of sustainable training programmes for employees are most likely to perform optimally than those who do not have consistent trainings. It further reveals the tendency of employees receiving further motivation in the workplace as a result of regular training which is a condition for improved productivity in the hotel industry.

CONCLUSION

Due to the nature of hotel services, the workforce of every hotel establishment needs continuous training, and being more precise, it needs more improved skills in order to forestall unforeseeable problems and barriers. This study has clearly shown that training can be a viable tool for employee motivation in the hotel industry. For the hotel industry, training is indispensable owing to the fact that the essential units of the hotel industry are customer service oriented, hence regular training is required for employees to meet the demands of quality service and customer retention, in order to enhance organizational performance and achieve the desired job satisfaction.

The study equally showed that a continually trained employee is one who is always motivated to get the job done in order to achieve organizational objectives. It revealed that hotel establishments can use training not only to advance their employees but to advance their performance by becoming more productive, and prepare them for upcoming changes in techniques and technologies and professional dynamics on the job which is the best form of motivation any organization can offer to its employees.

Recommendations

1. While an organization may not have the enabling capital to train new employees, job rotation can offer opportunities (to both new and existing employees) for the hotel to orientate employees, prevent job boredom and burnout, enhance career development, expose employees to diverse work environment, and reward them. Excellent job rotation programmes can decrease the training costs while increasing the impact of training, as it makes individuals more self-motivated, flexible, adaptable, innovative, eager to learn and able to communicate effectively.
2. International hotel chains involve their employees in different training programmes to keep them abreast with unending trends in the hotel industry. This practice should be adopted by local hotels to further enhance skills acquisition for their employees. It not only improves their customer service techniques, but also acquaints them with leadership skills, thereby motivating them to reach their other psychological and esteem needs on the job.
3. It is advisable to gather employees at some point in the year, to remind them about the company's objectives in the future and to appreciate them for already reached results. Managers should understand that acknowledging and celebrating a solution to a problem can be as important as the solution itself. Without ongoing acknowledgement of success, employees become frustrated and skeptical. Quarterly, bi-annual, or annual retreats are a vital way of bringing employees together to make this condition a reality.

4. Coaching should take place on a monthly basis and continues over a stipulated period, and should be directed at employees with performance deficiencies, while it should as well be used as a motivational tool for those performing well. This is because coaching methods solve precise problems such as communication, time management and social skills.

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