

Factors Motivating Employees in the Hotel Industry in Myanmar

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ABSTRACT

Myanmar's hospitality industry faced with challenges of skilled labour shortage. The dilemma arises how to retain valuable staff and motivate them to perform successfully.

(i) The research aims to understand the nature of the employees in hotel industry in Myanmar and helps them to increase their job satisfaction and motivate them for better services. (ii) The data were collected from 103 respondents who were working at three to five stars hotels in Yangon, Bagan and Poda. (iii) Respondents were offered a choice of five-point Likert-type scale ranging from 1 "very important", to 5 "unimportant". Those 20 questions were basically from motivation factors and hygiene factors of Herzberg's Two-factor Theory with the objective to rank the attributes and measure the consistency of the theory. (iv) Respondents from all eight departments were grouped into two; frontline employees and supporting employees based on their duties. The study from descriptive statistics suggests that the most important factor for frontline employees is "Management style" while "Good relationship with co-workers" is for supporting employees. (v) Managers need to understand that the motivation factors are highly different depending on the roles of employees. Managers can use the predictors like access to information, extra responsibilities, cash bonus and clear instructions to explain the overall job satisfaction of employees.

Keywords: Human resources, motivational factors, hospitality, ASEAN, Myanmar

1. Introduction

The Asia and the Pacific regions are estimated to become the strongest performers for the coming years for tourism industry. The number of tourists' arrival is getting higher undeviating for the past three years. The region is composed with 40 beautiful nations which are attracting with the perfect holiday destinations.

After isolating for decades, the Myanmar is struggling to adapt with the changes. The hotels could not provide enough rooms and services for the coming visitors and investors. Hotel rooms shortages are happening, and the room price rates are sky rocking. The worst is the hotels could not provide facilities and services which should be equal to the price of rooms. There are many complaints about poor facilities and services from travelers and investors which could be the biggest threat for the growing tourism sector. Therefore, it is important to recruit the right people, retain the experienced ones and motivate them while the industry is facing the shortages of human resource. The question is what factors motivate hotel employees in Myanmar significantly. The issue is more complex than it seems, particularly when the host nation is encountering new obstacles. Therefore, the objectives of the study are as follows.

- The results and findings from this paper to be applicable in the industry for human resource practices.
- After the senior management team has deeper understanding of the needs, wants and motivation factors of employees, this would positively change the lifestyle and attitude of the frontline and supporting employees of hospitality industry.

2. Literature Review

2.1 Hospitality industry

The hospitality industry plays a crucial role in the economy, contributing significantly to job creation, revenue generation, and overall economic development. (Abdusaidovich, 2021) This industry encompasses a wide range of businesses, including hotels, restaurants, travel agencies, event planning companies, and tourist attractions.

These businesses not only provide direct employment opportunities but also create a ripple effect by stimulating demand for goods and services from other sectors. (Katta & Patro, 2019) It is also important to note the impact of the COVID-19 pandemic on the hospitality industry. The COVID-19 pandemic has had a devastating effect on the hospitality industry, causing widespread closures and job losses. (Liu et al., 2023) Despite the challenges faced during the pandemic, the hospitality industry remains a vital part of the economy and will play a crucial role in its recovery. (Khan et al., 2021)

2.2 Theoretical studies of motivation

Motivation is a complex and multifaceted concept that has been studied extensively by psychologists and researchers. There are various theories of motivation that attempt to explain why individuals behave in certain ways and what drives their actions. Maslow's hierarchy of needs is a motivational theory in psychology comprising a five-tier model of human needs, depicted as hierarchical levels within a pyramid. Needs lower down in the hierarchy must be satisfied before individuals can attend to needs higher up. From the bottom of the hierarchy upwards, the needs are: physiological, safety, love and belonging needs, esteem, and self-actualization. (Healy, 2016) Some other motivational theories include ERG theory, which suggests that individuals have three basic needs: existence, relatedness, and growth (Fenuku, 2019); Expectancy Theory, which proposes that individuals are motivated by their belief that effort will lead to performance, and that performance will lead to valuable outcomes (Han et al., 2021); Goal Setting Theory, which emphasizes the importance of setting specific and challenging goals in motivating individuals (Locke & Latham, 2002); Self-Determination Theory, which emphasizes the role of autonomy, competence, and relatedness in motivating individuals (Broeck et al., 2016); Equity Theory, which states that individuals are motivated when they perceive fairness and equity in their relationships and rewards (Gopalan et al., 2020); Reinforcement Theory, which suggests that behavior is motivated by the consequences it produces, such as rewards and punishments (Martin, 2002) and Herzberg's Two Factor Theory, which distinguishes between hygiene factors (associated with job dissatisfaction) and motivators (associated with job satisfaction) (Alrawahi et al., 2020).

2.3 Motivational factors in hospitality industry

Motivational factors play a crucial role in the hospitality industry, influencing the decisions and behaviors of both employees and customers (Han, 2020). The hospitality industry is known for its dynamic and fast-paced environment, and understanding the motivational factors at play can significantly impact the overall success of businesses within this sector. For employees, factors such as recognition, career advancement opportunities, and a positive work culture can be powerful motivators. On the other hand, customers are driven by experiences, personalized service, and a sense of value for their money. By delving deeper into these motivational factors, businesses can tailor their strategies to create a more engaging and satisfying experience for both employees and customers, ultimately leading to enhanced productivity and customer loyalty (Ann & Blum, 2020). In addition to the aforementioned factors, the role of leadership in fostering a motivational work environment cannot be overstated. Effective leadership that provides clear direction, support, and encouragement can significantly impact employee motivation and job satisfaction. By fostering a positive work culture and recognizing the efforts of their employees, leaders can create a sense of belonging and purpose, ultimately contributing to a motivated and dedicated workforce. Additionally, the working environment itself plays a significant role in motivating employees (Zakaria et al., 2020). A comfortable and well-equipped workspace, opportunities for skill development and growth, work-life balance, and fair compensation are all factors that can contribute to employee motivation. Furthermore, intrinsic motivation, which comes from within an individual, can also be a powerful motivational factor in the hospitality industry (Kim & Jogaratnam, 2010). Employees who are intrinsically motivated have a genuine passion for their work and find fulfillment in delivering excellent service to customers (Han, 2020). Individuals are motivated by a sense of direction, the chance to develop personally, and the ability to positively influence others. In the hospitality industry, these intrinsic motivators can lead to higher levels of job satisfaction, increased productivity, and improved customer experiences (Kim & Jogaratnam, 2010). These motivational factors, when combined and properly addressed, create a thriving and high-performing work environment in the hospitality industry.

2.4 Herzberg's Two Factor Theory

After learning through all the theories and framework, the study was decided to apply Herzberg's Two Factor Theory. Herzberg's Two Factor Theory is a widely recognized approach to understanding workplace motivation and job satisfaction. (Ann & Blum, 2020) It suggests that there are two sets of factors that influence employee satisfaction and dissatisfaction (Sachau, 2007). The first set of factors, known as motivators or satisfiers, are related to the actual job itself and include aspects such as achievement, recognition, and responsibility. These factors contribute to employee satisfaction and motivation, as they provide a sense of accomplishment and fulfillment (Ann & Blum, 2020). On the other hand, the second set of factors, known as hygiene factors or dissatisfiers, are related to the work environment and include aspects such as pay, benefits, company policies and procedures, work conditions, and interpersonal relationships. These factors, while not directly leading to satisfaction, can contribute to employee dissatisfaction if they are not met or if they are perceived as inadequate (Dev et al., 2023). This theory suggests that to improve job satisfaction and motivation, organizations should focus on providing opportunities for achievement, recognition, and responsibility, as well as creating a positive work environment with adequate pay, benefits, and supportive interpersonal relationships (Han, 2020). After many decades the theory has been applied in different fields with different methodologies. Koncar et al., 2022 illustrated the application of the Two-Factor Theory to online employer evaluations and examined various attributes of reviews provided by contented and discontented workers. Rai et al., 2021 performed a study in Bangalore to examine the correlation between hygiene factors, motivation factors, and socio-economic characteristics among nurses. Lee et al.

(2022) discovered that motivation and hygienic factors had a positive influence on job satisfaction after analysing 355,199 data points for job satisfaction, promotion opportunities and possibilities obtained from Job Planet between 2014 and 2021 for nine different industries.

3. Methodology

3.1 Measures

Respondents were offered a choice of five-point likert-type scale ranging from 1 “very important”, to 5 “unimportant”. 20 questions were basically from motivation factors and hygiene factors of Herzberg’s Two-factor Theory. The purpose is to rank the attributes and measure the consistency of the theory.

3.2 Control Variables

Age, gender and education were included as control variables because these variables have been identified as possible confounders that correlate with both dependent variables and independent variables.

3.3 Hygiene Factors

Hygiene factors are the conditions which surrounds performing the job but they are not directly related with the job itself. Although they are not directly proportional with the job, the employees will be dissatisfied if those factors are not present. (Herzberg, Mausner, & Snyderman, 1959). According to Herzberg, those factors alone cannot lead to the motivation of employees, they just prevent the dissatisfaction. The hygiene factors which are chosen to use in the questionnaires are as follows:

1. Work-life balance
2. Salary
3. Cash Bonus
4. Benefits
5. Rewards
6. Negotiable working hours
7. Management style
8. Clear instruction
9. Job security
10. Good relationship with co-workers

3.4 Motivational Factors

Motivational factors are so called growth needs, which refers to factors intrinsic within the work itself. According to Herzberg, the motivating factors intimate employees that they are capable and give them satisfaction. When the employees are satisfied, this enhance work motivation. (Herzberg, Mausner, & Snyderman, 1959). Even if the motivational factors are absent, this does not cause dissatisfaction. The result is simply the absence of satisfaction. When they are present, they generate good feelings and act as motivators.

1. Career Advancement
2. Feedback & Recognition
3. Extra responsibility
4. Training opportunities
5. Involvement in decision making
6. Challenging tasks
7. Image of organization
8. Utilization of full capabilities
9. Access to information
10. Job status

3.5 Data Collection

The survey was conducted in both upper and lower Myanmar to get the reliable data. The questionnaire were distributed to three- to five-stars hotels in Yangon, Bagan, and Popa. The data gathering form uses likert scales and open-ended questions to assess the job satisfaction. Human resource managers were contacted to gain access to the targeted hotel employees. 150 surveys were given to willing responders. Out of 138 returns, 103 were valid, a 69% response rate.

3.6 Profile of respondents

Before the actual data collection, the pilot test with 30 respondents who are Master students from Asian Institute of Technology was done in November 2014. The instrument was built up with the foundation of Herzberg’s two factor theory. Cronbach’s Alpha statistical analysis was used to test the validity of the

questionnaire, data collection tool. The variables from questionnaires were acceptable and qualified to do the actual data collection as the result is 0.874 (> 0.7). The actual data were collected in three cities in Myanmar: six hotels in Yangon, two hotels in Bagan and one hotel in Popa. Total 150 questionnaires were distributed and 103 were qualified to do the analysis.

Characteristics	Group	Total
Gender	Male	44
	Female	59
Age	younger than 24years old	15
	25-34 years old	49
	32-44 years old	23
	45-54 years old	15
	Older than 55 years old	1
Education	High School degree	30
	Bachelor degree	64
	Master degree	9
	Phd	0
Departments	Administration	10
	Food and Beverages	10
	House keeping	10
	Human resources	3
	Sales & marketing	15
	Property maintenance	14
Engineering	Security	9
		3
		39
		64
First Job	Yes	39
	No	64
Length of services	Less than 1year	8
	1-5 years	42
	6-10 years	27
	11 years and above	26

Table 3.1: Profile of respondents

4. Results and discussion

4.1 Descriptive Statistics

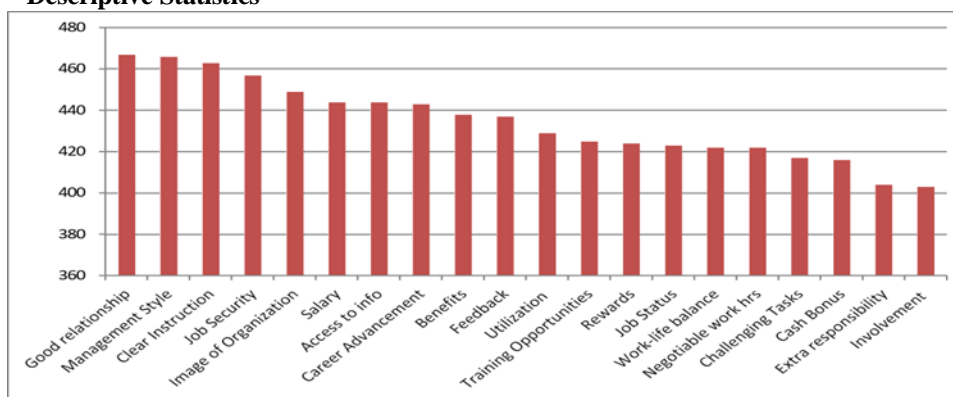


Figure 4.1: Ranking order of motivational factors

The questionnaire has five options as 1- unimportant, 2- somewhat unimportant, 3- neutral, 4- somewhat important, 5- very important. The above graph represents the 20 factors in descending order according to their sum results.

The results are slightly consistent with the theory at the top of the list. The top four factors; good relationship with coworkers, management style, clear instructions and job security are mainly Hygiene factors. The fifth one image of an organization is more a Motivational factor for employees when they decide to join that organization. The rest of the factors are mixed with both hygiene factors and motivational factors.

People tend to put the emotionally comfortable work environment with the friendly colleagues as their first priority. The style of management is at second place which is only one score less than the first one. People believe that the corporate culture is important for employees' well-being. In a workplace, complicated instructions could lead to misunderstanding and end up with the mess which the junior employees cannot take the responsibility. Therefore, clear instruction becomes important for employees in hotel industry which is one of the biggest service businesses. For uncertain economic environment, employees consider that job security is important for them more than a salary.

	Overall Mean	Overall Std. dev	Frontline Mean	Frontline Std. dev	Supporting Mean	Supporting Std. dev
Career Advancement	4.3010	.84986	4.4000	.84410	4.1316	.84377
Job Security	4.4369	.72315	4.4000	.76649	4.5000	.64724
Feedback	4.2427	.78548	4.3385	.79602	4.0789	.74911
Extra Responsibility	3.9223	.91490	3.9077	.97984	3.9474	.80362
Good Relationship with coworkers	4.5340	.73851	4.4769	.83118	4.6316	.54132
Work-Life balance	4.0971	.96522	4.0154	1.08242	4.2368	.71411
Training	4.1262	.94640	4.0308	1.06021	4.2895	.69391
Salary	4.3107	.71441	4.1538	.73380	4.5789	.59872
Job Status	4.1068	.76585	4.0769	.77677	4.1579	.75431
Involvement in decision making	3.9126	.99120	3.7231	1.08264	4.2368	.71411
Cash bonus	4.0388	1.06571	3.9231	1.14983	4.2368	.88330
Benefits	4.2524	.81311	4.2615	.87101	4.2368	.71411
Challenging tasks	4.0485	.99389	3.8615	1.05885	4.3684	.78572
Rewards	4.1165	.80806	4.0154	.85682	4.2895	.69391
Image of organization	4.3592	.77781	4.4000	.78661	4.2895	.76786
Utilization of full capabilities	4.1650	.80558	4.0923	.86101	4.2895	.69391
Negotiable working hours	4.0971	.94469	4.0308	.99952	4.2105	.84335
Management Style	4.5243	.83835	4.5692	.86547	4.4474	.79517
Access to information	4.3107	.84051	4.2923	.93078	4.3421	.66886
Clear instruction	4.4951	.83869	4.4769	.92039	4.5263	.68721
Overall job satisfaction						

	3.7864	.95641	3.7692	1.04237	3.8158	.80052
Valid N	103		65		38	

Table 4.1: Descriptive Statistics

After analyzing the raw data, we found that the respondents were from eight departments: Administration, Front Office, Housekeeping, Food and Beverages, Human Resources, Sales and Marketing, Property and Maintenance, Engineering and Security. Then, the respondents were grouped into two; frontline employees and supporting employees according to their tasks. Table 4.1 represents the comparison of means and standard deviation of overall employees, frontline employees and supporting employees. The highest mean of frontline employees is 4.5692 while the highest mean of supporting employees is 4.6316. It is obvious that supporting employees deeply concern about the colleagues. In the end, the overall mean column indicates that “Good relationship with coworkers” as the first important factor to motivate the employees.

The results of mean value ranging from 4.5692 - 4.1538 indicates the following summary. Frontline employees do need the clear instructions from above as they are facing various customers with different kind of personalities. The rating seems to be consistent because frontline employees rated “Management style” which is closely related with the “Clear instruction” in first place. The organizational structure which has transparency will allow the employees to try harder to climb the career ladder. Responsive feedback from top management encourages the frontline employees to pay more attention to their performances. Attractive salary and incentives are also included in the list of motivational factors for frontline employee. However, frontline employees are the people who are facing unseen different problems everyday rather than the supporting employees. This is because of their job nature which has daily direct interaction with customers who are the most important people from the side of business view. Stressful workloads lead them to rate the lower scores for “Extra responsibilities” and “Challenging tasks”. They have the perception that decision making stage is not for them as they rated the lowest score 3.7231.

In the case of supporting employees, the mean values ranging from 4.6316 - 4.0789 describes some of their different perceptions with frontline employees. Supporting employees rated challenging tasks as important factor which allows them to use their capabilities. Repetitive office works may be bored for some intelligent people. Therefore, they enjoy taking risks to have a better return. Achieving challenging tasks may get an attention from top management which might lead to the promotion ladder. The goodwill of the corporation is also a matter of important factor to choose their job. They do want to have the sense of belonging to the organization by participating in important decision-making process. Supporting employees understand the value of balancing the work-life which allows the healthy professional lifestyle in this stressful competitive work environment.

There is the second last question with ratings to analyze their overall job satisfaction with the current organization. According to the overall mean column, it can be concluded that respondents were not very much satisfied with their current organization according to their rating which is the lowest mean 3.7864. In overall standard deviation column, all the factors tend to be close with mean except for cash bonus which standard deviation is 1.06571. In frontline employees’ column, six factors; work- life balance, training, involvement in decision making, cash bonus, challenging tasks and overall job satisfaction were found highly spreading over a wider range of values. For the case of supporting employees, all the factors are close with the mean value with zero exception.

4.2 Pearson’s Chi-squared test

The chi-square test for independence is run to explore if there is the relationship between two categorical variables. This test is also known as goodness of fit. The following tables are the results of significant variables with grouped departments. There are 4 variables which are significant among 20 variables. They are career advancement, work-life balance, salary and involvement in decision making.

Table 4.2: Career Advancement Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)

Pearson Chi-Square	18.061 ^a	3	.000
Likelihood Ratio	18.253	3	.000
Linear-by-Linear Association	2.392	1	.122
N of Valid Cases	103		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 1.48.

In the case of career advancement, it is 100% confident with significant value 0.000 as the chi-square is significant at 0.050 which shows positive significance. This shows that frontline employees and supporting employees have different opinions on career advancement factor. For example, if the supporting employees think this factor is very important, frontline employees may think this is somewhat unimportant.

Table 4.3: Work-life balance Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.249 ^a	4	.036
Likelihood Ratio	11.451	4	.022
Linear-by-Linear Association	1.262	1	.261
N of Valid Cases	103		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .74.

As $p = 0.036$ which is less than 0.05, the result can be interpreted that there is a significant relationship between work-life balance and grouped departments; frontline employees and supporting employees. Here also, if the supporting employees do not care the importance of work-life balance, the frontline employees may think that this factor is somewhat important for them.

Table 4.4: Salary Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.654 ^a	2	.013
Likelihood Ratio	9.140	2	.010
Linear-by-Linear Association	8.491	1	.004
N of Valid Cases	103		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.53.

According to the result of p value i.e, 0.013, salary is also significant for grouped departments. If the frontline employees believe that salary is very important for them, the supporting employees may think salary should not be in very important option.

Table 4.5: Involvement in decision making Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.890 ^a	3	.020
Likelihood Ratio	13.550	3	.004
Linear-by-Linear Association	6.443	1	.011
N of Valid Cases	103		

a.1 cells (12.5%) have expected count less than 5. The minimum expected count is 4.06.

This variable "involvement in decision making is significant with the p value 0.02 which is less than 0.05. It can be concluded that if the supporting employees chose "involvement in decision making" as somewhat important option, the

frontline employees may think that this factor is unimportant at all.

4.3 Correlation among Demographic Characteristics and Overall, Job Satisfaction After running the correlation analysis between characteristics of respondents and job satisfaction, we found that gender, age, departments, first job and length of service have the positive relationship with job satisfaction in current organization. This means that employees who are older tend to have the higher job satisfaction if we compare with the younger ones. Another example is employees who have work experiences seem to have higher job satisfaction in the current hotel if we compare with those who do not have any work experiences as this is their first job. The length of service is also the same with the previous example. The employees who have longer service years in that hotel will have the higher satisfaction. On the other hand, education level is negatively correlated with the job satisfaction unlike the other variables. People who have lower education level such as high school degrees are more enjoying in current hotel rather than those who have higher education levels are not satisfied with their current organization.

Table 4.6: Correlation Matrix among overall job satisfaction and demographic variables

Variables	1	2	3	4	5	6	7
1. Gender	1.000						
2. Age	-.282**	1.000					
3. Education Level	.073	.103	1.000				
4. Departments	-.380**	.339**	-.078	1.000			
5. First Job	-.014	.336**	.463* *	.120	1.000		
6. Length of Service	-.161	.672**	.169	.171	.268**	1.000	
7. Job Satisfaction	0.54	.215*	-.020	.037	.140	.253*	1.000

4.4 Overall Job Satisfaction and Predictors

Table 4.7 represents which predictors can be used to assume the overall job satisfaction of employees. Multiple regression analysis result indicates that the factors “Access to information”, “Extra responsibilities” and “Cash bonus” has the positive and significant relationship with job satisfaction. Employees who have the access to updated information about the corporation will have the job satisfaction. For the case of active employees, extra responsibilities may increase their self-esteem and increase the job satisfaction. Next variable is cash bonus. Obviously, the higher the cash bonus, the more satisfied the employees will be. Interestingly, the factor “clear instruction” has the negative and significant relationship with overall job satisfaction. Thus, we can conclude in general that too much exact strictly commands may give burden for the employees as it lowers their satisfaction with their job. Therefore, it will be interesting study deeply which type of instructions is becoming a burden for the employees. With the help of multiple regression statistical analysis, we could say that the predictor variables could be used 23% to assume the overall job satisfactions of the employees.

Table 4.7: Overall Job Satisfaction and significant variables in the Myanmar hotel industry

Description	Unstandardized Coefficients B	Standardized Coefficients Beta	t	Sig
(Constant)	1.355		2.410	.018
Access to the info	.491	.431	3.525	.001
Extra responsibility	.286	.274	2.849	.005
Cash bonus	.238	.265	2.930	.004
Clear instructions	-.394	-.345	-2.777	.007
R			0.508	
R Square			0.258	

Adjusted R Square			0.228
F			8.521
Sig.			0.000

Predictors: (Constant), Access to information, Extra responsibility, Cash bonus, Clear instruction
 Dependent Variable: Overall job satisfaction

4.5 Qualitative analysis of overall job satisfaction

Participants were given four choices for their overall job satisfaction in their current organization; 1= very dissatisfied, 2= somewhat dissatisfied, 3= neutral, 4= somewhat satisfied, 5= very satisfied. There is the question at the end of questionnaire, why did they give such rating?

However, most of the participants chose somewhat satisfied for their job satisfaction. Every one of them has their own different reasons. Here, the result is satisfying as their answers in qualitative section are consistent with the result of quantitative analysis. Very satisfied is the second most chosen option. The participants who chose this also mentioned regarding management style and co-workers. They also considered the attractive salary and additional benefits aside from basic salary.

4.6 Discussion of results and managerial implications

The results of analyzing 103 respondents in hotel industry in Myanmar suggested useful managerial implications for future human resource managers. According to 65 samples of frontline employees, they do not really welcome uncertain challenges. They just want a simple routine by performing the daily tasks with clear instruction without minding their involvement in decision making stage. Although this attitude is fine with the current condition, this can be a threat for market competition in the coming years. In the intensive competitions, all the employees must be alert and be ready for the sudden changes especially frontline employees who are directly serving the customers. They should be

acknowledged that challenges are for better improvements and what advantages they can get for them by achieving challenges. There should be a reward system or appraising system for those who could handle the problems well. This will become one of the motivation tools for others to try harder like the one who is recognized and appreciated for solving the problems. According to the results, frontline employees more prefer encouragement and appreciation from superiors than monetary rewards. For the future recruitments, managers should be aware of this issue and choose wisely who are perfectly fit for challenging market competitions. The result of the study indicates that supporting employees are more concerned monetary rewards. Cash incentives can be used as one of the motivation tools for supporting employees. Corporate culture should create the team spirit among the employees to achieve the same goal of the organization. This will create the enjoyable working environment and give satisfaction to their current situation. Employees who are satisfied with their work have less probability to resign. This will help to retain the experienced employees and reduce turnover rate.

The samples in hotel industry in Myanmar have different opinions in work-life balance. People who are in need of money, basic needs for survival couldn't care whether their lifestyle is balanced or not. People who are in higher positions will pay more attention to have enough time for their private life. Employees who are in lower positions may not concern about their involvement in decision making steps unlike the people in higher levels. As the samples are randomly collected regardless of their positions, their perception on involvement in decision making is significant. Some employees do not concern promotions as long as they get the attractive salary while others have a pride of job status rather than money. Employees from different departments have different perceptions according to their tasks. Even in same department with different positions will not have the same standard of importance.

The satisfaction with the current job may also depend on how employees are being treated in that organization. The factor "Access to information" has showed that employees would like to feel that they are important and belongs to the organization by accessing the information. For some instant, extra responsibilities may also make them feel like they are better than others and their existence is essential for the organization. Therefore, it is a good approach to increase the satisfaction level of employees. A systematic cash bonus system is also the tool to get the satisfaction of employees and motivate them. However, the strict and detail instructions could decrease the overall job satisfaction of employees. This issue should be aware by the managers not to over pressure the employees with strict orders.

The job satisfaction level of the employees can be explained nearly 23 percent with the predictors like access to information, extra responsibilities, cash bonus and clear instructions. The demographic factors like age, gender, departments, first job, and length of service express the positive relation with the overall job satisfaction in current organization. By using the motivational factor ranking results, we can generally use the most important factors as the tool to motivate the employees in hotel industry in Myanmar. However, there needs to be a bit changes in tools if we aim to

increase the motivation level of specific department as the perspectives of frontline employees and supporting employees are not identically the same in motivational factors ranking.

5. Conclusion

After analysing the profile of the respondents, descriptive statistics was run to determine the motivating factors of the employees in hotel industry in Myanmar. Employees from eight departments were grouped into two; frontline employees and supporting employees based on their duties. The study from descriptive statistics suggests that the motivation factors for frontline employees and supporting employees are not the same because of the different nature of their job. For example, the most important factor for frontline employees is “Management style” while “Good relationship with co-workers” is for supporting employees. The least important factor for frontline employees is “Involvement in decision making” while “Extra responsibilities” is for supporting employees. The result of Pearson’s chi square test indicates that four factors are significant among twenty factors. The perception of frontline employees and supporting employees significantly different in that four factors; career advancement, work-life balance, salary and involvement in decision making. Correlation matrix suggests that all the demographic variables except

education level are positively relation with the overall job satisfaction of employees. Qualitative analysis reveals the inner emotional reasons of why they rate such rating in overall job satisfaction question. Most of the respondents are somewhat satisfied with their current organization. Employees love to work with friendly co-workers who would lighten the workload with team spirits and create the family like work environment. Ambitious employees are satisfied because of transparency in top management for career advancement. Lucrative salary and benefits also increase the employees’ overall job satisfaction. However, some respondents confessed that uncertainty in job security and no respect between colleagues demotivate them.

5.1 Limitations and Further Study

The data collection process is the hardest part of this paper. This is because of the situation of the country which has lack of transparency in organizations.

For the further study, collecting the position of participants would help to tell much more deeply in the discussion sessions. There might be other factors that influence the changes in employees’ motivation preference for example, economic condition. During the period of recession, job security might be the most important factor for any employee no matter in which department he or she is. As the current paper is emphasized only on four- or five- stars hotels, the future study should include smaller hotels. It would be interesting to find out how the perceptions of employees from smaller hotels different from larger hotels. For the qualitative questions, the results will be better if the researcher can do interview with respondents. Rich knowledge and working experience in hotel industry will be very helpful in drawing conclusion of the results.

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