The Relationship between the Employees’ Motivation, Job Satisfaction and Financial Development of Parsian Hotels Chain in Tehran

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The Relationship between the Employees’ Motivation, Job Satisfaction and Financial Development of Parsian Hotels Chain in Tehran

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Abstract
The present research aimed at investigating the relationship between the employees’ motivation, job satisfaction, and financial development of the Parsian hotels chain in Tehran, Iran. To do so 200 staff working in 5 different high scale hotels of Parsian group (five and four star hotels) were randomly selected and asked to fill out piloted versions of job satisfaction questionnaire (PMW, 2010 available at www.pmwassociates.com) as well as the motivation questionnaire (Petcharak, 2002). The results were gathered and put into non-parametric statistics via SPSS version 20 and then the six-month financial development of the hotels aforementioned also were taken into consideration. The correlation between and among the staff views concerning motivation and job satisfaction as well as the financial development of the hotels were calculated to see if there was any relationship between employees’ motivation, job satisfaction and financial development of the hotels in which they work. The findings revealed that there is a high correlation between motivation and job satisfaction of the hotel staff under investigation. Also, the relationship between motivation and financial development was supported in the study. The findings also revealed that there is a high correlation between job satisfaction and financial development. The reason might be sought through the present working situation in Iran. The findings of the study could be probably used by the authorities in the tourism and hotel industry in Iran to promote their educational and in-service training programs. The results also might be employed by the hotel managers as a torch to enlighten some dark sides of the financial development in the hotels.

Keywords: Motivation. Job satisfaction-HumanCapital- Competitive advantage- Strategic Human Resources Management
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1.1. Background

Hotel industry like any other industry requires a thorough understanding of its strengths and weaknesses in case it is going to develop well or stay in the ring in the competitive world of business. Two very significant factors affecting the overall performance of the employees in general and the financial outcome of hotels in particular would be considered as motivation and job satisfaction (O'Gorman, 2007).

The vital role of sustainable management in hospitality, with a focus on organization’s motivational factors and job satisfaction among employees is of paramount importance as such crucial factors allow a company to obtain competitive advantage and remain sustainable in the long-term, which results in greater profitability (Ross, 1995).

Sustainability of human resource by its nature has a fundamental moral aspect in the humanist tradition. There would be an argument, which people usually respond positively to good treatment and negatively to mediocre management. “The implementation of sustainable human resource policies is one, in which employees are seen as positive assets within a company structure and should be treated, rewarded and managed accordingly in order to increase their motivational instinct which in turn will definitely result in financial development and job satisfaction of a company” (Baum, 2006, p. 295).

Quality of service cannot be developed unless the staff working with organization is relatively satisfied with the job and its various aspects. According to Snell and Youndt (1995,
behavior control means that "responsibilities" are standardized and imposed top-down, with a superseding concern for procedures and methods for employees as being accountable, for their actions, regardless of results (Snell and Youndt, 1995, p.713). What usually referred to as "Moments of Truth" determines customers' perceptions of the quality of a service which has to be taken into considerations; these are the interactions between the customer and employees of the organizations. The function of human resource management, within an organization has often been observed as one of a supporting, encouragement role. It has always been a case, that firms can gain a sustainable competitive advantage through the appropriate management of human resources (Hope and Muhlemann, 1998, p. 371). Howitz and Neville provided a comprehensive literature review of work which relates organization design to service excellence. This included an analysis of design features of an excellent service organization and a number of practical guidance for managers as a road map, inserted into their policy framework (Horwitz and Neville, 1996, p. 480). If suitable employees are chosen, in the first place and are often trained correctly and gain suitable conditions in which to work, labor turnover is likely to be low, empowerment can increase job satisfaction and lead to improved customer service (Hope and Muhlemann, 1998, p.372). There have been a developed ways of identifying service orientation, under basically a personality test, which focuses on traits that have been shown; to be highly associated with employees who perform well in a service setting (Hogan et al., 1984, p.170). Ross looked at the relationship between personality traits and employee perceptions of service quality in the hospitality industry, and found that “employees with a high achievement and low autonomy are establishing higher standards, than those revealing, low achievement and high autonomy” (Ross, 1995, p.320).
The crucial role of motivation as a builder of human capital is opening a facet in a company to obtain competitive advantages that are sustainable in the long-term that would result to a greater profitability. For the long-term objectives, training and development of the individual, their motivational instinct deemed to be vital, its repercussion in a long-term commitment would be fruitful, in their role of delivery and customer care, which goes within empowerment, expressing the statement and conception of motivation especially with Maslow hierarchy of needs, esteem and belongings are considered as an indispensable elements within an organization. In a proper empowerment environment, with useful approach policy and strategy, the impression of subservience and inferiority in hospitality industry seems to be unlikely and far-fetched to speculate (Baum, 2006, p.295-301).

1.2. **Problem discussion**

Parsian hotels chain in Iran hold a vast section of hospitality and tourism industry nationwide, meanwhile as the statistics revealed by the affiliated organization reports, the chain hotels are not able to develop systematically and in many a case the financial development in these hotel chains is bound to the managers’ qualifications and when the manager is changed the whole system is influenced by the operation.

Lack of well organized, comprehensive, and to the point data and information concerning the employees in the Iranian hotel industry in general and Parsian hotels chain in particular represent a highly mismanaged system in this regard. The conservative official behavior of the public sector also has intensified the problems of recording and releasing information related to staff satisfaction and its relationship with financial development of the hotel industry in Iran today (Hanzaee & Mirvai, 2013). In line with the current problems of hotel industry, one can
refer to the shortage of tourists and travelling to Iran, especially in the recent few years (Zendehdel, 2013).

Iranian hotel industry, in addition to all the internal and external problems it deals with; such as lack of enough international tourists as well as symposiums, conferences and the like which increase visits to the country, suffers from lack of qualitative management, untrained or ill trained, and disinterested or discouraged staff in many a case (Sohrabi, Raeei Vanani, Tahmasebipurb & Fazli, 2012).

As we are evidently aware, motivation and job satisfaction still are regarded as the principle of potential problems arising in hospitality industry, due to that, we have witnessed that there is a tremendous turnover in Parsian groups of hotel in Tehran, Iran. In order to reduce turnover, absenteeism, improve performance and increase industry’s revenue, management should go on extending incentives to their employees, such as rewards when they achieved their goals and targets. Encouragement would be one of the important items expected by the management to give them confidence and hope with particular behaviour, depending upon their ability, skill and knowledge in completing a task. According to Locke (1978), there is a large load of research that proposes goal-striving is one of the typical factors in most motivational theories. In hospitality industry, the goal-setting policy, vision and mission of the organization should be up to the point, and not to be blurred and ambiguous for the employees, otherwise would tarnish the image of motivation and job satisfaction among the employees. In this regard employees should have more lenient attitudes towards their working environment and experience higher job satisfaction. Since every employee whether introvert or extrovert has the potential to perform their task, in their own applicable way and point of view, therefore; it becomes an intricate matter to evaluate the motivational instinct of each employees in work, in this context,
management of hospitality industry needs a comprehensive discernment and analysis of the employees needs and wants, their background, family problems and their aspirations. Creativity can also be linked to intrinsic motivation where the work itself is challenging (P.594-601).

The relationship between the organization and its members is influenced by what motivates them to work and the rewards and fulfillment they derive from it (Matthew et al, 2009). The nature of the work organization, styles of leadership and the design and content of jobs can have a significant effect on the satisfaction of staff and their levels of performance. The manager needs to know how best to elicit the co-operation of staff and direct their efforts to achieving the goals and objectives of the organization (Millan et al, 2011).

The present study therefore aims at investigating the relationship between the employees’ motivation, job satisfaction and their effect on the financial development of the hotels where they work.

1.3. Research Purpose

The research attempts to illuminate the role of staff’s motivation and job satisfaction in the financial development of the hotel industry in general and in the high scale hotels of Parsian chain groups in particular. The thesis hypothesis attracts attention to lack of motivation and job satisfaction as two probable sources of financial problems in the Iranian hospitality industry and makes an effort to throw light on certain causes and endorsing solutions to the problem by carrying the scondary and primary research. The endeavour was explicitly compelled, showing transparency and up-to- date enlightenment to the world of science concerning Iranian hospitality management. The research is also an experiment move towards improving and boosting the
condition of the Iranian hospitality industry by contributing some efficient advice and suggestion. The objectives of the present study hence could be summarized as follows:

- Examining the current relationship between human resource motivation practices and job satisfaction prevalent in Parsian hotels chain in Tehran.

The data which collected within this research provided an important criterion in terms of bringing up factors that motivate hotel employees, and how managers can apply such factors to the work conditions of their hotels and promote the employees working there to provide productivity and effectiveness. The study therefore can take significance from the perspective that its outcomes could be helpful for the hotel managers willing to promote the present financial status of their hotels through motivating their staff to present better services. The results of the study might be also used by the assessment experts in the hotel industry to find out if the staffs are well satisfied with their jobs and how this affects the hotels’ overall outcome. Finding out the relationship between employees’ motivation and job satisfaction also could be helpful for those doing research in the area of job psychology, dynamic management, and quality control. The findings could present them with enriching the encouraging measures for the staff in case the enterprises would like to improve more appropriately as job satisfaction and high motivation are considered significant factors which affect the employees’ performance and in their own turn leave their impacts on the financial development and outcome of the company or the enterprise.

1.4. Statement of the Research Questions

Considering the problem stated and the purpose of the study the following research questions were developed:

1. Is there any relationship between the staff’s motivation and job satisfaction in the Parsian hotels chain in Tehran?
2. Is there any relationship between employees’ motivation and financial development of Parsian hotels chain in Tehran?

3. Is there any relationship between employees’ job satisfaction and financial development of Parsian hotels chain in Tehran?

1.5. Outline of the thesis

The present thesis is comprised of six chapters entitled as background and purpose, review of the related literature, methodology, data presentation, data analysis, and finally, findings and conclusions. The first chapter, namely background and purpose deals with presenting a brief background of the research main issues, stating the research problem, introducing research purpose and significance of the study. Research questions and research hypotheses are also presented in the very first chapter. Definition of key terms as well as the limitations and delimitations of the study are also presented in the first chapter.

The second chapter deals with presenting the most significant points related to the concepts of motivation, job satisfaction and financial development of hotel industry which are the main features behind the research questions of the study.

Chapter three focuses on the research methodology for the thesis; concepts such as research purpose, research approach, sample selection and participants, data collection instruments, data analysis instruments, quality standards, procedure, and design of the thesis are discussed in this chapter.

While chapter four represents the empirical data, chapter five focuses on the data analysis procedure and finally, chapter six presents the findings and conclusions drawn in the study and discusses implications of the research and suggestions for further research.
Chapter II

Review of the Related Literature

2.1. Introduction

The present chapter tries to present a review of the current literature related to the concepts which are the main focus of the study. Firstly, there would be an elaboration toward the nature of motivation and its relation with employees’ usefulness in hotel industry. Then this section explains issues on various related theories about motivation, upon which job satisfaction proposed by motivation theoreticians will be under scrutiny, and also its effect on financial development in hospitality industry to create revenue and how multiple techniques are being adopted to compel motivation in employees are considered.

2.2. Motivation

Motivation in its own core is regarded as typical and crucial variable of achieving a task in a successful way (Lawler, 1973 cited in Petcharak, 2002. P.6). According to Jaruphongsa (1998 cited in Petcharak 2002, p.6). A successful accomplishment is bound to and affected by motivation as it deals with a job done and performed gracefully and comprehensively. It may refer to something which at the end shows the aspect of motivation and ability. Ability consists of education, training, disposable equipment, a job without further complications whatsoever, experience, and ingrained mental and physical status of a person. Rutherford (1990, cited in Petcharak, 2002) discusses that motivation has a multiplier effect on the performance of an organization, as motivated employees are having an inner instinct and excitement to perform a good job. These individuals become more concerned about their environment and quality of the job done. In such a case; the productivity of a job will reach its climax. So it is of paramount
importance to emphasize the effect of motivation on the organizational productivity in a working situation. (p.6)

2.3. Definition of Motivation

The word “motivation” basically comes from the Latin word “mover” which means ‘to move’. Different researchers have unanimously come to an agreement that motivation is described in various forms. Some of them believe that it is an achievement which leads to a behavior. Motivation is a psychological trend, which formulates a person’s characteristics and direction toward accomplishment a goal. We can define motivation as “Internal and external factors that stimulate desire and energy in people to be continually interested in, and goal”. (Mohammad et al., 2011, p.167) as Singh and Tiwari (2011, p. 31) Present, “motivation is defined as an important aspect on one’s desire and feeling which does force and compel somebody to do something. It is a pleasure and enthusiasm, which gives an unexpected touch to an activity and exciting situation, to stand steadfastly to reach one’s aspirations”. If managers know precisely what designed job and rewards should be made to encourage the people working for them, then motivation can be taken as a stimulator which would arouse employees’ needs (Ramlall, 2004).

An organization can be influenced by the motivational factor, which can play the role of an energizer, affecting the performance and productivity of its human resources; meanwhile it is of prime significance to find out how an organization can effectively improve the motivational aspect of its employees (Ramlall, 2004). “Employees usually motivate themselves to reach their fantasized goals, in this respect, they compel the full energy and individuals mostly use their potentiality to redirect the organizational goals and move towards development” (Dominic Abonam, 2011, p. 31& 32).
The hospitality industry is categorized as one of the crucial components of travel and tourism industry. The joint interest of travel and tourism industry with hospitality is that both of them are apt to accommodate and procure services and products to their travelers. In this regard, this industry is considered as one of the expanded industries in the world. “Travel and tourism works as a pack of comprehensive package which includes the lodging as well as food and beverage operations. But as it is obvious, the lodging industry is exclusively important, since it provide shelters to the guests” (Steadmon & Kasavana, 1988, p. 3).

Human resources are being considered as a vital asset for the hotel and hospitality industry, therefore it does have a direct influence on the economic aspect and natural existence of an enterprise. Since the presence of a product is totally based on general implications of a service and its quality depends upon the distributor, showing the mirror of the quality and yielding capacity of the industry would solely be enriched through motivation of its employees. (Lundberg, Gudmundson & Anderson, 2009, P.891)

To sum up the definition of motivation we can refer to the definition presented by Dessler (1980) which is the result of a comprehensive research carried out concerning the definition of motivation. As he stated:

“Motivation is both one of the simplest and most complex of management jobs. It is simple because people are basically motivated or driven to behave in a way that they feel leads to rewards. So motivating someone would be easy. Just find out what he or she wants and hold it out as a possible reward”. (p.55)

Meanwhile, from a supervisor's perspective, who secure and direct its goals, would be very important to know "what I will do to motivate my employees” (Daschler&Ninemeier, 1989,
Generally speaking it can be concluded that motivation is an inner compelling force inside an individual which provokes a reason for the employee to act.

2.4. The Importance of Motivation to Managers

Managers are expected to take into consideration the main role of motivating their staff. This way the organization tries to establish its structural framework in a way that is capable of supporting the staff motivation. A useful and appropriate motivation policy is required for the organization, in case it is willing to enjoy more interested and efficient staff (Lindner, 1998). As Ramlall (2004) presents, constant analyzing of the inner needs and wishes of the employees in an organization is a must and a dynamic system should be designed for it. Different tools must be adopted in implementing the motivational instinct inside the employees. Different people have different ways of getting motivated, some of them could be influenced by economic tools and some through psychological ones, this rests upon the management flair perception to see which of the afore-mentioned tools are more applicable and useful based upon the characteristics of the personnel, the social and educational status and also the influence of the environment. Through verifying the items mentioned, management may pick up the right flexible tools and use them as motivational factors (Cetin, 2013, p.78).

Hospitality industry, like any other responsible industry tries to motivate its employees. As Lindner (1998, p. 3) argues, “Motivated employees are extensively more apt to changing workplaces. Motivated employees are adding-value to the longevity of an organization”. Those who are motivated are becoming more efficient and vibrant in their yielding capacity. Smith (1994, as cited in Lindner, 1998); hospitality industry requires motivation of employees for its own survival. In this respect, managers shall pay attention to the kind of initiatives and
motivation they must adopt and inject, within the job framework, aiming at satisfying the employees in order to make them motivated (Lindner, 1998).

Motivation concept in hospitality and tourism industry has taken its lead and has become one of the important issues to consider. “When creation of motivation is not ingrained properly within a company's structure of policy, factors such as 'reluctance, lack of productivity and turnover may appear at large” (Lundberg, et al., 2009, p.891). Mullins (1992) expresses motivation as a continuance of an effect. He stresses that the compelling force that usher motivation, is to gratify certain needs, desires and expectations. Conroy (1994) has defined motivation as, “a person’s active participation in and commitment to achieving the prescribed results.” (p. 52)

Cai (1993, p. 8) explains that “motivation is an important concept in modern psychology. It is not possible to understand, explain, or predict human behavior without some knowledge of motivation”. Today's modern management has internalized the typical idea that being indifferent to employees motivation seems to be vague and inconsiderate, especially when it comes to service industry. Modern management systems believe that “motivation is gaining its momentum and tries to stay on the top of every performance in an organization”(Cai, 1993, p.60). Wiley (1997), reviewing 40 years of research on motivation, presents that “for motivational problems, the best source of information is the employee. Employees must be asked on a regular basis what sparks and sustains their desire to work. Their responses may lead the employer to redesign jobs, increase pay, change the working environment, or give more credit for work done”.p.266

Wessler (1984, p. 29), however argues that “managers avoid the assumption that what motivates them, motivates their employees as well”. Kovach (1987, as cited in Wessler, 1984, p.
266) argues that “if a company knows what drives employees to work, it is in a better position to stimulate them to perform well”.

2.5. Motivational Factors to Employees

There are a lot of motivational factors which are important to the employees.

As Wessler (1984) asserts the most important motivational factors for employees could be ranked as follows: appreciation, interesting work, and good wages, while the least important motivational factors for employees are discipline and personal problems. Griffin (1990, p. 437), however, argues that “in most instances, employee performance is determined by three things: (1) ability; (2) the work environment; and (3) motivation. In case the staff is pushed back by the lack of ability, effective and to the point training is what the organization should follow. In case of an environmental problem, it might be necessary to implement changes and modifications in the working environment. This might be conducive to higher performance of the staff. Meanwhile, when the problem backs to motivation, its solution seems to be much more complex and challenging.

As Wiley (1997) mentions, companies would presumably gain a competitive advantage through employing motivational factors in their human resource enrichment and in case they have “motivated and productive employees” (p.276). Consequently the employees would be benefited from the rewards offered by the organization. The result of meta-analysis done by Wiley (1997) reveals the top five factors that motivate employees in their jobs are as follows:

(1) Good wages; (2) full appreciation for work done; (3) job security; (4) promotion and growth in the organization; and (5) interesting work. (p.277)
The factors mentioned above could be considered the prime concepts reflecting the current state of affairs in terms of employee needs (Gupta & Tayal, 2013). Reward systems and job redesign strategies may be employed to reinforce and to motivate employees to exhibit productive behaviors.

The present study has taken into consideration the motivational factors such as being informed on a job description, being praised for good job, salary managers’ listening to workers’ comments on job issues, receiving in-service education and managers’ having information on one’s duties. Based on the nature of these variables these factors may be labeled as Job Related Motivation factors as the first category of motivational factors in the present study.

Other motivational variables taken into consideration are having motivation to go to work, having motivation to help achieving goals, having a clear job description, meeting managers to improve job condition, evaluation of the management method, and having treatment privileges. These factors shape the second category of motivational factors which may be labeled as Practical Manifest of Motivation.

Individuals’ needs must be fulfilled and satisfied through obtaining their intrinsic and extrinsic rewards. Needs result in extreme demanding, that would affect and influence people’s attitude and behavior. “Managers must put emphasis upon satisfying their employees’ needs, first in order to provide a positive atmosphere” (Schermerhorn, 2002, p.364) and secondly they should lead their employees toward the goals of their organization and show them how to benefit from their behaviors to flourish company’s targets (Yurtseven & Halici, 2012, p.72).

2.6. Theories of Motivation
There are numbers of motivation theories and strategies that are well known and applicable, and have popular support among users. Maslow's Hierarchy of Needs Theory (Maslow, 1943), ERG Theory of Motivation (Alderfer, 1969), Equity Theory (Adams, 1963), and Herzberg's Theory (Herzberg, et al., 1967) are discussed here and now.

2.6.1 Maslow's Hierarchy of Needs Theory

Maslow's model postulates that behavior is determined in response to a hierarchy of needs. On the basis of this hierarchy, people will only be motivated by a particular level provided that needs with respect to all levels below have been met. Maslow (1943 cited in Mahesh, 1994, p.36) puts it this way: “life tends to be defined in terms of eating. Anything else will be defined as unimportant. Freedom, love, community feeling, respect, philosophy may all be waved aside as fripperies that are useless”. Maslow's emphasize upon the physiological and safety dimensions. “Rewards in this context are primarily extrinsic, tangible and immediate and can readily be equated with an economic return for labor provided” (Maslow, 1943 cited in Mahesh, 1994, p.37).

In an environment where absolute poverty and destitution in not a widespread problem, employees' expectations bypass lower primarily extrinsically motivated needs in the Maslow hierarchy and look to the satisfaction of personal requirements in terms of intrinsic, which is belongingness, esteem and self-actualization. Mahesh reports a number of empirical studies which amply demonstrate the intrinsic motivation has greater force and leads to more permanent modifications in behavior than is the case with primarily extrinsic motivators located at the base of Maslow's Hierarchy (Mahesh, 1994, p.36). Figure 2.1 represents the hierarchy of needs in Maslow’s model.
2.6.2 ERG Theory

Erg Theory, proposed by Clayton Alderfer (1969), actually reduced Maslow’s five needs into three; such as Existence needs, Relatedness needs and Growth needs. Alderfer’s Erg Theory differ greatly from Maslow’s Theory in specifying that lower-level needs must be gratified before higher level needs are put into motion. He believes that any of these said elements may have an impact on the behavior of the individual at a specific time. And also does not comprise at all that satisfied needs are going to lose their motivational instinct. Generally speaking “there would be a speculation that lower needs can be satisfied sometimes before higher needs are put into motion” (Schermerhorn, 2002, p.366). “One can seek growth experiences when relatedness needs and maybe even existence needs have not been adequately met (Alderfer, 1969, p.145).

Expectancy Theory proposes that people will be motivated to achieve a desired goal as long as they expect that their actions will achieve the goal. Actually as Vroom (1994, p. 15) states “this
theory expresses a probability relationship among three variables labeled *expectancy*, *instrumentality* and *valence.* It does recognize the importance of individual needs and motivation and is therefore less simplistic than those of Maslow or Herzberg.

Argyris and Schon (1992) view modern organizations as being characterized by management that employ a theory of action emphasizing top-down, hierarchically structured control mechanism. This emphasized management domination and worker subordination.

Recruitment, retention and motivation of employees are among the most important challenges in food industry that typically bears a high turnover rate. Therefore, an understanding of employee satisfaction and the impetus for turnover is vital for the continued growth of the industry (Abdulaziz et al., 2007, p.755). The turnover rates for the industry range from 95% to 28% annually, the absenteeism rate of 5.1 days per year in the food industry is also higher than the average of 3.1 days. In a highly competitive industry such as fast food, absenteeism and turnover may adversely affect the profitability of a restaurant (Koys, 2001, p.112). Figure 2.2 represents Alderfer’s ERG theory of human needs (1969).
2.6.3 Equity Theory

Adams (1963) proposed the concept of “inequity” as a suitable token for management reward systems. Managers are crossing their fingers upon the outcome of the said theory which is used as a device by managers to implement and stimulate their employees’ motivation. Adam’s theory gives a special consideration to wage inequities within a social context which emphasizes inequity. The theory includes a chain of variables such as pay (based upon expertise and their skills) which asserts that an employee’s salary depends upon the quality of his performance. An increase in the salary will be expected in case a good job has been done and vice versa.”The said factor has a positive collision to the motivation scheme in an organization. In this regard, employees’ salaries have a direct influence on the yielding outcome of a company” (Taboli, 2012, p.559).

Huseman, Hatfield and Miles (1987) argue that equity theory obviously suggests that “low rewards (pay) creates dissatisfaction, but it may introduce another way of promoting the guts and motivation inside the employees and might drastically reduce the difference between input and output of an employee within an organization and its performance” (p.225). As Al-Zawahreh and Al-Madi (2012) argue within the body of equity theory people can refer to the inequity intellectually, with full awareness of changing their perceptions, views and aspirations according to the output received from the organizations. “Managers in this respect, must treat their employees fairly and equally, assessing the overall situation of under reward and over reward exercised by employees may have unavoidable consequences” (Al-Zawahreh and Al-Madi, 2012, p.22).
The Equity Theory of motivation further assumes that an employee is excessively motivated by keeping a fair and steady balance of inputs such as: effort, dedication, loyalty, commitment, versatility, patience, flexibility to accept new situation. And output like pay, salary, fringe benefits, gaining social status, promotion (climbing the ladder of success), achievement and praise for the job done successfully and appreciation. “The theory goes with the fact that how much an employee is gratified by the output of its workmanship, relentless effort to complete a task in a positive way, and cherish the outcome by evaluating his or greater investment-reward ratio with comparison with his colleagues” (Mc.Shane et al.2000, cited in Hossain& Hossain, 2012, p. 22).

2.6.4. Herzberg's Theory

Herzberg's Theory of motivation presented by Herzberg, Mausner, and Snyderman (1967) argues that there exist two different needs appropriated to human beings. One which particularly exists inside human being considered as an animal instinct. “In this respect, a constructive drive is made to deter one’s pain from the environment together with upbringing aspect coming from the influence of the basic physiological needs” (Herzberg, et al, 1967, p.26).“Hunger, for instance is considered a prime instinct of biological drive which causes one to be obliged to earn money in order to buy something to muster its hunger, therefore, money becomes an important drive” (Herzberg,1987, p.110).

Other supplementary characteristics of a human being are the potentiality to achieve and through achievement we may reach into psychological improvement. Herzberg (1987) also postulates the growth or stimulator factors being named as intrinsic elements such as effort, recognition (acknowledging the value or skill of their work to reach the optimum level of satisfaction), responsibility, growth, and progress. The dissatisfaction or hygiene factors which
are extrinsic are supervision, salary, relationship between personnel, working environment, status, which are also working as an encouragement to activate the flourishing needs that give rise to growth and improvement. On the contrary, the factors that works as a pain deterrent exists in the job environment (Herzberg, 1987, p.109).

Herzberg(1987) also believes that job enrichment stands on its early phase of development, and job enlargement must be kept away, because it manifest wrong impression and was made due to the past mistakes and misunderstanding of the implemented facts but job enrichment plays as a facilitator to open a room for employees’ psychological growth and nourishments(Herzberg, 1987, P.117).

2.7. **Job satisfaction**

Job satisfaction has been defined by various scholars: Hoppock (1935, cited in Tek Yew (n.d.) defines Job satisfaction as ‘a combination of psychological, physical and environmental circumstances that causes a person to say, ‘I am satisfied with my job’’ (p. 30). Locke (1969) cited in Tek Yew (n.d.) proposes the most frequently cited definition of job satisfaction as follows:

“job satisfaction is a positive emotional feeling, a result of one’s evaluation towards his job or his experience by comparing between what he expects from his job and what he actually gets from it” (p.31).

Job satisfaction could also be considered as the outcome of “the interaction of the employees’ values and his perception towards his job and environment “(Locke, 1976 cited in Tek Yew, n.d., p.32).
Bateman and Organ (1983) argue that job satisfaction as an intrinsic value can help the staff work for the company and themselves. This would create an atmosphere of success for the company and the individuals. It also can improve organizational commitment within the company. Nasurdin and Ramayah (2003) consider task and organizational rewards as the factors presenting positive effect in job satisfaction. Task rewards hence are considered intrinsic and are directly associated with interesting and challenging work as well as opportunities to use one’s skills. Organizational rewards, on the other hand are the ones which are tangible and visible to others such as pay, promotion, and comfortable working conditions.

Job satisfaction is “a manifestation of sensational feeling following actions and thoughts related to work and motivation can be seen as a stimulator that moves behavior related to job satisfaction” (Schermerhorn, 2002, p. 364). Since satisfaction is a trait, behavior or better say characteristics of a person (Teck-Hong & Waheed, 2011) therefore, there would be a highly possibility for a person to be satisfied with his job but not motivated, so there is no congruence or harmonious effect between motivation and satisfaction. Although there is a relationship between motivation and satisfaction as mentioned in most of the literature (Bianchi, 2012; Danish & Usman, 2010; Egan, et al., 2004; Lindner, 1998; Ostroff, 1992; Zendehdel, 2013) and in this regard, salary plays an important role in motivating sales people, the severe relationship between salary and job satisfaction may be affected by a mediator serving to make it vivid and explain how and why such relationships occur (Teck-Hong & Waheed, 2011).

2.7.1. Theories of job satisfaction

Herzberg’s two factor theory does put emphasis upon the aspect of motivation on the employees. It has described needs in terms of satisfaction and dissatisfaction. Herzberg, et al (1967) have verified motivations within the job specifications and believe that motivating
employees goes with two steps: First to cater hygienic aspect of the job and later motivators. Characteristics of things may range from dissatisfaction to no dissatisfaction. Embedded motivators such as achievement, recognition, progress, responsibility and growth are of highest importance. Motivators are regarded as igniters or stimulators and which are recognized as a prime conductor for an essential progress and compel the employee from beyond satisfaction to the subliminal place of performance.

Dissatisfaction used by Herzberg shows when the pay, status of one’s social position in the society, job security, and working conditions are not available (Worlu & Chidozie, 2012). Lack of these overall factors may lead to dissatisfaction. The above-mentioned factors cannot create motivation, but they may act as a barrier to make it happen. Herzberg dual-factor is contributed to assist managers to have a deep insight about what make employees motivated. “Employees are required to approve the validity of intrinsic motivation (non-monetary factors) that keeps them in their job” (Worlu & Chidozie, 2012, P.4).

2.7.2. Aspects of job satisfaction

There is some doubt whether job satisfaction consists of a single dimension or a number of separate dimensions. Some workers may be satisfied with certain aspects of their work and dissatisfied with other aspects. Job satisfaction is itself a complex concept and difficult to measure objectively. According to Bloisi et al, (2007) the level of job satisfaction is affected by a wide range of variables relating to individual, social, cultural, organisational and environmental factors:

- **Individual factors** include personality, education and qualifications, intelligence and abilities, age, marital status, orientation to work.
- **Social factors** include relationships with co-workers, group working and norms, opportunities for interaction, informal organisation.

- **Cultural factors** include underlying attitudes, beliefs and values.

- **Organisational factors** include nature and size, formal structure, HR (Human Resource) policies and procedures, employee relations, nature of the work, technology and work organisation, supervision and styles of leadership, management systems, and working conditions.

- **Environmental factors** include economic, social, technical and governmental influences. (ibid, p. 211)

These different factors all affect the job satisfaction of certain individuals in a given set of circumstances but not necessarily in others. For example in times of economic depression and fears of high unemployment, job security is likely to be the prominent concern for many members of staff (Cai, 1993).

### 2.7.3. Motivation and job satisfaction

“Important aspect on one’s desire and feeling which does force and compel somebody to do something is known as motivation” (Ramlall, 2004, p.52). It is a pleasure and enthusiasm, which gives an unexpected touch to an activity and exciting situation, to stand steadfastly to reach one’s aspirations. “If managers know precisely what jobs should be designed and what rewards should be presented to encourage the people working for them, then motivation can be taken as a stimulator which would arouse employees needs” (Singh & Tiwari, 2011, p.31).
Motivational factors can give empowerment into a person’s performance; motives are being learned through experiences. Another facet of motivation is concentration on expectancies and how we may correlate the desired rewards to the performances (Bloisi, et al. 2007, p.196).

Since human resources are considered as a live asset in an organization, organizations are willing to empower their employees by significantly increasing their performance capability in order to achieve worthwhile purposes for the improvement of their complexes, however, “due to their surprises, most of the employees are reluctant to accept responsibilities as they probably feel too constraint and time-bound” (Indradevi, 2012, p. 36).

Remi, et al. (2011, p.227) believe that “motivation and job satisfaction are interconnected” and there is a high correlation between the two. Tsai, et al., (2010, p.4118) believe that “job satisfaction can consequently increase job performance through empowerment, commitment, internal marketing, and leadership”. Motives are usually being learned through experiences and people usually have different needs and desires. “The fact is that needs compel people’s will into enrichment of their inner satisfaction and gain experiences. Needs also cause to gain achievement (Bloisiet al., 2007, p.196). The essential causes of job satisfaction, is how potential a job could be to extend its variables in such a valuable return or benefits to every employees (AbuRumman, 2011, p.78). Remi et al (2011,p. 227) pointed out that “people are not aware about the implications of what they really want from being motivated”.

Dickson (1973, as cited in Remi et al., 2011, p.228) expresses that “employees are not very much motivated by the money itself to pursue their desires and goals”.

Factors which usually influence motivational aspects of an individual are intrinsic or extrinsic rewards. Intrinsic rewards are related directly into the inner excitement of an individual
to attain a sense of gratification and satisfaction. Extrinsic rewards, on the other hand, are multi-
recipient packages which one will receive upon their achievements and performing their tasks.
Extrinsic rewards usually goes to paychecks, praise and bonuses (Remi, et al., 2011, p.228).

According to our best knowledge and research we have also found Igalens and Roussel (1999) model of work motivation and job satisfaction, which places motivation, job satisfaction, and compensation package in the theoretical framework as follows:

Figure 2.3. Outline of the research model indicating the interrelations between compensation, satisfaction and motivation extracted from Igalens & Roussel (1999, p.1009).

As we may observe, in the left box, the first five variables such as fixed, flexible pay level, benefits, administration of compensation and skill are influencing pay satisfaction and in turn does affect job satisfaction. The remaining five items concerning performance, gender, age, sensitivity and training also affect motivational process which will impress work motivation accordingly (p.1009).

Satisfaction in general is impressed by human being’s cultural and social lifestyle. These attributions are putting an added value to the number of satisfaction factors and also make a
balance between a characteristic of a job and employees expectations. “Job satisfaction could be considered the outcome of meeting accomplishments” (Tutuncu, et al., 2006, p.2).

On the other hand, Singh and Tiwari (2011, p. 33) believe that “even though there is an economic relationship between motivation and job satisfaction, it cannot be justified concrete enough to have a lasting effect”.

2.8. Financial Development

According to World Economic Forum (www.weforum.org), financial development is usually defined as a process that marks improvement in quantity, quality, and efficiency of financial intermediary services. This process involves the interaction of many activities and institutions and possibly is associated with economic growth.

When financial development is discussed within the scope of a specific industry, the growth of the industry, its sustainability, and progress are among the factors which should be emphasized. Every Organizations and businesses are yearning to be prosperous, lucrative and are stepping forward in gaining fruitful situation. Due to the world competitive market, organizations apart from their size, scientific knowledge and their target market are facing off a great determination in holding their employees. In order to deal with the problem of employees retention and prevent from getting too large, a concrete reciprocal binding relationship needs to be established between employees and organizations. Human resource and employees in any organization are considered a focal point . In this regard, we need to convince and make them believe to accomplish their task with utmost satisfaction (Manzoor, 2012, p.2).

For obtaining prosperity and financial development organizations are adopting different approaches to make an all-out effort to rival with the competitors, which in turn leave them to
gain advantage or achieve success. Any organization hardly presume, that human resource and employees are the blessing core and asset of an organization which could usher them to the success and generate income; otherwise, may drag them to the brink of collapse. An organization can not reach the climax of success, prosperity and fruitfulness unless the employees are satisfied with their jobs, realization of their goals are met and feel motivated enough to accomplish their task fully and effectively (Manzoor, 2012, p.2).

A group of people who devise and develop an independent business entity for some particular aims is generally realized as an organization and obtaining optimum result within designated resources is referred to as development. (p.3)

In the domain of hotel industry financial development is the concept that how a hotel or the hotel industry is producing the result that the organization were intended to create (Muhammad et al., 2011, cited in Manzoor, 2012, p.3). It exercises a pivotal role in expediting organizational development (Bulent et al., 2009, cited in Manzoor, 2012, p.3). It is the absolute comfort of all components in charge of collecting and transforming inputs into outputs in a sophisticated approach (Matthew et al., 2005, cited in Manzoor, 2012, p. 3).

Organizational success and its financial development is described as the process in which an organization, by exploiting some resources, is achieving its goals without exhausting its resources or exerting improper burden on its members and/or society. (Mary et al., 1996, cited in Manzoor, 2012, p.3). This is considered the highest benefit result from the early component (Matthew et al., 2005, cited in Manzoor 2012, p. 3 & 4).
2.9. Motivation, Job Satisfaction, and Financial Development

Job satisfaction is a manifestation of sensational feeling following actions and thoughts related to work (Kingira & Mesci, 2010) p.60. Motivation can be seen as a stimulator that moves behavior. Since satisfaction is a trait, behavior or better say characteristics of a person (Teck-Hong & Waheed, 2011).

On the other hand, theories of job satisfaction present that job satisfaction is one of the main concepts in the domain of motivation (Herzberg et al., 1967). Herzberg’s two factor theory does put emphasis upon the aspect of motivation on the employees. It has described needs in terms of satisfaction and dissatisfaction. Herzberg, et al., (1967) have verified motivations within the job specifications and believe that motivating employees leads to their job satisfaction and necessarily affects the outcome of the organization.

Bianchi (2012) presents that financial development favors a better matching between individual motivation and occupation, therefore competition is decreased and utility and cooperation are increased. Liu and Tang (2011) also present that motivation, job satisfaction, and financial developments can help the enhancement of one another linearly.

“Money does not motivate people either. It depends to different group of people from different background of society which would classify their desire differently for money” (Teck-Hong & Waheed, 2011, p.78). “It is quite vital to know that employees’ characteristics and
behaviors are the main causes of organizational viability which consequently result in the increasing profitability of a firm” (Bakhare Sinha, 2011,p.179).

(Cano & Castillo, 2004) believed that job satisfaction is not a leading factor for an individual to occupy assignments in its own definition but can give rise to the prosperity and development of an organization. Since people’s evaluation and assessment of the job content varies proportionately from one to another, therefore, it would be difficult to measure the real satisfaction of each individual concerning the job ((Millan, et al., 2011, p.4). Money is seen as a hygiene factor and according to Herzberg’s(1987) two factor theory, money in one way or another, is considered as a complementary elements to accomplish individual’s needs and desires, but does not necessarily plays an added-value device to hinder someone’s from daily boring and reutilized job. So in overall it cannot lead to job satisfaction (Lee & Lee, 2012, p.6).

There would also be a reciprocal relationship between financial performance and customer satisfaction, and also an indirect correlation with employee satisfaction which is influenced by customer satisfaction. A relation between satisfaction and financial performance is depended solely on customer satisfaction, which in turns creates job satisfaction among employees. “Financial development of an organization shows that employees who are satisfied are becoming more efficient and useful than those who are less satisfied” (Naseem, et al. 2011, p.42).

Cappelli et al., (1997) present that effective work changes are bound to motivation, job satisfaction, and organizational commitment. Egan et al., (2004) also discuss the interrelationship between organizational overall development and job satisfaction which is energized by motivational factors. Hazra, et al. (2013) also believe that motivation execute a
crucial role in accomplishing a task, managers should realize the implication of motivation and know exactly what motivate their employees, employees in turn should also have a potential distinction of how to perform their duties, receive proper feedback for the work done and believe, they have a kind of work which still call for multi-functional skills. This may result in cherishment and their intrinsic motivation starts flourishing. A motivated employee is about to produce and generate more profit and income to the organization(p.6). According to Bianchi (2012), “financial development favors a better matching between individual motivation and occupation, thereby increasing entrepreneurial utility despite increasing competition.” (p. 1). He also stresses that “there is a positive relationship between job satisfaction and financial development in an organization”. In order to present the relationship between job satisfaction and financial development, Bianchi (2012) considers a mathematical equation (figure 2.4. below) and proves that such a relationship exists,( p.284).

\[ U_{i,c,t} = \alpha + \beta X_{i,c,t} + \gamma I_{c,t} + \delta FD_{c,t} + SE_{i,c,t} + \varepsilon_{i,c,t}, \]

Figure 2.4. job satisfaction and financial development, Bianchi (2012, p.284)

The equation is described as follows in Bianchi’s terms:

Like Bianchi (2012), Liu and Tang (2011) present that motivation, job satisfaction, and financial developments enjoy a linear correlation. The results of empirical studies also reveal that
reward and recognition leave positive impacts on job satisfaction and motivation which indirectly affects the total efficiency of an organization and its income (Danish & Usman, 2010).

According to Hoshi et al., (1991) cited in Sekyewa (2009) having motivated employees is a privilege for any organization (p.128). Cragg & King (1998) as cited in Sekyewa (2009) argue that a motivated workforce is acting to pursue its duty or task, with great eagerness and synergy, which ultimately result in enhancing employee’s performance and consequently business financial growth and development. If an employee is admired and satisfied at work, this would be an impression of a good treatment. Job satisfaction would result in employee retention and would increase output and business productivity (Kaplan, 1996).

2.10. Theoretical Model and Frame of Reference

Since the related literature does not present any specific model (top the knowledge of the researchers) carrying the relationship between the three concepts are being developed and focused in the present study. The researchers have focused on two theoretical models which have cared for these concepts in a binary focus: The first model which directly focuses on the relationship between job satisfaction and motivation belongs to Salanova and Kirmanen (2010) who present the positive relationship between work motivation and job satisfaction. Igalens and Roussel’s theoretical framework (1999) which is based on expectancy and discrepancy theories is to examine how the elements of total compensation might influence work motivation and job satisfaction also was taken into consideration as the result of their research had found a high correlation between work motivation and job satisfaction. Bianchi’s mathematical model of financial development (2012 and its relationship with job satisfaction was also considered in designing the framework of the present study which goes as follows:
Theoretical framework developed based on Igalens & Roussel’s model of work motivation and job satisfaction (1999) and Bianchi’s financial development, entrepreneurship and job satisfaction (2012).

This model is the outcome of the two previously worked out models which are able to measure the relationship between the variables of the study.

Salanova and Kirmanen (2010) present the positive relationship between work motivation and job satisfaction. Igalens and Roussel (1999) applied the theoretical framework based on expectancy and discrepancy theories to examine how the elements of total compensation might influence work motivation and job satisfaction and they found that there is high correlation between work motivation and job satisfaction. Bianchi (2012), on the other hand presents his model of financial development and its relationship with job satisfaction.

Unfortunately the literature pertained to motivation, job satisfaction, and financial development does not carry any specific theoretical framework addressing the three concepts. Accordingly, the theoretical perspectives given in the available literature were employed to design a theoretical framework which mainly focuses on the probable relationship between staff motivation, job satisfaction, and the financial development of the company (in the present context, the hotel industry).
2.11. Statement of the research hypothesis and testing

Hypothesis testing actually is considered as a trend or process to analyze the hypothesis developed in the study and to see whether it is acceptable or not. Hypothesis testing is done to test each hypothesis by adopting relevant statistical measures. It deems necessary for the researcher to discover whether the hypotheses are proven to be true or not (Walliman, 2006).

Based on the research questions cited in chapter one the following null hypotheses were formulated:

\( H_01 \): There is no relationship between employees’ motivation and job satisfaction in the Parsian hotels chain in Tehran.

**Hypothesis 1**: As suggested by Salanova & Kirmanen (2010), motivation and job satisfaction are firmly connected; in this regard, we may conclude that a high relationship between these two is being obvious. On the other hand; as mentioned by Igalens & Roussel (1999) who have developed and elaborated a theoretical framework based on expectancy and discrepancy and have continually emphasized these factors once can say that overall compensation might counteracts its effect on motivation and job satisfaction. In figure (1.1.) at the left side inside the box, we may look at the first top variables such as fixed and flexible pay, benefits level, administration of compensation, and skill which have a positive effect on job satisfaction and the rest variables such as performance, gender, age, seniority and training, are referred to work motivation (effort) which serves as a key mechanism and plays as a significant role to job performance (p.1009). Considering the above-mentioned issues we may implement the fact that relationship between motivation and job satisfaction are positively supported.
**H02:** There is no relationship between employees’ motivation and financial development of the Parsian hotels chain in Tehran.

**Hypothesis 2:** The employees’ behavior contributes to a firm to be successful and when employees are well-motivated, they feel responsible and devoted to the organization, particularly when the job they do provides a ground for them to achieve an inner feeling of satisfaction (Salanova & Kirmanen, 2010). The theoretical model developed by Igalens & Roussel (1999) also highlighted that motivation and financial development can positively correlate with each other.

**H03:** There is no relationship between employees’ job satisfaction and financial development of the Parsian hotels chain in Tehran.

**Hypothesis 3:** Bianchi (2012) on the other hand implies that there would be a concrete affirmation between job satisfaction and financial development in an industry. Relationship between job satisfaction and financial growth of an organization has been considered significant by Bianchi (2012) and her mathematical equation (figure 1.2. above) which proved to be an evidence to substantiate the relationship between these two variables. The result highlights that they are supporting each other and are positively related.
Chapter III

Research Methodology

3.1. Introduction

This chapter addresses comprehensive details related to research purpose, research approach, sample selection and participants, data collection instruments, data analysis instruments, quality standards, procedure, and design of the study.

3.2. Research Purpose

Among the four famous research purposes available in the literature, namely descriptive, explanatory, exploratory, and correlational research, illustrating a situation, an event or status quo of an entity will be what the descriptive study follows (Ritchie & Goeldner, 1994). Such a study attempts to describe a phenomenon, situation, a community or a problem systematically. The fact is that a descriptive research addresses the question of “what”. An explanatory research, on the other hand, focuses on establishing a causal relationship between and among entities (Saunders, Lewis & Thornhill, 2009). In fact such a research addresses the questions of “why” and “how”. Seeking for clarification of what is being performed or what is taking place is what is behind an exploratory study. A Correlational research, however, “aims at discovering or establishing the presence of a relationship/ interdependence between two or more aspects of a situation” (Kumar, 2005, p.32).

The present study first and foremost enjoys a correlational research as it is seeking for the likely relationship between the staff motivation and job satisfaction and their effect on the financial development of some specific hotels in Tehran. The study also makes use of descriptive
perspective as in the second place the research describes the factors of motivation and job satisfaction within the hotel staff. Based on the available literature (Kumar, 2005; Saunders, et al., 2009) the first aim of the present study falls in the domain of correlational research and the second goal of the study deals with a descriptive view.

3.3. **Research Approach**

The two frequently referred to approaches of research are qualitative and quantitative. As the present study focused on the empirical data coming through questionnaires and the recorded figures related to the incomes of the hotels under the study the researchers came to know that taking a quantitative approach could better satisfy the purposes of the study. As Ballantyne, Packer, and Axelsen (2009) present “majority of articles (59%)” published in the domain of tourism and hospitality “use quantitative research designs, while “a much lower proportion of articles take a qualitative (19%) or mixed method approach (6%)”. (p.3)

Another reason for selection of a quantitative approach in the present study was that running a qualitative study for the purposes of the present study would take a lot of time, budget, and expertise and requires exact observations, in depth interviews, and checklists (Walle, 1997), none of which could be easily handled.

3.4. **Research Strategy (Design)**

Four types of research design, namely experimental, cross-sectional, longitudinal, and case studies have been mentioned in the literature (Matthews & Ross, 2010). Case studies mainly focus on individual entities having a specific characteristic and the sample selected is mostly a minority of the rest of the population. Cross sectional studies, however focus on “field surveys and are non-experimental designs that do not control for or manipulate independent variables or
treatments, but measure these variables and test their effects using statistical methods” (Bhattacherjee, 2012, p. 42). A cross-sectional field survey seeks for information in a situation from a random sample of subjects in field settings. Such a research may employ a survey questionnaire or a structured interview. “In cross-sectional field surveys, independent and dependent variables are measured at the same point in time (ibid, p.42).

Figure 3.1. below best shows the quantitative research method and its affiliations:

![Quantitative Research Design Classifications](image)

**Figure 3.1. Quantitative Research Design Classifications extracted from Singh (2007, p.64).**

In the quantitative research methods rely on figures and numbers obtained through tests (in the experimental phase) or questionnaires, data reports, observations, and the like (in the descriptive phase).

When we are dealing with figures and numbers we focus on the quantitative research whether it falls in the domain of empirical, experiment-based view or a case study which derives the required data from the environment around.
The present study enjoys a combination of cross-sectional and case study of 5 and 4 star hotels of Parsian group or chain hotels which include five hotels from among about 100 hotels around the country. The case in a case study might refer to an entity, an organization, a situation, and even a person; meanwhile it is expected that specific features of the case be related to the questions proposed within the body of the research (Bhattacherjee, 2012). **Dependent variable** of the present study is financial development in the hotels while **the independent variables are motivation and job satisfaction**.

Qualitative or quantitative data or both may be gathered for a study (Matthews& Ross, 2010. p128). **The present study has used questionnaires as the quantitative method of data collection**, and the study employs cross-sectional data to answer the questions.

**The present research enjoys a quantitative research method and employs questionnaires to find out the correlation between the variables.** In fact motivation and job satisfaction and their impact on the employees and the effect of this on the general promotion of hotel in the financial sector have been pursued. The relationship between motivation and job satisfaction also was taken into consideration in this regard. This research is also considered a practical one and its findings could be employed to the represent a high-stake situation in the hotel industry in Iran.

**3.5. Sample Selection and Participants**

The present study utilized convenient sampling questionnaire to collect the data, hence, various contacts, resources, and hard work were required to distribute the questionnaires among the hotel staff. Convenient sampling was used to select the sample because it allows the researcher to retrieve basic data and trends regarding his study without the complications of using a randomized sample. As stated by Singh (2007) researchers prefer probabilistic sampling
methods over non-probabilistic (convenient sampling) one, but when it comes to apply social research due to the limitation, time scruples, and cost and in situation when it is not accustomed to achieve a random process of selection, convenience sampling is rather to be applicable. Convenience sampling can also be used in exploring relationship among different variables and phenomenon (p.107).

The concept of availability of the subjects or participants for the study also was another reason making the researchers focus on convenient sampling, as Mathews and Ross (2010) present the advantages of this type of sampling are the availability and the quickness with which data can be gathered. The fact is that the researchers could not have access to all the hotels in Iran to do random sampling, though they knew this could be more satisfactory in terms of its effects on the generalizability of the research results. The researchers therefore made use of convenient sampling to distribute the questionnaires. Of course the hotels we focused on also were limited to the ones belonging to the Parsian chain which is the most famous hotel chain throughout the country.

The participants of the study were 200 employees (both males and females as the employees in the hotels are of both genders) of 4 and 5 star hotels affiliated to Parsian chain hotels situated in Tehran, Iran., The participants of the study were totally about 200 employees of the following hotels (Enghelab, Evin, Azadi, Esteghlal, and Kosar), as it is clear from each hotel 50 individuals took part in the study. These participants were randomly selected from a previously clustered selection sampling pool, meaning that all the 4 and 5 star hotels of Parsian group were taken into consideration and five hotels which had more reputation were selected for the study and then from among the staff of these hotels the participants were randomly selected. The staff selected as the main participants of the study were from various sections of hotels:
housekeeping (60), front office, reservation and reception (50), food and beverage (45), human resources (20), sales and marketing (15), and security (10). These participants received the available questionnaires, which were piloted and modified.

3.6. Data Collection Instruments

To collect the desired data the following questionnaires were employed, piloted, modified, and used in 2 parts as follows:

1. **Job satisfaction questionnaire** developed by PMW Associates available at www.pmwassociates.com (See Appendix A). This questionnaire had been previously employed by many researchers and scholars in different fields (Abbas, Premi&Jyoti, 2010; Cano & Castillo, 2004; Pasebani, Mohammadi&Yektatyar, 2012) and its reliability and construct validity had been ensured; meanwhile, it was put into a pilot study with 3 staff for the purpose of its reliability and construct validity. The **Cronbach Alpha reliability** index for the pilot phase of job satisfaction questionnaire was .97 with 15 items. Construct validity of job satisfaction questionnaire was also calculated via a factor analysis which was run through the varimax rotation which was carried out to probe the underlying constructs of the job satisfaction questionnaire. The SPSS extracted three factors which accounted for 82.53 percent of the total variance (See Appendix C for the related tables).

2. **Employee motivation survey** (Petcharak, 2002) available at http://www2.uwstout.edu/content/lib/thesis/2002/2002petcharakp.pdf (see Appendix B) was employed for the purpose of determining the most significant motivational factors of the staff in 4 and 5 star hotels of Parsian chain hotels in Iran. Though the
questionnaire had been already used to check the employees’ motivational factors in the Saint Paul Hotel and based on Petcharak (2002) both construct validity and reliability of the questionnaire had been ensured, the researchers preferred to run a pilot study with 30 individuals from one of the hotels under study to check the reliability and validity of the questionnaire. The CronbachAlpha reliability index for the pilot phase of motivation questionnaire was .96 with 23 items. Construct validity of motivation questionnaire was also calculated via a factor analysis which was run through the varimax rotation which was carried out to probe the underlying constructs of the motivation questionnaire. The SPSS extracted four factors which account for 82 percent of the total variance (See Appendix C for the related tables).

Further more the income of a 6-month period of the hotels and their financial development was taken into consideration to represent how well they have been moving in terms of their income. This was considered a logical accounting variable as based on the accounting issues every 6 months the commercial enterprises check their own performances and this gave us appropriate data.

3.7. Data Analysis Instruments

SPSS version 20 was used to analyze the data. What exactly the researchers focused on was as follows:

1. A test of normality assumption was run and the results revealed that the data enjoyed normal distribution. For a bunch of data to normal in its distribution “both values of skewness and kurtosis should be within the ranges of +/- 2” (Matthews & Ross, 2010, p.131). The data of the present study were within the normal range as table 3.1 represents.
Table 3.1.: Normality Assumption

<table>
<thead>
<tr>
<th>N</th>
<th>Skewness Statistic</th>
<th>Skewness Std. Error</th>
<th>Kurtosis Statistic</th>
<th>Kurtosis Std. Error</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation</td>
<td>150</td>
<td>-.133</td>
<td>.198</td>
<td>-.720</td>
</tr>
<tr>
<td>JobSatisfaction</td>
<td>150</td>
<td>-.245</td>
<td>.198</td>
<td>-.209</td>
</tr>
</tbody>
</table>

2. The present study aimed at investigating the relationships between motivation, job satisfaction and financial development in high scale Parsian Hotels Chain in Tehran. The Pearson correlation was run to probe any significant relationships between the above mentioned variables.

As Singh (2007) mentions “correlation is one of the most widely used measures of association between two or more variables” (p.146) representing the existing relationship between two or more variables. Correlation coefficient also describes the direction of the correlation that is, whether it is positive or negative, and the strength of the correlation, that is, whether an existing correlation is strong or weak. (ibid)

According to the data type measures of correlation might differ: as for the ordinal data a measure such as Spearman’s Rho could be used and for the interval variables and a dichotomous variable Bi-serial Correlation could be employed (Matthews & Ross, 2010). For the linear data of ratio variables, which is what our research data enjoys, Pearson product-moment correlation coefficient could be used which is a measure of linear association between two interval-ratio variables. “The measure, represented by the letter r (correlation coefficient), varies from −1 to +1
and a zero correlation indicates that there is no correlation between the variables” (Singh, 2007, p.147).

3.8. Quality Standards

Both construct validity and reliability of the instruments in a study are of prominent value and in case such requirements are not met the whole body of the research is under question (Ballantyne, et al., 2009; Baloglu & Assante, 1999). The present research enjoyed two types of data collection measuring devices which were checked against construct validity and reliability measures as follows:

3.8.1. Reliability Indices

The Cronbach Alpha reliability indices for the motivation and job satisfaction were .84 and .91 respectively (Table 3.2). This showed that both questionnaires enjoyed reliable status and the data collected could be reliable.

<table>
<thead>
<tr>
<th>Table 3.2.: Cronbach Alpha Reliability Indices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach's Alpha</td>
</tr>
<tr>
<td>------------------</td>
</tr>
<tr>
<td>Motivation</td>
</tr>
<tr>
<td>Job Satisfaction</td>
</tr>
</tbody>
</table>

3.8.2. Construct Validity of Motivation Questionnaire
A factor analysis through the varimax rotation was carried out to probe the underlying constructs of the motivation questionnaire. The SPSS extracted five factors which accounted for 60.68 (Table 3.3) percent of the total variance.

Table 3.3.: Total Variance Explained Motivation Questionnaire

<table>
<thead>
<tr>
<th>Component</th>
<th>Initial Eigenvalues</th>
<th>Extraction Sums of Squared Loadings</th>
<th>Rotation Sums of Squared Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total % of Variance</td>
<td>Cumulative %</td>
<td>Total % of Variance</td>
</tr>
<tr>
<td>2</td>
<td>1.780</td>
<td>8.900</td>
<td>40.371</td>
</tr>
<tr>
<td>3</td>
<td>1.557</td>
<td>7.784</td>
<td>48.155</td>
</tr>
<tr>
<td>4</td>
<td>1.337</td>
<td>6.687</td>
<td>54.842</td>
</tr>
<tr>
<td>5</td>
<td>1.168</td>
<td>5.842</td>
<td>60.684</td>
</tr>
<tr>
<td>6</td>
<td>.997</td>
<td>4.983</td>
<td>65.667</td>
</tr>
<tr>
<td>7</td>
<td>.893</td>
<td>4.463</td>
<td>70.131</td>
</tr>
<tr>
<td>8</td>
<td>.797</td>
<td>3.987</td>
<td>74.118</td>
</tr>
<tr>
<td>9</td>
<td>.730</td>
<td>3.648</td>
<td>77.766</td>
</tr>
<tr>
<td>10</td>
<td>.624</td>
<td>3.122</td>
<td>80.887</td>
</tr>
<tr>
<td>11</td>
<td>.617</td>
<td>3.083</td>
<td>83.971</td>
</tr>
<tr>
<td>12</td>
<td>.587</td>
<td>2.937</td>
<td>86.908</td>
</tr>
<tr>
<td>13</td>
<td>.464</td>
<td>2.322</td>
<td>89.230</td>
</tr>
<tr>
<td>14</td>
<td>.418</td>
<td>2.090</td>
<td>91.319</td>
</tr>
<tr>
<td>15</td>
<td>.365</td>
<td>1.827</td>
<td>93.147</td>
</tr>
<tr>
<td>16</td>
<td>.352</td>
<td>1.762</td>
<td>94.909</td>
</tr>
<tr>
<td>17</td>
<td>.305</td>
<td>1.523</td>
<td>96.431</td>
</tr>
<tr>
<td>18</td>
<td>.260</td>
<td>1.300</td>
<td>97.732</td>
</tr>
<tr>
<td>19</td>
<td>.238</td>
<td>1.190</td>
<td>98.922</td>
</tr>
<tr>
<td>20</td>
<td>.216</td>
<td>1.078</td>
<td>100.000</td>
</tr>
</tbody>
</table>

Based on the results displayed in Table 3.4 below it can be concluded that the following variables load on the first factor; being informed on a job description (DESC), being praised for good job (PRAISED), Salary (SALA), managers’ listening to workers’ comments on job issues
COMMENT), receiving in-service education (EDU) and managers’ having information on one’s duties (INFOR) load on the first factor. Based on the nature of these variables the first factor may be labeled as Job Related Motivation.

The six variables of; having motivation to go to work (GOING), having motivation to help achieving goals (MOTI), having a clear job description (JOBDESC), meeting managers to improve job condition (ENVIIMPROV), evaluation of the management method (MANAG) and having treatment privileges (CURE) load on the second factor. The second factor may be labeled as Practical Manifest of Motivation.

Table 3.4: Rotated Factor Matrix Motivation Questionnaire

<table>
<thead>
<tr>
<th>Component</th>
<th>Component 1</th>
<th>Component 2</th>
<th>Component 3</th>
<th>Component 4</th>
<th>Component 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>DESC</td>
<td>.767</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PRAISED</td>
<td>.704</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SALAR</td>
<td>.642</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMMENT</td>
<td>.634</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EDU</td>
<td>.633</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>INFOR</td>
<td>.530</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GOING</td>
<td>.691</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MOTI</td>
<td>.687</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JOBDESC</td>
<td>.644</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ENVIIMPROV</td>
<td>.613</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MANAG</td>
<td>.500</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CURE</td>
<td>.449</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PROG</td>
<td></td>
<td>.745</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MANY</td>
<td></td>
<td>.729</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IMPROV</td>
<td></td>
<td>.709</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AMOUNT</td>
<td></td>
<td></td>
<td>.817</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KEEP</td>
<td></td>
<td></td>
<td>.668</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PRAISE</td>
<td></td>
<td></td>
<td>.447</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TRANS</td>
<td></td>
<td></td>
<td></td>
<td>.844</td>
<td></td>
</tr>
<tr>
<td>JS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.649</td>
</tr>
</tbody>
</table>
Three variables load on the third factor; hotels’ having reward programs (PROG), having been selected as man of the year (MANY) and having been rewarded for making improvements in job area (IMPROV). The third factor may be labeled as Reward Factor.

The variables loading are the fourth factor are as follows; opinion about the amount of job (AMOUNT), hotels’ actions to preserve the workers (KEEP) and having the feeling of being praised (PRAISE). This factor may be labeled as Attitude toward Job Condition.

And finally, the having requested transition to other sections (TRANS) and attitude towards job satisfaction (JS) load on the fifth factor which can be called Job Satisfaction factor.

### 3.8.3. Construct Validity of Job Satisfaction Questionnaire

A factor analysis through the varimax rotation was carried out to probe the underlying constructs of the job satisfaction questionnaire. The SPSS extracted three factors which accounted for 64.20% (Table 3.5) percent of the total variance.

<table>
<thead>
<tr>
<th></th>
<th>Initial Eigenvalues</th>
<th>Extraction Sums of Squared Loadings</th>
<th>Rotation Sums of Squared Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>% of Variance</td>
<td>Cumulative %</td>
</tr>
<tr>
<td>1</td>
<td>6.859</td>
<td>45.729</td>
<td>45.729</td>
</tr>
<tr>
<td>2</td>
<td>1.723</td>
<td>11.485</td>
<td>57.215</td>
</tr>
<tr>
<td>3</td>
<td>1.048</td>
<td>6.985</td>
<td>64.200</td>
</tr>
<tr>
<td>4</td>
<td>.847</td>
<td>5.650</td>
<td>69.850</td>
</tr>
<tr>
<td>5</td>
<td>.698</td>
<td>4.651</td>
<td>74.501</td>
</tr>
<tr>
<td>6</td>
<td>.612</td>
<td>4.078</td>
<td>78.579</td>
</tr>
<tr>
<td>7</td>
<td>.538</td>
<td>3.585</td>
<td>82.164</td>
</tr>
<tr>
<td>8</td>
<td>.534</td>
<td>3.563</td>
<td>85.726</td>
</tr>
<tr>
<td>9</td>
<td>.480</td>
<td>3.199</td>
<td>88.926</td>
</tr>
<tr>
<td>10</td>
<td>.391</td>
<td>2.603</td>
<td>91.529</td>
</tr>
</tbody>
</table>
Table 3.6 below displays the factor loadings of the 15 items of the job satisfaction questionnaire under the three factors. The first factor includes the following variables:

How society value your job (Item 2), being free to take appropriate actions (Item 3), being praised for doing jobs (Item 4), managers’ satisfaction of one’s jobs (Item 6), self-satisfaction of one’s jobs (Item 8), being satisfied of the amount of the salary (Item 10), satisfaction of one’s job (Item 11) and recommending friends to join the hotel (Item 12). The first factor can be labeled as Job Satisfaction factor.

Four items of being monitored (Item 7), getting job promotion (Item 9), good jobs satisfaction (Item 13) and job load (Item 14) load on the second factor which may be labeled as Quality job Satisfaction.

Item one; being satisfied of the nature of the job and item 15, job personality load on the third factor which may be labeled as Job’ Nature factor.

Table 3.6: Rotated Factor Matrix Job Satisfaction Questionnaire

<table>
<thead>
<tr>
<th></th>
<th>Component 1</th>
<th>Component 2</th>
<th>Component 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>JOB4</td>
<td>.780</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JOB11</td>
<td>.747</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JOB10</td>
<td>.716</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JOB5</td>
<td>.708</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JOB2</td>
<td>.700</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JOB6</td>
<td>.679</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3.9. Procedure

As the leading hotel chain in Iran, Parsian International Hotels have 22 branches around the country in most of the popular and famous tourist destinations. By acquiring more than 20% of accommodation capacity, Parsian International Hotels group including 3, 4 and 5 star hotels is considered to be a pioneer in extending excellent services with the highest number of rooms available and be amenable to the guest desires. [http://www.aitotours.com/hotels-b/](http://www.aitotours.com/hotels-b/)

To do the survey, all four and five star hotels of Parsian chain in Tehran were listed and based on the number of staff, their past three years income and revenues and their general popularity characteristics, the desired hotels for the study, which were the most reputable ones, namely Evin, Azadi, Esteghlal, Kousar, and Enghelab hotels were selected. From each hotel which was chosen for the main study, 50 employees were randomly selected to take part in the study.

The questionnaires were distributed among the randomly selected staff from all the above-mentioned hotels and related instructions and clarifications were given and made. Then the completed questionnaires were collected and put into statistics. The income of the 6-month period of the hotels was taken from the hotel managers and the average income for each hotel
was computed. The data then was put into statistical analyses and the results were analyzed and reported.
Chapter Four

Data presentation

The present chapter deals with presenting the data collected in line with each of the research questions of the study. The empirical data collected through two sets of questionnaire mentioned in the previous sections (3.6 and 3.7) will be presented here and now.

4.1. Research question 1

Is there any relationship between the staff’s motivation and job satisfaction in Parsian hotels chain in Tehran?

Our first research question was aimed at investigating any relationship between the staff’s motivation and job satisfaction in the 5 and 4 star Parsian hotels chain in Tehran. To do so both questionnaires were given to the randomly selected participants of the study from various 4 and 5 star hotels in Parsian chain hotels. Various factors such as hotels’ having reward programs, opinion about the amount of job done in the hotel, hotels’ actions to preserve their workers and having the feeling of being praised and finally, their having requested transition to other sections were considered in the motivation questionnaire. These factors have been supported in the literature as significant factors of employee motivation (Lindner, 1998; Ramlall, 2004).

Attitude towards job satisfaction (JS) was also sought in terms of social value of the job staff deal with, being free to take appropriate actions, being praised for doing jobs, managers’ satisfaction of one’s jobs, self-satisfaction of one’s jobs, being satisfied of the amount of the
salary one receives, satisfaction of one’s job, and recommending friends to join the hotel. Factors of quality job satisfaction such as being monitored, getting job promotion, good jobs satisfaction, and job load were also taken into consideration in the job satisfaction questionnaire.

4.2. Research question 2

Is there any relationship between employees’ motivation and financial development of Parsian hotels chain in Tehran?

4.3. Research question 3

Is there any relationship between employees’ job satisfaction and financial development of Parsian hotels chain in Tehran?

Both the second and third research questions address financial developments of hotels in a 6-month period as well as the data gathered through one of the questionnaires referred to in research question number one.

To collect the data for the financial development section the managers of the hotels and their financial managers were briefed on the importance of the research. This eased their conservative status and fortunately the searchers could have access to the hotels’ net income during the second six months of 1391 (equal to October, 2012 to February, 2013). Table 4.1 shows the information concerning the financial status of the hotels under investigation.
Table 4.1.: Financial status of the hotels under investigation

<table>
<thead>
<tr>
<th>Rank</th>
<th>Hotels</th>
<th>Star Rating</th>
<th>Income in 6 months</th>
<th>Number of Personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Esteghlal</td>
<td>*****</td>
<td>9500.000.000</td>
<td>600</td>
</tr>
<tr>
<td>2</td>
<td>Azadi</td>
<td>*****</td>
<td>6000.000.000</td>
<td>225</td>
</tr>
<tr>
<td>3</td>
<td>Evin</td>
<td>****</td>
<td>5000.000.000</td>
<td>138</td>
</tr>
<tr>
<td>4</td>
<td>Enghelab</td>
<td>****</td>
<td>4100.000.000</td>
<td>250</td>
</tr>
<tr>
<td>5</td>
<td>Kowsar</td>
<td>****</td>
<td>2200.000.000</td>
<td>85</td>
</tr>
</tbody>
</table>

Since the researchers had difficulty in getting access to the real Income Statement of the above-said hotels which were strictly regarded as confidential; therefore, the figures stipulated in the table 4.1. concerning the 6 months income of the hotels were retrieved orally, through the financial department of the Parsian hotels chain in Tehran, based upon our constant request and connections with hotel managers. In this regard, the validity and reliability of the said figures can be declared as an acceptable and approved data.

The first two ranking hotels (Esteghlal and Azadi) with the total number of 825 personnel are enjoying the highest revenue in comparison with other hotels.

Evin, Enghelab and Kowsar are classified as 4 star hotels, and with regard to their ranking with 473 personnel enjoy the average income.
200 participants were the total number of considered staff. These participants selected from among the staff of all the 4 and 5 star hotels of Parsian group located in Tehran. In this respect, only 50 staff from various departments of each hotel was selected for the study and both questionnaires of motivation and job satisfaction were distributed among the staff sample, then it was put into a pilot study with 30 staff for the purpose of its reliability and construct validity. Related briefings and clarifications have also been made respectively. The following departments mentioned below have received the motivation and job satisfaction questionnaires which were piloted and modified: housekeeping (60), front office, reservation and reception (50), food and beverage (45), human resources (20), sales and marketing (15), and security (10).

In total 250 questionnaires were distributed among the selected staff and 200 completed questionnaires were sent back to the researchers. Therefore, it could be concluded that 80 percent of the distributed questionnaires were correctly filled out and sent back to the researchers. This represents a high rate of reliable data source in the study.
## Chapter Five

### Data Analysis and Results

#### 5.1. Research question 1

Is there any relationship between motivation and job satisfaction in a high scale Parsian hotels chain in Tehran?

The Pearson correlation between the motivation and job satisfaction ($R (200) = .66$, $P = .000 < .05$ it does represent a large effect size) (Table 5.1) indicates significant relationship between the two variables. Thus the **first null-hypothesis** as there is not any significant relationship between motivation and job satisfaction in a high scale Parsian Hotel Chain in Tehran is rejected.

<table>
<thead>
<tr>
<th>JobSatisfaction</th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation</td>
<td></td>
<td></td>
<td>200</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

As findings of the present study assert there is a high correlation between motivation and job satisfaction of the hotel staff under investigation. This finding is in line with the findings reported in the literature: Ramlall (2004) argues that employee motivation affects employee retention and other behaviors within organizations. In addition to explaining the relationship between motivational factors and organizational development, he describes the practices which might end in successful organizational performance. Egan, Yang, and Bartlett (2004)
discuss that organizational learning culture and job satisfaction affect motivation to transfer learning and turnover intention. Petcharak (2002) presents that “Class of hotel”, considering hotel job as an “Interesting job” and good payment (p.51) are the most motivating factors. Zendehdel (2013) also implies that motivational factors affect job satisfaction of the employees and indirectly impacts the satisfaction of the customers paving the way for the enrichment of hotel industry in the Iranian context. Abedi and Jafari (2010), following an evaluation of staff satisfaction from internal service quality and its effect on customer satisfaction, argue that job satisfaction as well as motivation presents the ground for the organization’s development as customer satisfaction would be affected by the employees’ satisfaction. Pasebani, et al., (2012) also assert that willingness to provide quality services for the employees directly affects their motivation and helps them feel more satisfied and bound to the organization. Judge, et al., (2010) also discuss the positive relationship between motivation and job satisfaction.

The findings of the present research assert that job satisfaction and motivation highly correlate among the staff of the 5 and 4 star hotels in the Parsian group. This might represent that the staff love their job and feel satisfied with it.

5.2. **Research Question 2**

Is there any relationship between motivation and financial development in a high scale Parsian Hotels Chain in Tehran?

The Pearson correlation between the motivation and financial development (R (200) = .626, P = .000 < .05 it does represent a large effect size). (Table 5.2) indicates a significant relationship between the two variables. Thus the second null-hypothesis as there is not any
significant relationship between motivation and financial development in a high scale Parsian Hotel Chain in Tehran is rejected.

Table 5.2: Pearson Correlation Financial Development with Motivation

<table>
<thead>
<tr>
<th>Financial Development</th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation</td>
<td>.626**</td>
<td>.750</td>
<td>200</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

The findings related to the second research question of the study are in line with some of the researches previously done. As in many a case there are reports of high correlation between the organizational success, financial development, and motivational factors. Liu and Tang (2011) discuss that financial issues and the interest of the companies to increase their income might affect the relationship between public service motivation and job satisfaction, meanwhile there is a high correlation between staff motivation and financial development of the companies. Judge, et al (2010) however discuss that despite the popular theorizing; “pay level is only marginally related to motivation and satisfaction of the employees” (p.157). Meanwhile they do not focus on the relationship between the general income of the company and the motivational factors of its employees. Tabassi, Ramli and Bakar (2012) argue that training and motivation practices highly affect the teamwork improvement and task efficiency of the staff. Pasebani, et al., (2012) also report a high correlation between staff motivation and financial development of organizations. Hafiza, Shah, Jamseheed, and Zamam (2011) study the relationship between rewards and employee
motivation and present that in a non-profit organization of Pakistan such a relationship has positively affected the financial development of the organization.

5.3. **Research Question 3**

Is there any relationship between job satisfaction and financial development in a high scale Parsian hotels chain in Tehran?

The Pearson correlation between the job satisfaction and financial development (R (200) = .630, P = .000 < .05) does represent a large effect size. (Table 5.3) indicates a significant relationship between the two variables. Thus the second null-hypothesis as there is not any significant relationship between job satisfaction and financial development in a high scale Parsian Hotel Chain in Tehran is rejected.

<table>
<thead>
<tr>
<th>Job Satisfaction</th>
<th>Pearson Correlation</th>
<th>.630**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sig. (2-tailed)</td>
<td>.112</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>150</td>
<td></td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

This finding of the present study could be supported by the studies reported in the literature: Abedi and Jafari (2010) have evaluation of staff satisfaction from internal service quality and proposed that such a satisfaction highly affects customer satisfaction, which in turn leaves its impacts on the financial development of the company. Abbas, et al., (2010) assert the positive effects of job satisfaction in management faculties of the metropolitan and proximate areas and present that job satisfaction increases job efficiency and workability of the enterprise or educational center. Liu and Tang (2011) also present that there is triangle of the three factors mainly focused on in the present study as motivation,
job satisfaction and financial issues are interconnected both for the individuals and for their respective organizations. Mosadeghrad, Ferlie, and Rosenberg (2008) argue the high potential relationship between job satisfaction, organizational commitment, and turnover intention among the hospital employees. This means that the correlation is appositive one and as the findings of the present study also have revealed financial development could be expected in case the staff are motivated enough to work wholeheartedly for their organization. This is true with the concept of job satisfaction as this factor also correlates with motivation in the working situations. Judge, et al. (2010) also believe that such a relationship exists and this does not differ what kind of enterprise or organization is under investigation.
Chapter Six

Conclusions and Implications

6.1. Introduction

The present chapter deals with the conclusions and implications drawn from the study. The study mainly aimed at investigating the relationship between the employees’ motivation, job satisfaction and financial development of the PARSIAN chain hotels in Tehran. To do so, three research questions were set (see chapter one) and the study was designed to probe their answers. In the present section those questions will be answered. Then the implications of the findings and suggestions for further research are discussed.

6.2. Conclusions

Based on the theoretical framework mentioned in the chapter 2 of the present study and based on the results of the data analysis, the findings of the study asserts that there is a high correlation between the staff’s motivation and job satisfaction in the 5 and 4 star Parsian Chain Hotels in Tehran. Based on the frame of reference which goes as follows (figure 6.1) the correlation between the two variables of staff’s motivation and job satisfaction is of paramount importance and could show if they influence each other or not.
This finding is in line with the findings of the previous research in the domains of management (Bianchi, 2012), Job psychology (Danish& Usman, 2010; Ostroff, 1992), educational setting of hospitality (Egan, et al., 2004), development of tourism (Zendehdel, 2013), and financial effects of employee motivation (Lindner, 1998).

The analysis of the results gained through the correlation coefficient between the two factors of financial development and employees’ motivation revealed that there is a high correlation between two. It means that positively motivated employees are more likely to work towards the adjectives of their hotel or organization. This in itself energizes the organizational commitment among the staff and indirectly affects the total income of the organization (Cappelli, et al., 1997). The findings of the study are in line with a lot of highly cited works in literature (Abedi and Jafari, 2010; Egan, et al., 2004; Judge, et al., 2010; Pasebani, et al., 2012; Petcharak, 2002; Ramlall, 2004).

The findings of the study present that there exists a high correlation and relationship between employees’ job satisfaction and financial development of the 5 and 4 star hotels of Parsian Chain in Tehran. This signifies that the staff is satisfied with their job, in case a better financial situation for the company and the individuals working there is expected (Hafiza, et al., 2011). The present authors believe that the vice versa is also true; as the results of the present study show when the employees are well satisfied with their jobs and are highly motivated towards what they do and the responsibility they take, they try to enhance the workability of their respective hotel or enterprise.
The findings aforementioned are in line with the research purpose and the concepts present in the conceptual framework set. Motivation and job satisfactions are considered the independent variables when their effect on financial development, the dependent variable, is focused on. Based on the findings of the study in case these two variables are satisfactorily met in the employees of the organization, the outcome of the organization in the financial terms will be high.

Motivation and job satisfaction also positively correlate with one another, meaning that when the employees working in accompany (hotel) are motivated enough they are well satisfied with their job conditions and this will leave its impacts on the general development of the company. Therefore, it is possible to present the following model (figure 6.2) which confirms that the outcome of the company is influenced by the staff motivation and job satisfaction.

![Figure 6.2 the relationship between motivation, job satisfaction and outcome of the company](image)

### 6.3. Final Remarks

The relationship between motivation, job satisfaction, and financial development of the 5 and 4 star hotels in Parsian chain hotels in Tehran, Iran were investigated in the present study. The findings of the research presented that all these three factors are considered
significant and correlate with one another. Ostroff (1992) studies the relationship between satisfaction, attitudes, and performance and through an organizational level analysis presents that a positive relationship exist between and among these factors. Cappelli, et al (1997), in line with most of the researches aforementioned present that effective work changes are bound to motivation, job satisfaction, and organizational commitment. Egan, et al (2004) also discuss the interrelationship between organizational overall development and job satisfaction which is energized by motivational factors. According to Bianchi (2012), “financial development favors a better matching between individual motivation and occupation, thereby increasing entrepreneurial utility despite increasing competition.” (p.1). Like Bianchi (2012), Liu and Tang (2011) present that motivation, job satisfaction, and financial developments enjoy a linear correlation. The results of empirical studies also reveal that reward and recognition leave positive impacts on job satisfaction and motivation which indirectly affects the total efficiency of an organization and its income (Danish &Usman, 2010).

6.4. Implications to theory and the model

The model presented in the present study was developed based on the combination of two of the previously researched models to satisfy the purpose of the study. The fact is that the existing literature did not carry any specific model focusing on the three main concepts of the present study. The present model therefore enjoys both novelty and creativity as the presented model in this study shows how well we can focus on the relationship existing between motivation and job satisfaction of the staff on the one hand and the effect of the combination of these two variables on the financial development of the company on the other hand. The fact is that the model presented here could be considered more effective and a completed version of the
previous models. Both theoretically and as the research revealed practically, the presented model could be employed in the researches concerning the variables mentioned in the study.

6.5. **Implications to the hospitality industry and hotel managers**

Findings of the present study could be employed by hotel managers and policy makers in the domain of hotel industry to make the hotel managers, hotel unit bosses and hotel industry developers conscious of and about the concepts of motivation and job satisfaction and the impact they leave on the betterment of work conditions and finally in the improvement in the financial status of the hotels.

The education sectors also could be benefitted from the results and findings of the study as they could include the importance of such factors in the courses offered to the students of tourism and hospitality management and make them aware of the significance of these factors in the real job situations. The in service training programs for the hotel managers or unit bosses of the hotel’s also could focus on the findings of the present research to energize the courses offered intending to improve the workability of their staff.

Managers of hotels, hospitality sectors, tourism attraction offices, and other industries might employ the findings of the study in their jobs to improve the working condition and thereby satisfy their staff. This in its own turn could help them gain better profits and income.

6.6. **Suggestion for further research**

1. This study was conducted on the high scale Parsian Hotels Chain in Tehran, therefore its overall conceptualization and research in other big cities of Iran has not been clarified yet. Another research of the same type is suggested to be conducted
focusing on the other cities and their famous hotels. This might help the
generalizability of the research in this regard.

2. The present study utilized convenient sampling questionnaire to collect the data,
   hence, various contacts, resources, and hard work were required to distribute the
   questionnaires among the hotel staff. An online research system might reduce the
   hardship of the research and help the researchers obtain more data to do a more
   standardized cross-sectional research.

3. The study focused on two factors of motivation and job satisfaction while there are
   many other factors affecting one’s performance in the organization such as multiple
   intelligences and their role in work improvement, individual differences, and the like
   which have not been the main concern in the present study and could be studied in
   other researches.

4. This study had targeted employees at the operational level, but the participation of
   managerial level employees might have given different perspectives to the research
   area due to the role of managerial level employees as employers and department
   leaders. Another research is suggested to focus on the concept of motivation or job
   satisfaction from the perspective of hotel managers.

6.7. Limitations and delimitations of the study

Considering the fact that the staff is not usually trained to take part in the research
projects and the fact that managers of the hotels are not that willing to cooperate with the
researchers, a lot of predicted and unpredicted problems might occur which could be
considered as the most effective limitations in the studies done in the Iranian hotels in
general and in the present study in particular. In some case the staff might evade realities
concerning their salaries, rights, needs, and wants. The managers also prefer not to put the realities about the income of the hotel, the real payment to the staff, the type of relationship they have with their staff and the like. These factors might affect the data gathered and consequently the results of the study. To minimize these issues the researchers tried to make use of their connections in the organizations and briefed the staff and the managers to take part in the study and provide the researchers with more reliable data. This was of high importance as one of the main factors in the present study was the income of the hotels in a 6-month period which was considered a secret and confidential matter; meanwhile, the researchers could gain the information and the data and use it on the study.

Any research is bound to some limitations and delimitations which are put by the nature of the research or by the researcher himself, respectively. The present study is not an exception and the researchers faced the following limitations and delimitations: a) this study was conducted on the high scale Parsian Hotel Chains in Tehran, therefore its overall conceptualization and research in other big cities of Iran has not been clarified yet, b) this study utilized convenient sampling questionnaire to collect the data, hence, various contacts, resources, and hard work were required to distribute the questionnaires among the hotel staff, c) hotel managers in the Iranian hotel industry are very conservative; therefore access to appropriate figures and statistics, especially when it comes to hotel income and revenues seem to be too hard, meanwhile the researchers tried to get access to the data though briefing the managers and convincing them to be helpful, and d) briefing the staff concerning the confidentiality of the information they presented also was of paramount importance and in its own right was energy consuming.
References


Matthew, J., Grawwhich, & Barber, L. K. (2005). Are you focusing both employees and organizational outcomes? *Organizational Health Initiative at Saint Louis University* (ohi.slu@edu), 1-5.


Internet Sources

http://www.weforum.org/issues/financial-development

http://www.aitotours.com/hotels-b/

Appendices

Appendix A

Job satisfaction questionnaires

1. How satisfied are you with the sort of work you are doing?
   1  2  3  4  5
   Very dissatisfied  Very satisfied

2. What value do you think the community puts on your service?
   1  2  3  4  5
   None  Very great

3. In your daily work, how free are you to make decisions and to act on them?
   1  2  3  4  5
   Not at all  Very free

4. How much recognition does your supervisor show for a job well done?
   1  2  3  4  5
   None  Great deal

5. How satisfied are you with the type of leadership you have been getting from your supervisor?
   1.  2  3  4  5
   Very dissatisfied  Very satisfied

6. To what extent do you get to participate in the supervisory decisions that affect your job?
7. How closely do you feel you are observed by your supervisor?

1 2 3 4 5

Too closely about right

8. How satisfied are you with the department as it now stands?

1 2 3 4 5

Very dissatisfied Very satisfied

9. How satisfied are you with your prestige within the city government?

1 2 3 4 5

Very dissatisfied Very satisfied

10. How satisfied are you with your chances of being promoted to a better position?

1 2 3 4 5

Very dissatisfied Very satisfied

11. How satisfied are you with your present salary?

1 2 3 4 5

Very dissatisfied Very satisfied

12. How satisfied are you with your status in the community?

1 2 3 4 5

Very dissatisfied Very satisfied

13. Would you advise a friend to join this department?

1 2 3 4 5

No Yes

14. Do you receive a feeling accomplishment from the work you are doing?

1 2 3 4 5
15. Rate the amount of pressure you feel in meeting the work demands of your job.

1 2 3 4 5

Great deal none

The higher the total score, the greater your job satisfaction. A general rule of thumb is:

55 Very high 40-44 Average
50-54 High 35-39 below average
45-49 above average 15-34 Take this job and shove it

Appendix B

The Assessment of Motivation in the Parsian Hotel Groups

Employees’ motivation survey questionnaires

Part 1: Please Circle the appropriate answer

1. Gender A. male B. Female
C. 40-50 D. Over 50
3. Position: A. Room B. Food
C. Other
4. Work Status: A. Full time B. Part time
5. How long have you worked in the hospitality industry?
   A. Less than 1 year B. 1 to 3 years
   C. 4 to 6 years D. More than 6 years
6. How long have you worked in the Parsian Group Hotels?
   A. Less than 1 year B. 1 to 3 years
   C. 4 to 6 years D. More than 6 years
**Part II. Please rate the motivational factors from 1 to 5**

1. How would you rate the reason you choose to work in the Parsian Group Hotels?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Least important</th>
<th>Important</th>
<th>Most Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>1 2</td>
<td>3 4</td>
<td>5</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>1 2</td>
<td>3 4</td>
<td>5</td>
</tr>
<tr>
<td>Interesting Job</td>
<td>1 2</td>
<td>3 4</td>
<td>5</td>
</tr>
<tr>
<td>Flexible hours</td>
<td>1 2</td>
<td>3 4</td>
<td>5</td>
</tr>
<tr>
<td>Class of hotel</td>
<td>1 2</td>
<td>3 4</td>
<td>5</td>
</tr>
<tr>
<td>Opportunity to meet people</td>
<td>1 2</td>
<td>3 4</td>
<td>5</td>
</tr>
<tr>
<td>Close to my home</td>
<td>1 2</td>
<td>3 4</td>
<td>5</td>
</tr>
<tr>
<td>Friends work here</td>
<td>1 2</td>
<td>3 4</td>
<td>5</td>
</tr>
<tr>
<td>Somebody in my family works</td>
<td>1 2</td>
<td>3 4</td>
<td>5</td>
</tr>
<tr>
<td>I can become manager in this</td>
<td>1 2</td>
<td>3 4</td>
<td>5</td>
</tr>
<tr>
<td>Field someday</td>
<td>1 2</td>
<td>3 4</td>
<td>5</td>
</tr>
<tr>
<td>I could not find my other job</td>
<td>1 2</td>
<td>3 4</td>
<td>5</td>
</tr>
<tr>
<td>I could not find my other job</td>
<td>1 2</td>
<td>3 4</td>
<td>5</td>
</tr>
</tbody>
</table>

2. How would you rate each of the factors that motivate you to perform your job the best?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Least important</th>
<th>Important</th>
<th>Most Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages/Salary</td>
<td>1 2</td>
<td>3 4</td>
<td>5</td>
</tr>
<tr>
<td>Fringe benefits</td>
<td>1 2</td>
<td>3 4</td>
<td>5</td>
</tr>
<tr>
<td>Job security</td>
<td>1 2</td>
<td>3 4</td>
<td>5</td>
</tr>
<tr>
<td>Interesting job</td>
<td>1 2</td>
<td>3 4</td>
<td>5</td>
</tr>
<tr>
<td>Flexible hours</td>
<td>1 2</td>
<td>3 4</td>
<td>5</td>
</tr>
</tbody>
</table>
Appendix C

Pilot Study Tables

Reliability Indices

The Cronbach Alpha reliability indices for the pilot phases of motivation and job satisfaction are .84 and .96 respectively (Table 1).

Table 1: Cronbach Alpha Reliability Indices

<table>
<thead>
<tr>
<th>Component</th>
<th>Cronbach’s Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation</td>
<td>.964</td>
<td>23</td>
</tr>
<tr>
<td>Job</td>
<td>.975</td>
<td>15</td>
</tr>
<tr>
<td>Satisfaction</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Construct Validity of Motivation Questionnaire

Table 2: Total Variance Explained Motivation Questionnaire

<table>
<thead>
<tr>
<th>Component</th>
<th>Initial Eigenvalues</th>
<th>Extraction Sums of Squared Loadings</th>
<th>Rotation Sums of Squared Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 3 displays the factor loadings of the items of the motivation questionnaire under the four extracted factors.

**Table 3: Rotated Factor Matrix Motivation Questionnaire**

<table>
<thead>
<tr>
<th>Component</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOTI</td>
<td>.876</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GOING</td>
<td>.837</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS</td>
<td>.764</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

```markdown
Table 3 displays the factor loadings of the items of the motivation questionnaire under the four extracted factors.
```
Construct Validity of Job Satisfaction Questionnaire

A factor analysis through the varimax rotation is carried out to probe the underlying constructs of the job satisfaction questionnaire. The SPSS has extracted three factors which account for 82.53 (Table 4) percent of the total variance.

Table 4: Total Variance Explained Job Satisfaction Questionnaire

<table>
<thead>
<tr>
<th></th>
<th>Initial Eigenvalues</th>
<th>Extraction Sums of Squared Loadings</th>
<th>Rotation Sums of Squared Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>% of Variance</td>
<td>Cumulative</td>
</tr>
<tr>
<td>1</td>
<td>11.265</td>
<td>75.100</td>
<td>75.100</td>
</tr>
<tr>
<td>2</td>
<td>1.092</td>
<td>7.283</td>
<td>82.383</td>
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<tr>
<td>3</td>
<td>.535</td>
<td>3.569</td>
<td>85.951</td>
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<tr>
<td>4</td>
<td>.431</td>
<td>2.874</td>
<td>88.825</td>
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<td>5</td>
<td>.368</td>
<td>2.455</td>
<td>91.280</td>
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<td>6</td>
<td>.281</td>
<td>1.872</td>
<td>93.152</td>
</tr>
<tr>
<td>7</td>
<td>.229</td>
<td>1.527</td>
<td>94.680</td>
</tr>
<tr>
<td>8</td>
<td>.207</td>
<td>1.382</td>
<td>96.062</td>
</tr>
<tr>
<td>9</td>
<td>.157</td>
<td>1.046</td>
<td>97.108</td>
</tr>
</tbody>
</table>
Table 5: Rotated Factor Matrix Job Satisfaction Questionnaire

<table>
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<th>Factor</th>
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<tbody>
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<td>JOB13</td>
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