

## **MOTIVATION AND IMPROVEMENT IN EMPLOYEE PERFORMANCE IN THE RESTAURANT INDUSTRY IN GHANA**

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### **Abstract**

*This study examined the impact of motivation on the performance of restaurant employees within the Cape Coast Metropolis of the Central Region of Ghana. The study sought to identify motivational strategies used by the selected restaurants and determine their effectiveness in influencing employee performance. An ex-post facto research survey was adopted for the study using Maslow's hierarchy of needs as the theoretical framework. Primary data were collected from 5 restaurant managers and 55 of their employees using simple random sampling to elicit data on motivational strategies enjoyed by the staff. The findings showed that motivational strategies used included the payment of bonuses, free communication, monetary rewards and the provision of free meals, recognition and rewards. Most of the employees were however dissatisfied with the motivational packages resulting in the low performance of the respondents as obtained from performance indicators on profitability, customer satisfaction and increased customer base, showing the ineffectiveness of the motivational strategies employed. Lack of effective implementation of some of the motivational strategies and inconsistency in strategic decisions were the major constraints affecting employees' performance. It was thus recommended that more motivational incentives such as supported study leave should be planned for the employees in order to help reduce absenteeism and the high labour turnover in the restaurant industry in Ghana.*

**Keywords:** motivational; strategies; employee turnover; performance; restaurants

## **1.0 INTRODUCTION**

### **1.1 Background to the Study**

The restaurant industry is a significant part of the hospitality industry worldwide and its employees play a key role in delivering the service products to the guests. Quality service delivered by the employees creates lasting positive experiences for the guests (Owusu-Mintah, 2013). The individual motivational construct of the restaurant employees, play important and perceivably significant role in achieving high satisfaction for the guests. Motivation of employees whether professional, skilled or unskilled is a major issue in all service organizations. For the restaurant industry, motivation is a major issue and a challenge for management in their bid to retain employees for them to offer quality services to their guests (Owusu, 2010).

If employees are not satisfied they will not perform as expected. Workplace dissatisfaction and poor performance usually lead to high employee turnover in the restaurant industry. According to a Hotel and Catering Training Company in the United Kingdom, turnover in the United Kingdom was estimated to have cost the hotel and catering industry 430 million pounds a year, and turnover was higher among men than women (Lucas, 2010). In Ghana the Restaurants Association found in its 2010-2011 Annual Survey that 41.26 percent of the employees in 63 restaurants changed jobs or resigned (Amoah, 2009), who reported that in order to reduce such high labour turnover and retain productive employees, management has to improve working conditions and keep the employees properly motivated. To remain in this competitive business environment, restaurant businesses need to increase their employees' motivation, so as to enjoy continuous development of their business facilities (Aksu, 2000). One of the most important

variables known to affect the performance of restaurant staff is that of their motivation. Employees' performance and efficiency are among the factors that are known to affect the success of these businesses. Employees showing high performance rate and efficiency, relate to their satisfaction of their jobs (Torkunu, 2007). Especially in the service sector, employees' motivation is very crucial in terms of ensuring continuous quality service delivery (Hays & Hill, 1999).

## **1.2 Problem Statement and Purpose of the Study**

The hospitality industry had grown in numbers with a lot of multi-nationals opening more branches in Ghana. With the emergence of the oil find, the hospitality industry in Ghana had both increased in numbers and capital base, which has therefore engendered fierce competition in the sector. According to McKenna (2000) free entry and exit of new firms into a competitive market comes with its associated opportunities and treats. Therefore the influx of the restaurant businesses in Ghana comes with its opportunities and treats to existing ones. The level of motivation to determine whether employees are satisfied to stay on the job or are leaving and joining the new ones is of greater concern, not only to investors, but also to researchers. Due to the high turnover and absenteeism within the restaurant business, managers now realize the importance of employee motivation to retain quality staff. When employees maintain a high level of motivation, quality service delivery will result (Holley, *et al.*, 2005).

Over the years, employee turnover has drawn a lot of attention to human resource professionals (Mullins, 2007). Worldwide, researchers have suggested that employee turnover is among the highest in the hospitality industry. Studies have shown that the average turnover level among non-management restaurant employees in the US is about 50%, and about 25% for management staff (Mullins, 2007). In Ghana, it has been observed that a lot of hospitality staffs have been leaving the industry as a result of unfavourable working conditions, low salaries and delay in promotion as well as lack of opportunity for career development. This study examines the extent to which motivation can lead to improved employee performance and retention. It is also to determine specific motivational packages available to employees of the restaurants studied and assess the effects of motivational packages on employee performance in the restaurant industry.

## **1.3 Theoretical Framework of Motivation**

The restaurant industry here refers to individual restaurants and not those attached to hotels that serve mostly, in-house guests. Considerable research has been conducted regarding the definition of motivation. According to Dessler (1980) motivation is one of the simplest, but most complex of management jobs. It is simple because people are basically motivated or driven to behave in a way that they feel may lead to rewards. So motivating someone should be easy; just find out what the employee wants and hold it out as a possible reward. Daschler and Ninemeier (1984) noted that motivation is a force within individuals that makes them act in a way designed to achieve some goal. Taking this broad definition and putting it into the context of supervision in the restaurant operation, we might say that motivation is what the supervisor does to encourage and influence their workers to put in more effort to achieve a target. According to them, motivation is in fact an internally generated force or drive within the individual which provides an incentive for the employee to act. Ray and Wieland (1985) had stated that motivation is the force within a person that makes him or her act in a certain way to achieve some goal. According to Kelly (1974), motivation has to do with the forces that maintain and alter the direction, quality and intensity of behaviour. Hoy and Miskel (1987) contend that employee motivation is the complex forces, drives, needs, tension states, or other mechanisms that start and maintain voluntary activity directed towards the achievement of personal goals. In short, Simon (2001) defined motivation as the intensity of a person's desire to engage in some activity.

From the above definitions some issues are brought to mind that deal with what starts and energizes human behaviour, how those forces are directed and sustained, as well as the outcomes they bring about. There is a relationship between motivation and job satisfaction. However, the concepts of motivation and job satisfaction are often confused with one another. While motivation is primarily concerned with goal-directed behaviour, job satisfaction refers to the fulfillment acquired by experiencing various job activities and rewards. It is possible that an employee may display low motivation from the organization's perspective: yet, enjoy every aspect of the job. This state represents high job satisfaction. Peretomode (1991) also argued that a highly motivated employee might also be dissatisfied with every aspect of his or her job.

Motivation is a human psychological characteristic that contributes to a person's degree of commitment (Stoke, 1999). It includes the factors that cause, channel and sustain human behaviour in a particular committed direction. Stoke, goes on to say that there are basic assumptions of motivation practices by managers which must be understood. First, that motivation is commonly assumed to be a good thing. One cannot feel very good about oneself if one is not motivated. Second, motivation is one of several factors that go into a person's performance. Factors such as ability, resources and conditions under which one performs are also important. Third, managers and researchers alike assume that motivation is in short supply and needs periodic replenishing. Fourth, motivation is an important tool which managers can use for organizational success. If managers know what drives the people working for them, they can tailor job assignments and rewards to what makes these people more effective.

#### **1.4 Types of Motivation**

There are various types of motivation. It could be extrinsic, involving tangible rewards, or intrinsic, such as intangible but one that provides inner satisfaction. Motivation could be short, which needs a shorter period for achieving results and long term, as well as self-motivation. Other studies have also found that students with high levels of intrinsic motivation and career self efficacy are likely to attain strong results educationally (Evans & Burck, 1992) and have better school-to-work transition experiences (Pinquart, *et al.*, 2003). Once at work, these individuals seem generally more satisfied with their work and perform significantly better than others (Judge & Bono, 2001). According to Cavelzani (2012), individual self-motivation should undergird the promotion of cooperation among front desk personnel, waiters and housekeeping staff to create a feeling of intrinsically-felt hospitality. According to Petcharak (2002), one of the functions of the human resource manager is related to ensuring employees workplace motivation. The employee work morale, such as supervisors, peers, organization, and work environment can be defined in a sense that the employee has the feeling and is conscious about all aspects of the job. The performance is poor if the employee is not satisfied and happy. Workplace dissatisfaction often leads to poor employees and organizational performance.

Maslow's (1943) need-based theory of motivation is the most widely recognized theory of motivation and perhaps the most referenced of the content theories. According to Maslow, five basic constructs form the human hierarchy of needs, which are physiological, security, affection, esteem and self-actualization needs. Maslow's conceptualization of needs is represented by a triangle with five levels which he called the Hierarchy of Needs. According to Anyim (2012) physiological or basic needs are the basic need of a person taken care of by the hospitality industry. It is seen as a driving force or a felt need. This need causes physiological tension which can be shown by anybody's behaviour. This can be reduced by eating something. Chintaloo and Mahadeo (2013) also explain physiological needs, seen to satisfy the basic need of humans. Physiological needs or basic needs also called biological needs. Maslow said when a person

fulfills the basic, physiological or biological needs he moves up the next level of security, achieved with a very good job.

### **1.5 The Maslow's hierarchy of needs theory**

Maslow's hierarchy of needs theory was found to be more relevant to this study as the theory is applicable to organizational performance and employee motivation (Greenberg & Baron, 2003). They further argue that the theory is able to suggest how managers can lead their employees or subordinates to self-actualization. The idea implies the dual role of the theory first to organizations and second to employees on the basis that both the organization and the employees must decide on the performance of their organization. When employees put in their best in the service of the organization, the human resource practice should also ensure that the employees' level of needs is reflected in values the organization holds with high esteem (Greenberg & Baron, 2003).

The cultural framework of the organization should reflect the fact that employees' physiological and security needs are paramount; therefore, when such needs become critically focused, performance will be improved tremendously in that organization (Maslow, 1943). This argument implies a reversed effect that if the need is not critically focused on, the performance standard will not be met. As employees yearn for social needs, it is the role of organizational culture to create the values and norms that human resource practice will focus on when planning for the smooth running of the organization, with employee relationship being one of the key areas that human resource must strengthen (Storey, 1992). Moreover, the physiological needs of guests, including food and drinks (refreshment) are provided by restaurants, while hotels go ahead to provide the security needs of their guests. Human resource management practice should help employees attain their self-esteem and self-actualization needs. When employees discover that their organization cares so much about their developmental status, employees will offer their best to the service of the organization.

## **2.0 RESEARCH METHODOLOGY**

In this section, the methods including the sample size and sampling techniques used for collection of the data for the study are presented.

### **2.1 The Research Design**

An ex-post facto survey design was adopted for this study (Ardichvili, *et al*, 2003). It was used because it allowed the study to objectively sample opinions from employees in the hospitality facilities in the Cape Coast Metropolis on factors that affect their motivation and performance. According to Cohen and Manion (1980) and Babbie (1986), this survey design uncovers data, interprets, synthesizes and establishes the relationship among the variables. It is also used to study people's attitudes, feelings and opinions, enabling the study to get the true feeling of workers on incentives that influence their performance. The study also opted for the design because it involves the collection of data and accurate description of existing phenomena.

### **2.2 The Population and Sample Size**

The target population for the study consisted of all restaurants in the Cape Coast Metropolis of the Central Region of Ghana. Restaurants are categorised into two: formal and informal, with the formal restaurants categorised into (F) A, B and C, while the informal restaurants are classified into grades (I) 1 and 2 (GTB, 2005). Five restaurants selected for the study, which were Goil Rest Stop, African Pot, Sizzler Spot, Solace Spot and Elmina Highway Shell Rest Stop

Restaurants. All the first four are formal restaurants, classified ‘C’, while the last one, the Elmina Shell Highway Restaurant is in the informal category and classified ‘1’. The total number of people forming the population of employees in the restaurants was about one hundred and twenty (120) including the managers. Based on Krejcie and Morgan’s (1970) table for determining sample size for a given population, a sample size of sixty 50% (60) respondents; consisting of four (5) managers and fifty-five (55) employees from the restaurants was deemed enough for the study. Quota sampling was used in selecting the respondents from the five restaurants as shown in Table 1, which shows that Goil Rest Stop had the highest sample of 16 (27%), while the African Pot Restaurant had the smallest sample of 9 (15%). Almost all the restaurants also operated as night clubs, explaining their apparently large number of employees. Out of the 60 respondents, 24 representing 40% were males and 36 representing 60% were females.

*Table 1: Population and Sample Size for the Study*

S/No	Restaurant	Class	Population	Sample	Percentage
1	Goil Rest Stop	(F) C	32	16	27
2	Elmina Highway Shell Rest Stop	(I) 1	26	13	21
3	Solace Restaurant	(F) C	24	12	20
4	Sizzler Spot	(F) C	20	10	17
5	African Pot Restaurant	(F) C	18	9	15
	<b>Total</b>		<b>120</b>	<b>60</b>	<b>100</b>

The main instrument used to collect data for this study was a questionnaire, which was self developed, based on the literature review and a previous study conducted by Afful-Broni and Tah (2014). The questionnaire had three sections and twenty items. The first section was about the respondents’ socio-demographic data including gender, age, employment position, employment status and period of work in the hospitality facility. The second section gathered the views of the respondents on motivation for their jobs. The questions included their reasons for working in the restaurant and their most desired motivational factors. The questions demanded opinions on their wages or salaries, fringe benefits, job security, working environment, opportunity for advancement, training and involvement in decision making. Section C asked respondents to choose the appropriate answers as to how they rated some motivational factors on a five-point Likert scale with items ranging from 5: strongly agree (SA), 4 for agree (A), 3 for undecided (U), 2 for disagree (D), and 1 for strongly disagree (SD). On the other hand, items that showed dislike were ranked from 1 to 5, with 1 for strongly disagree (SD), 2 for disagree (D) 3 for neutral (N), 4 for agree (A) and 5 for strongly agree (SA). In all fifty (60) questionnaires were developed and administered to both the restaurant managers and their employees.

To maximize the reliability and validity of the questionnaire, a pilot study was conducted on two restaurants outside the sample area to pre-test the instruments. The participants were asked to respond to the initial surveys based on their understanding of motivation factors. Answering the questionnaire took about ten minutes each. The questionnaire was modified based on the pilot study and the final version of the questionnaire was completed after the review. The data collected were processed using the SPSS version 17.0. The results of the fieldwork were shown using frequency tables with descriptive analysis. Both qualitative and quantitative methods of data analysis were used for the study. The variables of interest were motivation and employee’s job performance and these were analyzed with the demographic characteristics of the respondents and predictor variables such as wages and salaries, promotion, benefits and recognition, environmental factors and fringe benefits.



### 3.0 RESULTS AND DISCUSSION

This section covers a presentation, analysis and discussion of the results.

#### 3.1 Profile of the Respondents

Socio-demographic attributes like gender, education, and age are known to affect significantly motivation of employees at the workplace (Perry, 2000). So these variables were considered in the analysis of the data for the study. The profile of the respondents involved in the study showed that there were 40% males and 60% females. This was no wonder as females are known to dominate employment in the hospitality industry, whether in developed or developing countries (King *et al.*, 2003; Li & Leung, 2001; Mill & Morrison, 1998; Owusu-Mintah, 2012). As shown on Table 2, most of the respondents were aged between 18 and 24, indicating the youthful nature of employees in the hospitality sector. Further, the data on Table 2 show that most of the respondents (66.7%) had received secondary school education. However, only 13.3% of them had received tertiary education, where they might have received professional training for working efficiently in the hospitality industry.

*Table 2: Age and Educational Background of the Respondents*

Age Group in Years	Frequency	Percentage
18 -24	30	50
25 -34	15	25
35 -44	8	13.3
45 -54	4	6.7
55 and above	3	5
<b>Level of Education</b>		
Basic education	12	20
Secondary education	40	66.7
Tertiary education	8	13.3
<b>Total</b>	<b>60</b>	<b>100</b>

Hence majority of the workers did not have specific training for the hospitality industry. When the respondents were asked to indicate the length of service on their present jobs, the data obtained are shown on Table 3. The data presented on Table 3, indicate that most of the respondents (43%) had spent less than one year on their present jobs. This attests to the fact that employee turnover tends to be very high in the hospitality industry in the country.

*Table 3: Length of Service at Current Restaurant*

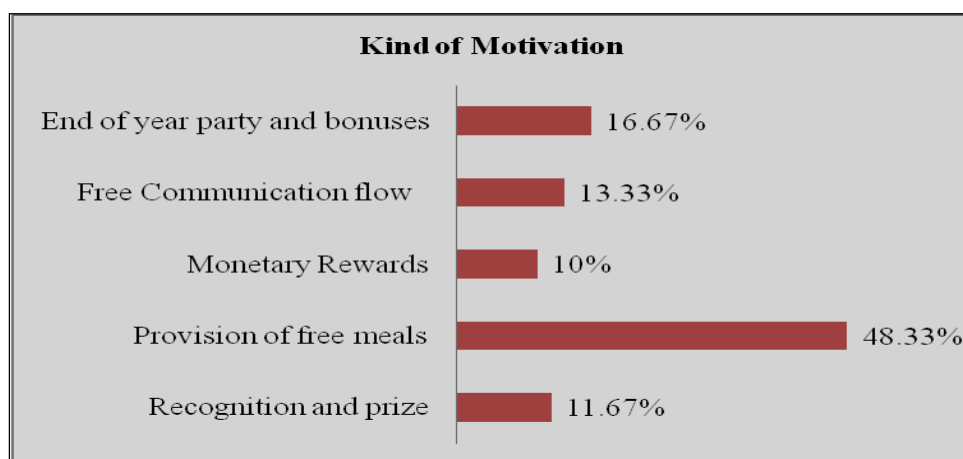
Years	Frequency	Percentage
Less Than 1 Year	26	43.3
1-3 Years	8	13.3
4-6 Years	16	26.7
More than 6 years	10	16.7
<b>Total</b>	<b>60</b>	<b>100</b>

#### 3.2 Motivational Factors

Regarding the importance of training as a motivating factor, the data as to whether or not training and development are effective in improving employees motivation showed that almost all the respondents either agreed or strongly agreed that employee training is an important motivational factor. This assertion is supported by Powers and Barrows (1999), who contended that training provides on-the-job experience that helps employees become more proficient or qualified at a task at their current jobs. According to Mill (1988) training provides on-the-job experiences and also helps employees become more proficient on their jobs. He noted further that a well trained

group of employees should result in a reduction of costs, stress, turnover, and absenteeism and a corresponding increase in efficiency and customer satisfaction. When a company wants to encourage productivity among its employees, one option available is an employee incentive program. Employee incentives describe a system of rewarding success and effort in the workplace. The researchers sought to find out the kind of motivational packages available for employees of the selected restaurants and the responses gathered are shown in Figure 1.

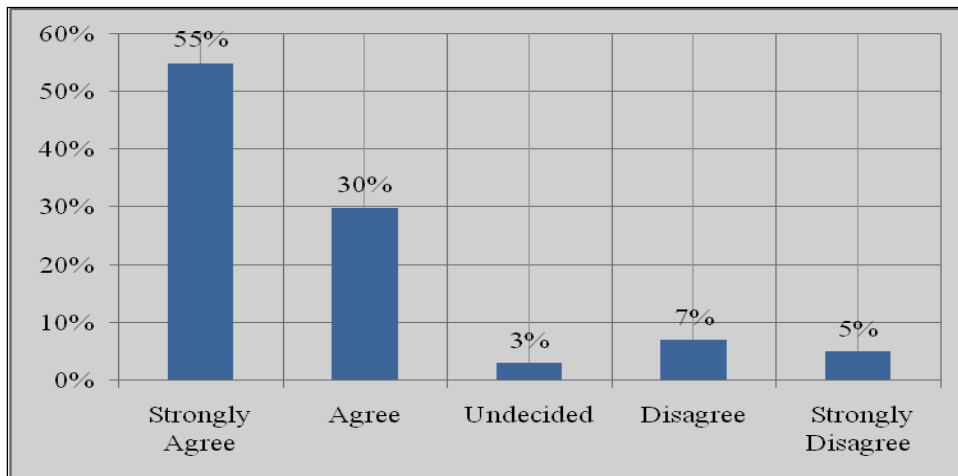
As shown in Figure 1, majority of the respondents (48.33%) indicated that free meals offered to them by management, provided them high motivation for work than monetary rewards that recorded only 10% of the respondents. However 16.7% of the respondents indicated that end of year party and bonuses were also an important motivation for to them. The best employee motivation efforts focus on what employees deem to be acceptable. Employee motivation as a status simply describes the degree to which management succeeds and employees become satisfied and willing to put in their maximum effort. The study also sought to ascertain the level of satisfaction of employee’s motivation packages offered by management of the selected restaurants. The responses gathered showed that while 36.7% of the respondents were satisfied, about 70% of them indicated that they were dissatisfied with motivational packages offered by management of the restaurants. Tsang and Wong (1997) were of the view that if hotel managers knew what motivates their staff, they would stand a better chance of satisfying and ultimately retaining their employees longer. According to Awuni (1991), lack of employees’ motivation in a restaurant business will cause a higher turnover, absenteeism, lower service, higher operating costs for recruitment, selection, and training.



*Figure 1: Types of Incentives Given to Employees*

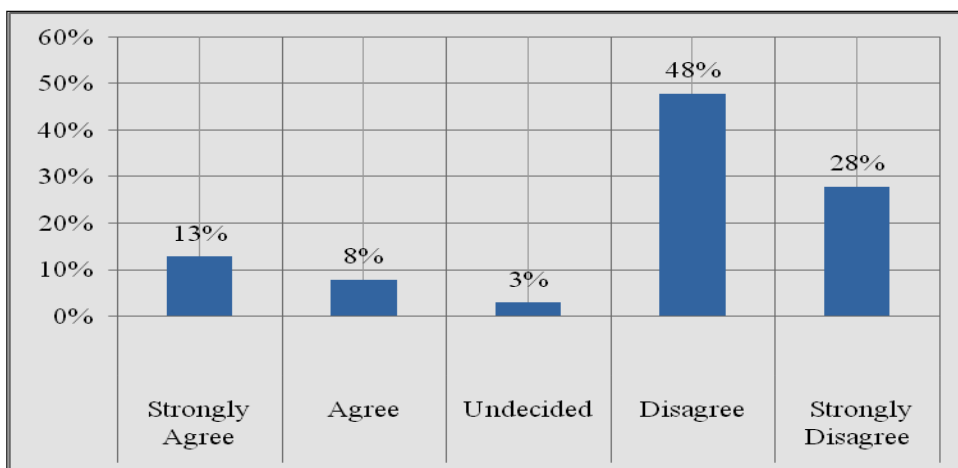
In answering the question about which motivation packages influence restaurant employees’ performance, the next section sought to examine the motivational packages available to the employees. No matter the size of an organization, having a team of motivated, hard-working employees is crucial to business success. When people lose their motivation, their job performance suffers; they become less productive, less creative and also less of an asset to the business. The researchers sought to find out from the respondents whether or not extrinsic motivational factors like relationship with supervisors, working conditions, relationship with peers and job security are effective in improving employee’s motivation. As to whether or not relationship with supervisors are effective in improving employee’s motivation (Figure 2), majority of the respondents (x=33) strongly agreed that relationship with supervisors are effective in improving employee’s motivation. eighteen respondents agreed that relationship with supervisors are effective in improving employee’s motivation, four respondents disagreed, while, three respondents strongly disagreed that relationship with supervisors are effective in improving

employee's motivation. Only two respondents were undecided as to whether or not relationship with supervisors was effective in improving employee's motivation.



*Figure 2: Relationship with Supervisors as a Factor of Motivation*

The results from Figure 2 show that most of the respondents supported the view that good relationship with supervisors was likely to enhance an employee's motivation at the work place. The implication is that if cordial relationship exists between subordinates and supervisors, subordinates will become contented and therefore put in their maximum effort at the work place. According to McGregor (1960) an organization that offers participative decision-making processes, informal relationships and group collaboration could maximize the employees' motivation level the work place. As to whether or not job security is effective in improving employee's motivation, the data on Figure 3 show that as much as 76% of the respondents either disagreed or strongly disagreed with the proposition.



*Figure 3: Job Security Factor for Improving Motivation*

This shows that most of the respondents disagreed that job security improves employee's motivation at the work place. The implication is that employees in the selected restaurants did to consider their job security as a motivational factor. According to Maslow's (1943) theory of needs, the security needs include the need for safety, fair treatment, protection against threats and job security. He indicated that when employees' physiological needs are satisfied they strive to secure job security so as to remain in employment. When the respondents were further asked to



indicate whether or not intrinsic motivational factors like training and development, challenging work environment, and higher responsibility are effective in improving employee's motivation, responses gathered showed that several factors are known to affect productivity of labour, which cannot be achieved without maintaining and enhancing the skills of labour and human resource strategies. To achieve higher service quality and employee productivity organizations must develop and encourage work environment where employee's contribution to productivity would be increased towards the attainment of organizational goals. By motivating employees, restaurant operators can enhance their employee's productivity resulting in improved services and product to satisfy customer's needs. Table 4 shows the effects of motivational packages on profitability, customer satisfaction, staff retention and increased customer base.

*Table 4: Effects of Motivational Packages on Performance*

<b>Effects of motivational packages</b>	<b>High (4)</b>	<b>Average (3)</b>	<b>Low (2)</b>	<b>Cannot tell (1)</b>	<b>Total</b>	<b>Mean Score</b>
Profitability	15	35	8	2	183	3.05
Customer satisfaction	11	40	5	4	178	2.97
Staff retention	7	10	43	0	144	2.40
Increased customer base	9	44	4	3	179	2.98

On the effects of motivational packages on employees performance, it could be noted from Table 4 that fifteen respondents indicated that the effect of employee motivational package on profitability was high, thirty five respondents indicated average profitability returns, and eight respondents indicated low profitability on effects of employee motivational package while two respondents could not provide any response as to whether or not employee's motivation could influence profitability of businesses. The results show that most of the respondents believed employees' motivation increases the profitability of the business. It can be concluded from the table that the mean score of 3.05 out of 4 for profitability was critical as compared with other effects though increased customer base and customer satisfaction where equally important. On the degree of importance of motivational packages available to employees of the restaurants in the study, the results are presented on Table 5.

*Table 5: Degree of Importance of Motivational Packages*

<b>Motivational Packages</b>	<b>Most Important (3)</b>	<b>Important (2)</b>	<b>Least Important (1)</b>	<b>Total</b>	<b>Mean score</b>
Wages and salaries	45	13	2	162	2.70
Fringe benefits	32	23	5	147	2.45
Job security	9	20	31	98	1.63
Working conditions	20	34	6	134	2.23
Training and development	11	34	15	116	1.93
Opportunity for advancement	36	21	3	153	2.55

The data on Table 5 show that forty-five respondents indicated that wages and salaries was the most important motivational factor, thirteen respondents rated wages and salaries as the next important motivational factor while two respondents rated wages and salaries at as the least important motivational factor that inspire employees to perform better on their job. Based on this wages and salaries, opportunity for advancement and fringe benefits had high mean score of 2.70; 2.55, and 2.45 respectively. The analysis confirm a study done by Bohlander, *et al.*, (2001) that well paid employees are normally committed to their jobs and hardly indulge in fraud as against leanly paid employees. The choice of enhanced salary by employees raises some basic concerns of their needs. According to Bohlander *et al.*, (ibid) enhanced salary is necessary for

them to meet their physiological needs which are fundamental to man as identified by Maslow in his hierarchy of needs model. It was necessary to find out from the respondents whether or not motivational packages given to them were adequate enough to induce them to give out their best effort at the workplace.

On the issue of whether the motivational packages available were sufficient enough to enhance their performance, majority of the respondents (66%) said no to justify that the packages were not enough while 29% indicated that the motivational packages were sufficient enough to enhance performance. However, 5% of them were not certain as to whether motivational packages available were sufficient for them. Analyses on whether motivational packages available were sufficient to enhance their performance or not revealed that despite the above mentioned motivations that is, opportunity for advancement, monetary incentives, job security and fringe benefits, motivation given to them were woefully inadequate to enhance their performance. This might have contributed to frequent absenteeism and labour turnover in the hospitality industry. The study further revealed that the following motivational packages were available to employees of the restaurant business: monetary incentives, end of year parties and bonuses, provision of free meals, recognition and rewards. Generally, assessing the extent of satisfaction with the motivational packages among the staff, it was discovered that the employees were not satisfied with the motivational packages in place. The results of the study showed that most of the respondents supported the view that good relationship with supervisors, good working conditions, relationship with peers, training and development and challenging work environment were all factors that enhance employee's motivation at the work place. Monetary rewards in terms of allowances and salary increment as part of the main factors of motivation for restaurant staff was skewed towards disagreeing to the notion. This was evidenced by the 60% aggregate affirmation, even though 22% registered neutrality and 18% collectively agreed to the notion. However, majority of the respondents (76%) disagreed that job security improves employee's motivation at the work place.

Finally, the results showed that most of the respondents believed employee's motivation increased the profitability of the business. An aggregate of 85% of the respondents agreed to the notion that employee's motivation improves customer satisfaction. However, 43% of the respondents disagreed with the notion that employee's motivation increased staff retention. Further, job security and good working conditions were somehow strong factors that affected respondents approach to work. They also stated that good salary and fringe benefits were strong factors that influenced them to work. However, 60% of them said recognition and rewards were not strong enough to influence them to work. Despite the availability of some motivational packages such as opportunity for advancement, monetary incentives, job security and fringe benefits for the respondents, these were woefully inadequate to enhance their performance. This might have contributed to frequent absenteeism and labour turnover in the hospitality industry.

#### **4.0 RECOMMENDATIONS AND CONCLUSION**

This final section of the paper, presents the recommendations made and conclusions drawn from the findings of the study.

##### **4.1 Recommendations**

Based on the findings of the study, the following recommendations are made.

- More motivational incentives should be planned by management for employees of restaurants so as to help reduce absenteeism and increased labour turnover in the industry, since most of the employees were not satisfied with the motivational packages offered them.

- It was discovered that job security was not a factor that affects the employees approach to work. Restaurant employees should therefore be sensitized to know that they have job security. This will go long way to increase their loyalty to their organisations.
- It is believed that since the factors that motivate people to perform best are distinct and different, learning about what workers want from their jobs, or what is more important for them, may generate essential information for effective human-resource management. This can guarantee the long-term profitability and survival of their organisations. Furthermore, such learning may help organizations to find answers to questions such as; why do some people invest greater effort in their jobs and why some people are more efficacious in their jobs than others?
- Also, as the employees expressed dissatisfaction with the incentives provided by their organizations and as majority of them did not agree with incentives meant to motivate them, management of the organisations must deem it necessary to put up appropriate measures which will concretely meet the demands of their employees to strengthen their motivation, satisfaction, and commitment to the restaurants.

#### **4.2 Conclusion**

In conclusion, it is explicitly clear that the following motivational packages are available to employees of the restaurant business: monetary incentives, end of party and bonuses, provision of free meals, recognition and rewards. Also, it can be concluded that majority of restaurant staff agreed that monetary incentives and good working conditions are somehow strong factors that affect their output, most of the respondents were of the opinion that recognition and rewards are not strong factors that can affect their output as employees. Furthermore, profitability of the restaurant business, customer satisfaction and increased customer base were all indications of effective motivational packages enjoyed by restaurant employees. The results of this study indicate that there is the need to determine other factors that the employees may care about as these factors are likely to have an effect on their performances. Finally, the results show a positive relationship between motivational factors and the performance of restaurant employees. This means that whenever employees are highly motivated they can achieve higher productivity for their businesses.

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