

## Does Motivation Improve Employees Job Performance? A Case of Absolute Hotel Services

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### ABSTRACT

The present study intends to examine the relationship between motivation and employees job performance in the context of hotel industry. The study chooses Absolute Hotel Services, which is one of the fastest-growing hospitality and tourism companies located on the Asian continent to specialize in hotel management, consultancy, sales and marketing among other services. The company is also affiliated to Absolute Golf Services which offers golf and event management for both public and private golf clubs. Employees morale is one of the key elements to success for a business organization. Employees morale directly affects their job quality and performance. Therefore, it is vital to motivate employees to keep them in good morale. This research also studies key factors that affect motivation.

**Keywords:** Absolute Hotel Services, Asian, Employees Morale, Hospitality Industry, Job Performance, Motivation

### INTRODUCTION

In 1792, the first publicly held hotel was opened in New York City, namely City Hotel. Buffalo Statler was the first business hotel in the world, founded in 1908. Oxford English Dictionary states that "Hotel" means an establishment for travellers and tourists providing accommodation, meals and other services. However, in this modern world, hotel services are no longer just those, hotels now offer laundry service, massage room, fitness gyms, conference rooms, lock boxes for valuable items and many other things and will charge fees on the services. Hotels aim to satisfy their clients with luxurious hotel rooms and all kinds of services so that the clients stay loyal to their hotels. One of the examples is the Absolute Hotel Service (AHS). Travelodge in Penang, Malaysia, a brand of AHS is recognized as having the Best Guest Experience in Food by the Traveloka Hotel Awards 2019 (Zulzaha, F. F., 2019).

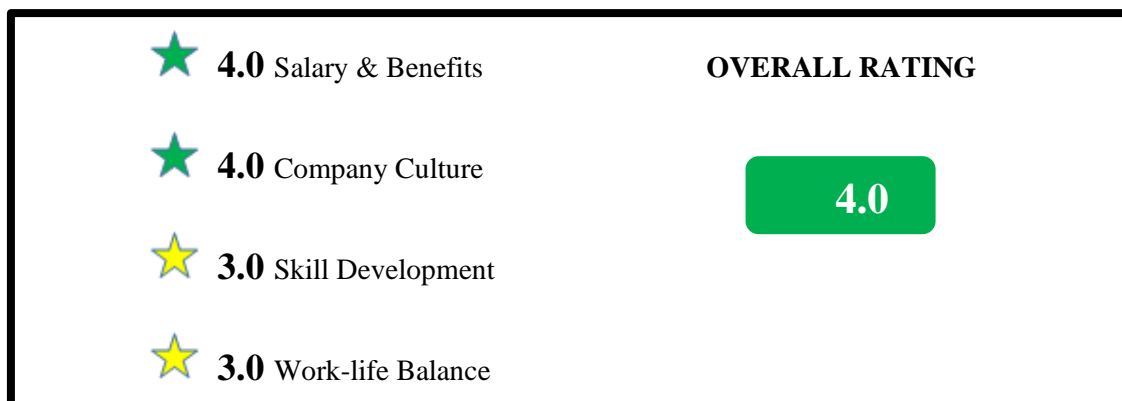
Founded in 2008, Absolute Hotel Service (AHS) is one of the hospitality management companies in Asia. With more expansions planned, AHS have regional offices in Vietnam, Indonesia, Hong Kong, India and now Europe and Bangkok, Thailand is where the headquarters is based. AHS also specialize in technical services

consultancy, pre-opening consultancy, market and feasibility study, sales, and marketing. AHS has created a few big brands, for instance, U Hotels & Resorts, Eastin Grand Hotels, Eastin Hotels & Residences, Eastin Easy, Travelodge Hotels, and Vienna House Asia. Besides hotels and resorts, AHS have business in the golf industry as well, the Absolute Golf Services (AGS) that offers golf club management services, pre-opening and technical services, project management and development as well as consultancy management service. All these have created much value for each facility that they offer.

Hotel service contributes a lot to the country's economy. Therefore, it is important to maintain the best service for the customers. There is constant competition in the hotel industry so if the hotel cannot catch up with the trends and satisfy clients from time to time, the hotel's performance will eventually go downhill. The employees' job performance plays an important role in ensuring the customers are satisfied with the services. Motivation is one of the essential elements that affect the job performance. Therefore, the effect of motivation on employees' job performance will be an interesting area to study. The purpose of the research is to find out the effect of motivation on AHS employees' job performances.

Absolute Hotel Services' (AHS) unique proposition is their team members and what the team can achieve on behalf of their numerous partners (Retrieved from <https://www.rh-asia.com/2019/07/01/absolute-hotel-services-is-adding-easting-grand-resort-in-vung-tau-vietnam-to-its-portfolio-2022/>). People and cultural strategy are few of the dominant factors striving it to becoming one of the fastest-growing hospitality management and branding companies in Asia. AHS hold pride in being relevant and well balanced in all its business activities being the reason why AHS has been able to expand quickly and in a sustainable way. People and cultural strategy refer to the way a people-based-organization defines its organization's core values and actions to achieve its goal. It is considered as probably one of the most important documents in the modern organization, especially in terms of increasing profitability, productivity, employee experience, and customer satisfaction.

AHS employees are required to undergo a training period under the supervision of the Group Training Director of the organization before providing service to the hotel's customers. According to Nitisemito (2001), training is one of the important functions to produce qualified employees as such that they can develop and improve their attitude, manners, skills, and knowledge along with the company's main objectives. The purpose of the training period is to spur the employees' working motivation. This explanation is supported by the saying of experts (Gomes, 2001, Mangkuprawira, 2003, and Dharma, 2005) "A training is every effort to improve the working performance of a certain job that belongs to his/her responsibility". The online reviews posted by 3 customers about Absolute Hotel Services had provided rating for the salary and benefits, company culture, skill development and work-life balance of their employees. Diagram 1 below demonstrates that employees commented that motivation factors that can affect their job performance are salary and benefits, company culture followed by skill development and work life balance. Employees are happy about their salary and benefits as well as the company's culture.



**Diagram 1. The online rating given by Absolute Hotel Services employees.**

As for the customers review in Facebook, AHS's overall rating is 4.9 star out of 5.0 rating. The reviews of 29 customers can be obtained from. [https://www.facebook.com/pg/absolutehotelservices/reviews/?ref=page\\_internal](https://www.facebook.com/pg/absolutehotelservices/reviews/?ref=page_internal). Their comments are positive. Mostly, they commented that AHS provide awesome hospitality and AHS staffs provide good services. AHS employees work 6 days per week, and they abide by the strict work timing culture of the company.

**Maslow's Hierarchy of Needs**

According to the Maslow's hierarchy of needs, employees are mainly interested in fulfilling their external necessities such as physiological needs (i.e., the demand for air, water, and food) and safety and security needs (a house in a safe neighbourhood, job security, a retirement scheme, and health/medical insurance). Employers of AHS should undertake these incentives by supplying employees with satisfactory benefits package. Employees normally look for a sense of community and acceptance within the workplace (Drumea, 2012), pursuing the consent and recognition of co-workers, management and oversees, whereas managers, by assisting staff in feeling associated with the organization and its assignment (Nica and Potcovaru, 2014), can supply the sense of community. Managers of AHS should know all the employees' weaknesses and help them overcome those weaknesses. Through this, employees will have a sense that their co-workers as well as the managers accepted them in the workplace. Besides, the co-workers must get to know each other well and not leave any employees out when having any get-together or meetings. On the other hand, external esteem is fulfilled by attaining the recognition of others (Popescu, 2015), social and professional standing, gratitude, and appreciation. Internal esteem demands for self-respect, accomplishment, self-determination, and sentiment of trust. Managers should supply the employees of AHS with chances to prove their competence through staff involvement in advancing education and providing opportunities for thought-provoking and relevant work which act as strong incentives. The managers should be able to identify the demands of each employee, separately (Borkowski, 2011). Deprivation and satisfaction to furnish the active forces that connect demands to behaviour. The physiological requirements, when unmet, cause deprivation or frustration dominate the control over the body's character. When AHS employees' physiological requirements such as nutrients are unmet, they might not

be able to perform their full potential. Therefore, AHS could prepare some tonic food and drinks for their employees to consume when feeling deprived or frustrated.

### **Theory X and Theory Y**

According to social psychologist Douglas McGregor, an organization that has a centralized decision-making process and a hierarchical pyramid are based on several assumptions about human nature and motivation. These assumptions are called Theory X by McGregor which considers most people value safety above all, want to be directed and they do not want to assume responsibility. However, the validity of Theory X in the democratic society was questioned by McGregor. Using Maslow's hierarchy of needs, McGregor concluded Theory X is not universally applicable because the assumptions about human nature in many cases are inaccurate. On the other hand, Theory Y focuses on aligning the individuals' goals with the organizational goals and creating a work environment that is pleasant to work. This theory assumes that people can be self-directed and be very creative if motivated properly. As these are theories of attitudes towards employees a conclusion that Theory X is bad, and Theory Y is good cannot be drawn as. AHS have a great reputation of having friendly staffs which is due to the work environment that is enjoyable and satisfying. This is because AHS' goal is aligned with the employees' goal which is to achieve great customer satisfaction.

### **Employee Motivation**

Motivation is a force that enables the individual to act in a particular manner to achieve an objective. As suggested by Kalimullah (2010), a motivated employee has their goals aligned with those of the organization and directs their efforts to achieve them. Also, as employees continuously look for ways to improve their work, organizations become more successful. Demanding employees to work at their full potential under stressful conditions can be impossible but motivation can make it possible. The study of Grant (2008) which held on employee motivation, stated that motivation forced results such as performance, productivity, and persistence (Grant, 2008). Employees are found to commit to their work and jobs more when they are motivated as compared to less motivated employees (Guay et al., 2000; Vansteenkiste et al., 2007). However, different countries display diverse cultural norms and behaviours, which may affect their motivation towards work (Shkoler & Kimura, 2020).

The topic of motivation is more discussed in the subject of organizational behaviour which contains a variety of models and theories relevant to motivation. Employee motivation is the most important element for all organizations to attain excellent achievements (Chintallo & Mahadeo, 2013). According to the study by Sirota et al. (2005), the outcomes accomplished on the association between motivation and job satisfaction of employees were organizations implementing various motivation programs involving three constructs as mutual trust, equity, and achievement which considered to be more effective than organizations that had no or twice as many 'enthusiastic' employees. In AHS, the employees can be more motivated through rewards such as sponsored vacations with families and more responsibilities or events and teams to be led. According to Hitka et al. (2019), the importance of the motivation factor is for various generations as younger people are more motivated to strive for growth, profits, higher income, while older people are more motivated to



keep what they already have, and that may result in differences in the importance of the factor for.

### **Employee Performance**

According to (Saleem, Bhutta, Nauman, & Zahra, 2019), the concept of performance is equally of high relevance to individuals and organizations. Employee performance includes the presence at work, quality, and quantity of their output, timeliness of output and helpful nature. A study on individual performance by Yang (2008) revealed that the performance of individuals cannot be justified. He believed that if an employee's performance is noticeable, then organizations might direct bonuses and rewards based on individual performance (Yang, 2008). Yang (2008) and Bishop (1987) studied employee performance and showed that acknowledgment, recognition, and reward for the performance of employees extend the discrimination between employee productivity together with the reward management system. Firms take an effort in satisfying their customers but disregard their employees' satisfaction forgetting the fact that customers would not be satisfied until and unless satisfied employees provide outstanding services. In other words, if employees are satisfied, better services will be provided therefore ultimately customers will be satisfied (Ahmad, 2012). Khan, Malik, & Janjua (2019) stated that training and development may enhance employee performance and thus, organizational goals will be achieved. The management of AHS can have a platform for their employees to provide their feedback frequently through letters or leave an anonymous comment on the company's social-networking apps specially for the employees. Thus, the management can know the opinions and problems employees' face in the work environment and improve the situation to provide an environment that can bring out the best performances from the employees.

### **Intrinsic Reward**

Intrinsic motivation refers to the internal interest of an individual in a task rather than external forces and rewards. To keep their employees continuously working, organizations need something such as salary or bonuses, etc. Despite that, it is the motivation that attracts and involves employees in their work so that their quantity and quality of work, as well as productivity, does not deteriorate (Williams, 2004). Intrinsic reward is the satisfaction experienced by an employee working in a good organization that rewards him for his job. The intrinsic reward becomes apparent in a person after their accomplishment in a task or work (joy, satisfaction, pride, etc.); while extrinsic motivation emerges from external sources such as salary, money or grades, etc. (Scott and Bruce, 1994). An intrinsically motivated person will be thrilled to solve a math problem because it is challenging and will give him a feeling of pleasure after solving it. No external rewards such as payment or prize are important to the person (Roberts, 1991 and Rothwell, 1992). It does not mean that extrinsic reward is not important to a person, but it means that it is not entirely enough to keep the person motivated (Eisenberger and Cameron, 1996; Janssen, 2000; Mumford, 2000).

The research by George Lăzăroiu (2015) on employee motivation and job performance, concluded that the employees' positions and their degree of motivation are a growing responsibility for the managers due to the concern for creating new, more adjustable, and flexible corporate policies to separate employees (Drumea, 2012) taking a more discretionary and variable procedure to their work. Almost all the

managers demand employees who are intrinsically driven (Lonescu, 2014) to do their tasks remarkably (intrinsic motivation brings out the type of conduct managers seek in their ideal employees). Besides that, handling individuals based on extrinsic motivation is an unrewarding enterprise (external constraints are needed). The AHS employees' intrinsic reward that acts as motivation is providing the best services and achieving a greater customer satisfaction.

### **Employee Perceived Training Effectiveness**

Training is explained as the planned involvement that is designed to enhance the factors affecting individual job performance (Chiaburu & Tekleab, 2005, p. 29). To achieve the goals of the organization expertly and successfully, management is required to give sufficient training to its employees to keep the employees up to date with the fast-changing trends and environment of the dynamic globalized world, help them with anxiety and frustration reduction caused from work overload and help to improve their skills to handle the work effectively (Chen and Lou, 2004). Employee training can be considered as an asset because if employees are efficient and capable then the companies' performance will grow more and will provide benefits that are long-termed as compared to their competitors (Ameeq-ul-Ameeq & Hanif, 2013). The employees of AHS are given enough training under the guidance of the Group Training Director before they can handle the customers by themselves. Direct connection in the literature between job satisfaction and training does not exist yet, however, Rowden (2002) and Rowden and Conine (2005), suggest that training can be a practical device to increase job satisfaction. Identically, Rowden and Conine (2005) stated that employees who get training ultimately will do much better at satisfying the demands of their customers. This can be seen in the services provided by the employees of AHS who cater the services according to the demands of the tremendous number of customers. In line with them Tsai et al. (2007), claimed that employees who show their commitment to training and learning, possess a high level of job satisfaction that affects their performance positively. The study to investigate the relationship between employee motivation and employee performance (Irum, Ayesha, Syed, Shagufta & Farida, 2014); relationship of intrinsic rewards with employee motivation and employee performance; and, employee perceived training effectiveness relationship with employee motivation.

### **RESEARCH METHOD**

There are normally two types of methods in research, that are qualitative and quantitative. We use quantitative method in this research because it is faster and more accurate than qualitative research (Saunders, Lewis & Thornhil, 2020). Also, the time to complete this research paper for academic purpose is limited, therefore, we had to use quantitative in this research. The study is based only on 10 original research articles, review papers and conference papers. Quantitative method is used to meet the purpose of this study, estimate the quantitative effect of the casual variables upon the variable that they influence. Job performance is the dependent variable, which is influenced by the independent variable, motivation of employees.

Generally, data are collected by two methods: primary data collection and secondary data collection method. Our research is based purely on secondary data by using past literature review. Secondary data is the data which are already collected for

specific studies. The data collection process used in this study is analysing the company's website, case studies and journals that provided us the data and ideas for our research. All searches spanned from database inception until 2020, and included journal articles, review papers, research reports that are published in English only.

Content analysis is used to analyse documented information. This is carried out by studying a variety of similar cases in different settings and using data to derive causal explanations. The search is mainly focused on the mapping existing literature on job performance and motivations in the field of social sciences and organizational behaviours. The study is based only on original research articles, review papers and conference papers. For maintaining the quality of the review, all duplications were checked thoroughly. Abstracts of the articles were checked deeply for the analysis and purification of the articles to ensure the quality and relevance of academic literature included in review process. A careful evaluation of each research paper was carried out at a later stage.

## **RESULTS AND DISCUSSION**

Motivation and employees' job performance has a positive relationship, Ali, Bin, Piang, and Ali (2016). They suggested that the higher the motivation of employees, the higher the employees' job performance. To increase the job performance of employees, the top management of AHS needs to focus on motivating its employees and need to plan and execute the number of effective actions so that the desired outcome of the company's performance can be achieved. AHS need to understand the key elements and factors that can increase their employees' motivation to serve the customers better and have a wonderful reputation across the globe. The findings below are on how AHS can motivate their employees (motivation factors) to increase the job performances which will eventually contribute to increasing their commitment to the job as well.

### **Needs of Employees**

Based on Maslow's hierarchy of needs, employees' basic needs must be fulfilled first to extract their best performance at work. Besides individual needs, the other needs include family and cultural needs. For family needs, employees would want to provide a safe shelter, provide food and education and spend time with their family in which AHS may provide their employees with a holiday once a week whereas cultural needs such as how important certain rituals or ceremonies are to them. Also, these multiple needs depend on the current and desired economic, political and social status. The current global economy is facing a downturn due to the COVID-19, a pandemic outbreak. This situation is unfavourable to the hospitality industry and AHS is widely affected as most countries have announced restriction movement control as well as a lockdown. There will not be any customers to make any revenue which restricts the need to have a balanced career. Other factors include a general feeling of one's satisfaction with the current and desired state of being. Employees who are highly motivated to fulfil their needs would not be satisfied if they cannot show their performance to satisfy their self-actualization.

Employees would also want to have freedom in completing tasks as everyone has different ways of doing things. If the employees are restricted in how they complete

their tasks, their performance might be affected. In fact, giving employees freedom can encourage them to be more creative in completing their tasks. Besides, AHS should still pay salary to their employees; to have their basic needs satisfied. This is a motivation to the employees to know that they are appreciated and accepted by the organization. When they are back to work, they will have a normative commitment and work towards providing a satisfying service. Finally, employees need connection in the organization. Feeling belonged to the organization is vital as affective commitment is one of the reasons for employees to stay in the organization.

### **Employee Benefits**

According to Natalia Stalmasekova, Tatiana Genzorova, and Tatiana Corejova 2017, employee benefits are one of the factors of work motivation. Benefits are a great opportunity to lure, raise and keep employees. Besides typical money rewards, there are non-monetary rewards that are known as employee benefits. Nowadays companies are building their own identity on interesting and unique employee benefits, for example Google company that is famous for their company culture. According to Kachanakova 2003, we can incorporate rewarding into three categories: direct money rewarding, indirect money rewarding and non-monetary rewarding. Direct money rewarding includes salary, bonuses, fees and commissions while indirect money rewarding includes stocks, insurance, loans, extra fee for food, clothing and more. For example, stock option plan was designed to give senior managers the option to buy company's stock in the future at a biased fixed price. This idea was that if managers contribute to a great level of company performance, then the company stock will increase in value. Thus, this motivates managers and achieve better job performance. Non-monetary rewarding depending on material values such as a variety of social benefits and services, for instance, use of recreational facilities, counselling services, childcare and various other. Motivating employees does not always have to involve money, taking time to understand employees' needs and goals is the first step towards planning the right form of recognition. Benefits of all kinds encourage employees to stay with the company to build their careers. When employees are satisfied and happy, they perform better and the company achieve more growth.

AHS must continuously offer competitive remuneration and benefits packages that include monetary and non-monetary components related to the performance and ability of the employees for motivation which will help reduce the risk of losing teams and personnel. In addition to remuneration in the form of salary and bonus, AHS has provided benefits and rewards to the employees in other forms. They provided arrangement of life insurance, group health insurance and group personal accident insurance to provide convenience to the employees when there is a need for medical treatment and creating stability for employees and families of employees. Moreover, they provide establishment of a provident fund as a form of security for the employees and their family by contributing another portion to the provident fund for employee. The employee benefits represent a tool of company which they can employ their effort to improve performance of their staff. Motivation program should provide for the right balance between monetary and morale benefits. According to Michal Vanek (2012), company should not only concentrate on monetary rewards as morale benefits also play a major role in effort increasing employee performance. These benefits are inexpensive, but they are of great impact on motivating employees.



### **Fairness and Equity**

Employees want to be treated and rewarded fairly and equitably regardless of age, gender, ethnicity, disability or other similarly defined categories. Employees who put a lot of effort and perform enthusiastically in work also expect to be rewarded more significantly. The employees' efforts and performances at a level are influenced by their individual goals which vary for each individual. The reward that is perceived to be highly significant and important can result in a higher level of effort and performance by the employees. According to the equity theory, it acknowledges that motivation does not just depend on own benefits and circumstances but also on what happens to other people. AHS see the importance of equality. Selection of employees are considering the knowledge and ability of the applicant that is appropriate promoting and adjusting interval work is also the same. Gender, age, religion, ethnicity do not affect the company's consideration. AHS will provide opportunities for all employees equally. Besides, AHS consider the remuneration of employees equally and fairly without discrimination. Employee performance evaluation system and fair compensation based on the evaluation results will drive employee to devote their ability to work and strive to fully develop themselves.

### **Employees' Development**

Employees prefer to function in environments that provide challenges, offer new learning opportunities that contribute to the organization's success, offer opportunities for advancement and personal development based on success and demonstrated interest in an area. This involves employees being promoted to better positions in the organization. The employees constantly update and upgrade themselves with new skills that would help them to perform better at their job. According to PN Gamage and Imbulana (2013), the training and development contributes to improve motivation and productivity of the employees. When company accommodate on higher position towards training and development, the expected employee performance will be higher.

AHS have a policy to provide training and development for employees to develop and improve on skills and knowledge to fulfil on competency requirement and ready for career promotion. The company provided various training courses that are beneficial to employees by organizing internal and external training program for their employees to obtain knowledge that meets their needs. They organized the internal training program such as environmental practices course and compliance guidelines for Building control laws and the design of legitimate buildings. External training program such as information technology management programs and marketing practices program.

According to Saeed and Asghar (2012), training denotes to special skills, abilities and acquaintance that are required to perform a specific job well. After the training, performance when measured indicates that training helps in proper utilization of resources; that further helps employees to achieve organizational, department as well as personal goals. When employees are given necessary training, they get their skills upgraded and developed; progression in their skills will lead them to enhance their productivity and their team performance. Subsequently they will complete their tasks on time and hence their efficiency will increase also. Training improves the

satisfaction level of the employees and rewards them with competitive edge over other employees and transforms them into valuable employees to the organization. Training also helps to increase job familiarity and skills. It also expands the intellect on the overall personality of the employee (LeGault 1997). Employees of AHS when given adequate and frequent training according to the market trends and needs, they will improve their services towards the customers. One common type of training program is orientation (Bassi and Buren, 1998). Study shows more willingness of employees who attended orientation programs and they adopted the organizational goals and values more effectively than those who did not attended the orientation program (Klein & Weaver, 2000). This is an early motivation for the employees. Diversity training has a positive impact on employee performance because it focuses on understanding the differences between employees based on demographics that is age, race, ethnicity, gender and income to avoid biasness and tensions due to personal differences. Diversity in organizations is part of organization's life (Blanchard and James, 2007). With more expansions planned across the globe, AHS must give their employees diversity training to understand the co-worker's differences so that this difference would not be a hurdle in serving customers of different diversity.

#### **Work Environment and Responsibilities**

Employees want to work in an environment that is productive, respectful, given a feeling of inclusiveness and offers friendly settings to everyone. Giving opportunities frequently to employees to share ideas deliberately will make them feel included and responsible for the decisions. Although AHS has planned on further expanding the business in Thailand, Vietnam, India, and Europe which opens more employment to people, the environment to work in is not ideal due to the pandemic outbreak of COVID-19. Therefore, organizations shut down their business temporarily until the situation turns better for everyone's health and safety.

An employee may feel a need to seek additional responsibilities and be rewarded fairly and equitably given that one feels competent to perform in a more challenging capacity and has previously demonstrated such competencies. AHS employees' responsibility is to serve and provide world-class service to the customers who visit their hotels. Entrusting employees with complex tasks will motivate them to perform out of their comfort zone to be approved by the management and co-workers. Employees also desire work environment full of cooperation, support and empowerment. Colleagues supporting each other during work can give employees motivation to strive harder. Through empowerment, they will discover their own values and be more confident with themselves. Employees would want to work in this kind of environment because it helps them to improve and become better. AHS make sure the employees work closely and constantly give support to each other to ensure that they strive for the same goals and objectives of the company.

#### **Supervision and Feedback**

Managers and other leaders such as supervisors more frequently than others feel a need to teach, coach, and develop other employees. Besides, these individuals would seek to influence the organization's goals, objectives, and strategies designed to achieve the mission of the organization. Employees are constantly watched by these individuals to assess their performances which could burden them, but this is their only opportunity to shine and prove their worth. According to employees review on

Glassdoor for AHS, they rated average 4 stars for the senior management. Most of them stated that the management is friendly. The management is care about their employees that they know what their employees is doing and always being supportive for them as well. AHS also provide staff training to promote a new idea, knowledge sharing, skills enhancement and operational improvements in order to attract and retain talent.

People prefer open feedback from their supervisors and this feedback should be an ongoing process throughout the year. The feedback should not be limited to only formal performance reviews once or twice per year. Both the employees and supervisors should provide feedback. Once the feedback is known, they will be motivated to try to improve themselves in their job. Due to the different needs of employees, the way a company may react to this matter varies significantly. To give a clear example to AHS, we will have a look on how some of the top companies motivate their employees.

### **Disney**

Disney has assigned a team of seven people to generate ideas to improve Disneyland's revenues. One of the members has suggested to open the park on Mondays and Tuesdays to allocate for members of "Magic Kingdom Club" that are soon to be created. The suggestion worked excellently. Later during Christmas, they received an envelope containing 100 shares of Disney stock and \$25,000 cash each, along with a letter from Walt Disney himself. Subsequently, the team again come up with an idea that successfully increase the revenue. After a couple weeks, the team members received another envelope, still containing \$25,000 in cash, a note, but surprisingly this time it includes a brand-new item which is a red Ferrari.

### **Google**

We can see Google's top priority by reviewing their philosophy which is "To create the happiest, most productive workplace in the world." Google has put so much effort in supporting their employees. Their benefits include an on-site car wash, bike repair, gym, and free of charge lunch and dinner prepared by gourmet chefs. Google is also good in acknowledging the feedback of their employees, with employee forums held on all Fridays. On top of that, Google hosts Google Geist which is a survey with the motive of seeking feedback on a countless of issues to help the company resolve any and all major problems that the company was facing. The employees were given the rights to evaluate their own managers too. Google also supported and provides coaching to those who exhibit low performances which latter improves the performances of around 75 percent of staffs involved.

### **Dropbox**

Dropbox has adopted few ways in coping with employees' motivation. They started with frequent goal reviews. The engineering teams at Dropbox work on six-week sprints which they normally need to complete specific projects that require considerable amount of planning. The management needs to report on the teams' overall objectives to the Dropbox's board on monthly basis. This provide chances to review what issues that the company are facing currently. Next, Dropbox adopted a culture where the teams are expected to complete only 70 percent of their goals. This significantly reduce the amount of stress that the teams are dealing with. In addition,

the company compensate the teams by giving allowance for any unforeseen event that may lead to readjusted goals. Dropbox also promotes stress release for the employees by having events called Hack Week, where meetings are cancelled for a week and the team can work on other projects.

## CONCLUSIONS

Motivation indeed improves employee performances. Employees are normal human beings who seek security and want their needs to be fulfilled in order to perform efficiently in their job. Once these needs (psychological, safety, love and belonging) are satisfied, people will focus more on job performance in order to achieve the remaining self-fulfilment needs such as esteem and self-actualization that influence the development of effective organizations. Last but not the least, employees are also influenced by the social systems, so the sociability aspect of effective organizations cannot be neglected. Employees' suggestion schemes should be evaluated, and management must use the feedback from the workforce to improve the organizational environment to fulfil the employees' needs and skills. Therefore, focusing on and analysing employees at each level of the workforce and the department will provide much detailed and accurate information regarding the needs of employees. A motivated and qualified workforce like Absolute Hotel Services is essential if the company wants to increase productivity and customer satisfaction. The challenge here for any manager is to find the means to create and sustain employee motivation where managers have to focus on reducing job dissatisfaction arising from the working conditions, salary, supervision, and relationship with colleagues, while on the other hand, they should use motivating factors such as achievement, recognition, responsibility and the work itself. Employees' participation and entrusting them do not only intensify productivity, growth, and creativity but they also increase employees' motivation and trust in the organization which will lead to better productivity and loyalty towards the organization.

In the future, the relationship between employees' behaviour and their attitude towards job performances should be examined. To point out and control the possible effects which were not considered important in examining employees' motivation in this study, more variables such as demographic characteristics, personal characteristics, abilities, and needs for goal achievement should be studied in the future. Extra studies might explore more demographically different groups of employees to determine what diverse motivation strategies should be used in an organization.

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