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## HOTEL EMPLOYEE MOTIVATION: A SYSTEMATIC LITERATURE REVIEW ON FACTORS AFFECTING JOB SATISFACTION AND PERFORMANCE

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### ABSTRACT

This study aims to identify and analyze the factors influencing hotel employees' work motivation, as well as their impact on employee performance and customer satisfaction. The method used is a **Systematic Literature Review (SLR)**, which involves collecting and analyzing relevant articles published in leading academic databases such as Google Scholar, Scopus, and Web of Science. Selected articles focus on intrinsic and extrinsic motivational factors, such as personal recognition, self-development, salary, and financial rewards. The findings of the study show that intrinsic factors, such as recognition for performance and opportunities for self-development, have a significant impact on long-term work motivation, while extrinsic factors, such as competitive salaries and a conducive work environment, have a greater effect on short-term motivation. These two factors support each other and must be balanced to improve employee performance and customer satisfaction. The conclusion emphasizes the importance of balancing intrinsic and extrinsic factors in motivating hotel employees. Suggestions for future research include exploring the role of organizational culture and leadership in influencing motivation, as well as considering external conditions such as economic crises or pandemics in shaping reward systems and work motivation in the hospitality sector.

**KEYWORDS:** Work motivation, intrinsic factors, extrinsic factors, employee performance.

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### 1.0 INTRODUCTION

Work motivation is one of the key factors that can influence the quality of service in the hospitality sector, which in turn contributes to customer satisfaction and organizational performance.

Motivated hotel employees are typically more productive, provide better service, and create a positive work experience. In an industry that heavily relies on human interaction, such as hospitality, employee motivation plays a crucial role in maintaining quality standards and fostering customer loyalty.

The factors influencing work motivation among hotel employees can vary, ranging from intrinsic factors such as personal recognition and a sense of achievement to extrinsic factors such as salary, financial rewards, and work environment conditions. Previous research has shown that work motivation is not only related to economic factors but is also influenced by deeper social and psychological aspects, such as social recognition and opportunities for personal development (Anshori et al., 2025).

Several studies have found that high motivation can enhance hotel employee performance, which impacts customer satisfaction and service quality. For instance, Bustaman et al. (2014) concluded that non-financial rewards, such as recognition from supervisors, are more effective in improving long-term work motivation than financial incentives. This aligns with the findings of Heimerl et al. (2020), who emphasized the importance of a conducive work environment in enhancing motivation. However, despite extensive research, the variables that influence work motivation among hotel employees remain diverse, and there is often no clear agreement on the dominant factors that influence motivation. Some studies also indicate differences in motivation factors based on hotel type, job position, and organizational culture within each hotel (Maraudas et al., 2008). Therefore, it is essential to conduct a systematic review of the various factors affecting employee motivation in hotels to provide more precise recommendations for human resource management in the hospitality industry.

This study aims to identify and analyze the various factors influencing hotel employees' work motivation through a systematic literature review. The results of this research are expected to contribute significantly to a deeper understanding of work motivation in the hospitality industry and provide valuable insights for hotel managers in formulating more effective policies to enhance work motivation and employee performance.

## **2.0 LITERATURE REVIEW**

Work motivation in the hospitality industry has long been considered a key factor in determining service quality, customer satisfaction, and organizational performance. Various factors have been identified as the main drivers of hotel employees' work motivation. These factors can be divided into two main categories: intrinsic and extrinsic factors, both of which play important roles in shaping motivation and performance.

Intrinsic factors include internal elements related to personal satisfaction and achievement, such as a sense of accomplishment and self-development. Deci and Ryan (2000), through their Self-Determination Theory, argued that intrinsic motivation is related to an individual's need to feel competent and connected with others. Employees who feel valued for their contributions and are given opportunities for growth tend to be more motivated and productive. This is also consistent

with the research by Herzberg (1959), who identified motivational factors such as personal recognition and a sense of accomplishment as primary drivers of job satisfaction.

Another relevant study by Ramlall (2004) showed that personal recognition of an individual's contributions to their work is one of the most effective factors in boosting intrinsic motivation. This finding is reinforced by studies in the hospitality sector, which show that non-material recognition for good performance can increase employee motivation to provide high-quality service.

Meanwhile, extrinsic factors involve elements that come from outside the individual, such as salary, benefits, and work environment conditions. According to Maslow (1943), these factors fall under basic human needs that must be met before a person can pursue higher motivation. Competitive salaries and financial rewards are often seen as crucial incentives to enhance work motivation across many industries, including hospitality (Nugraha&Sarinah, 2024).

However, although extrinsic factors are important, many studies show that their impact is short-term. For example, Locke and Latham (2002), in their goal-setting theory, explain that recognition of achievements through effort and dedication has a more lasting positive impact compared to financial incentives alone. In line with this, research by Maslach and Leiter (1997) reveals that social recognition and satisfaction in the work environment play important roles in maintaining motivation and well-being among employees in the hospitality sector.

The type of hotel and the employee's job position can affect the factors that motivate them. Research by Maroudas et al. (2008) shows that effective motivation factors can vary depending on the hotel type, whether it is a five-star hotel, a boutique hotel, or a budget hotel. For instance, five-star hotels prioritize extrinsic factors like higher financial rewards and better facilities, while budget hotels place more emphasis on intrinsic motivation, such as opportunities for skill development and a sense of accomplishment.

Additionally, job position within the organizational structure can also influence work motivation. Employees in managerial positions tend to focus more on intrinsic factors, such as job challenges and career development, while those in operational positions are often more influenced by extrinsic factors like salary and material rewards (Moller et al., 2024).

A conducive and supportive work environment also plays a significant role in enhancing work motivation. Research by Heimerl et al. (2020) emphasizes the importance of a safe and comfortable physical and psychological workplace. A supportive environment allows employees to feel valued, reduces stress, and increases their engagement in their work. This positive environment, including good relationships between coworkers and supervisors, will lead to improved performance and, ultimately, better customer satisfaction.

### 3.0 RESEARCH METHOD

This research uses **Systematic Literature Review (SLR)** to identify, analyze, and synthesize the factors influencing hotel employees' work motivation. The process begins by setting inclusion and exclusion criteria, followed by a literature search through leading academic databases such as

Google Scholar, Scopus, and Web of Science. Relevant articles will be selected based on topic relevance and the methodology used, such as studies discussing intrinsic and extrinsic factors affecting employee motivation.

Next, data from the selected articles will be extracted to identify motivational factors, their influence on employee performance, and their impact on customer satisfaction. These motivational factors will then be categorized into two main groups: intrinsic (personal recognition, self-development) and extrinsic (salary, financial rewards). Analysis will be conducted to identify patterns of relationships between the most influential motivational factors in the hospitality sector.

The analysis results will be synthesized to provide deeper insights into hotel employees' work motivation and offer recommendations for more effective human resource management. This study aims to contribute to the development of motivational policies that can improve organizational performance and customer satisfaction in the hospitality industry.

#### 4.0 RESULT AND DISCUSSION

This section presents the findings from the **Systematic Literature Review (SLR)** and discusses the implications of various factors influencing hotel employees' work motivation. The literature analyzed identifies the main intrinsic and extrinsic motivators and discusses their impact on employee performance and customer satisfaction. Intrinsic motivational factors such as personal recognition, opportunities for self-development, and a sense of achievement play a significant role in driving long-term work motivation. For example, Ramlall (2004) found that non-financial recognition, such as acknowledgment for performance, is positively related to job satisfaction and motivation, especially in service sectors like hospitality. Additionally, Herzberg (1959) emphasized that adequate opportunities for personal development can improve job satisfaction, particularly in highly interpersonal environments, such as hotels. In this regard, employees who feel their work is meaningful and provides challenges are more likely to experience a sense of achievement that drives sustained motivation (Heimerl et al., 2020).

Extrinsic motivational factors also play an essential role in motivating hotel employees, particularly in meeting basic needs and providing material rewards. Maslow (1943) argued that adequate financial needs must be fulfilled before an individual can pursue higher motivation. Research by Nugraha&Sarinah (2024) confirms that competitive salaries are crucial for enhancing work motivation, especially in the demanding hospitality industry. Job security and additional benefits, such as health insurance and retirement programs, were also found to be important factors that support job satisfaction and reduce turnover intentions, as explained by Locke & Latham (2002). Furthermore, a positive work environment, both physically and psychologically, also plays a significant role in boosting motivation, where good interpersonal relationships and work-life balance are critical aspects that need to be maintained (Heimerl et al., 2020).

The interaction between intrinsic and extrinsic factors shows that they are not mutually exclusive but rather support each other in enhancing overall work motivation. For example, although financial rewards provide short-term motivation, Herzberg (1959) noted that long-term motivation is more effectively achieved through intrinsic rewards such as recognition and career development.

Therefore, hotel management needs to create a balance between meeting basic extrinsic needs (such as competitive salaries and benefits) and promoting intrinsic satisfaction through recognition, personal development opportunities, and meaningful work. Research by Maroudas et al. (2008) indicates that the type of hotel and the employee's job position also influence the effective motivational factors. Employees in luxury hotels, such as five-star hotels, prioritize extrinsic factors like higher financial rewards and better facilities, while in budget hotels, motivation primarily stems from intrinsic factors such as opportunities for skill development and career growth.

Various findings highlight the importance of both intrinsic and extrinsic factors in motivating hotel employees. Hazra et al. (2017) conducted a study in India and found that both intrinsic and extrinsic factors significantly impact hotel employees' motivation. This is supported by findings from Mahdzar et al. (2023), who studied Malaysia, showing that intrinsic factors such as job security, achievement, and responsibility significantly affect hotel employees' job satisfaction. Malik & Ranga (2021) revealed that recognition and career development are key motivators for hotel employees in India. Research in Indonesia by Latif et al. (2021) at the Ayana Komodo Resort also showed that both intrinsic and extrinsic factors influence employee performance, with organizational culture playing an important moderating role in this relationship. Another study by Putra et al. (2021) in Bali found that, although intrinsic factors are more dominant in influencing hotel and spa employee performance, extrinsic factors remain important for meeting employees' basic needs.

In broader research, Camilleri (2023) studied the impact of responsible HRM, along with intrinsic and extrinsic factors, on organizational commitment in the global hospitality sector. This finding suggests that responsible HR policies not only influence motivation but also enhance employee engagement. Ryan et al. (2019) in Indonesia found that both intrinsic and extrinsic factors directly affect employee performance, but intrinsic factors such as career development and creativity tend to have a more significant impact in the long run. Research by Psimoulis et al. (2024) shows that at the global level, hotel employee motivation is influenced by a variety of interconnected intrinsic and extrinsic factors, which can also be affected by economic conditions and organizational culture. Similar findings were observed in Petrenko et al. (2024), which identified various motivational features of staff in the global hospitality industry, including material rewards, work environment, and self-development.

Recent studies, such as those by Cwibi & Mxunyelwa (2024), show that reward and motivation systems in the hospitality sector are also influenced by external conditions, such as the pandemic, which impacted reward systems and employee motivation in South Africa. Additionally, Ryan (2019) researched in India and found that the balance between intrinsic and extrinsic motivation plays a crucial role in enhancing employee performance. Tammy et al. (2020) conducted a study in Indonesia linking Maslow's needs hierarchy to work motivation and found that motivation factors aligning with the needs hierarchy can improve performance in three-star hotels. These studies indicate that, while intrinsic and extrinsic motivational factors differ in their influence, both play a crucial role in creating sustainable motivation for hotel employees.



## 5.0 CONCLUSION

This study concludes that hotel employees' work motivation is influenced by a combination of intrinsic and extrinsic factors that support each other. Intrinsic factors such as recognition for performance, opportunities for self-development, and a sense of achievement play a crucial role in motivating employees to provide long-term, high-quality performance. On the other hand, extrinsic factors such as competitive salaries, benefits, and a conducive work environment also have a significant impact, particularly in meeting employees' basic needs. These findings suggest that hotel management needs to create a balance between material rewards and personal development to enhance overall work motivation, which ultimately contributes to improved employee performance and customer satisfaction.

Based on the findings of this study, it is recommended that future research delve deeper into the interaction between work motivation factors in the hospitality sector across different types of hotels and organizational cultures. Additionally, further research could explore the role of organizational culture and leadership in influencing employee motivation, as well as how external factors, such as economic conditions and crises like pandemics, can affect reward systems and motivation. Future studies should also expand their scope by involving perspectives from employees in various job positions to provide a more holistic view of the factors that drive motivation in the hospitality sector.

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