



Employees Motivation and Financial Performance of Hotel Business in Rwanda: A case Study of Hill-Top Hotel and Country Club

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Abstract: *The purpose of this study was to assess the effects of employee motivation on financial performance of hotel business in Rwanda with a case of Hill-Top Hotel and Country Club. The following specific objectives guided the study: To identify the different types of employee motivation, to find out the contribution of employee motivation to the financial performance, to determine the challenges facing employee motivation at Hill-Top Hotel and Country Club. The study sample size was 39. The questionnaire and interview guide were used to collect primary data. The results indicated the major type of employee motivation used by Hill-Top Hotel and Country Club was an improved working environment with a rate of 26%. The findings also revealed that Hill-Top Hotel and Country Club maintains employee motivation by increasing employee performance leading to the contribution of financial performance at a rate of 36%. Finally, the findings showed that 33.3% of the respondents answered that poor understanding of the motivations behind repeat bookings as a major challenge facing employee motivation at Hill-Top Hotel and Country Club. In conclusion, employee motivation contributes to the financial performance of hotel businesses. The researcher recommends that Hill-Top Hotel and Country Club should hire more trained and motivated employees. By improving the work environment and having motivated employees who are familiar with assigned tasks, could increase employee performance and contribute to the financial performance. This would ensure that the efficiency and effectiveness of the organization are enhanced.*

Keywords: *Employees, Motivation, Performance, Business and Hotel industry*

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1. Introduction

The word motivation means any idea, need or emotion that prompts a person into action. It results from some stimulus. Stimulus depends on the motive of the individual. Motive is known by studying individual needs and desires. There

are different motives that operate among different individuals and influence their behaviors. The process of motivation studies the motives of individuals which cause different types of behavior (Basset-Jones, 2022).

According to Marijana A. et al (2019) Motivation is a process that takes place within the person, which affects the degree, direction and duration of the effort involved in achieving a goal.

In the study of factors that affect hotel employees' motivation in Turkey, states that employee performance and efficiency are among the factors that affect the success of these hotel businesses. Motivation of employees can be classified into two groups external and internal factors. External factors are motivation based on working conditions, wages, company image, job guarantee, promotion, social environment and status. Internal factors can be defined as providing employee satisfaction over business responsibility, ensuring opportunities for career shows that it has employee's job satisfaction. Titled motivation and job performance among state government employees in Malaysia, the study aims to investigate the relationship between motivations towards state government employees. Power motivation may be viewed either negatively or positively. For the success of any organization, motivation plays an important role. Chintallo & Mahadeo (2013) state that all organizations encounter the matter of motivation whether they are in the public or private sector. A study done in Nigeria by Oladunni E. et al. (2021) indicated that employee motivation had significant effect on financial performance of companies in emerging economies and motivational strategies had statistical significant relationship with financial performance of companies in emerging economies. Therefore, when workers are satisfied, they tend to be motivated to work.

In Rwanda a study done by Mukaminega & Emuron (2020) on the impact of employee motivation on financial performance of the hotel business stipulated that excellent services provided by the employees can create a positive perception and ever-lasting image of the customers. Financial Performance refers to the degree to which financial objectives are accomplished in an organization and is an important aspect of finance risk management. It is the process of measuring the results of a firm's policies and operations in monetary terms. It is used to measure a firm's overall financial health over a given period and can also be used to compare similar firms across the same industry or to compare industries or sectors in aggregation. There are various indicators that show that employee motivation has a strong impact on the financial performance of an organization as it increases the profitability and liquidity. A When employees are motivated, they perform their best and bring desired results.

1.1 Problem Statement

Many employers attempted several different incentive programs to motivate their employees, yet they have not worked for everyone in the organization. This is a major problem faced by employers these days because each employer's organization is founded on the strength of its employee's performance. It is revealed also by employees who left the job for another part-time job during ordinary service hours, to satisfy some needs not satisfied by a permanent job. Employees also increase the duration of authorized leave presenting different pretexts and excuses because nothing encourages them to return to work. Those are among the different factors of employees' demotivation. Considering the information from 2018 to 2020, this research was guided by the following objectives: To identify the different types of employee motivation used by Hill-Top Hotel and Country Club, to find out the contribution of employee motivation to the financial performance of Hill-Top Hotel and Country Club and To determine the challenges facing employee motivation at Hill-Top Hotel and Country Club.

2. Literature Review

2.1. Theoretical Review

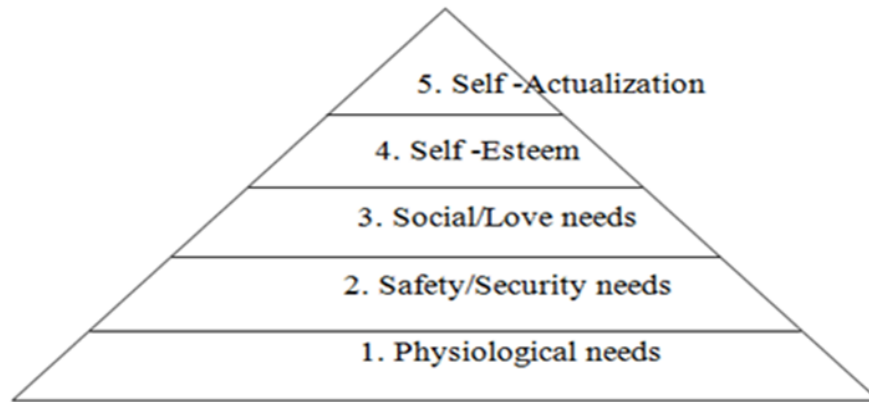
Motivation

According to Mullins R. (2023) Motivation is a driving force within individuals by which they attempt to achieve some goal in order to fulfill some need or expectation. It is the force that energizes behaviour, gives direction to that behavior and underlies its tendency to persist. It determines a person's behavior and the resulting performance is a product of both ability level and motivation. Managers must seek to raise this level of motivation and direct its driving force towards the achievement of organizational goals.

Maslow's Hierarchy of Needs Theory

In 1954, Abraham Maslow American psychologist developed a theory of human motivation. Which is popularly known as hierarchy of needs theory, his theory was based on assumption that there is a definite order priority of human needs.

In every individual, basic needs are arranged in a hierarchy until the more basic are fulfilled a person would not strive to meet his higher needs. As each of these needs become substantially satisfied the next need becomes dominant. The hierarchy of man's needs starting from the lowest to the highest according to Maslow is as follows:



Maslow's Hierarchy of Needs

Figure 1.

- 1. Physiological Needs: Includes needs for human basic needs like food, water, shelter and other bodily needs.
- 2. Safety/Security needs: Includes needs for security and protection from all threats.
- 3. Social/Love needs: This includes need for affection, belongingness, acceptance, friendship etc.
- 4. Self-Esteem: This includes need for self-respect, status, recognition, attention, autonomy, achievement etc
- 5. Self-Actualizations: This includes need for growth, achieving one's potential and self-fulfillment

Finance Performance

According to Suresh et Al. (2020) Financial performance of a firm indicates financial health of an organization for a specific period. He added that It's a process of scanning the financial statements to evaluate profitability, solvency, stability, growth and prosperity of a firm. Fatihudin (2018) defined Financial performance as the company's financial condition over a certain period that includes the collection and use of funds measured by using the following indicators; capital adequacy ratio, liquidity, leverage, solvency, and profitability. Financial performance is the company's ability to manage and control its resources. The hotel managers use the indicators to regularly monitor cash flow, balance sheet, profit-loss, capital change that give them the ability to make informed decisions based on real financial information.

The focus of this paper is to analyze monetary and non-monetary rewards as motivation forms to the employees within an organization creating strategies that will impact on the financial performance of hotel business as confirmed by a study of Seng and Arumugam (2017)

showed that most of the organizations realized that the action of motivating employees can drive to meet organization goals.

2.2. The different types of employee motivation used in hotel business

2.2.1. Employee health facilities

Health and safety procedures at the workplace are a must for the well-being of both employees and employers. Workers must feel safe at the workplace whereas employers should facilitate the workplace with necessary safety arrangements. It is significant for employers to shield workers from health and safety anxieties. Health care expenditures are projected to reach \$4 trillion in 2015 or a 20 percent share of the GDP. Such escalating costs reduce companies' profits and inflate the prices of goods and services, Armstrong & Taylor (2020). Government regulations have also influenced health in the workplace. Many companies have organized voluntary first-aid squads from within the ranks of their employees.

2.2.2. Employee training

According to Armstrong & Taylor (2020), training is the willingness to do something and cautioned by these actions' ability to satisfy some needs of an individual. Research on training has recognized early on that training can only be one of the many causes of behaviour, and this extends to the causation of effect and cognition as well as motivation and employee which helps them to perform well. As technology advances and work methods and

strategies improve, there comes a need for employers and employees to align with these changes in terms of knowledge, skills, values, and abilities. One of the best ways to enhance knowledge and skills is through training. Getting employees exposed to relevant and consistent training can help companies improve performance and increase results in the workplace.

2.2.3. Economic Welfare Service

Employee Welfare is a broad term which includes various services, benefits and facilities which are provided by employers to its staff. Such schemes are the benefits which make life worth living for employees, Armstrong & Taylor (2020). Welfare is the facility that is provided to comfort and improve employee willingness to work and is provided over and above the wages. This helps in raising the intention and motivation to retain the employees for a longer period and reduce employee turnover. Welfare is a motivational factor for every staff. Regardless of the monetary kind, this can be in any form. This includes observing the condition of work sites, providing industrial coherence by providing facilities for health and other benefits, and insurance against mishaps for them and their families. Employee welfare involves all activities of an employer that are focused on easing the employees with certain facilities and services in addition to wages or salaries. The logic behind providing welfare arrangements is to create an efficient, healthy, honest and satisfied labor force for the organization. As part of the employee benefits program, organizations these days offer different forms of personal financial education which helps in promoting morale and productivity at the workplace and in the mean time reduce the level of stress.

2.2.4. Work Environment

A conducive work environment helps to improve the efficiency of workers and includes proper lighting, temperature, ventilation, safety, sanitation, transportation, cleanliness, seating arrangement and canteen facilities. Workplace sanitation and cleanliness are very important for making the workplace helpful for workers to work, Gu et al (2022).

2.2.5. Sanitary facilities

The workplace should have good sanitary facilities. In almost all countries, the provision of these facilities has been made obligatory through laws or regulations. It is necessary to provide a sufficient number of such facilities and to keep them clean. For example, in Indonesia, it is prescribed to have one toilet at a workplace with less than 15 workers; one toilet for every 15 workers in workplaces with less than 39 workers; six toilets in workplaces with

more than 39 workers; 12 toilets in workplaces with more than 200 workers; and six more toilets for every extra 39 workers. Urinals may be provided for men. Toilets should be separate for men and women. In addition, one ish basin is needed for every 30 workers. These sanitary facilities are necessary for workers' well-being and to prevent disease. Armstrong & Taylor (2020).

2.2.6. Facilities for beverages and meals

Facilities for beverages and meals are necessities. No worker can remain productive without drinking clean water or beverages or taking an adequate meal. Drinking water is essential for all types of work. Especially when working in a hot environment, much water is lost in the form of sweat or evaporation from the skin. Water loss in a hot climate can easily amount to several liters per shift. Workers, if not provided with drinking facilities, will have to make arrangements themselves or leave the workplace quite often looking for water. When only unhygienic water is available, this can lead to frequent disease. According to Dehghan et al. (2017), if workers become dehydrated, they rapidly tire and become less productive. Facilities for meals can be provided in many ways. Enterprises employing more than 39-200 workers should have a canteen. Smaller enterprises can provide a simple canteen or make arrangements to provide meals with an outside agent. Meals with balanced, nutritious food help maintain health and productivity. Facilities for beverages and food can be made available at a relatively low cost. Examples in this section include the provision of cool drinking water, a tea corner, canteens using existing facilities or offering subsidized meals, delivery of packed lunches and arrangements for clean eating places.

2.2.7. Recreation, childcare, and transport facilities

Enterprise-based welfare services not only include directly work-related services, but also those aimed at amenities for everyday life outside working hours. They include childcare facilities, recreational facilities and transport. Gu et al (2022), What an enterprise can do in these respects may be limited, but these facilities, if available, can greatly help create the feeling that management is interested in the workers as people. Not only large enterprises but also many small and medium-sized enterprises provide these facilities in various forms. As an example of such facilities available at very low cost, recreational facilities may be mentioned. Many workers enjoy spending their time in sports or other recreational activities during their lunch break or after work. This is healthy and increases the spirit of friendship. It helps workers feel that they are attached to the enterprise and have common interests as fellow workers. Recreational facilities are often very inexpensive. A basketball hoop or

volleyball net in a courtyard, or board games, may be all that is necessary. Smaller enterprises can benefit perhaps even more from these facilities as a greater proportion of the workers can participate.

2.3. The contribution of employee motivation to the financial performance of Hotel business

2.3.1. Good working environment

Gu et al (2022), stated that, by improving the relationship with other employees, it is possible to improve overall performance and achieve the organizational goal collaboratively. To build relationships within the organizations, the managers need to arrange counseling and assistance where the employees can share their views. Thus, the relationship motivates the employees to work cooperatively in a team and improve overall performance. Generally, climate factors, the interaction between employees, relationships between employer and employees and individual perception towards employee job description will influence the degree to of employee perform their jobs. It is because employees will have more confidence if they have adequate information to support the tasks.

2.3.2. Improve employee efficiency

The level of a subordinate or an employee does not only depend upon his qualifications and abilities. For getting the best of his work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates. This will increase productivity, reducing cost of operations and improving overall efficiency, Cheng, H. (2022)

2.3.3. Greater employee satisfaction

Worker satisfaction is important for every company, as this one factor can lead towards progress or regress, Baquero (2022). In the absence of an incentive plan, employees will not fill ready to fulfill their objectives. Thus, managers should seek to empower them through promotion opportunities, monetary and non-monetary rewards, or disincentives in case of inefficient employees.

2.3.4. Increasing Employee Performance

Factors that motivate hotel employees to perform at high standard levels are discussed in the literature in this section. From this viewpoint, an individual can be affected by many different drivers such as a desire for an object, or basic needs such as food and water. Motivation also refers to the

intrinsic and extrinsic elements that influence an individual to act in certain ways or take certain actions. This can help the organization minimize its operational cost and its labour cost and in turn, increase its profitability. The third reason is that the level of staff turnover may to some extent be reduced if the staff is motivated to perform their tasks. Another reason why the organization puts more efforts into motivating employees is that an organization with a motivated workforce introduces change earlier than an organization where its employees are demotivated. From a general perspective, each individual can be motivated. However, each individual is not motivated or influenced by “the same things, at the same time, for the same reasons, or with the same intensity, Armstrong & Taylor (2020).

2.4. The challenges facing employee motivation in the hotels industry

According to Rulisa et all (2022) stated that organizations in Rwanda are facing different challenges in compensation practices for their employees, some of those challenges facing by organizations is retention of employee, lack of training, unskilled labor in hospitality industry etc. Many professional companies are in a dilemma as a result of the competition that is present in attracting and retaining highly skilled workers because they fail to match the salaries being offered by their competitors or to offer more than their competitors. The compensation and motivation in hotel organization is poorly managed and most of the time performance is affected adversely. Keeping employees motivated and engaged can help boost morale, reduce turnover and create a more dynamic and profitable operations. While different things motivate different people, there are several demotivating practices that can negatively impact your business. Recognizing and correcting these issues can help improve organizational financial performance.

2.4.1. Poor Leadership Structure

Paais & Pattiruhu (2020) has demonstrated that several dependent variables have a vital role in influencing job performance and satisfaction. This study has also added empirical considerations in management scholarship about the aspect of leadership motivation and its beneficial effect on organizations. In many studies on human resource management theory, employees are valuable assets that must be maintained by companies or organizations because they are the spearhead of the production process. A lack of hierarchy or direct reporting structure leads to confusion, resentment and an overall lack of direction. Employees are demotivated because their objectives are unclear, and therefore, difficult to work towards. The employee motivation problem can be solved by writing detailed job

descriptions, creating an internal organizational chart and setting clear organizational goals, both individually and by the department.

2.4.2. Lack of Challenging Work

According to Opoku-Dakwa (2022), bored employees are typically unmotivated. They may not take an interest in tasks they consider mundane or may perform poorly at the work they do attempt. This issue can be addressed on several fronts, including the interviewing stage, when you should strive to ensure the person you hire is a good match for the job. Once someone is in their position, provide proper training and the tools the individual needs to do their job impassively. If they appear to master tasks quickly or don't show an interest, consider cross-training, mentoring, job shadowing or even a different position that better utilizes their talents.

2.4.3. Workplace Conflict

When employees are at odds with one another, or with management, it's not only demotivating, but it's also unproductive and could lead to a toxic work environment, Deci, et al (2021). Resolve workplace conflict by setting clear directives about the types of behavior that will not be tolerated, and taking action accordingly. Address conflict as it arises and set in place a mediation approach to ensure employees can work out their differences in a professional setting.

2.4.4. Lack of Confidence in the Company

According to Jafar, et al (2023), If employees don't feel the company is "going anywhere," or perceive the business is mismanaged to the point of potential job loss, this feeling of insecurity can manifest as poor motivation. This issue can be addressed by sharing corporate objectives with staffers. Develop a strategic long-term business plan and solicit employee feedback. Demonstrate how their roles will be augmented with teamwork and growth to get buy-in about the company's future. If gossip develops about closure, mergers or other altering factors, communicate sooner rather than later so staffers feel you are being upfront about the company's future.

2.4.5. Lack of supervision

Regardless of the company's size, employees need regular feedback to be motivated to do their jobs properly, and well. Resolve this potential motivation issue by regularly scheduling brief private appointments with staffers to touch base on both work and professional development issues. Hold regular employee performance reviews, annually or bi-annually, and in these discussions, set specific goals and objectives. Employee motivation is directly tied to productivity and operational success. If you are concerned about whether your staff are motivated, invite them to share their feelings on the subject via a focus group, employee committee or survey. You will generate a lot of feedback you can use to your advantage, as well as reassure employees their input is valued, Boudrias, et al (2022).

3. Methodology

Creswell & Clark, (2017) defines the research design as a plan and structure of investigation to obtain answers to the research questions. The researcher used a cross section descriptive research design to get in-depth information on the research topic. Furthermore, the study mostly relied on a quantitative approach but was as well complemented and supplemented by the qualitative approach. According to Ryser (2018), population refers to the totality of persons or objects with which a study is concerned. The target population was 64 employees of Hill-Top Hotel and Country Club of whom 60 were junior employees and 4 managers who would provide information regarding how the employee motivation and finance performance of hotel using Hill-Top Hotel and Country Club as case study. Purposive sampling is about selecting information-rich cases for studying in-depth the issue being researched, Campbell, et al. (2020). In this study, 39 respondents were purposively selected from a total population of 64. In conducting this research, both primary and secondary sources of data were considered. Also, the researcher used research instruments such as questionnaires and interviews for gathering information from the field. After the researcher edited, coded, and tabulated the data through Excel to import them into SPSS for further analysis, the researchers presented the results in form of tables, frequencies, and percentages. In this regard, the researcher carrying out this research considered the ethics, so that the selected respondents participated in the research willingly, and with a sense of security.

4. Results and Discussion

Table 1: The different types of employee motivation used by Hill-Top Hotel and Country Club

Responses	Frequency	Percentage
Facilities for beverages and meals	7	18
Working environment	10	26
Sanitary facilities	5	12.5
Economic welfare facilities	2	5
Employees training	7	18
Employee health facilities	8	20.5
Total	39	100

Source: Primary data, 2022

This table shows the different types of employee motivation used by Hill-Top Hotel and Country Club. The results indicated that 18% of Facilities for beverages and meals; 26% of the Working environment 12,5 of Sanitary facilities, 5% of Economic welfare facilities ,18% of Employees training and 20.5% of Employee health facilities, those different types of employee motivation used by Hill-Top Hotel and Country Club. According to

the above explanation, employee motivation is considered a keyword for hotel success and the financial performance of the hotel industry. The findings are inline with the study done by Armstrong & Taylor (2020) who found out that types of employee motivation that contribute to the financial performance of organizations include, employee health facilities, employee training and economic welfare.

Table 2: The contributions of employee motivation to the financial performance of Hill-Top Hotel and Country Club

Responses	Frequency	Percentage
Good relationships within an organization	9	23
Improvement employee efficiency	10	26
Great employee satisfaction	6	15
Employee Motivation Increasing Employee Performance	14	36
Total	39	100

Source: Primary data, 2022

This table shows the contributions of employee motivation to the financial performance of Hill-Top Hotel and Country Club. The findings indicated that 23% of Good relationships within an organization, 26% of Improvement in employee efficiency, 15% of Great employee satisfaction, and 36% of Employee Motivation Increasing Employee Performance. This implies that Hill-Top Hotel and Country Club maintain Employee Motivation

Increasing Employee Performance as the contributions of employee motivation to the financial performance. The study findings support the results by Gu et al (2022) who found out that employee motivation contributes to financial performance of organizations through good relationships within the organization, improvement of employee efficiency, and employee satisfaction.

Table 3: The challenges facing employee motivation at Hill-Top Hotel and Country Club.

Relationship	Frequency	Percentage
Employee commitment	12	33.3
Assurance of quality service of the employee	8	22.2
Reliability and quality service of the employee	10	27.8
Responsiveness and quality service of employee	6	16.7
Total	39	100

Source: Primary data, 2022

This table shows the challenges facing employee motivation at Hill-Top Hotel and Country Club. The findings from the respondents indicated that 33.3% of Employees committed, 22.2% of Assurance quality service of employee, 27.8% of Reliability quality service of employee and 16.7% of Responsiveness and quality service of the employee, therefore, the study implies that Hill-Top Hotel and Country Club have full knowledge for the services it offered and willing for satisfying the employees.

4.6. Findings from interviews by Manager at Hill-Top Hotel and Country Club

The researcher interviewed the Managers of Hill-Top Hotel and Country Club, the researcher asked the interviewees about effectiveness of standards Operating procedures (SOPs) followed in service delivery at Hill-Top Hotel and Country Club, and Manager reported some of the effectiveness followed in delivering services such as Employee training, legal and financial. This implies that Hill-Top Hotel and Country Club prepare the training for its employees for helping them to increase their knowledge and skills about the services offered in hotel and hence increase customers' satisfaction, and Hill-Top Hotel and Country Club follows the terms and conditions of delivering the services and pay all government's obligations. Another effectiveness was financial whereby Hill-Top Hotel and Country Club need financial budget to provide the quality services which meet to customer satisfaction. Further researchers sought to find out the effectiveness of SOPs used at Hill-Top Hotel and Country Club. The manager of Hill-Top Hotel and Country Club said that Initial framework, Working Practices and Services Delivery are major effectiveness used in Hill-Top Hotel and Country Club and using for this led to customer commitment and customer satisfaction. Finally, the researcher asked the interviewee about the relationship

between standard operating procedures (SOPs) and customer satisfaction at Hill-Top Hotel and Country Club. The manager reported that Customer commitment, Assurance quality service, Reliability quality service and Responsiveness quality service a relationship between SOPs and customer satisfaction; all of these increase the customer satisfaction as a result of using of effectiveness standard operating procedures.

5. Conclusion and Recommendations

5.1 Conclusion

In conclusion, the study findings showed that employee motivation is a key element of delivering quality services and maintaining customer satisfaction at Hill-Top Hotel and Country Club. In the other hand, Assurance of quality service was a result of the employees' knowledge which helps them to meet the customers' commitment. In addition, the findings showed the effectiveness used in Hill-Top Hotel whereby Services Delivery is applied in Hill-Top Hotel and had a major effect on customer satisfaction.

5.2 Recommendations

The study recommends the Hill-Top Hotel and Country Club respect the customer by providing quality services and using qualified employees and applying the effectiveness of SOPs. The hotel should keep in mind employee motivation and make sure that all services delivered were at an optimum level of standardization which meets the customer's needs. Managers should build a strong relationship with employees to enhance the employees' commitment and teamwork because all of those are required for making the satisfaction of the customers. In addition, Manager emphasizes on the

emphasizes the effectiveness of SOPs within the Hill-Top Hotel and Country Club which makes the customers happy.

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