

The Goodness of Rewards and Incentives

Dr Janemary Thirusanku

Programme Leader for Language cum Senior Lecturer
Academic Department

Yap Yin Yin

Peninsula College
Shah Alam, Selangor Darul Ehsan, Malaysia

Abstract

Human capital is the most valuable asset of an organization which has been acknowledged as the significant source of competitive advantages because the knowledge, skills and experience of motivated employees cannot be imitated. This has additionally prompted to an increased understanding of various motivations for employees at work. This is because motivated employees would be satisfied with their job, demonstrate pleasurable positive attitudes and work energetically toward the accomplishment of organizational goals. Hence, effective rewards system is vital to determine the level of employees' motivation and job satisfaction that could bring better outcome in return. The purpose of the paper is to discuss the positive and negative impacts of rewards and incentives on motivation and job satisfaction among frontline employees in hotel industry. This paper employed the qualitative research method through google scholar from the year of 2018 to 2022 to investigate the influence of rewards and incentives that yield positive or negative outcomes. The main results of this paper have shown that intrinsic and extrinsic rewards lead to employee motivations and job satisfaction, which further results in improved employee's retention, employee's engagement and customer satisfaction. Moreover, this paper also reveals that intrinsic reward has higher positive effects to employee motivation and job satisfaction compared with extrinsic reward. However, if the reward system is not implemented effectively and fairly, it could impact the employees' enthusiasm to perform effectively and efficiently. Since the priority of this paper is on hotel industry, the comparison with other industries is restricted.

Keywords: Reward, Incentive, Motivation, Job Satisfaction, Hotel Industry

1.0 Introduction

The hotel industry is classified as the human-intensive industry, which is heavily reliant on employees' performance to drive organization success and maintain competitive advantage (Ghani, et al., 2022; Hai and Park, 2021; Dogonyaro, 2021; Chien, et al., 2020). Frontline employees act as the hotel's brand ambassadors and advocating organization image by delivering quality services through interpersonal relationships that influence customer perception of service quality and satisfaction (Wang, et al., 2021; Neochoritis, 2018; Minchet, 2018). However, various hotel management literature revealed that frontline employees often experience serious problems, including inadequate pay, excessive workload, limited career advancement and training opportunity, imbalanced work-life and job insecurity during COVID-19 (Andrade, Miller and Westover, 2021; Dogonyaro, 2021; Marques, 2021; Che Supian, et al., 2020; Norbu and Wetprasit, 2020). Therefore, they often show signs of emotional exhaustion, leading to low degree of job satisfaction and motivation, prompting high employee turnover (Chung, Jang and Edelson, 2021; Heimerl, et al., 2020). Consequently, Turnover Report indicated that hotel industry holds a high level of employee turnover among other industries with 31.8% in 2018. To overcome these issues, organizations should urge employees' motivation, satisfaction and performance by implementing fair and effective reward system (Frye, et al., 2019). However, previous researchers argued that rewards could lead to negative outcomes (Asnoni, Sambung and Milwan, 2021; Goonetilleke and Samarasinghe, 2019; Lovick-McDaniel, 2019). Thus, the objective of this paper is to discuss the positive and negative impacts of rewards and incentives towards frontline employees' motivation and job satisfaction in the hotel industry. This paper is composed of literature review, discussion, conclusion and recommendations. Langat (2021) affirmed that reward systems should be effectively implemented as a human resource strategy because employee's satisfaction and motivation are the core of the organization to boost employee's efficiency and quality service. Therefore, the discussion includes well-known hotels applying motivational theories.

2.0 Literature Review

This section begins by identifying the definition of motivation and job satisfaction, followed by discussing the motivational tools and the definition of rewards and incentives. It then reviews the motivation theories and finally discusses the positive and negative impacts of rewards and incentives on frontline employees' motivation and job satisfaction.

2.1 Motivation

Motivation is a driving force that stimulates work enthusiasm and guides goal-oriented behavior that triggers employee's willingness to cooperate, work productively and integrate into all endeavors to accomplish goals (Ghazi Rehman, Noor Nisa and Muhammad Nawaz, 2021; Emmanuel and Joseph, 2021; Celestine, 2020). Kebede (2019) demonstrated that motivation is divided into intrinsic and extrinsic motivation where employees should be intrinsically motivated in their psychological needs and extrinsically motivated to perform better for explicit organizational results. Motivated employees are committed in self-development and willingly use their potentialities in generating innovative ideas that are exceptionally beneficial to the organization (Cho and Choi, 2021; Noor, et al., 2020). Based on Herzberg's theory, intrinsically motivated employees are satisfied with their work since they fulfill their need for self-actualization and growth (Nur Azwanie, Dewi Tajuddin and Hajjah Hasnawati, 2021; Okolocha, Akam and Uchegara, 2021; Pham, Hoang and Nguyen, 2021). Therefore, the organization should motivate employees intrinsically and extrinsically to construct more impressive impacts which could build a long-term relationship with employees (Kebede, 2019).

2.2 Job satisfaction

Job satisfaction represents a pleasant emotional response displayed by employees when their values are satisfied resulting from the impression of work, work experience and the evaluation of working environment (Zulkiflee, et al., 2021; Wu, et al., 2021; Pramono, 2021). While, Ghani, et al. (2022) indicated that job satisfaction refers to the employee's sense of fulfillment when the expectation towards the management reward against their contribution has been met or even higher. Hence, according to Herzberg's theory, job satisfaction should be the motivational factor that build strong employment relationships (Norbu and Wetprasit, 2020; Nointin and Chui, 2018). However, Eyanuku (2021) posited that the differences in employees' characteristics and expectations toward job satisfaction affect the employee's satisfaction level. Employees with low expectations are more satisfied with a specific occupation than those with high expectations. Satisfied employees are more obliged to stay loyal and stick with organization even during worse condition and less inclined to commit unethical behaviors (Freeman, 2019).

2.3 Internal marketing as motivation tools

Internal marketing regards employees as the strategic resources and internal customers, which is the procedure of establishing individual qualities and value within the organization to satisfy their needs and demands (Siti Aishah, Santhi and Tanusia, 2021; Maung, 2020; Artanti, Witjaksono and Widyastuti, 2018). It is an employee development-oriented approach that motivates, educates and develops employees to enhance their competence in providing excellent services to customers (Nemteanu and Dabija, 2021). Moreover, it focuses on creating high-performance personal value by designing policies and programs related to training and development, empowerment, communication, organizational vision and mission which influenced hospitality of employees' degree of motivation and job satisfaction and eventually positively affecting organizational performance (Artanti, Witjaksono and Widyastuti, 2018). Muando (2019) indicated that effective internal marketing programs can increase employee satisfaction by 70%. Hence, internal marketing should take precedence over external marketing to motivate customer-contact employees to establish customer-orientation attitude to deliver high-quality services which boost customer satisfaction.

2.3.1 Training and development

Diversified training and development have an impact on intrinsic motivation by enabling employees acquire the vital skills and knowledge that improve their behavior and ability to perform their job satisfactorily and solve customer problems. It also discovers employee's hidden skills and convert into new ideas, thus ensuring high-quality customer service (Safdar Tahi, et al., 2021).

2.3.2 Empowerment

Empowerment is a method to develop employees through employee participation by giving sufficient degree of discretion, authority and obligation to complete responsibilities and make decisions. Hence, it significantly affects employee's self-efficiency which further develops employee's intrinsic satisfaction because employees can use their ideas and decisions to respond to customers' needs (Maung, 2020).

2.3.3 Communication

Effective two-way communication is essential to ensure all parties share knowledge and information. Organizations continuously convey goals, visions and strategies to employees and prepare them to take strategic actions and make important decisions consistent with the organization's goals. Besides, when employees are allowed to express their ideas and opinions, they feel valued which leads to high engagement (Nemteanu and Dabija, 2021).

2.4 Reward

Mazlan, et al. (2021) defined reward as the initiative taken by an organization to reward and recognize employees for evoking desired behavior and achieving exemplary outcomes. While, Mulievi and Egessa (2021) argues that reward is the company's investment in employees in the form of cash, non-cash and psychological payments according to their value to the organization. A well-designed reward system which aligned with business strategy and focused on meeting the organization and stakeholders' needs should be implemented. Moreover, the distribution of rewards must be according to the employees' actual performance and be perceived as transparent, fair and equitable by employees as it has a significant impact on employee satisfaction and motivation (Acharya, 2022). Based on Equity theory, individuals who perceive the reward distribution system as bias and unfair will feel demotivated and dissatisfied which will further decrease their performance. Hence, a fair reward system, which emphasizes extrinsic and intrinsic rewards could positively affect employee motivation and job satisfaction (Ghani, et al., 2022; Godbless, 2020; Lencho, 2020).

2.4.1 Intrinsic and extrinsic rewards

Intrinsic rewards are the non-financial rewards where employees are satisfied psychologically and rewarded spiritually from successfully completing the work (Anjum, et al., 2021; Manzoor, Wei and Muhammad Asif, 2021; Acharya, 2021). According to Nanu, et al. (2020), intrinsic rewards are intangible rewards that drive the employee's intrinsic motivation in the form of self-esteem, satisfaction from overcoming challenges and feeling of accomplishment and growth. It includes recognition, career development, learning opportunity and autonomy. Intrinsic rewards provide hotel employees a sense of achievement and motivate them not only to do their best in their work but also take on additional obligations. Thiha (2019) claimed that intrinsic rewards yield better outcomes compared to extrinsic rewards. This is consistent with Herzberg's theory where intrinsic rewards have more long-lasting impact on employee motivation than extrinsic rewards.

Extrinsic rewards are the external motivators independent of the work itself which is managed and presented to the employee by the management (Ghazi Rehman, Noor Nisa and Muhmmad Baloch, 2021; Zulkiflee, 2021; Lencho, 2020). Acharya (2021) argued that extrinsic rewards refer as the tangible benefits externally associated to the task performed by employees. It also known as financial rewards including bonus, allowances, fringe benefits, compensation and salary raise. According to Nnubia (2020), extrinsic rewards are the most powerful employee's motivator, attraction and retention tools because it can satisfy various employee's low and high-level needs. This refers to Maslow's theory where extrinsic rewards could satisfy employees' basic needs, including food and shelter and higher-level needs, including feeling of belonging, self-esteem and self-actualization.

2.5 Incentive

Riwukore, et al. (2021) defined incentives as a performance-based compensation framework where employees whose performance is higher than predetermined standards will receive additional payment. An effective incentive system can drive employee enthusiasm to perform effectively and efficiently and guarantee loyalty towards the organization because it gives the employee a sense of accomplishment (Widhianingrum, 2018). Positive incentives are methods to influence employee's behaviour positively through fulfilling their needs, such as promising cash incentive when employees achieve exceptionally qualified performance. While, negative incentives are methods that impact employees' behaviour by threatening to deny employees specific privileges, like part of their salary, if they breach any of the work's value. These approaches can minimize employees' negative behaviour by formulating strategies which involves warning, delaying promotion or lowering the job position (Kejora, 2018).

2.6 Related theories

2.6.1 Maslow's Hierarchy of Needs

Abraham Maslow originated Maslow's theory which holds that human needs can be ranked in a hierarchy based on the priority and each need emerges as determinant of behaviour. Maslow coordinated these needs into five categories, including physiological, safety, social, self-esteem and self-actualization (Grace and Magdalene, 2021). The core assumption of this theory is that individuals are motivated by unfulfilled needs and they should fulfill the fundamental needs to advance toward self-actualization which is at the highest point of the pyramid. This is because once the lower-level needs are fulfilled, the following higher needs will become the individual's primary source of motivation. Maslow also assumes that when employees' needs are satisfied, their performance will improve (Celestine, 2020). However, Olajide (2020) criticized Maslow's theory that individuals have different levels of needs, which are related to their own qualities and do not follow the sequential phase.

2.6.2 Herzberg's Two Factor Theory

Herzberg's two-factor theory developed by Fredrick Herzberg proposed that motivator and hygiene factors directly affect employee's job satisfaction and dissatisfaction which affect individual performance. Motivators are intrinsic factors that promote self-improvement and self-actualization, including growth and advancement opportunities, autonomy and accomplishment. However, hygiene factors known as the key prevention of job dissatisfaction

including pay, job security and working condition (Mushtaq Ahmad, Amjid Khan and Muhammad Arshad, 2021; Sandjong, 2021; Jalagat and Aquino, 2021). Sandjong (2021) claims that motivators associated with sustained high performance, while hygiene factors are simply associated with short-term changes in performance. Therefore, it is urgent for organization to provide hygiene components to reduce employee dissatisfaction while, at the same time, ensuring that there are motivators because these factors motivate employees and eventually lead to satisfaction. However, Jalagat and Aquino (2021) criticized that it is difficult to distinguish between fulfillment and disappointment with regards to motivator-hygiene factors.

2.6.3 Equity Theory

John Stacy Adams developed equity theory that investigates human emotions as it connects with individuals' internal or external perception of fair treatment and justice in organization which greatly influence their motivation and performance level (Mulievi and Egessa, 2021; Freeman, 2019; Chumari, Were and Rintari, 2018). Fairness exists when individuals perceive that the return for their efforts either equals or exceeds those similar efforts made by their colleague, thereby they feel motivated and be productive. While, any return received for efforts that are perceived not exactly equivalent by the employee will cause feeling of inequality. They attempt to engage negatively by reducing their productivity, commitment and loyalty toward the organization until they are recognized in equivalent capacity. Therefore, equity theory implies that the distribution of human resources policy should be completely fair to enhance employees' commitment and performance (Acharya, 2021; Celestine, 2020; Aqeel, 2019).

2.7 Positive Impacts

2.7.1 Employee Engagement

Employee engagement refers to employees' psychologic, behaviour and cognitive condition where they feel interested in the company's prosperity and perform tasks with high standards beyond the assigned requirements (Siswanto, Maulidiyah and Masyhuri, 2021; Dorta-Afonso, et al., 2021; Nasser Saad, et al., 2021). Worldwide research indicated that only 13% of employees remain fully engaged while 87% are actively or inactively disengaged at their organization (Freeman, 2019). Intrinsically motivating employees through recognition making employees feel satisfied as experiencing feelings of achievement and self-worth, which create better engagement and emotional attachment with the organization (Sheema Matloob, et al., 2021; Ampofo, 2020; Hu, 2020). While, Dorta-Afonso, et al. (2021) highlighted that it is also vital for organization to extrinsically motivate employees because it inspires employee's commitment and loyalty which prompt greater enjoyment at work. According to Herzberg's theory, remuneration is the hygiene factor that will lead to job dissatisfaction if it is absent. Therefore, organizations must balance the extrinsic and intrinsic rewards which significantly influence employee engagement. Effective designing of rewarding programs can boost employee's performance and confidence where they strive to surpass the organization's expectation (Sheema Matloob, et al., 2021; Kumari, et al., 2021; Langat, 2021; Orajaka, 2021).

2.7.2 Employee Retention

Employee retention refers to the various strategies to keep employees in an organization for long-term (Ghani, et al., 2022; Kadek Mellyana and Gusti Adnyani, 2021; Hassan and Govindhasamy, 2020). While, Ni (2020) argued that it was characterized as the employee's affection towards the organization based on the factors provided by the organization. With a conducive environment that supports employees' growth and cares about their well-being, talented employees will be attracted to the organization, motivated to work and decide to remain in the organization (Monyaki, Chipunza and Mashavira, 2022; Dogonyaro, 2021; Djajasinga, et al., 2020). Recently, LinkedIn Learning Workplace Report highlighted that 94% of employees decided to retain when organization provided them with career advancement (Hu, 2020). Furthermore, according to the 2019 Darko Jacimovic's American employee retention statistics, employee recognition programs can diminish turnover rate of hotel and motel industries by 31% (Kumar, 2021). Moreover, studies identified that perceived flexibility and supportive work-life policies increased the retention by 55% and 119% respectively (Lamo, 2019). Therefore, when employees received organizational support throughout their career development journey, it heightened their motivation, reinforced their loyalty and influenced their organizational citizenship behaviour which is in line with Herzberg's theory. These supports could help employees set goals that enable them to reach their maximum development potential (Marques, 2021; Bello, Aina and Oluwole, 2021; Joy, Pikitda and Iliya, 2021; Ushakov and Shatila, 2021).

2.7.3 Customer Satisfaction

Customer satisfaction is a psychological status generated by the combination of consumers' expected emotions of being fulfilled or unfulfilled with consumer's previous sentiments about consumption experience (Aburayya, 2020). Asfand (2019) demonstrated that "happy employees create happy customers". Frontline employees directly cater to customers, and their inspiration emphatically decides customer experience and hotel performance. Motivated employees are regarded as energetic, cooperative, willing to show extra-role behaviour to customers and creating

better word-of-mouth message to deliver excellent service quality which in turn leads to customer satisfaction which is in consistence with Maslow's theory (Dimanche and Lo, 2022; Jessica and Hancer, 2021; Phuong and Ahn, 2021; Sibonde and Dassah, 2021). Research shows that in the Novotel Yangon Maxx Hotel, Myanmar, when frontline employees provide service effectively and efficiently, the difference of customer satisfaction is 72.5% (Myo, Khalifa and Aye, 2019). When employees can provide unforgettable experiences for customers through small gestures and extraordinary services, it will have a profound impact on reducing customer problems and complaints against the employees (Dimanche and Lo, 2022; Elgaed, 2019).

2.8 Negative Impact

2.8.1 Low Productivity

Productivity is the employees' ability to complete specific tasks as per standards of precision, completeness and foreordained speed (Janna, Wolor and Suhud, 2021). Study proved that dissatisfied employees are 43% less productive than satisfied employees. Dissatisfied employees have less momentum to work hard, commitment and intention to provide memorable experiences for customers because organizations do not appreciate their efforts and provide necessary support for employees to plan their career path. Consequently, employees lack of sense of belonging and decide to leave (Lovick-McDaniel, 2019). Moreover, based on Equity theory, when employees realize that they have been treated and recognized unfairly, they feel frustrated and react by changing attitudes and lowering their service performance (Taslina Jannat, Nor Asiah and Muhamad Nazri, 2020; Freeman, 2019). Therefore, an unbiased, fair and equal reward system is important as it can boost employees' extrinsic and intrinsic motivation to perform effectively and efficiently that shapes better customer experience (Ghani, et al., 2022; Raed Walid, 2020; Okosi, 2020).

3.0 Discussion

This paper will discuss the positive and negative impacts of rewards and incentives on the frontline employees among Hilton Hotel, InterContinental Hotels Lusaka Zambia, G6 Hospitality and Bossotel Inn Bangkok Hotel.

3.1 Positive Impacts

3.1.1 Employee Engagement

Wang et al. (2021) demonstrated that high employee engagement is a source of competitive advantage where engaged employees perform extra-role behaviour which could achieve higher productivity, customer satisfaction ratings and boost profitability. Motivated employees actively participate and willing to put maximum efforts to achieve new heights towards organizational sustainable growth (Kumari, et al., 2021; Badre, Taori and Gulhane, 2021). Diamini (2021) posited that remuneration is the major driver which affects employee engagement. According to Herzberg's theory, remuneration is one of the hygiene factors which leads employees from dissatisfaction to no dissatisfaction for short-term effect (Kumari, et al., 2021; Francoise, 2019; Siti Aishah and Nadzirah Zainordin, 2018). Remuneration is the extrinsically motivators that fulfills employee's basic needs and enhance their sense of ownership with the company. Hence, they feel morally obliged to repay the organization by exhibiting higher affective commitment (Dorta-Afonso, et al., 2021; Ampofo, 2020). For example, Hilton Hotel cultivates employee loyalty and boost their work efficiency by providing performance-pay and salaries higher than the industry average (Rui, 2020). Go Hilton Travel Discount Program is Hilton's best-known talent retention incentive where employees can enjoy hotel rates as low as \$35 per night. Hilton also offers industry-leading benefits including employee stock purchase plan, retirement savings program and mental wellness support (Lamo, 2019). However, Nasser Saad, et al. (2021) disputed that recognition is the top driver of intrinsic motivation which enhances employees' psychological attachment to the organization and presents the citizenship behaviour that ensures higher and long-term return. It keeps employees' spirits high, boost their morale and increase their confidence and self-esteem. Based on Herzberg's theory, recognition is the motivator that increases employees' sense of belonging to the organization and willing to commit when facing unpredictable changes. If absence of recognition, employees will be demotivated (Kumari, et al., 2021). For example, recognition and appreciation is Hilton's core belonging culture because Hilton believes that employees will take greater pride in providing outstanding customer service while encountering greater satisfaction when they feel appreciated, valued and respected. For instance, Hilton conducts the Team Member Appreciation Week devoted to offer thanks and acknowledgement to those employees that make Hilton operate smoothly and successfully. Therefore, Hilton's people-centric culture has generated a certain level of excitement among employees and survey reported that Hilton's employee engagement scored 80% in 2019 (Lamo, 2019).

3.1.2 Employee Retention

Employee retention is a central issue of an organization's competitive advantage, because it will affect the organization's efficiency, productivity and sustainability. Motivated and satisfied employees are willing to remain with the organization longer, more dedicated to perform beyond their responsibilities and assists organization achieve sustainability growth (Ghani, et al., 2022; Adnan Ahmed and Muhammed Arif, 2021; Kebede, 2019).

Matuga and Bula (2021) affirms that fairly provide rewards according to employee's performance, recognize employee's contribution and provide opportunities for achievement are the components of satisfaction which increase employee retention. For example, Hilton hotel's honour-winning reward, recognition and training programs have created a thriving corporate culture procuring it the title of "2022 Second Best Companies to Work in the U.S." (HILTON, 2022; Great Place to Work, 2022) and "2021 Third World's Best Workplaces" (HILTON, 2021). In consistence with Herzberg's theory, where monetary reward is the hygiene factor while recognition and training programs are the motivators which have significant effects on employee retention (Dogonyaro, 2021; Irabor and Okolie, 2019). Hilton strives for providing lifelong learning to meet employees' sense of purpose and fulfilment by investing in their long-term personal and professional success. Coaching, motivational support and personal advisor will be provided in the "Hilton High School Completion Programs" for U.S. employees who wish to pursue a General Education Development certificate. Besides, Hilton also provides in-house job skilling platform which acts as the foundation before obtaining professional certification (Great Place to Work, 2018). Recently, Hilton aims to enrich employees career advancement opportunities by partnering with Guild Education to benefit employees obtain a tremendous new education credentials for free including digital literacy, English language learning and data analytics (Cameron Sperance, 2022). Hence, in the US, 84% of Hilton employees said that they have received professional training and development and 84% of employees felt that managers care about them as people, not just employees (Great Place to Work, 2018). Moreover, according to Denny who changed from houseperson to a frontline assistant and now a lunch host, Hilton actively assists employees throughout their career which stimulates their commitment and 40% of the employees have been working at Hilton for a decade (Cameron Sperance, 2022; Great Place to Work, 2018). Therefore, Hilton's culture enhanced employee engagement and led to 13% reduction in employee turnover in 2018. Furthermore, Balanced Scorecard conducted in 2016 showed that Hilton experienced 13% reduction in turnover among millennials who perceived high job security (Lamo, 2019). However, a survey conducted by Zeaid Masfar (2020) showed that 45% of respondents decided to exit from organization because of poor compensation packages and irregular payment methods. For example, after 200 employees were laid off during COVID-19, InterContinental Hotels Lusaka Zambia Trade Union Congress criticized the organization's human resource management due to lack of communication with trade unions and absence of organization's strategic human resources planning. These poor human resources planning also took place from September 2017 and 2018 where over 80 employees decided to leave the hotel because of feeling emotional exhaustion and stress at work (Musumali, 2022). Hence, organization should plan an interesting employee value proposition, develop a comprehensive reward system and create engagement culture to reduce staff turnover (Marques, 2021).

3.1.3 Customer Satisfaction

Since frontline employees are the forerunners of customer satisfaction, their motivation emphatically determines customer experience. Motivated frontline employees will possess appropriate customer-oriented behaviour to achieve excellent service quality (Phuong and Ahn, 2021; Khassawneh and Tamara, 2021; Otieno, et al., 2019). Intrinsically motivated frontline employees through empowerment will boost employees' self-confidence and give employees a sense of control over their work in taking prompt action to enhance customer experiences (Hai and Park, 2021; Cho and Choi, 2021; Andi Tamsang, 2020). For example, according to the 2019 American Customer Satisfaction Index (ACSI), Hilton's customer satisfaction index is consistently around 80 points throughout the year, making it truly outstanding in the hotel industry from 2015 to 2019. This resulted from the excellent service quality and customer experience provided by the hotels (Rui, 2021). Based on Maslow's theory, empowered employees the autonomy to make decisions can assist employees achieve higher self-esteem which stimulate their dedication to offer personalized services by adapting to customers' specific requirement, prompting high customer commitment and willingness to seek future cooperation with the organization (Dimanche and Lo, 2022; Asnoni, Sambung and Milwan, 2021; Bourini, et al., 2019). Through recognition, reward, training and empowerment practices, Hilton frontline employees can elevate their ability to handle customers' concerns with responsiveness while maintaining a professional demeanour that create superior customer value (Great Place to Work, 2018). However, Andi Tamsang (2020) argued that empowered frontline employees that without adequate training, experience and supervision will demotivate employees because employees feel stressful when making decision that might impact customer satisfaction. For instance, due to the lack of quality services and amenities of higher-priced hotel chains, G6 Hospitality's ACSI scored the least point with 64 points in 2019 (Tesse, 2020). Hence, when employees are inherently rewarded with training and empowerment, they will have a strong sense of membership with the organization and reciprocate through supportive behaviour toward the customers thereby guarantees customer satisfaction (Wang, et al., 2021; Khassawneh and Tamara, 2021; Asnoni, Sambung and Milwan, 2021).

3.2 Negative Impact

3.2.1 Low Productivity

Due to its nature including inflexible work hours, lower pay, lack of career development opportunities and unfavourable working environment, the hotel industry has been criticized for facing high job stress. This

contributes to employee's dissatisfaction, low productivity and high turnover intention (Norbu and Wetprasit, 2020; Mukumbuta, et al., 2019; Syed Hussain et al., 2019). For example, Bossotel Inn Bangkok hotel experiences low employee productivity and directly impacts the customer satisfaction. This is because employees reported that they feel under-valued, lack of supportive work environment and career development opportunities. Hence, employees choose not to extend their contract with the organization because lack of belonging. Moreover, employees feel unequally treated and insufficiently trained because lack of training programs which are unable to fill the employees' knowledge and skill gap. Therefore, employees work in different ways, leaving a bad impression on customers. This can be concluded that if employees do not receive sufficient and fair organizational commitment, employees will feel vulnerable, emotionally exhausted and lose their commitment to the organization (Susanto, 2019). This is in consistence with Equity theory, where employees tend to show negative behaviour and decrease their performance when they experience inequity and unfair reward distribution (Ghani, et al., 2022; Okosi, 2020; Freeman, 2019). While, Orajaka (2021) emphasized that proper and adequate rewarding employees are essential to yield better organizational outcome. For instance, with Hilton's people-centric culture, Hilton's booming business is upheld by their thriving team members. A 2017 survey revealed that 93% of employees reported positive work experience in Hilton, thereby contributing more than 20% year-over-year profit growth and doubling the shareholder's earning per share. Therefore, organizations should develop an effective reward system and cultivate a continuous improvement culture to boost employee morale and commitment (Lamo, 2019).

4.0 Conclusion

In conclusion, this paper has discussed the positive and negative impacts of rewards and incentives towards frontline employee's motivation and job satisfaction in the hotel industry. Firstly, it evaluates the literature review and highlight the impact of rewards and incentives towards frontline employee's motivation and job satisfaction, followed with recommendations. This paper disclosed that intrinsic and extrinsic rewards lead to employee motivation and job satisfaction, which further leads to improvement of employee retention, employee engagement and customer satisfaction. Moreover, this paper illustrates that intrinsic rewards have a higher positive effect on employee motivation and job satisfaction compared to extrinsic rewards, which is consistent with previous research (Che Supian, et al., 2020; Lencho, 2020; Kebede, 2019; Thiha, 2019). Based on Herzberg's theory, remuneration is a hygiene factor which changes employees from dissatisfaction to no dissatisfaction for short-term effect. However, training and development, empowerment and recognition are motivating factors that will lead to employees' long-term job satisfaction (Kumari, et al., 2021; Francoise, 2019). Nevertheless, Langat (2021) claims that organizations should offer extrinsic and intrinsic rewards to fulfill employees' variety of needs and maintain their work enthusiasm. If organizations fail to provide adequate rewards, employees will feel dissatisfied and react by changing attitudes and lowering productivity. Future researchers can study the impact of rewards and incentives on the frontline employees' motivation and job satisfaction in other industries, including health, education or airline that are also facing greater challenges during COVID-19. Moreover, it is suggested to focus on a higher-level position such as senior managers. Furthermore, in future study, demographic variables could be included as intermediary factors to acquire more representative conclusions.

5.0 Recommendations

5.1 Training Programmes

G6 Hospitality and Bossotel Inn Bangkok hotel need to provide sufficient and proper training programmes that comprehend technical and social skills which enable frontline employees equipped with necessary knowledge, skills and ability to deal with customers. Through training sessions, frontline employees feel motivated and committed to possess appropriate customer-oriented behaviours such as listening to customer problems, handling the difficult situation and provide prompt responses to unforeseen situations which foster the achievement of desired service performance (Khassawneh and Tamara, 2021; Otieno, et al., 2019; Norhamizan Hamir et al., 2018). For example, training and learning programs of Hilton Corporation and Accor Hotel Group were the core of the knowledge sharing and creation policies to develop professional competences and high-performing teams (Khassawneh and Tamara, 2021). Sandjong (2021) proposed that flexible training schedules can be offered to boost employees' commitment.

5.2 Career Development

Bossotel Inn Bangkok hotel needs to implement the career development policy and structure where employees are given equal opportunity to be promoted to higher positions (George, Omuudu and Francis, 2020). Organizations should assist employees to clarify their career direction, determine their career goals and motivate employees with appropriate techniques including training, workshop and mentoring (Hu, 2020). For example, Maybank provided EXCO mentoring for talents by assigning mentors with preferred experiences to match mentees (Maybank, 2020). Simultaneously, after the completion of Workplace Enablers programme, 93% of Maybank's non-clerical employees were promoted to clerical level with a 10% increment in their basic salary. This shows Maybank's commitment to strengthen their M25 Strategic Priorities by providing support to ensure employees master new

skills to accelerate their career progression and take on greater responsibility (Bernama, 2022). Therefore, Maybank's Sustainable Engagement Index scored 90%, an improvement of 2% against 2017 and 2% over the WTW Global High Performing Companies Norm (Maybank, 2021).

5.3 Restructure Human Resource Policy and Use Two-way Communication

InterContinental Hotels Lusaka Zambia needs to follow the human resource practices of successful hotels in Zambia including Taj Pamondzi and Paris Hilton Hotel. Organizations need to restructure the human resource policies by setting a clear vision and goals that align with organizational objectives and employee's requirement. It should also ensure that a set of values have been developed, measured and managed to ensure employees have a sense of belonging, work-life balance and job security that can increase or maintain employee's motivation, satisfaction and commitment during the COVID-19 crisis (Musumali, 2022). Moreover, organizations should manage the Talent Management through the learning and development programmes, performance appraisal, recognition, empowerment and career progression which encourages employees to follow the company's core values and be willing to contribute to the accomplishment of organization's goals (Badre, Taori and Gulhane, 2021). Furthermore, it is critical for InterContinental Hotels Lusaka Zambia to have two-way communication where management and employees have shared knowledge to reduce the possibility of misunderstanding. The communication system should be timely and accurate to provide job clarity among employees. Simultaneously, employees should be given the opportunity to express their ideas and opinion to design better customer loyalty strategies because they are the parties dealing with customers (Ghani, et al., 2022; Berhane, 2021; Dogonyaro, 2021; Chien, et al., 2020).

References

- Aburayya, A., Marzouqi, A. A., Alawadhi, D., Abdouli, F. and Taryam, M. (2020) 'An empirical investigation of the effect of employees' customer orientation on customer loyalty through the mediating role of customer satisfaction and service quality', *Management Science Letters*, 10(2), pp. 2147 – 2158.
- Acharya, B. (2021) Impact of reward management system on employee motivation at Merojob.com Kathmandu. Unpublished Master Thesis. Tribhuvan University, Nepal.
- Adnan Ahmed and Muhammed Arif (2021) 'Retention of employees in the fast-food industry in Pakistan', *Journal of Contemporary Issues in Business and Government*, 27(5), pp. 627 – 639.
- Ampofp, E. T. (2020) 'Mediation effects of job satisfaction and work engagement on the relationship between organisational embeddedness and affective commitment among frontline employees of star-rated hotels in Accra', *Journal of Hospitality and Tourism Management*, 44(7), pp. 253 – 262.
- Andi Tamsang (2020) Employee Empowerment in Luxury Hotels in East Malaysia. Unpublished Degree Thesis. The University of Waikato, New Zealand.
- Andrade, M. S., Miller, D. and Westover, J. H. (2021) 'The impact of supervisory status on job satisfaction for hospitality and non-hospitality workers', *Journal of Tourism, Hospitality & Culinary Arts (JTHCA)*, 13(1), pp. 88 – 109.
- Anjum, N., Afsarul Islam, Mahmudul Choudhury and Saha, J. (2021) 'Do Intrinsic Rewards Matter on Motivation? Evidence from Primary School Teachers of Bangladesh', *SEISENSE Journal of Management*, 4(1), pp. 47 – 58.
- Aqeel, S. (2019) 'Bahraini Employee's Motivation in the Luxury & Hospitality Industries', *International Journal of Academic Research in Business and Social Sciences*, 9(11), pp. 979 – 1011.
- Artanti, Y., Witjaksono, A. D. and Widyastuti (2018) 'Uncovering Job Satisfaction: The Role of Internal Marketing', 2nd Social Sciences, Humanities, and Education Conference (SoSHEC 2018). Universitas Negeri Surabaya Surabaya, Indonesia. Paris: Atlantis Press, pp. 71 – 74.
- Asfand, M. A. (2019) 'A Study on Impact of Motivation on Employees' Performance in Fast Food Industry', *Journal of computing and management studies*, 3(1), pp. 1 – 32.
- Asnoni, Sambung, R. and Milwan (2021) 'The Honorary Employees Service Quality Antecedent in the Airport Operational Unit Office of Class III North Kalimantan', *Jurnal Organisasi dan Manajemen*, 17(1), pp. 99 – 110.
- Badre, P., Taori, D. and Gulhane, M. (2021) 'HRM Practices and Its Impact on Employee Satisfaction', *Turkish Journal of Computer and Mathematics Education*, 12(10), pp. 1403 – 1414.
- Bello, M. B., Aina, C. and Oluwole, A. (2021) 'The Impact of Job Satisfaction on Employees' Turnover Intention within the Hotel Industry in Lagos State, Nigeria', *African Journal of Hospitality, Tourism and Leisure*, 10(4), pp. 1110 – 1130.
- Berhane, L. (2021) The effect of internal marketing on employee turnover intention, the case of Intercontinental Addis Hotel. Unpublished Master Thesis. Addis Ababa, Ethiopia.

- Bernama (2022) 'Over 90% Maybank non-clerical employees upgraded to workplace enablers', Bernama, 26 April. Available at: <https://www.theedgemarkets.com/article/over-90-maybank-nonclerical-employees-upgraded-workplace-enablers> (Accessed: 6th July 2022).
- Bourini, I., Jahmani, A. and Mumtaz, R. and Bourini, A. (2019) 'Investigating the managerial practices' effect on Employee-Perceived Service Quality with the moderating role of supportive leadership behavior', *European Research on Management and Business Economics*, 25(1), pp. 8 – 14.
- Cameron Sperance (2022) Hilton's Latest Employee Benefit Leans Into the Labor Shortage Crisis. Available at: <https://skift.com/2022/01/19/hiltons-latest-employee-benefit-leans-into-the-labor-shortage-crisis/> (Accessed: 6th July 2022).
- Celestine, N. I. (2020) Determination of the factors that influence the motivation of employees in Ireland's hotel industry with a focus on luxury hotels in County Kilkenny. Unpublished Master Thesis. National College of Ireland.
- Che Supian, Ramesh Kumah, Baderisang Mohamed and Nor Aisha (2020) 'Human Resources Management Practices and its Impact on Employee Commitment Mong Staffs of Road Transport Department, Perak, Malaysia', *Journal of Environmental, Treatment, Techniques*, 8(3), pp. 28 – 34.
- Chien, C. L., Mao, I., Nergui, E. and Chang, W. C. (2020) 'The effect of work motivation on employee performance: Empirical evidence from 4-star hotels in Mongolia', *Journal of Human Resources in Hospitality & Tourism*, 19(4), pp. 473 – 495.
- Cho, Y. S. and Choi, Y. (2021) 'When and How Does Sustainable HRM Improve Customer Orientation of Frontline Employees? Satisfaction, Empowerment, and Communication', *Sustainability*, 13(7), pp. 3693 – 3707.
- Chumari, J. W., Were, E. and Rintari, A. (2018) 'Relationship between employee rewards and employee performance in public schools in Machakos country, Kenya', *The Strategic Journal of Business & Change Management*, 5(3), pp. 850 – 867.
- Chung, M., Jang, Y. H. and Edelson, S. A. (2021) 'The path from role clarity to job satisfaction: natural acting and the moderating impact of perceived fairness of compensation in services', *Service Business*, 15(1), 77 – 102.
- Diamini, B. I. (2021) 'Recent Study on the Impact of Compensation and Benefits on Job Satisfaction', *Insights into Economics and Management*, 7(1), pp. 56 – 63.
- Dimanche, F. and Lo, K. (2022) 'The Elusive Search for Talent: Skill Gaps in the Canadian Luxury Hotel Sector', *Tourism and Hospitality*, 3(1), pp. 31 – 46.
- Djajasinga, N. D., Sulastri, L., Sudirman, A., Sari, A. L. and Rihardi, E. L. (2020) 'Practices in Human Resources and Employee Turnover in the Hospitality Industry', *Proceedings of the 2nd Annual Conference on Blended Learning, Educational Technology and Innovation (ACBLETI 2020)*. Paris: Atlantis Press SARL, pp. 113 – 116.
- Dogonyaro, H. (2021) Employee Retention Strategy in the Hospitality Industry. Unpublished Walden Dissertations and Doctoral Studies. Walden University, Minnesota.
- Dorta-Afonso, D., González-de-la-Rosa, M., García-Rodríguez, F. J. and Romero-Domínguez, L. (2021) 'Effects of High-Performance Work Systems (HPWS) on Hospitality Employees' Outcomes through Their Organizational Commitment, Motivation, and Job Satisfaction', *Sustainability*, 13(6), pp. 3226 – 3244.
- Elgaed, M. (2019) Effectiveness of Internal Marketing on Employee Performance in Social Economy Organizations. Unpublished Master Dissertation. University in Santarém Municipality, Portugal.
- Emmanuel, N. and Joseph, N. (2021) 'Employee and Organisational Performance: Employees Perception of Intrinsic and Extrinsic Rewards System', *Applied Journal of Economics, Management, and Social Sciences*, 2(1), pp. 26 – 32.
- Eyanuku, J. P. (2021) 'Impacts of job satisfaction on employees' performance in Lagos State University Teaching Hospital (LASUTH)', *Hallmark University Journal of Management and Social Sciences (HUJMSS)*, 3(1), pp. 205 – 211.
- Francoise, K. (2019) Motivational factors of Generation Y front office employees in seasonal resort hotels of northern Greece. The case of Sani and Ikos Resorts. Unpublished Master Thesis. International Hellenic University, Greece.
- Freeman, A. B.I (2019) Exploring How Managers Increase Employee Performance Within Organizational Supply Chains. Unpublished Walden Dissertations and Doctoral Studies. Walden University, Minnesota.
- Frye, W. D., Kang, S., Huh, C. and Lee, M. J. (2019) 'What factors influence Generation Y's employee retention in the hospitality industry?: An internal marketing approach', *International Journal of Hospitality Management*, 85(3), pp. 1 – 8.
- George, C., Omuudu, O. S. and Francis, K. (2020) 'Employee engagement: a mediator between organizational inducements and industry loyalty among workers in the hospitality industry in Uganda', *Journal of Human Resources in Hospitality & Tourism*, 19(2), pp. 220 – 251.

- Ghani, B., Muhammad Zada, Khalid Memon, Rezwan Ullah, Afraseyab Khattak, Han, H., Ariza-Montes, A. and Araya-Castillo, A. (2022) 'Challenges and Strategies for Employee Retention in the Hospitality Industry: A Review', *Sustainability*, 14(5), pp. 2885 – 2911.
- Ghazi Rehman, Noor Nisa and Muhammad Nawaz (2021) 'Impact of rewards system in employee's motivation in the organizational context: A quantitative study of manufacturing industry in UAE', *Liberal Arts & Social Sciences International Journal (LASSIJ)*, 5(1), pp. 105 – 122.
- Godbless, E. E. (2021) 'Moral Leadership, Shared Values, Employee Engagement, and Staff Job Performance in the University Value Chain', *International Journal of Organizational Leadership*, 10(2021), pp. 15 – 38.
- Goonetilleke, M. D. N. A. and Samarasinghe, H. M. U. S. R. (2019) 'Impact of Motivational Factors on Employee Turnover Intention in Taj Samudra, Colombo', *Global Journal of Management and Business Research: A Administration and Management*, 19(12), pp. 51 – 65.
- Grace, W. M. and Magdalene, N. (2021) 'Influence of non-financial rewards on teaching staff turnover in Private Primary Schools in Embakasi Sub country', *Journal of Human Resource Management*, 5(2), pp. 787 – 799.
- Great Place To Work (2018) *Hospitality For All. How Hilton treats employees at all levels like guests; and how that "For All" culture drives its success.* Available at: https://www.greatplacetowork.com/images/reports/2018-GPTW-Profile-Series-_Hilton_Hospitality_For_All.pdf (Accessed: 6th July 2022).
- Great Place To Work (2022) *Hilton.* Available at: <https://www.greatplacetowork.com/certified-company/1000367> (Accessed: 6th July 2022).
- Hai, S. and Park, I. (2021) 'The accelerating effect of intrinsic motivation and trust toward supervisor on helping behavior based on the curvilinear model among hotel frontline employees in China', *Journal of Hospitality and Tourism Management*, 47(6), pp. 12 – 21.
- Hassan, Z. and Govindhasamy, C. (2020) 'An Investigation on Extrinsic and Intrinsic Rewards on Employee Retention among Gen Y: A Study in Malaysian Manufacturing Companies', *Journal of Business & Economic Analysis (JBEA)*, 3(1), pp. 55 – 64.
- Heimerl, P., Haid, M., Benedikt, L. and Scholl-Grisseemann, U. (2020) 'Factors Influencing Job Satisfaction in Hospitality Industry', *SAGE Open*, 10(4), pp. 1 – 12.
- HILTON (2022) *BENEFITS.* Available at: <https://jobs.hilton.com/us/en/benefits> (Accessed: 6th July 2022).
- HILTON (2022) *Hilton Named #2 Best Company to Work For in the U.S.* Available at: <https://stories.hilton.com/releases/hilton-named-2-best-us-company-to-work-for> (Accessed: 6th July 2022).
- HILTON (2022) *Hilton Ranked #3 Workplace in the World.* Available at: <https://stories.hilton.com/releases/hilton-ranked-3-workplace-in-the-world> (Accessed: 6th July 2022).
- Hilton (2022) *Thrive at Hilton: Recognition Matters.* Available at: <https://www.youtube.com/watch?v=T67IcSBquVQ> (Accessed: 6th July 2022).
- Hu, J. Y. (2020) *The Main Drivers of Employee Retention: The Case of Viennese Luxury Hotels.* Unpublished Bachelor Thesis. Modul Vienna University, Austria.
- Irabor, I. E. and Okolie, U. C (2019) 'A review of employees' job satisfaction and its affect on their retention', *Annals of Spiru Haret University Economic Series*, 19(2), pp. 93 – 114.
- Jalagat, R. C. and Aquino, P. G. (2021) 'Common perceived predictors of job satisfaction among Filipino workers in Vietnam', *Management Research and Practice*, 13(3), pp. 58 – 66.
- Janna, N. N., Wolor, C. W. and Suhud, U. (2021) 'The role of e-training, career development, and employee resilience in increasing employee productivity in Indonesian State-Owned Enterprises', *Business Excellence and Management*, 11(3), pp. 5 – 17.
- Jessica, V. S. and Hancer, M. (2021) 'Studying the relationship between human resources practices, employee motivation, and online hotel reviews: An empirical approach to the hospitality industry', *Tourism and Hospitality Research*, 22(2), pp. 196 – 208.
- Joy, Z. D., Pikitda, B. and Iliya, C. (2021) 'Rewards System and Employee Retention during COVID 19 Pandemic in Nigeria', *International Journal of Scientific and Research Publications*, 11(7), pp. 363 – 369.
- Kadek Mellyana and Gusti Adnyani (2021) 'The Effect of Reward System, Job Motivation, and Job Satisfaction on Employee Retention', *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 5(6), pp. 58 – 65.
- Kebede, W. (2019) *Effects of rewards on employee job satisfaction in Ethio telecom.* Unpublished Master Thesis. ST Mary University, Minnesota.
- Kejora, M. L. (2018) *The relationship between incentives and organizational performance for employees: The study of Islamic Private Universities in Yogyakarta.* Unpublished Bachelor Thesis. Universitas Islam Indonesia.
- Khassawneh, O. and Tamara, M. (2021) 'An Evaluation of the Relationship between Human Resource Practices and Service Quality: an Empirical Investigation in the Canadian Hotel Industry', *Journal of Business Strategy Finance and Management*, 3(1), pp. 74 – 91.
- Kumar, S. V. (2021) 'A study on adept soft skill & knowledge accompanying hospitality employee retention behavior during COVID-19 lockdown phase', *Anais Brasileiros de Estudos Turísticos – ABET*, 11(4), pp. 1 – 9.

- Kumari, K., Ali, S. B., Noor Nisa and Jawad Abbas (2021) 'Examining the Role of Motivation and Reward in Employees' Job Performance through Mediating Effect of Job Satisfaction: An Empirical Evidence', *International Journal of Organizational Leadership*, 10(4), pp. 401 – 420.
- Lamo, E. ((2019) *The Center of Success: A Case Study on Hilton's Company Culture*. Unpublished Bachelor Thesis. California Polytechnic State University, California.
- Langat, I. C. (2021) *The influence of reward system on employee performance in the public sector: A case of Nairobi Metropolitan Services*. Unpublished Master Thesis. Kenyatta University, Kenya.
- Lencho, D. M. (2020) 'Effect on employee motivation on job performance: In case of Fiche General Hospital', *International Journal of Commerce and Finance*, 6(1), pp. 81 – 101.
- Lovick-McDaniel, T. (2019) *Nonmonetary Strategies to Increase Employee Job Satisfaction in Nonprofit Organizations*. Unpublished Walden Dissertations and Doctoral Studies. Walden University, Minnesota.
- Manzoor, F., Wei, L. B. and Muhammad Asif (2021) 'Intrinsic Rewards and Employee's Performance With the Mediating Mechanism of Employee's Motivation', *Frontiers in Psychology*, 12(5), pp. 1 -11.
- Marques, L. M. T. (2021) *The Importance of Employees' Engagement Initiatives in the Hospitality Industry in Portugal*. Unpublished Master Thesis. ISCTE Business School, Portugal.
- Matuga, L. M. and Bula, H. (2021) 'Human resource management initiatives and employee retention at Kenya Airways – Kenya', *International Journal of Advanced Research and Review*, 6(3), pp. 11 – 29.
- Maung, K. M. (2020) 'Internal marketing, job satisfaction and employee commitment of hotel industry in Mandalay, Myanmar', *International Journal of Business, Economics and Law*, 21(2), pp. 62 – 68.
- Maybank (2020) *Leading Asia Maybank Sustainability Report 2020*. Available at: https://www.maybank.com/iwov-resources/corporate_new/document/my/en/pdf/annual-report/2021/Maybank_Sustainability_Report_2020.pdf (Accessed: 6th July 2022).
- Maybank (2021) *Leading Asia Maybank Sustainability Report 2021*. Available at: https://www.maybank.com/iwov-resources/corporate_new/document/my/en/pdf/annual-report/2022/Maybank_AR2021-Corporate_Book.pdf (Accessed: 6th July 2022).
- Mazlan, N., Sumarjan, N., Nazlan, N. H. and Suhartanto, D. (2021) 'Reward and Satisfaction: Keeping hospitality employees loyal', 9th Asian Conference on Environment-Behaviour Studies. Perdana Kota Bharu, Kelantan, Malaysia, 28-29 Jul 2021. UK: E-BPJ, pp. 147 – 152.
- Minchet, B. (2018) *Factors Associated with Employees' Job Satisfaction: A Comparative Study on Selected Star Rated Hotels in Addis Ababa*. Unpublished Master Thesis. Addis Ababa University, Ethiopia.
- Monyaki, L., Chipunza, C. and Mashavira, N. (2022) 'A South African study on antecedents of intention to quit amongst employees in bed and breakfast establishments in the Free State province', *The Southern African Journal of Entrepreneurship and Small Business Management*, 14(1), pp. 1 – 14.
- Muando, E. F. M. (2019) *Internal Marketing and Employee Job Satisfaction In the Education Sector in Mozambique*. Unpublished Master Thesis. Ritsumeikan Asia Pacific University, Japan.
- Mukumbuta, M., Ng, H. H., Lim, K. Y. and Wong, C. H. (2019) 'Employee Turnover in the Hospitality Industry: A Case Study in the Western Province of Zambia', *International Conference on Innovation and Technopreneurship Journal*, 19(3), pp. 1 – 9.
- Mulievi, R. N. and Egeessa, R. (2021) 'Relationship between Reward Management Practices and Employee Job Satisfaction in Vihiga County Government, Kenya', *International Journal of Multidisciplinary and Current Research*, 9(2021), pp. 108 – 116.
- Mushtaq Ahmad, Amjid Khan and Muhammad Arshad (2021) *Major theories of Job Satisfaction and their use in the field of Librarianship*. *Library Philosophy and Practice (e-journal)*, 11(6), pp. 6385 – 6398.
- Musumali, B. (2022) 'Strategic Human Resource Planning: The Case Study of Intercontinental Hotel and Resorts and the Laying-Off Of Workers during Covid-19', *Human Resource Management Review*, 16(9), pp. 139 – 154.
- Myo, Y. N., Khalifa, G. S. and Aye, T. T. (2019) 'The Impact of Service Quality on Customer Loyalty of Myanmar Hospitality Industry: The Mediating Role of Customer Satisfaction', *International Journal of Management and Human Science (IJMHS)*, 3(3), pp. 1 – 11.
- Nanu, L., Cobanoglu, C., Ibrahim Yilmaz and Dis, T. (2020) 'Impact of Employee Meals on Employee Satisfaction and Hotel Financial Performance: An Experimental Study', *Journal of Hospitality Financial Management*, 28(2), pp. 91 – 99.
- Nasser Saad, Shahid Iqbal, Mariam Sohail, Faisal Sheraz, Sarwat Jahan, Bilal Anwar and Syed Arslan (2021) 'Impact of employee empowerment on organizational commitment through job satisfaction in four-and five-stars hotel industry', *Management Science Letters*, 11(2), pp. 813 – 822.
- Nemteanu, M. S. and Dabija, D. C. (2021) 'The Influence of Internal Marketing and Job Satisfaction on Task Performance and Counterproductive Work Behavior in an Emerging Market during the COVID-19 Pandemic', *International Journal of Environmental Research and Public Health*, 18(7), pp. 3670 – 3686.
- Neochoritis, M. (2018) *Non-financial rewards and motivation*. Unpublished Master Thesis. International Hellenic University, Greece.

- Ni, J. (2020) Impact of motivation factors on employee retention in China: Mediating role of work engagement. Unpublished Master Thesis. ISCTE Business School, Portugal.
- Nnubia, A. L. (2020) 'Monetary Incentives And Employee Performance Of Manufacturing Firms In Anambra State', *International Journal of Innovative Finance and Economics Research*, 8(1), pp. 10 – 22.
- Nointin, A. and Chui, C. T. B. (2018) 'Effects on internal marketing on turnover intention of frontline employees in the travel and tour agencies in Sabah', *Turkish Online Journal of Design Art and Communication*, 8(9), pp. 711 – 720.
- Noor, Z., Nayaz, N., Solanki, V., Manoj, A. and Sharma, A. (2020) 'Impact of Rewards System on Employee Motivation: A Study of a Manufacturing Firm in Oman', *International Journal of Business and Management Future*, 4(2), pp. 6 – 14.
- Norbu, J. and Wetprasisit, P. (2020) 'The Study of Job Motivational Factors and Its Influence on Job Satisfaction for Hotel Employees of Thimphu, Bhutan', *Journal of Quality Assurance in Hospitality & Tourism*, 22(2), 245 – 266.
- Norhamizan Hamir, Issham Ismail, Mohd Salehuddin and Dahlan Abdullah (2018) 'The Influence of Empowerment, Rewards, and Training on Service Recovery Performance among Frontline Hotel Employees in Malaysia', *International Journal of Academic Research in Business and Social Sciences*, 8(15), pp. 49 – 67.
- Nur Azwanie, Dewi Tajuddin and Hajjah Hasnawati (2021) 'Effects of Internal Marketing on Job Satisfaction Among Islamic Bank Employees in Sabah: A Review Paper', *International Journal of Academic Research in Business and Social Sciences*, 11(7), pp. 1016 – 1022.
- Okolocha, C. B., Akam, G. U. and Uchehara, F. O. (2021) 'Effect of job satisfaction on job performance of university lecturers in South-East Nigeria', *International Journal of Management Studies and Social Science Research*, 3(1), pp. 119 – 135.
- Okosi L. I. (2020) 'Effect Of Reward System On The Performance Of Sachet Waters Companies In Anambra State, Nigeria', *International Journal of Innovative Social Sciences & Humanities Research*, 8(4), pp. 20 – 31.
- Olajide, O. (2020) Impact of financial motivation on job satisfaction in Ireland's retail sector. Unpublished Master Thesis. National College of Ireland.
- Orajaka, U. P. (2021) 'Organizational Performance and its Effects to Employee Recognition and Job Satisfaction in Some Selected Public Universities in the South East, Nigeria', *Asian Journal of Economics, Business and Accounting*, 21(3), pp. 97 – 106.
- Otieno, G. O., Kowa, J. B., Wakibi, A. and Ssenyange, K. (2019) 'The influence of internal marketing and job satisfaction on quality service delivery in a public health sector: A case study of a local government organization in Uganda', *African Journal of Business Management*, 13(9), pp. 309 – 317.
- Pham, C. P., Hoang, T. P. and Nguyen, Y. T. (2021) 'Impact of Work Motivation on Satisfaction and Turnover of Public Universities Lecturers', *Journal of Asian Finance, Economics and Business*, 8(2), pp. 1135 – 1146.
- Phuong, L. P. T. and Ahn, Y. J. (2021) 'Service Climate and Empowerment for Customer Service Quality among Vietnamese Employees at Restaurants', *Sustainability*, 13(3), pp. 1172 – 1186.
- Pramono, R. W. (2021) 'The Effect of Intrinsic Rewards and Extrinsic Rewards on Performance with Job Satisfaction as Intervening Variables', *Journal of Social Science*, 2(2), pp. 200 – 209.
- Raed Walid (2020) 'Impact of intrinsic and extrinsic rewards on employee performance and determining role of HR practices. A case study of Jordan', *The Middle East International Journal for Social Sciences (MEIJSS)*, 2(1), pp. 38 – 45.
- Riwukore, J. R., Susanto, Y., Pilkandis, J., Habaora, F. (2021) 'Analysis of Employee Performance in The Department of Education and Culture, Lubuklinggau City', *Asia Pacific Journal of Management and Education (APJME)*, 4(2), pp. 95 – 107.
- Rui, M. (2020) 'Human resource management in multinational companies—— from the perspective of Hilton Hotels', *E3S Web of Conferences*. Beijing Jiaotong University. Paris: EDP Sciences, pp. 235 – 240.
- Safdar Tahir, Mubarak Haider, Nausheen Syed, Muhammad Husnain, Aisha Saleem and Muhammad Mohsin (2021) 'Facets of Internal Marketing and Innovative Work Behaviour: The Intrinsic Motivation Perspective', *International Journal of Innovation, Creativity and Change*, 15(5), pp. 400 – 410.
- Sandjong, F. L. D. (2021) Training Strategies for Increasing Employee Job Satisfaction and Retention in the Hospitality Industry. Unpublished Walden Dissertations and Doctoral Studies. Walden University, Minnesota.
- Sheema Matloob, Saeed Shah, Muzafar Shah and Jameel Ahmed (2021) 'Impact of Financial and Non-Financial Rewards on Employee Motivation and Employee Commitment among Pharmaceutical SMEs', *Market Forces*, 16(1), pp. 45 – 60.
- Sibonde, A. H. and Dassah, M. O. (2021) 'The relationship between employee motivation and service quality: Case study of a selected municipality in the Western Cape province, South Africa', *Africa's Public Service Delivery and Performance Review*, 9(1), pp. 1 – 12.

- Siswanto, S., Maulidiyah, Z. and Masyhuri, M. (2021) 'Employee Engagement and Motivation as Mediators between the Linkage of Reward with Employee Performance', *Journal of Asian Finance, Economics and Business*, 8(2), pp. 625 – 633.
- Siti Aishah and Nadzirah Zainordin (2018) 'The impact of rewards as motivation on job satisfaction in a quantity surveying consultant firm', *International Journal of Modern Trends in Social Sciences*, 1(4), pp. 1 – 14.
- Siti Aishah, H., Santhi, G. and Tanusia, A. (2021) 'Internal marketing to improve job satisfaction and organisational performance among lecturers at private universities in Malaysia', *International Conference on Multidisciplinary Innovation and Economics 2021*. Nilai University, 8th – 9th September. Malaysia: ICMIE, pp. 6 – 15.
- Susanto, Y. M. (2019) *The influence of organizational commitment, work training and work environment on employee performance at Bossotel Inn Bangkok*. Unpublished Bachelor Thesis. Rajamangala University of Technology Thanyaburi, Thailand.
- Syed Hussain, Abdul Khaliq, Qasim Nisar, Aamir Zamir and Shahzad Ali (2019) 'Impact of Employees' Recognition, Rewards and Job Stress on Job Performance: Mediating Role of Perceived Organization Support', *SEISENSE Journal of Management*, 2(2), pp. 69 – 82.
- Taslima Jannat, Nor Asiah and Muhamad Nazri (2020) 'Analysing the Mediating Effects of Job Satisfaction and Dissatisfaction on Employee Voluntary Turnover Intention', *Jurnal Pengurusan*, 59(2), pp. 53 – 64.
- Tesse, J. (2020) *ACSI: How COVID is affecting guest satisfaction*. Available at: <https://www.hotelmanagement.net/operate/acsi-how-covid-affected-hotel-guest-satisfaction> (Accessed: 6th July 2022).
- Thiha, T. (2019) *The impact of reward management system on employee motivation in Pacific Hotel in Yangon, Myanmar*. Unpublished Master Thesis. Bangkok University, Thailand.
- Ushakov, D. and Shatila, K. (2021) 'The Impact of Workplace Culture on Employee Retention: An Empirical Study from Lebanon', *Journal of Asian Finance, Economics and Business*, 8(12), pp. 541 – 551.
- Wang, J. X., Fu, X. X., Wang, Y. C. and Wei, F X. (2021) 'Driving Hospitality Frontline Employees' Boundary spanning Behaviors: A Social Exchange and Role Theory Perspective', *Journal of Quality Assurance in Hospitality & Tourism*, 23(2), pp. 388 – 414.
- Widhianingrum, W. (2018) 'The effect of giving incentives to employee performance PT. BPR Ekadharna Magetan', *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 2(4), pp. 21 – 28.
- Wu, C. H., Lin, H. H., Lai, S. Y., Tseng, K. C. and Hsu, C. H. (2021) 'A Study of Leisure Constraints and Job Satisfaction of Middle-Aged and Elderly Health Care Workers in COVID-19 Environment', *Healthcare*, 9(6), pp. 713 – 721.
- Zeaid Masfar (2020) 'Exploring Factors Influencing Employee Turnover in Saudi Arabia's Hospitality Industry', *American Journal of Tourism Management*, 9(1), pp. 1 – 18.
- Zulkiflee, Amirul, Halimi, Mohd Reza, Abu Dzarr and Mohd Khazani (2021) 'Fringe benefit and job satisfaction in SME: An empirical experience among SMEs in Selangor', *Journal of Islamic, Social, Economics and Development (JISED)*, 6(42), pp. 277 – 290.