

**THE ROLE OF EMPLOYEE MOTIVATION STRATEGIES ON STAFF  
RETENTION IN THE HOSPITALITY INDUSTRY: A CASE OF AT HOTEL  
GOLDEN TULIP CANAAN KAMPALA**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT  
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**UGANDA CHRISTIAN  
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## DECLARATION

I, Akankwatsa Charlotte, hereby declare that this research report is my original work and has been prepared by me from the study carried out at Hotel Golden Tulip Kampala to the best of my knowledge. This report has never been submitted to any institution of higher for any academic award.


Signature:  ..... Date: 17 / 3 / 2026

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## APPROVAL

This is to certify that this research report was done by Akankwatsa Charlotte under my supervision and guidance and now ready for submission.

Signature:  Date: 17 / 3 / 2026

**MR. DAVID KIBUUKA**  
**(ACADEMIC SUPERVISOR)**

## **DEDICATION**

This research report is dedicated to my parents and siblings for the overwhelming support, comfort, guidance and encouragement given to me during the entire research programme.

May God bless you!

## **ACKNOWLEDGEMENT**

I sincerely thank Mr. David Kibuuka, my research supervisor for their guidance and encouragement in carrying out my research. The lecturers who taught me throughout this undergraduate program and nourished my academic capabilities, I thank them.

Special thanks go to my family, friends and classmates for their encouragement, teamwork, and moral support throughout the course of my studies. Finally, I appreciate all individuals who contributed directly or indirectly to the completion of this research report.

I pray the Almighty God showers you with endless blessings.

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## ABSTRACT

The purpose of the study was to investigate the impact of motivation on employee retention in the hospitality industry using Hotel Golden Tulip Canaan as a case study. The study was guided by three research objectives namely: to examine the various types of motivation strategies at Hotel Golden Tulip Canaan, to find out the challenges and possible solutions in motivating employees at Hotel Golden Tulip Canaan and to identify factors influencing staff retention in the hospitality industry.

The study was guided by the Herzberg's Two-Factor Theory which stated that employees are motivated by two factors such as hygiene and motivational factors. The study population consisted of employees of Hotel Golden Tulip Canaan. Out of the 60 employees, a sample 52 respondents was determined according to the Krejcie and Morgan (1970). The study adopted a simple random sampling technique to collect data because this technique is very useful for situations where there is need to reach a targeted sample.

Findings revealed that there are the various types of motivation strategies at Hotel Golden Tulip Canaan for example employees reported being motivated through rewards for excellence, the provision of work-life balance initiatives, and training opportunities that help them improve their skills, some employees feel that management listens to employee feedback, some work hard because they want to earn promotions or bonuses, some take pride in their achievements at work and are motivated by the salary and benefits.

Finding revealed the challenges and possible solutions in motivating employees at Hotel Golden Tulip Canaan and these include flexible work schedules and wellness programs help me stay motivated despite long working hours and irregular shifts, training and support from supervisors help me manage stress caused by high customer expectations, management considers individual employee needs and backgrounds when implementing motivation strategies, clear career development opportunities in this hotel motivate me to perform better in my job, the compensation and benefits among others.

Findings revealed that there are different factors influencing staff retention in the hospitality industry employee retention and these include I feel more committed to staying with my company, opportunities for growth and development increase my desire to remain in this job, when I feel motivated at work, I am less likely to consider leaving the company, I am likely to stay longer with the company when my contributions are valued and a positive and motivating work environment influences my decision to stay.

## CHAPTER ONE

### 1.0 Introduction

This chapter details the background of the study, the statement of the problem, objectives, the purpose, the scope and the significance of the study which highlights the essence of study.

### 1.1 Background to the Study

Motivation has been defined as an internal or external state that drives and directs behaviour towards a specific goal (Asiedu, 2017). Armstrong & Murlis, (2007) defines motivation as a goal-oriented behaviour. This means that people are motivated when a specific course of action will lead them to achieve the objective. This can be a professional promotion, salary increase, etc (Armstrong, 2007). Employee motivation is also defined as an employee's desire to complete their work efficiently (Hanaysha & Hussain, 2018). Employee motivation contributes to attaining organisational commitment and organisational performance (Napitupulu et al., 2017). Organizations that have a high employee engagement rate are more resilient and able to weather uncertainty (Anand (2022). Motivation is a set of courses concerned with a kind of strength that boosts performance and directs towards accomplishing some definite targets (Kalimullah et al, 2010).

Employee retention refers to the process of persuading employees to stay as long as possible or until the project is completed (Kaur, 2017). Employee Retention (ER) refers to the degree to which a company can keep its workforce intact, fostering loyalty among its employees (Abdullah et al., 2024). Organizations can attain employee retention through the implementation of four key strategies. These strategies encompass fostering effective communication, building a diverse workforce, recruiting individuals with the appropriate skills, and providing comprehensive employee development and training programs (Malhotra & Rana, 2023). Employee Retention details the importance of understanding the factors that motivate employees to stay with an organization (Abdullah et al., 2024). Retaining qualified employees remains the most important role human resource departments perform in every organizations (Peter et al, (2022).

The hospitality industry is recognized as important because of high employee turnover and challenging work conditions. Motivated employees often show more job satisfaction, commitment to the organization, and a desire to stay, which directly improves retention (Karatepe, 2013). According to Ahmad et al., (2020) motivation strategies are of different kinds such as recognition for work done, supportive supervision, training of employees, reward based on performance, these have reduced turnover intentions of the workforce in the hospitality industry through addressing psychological and personal needs of the employees. A sector like hospitality industry, it's the employees who are the driving factor for customer satisfaction, having experienced and motivated employees in your setup ensures consistent service and operational efficiency (Bonn & Forbringer, 1992). Whereas, poor motivation brings about disengagement and high turnover rate that weakens service delivery and raises the recruitment costs. This shows a strong link between motivating employees and staying with the organization. According to Mwangi & Omollo (2021); Nda & Fard (2013) and Otieno & Mugo (2019), companies in the hospitality industry that apply different motivational strategies, show that their focus on their employees needs thus improving on employee retention.

Motivation is an important determinant of employee performance, particularly within the hospitality industry where human interaction and service quality are supreme for operational success and customer satisfaction (Ihtiarna, 2025; Pooja, 2024). Employee motivation involves both intrinsic and extrinsic factors that drive individuals to achieve organizational goals (Stella et al., 2024). Intrinsic motivation comes from internal desires of each employee for example job satisfaction, self-development, a sense of autonomy, competence, and relatedness goals (Alkamalat et al., 2025). Individuals with strong intrinsic motivation are driven by personal interest and self-fulfillment, leading to greater engagement and dedication (Janke, 2024). Additionally, extrinsic motivation consists of external rewards such as salary, incentives, recognition and safe environment (Alkamalat et al., 2025; Syahputra & Faruqi, 2024). These types of motivation are important in ensuring employee performance (Stella et al., 2024). Employee motivation improves on the performance of different individuals that work for different organizations (Alkamalt et al., 2025). Research conducted in a hospital showed that jobs satisfaction and motivation are important in maintaining the service quality and improving the workforce management

of any organization (Ramadhian & Pringgabayu, 2025; Dismas & Agatha, 2025). Motivation also involves how other factors for example intrinsic motivation and originality can be moderated by the level of insight where the strong insight may lead to a negative correlation while weak insights may show positive correlation ((Tevi et al., 2024).

Having a well-motivated workforce in the hospitality industry directly translates to higher service quality, increased customer satisfaction, better financial performance and brand reputation for the hotel establishments (Ihtiarna, 2025; Pooja, 2024). Research studies have showed the profound impact of motivation on various aspects of employee performance in the hospitality sector for example hotels in Rafflesia showed that job satisfaction and motivation have a significant influence on employee performance, which is vital for delivering high- quality services (Ihtiarna, 2025). Similarly, a study at the Seminyak Paradiso Hotel found that work motivation mediates the relationship between organizational culture, work environment, and employee performance (Negara et al., 2024). Having effective Human Resource Management (HRM) practices such as flexible working hours, wellness programs, training, recognition, and career development, have been shown to boost employee motivation leading to retention of employees in the hotel industry (Mishal, 2024). Organizational culture also plays an essential role, with positive cultures fostering an environment where employees are more motivated and engaged (DM-HRM, 2025; Ginting et al., 2024). Transformational leadership which is characterized by inspiring and empowering employees, enhances intrinsic motivation and creativity, which in turn leads to innovative work behaviors and improved performance among tourism and hospitality employees (Anshori et al., 2025; Jameel et al., 2025).

## **1.2 Problem Statement**

Motivation is widely acknowledged as a key driver of job satisfaction, commitment and retention, yet many organizations continue to rely on narrow transactional practices such as basic pay, ad hoc bonuses and recognition which fail to meet employees' deeper needs for fairness, growth and belonging (Deci & Ryan, 2020). Poorly designed motivation strategies result into dissatisfaction, inequity, burnout and withdrawal behaviors of the employees thereby undermining staff retention (Al-Mukhaini et al., 2025). In Uganda, the hospitality industry is third pillar of the economy, contributing importantly to job creation,

revenue and national development (Mbabazi et al., 2019). Despite this growth, hotels such as Golden Tulip Canaan, Kampala, face high turnover rates averaging 75% annually (Kasozi, 2020). Scholars attribute this to inferior working conditions, lean compensation, limited career advancement opportunities, and lack of recognition (Mugizi, 2019), all of which reflect lean employee motivation. Given the paucity of research on retention factors in Uganda's luxury hotel sector, this study investigates the role of employee motivation in retention at Hotel Golden Tulip Canaan, Kampala, with the aim of identifying strategies to strengthen motivation and reduce turnover.

### **1.3 Main objective**

The main objective of the study is to investigate the impact of motivation on employee retention in the hospitality industry.

### **1.4 Objectives of the Study**

The study will be driven by the following objectives

- i. To examine the various types of motivation strategies at Hotel Golden Tulip Canaan.
- ii. To find out the challenges and possible solutions in motivating employees at Hotel Golden Tulip Canaan.
- iii. To identify factors influencing staff retention in the hospitality industry.

### **1.5 Research Questions**

- i. What are the various types of motivation at Hotel Golden Tulip Canaan?
- ii. What are the challenges and possible solutions in motivating employees at Hotel Golden Tulip Canaan?
- iii. What factors are influencing staff retention in the hospitality industry?

### **1.6 Scope of the study**

#### **1.6.1 Subject Scope**

The study aims at investigating the relationship between employee motivation and employee retention in the hospitality industry using Hotel Golden Tulip Canaan as a case study.

### **1.6.2 Geographical Scope**

The study was carried out at Hotel Golden Tulip Canaan located at Plot 12b Kafu Road. P. O. Box 22104 Kampala, Uganda.

### **1.6.3 Time scope**

The study covers a period of four months at Hotel Golden Tulip Canaan from May to August 2025.

### **1.7 Significance of the Study**

- i. The study will serve as an opportunity for the researcher to be exposed to in-depth knowledge about the study subject hence it will foster creation of new knowledge and awareness in the area of business.
- ii. The study will benefit the organization on how to implement and enhance programmes that can motivate the staff and thus improving employee motivation.
- iii. The study was to provide an up-to-date literature on employee retention of employees in the hospitality industry.
- iv. The study will help the research fulfill the partial requirements for the award of a bachelor's degree of Human Resource Management of Uganda Christian University, Mukono.

### **1.8 Structure of the Report**

- i. Chapter one of the research comprises of the background of the study, statement of the problem, objectives, and research questions, scope of the study and the significance of the study.
- ii. Chapter two consists of the literature review in relation to the study area.
- iii. Chapter three includes the research methodologies used while collecting data for example questionnaires and other sources of data and limitations of the study.
- iv. Chapter four comprises of the results from the research study and the discussion of findings.
- v. Chapter five also comprises of the summary, conclusions and recommendations derived from the discussions and interpretation of findings on employee motivation and retention.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter focuses on the review of the related literature in line with the study variables. The researcher mainly obtained the theoretical available written data by different authors about the variables under the study and the reviewed information is arranged as follows;

#### 2.1 Theoretical review

Employee motivation is a multifaceted area of study, incorporating various theories that seek to explain what motivates individuals in the workplace (Li, 2018). Some of the important motivational theories include Herzberg's Two-Factor Theory and Expectancy Theory, both of which have given significant information regarding employee motivation (Marczak & Yawson, 2021).

Herzberg's Two Factor Theory posits that motivation is influenced by two distinct sets of factors such as Hygiene factors, which include salary , job security , and working conditions , can prevent employee dissatisfaction but do not contribute to motivation (Bexheti & Bexheti , 2016; Özsoy, 2019). And motivational factors such as achievement, recognition, and the nature of the work itself foster a greater level of employee engagement and satisfaction (Li, 2018). Research has demonstrated that while hygiene factors are necessary for maintaining employee morale, it is the motivational factors that play a further important role in driving employee performance and satisfaction (Bexheti & Bexheti, 2016). This is indicative of the fact that both categories need to be addressed in organizational context in order to motivate employees (Ozsoy, 2019; Marczak & Yawson, 2021).

Expectancy theory was formulated by Victor Vroom and is a theoretical framework that describes how people make decisions about their behavior in relation to expected results. The core of the theory is the connection between the three variables of expectancy, instrumentality, and valence (Vroom, 1964). Expectancy is the degree of confidence that efforts will result in successful performance (Fang, 2023). Instrumentality is the confidence

that performance will yield particular outcomes, while valence represents the level of appreciation for the outcomes (Chiang & Jang, 2008). The integration of these elements defines the motivational force an individual will utilize to achieve desirable results. It can be used in organizational contexts to develop efficient incentive programs and improve employee performance by associating efforts with desired outcomes. Though highly applicable to rational behavior, the model fails to account for unconscious and irrational aspects of motivational behavior. Several studies have proved the validity and applicability of the theory in different organizations. For instance, Chiang and Jang illustrate that employees in the hospitality industry are motivated to perform better when they expect their efforts will result in positive personal outcomes, such as recognition or rewards (Chiang & Jang, 2008). This empirical support aligns with the theory's assertion that well-structured reward systems significantly enhance employee motivation and productivity as employees invest both time and effort, knowing they will be rewarded accordingly (Fang, 2023)

## **2.2 Concept of Motivation**

The term motivation has been defined by different authorities in the study of Psychology, Management and allied disciplines. According to Cole (2009), motivation is essentially about what drives a person to work in a particular way and with a given amount of effort. Buford et al (2021), motivation is a pre-disposition to behave in a purposive manner to achieve specific needs. Buford et al (2021) stated that motivation is a pre-disposition to behave in a purposive manner to achieve specific needs. According to Guay et al., (2010) motivation is the reason underlying behavior. Kalimullah, (2010), motivation represents the forces acting on or within a person that cause the person to behave in a specific goal directed manner. Motivation is an important phenomenon because it helps to throw more light into why human beings behave and act in a certain way. Employee motivation is a greatest asset to the organization for significantly higher performance, motivation of employees can affect the performance of employees which in turn can affect the business, goodwill and reputation of the organization (Lilian, 2015).

Motivation has been studied to a great extent in tourism-related businesses, including the hotel sector (Ranga & Kamboj, 2018). Several studies have shown that in the hotel sector, motivation as a human resource management tool is associated with increased job satisfaction, organizational commitment and employee productivity (Wasike & Ndivo, 2015). For example, in the study by Hee et al., (2016), it was found that hotels that keep their employees motivated, have a more satisfied workforce, provide better service and ultimately have more satisfied customers. This, according to Hee et al., (2016) results in greater customer loyalty to particular organization and also leads to an increased likelihood of customers recommending hotels to people they know (a process known as word of mouth). Similarly, the study by Putra et al., (2016) reported that the successful operation of an organization and the provision of quality services is directly related to how satisfied employees are with the incentives provided to them in the workplace.

### **2.2.1 Types of employee motivation**

There are two types of motivation that include financial and non-financial (Kinicki & Kreitner, 2016). Nonmonetary incentives reward employees for excellent job performance through opportunities such as enabling authority, awards, participation in management, promotions, holidays, better working environments, written recognition, gifts, formal dinners, informal parties, and plaques (Allen & Helms, 2011). Rewards play a vital role in determining significant job performance and are positively associated with motivation (Aguinis, 2012). Money is another significant contributing factor, as money holds an ingrained position as being the ultimate influencing or stimulating factor (Denisi & Pritchard, 2016). Employees tend to consider salary not only as money but also as the recognition of how valued they are by their employers, thus impacting their productivity (Laura Woods, 2019). Higher salaries provide a sense of security, satisfaction, and prestige, motivating them to perform efficiently (Bowen et al., 2008). Allotments like transport facilities, meal allowances, and healthcare services can act as monetary incentives to alleviate anxiety and fulfill physiological necessities (Yousaf et al., 2014; Waqas & Saleem, 2014). The bonuses that come outside of the employees' paychecks are extensively employed as motivational factors to thank and encourage the employees (Mike, 2018; Pink, 2009). Training programs help employees develop skills, build confidence, and become

motivated so that they effectively utilize their human resource potential (Saleem et al., 2011; Asfaw et al., 2015; Sila, 2014). Job rotation may reduce monotony and help to keep people motivated but this approach remains disputable (Bhuvanaiah & Raya, 2015; Chung, 2013). Programs focused on recognition motivate employees to innovate, become more productive, feel happier at their jobs and generally have higher levels of morale (Daniel & Metcalf, 2009; Beer & Walton, 2014; Armstrong, 2007). Rewards are strategic human resource management tools that positively impact people's morale, productivity, and motivation whether they are financial or not (Muliani, 2017; Khairunnisa, 2021; Rizki et al., 2024). Motivation in the hotel industry may be achieved by establishing a reward system, creating career development opportunities, and promoting work-life balance (Huang et al., 2022; Gallie et al., 2021; Byron et al., 2020; Chiang et al., 2020). Communication and transformational style of leadership promote employees' motivation and satisfaction by empowering and communicating with them (Lin et al., 2021).

### **2.3 The challenges and possible solutions in motivating employees**

There is a series of actual challenges that affect staff motivation in the field of hospitality, more specifically in the context of hotels (Anshori et al., 2025). These include a number of solutions proposed by the literature on the issue (Ihtiarna, 2025). The first challenge that is associated with such jobs is the highly stressful and challenging job environment involving many hours of work in shifts, together with the high expectations raised by customers (Negara et al., 2024). If not addressed properly, all of these aspects could lead to reduced motivation and exhaustion (Mishal, 2024). Another aspect of hotel jobs that complicates matters is the diversity of employees in terms of background and personal motivational characteristics (Ginting et al., 2024). The number of gig workers in the hospitality industry is increasing rapidly, and the motivating factors for such gig workers are not similar to those of the conventional workers (Ponting et al., 2025). The motivation factors are influenced by a variety of employment patterns and experience (Ponting et al., 2025). Where career paths are not visible or promotion prospects are minimal, individuals may be demotivated and stagnant (Mishal, 2024). Moreover, where compensation is inadequate or efforts go unnoticed, motivation factors are impacted negatively, both intrinsically and extrinsically (Ihtiarna, 2025; Safia et al., 2025).

Overcoming these challenges requires a holistic approach that enhances internal and external motivators (Ihtiarna, 2025). One critical component is the implementation of comprehensive HRM initiatives, such as flexible working hours, health and wellness initiatives, and robust training and development programs (Mishal, 2024). Besides improving satisfaction and retaining employees, such initiatives foster self-respect and career advancement opportunities (Mishal, 2024). In particular, studies show that HRM practices significantly influence the motivation, job satisfaction, and retention of hotel employees (Mishal, 2024).

Good leadership and specifically transformational leadership is important in this case by motivating employees and giving them more empowerment, which will help to enhance their motivation and generate ideas (Anshori et al., 2025). The development of a positive organizational culture with qualities such as cooperation, communication, and values will play an important role in enhancing employees' motivation and engagement (Negara et al., 2024; DM-HRM, 2025). There is evidence that organizational culture positively impacts motivation, satisfaction, and engagement of employees in the hotel industry (DM-HRM, 2025). Moreover, fair remuneration as well as good reward programs will positively influence extrinsic motivation and make sure that people are motivated (Safia et al., 2025). Finally, good working conditions and opportunities for developing skills will serve as mediators for linking the three variables mentioned above and enhance performance (Negara et al., 2024; Ginting et al., 2024).

## **2.4 Employee Retention**

Employee retention refers to a strategy or approach aimed at motivating employees to remain with the company for an extended duration (Tirta & Enrika, 2020). Employee retentions refers to the willingness of employees to stay loyal to a company and actively utilize their skill and talents (Koostanto, 2021). Kadiresan et al., (2019) viewed employee retention as the effort to maintain an employee's relationship with the organization. The process in employee retention refers to the policies and practices that businesses used to keep important employees from leaving, including taking steps to encourage employees to stay with the company for as long as feasible (Baharin & Hanafi, 2018).

According to Allen et al., (2010), employee retention is influenced by factors such as job satisfaction, training and development opportunities, and compensation.

Employee retention refers to an organization's ability to retain its employees for a maximum period (Fernandez & Worasuwan, 2017). According to Ghani et al. (2022), employee retention is contingent on several factors, including a sustainable positive work environment, growth opportunities, effective communication, and robust recruitment and selection practices. Lacalle (2023) also highlights that addressing issues such as seasonality, lack of job growth, and poor communication can significantly reduce turnover rates in hotel. Employee retention, within the context of hotels, refers to an organization's ability to keep its employees from leaving (Marc, 2024). Retention is not only concerned with preventing turnover but also with providing a work environment that encourages employees to stay and continue making contributions to the success of the hotel (Penny, 2024). The hospitality industry needs to maintain consistency in its workforce, and therefore, good retention practices are important (Penny, 2024).

#### **2.4.1 Staff retention in the hospitality industry: influencing factors**

There are multiple factors that influence staff retention in the hospitality sector. Job-related, organizational, and individual factors determine the employee retention rate in this business domain (Park & Min, 2020). An adequate work environment, including positive leadership, teamwork, supervision, and work climate, is necessary for employees to be satisfied and committed to their position and organization, as well as to continue staying with them (Ghani et al., 2022). Career development and training are key to staff retention as they positively affect staff retention rates and lead to decreased employee turnover (Yew et al., 2024). Compensation and remuneration, in particular, competitive salary and benefits based on the nature of the job compared to those offered by other organizations in the industry, also have a significant impact on staff retention (Rijal, 2022). It should be mentioned that work-life balance and adequate working hours contribute to decreased burnout rates among employees in highly customer-oriented jobs (Mohsin et al., 2022). At a relational level, effective communication, employee voice, and perceived organizational support strengthen organizational commitment and person organization fit, which mediate

the relationship between work environment and retention (Stamolampros et al., 2019; Chang & Busser, 2020). Finally, individual and contextual factors such as age, marital status, social vulnerability, and perceptions of hospitality's glamour, prestige, and cross-cultural learning opportunities shape whether employees, especially younger generations, see a long-term career in the sector (Croes et al., 2024).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter discusses the research methodology. it explains the research design that will be used for the study, the population that formed part of the study, sample design, the methods that will be used in collecting data and how the results data will be analyzed and the limitations of the study.

#### **3.1 Research design**

The study adopted a cross-sectional research design which is quantitative in nature and this helped in collecting data from a wide section of the study respondents. A cross-sectional design is the one that is carried out at one point in time. This research design is suitable in the sense that the information collected involved analyzing on the relationship between employee motivation and employee retention in the hospitality sector of Uganda. This design was appropriate because it enabled the researcher to get more details from a large number of subjects.

#### **3.2 Population of the Study**

The study population consisted of 60 employees of Hotel Golden Tulip Canaan from different departments for example front office, housekeeping, food & beverage, kitchen, maintenance, administration and security. The study involved all these categories in the study because they are assumed to have all the study information. The total number of the study population will be 60 employees from different departments of the hotel (HR report, 2025).

#### **3.3 Sampling**

##### **3.3.1 Sampling Method/Technique**

Simple random sampling was used to select the respondents. According to Mugenda and Mugenda (2003), simple random sampling ensures that every individual in the population has an equal and independent chance of being selected. This method enhances the

representativeness of the sample, minimizes selection bias, and allows the findings to be generalized to the entire population with greater confidence.

### 3.3.2 Sample Size

The study considered a sample size of 52 respondents according to Krejcie and Morgan (1970). A population of 60 equates to a sample size of 52. The above respondents were considered because of their confidence levels and ability to give reliable information.

*Table 1: Showing the study population and sample size*

Department	Population (N)	Percentage (%)	Sample Size (n)	Sample (%)
Front Office	10	16.7	9	17.3
Housekeeping	12	20.0	10	19.2
Food & Beverage	15	25.0	13	25.0
Kitchen	8	13.3	7	13.5
Maintenance	5	8.3	4	7.7
Administration	5	8.3	4	7.7
Security	5	8.3	5	9.6
<b>Total</b>	<b>60</b>	<b>100</b>	<b>52</b>	<b>100</b>

*Source: Primary Data 2026*

## 3.4 Sources of Data

### 3.4.1 Primary Data

The primary source of data used was the questionnaire, to collect more information and clarify on some information, it majorly will constitute of structured and open-ended questions focusing on the research objectives and control questions to check correctness and consistency. Primary data will be gathered from respondents at Hotel Golden Tulip employees who will be assumed to give firsthand information on the subject under study.

### 3.4.2 Secondary Data

Secondary data was got from sources like Annual reports, Journal articles, internet, magazines, newspapers and books related to the subject of the study and these were consulted at length to extract the information required to support the findings from the study respondents.

### **3.5 Methods of data collection**

#### **3.5.1 Questionnaires**

This is a set of questions used to collect information which is later analyzed to provide results necessary for solving a given research problem. The researcher will use structured questionnaires as the main data collection method. This instrument will be administered to respondents to solicit for information from within the hotel. The Likert scale of five will be used with answers to questions and respondents will be asked to tick the most appropriate.

### **3.6 Data Processing and Analysis**

Data was edited in order to check for accuracy, completeness, consistency and uniformity and presentation of data involved use of tables which were generated from the questions that are relevant to the study variables. Data was analyzed using Microsoft Excel Spreadsheets and Statistical Package for social science (SPSS). Quantitative data was analyzed through the use of descriptive statistics where the frequencies and percentages of the responses were established and the results then presented in form of tables/figures.

### **3.7 Study Limitations**

- i. Concerns about disclosing confidential information related to the organization they work for will be addressed. The researcher will provide them with assurance of acting in good faith, supported by documentation for conducting the study.
- ii. Another limitation of this study will be time and financial resource constraints which will affect coverage of the study. However, the selected data collection methods are both time and financial saving.

### **3.8 Ethical considerations**

To be ethical entails adhering to set rules and regulations.

Before proceeding to the field, the researcher will obtain a letter from the faculty dean that will act as a pass to show that the research is entirely academic in the organization and also to the respondents.

Before the interview, the consent of the respondents will be sought and the researcher will fully explain the objectives of the study to all the respondents and they will be aware of their choice to participate.

The researcher will acknowledge the information derived from scholarly material by citing and including references so as to avoid instances of plagiarism.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.0 Introduction

This chapter looks at the detailed analysis of finding that the researcher collected in the field. The researcher mainly used frequency tables and bar graphs for the presentation of data with some data presented in a descriptive format.

#### 4.1 Response rate

The questionnaires that were served out to respondents were 52. On the 52 questionnaires that were served only 50 were returned from the study and the 2 were not returned by the respondents. This implies that 96% of the questionnaires were answered.

*Table 1: Showing the response rate*

Details	Frequency (f)	Percentage (%)
Responses	50	96
Non response	2	4
<b>Total</b>	<b>52</b>	<b>100</b>

#### 4.2 Background Information

The study carried out demographic information on the respondents to establish how appropriate they were on the study. The findings on gender of respondents, age distribution, education background, period of service and position in the hotel of respondents are as shown in subsequent sections.

##### 4.2.1 Gender of respondents

*Table 2: Showing gender of respondents*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	19	38.0	38.0	38.0
	Female	31	62.0	62.0	100.0
	Total	50	100.0	100.0	

*Source: Primary Data*

From Table 3 above, 38% of the respondents were male, while 62% were female. This indicates that the majority of employees of the hotel who participated in the study are female.

#### 4.2.2 Age of Respondents

*Table 3: Showing age of respondent*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20 - 24 years	4	8.0	8.0	8.0
25 - 29 years	13	26.0	26.0	34.0
30 - 34 years	23	46.0	46.0	80.0
35 - 39 years	10	20.0	20.0	100.0
Total	50	100.0	100.0	

*Source: Primary Data*

From Table 4 above, 8% of the respondents were aged between 20–24 years, 26% were between 25–29 years, 46% were aged 30–34 years, and 20% were aged between 35-39 years. This shows that the majority of respondents fall within the 30 to 40 years age range. This implies that most of the employees are mature adults with likely work experience, enabling them to understand the research questions and provide informed and relevant responses.

#### 4.2.3 Education Level of Respondents

*Table 4: Showing education level of respondents*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Certificate	3	6.0	6.0	6.0
Diploma	19	38.0	38.0	44.0
Degree	23	46.0	46.0	90.0
Others	5	10.0	10.0	100.0
Total	50	100.0	100.0	

*Source: Primary Data*

From the table above, 6% of the respondents had certificates, 38% held diplomas, 46% were degree holders and 10% had other forms of education such as Master’s degree among others. This implies that the majority of employees of the hotel are educated, enabling them to understand and analyze issues effectively, thus providing relevant and informed responses.

#### 4.2.4 Period of Service of Respondents

**Table 5: Showing period of service of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 2 years	4	8.0	8.0	8.0
2 - 5 years	20	40.0	40.0	48.0
6 - 10 Years	24	48.0	48.0	96.0
Over 10 years	2	4.0	4.0	100.0
Total	50	100.0	100.0	

**Source: Primary Data**

From Table 6 above, 8% of respondents had worked for less than 2 year, 40% had served between 2–5 years, 48% between 6 – 10 years, and only 4% had worked for more than 10 years. This indicates that the working experience for the employees of Golden Tulip Canaan Kampala was enough to get conclusive results, since most of the employees had worked with the company for a long time.

#### 4.2.5 Job position held by the respondents

**Table 6: Showing Job position held by the respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Front desk	16	32.0	32.0	32.0
Administration	13	26.0	26.0	58.0
House Keeping	12	24.0	24.0	82.0
Food and Beverage	5	10.0	10.0	92.0
Other	4	8.0	8.0	100.0
Total	50	100.0	100.0	

**Source: Primary Data**

From table 7 above, 32% of the respondents work at the front desk, 26% of the respondents are in Administration, 24% are in housekeeping, 10% are in Food and Beverage and 8% hold other positions. This shows work in different positions within the hotel and are able to analyze and give relevant information for the study.

### 4.3 Findings on Employee Motivation

Results about the various types of motivation strategies at Hotel Golden Tulip Canaan and items were rated on a five point Likert Scale ranging from, 1-Not at all, 2-Small extent, 3-Moderate extent, 4-Great extent. 5- A very great extent was adopted. The standard deviation is used to indicate the variability of the responses where values less than 1 show low variability while values greater than 1 show high variability.

**Table 7: Showing the various types of motivation strategies at Hotel Golden Tulip Canaan.**

	N	Minimum	Maximum	Mean	Std. Deviation
I am motivated because the organization offers rewards for excellence.	50	1.00	5.00	4.3600	.72168
I am motivated because of the work life balance that the hotel offers.	50	1.00	5.00	4.5200	.73512
I receive training that helps me improve my skills.	50	1.00	5.00	4.2800	.88156
I feel that management listens to employee feedback.	50	1.00	5.00	4.4400	.76024
I work hard because I want to earn promotions or bonuses.	50	3.00	5.00	4.4400	.67491
I take pride in my achievements at work.	50	2.00	5.00	4.3600	.69282
I am motivated by the salary and benefits I receive.	50	4.00	5.00	4.6200	.49031
Valid N (listwise)	50				

*Source: Primary Data, 2026*

From Table 8, the results revealed that employees are motivated because the organization offers rewards for excellence as a motivation strategy at Hotel Golden Tulip Canaan ( $M = 4.3600$ ,  $SD = .72168$ ). This indicates that Hotel Golden Tulip Canaan implements a structured reward and recognition system as a motivation strategy. These results are consistent with previous findings of Aguinis, (2012) who stated that rewards play an important role in determining significant job performance and are positively associated with motivation of employees.

The table further shows that employees agreed they are motivated by the work-life balance initiatives provided by the hotel ( $M = 4.5200$ ,  $SD = .73512$ ). This implies that Hotel Golden Tulip Canaan promotes work-life balance as a key motivation strategy, ensuring employees can manage both personal and professional responsibilities effectively. These results align

with the findings of Huang et al., (2022) who stated that the hotel industry has a structured reward systems, career advancement opportunities, and work-life balance initiatives enhance motivation and retention.

Table 8 also shows that, to a great extent, employees reported receiving training that helps them improve their skills as a motivation strategy at Hotel Golden Tulip Canaan ( $M=4.2800$ ,  $SD = .88156$ ). This implies that Hotel Golden Tulip Canaan invests in continuous training and skill development as a motivation strategy. These results are in agreement with studies of Asfaw et al., (2015) training programs enhance employee skills, confidence, and motivation, ensuring effective use of human resources and improved organizational performance.

The table further reveals that employees feel management listens to their feedback as a motivation strategy at Hotel Golden Tulip Canaan ( $M = 4.4400$ ,  $SD = .76024$ ). This means that Hotel Golden Tulip Canaan promotes participatory management and values employee input as a motivation strategy. These results are consistent with findings of Anand (2022) who stated that organizations that have a high employee engagement rate are more resilient and able to weather uncertainty.

Table 8 also shows that employees agreed they work hard because they want to earn promotions or bonuses as a motivation strategy at Hotel Golden Tulip Canaan ( $M = 4.4400$ ,  $SD = .67491$ ). This implies that Hotel Golden Tulip Canaan uses career advancement opportunities and performance-based incentives as a motivation strategy. These results align with literature that identifies promotions and bonuses as key drivers of employee effort and retention.

It was further revealed that employees take pride in their achievements at work as a motivation strategy at Hotel Golden Tulip Canaan ( $M = 4.3600$ ,  $SD = .69282$ ). This implies that Hotel Golden Tulip Canaan fosters a culture of recognition and accomplishment as a motivation strategy. These results are in agreement with the findings of Hanaysha &

Hussain, (2018) who defined employee motivation as an employee's desire to complete their work efficiently.

Finally, Table 8 showed that employees are motivated by the salary and benefits they receive at Hotel Golden Tulip Canaan ( $M = 4.6200$ ,  $SD = .49031$ ). This implies that Hotel Golden Tulip Canaan provides competitive compensation and benefits as a motivation strategy. These results are consistent with findings of Laura Woods, (2019) who stated that high salaries bring feelings of security, accomplishment and status, motivating employees to perform well.

#### **4.4 Findings on the challenges and possible solutions in motivating employees**

Results about the challenges and possible solutions in motivating employees were generated and items were rated on a five point Likert Scale ranging from, Strongly Disagree=1, Disagree=2, Not Sure=3, Agree=4 and Strongly Agree=5, was adopted. The standard deviation is used to indicate the variability of the responses where values less than 1 show low variability while values greater than 1 show high variability.

**Table 8: Showing the challenges and possible solutions in motivating employees at Hotel Golden Tulip Canaan.**

	N	Minimum	Maximum	Mean	Std. Deviation
Flexible work schedules and wellness programs help me stay motivated despite long working hours and irregular shifts.	50	3.00	5.00	4.4000	.57143
Training and support from supervisors help me manage stress caused by high customer expectations.	50	3.00	5.00	4.4400	.57711
Management considers individual employee needs and backgrounds when implementing motivation strategies.	50	3.00	5.00	4.6200	.56749
Clear career development opportunities in this hotel motivate me to perform better in my job.	50	2.00	5.00	4.5200	.67733
The compensation and benefits I receive fairly reflect my work and motivate me to do my best.	50	3.00	5.00	4.5800	.57463
Recognition and rewards for good performance make me feel valued and motivated at work.	50	3.00	5.00	4.4800	.57994
Leadership in this hotel communicates effectively and inspires me to stay engaged and committed to my job.	50	2.00	5.00	4.5800	.60911
Valid N (listwise)	50				

**Source: Primary Data, 2026**

Table 9 above results agreed that flexible work schedules and wellness programs help me stay motivated despite long working hours and irregular shifts (M=4.4000, Std. Dev.=.57143). This implies that Hotel Golden Tulip Canaan uses flexible scheduling and wellness initiatives as a motivation strategy. These results are in line with Mishal, (2024) who stated that implementing comprehensive Human Resource Management (HRM) practices that include flexible working hours, wellness programs, and robust training and development opportunities not only contribute to employee satisfaction and retention but also foster a sense of value and professional growth.

Table 6 further reveals that results agreed that training and support from supervisors help me manage stress caused by high customer expectations ( $M=4.4400$ , Std. Dev. =  $.57711$ ). This implies that Hotel Golden Tulip Canaan provides supervisory support and training as a motivation strategy. These results are in line with Mishal, (2024) who stated that implementing comprehensive Human Resource Management (HRM) practices that include flexible working hours, wellness programs, and robust training and development opportunities not only contribute to employee satisfaction and retention but also foster a sense of value and professional growth.

Results in table above showed that management considers individual employee needs and backgrounds when implementing motivation strategies at Hotel Golden Tulip Canaan ( $M=4.6200$ , Std. Dev. =  $.56749$ ). This shows that the hotel uses personalized motivational strategies that recognize the existence of diversity within its workforce. These results are in line with Negara et al., 2024 who stated that creating a supportive work environment that values employees' input and provides opportunities for skill development can mediate the relationship between organizational culture, motivation, and job satisfaction, ultimately leading to improved performance.

Table 9 further shows that clear career development opportunities in this hotel motivate me to perform better in my job at Hotel Golden Tulip Canaan ( $M= 4.5200$  , Std. Dev. =  $.67733$ ). This implies that Hotel Golden Tulip Canaan promotes career growth and development as a motivation strategy. These results are in line with Mishal, (2024) who stated that implementing comprehensive Human Resource Management (HRM) practices that include flexible working hours, wellness programs, and robust training and development opportunities not only contribute to employee satisfaction and retention but also foster a sense of value and professional growth.

Table 9 also reveals that respondents agreed that the compensation and benefits I receive fairly reflect my work and motivate me to do my best at Hotel Golden Tulip Canaan ( $M=4.5800$ , Std. Dev. =  $.57463$ ). This implies that Hotel Golden Tulip Canaan provides competitive and fair remuneration as a motivation strategy. These results are in line with Safia et al., (2025) which state that providing fair compensation and implementing

recognition programs can reinforce extrinsic motivation, ensuring employees feel adequately rewarded for their contributions.

From table 9 results also agreed that recognition and rewards for good performance make me feel valued and motivated at work at Hotel Golden Tulip Canaan (M=4.4800, Std. Dev. =.57994). This implies that Hotel Golden Tulip Canaan implements recognition and reward systems as a motivation strategy. These results are in line with the studies of Safia et al., (2025) which state that providing fair compensation and implementing recognition programs can reinforce extrinsic motivation, ensuring employees feel adequately rewarded for their contributions.

Finally table 9 also reveals that respondents agreed that leadership in this hotel communicates effectively and inspires me to stay engaged and committed to my job at Hotel Golden Tulip Canaan (M=4.5800, Std. Dev. =.60911). This implies that Hotel Golden Tulip Canaan practices effective leadership communication as a motivation strategy. These results are in line with the findings of Anshori et al., (2025) who argued that effective leadership is an important solution, as it can inspire and empower employees, thereby enhancing their intrinsic motivation and fostering creativity.

#### **4.5 Findings on Employee Retention**

*Results about the factors influencing employee retention in the hospitality industry were generated and items were rated on a five point Likert Scale ranging from, Strongly Disagree=1, Disagree=2, Not Sure=3, Agree=4 and Strongly Agree=5, was adopted. The standard deviation is used to indicate the variability of the responses where values less than 1 show low variability while values greater than 1 show high variability.*

**Table 9: Showing the factors influencing employee retention in the hospitality industry.**

	N	Minimum	Maximum	Mean	Std. Devia tion
I feel more committed to staying with my company.	50	3.00	5.00	4.4600	.54248
Opportunities for growth and development increase my desire to remain in this job.	50	3.00	5.00	4.4600	.54248
When I feel motivated at work, I am less likely to consider leaving the company.	50	3.00	5.00	4.3200	.58693
I am likely to stay longer with the company when my contributions are valued.	50	3.00	5.00	4.4200	.57463
A positive and motivating work environment influences my decision to stay.	50	3.00	5.00	4.3600	.59796
Lack of motivation at work makes me think about seeking other job opportunities.	50	4.00	5.00	4.5800	.49857
Motivation programs such as rewards, recognition, incentives encourage me to stay with the company.	50	3.00	5.00	4.4800	.57994
Valid N (listwise)	50				

**Source: Primary Data, 2026**

Table 10 above shows that results agreed that employees feel more committed to staying with my company (M=4.4600, Std. Dev=.54248). This implies that Hotel Golden Tulip Canaan fosters employee commitment through supportive organizational practices. These results are in line with the studies of Ghani et al., 2022 who stated that a supportive work environment including positive leadership, good team relations, fair supervision, and a healthy work climate underpins satisfaction, commitment and intention to stay.

Table 10 further reveals that results agreed that opportunities for growth and development increase my desire to remain in this job (M=4.4600, Std. Dev. =.54248). This implies that Hotel Golden Tulip Canaan promotes career development. These results are in line with the findings of Yew et al., (2024) who stated that career development and training opportunities consistently emerge as critical, with strong effects on retention and reduced turnover when employees see clear progression paths and learning opportunities.

The table further shows that results agreed that when employees feel motivated at work, employees are less likely to consider leaving the company (M=4.3200, Std. Dev. =.58693). This implies that employee motivation directly reduces turnover intentions. These results are in line with the findings of Mohsin et al., (2022) who stated that the importance of work–life balance, reasonable working hours, and job autonomy, which reduce burnout and turnover intention in high-contact service roles.

Table 10 further shows that employees are likely to stay longer with the company when my contributions are valued (M= 4.4200, Std. Dev. =.57463). This implies that Hotel Golden Tulip Canaan strengthens retention by recognizing and appreciating employee contributions. These results are in line with the findings of Stamolampros et al., (2019) and Chang & Busser, (2020) who stated that at a relational level, effective communication, employee voice, and perceived organizational support strengthen organizational commitment and person organization fit, which mediate the relationship between work environment and retention.

Table 10 also reveals that results agreed that a positive and motivating work environment influences my decision to stay (M=4.3600, Std. Dev. =.59796). This implies that Hotel Golden Tulip Canaan’s workplace culture plays a significant role in retention. This is in agreement with the findings of Ghani et al., 2022 who stated that a supportive work environment including positive leadership, good team relations, fair supervision, and a healthy work climate underpins satisfaction, commitment and intention to stay.

From table 10 respondents also agreed that lack of motivation at work makes me think about seeking other job opportunities (M=4.5800, Std. Dev. =.49857). This implies that insufficient motivation increases turnover intentions. These results are in line with studies of Bonn & Forbringer, (1992) who stated that in the in hospitality where frontline staff are vital for customer satisfaction, keeping experienced and motivated employees helps ensure consistent service and operational efficiency.

Finally, table 10 results also agreed that motivation programs such as rewards, recognition, incentives encourage me to stay with the company (M=4.4800, Std. Dev. =.57994). This implies that Hotel Golden Tulip Canaan uses structured motivation programs to enhance retention. This is in line with the finding of Rijal, (2022) who stated that compensation and

rewards also matter: competitive pay and benefits, relative to workload and market standards, are repeatedly linked to higher retention in hotels and tourism firms.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter provides a discussion on the findings, comparing it with other findings in the literature. It also has the implications of the results and provides conclusions. Limitations to the study are also raised and the future research opportunities.

#### 5.1 Summary of findings

From the findings it emerged the various types of motivation strategies at Hotel Golden Tulip Canaan. Findings revealed the following I am motivated because the organization offers rewards for excellence, I am motivated because of the work life balance that the hotel offers, I receive training that helps me improve my skills, I feel that management listens to employee feedback, I work hard because I want to earn promotions or bonuses, I take pride in my achievements at work and I am motivated by the salary and benefits I receive act as motivation strategies at Hotel Golden Tulip Canaan as evidenced in table 8 above.

Findings on the challenges and possible solutions in motivating employees at Hotel Golden Tulip Canaan. Finding revealed the challenges and possible solutions in motivating employees at Hotel Golden Tulip Canaan and these include flexible work schedules and wellness programs help me stay motivated despite long working hours and irregular shifts, training and support from supervisors help me manage stress caused by high customer expectations, management considers individual employee needs and backgrounds when implementing motivation strategies, clear career development opportunities in this hotel motivate me to perform better in my job, the compensation and benefits I receive fairly reflect my work and motivate me to do my best, recognition and rewards for good performance make me feel valued and motivated at work and leadership in this hotel communicates effectively and inspires me to stay engaged and committed to my job as agreed upon by majority of the respondents in table 9 above.

Findings on the factors influencing employee retention in the hospitality industry. Finding revealed the factors influencing employee retention in the hospitality industry and these

include I feel more committed to staying with my company, opportunities for growth and development increase my desire to remain in this job, when I feel motivated at work, I am less likely to consider leaving the company, I am likely to stay longer with the company when my contributions are valued, a positive and motivating work environment influences my decision to stay, lack of motivation at work makes me think about seeking other job opportunities and motivation programs such as rewards, recognition, incentives encourage me to stay with the company as seen in table 10 above.

## **5.2 Conclusion**

Findings revealed the following I am motivated because the organization offers rewards for excellence, I am motivated because of the work life balance that the hotel offers, I receive training that helps me improve my skills, I feel that management listens to employee feedback, I work hard because I want to earn promotions or bonuses, I take pride in my achievements at work and I am motivated by the salary and benefits I receive.

Finding revealed the challenges and possible solutions in motivating employees at Hotel Golden Tulip Canaan and these include flexible work schedules and wellness programs help me stay motivated despite long working hours and irregular shifts, training and support from supervisors help me manage stress caused by high customer expectations, management considers individual employee needs and backgrounds when implementing motivation strategies, clear career development opportunities in this hotel motivate me to perform better in my job, the compensation and benefits I receive fairly reflect my work and motivate me to do my best, recognition and rewards for good performance make me feel valued and motivated at work and leadership in this hotel communicates effectively and inspires me to stay engaged and committed to my job.

Finding revealed the factors influencing employee retention in the hospitality industry and these include I feel more committed to staying with my company, opportunities for growth and development increase my desire to remain in this job, when I feel motivated at work, I am less likely to consider leaving the company, I am likely to stay longer with the company when my contributions are valued, a positive and motivating work environment influences my decision to stay, lack of motivation at work makes me think about seeking

other job opportunities and motivation programs such as rewards, recognition, incentives encourage me to stay with the company.

### 5.3 Recommendation

From the results obtained from this study, the following are some of the recommendations the researcher made for the management team at Hotel Golden Tulip Canaan:

- i. **Implement customized reward systems:** Apart from using salaries and bonuses as motivational strategies, there should be customized strategies that use non-monetary rewards that fit each individual.
- ii. **Create career planning strategy:** From the results, it is evident that there is a need for career development plans. It is recommended that an official Internal Growth Roadmap be developed by the hotel to create awareness of requirements for promotions among employees.
- iii. **Improve employee wellness programs:** Considering the high levels of expectation among customers and the shift work schedule, it is important for the hotel to establish employee wellness programs.
- iv. **Feedback loop optimization:** While employees feel management listens, the hotel should establish a digital or physical suggestion and response Portal where feedback is not only received but management's actions based on that feedback are publicly tracked and communicated.

### 5.4 Areas of further study

Therefore, the study suggests that further studies should be conducted focusing on improving the level of employee motivation. Further research can be carried out;

- i. The impact of leadership styles on employee motivation and retention in the hospitality industry.
- ii. The role of organizational culture on employee motivation in the hospitality sector.
- iii. The impact of work-life balance on employee performance in the hotel sector
- iv. Impact of Technology on Motivation and Retention in the hospitality sector.
- v. The Impact of Digitalization on Employee Motivation in the hotel sector.
- vi. The effect of leadership styles on employee retention among employees of the hotel sector.

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**APPENDICES**

**Appendix I: Research Questionnaire**

**UGANDA CHRISTIAN UNIVERSITY  
SCHOOL OF BUSINESS**

**THE ROLE OF EMPLOYEE MOTIVATION STRATEGIES ON STAFF RETENTION  
IN THE HOSPITALITY INDUSTRY: A CASE OF AT HOTEL GOLDEN TULIP  
CANAAN, KAMPALA**

**Dear respondent**

I, Akankwatsa Charlotte, a student of Uganda Christian University undertaking a study on *the role of employee motivation strategies on staff retention in the hospitality industry using Hotel Golden Tulip Canaan, Kampala as a case study* as one of the requirements for the award of a Bachelor's Degree of Human Resource Management. You are kindly requested to fill this questionnaire exhaustively and as honestly as possible to enable me achieve the objectives of this study. The information provided is strictly for academic purposes and will be treated with utmost confidentiality.

**Section A: Background information**

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*Note: For each of the questions, tick against your response or write your response in the blank space provided.*

1. **Gender**    a) Female  b) Male
  
2. **Age range** a) 20-24yrs     b) 25-29yrs  c) 30-34yrs  d) 35 – 39 yrs.   
                  e) over 40yrs
  
3. **Level of education** a) Primary     b) O-level     c) A-Level   
                              d) Certificate     e) Diploma     f) Degree     g) Any other.....
  
4. **Period you have served in this organization** a) Less than 2 years     b) 2-5 years   
                              c) 6-10 years                     d) Over 10 years
  
5. **Job Position**  
a) Front Desk/Receptionist     c) Housekeeping     d) Food & Beverage   
b) Administration/Management     e) Other (please specify: \_\_\_\_\_)

**SECTION B: EMPLOYEE MOTIVATION**

*Note: Use the following scale in this section: **Strongly disagree (1) Disagree (2) Not sure (3) Agree (4) and strongly agree (5)** Please show your level of agreement to indicate the extent to which the following statements have been applying your organization.*

No.	Statement	1	2	3	4	5
1.	I am motivated because the organization offers rewards for excellence.					
2.	I am motivated because of the work life balance that the hotel offers.					
3.	I receive training that helps me improve my skills.					
4.	I feel that management listens to employee feedback.					
5.	I work hard because I want to earn promotions or bonuses.					
6.	I take pride in my achievements at work.					
7.	I am motivated by the salary and benefits I receive.					

**SECTION C: CHALLENGES AND POSSIBLE SOLUTIONS IN MOTIVATING EMPLOYEES**

*Note: Use the following scale in this section: **Strongly disagree (1) Disagree (2) Not sure (3) Agree (4) and strongly agree (5)** Please show your level of agreement to indicate the extent to which the following statements have been applying your organization by ticking your response corresponding to the number in the scale given above in box against statement. These items don't add value need to call me for clarity*

No.	Statement	1	2	3	4	5
1.	Flexible work schedules and wellness programs help me stay motivated despite long working hours and irregular shifts.					
2.	Training and support from supervisors help me manage stress caused by high customer expectations.					
3.	Management considers individual employee needs and backgrounds when implementing motivation strategies.					
4.	Clear career development opportunities in this hotel motivate me to perform better in my job.					
5.	The compensation and benefits I receive fairly reflect my work and motivate me to do my best.					
6.	Recognition and rewards for good performance make me feel valued and motivated at work.					
7.	Leadership in this hotel communicates effectively and inspires me to stay engaged and committed to my job.					

**SECTION D: EMPLOYEE RETENTION**

*Note: Use the following scale in this section: **Strongly disagree (1) Disagree (2) Not sure (3) Agree (4) and strongly agree (5)** Please show your level of agreement to indicate the extent to which the following statements have been applying your organization by ticking your response corresponding to the number in the scale given above in box against statement.*

<b>No.</b>	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	I feel more committed to staying with my company.					
2.	Opportunities for growth and development increase my desire to remain in this job.					
3.	When I feel motivated at work, I am less likely to consider leaving the company.					
4.	I am likely to stay longer with the company when my contributions are valued.					
5.	A positive and motivating work environment influences my decision to stay.					
6.	Lack of motivation at work makes me think about seeking other job opportunities.					
7.	Motivation programs such as rewards, recognition, incentives encourage me to stay with the company.					

*.....Thank you for your time.....*