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THE RELATIONSHIP BETWEEN STAFF MOTIVATION AND SERVICE DELIVERY IN THE HOSPITALITY INDUSTRY, A CASE STUDY OF MBALE RESORT HOTEL.

BY

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BU/UG/2023/2471

A RESEARCH PROPOSAL SUBMITTED TO THE FACULTY OF MANAGEMENT SCIENCES DEPARTMENT OF TOURISM AND HOSPITALITY MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF A BACHELORS DEGREE IN TOURISM AND TRAVEL MANAGEMENT OF BUSITEMA UNIVERSITY

JUNE, 2026

DECLARATION

I, **KOOYI SHEDRACK**, Registration Number **BU/UG/2023/2471**, declare that this research report is my original work and has never been submitted to any institution of higher learning for the award of any academic qualification. All sources of information used in this study have been duly acknowledged and referenced in accordance with academic requirements.

Signature: ..

Date: 27/07/2026

APPROVAL

I hereby certify that this research report has be done under my close supervision and guidance. The work is original and has been carried out in accordance with the academic standards and requirements of Busitema University. I therefore approve it for submission in partial fulfillment of the requirements for the award of a Bachelor of Tourism and Travel Management.

Supervisor's Name: Mr. ORUNGA JAMES

Signature: .....

Date: 27/07/2023

DEDICATION

This work is dedicated to Almighty God for His guidance, strength, wisdom, and protection throughout my academic journey. I also dedicate this study to my parents, family members, and friends whose encouragement, support, and sacrifices have enabled me to pursue my education successfully. Their inspiration and belief in my abilities have been a constant source of motivation throughout this study.

ACKNOWLEDGEMENT

I extend my sincere gratitude to Almighty God for granting me life, good health, knowledge, and strength throughout the period of this study.

I am deeply grateful to the management and staff of Busitema University, Faculty of Management Sciences, for providing a conducive academic environment that has enabled me to pursue my studies successfully.

My special appreciation goes to my supervisor for the professional guidance, valuable suggestions, and continuous encouragement offered during the development of this research proposal. The supervisor's support greatly contributed to the successful completion of this work.

I also wish to acknowledge the management and staff of Mbale Resort Hotel for their willingness to provide information and support towards this study. Finally, I extend my heartfelt appreciation to my family, relatives, colleagues, and friends for their moral support, encouragement, and prayers throughout my academic journey. Their contributions have been invaluable in making this study a success.

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LIST ABBREVIATIONS

ABBREVIATION	MEANING
HRM	Human Resource Management
HPWS	High Performance Work Systems
IM	Intrinsic Motivation
EM	Extrinsic Motivation
OECD	Organization for Economic Co-operation and Development
SERVQUAL	Service Quality Model (Reliability, Responsiveness, Assurance, Empathy, and Tangibles)
SPSS	Statistical Package for the Social Sciences
UNESCO	United Nations Educational, Scientific and Cultural Organization
UBOS	Uganda Bureau of Statistics
UTB	Uganda Tourism Board
WTTC	World Travel and Tourism Council
IV	Independent Variable
DV	Dependent Variable

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ABSTRACT

This study investigated the relationship between staff motivation and service delivery in the hospitality industry, with a specific focus on Mbale Resort Hotel in Uganda. Guided by Herzberg's Two-Factor Theory, the research aimed to assess the effects of intrinsic and extrinsic motivation factors on service delivery and propose recommendations for enhancing staff motivation and customer satisfaction. A descriptive cross-sectional design was employed, with data collected from 62 hotel employees using structured questionnaires. Analysis involved descriptive statistics, correlation, and regression techniques. The findings revealed strong positive correlations between intrinsic motivation and service delivery ($r = 0.781$, $p < 0.01$), and extrinsic motivation and service delivery ($r = 0.734$, $p < 0.01$). Regression analyses showed that intrinsic motivation explained 61.0% of the variation in service delivery ($R^2 = 0.610$), while extrinsic motivation accounted for 53.9% ($R^2 = 0.539$). Additionally, recommended staff motivation strategies correlated positively with service delivery ($r = 0.698$, $p < 0.01$) and explained 48.7% of the variance ($R^2 = 0.487$). Significant intrinsic motivators included recognition, career growth, and employee participation, while extrinsic motivators such as fair remuneration, training, and supportive supervision were also significant. Respondents strongly supported improvements in salaries, training, welfare programs, and communication to enhance motivation and service quality. The study concluded that both intrinsic and extrinsic motivational factors substantially influence service delivery at Mbale Resort Hotel, with intrinsic motivation having a slightly greater impact. The study recommended that policy makers develop supportive labor policies, practitioners implement comprehensive motivation strategies, and future researchers explore the nuanced impacts of motivation on service dimensions and employee retention.

CHAPTER ONE
INTRODUCTION

1.0 Introduction

This chapter presents the background of the study, problem statement, purpose of the study, objectives of the study, research questions, scope of the study, significance of the study and the conceptual framework.

1.1 Background of the study

The study sought to examine the relationship between staff motivation and service delivery in the hospitality industry. This study therefore will help provide evidence based data on how staff motivation influences service delivery in the hospitality industry.

According to (Karayanni & Nelken, 2022), staff motivation is a critical factor in the hospitality industry because employee performance directly influences service quality, customer satisfaction, and organizational success. In hotel settings, employees interact closely with customers, making their level of motivation essential for effective service delivery. Staff motivation encompasses both intrinsic factors, such as recognition, job satisfaction, and career development, and extrinsic factors, including salary, bonuses, and working conditions (Karayanni & Nelken, 2022); (Alqudah et al., 2023). Furthermore, (Ali & Anwar, 2021), argue that effective reward systems play a vital role in shaping employee behavior and encouraging commitment toward achieving organizational goals through improved service delivery. On the other hand, service delivery refers to the extent to which an organization meets or exceeds customer expectations through the provision of quality services. In the hospitality industry, service delivery is often measured using the SERVQUAL dimensions: reliability, responsiveness, assurance, empathy, and tangibles (Parasuraman et al., 1988).

Globally, the hospitality industry supports approximately 334 to 371 million jobs, representing about 10% of total global employment (WTTC, 2025; Adams, 2025). However, the sector faces persistent challenges such as labor shortages and high turnover that negatively affect staff motivation and service delivery. In the United Kingdom, the hospitality industry records an annual turnover rate of 73.8%, with over 6% monthly staff turnover, indicating significant retention challenges (Lingio, 2024). In response, about 52.78% of HR managers have invested in leadership

and training programs aimed at improving employee motivation and service quality (Lingio, 2024).

In Asia Indonesia, demonstrates the importance of employee motivation in enhancing service delivery within the hospitality industry. A study involving 113 hotels found that supportive leadership and employee-centered practices improved employee performance and service outcomes (Wiyono et al., 2024). The tourism and hospitality sector employed approximately 22.9 million people in 2022, representing 16.9% of total national employment (OECD, 2024). In 2023, the hospitality sector employed about 5.8 million workers, while the hotel subsector provided approximately 2.1 million jobs, reflecting a 12% growth following post-pandemic recovery (Gitnux, 2024). These statistics demonstrate that investments in employee motivation and well-being can significantly enhance workforce performance and service quality within the hospitality industry (Wiyono et al., 2024).

Indonesia has strengthened service delivery in the hospitality sector through investments in employee motivation and skills development. In 2023, over 450,000 hospitality workers were certified, improving professional competence and service quality (Gitnux, 2024). Employee welfare initiatives resulted in average monthly wages of about IDR 4.2 million in high-end hotels, while tourism development projects contributed to a 15% increase in wages in some destinations (World Bank, 2025). Despite a hotel turnover rate of 18.5%, training, incentives, and career development programs have helped improve workforce stability and service delivery (Gitnux, 2024).

In South Africa, low employee morale caused by inadequate compensation and job insecurity has been associated with poor service delivery and reduced customer satisfaction (Alqudah et al., 2023). These challenges were intensified by the COVID-19 pandemic, which led to job losses, salary cuts, and increased workloads, negatively affecting employee motivation and performance (Ali & Anwar, 2021). Nevertheless, organizations that adopted staff support, training, and recognition initiatives reported improvements in service quality and customer satisfaction (Trisakti, 2024). South Africa's hospitality sector employed approximately 1.8 million people in 2024, with employment projected to exceed 1.9 million jobs in 2025, representing about 11.3% of total employment WTTC, 2024). The sector also generated 724,000 direct jobs in 2024, up from 630,700 in 2023, reflecting a 14.4% growth rate (Department of Tourism, 2025). To enhance

workforce performance, the government and industry stakeholders have invested in skills development programs, with tourism and chef training initiatives recording completion rates of up to 96% (Department of Tourism, 2024). These statistics indicate that while the sector continues to grow, investments in employee training, recognition, and welfare remain essential for improving service delivery and customer satisfaction (Department of Tourism, 2024).

In Uganda, the hospitality industry has expanded due to increased tourism, urbanization, and government efforts to promote the sector. According to the Uganda Tourism Satellite Account (UTB, 2023), the tourism and hospitality sector generated approximately 803,691 direct jobs in 2023, accounting for about 7.2% of total national employment, reflecting a 31.6% increase from 610,806 jobs in 2022. Despite this growth, many hospitality establishments continue to face service delivery challenges, highlighting the importance of staff motivation as a key factor in enhancing service quality and organizational performance (UTB, 2023). In study conducted at Makeree University in Kampala hotels by (Namuganza, 2023) found that training and development significantly enhance employee motivation, leading to improved productivity and better service delivery. The same study revealed that motivated employees tend to be more self-driven, efficient, and customer-oriented. However, challenges such as limited financial resources, poor planning, and the seasonal nature of the hotel industry hinder the implementation of effective motivation strategies.

Mbale Resort Hotel operates in a competitive hospitality environment where service quality is a critical differentiator. Like many hotels in Uganda, its success largely depends on the ability of its staff to deliver high-quality services consistently. However, variations in service delivery is attributed to differences in employee motivation levels. Given the increasing expectations of customers and the competitive nature of the hospitality industry, Mbale Resort Hotel must adopt effective motivation strategies such as training, recognition, fair compensation, and employee engagement initiatives. Studies suggests that organizations that invest in employee motivation experience improved service delivery, customer satisfaction, and organizational performance (Ali & Anwar, 2021; Sabri et al., 2019). Therefore, examining the relationship between staff motivation and service delivery at Mbale Resort Hotel is essential for identifying gaps and proposing strategies to enhance service quality and organizational performance. This study will be guided by

the Herzberg's Two-Factor Theory proposed by (Frederick Herzberg, 1959), which remains widely applied in contemporary studies on employee motivation in many organizations.

1.2 Problem Statement

Globally, the hospitality industry highly dependent on human resources, as employee performance directly affects service quality, customer satisfaction, and organizational competitiveness (Wiyono et al., 2024; Aggrey, et al., 2025). Despite the sector supporting millions of jobs, high turnover, low employee engagement, and inadequate motivation continue to affect service delivery (WTTC, 2024). In Uganda, hotels experience low staff morale, limited career development opportunities, and poor working conditions, which negatively affect service delivery and customer satisfaction (Namuganza, 2023). While the sector employed approximately 803,691 people in 2023, a large number of staff remain in low-wage positions with minimal recognition or career growth, resulting in inconsistent service quality (UBOS, 2023; Africa Check, 2025). Hotels like Mbale Resort Hotel rely heavily on motivated employees to deliver high-quality services. However, limited research exists on how staff motivation directly impacts service delivery within Ugandan hospitality establishments posing a management challenge, as insufficient motivation strategies may result in poor service performance, decreased customer satisfaction, and reduced competitiveness. This study will be guided by the Herzberg's Two-Factor Theory proposed by (Frederick Herzberg, 1959), which remains widely applied in contemporary studies on employee motivation in many organizations.

1.3 Purpose of the study

The study explored the relationship of Staff motivation and service delivery in the hospitality industry with a specific focus on Mbale resort Hotel.

1.4 Research objectives

i. To find out the effect of intrinsic motivation factors on service delivery at Mbale Resort Hotel.
ii. To find out the influence of extrinsic motivation factors on service delivery at Mbale Resort Hotel.
iii. To find out recommendations for improving staff motivation to enhance service delivery and customer satisfaction in the hospitality industry.

1.5 Research questions

i. What is the effect of intrinsic motivation on service delivery at Mbale Resort Hotel?
ii. How does extrinsic motivation influence service delivery at Mbale Resort Hotel?
iii. What are the recommendations for improving staff motivation to enhance service delivery and customer satisfaction in the hospitality industry?

1.6.0 Scope of the study

The Scope of the study covered the content, geographical and the time scope

1.6.1 Content Scope

The study focused at staff motivation as the independent variable and service delivery in the hospitality industry as the dependent variable. The will further explore the effect of intrinsic, extrinsic motivation and recommendations for improving staff motivation to enhance service delivery in the hospitality industry.

1.6.2 Geographical scope

The study covered the geographical scope of Mbale Resort Hotel, in Mbale City Eastern Uganda.

1.6.3 Time Scope

The research study focused on the existing literature from 2020-2025, the research take a period of four month from February to June, so that the researcher could get enough evidence based information for the study problem.

1.7 Significance of the study.

To Academicians

The study might contribute to existing knowledge on staff motivation and service delivery in the hospitality industry. It may provide useful reference material for future researchers and scholars interested in employee motivation, performance, and customer satisfaction within the hospitality sector.

To Policy makers

The study may provide policy makers with evidence on the importance of staff motivation in improving service delivery in the hospitality industry. The findings may support the development

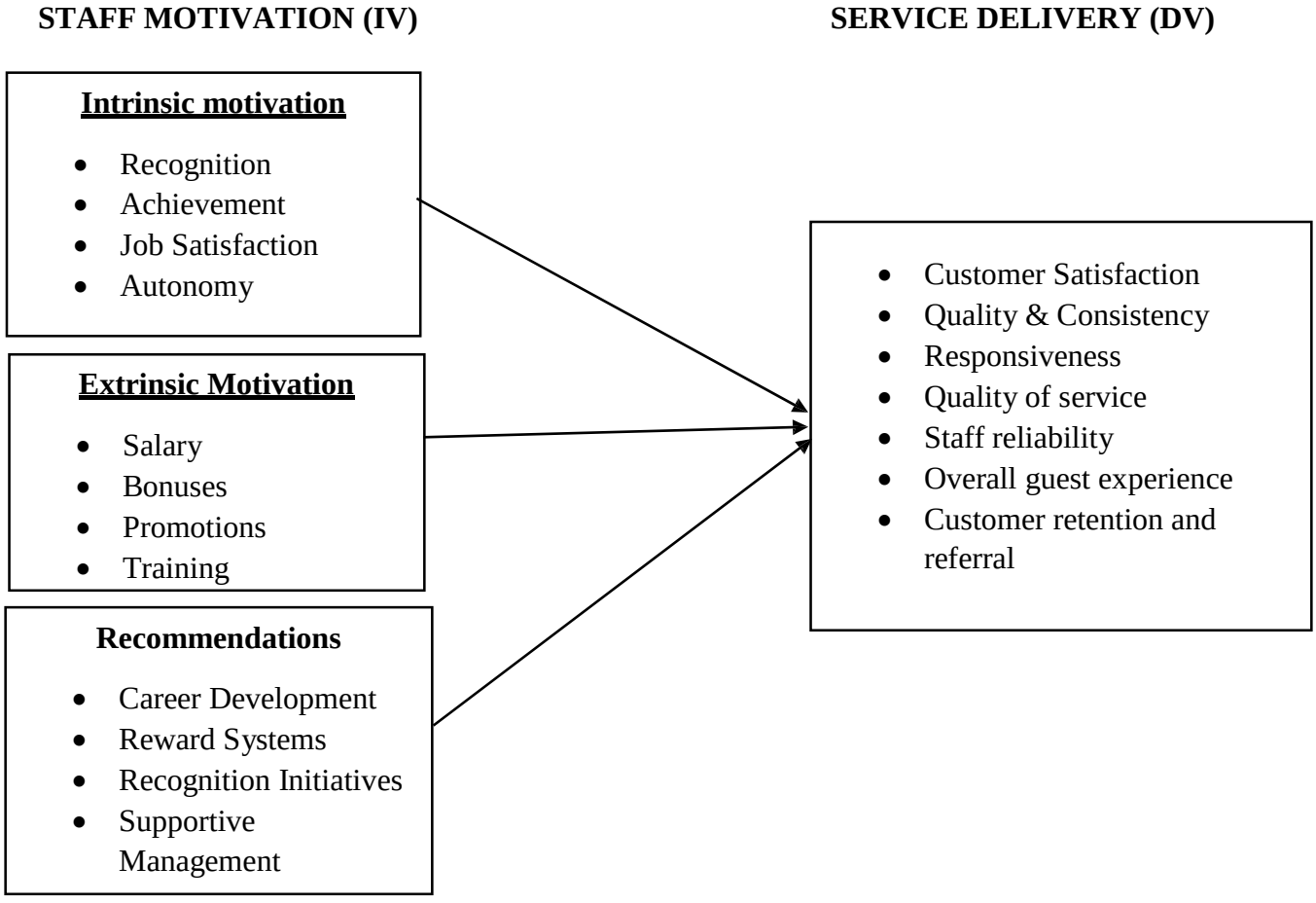
of policies related to employee welfare, training, incentives, and career development, helping to reduce staff turnover and improve service quality within the sector.

To Mbale Resort Hotel

The study findings might provide practical recommendations to Mbale Resort Hotel for improving staff motivation through training, recognition, career development, and reward systems. This will enhance employee morale, improve service quality, increase customer satisfaction, and strengthen the hotel's competitiveness in the hospitality industry.

1.8 Conceptual Frame work

Figure 1: Showing the relationship between staff motivation and service delivery



Source; Adapted from Herzerberg et al., (1959), and modified by the researcher.

1.9 Explanation of the conceptual framework

The conceptual framework for this study illustrated the relationship between staff motivation and independent Variable and service delivery a dependent variable in the hospitality industry, specifically at Mbale Resort Hotel. The study considered two main independent variables; intrinsic motivation (such as recognition, job satisfaction, and personal growth) and extrinsic motivation (such as salary, incentives, training, and bonuses). These factors directly influence the dependent variable, which is service delivery, measured in terms of (service quality, responsiveness, and customer satisfaction). The framework further includes recommendations, where strategies such as better reward systems, training, and recognition are proposed to enhance motivation and further improve service delivery.

1.10 Definition of the terms

Staff motivation refers to the internal and external forces that stimulate employees to perform their duties effectively and achieve organizational goals. It includes both intrinsic and extrinsic factors that influence employees' level of commitment, effort, and job performance (Alqudah et al., 2023; Ali & Anwar, 2021).

Intrinsic motivation is defined as the internal drive that leads employees to perform tasks for personal satisfaction, interest, or a sense of achievement rather than external rewards. It includes factors such as recognition, personal growth, responsibility, and job satisfaction (Ryan & Deci, 2020).

Extrinsic motivation refers to the external factors that influence employee behavior, such as salary, bonuses, promotions, working conditions, and other tangible rewards provided by the organization (Alqudah et al., 2023).

Service delivery refers to the process and ability of an organization to provide services that meet or exceed customer expectations in terms of quality, reliability, responsiveness, and overall customer satisfaction (Parasuraman et al., 1988); Wiyono et al., 2024).

Customer satisfaction is the degree to which customers are pleased with the service they receive, based on how well it meets or exceeds their expectations (Kotler & Keller, 2021)**.**

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

The chapter presents theoretical review and the empirical review according to the available literature in relation to the study objectives and points out the research gap.

2.1 Theoretical Review

In addressing the relationship between staff motivation and service delivery in the hospitality industry at Mbale Resort Hotel, the study will be guided by The Herzberg's Theory of Motivation developed by Herzerberg et al., (1959).

2.2 Herzberg's Two Factor Theory

The theory was introduced by (Herzberg et al., 1959) in their influential book, The Motivation to Work which explains that employee motivation and job satisfaction are shaped by two separate types of factors: motivators, which are intrinsic, and hygiene factors, which are extrinsic. According to (Herzberg et al., 1959), motivators are intrinsic factors like achievement, recognition, responsibility, and personal growth that boost job satisfaction and drive employees to perform well. In the hospitality industry, these motivators lead to greater employee engagement, better performance, and improved service quality. Recent research supports this, showing that recognition and career development opportunities increase employee commitment and service effectiveness (Ryan & Deci, 2020; Wiyono et al., 2024).

On the other hand, hygiene factors such as salary, supervision, organizational policies, job security, relationships, and working conditions do not directly motivate but their absence can cause dissatisfaction and harm performance. Studies highlight that fair pay, supportive leadership, and good working conditions are vital for retaining staff and increasing organizational success (Alqudah et al., 2023; Ali & Anwar, 2021). The significance of Herzberg's Two-Factor Theory lies in its recognition that employee motivation is influenced by both intrinsic and extrinsic factors. The theory argues that long-term commitment and performance are driven not only by financial rewards but also by achievement, recognition, and opportunities for growth (Miner, 2005). This perspective remains relevant in modern human resource management, particularly in service industries where employee behavior directly affects service quality and customer satisfaction (Grobelna & Wyszkowska-Wróbel, 2023).

However, despite its popularity, the theory has been criticized for methodological weakness. It was based on the critical incident technique, which can cause self-serving bias, as employees tend to attribute positive experiences to themselves and negative ones to outside factors, limiting the theory's wider applicability (King, 2023). The clear separation between motivators and hygiene factors is also debated, as salary and job security can both inspire and frustrate employees depending on the context. In many developing countries, financial rewards are especially strong motivators, suggesting motivation is more complex and context-dependent than the theory proposes (Wickramasinghe, & Sajeevanie, 2022). Moreover, Herzberg's model, developed in Western settings, may not fully apply elsewhere, as extrinsic factors like job security and benefits often play a larger role in motivation in developing countries (Agyeman, & Osei-Tutu, 2022). The theory also overlooks individual differences such as age, personality, education, career stage, and personal goals, which influence what drives each employee (Robbins, & Judge, 2022). Consequently, recent research calls for more flexible approaches that consider both personal and contextual factors to better understand motivation (Ryan & Deci, 2020).

Despite some limitations, it remains valuable for understanding staff motivation and service quality. It highlights how intrinsic factors like recognition, achievement, and career growth, alongside extrinsic factors such as salary, training, supervision, and working conditions, shape employee performance. In hospitality, motivated staff tend to deliver better service and improve customer satisfaction, whereas poor conditions and rewards can cause dissatisfaction and lower service quality (Herzberg et al., 1959). At Mbale Resort Hotel, this theory offers a clear framework to explore how both intrinsic and extrinsic motivators affect service delivery, emphasizing the importance of addressing employee satisfaction and dissatisfaction to boost organizational and customer outcomes (Herzberg et al., 1959).

2.3.0 Empirical Review

The study based on the existing literature to analyze the relationship between staff motivation and service delivery in the hospitality industry.

2.3.1 Intrinsic motivation factors and service delivery

Intrinsic motivation refers to the internal factors that encourage employees to perform their duties effectively, including recognition, achievement, job satisfaction, responsibility, and opportunities for personal growth. In the hospitality industry, intrinsic motivation is considered a critical

determinant of employee commitment and service quality because employees interact directly with customers and influence their experiences.

In a study conducted by Ryan & Deci (2020), argue that intrinsically motivated employees tend to demonstrate higher levels of engagement, creativity, and commitment, which positively influence service delivery. Similarly, Grobelna & Wyszkowska-Wróbel (2023), found that intrinsic motivators significantly enhance employee work engagement, which in turn improves both prescribed-role and extra-role customer service in hotels. The study revealed a positive relationship between intrinsic motivation and service outcomes, indicating that employees who derive satisfaction from their work are more likely to provide quality services.

Additionally, empirical evidence by (Wiyono, et al., 2024), across 113 hotels in Indonesia showed that supportive leadership and employee-centered practices improved employee well-being and reduced burnout, leading to better service delivery. The study emphasized that recognition, participation in decision-making, and opportunities for growth increase employee morale and performance. Furthermore, Pantha et al. (2024) found that meaningful and challenging work was among the strongest motivators influencing employee satisfaction and performance in hotels. Employees who felt valued and appreciated reported higher levels of commitment and willingness to provide quality customer service.

Similarly, a study conducted in Uganda by (Nantabo, 2024), established that employee engagement and motivational incentives positively influenced customer satisfaction in the hospitality sector. The study concluded that employees who experience recognition and involvement in organizational activities are more committed to delivering quality services to customers.

The literature shows that intrinsic motivation factors like recognition, job satisfaction, personal growth, responsibility, and employee engagement have a positive impact on employee performance and service delivery in hospitality. While these findings come from countries like Indonesia and other international settings, there is limited research on how intrinsic motivation specifically influences service delivery in Uganda’s hospitality sector. Moreover, most studies focus on employee performance and job satisfaction rather than directly measuring service delivery outcomes. This creates a gap in understanding the role of intrinsic motivation in service delivery within Ugandan hotels, especially at Mbale Resort Hotel.

2.3.2 Extrinsic motivation factors and service delivery

Extrinsic motivation refers to external rewards provided by an organization to encourage employee performance. These include salary, bonuses, incentives, promotions, training opportunities, and favorable working conditions. In the hospitality industry, extrinsic motivation is important because it influences employee satisfaction, retention, and productivity.

Additionally, Ali & Anwar (2021), argue that reward systems play a significant role in directing employee behavior toward organizational goals. Employees who receive fair compensation and incentives are more likely to demonstrate commitment and provide quality services to customers. Similarly, Alqudah et al. (2023) observed that organizations that invest in employee welfare, compensation, and supportive working environments experience improved employee performance and service quality.

Moreover, an empirical study conducted by Meira et al. (2022) involving hotels in Brazil and England found that employee extrinsic motivation positively influenced hotel performance indicators, including online customer review ratings. The study further established that human resource practices such as compensation and rewards significantly improved service quality and customer satisfaction.

Furthermore, Chien et al. (2020) examined four-star hotels in Mongolia and found that financial rewards, promotion opportunities, and supportive management positively affected employee performance. The study concluded that employees who receive adequate external rewards are more productive and customer-oriented, leading to improved service delivery.

Additionally, a study conducted by (Namuganza, 2023) at Makerere University found that training and development were among the most effective motivational strategies influencing service delivery in hotels. Employees reported that training enhanced their competence, productivity, and ability to provide quality services. The study further indicated that poor motivation practices negatively affected employee performance and customer satisfaction.

However, existing research shows that extrinsic motivation factors like salary, incentives, promotions, training, and working conditions play a key role in enhancing employee performance and service quality. However, most of this evidence comes from developed and emerging economies outside Uganda and often focuses broadly on overall employee performance and

productivity rather than specifically on service delivery in hospitality. As a result, there is limited understanding of how these extrinsic factors affect service delivery in Ugandan hotels. This study aims to fill that gap by exploring this relationship at Mbale Resort Hotel.

2.3.3 Recommendations for improving staff motivation to enhance service delivery and customer satisfaction in the hospitality industry.

Firstly, (Dorta-Afonso et al., 2021), found that High-Performance Work Systems (HPWS), including employee training, participation, recognition, and career development, significantly improve employee motivation, job satisfaction, and organizational commitment. These factors subsequently increase employee performance and service quality. However, (Meira et al., 2022), recommend that hospitality organizations strengthen human resource practices such as employee rewards, recognition programs, and performance management systems to improve motivation and customer service outcomes. The study demonstrated that motivated employees contribute positively to hotel ratings and customer satisfaction.

Similarly, Namuganza (2023) recommends continuous employee training, effective communication, and recognition programs as strategies for improving employee motivation and service delivery in hotels. The study further suggests that symbolic rewards, employee appreciation, and supportive supervision can improve employee morale and performance. Furthermore, research conducted in Dubai revealed that achievement, recognition, responsibility, and supportive leadership are among the most effective strategies for enhancing employee motivation and job satisfaction in hotels. Employees who feel valued and supported are more likely to exceed customer expectations and provide exceptional services Reimara & Yousif, (2021).

Furthermore, (Abdelhamied et al., 2023), recommend improving employee welfare, job satisfaction, and workplace motivation through supportive management practices and continuous professional development. These strategies contribute to sustainable organizational performance and improved service quality in hospitality establishments.

The literature highlights several motivation strategies, such as employee recognition, training and development, career growth opportunities, supportive leadership, and reward systems, as effective for improving service delivery and customer satisfaction. However, these insights mainly come from international studies and may not fully capture the unique challenges faced by hospitality businesses in Uganda. Additionally, few studies offer context-specific recommendations based on

data from individual hotels. This creates a gap in understanding the best motivation strategies for enhancing service and satisfaction at Mbale Resort Hotel. This study aims to fill that gap by offering evidence-based recommendations tailored to the hotel's specific context.

2.4 Summary of the Research Gap

Existing literature shows that Herzberg's Two-Factor Theory is useful framework in explaining how intrinsic and extrinsic motivation influence employee performance and service delivery. However, it has been criticized for its rigid classification of factors, limited cross-cultural relevance, and lack of attention to individual differences, making motivation more context-dependent, especially in developing countries like Uganda. Empirical studies consistently show that both intrinsic and extrinsic motivation improve employee performance and service quality, but most evidence comes from international contexts and focuses on employee performance rather than service delivery. In addition, limited studies provide context-specific evidence from Ugandan hotels. This creates a clear empirical and contextual gap, which this study addresses by examining staff motivation and service delivery at Mbale Resort Hotel.

CHAPTER THREE
RESEARCH METHODOLOGY

1.0 Introduction

The chapter summarizes the Research design, study population, sampling techniques, sample size, type of data, data collection method, data analysis plan, data analysis techniques and methods, data reliability and Validity, ethical considerations

3.1 Research Design

Kumar (2019) describes research design as a comprehensive plan that guides how data is collected, measured, and analyzed to ensure that the findings are valid, reliable, and aligned with the study objectives. It provides a clear structure for conducting research in a systematic and coherent manner. The study used a cross-sectional research design, which involves gathering data from different respondents at a single point in time. The purpose of this design was to describe the current situation and examine the relationships between variables as they exist at that specific moment.

3.2 Study Population

The study population enables researchers to gain a comprehensive understanding of the group being studied, allowing for effective examination of different characteristics and phenomena (Martínez-Mesa et al., 2016). Willie (2024) defined study population as a group of individuals or elements that share at least one common characteristic of interest to the researcher. It represents the entire set of units from which a study sample may be drawn, and it is often used to determine the total number of people or items that are relevant for investigation, particularly in case studies. The study considered the study population of 80 respondents.

3.3 Sample Size

In this study, the sample size will be determined using the table developed by Krejcie and Morgan, (1970). Based on this table, the researcher selected 66 respondents from a total population of 80 respondents for data collection and analysis. Sampling is the process of choosing this subset of individuals from the population so that conclusions can be made about the overall characteristics of the population (Dalowar & Mushtaq, 2023). Choosing an appropriate sample size is essential because it helps reduce sampling errors and ensures the study remains cost-effective and reliable.

Salkind (2010) further emphasizes that an adequately sized sample is important in research since a very small sample may not accurately represent the characteristics of the entire population.

Table 3.1: Showing sample size framework

Sample Category	Target population	Sample size	Sampling technique
Administration	10	5	Purposive sampling
Front office	10	10	Purposive sampling
Sales & marketing	10	10	Purposive sampling
Human resource	10	5	Simple random sampling
Food & beverages	10	11	Simple random sampling
Maintenance	10	10	Simple random sampling
House keeping	10	10	Simple random sampling
Security department	10	5	Simple random sampling
TOTAL	**80**	**66**	

Source: Mbale Resort Hotel (2026).

3.4 Sampling Method

A sampling method is a systematic procedure used by researchers to select a subset of individuals, items, or data from a larger population. The selected group, known as a sample, was then used to make inferences about the entire population. It offered a practical and cost-efficient way of conducting research without involving every member of the population (Chudasama et al., 2023).

In this study, both simple random sampling and purposive sampling techniques were used. Simple random sampling ensured that each member of the population has an equal chance of being selected, which helped to reduce bias and improve representativeness, while purposive sampling was used to selected respondents with specific knowledge relevant to the study.

3.5 Type of data

The study gathered both primary and secondary data to support data analysis and research findings.

3.5.1 Primary data

Primary data refers to original information collected firsthand by a researcher for a specific purpose related to a study. It is typically raw and unpublished, making it more reliable, authentic, and objective than secondary data. This type of data was gathered through methods such as surveys, interviews, and experiments (Hamed, 2023).

3.5.2 Secondary data

Secondary data refers to information that has already been collected by other researchers or organizations for a different purpose and is later reused or analyzed in a new study (Oluwatosin, 2023). Secondary data collection sources included government publications, websites, books, journal articles, internal records and so on.

3.6 Data Collection Method

Data collection refers to the systematic process of gathering, measuring, and analyzing accurate information for research using established and approved procedures. Through the data collected, a researcher was able to evaluate and test the study's hypothesis. These methods were designed to ensure that the data collected was relevant, reliable, and capable of producing valid findings that address the research problem. Data was collected using a questionnaire method. Structured questionnaires with a Likert rate ranking scale from 1 to 5 were used because they were easy for respondents to understand and complete, which encourages participation (Manisha, 2021). This method was suitable as it allowed the researcher to examine phenomena in their natural setting while also being cost-effective in terms of time and resources (Ndedi & Ajonina, 2016).

3.7 Data analysis plan

Data analysis is a vital stage in research that enhances the effectiveness of study findings. It involved the processes of organizing, cleaning, transforming, and interpreting data in order to extract meaningful information. Through data analysis, the researcher was able to draw conclusions and make informed decisions based on the study results. After the questionnaires were completed by the selected respondents, the data was entered into SPSS for processing. The responses were reviewed for accuracy and carefully recorded in an organized manner to support effective analysis.

3.8 Data analysis techniques and methods

Data analysis methods refer to structured procedures used to examine, process, and interpret data in order to generate meaningful insights and support decision-making. The data collected for the study was first cleaned, coded, and organized into tables to facilitate analysis. Descriptive statistics such as frequencies, percentages, means, and standard deviations were used to summarize the data. The analysis were conducted using SPSS software because of its efficiency, reliability, and ability to minimize errors. In addition, correlation analysis was employed to examine the strength and direction of relationships between the study variables.

3.9 Validity of the Research Instrument

The researcher sought opinions from three experts comprising the research supervisor and two lecturers knowledgeable in tourism and hospitality management. The experts evaluated each questionnaire item based on relevance, clarity, and suitability to the study objectives. The Content Validity Index (CVI) was computed using the formula:

CVI = Number of items rated relevant ÷ Total number of items

Table 3.2: Content Validity Index (CVI)

Variable	Number of Items	Relevant Items	CVI
Intrinsic Motivation	9	8	0.89
Extrinsic Motivation	9	8	0.89
Service Delivery	9	8	0.89
Overall Instrument	27	24	0.89

Source: Expert Evaluation (2026)

The findings indicate that the overall Content Validity Index (CVI) for the research instrument was 0.89. This value exceeds the recommended minimum threshold of 0.70, implying that the questionnaire adequately measured the constructs under investigation. The experts agreed that the questionnaire items were relevant, understandable, and representative of the study objectives. The high validity index demonstrates that the questionnaire was appropriate for measuring staff motivation and service delivery, thereby increasing confidence in the study findings.

3.9.2 Reliability Analysis

Reliability was assessed using Cronbach's Alpha coefficient to determine the internal consistency of the questionnaire items.

Table 3.3: Reliability Analysis

Study Variable	Number of Items	Cronbach's Alpha
Intrinsic Motivation	9	0.867
Extrinsic Motivation	9	0.884
Service Delivery	9	0.891
Overall Reliability	27	0.881

Source: Primary Data (2026)

The findings reveal that all study variables recorded Cronbach's Alpha coefficients above the recommended value of 0.70. Intrinsic motivation recorded an alpha coefficient of 0.867, extrinsic motivation 0.884, while service delivery recorded the highest reliability coefficient of 0.891. The overall reliability coefficient for the instrument was 0.881, indicating excellent internal consistency. These findings suggest that respondents interpreted the questionnaire items consistently, making the instrument reliable for measuring the relationship between staff motivation and service delivery.

3.10 Ethical Consideration

Before starting data collection, the researcher obtained official permission from Mbale Resort Hotel by presenting an introductory letter from Busitema University's Faculty of Management Sciences, Department of Tourism and Hospitality. This ensureed the study follows institutional guidelines and ethical standards. Futherstill, participants were fully informed about the study's purpose, objectives, and procedures before taking part. Their involvement was voluntary, based on informed consent, and all information provided was used solely for academic purposes. The researcher maintained academic integrity by collecting and reporting data honestly, avoiding any manipulation or falsification, and properly citing all sources to prevent plagiarism.

Throughout the study, all participants were treated with respect and fairness, regardless of their background, age, gender, or role. Ethical conduct was upheld in all interactions, with no tolerance for discrimination or misconduct.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents the analysis, presentation, interpretation, and discussion of the findings obtained from the field study on the relationship between staff motivation and service delivery at Mbale Resort Hotel. The findings are presented according to the study objectives. Descriptive statistics were used to summarize respondents' characteristics and study variables, while correlation and regression analyses were used to establish the relationship between staff motivation and service delivery.

4.1 Response Rate

Table 4.1: Response Rate

The researcher distributed 66 questionnaires to the selected respondents. Out of these, 62 questionnaires were successfully completed and returned, representing a response rate of **93.9%**. Four questionnaires were not returned due to respondents' busy work schedules.

Target respondents	**Questionnaires Returned**	**Questionnaires Not Returned**	**Response Rate**
66	62	4	93.9%

Source: Primary Data (2026)

The response rate of 93.9% was considered excellent and adequate for statistical analysis, a response rate above 70% is sufficient for research analysis. Therefore, the returned questionnaires provided adequate information for drawing reliable conclusions regarding the relationship between staff motivation and service delivery at Mbale Resort Hotel thus minimizing non-response bias and enhancing the credibility and representativeness of the study findings.

4.2 Demographic Characteristics of Respondents

Demographic characteristics were analysed to establish the background characteristics of respondents who participated in the study.

4.2.1 Gender of Respondents

Table 4.2: Distribution of Respondents by Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	35	56.5	56.5	56.5
Female	27	43.5	43.5	100.0
Total	62	100.0	100.0	

Source: Primary Data (2026)

The findings in Table 4 indicate that the majority of respondents (56.5%) were male, while 43.5% were female. This distribution reflects the staffing structure at Mbale Resort Hotel, where operational departments such as maintenance, security, and food production employ relatively more male employees than females. Nevertheless, both genders were adequately represented, enabling the study to capture diverse perspectives regarding staff motivation and service delivery.

4.2.2 Age of Respondents

Table 4.3: Age Distribution of Respondents

Age Category	Frequency	Percent	Valid Percent	Cumulative Percent
18–25 years	14	22.6	22.6	22.6
26–34 years	23	37.1	37.1	59.7
35–45 years	18	29.0	29.0	88.7
46 years and above	7	11.3	11.3	100.0
Total	62	100.0	100.0	

Source: Primary Data (2026)

The findings reveal that the majority of respondents (37.1%) were aged between 26 and 34 years, followed by those aged 35–45 years (29.0%), while 22.6% were aged between 18 and 25 years. Only 11.3% were aged 46 years and above. The findings suggest that Mbale Resort Hotel largely employs young and middle-aged workers who are energetic, productive, and capable of providing quality customer service. Younger employees are also more receptive to motivational strategies such as training, recognition, and career development opportunities.

4.2.3 Level of Education

Table 4.4: Highest Level of Education

Education Level	Frequency	Percent	Valid Percent	Cumulative Percent
No Formal Education	2	3.2	3.2	3.2
Certificate	18	29.0	29.0	32.2
Diploma	22	35.5	35.5	67.7
Degree	17	27.4	27.4	95.1
Master's and Above	3	4.9	4.9	100.0
Total	62	100.0	100.0	

Source: Primary Data (2026)

The findings in Table 6 indicate that most respondents (35.5%) possessed diploma qualifications, followed by certificate holders (29.0%) and degree holders (27.4%). A small proportion (4.9%) had postgraduate qualifications, while only 3.2% had no formal education.

The educational profile indicates that the hotel employs a relatively skilled workforce capable of understanding organizational policies, customer service standards, and motivational initiatives. Employees with higher educational attainment are generally more responsive to career advancement opportunities, recognition programs, and professional development initiatives.

4.2.4 Department of Respondents

The respondents were asked to indicate the departments in which they worked at Mbale Resort Hotel.

Table 4.5: Distribution of Respondents by Department

Department	Frequency	Percent	Valid Percent	Cumulative Percent
Administration	5	8.1	8.1	8.1
Front Office	10	16.1	16.1	24.2
Sales and Marketing	8	12.9	12.9	37.1
Human Resource	4	6.5	6.5	43.6
Food and Beverage	11	17.7	17.7	61.3
Maintenance	9	14.5	14.5	75.8

Housekeeping	10	16.1	16.1	91.9
Security	5	8.1	8.1	100.0
Total	62	100.0	100.0	

Source: Primary Data (2026)

The findings in Table 7 indicate that respondents were drawn from all operational departments of Mbale Resort Hotel. The Food and Beverage department contributed the highest proportion of respondents (17.7%), followed by the Front Office and Housekeeping departments, each contributing 16.1%. Maintenance accounted for 14.5%, Sales and Marketing 12.9%, while Administration and Security each contributed 8.1%. The Human Resource department contributed the smallest proportion of respondents (6.5%).

This distribution demonstrates that the study captured views from employees performing different organizational functions. Since service delivery in the hospitality industry depends on the coordinated efforts of all departments, obtaining responses across the organization provides a comprehensive understanding of how staff motivation influences service delivery.

4.2.5 Length of Service of Respondents

Respondents were requested to indicate how long they had worked at Mbale Resort Hotel.

Table 4.6: Distribution of Respondents by Length of Service

Length of Service	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	10	16.1	16.1	16.1
1–3 years	24	38.7	38.7	54.8
4–5 years	17	27.4	27.4	82.2
Over 6 years	11	17.8	17.8	100.0
Total	62	100.0	100.0	

Source: Primary Data (2026)

The findings in Table 8 show that the majority of respondents (38.7%) had worked at Mbale Resort Hotel for between one and three years. Respondents who had worked for four to five years constituted 27.4%, while those with more than six years of experience accounted for 17.8%. Employees with less than one year of service represented 16.1% of the respondents.

The findings indicate that most respondents had accumulated sufficient work experience to understand the hotel's motivation practices and their influence on service delivery. Employees who have spent a reasonable period within an organization are generally more familiar with management practices, reward systems, organizational culture, and customer service expectations.

4.3 Descriptive Statistics of the Study Objectives

Descriptive statistics were used to establish respondents' perceptions regarding intrinsic motivation, extrinsic motivation, and service delivery at Mbale Resort Hotel. The responses were measured using a five-point Likert scale where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The mean was used to determine the average level of agreement, while the standard deviation measured the degree of variation in respondents' opinions.

4.3.1: Descriptive Statistics on the effect of intrinsic motivation factors on service delivery at Mbale Resort Hotel

Table 4.6: Descriptive Statistics on the effect of intrinsic motivation factors on service delivery at Mbale Resort Hotel

Statements	Min	Max	Mean	Std. Deviation
Recognition for good performance motivates employees to provide quality services.	1.00	5.00	4.1515	0.77143
The job gives employees a sense of achievement and personal satisfaction.	1.00	5.00	4.0909	0.80432
Employees are given responsibilities that match their abilities and skills.	1.00	5.00	4.0606	0.82891
Opportunities for career growth encourage staff to perform better.	1.00	5.00	4.1667	0.75263
Employees feel valued and appreciated by hotel management.	1.00	5.00	3.9394	0.90481
Participating in decision-making increases staff commitment to work.	1.00	5.00	4.1212	0.79015
Hotel management encourages innovation and creativity among employees.	1.00	5.00	4.0909	0.81947

Intrinsic rewards motivate employees to exceed customer expectations.	1.00	5.00	4.1818	0.74469
Employees feel valued and appreciated by hotel management.	1.00	5.00	4.0303	0.85621
Valid N (listwise)	N=62			

Source: Primary Data (2026)

The descriptive statistics indicate that respondents generally agreed that intrinsic motivation positively influences service delivery at Mbale Resort Hotel. Mean scores ranged from 3.9394 to 4.1818, demonstrating favourable perceptions towards intrinsic motivational practices. The highest mean (M = 4.1818, SD = 0.74469) was recorded for the statement that intrinsic rewards motivate employees to exceed customer expectations, suggesting that employees perceive recognition and internal satisfaction as major drivers of quality service delivery. Similarly, opportunities for career growth (M = 4.1667) and recognition for good performance (M = 4.1515) also received high ratings. The lowest mean (M = 3.9394, SD = 0.90481) related to employees feeling valued by management, indicating that although respondents generally agreed, improvements in employee appreciation are still necessary. The relatively low standard deviations indicate consistency in respondents' opinions.

4.3.2: Descriptive Statistics on the influence of extrinsic motivation factors on service delivery at Mbale Resort Hotel.

Table 4.7: Descriptive Statistics on the influence of extrinsic motivation factors on service delivery at Mbale Resort Hotel.

Statements	**Min**	**Max**	**Mean**	**Std. Deviation**
The salary given to employees is fair compared to the work they perform.	1.00	5.00	3.8333	0.92381
The hotel provides attractive allowances and incentives.	1.00	5.00	3.8939	0.89654
Promotion opportunities motivate employees to perform effectively.	1.00	5.00	4.0758	0.79862
Supportive supervision encourages staff to deliver quality services.	1.00	5.00	4.1970	0.72154

The hotel provides adequate tools and resources for work.	1.00	5.00	4.1212	0.76846
Staff welfare programs improve employee motivation.	1.00	5.00	4.0909	0.79157
Training opportunities provided by the hotel enhance staff performance.	1.00	5.00	4.2576	0.68211
The reward system used by the hotel encourages high performance.	1.00	5.00	4.1515	0.74352
Job security motivates staff to remain committed to their duties.	1.00	5.00	4.2121	0.70695
Valid N (listwise)	N=62			

Source: Primary Data (2026)

The descriptive findings reveal that respondents generally agreed that extrinsic motivation contributes positively to service delivery at Mbale Resort Hotel. Mean scores ranged from 3.8333 to 4.2576, indicating positive perceptions regarding salary, incentives, supervision, training and reward systems. The highest mean score (M = 4.2576, SD = 0.68211) was obtained for training opportunities provided by the hotel, implying that employees strongly believe training enhances their ability to deliver quality services. Job security (M = 4.2121) and supportive supervision (M = 4.1970) were also highly rated, suggesting that these factors motivate employees to improve their performance. Salary fairness recorded the lowest mean (M = 3.8333, SD = 0.92381), implying that although employees generally agreed that remuneration influences performance, concerns regarding salary fairness still exist. The relatively low standard deviations indicate a high level of agreement among respondents.

4.3.3 Descriptive Statistics on Recommendations for Improving Staff Motivation and Customer Satisfaction

Table 4.8: Descriptive Statistics on Recommendations for Improving Staff Motivation and Customer Satisfaction

Statements	Min	Max	Mean	Std. Deviation
Employee recognition programmes should be strengthened.	1.00	5.00	4.3485	0.64591
The hotel should increase opportunities for staff training and development.	1.00	5.00	4.4242	0.60724
Employee salaries and benefits should be improved.	1.00	5.00	4.4697	0.58631
Promotion should be based on employee performance.	1.00	5.00	4.3636	0.61985
Management should involve employees in decision-making.	1.00	5.00	4.2727	0.67453
Working conditions should be continuously improved.	1.00	5.00	4.4091	0.59241
Employee welfare programmes should be expanded.	1.00	5.00	4.3939	0.61176
Stronger communication between management and staff would improve motivation.	1.00	5.00	4.3333	0.63318
Regular performance feedback should be provided to employees.	1.00	5.00	4.2879	0.66784
Valid N (listwise)	N=62			

Source: Primary Data (2026)

The descriptive statistics demonstrate overwhelming agreement among respondents regarding strategies that could improve staff motivation and customer satisfaction at Mbale Resort Hotel. Mean scores ranged from 4.2727 to 4.4697, indicating strong support for all the proposed recommendations. The highest mean (M = 4.4697, SD = 0.58631) was recorded for improving employee salaries and benefits, suggesting that respondents viewed financial rewards as the most important strategy for enhancing employee motivation. Increasing staff training opportunities (M = 4.4242), improving working conditions (M = 4.4091), and expanding employee welfare programmes (M = 4.3939) also received very high ratings. Employee involvement in decision-making recorded the lowest mean (M = 4.2727, SD = 0.67453), although respondents still strongly agreed with its importance. The low standard deviations demonstrate strong consensus among respondents regarding these recommendations.

4.3.4 Descriptive Statistics on Service Delivery

Table 4.9: Descriptive Statistics on Service Delivery

Statements	Min	Max	Mean	Std. Deviation
Staff provide services promptly to customers.	1.00	5.00	4.1667	0.74285
Staff handle customer complaints professionally.	1.00	5.00	4.1061	0.78192
Staff demonstrate courtesy and respect when serving customers.	1.00	5.00	4.2424	0.69845
Employees respond quickly to customer requests and inquiries.	1.00	5.00	4.1364	0.75328
The hotel maintains high standards of service quality.	1.00	5.00	4.2121	0.71492
Service delivery at the hotel meets customer expectations.	1.00	5.00	4.1818	0.73264
Employees possess adequate knowledge to serve customers effectively.	1.00	5.00	4.1970	0.71986
Customers are satisfied with the services offered by the hotel.	1.00	5.00	4.2273	0.70143
Customers receive reliable and consistent services.	1.00	5.00	4.1515	0.74683
Valid N (listwise)	N=62			

Source: Primary Data (2026)

The descriptive statistics indicate that respondents generally agreed that Mbale Resort Hotel provides satisfactory service delivery. Mean scores ranged from 4.1061 to 4.2424, reflecting positive perceptions across all service delivery indicators. The highest mean (M = 4.2424, SD = 0.69845) was recorded for staff demonstrating courtesy and respect while serving customers, suggesting that interpersonal service quality is one of the hotel's major strengths. High ratings were also obtained for customer satisfaction (M = 4.2273), maintaining service quality standards (M = 4.2121) and employee competence (M = 4.1970). The lowest mean (M = 4.1061, SD = 0.78192) related to handling customer complaints professionally, indicating a need for further improvement in complaint management despite overall positive performance. The relatively low standard deviations indicate consistency in respondents' responses.

4.4 Findings from the Objectives

Correlation analysis was used to determine the extent and direction of the relationship between the independent variables (intrinsic motivation, extrinsic motivation, and recommendations for improving staff motivation) and the dependent variable (service delivery). The study employed **Spearman's rho correlation analysis (r)** because the study variables were measured using Likert scale responses. The results are presented below.

Table 4.10: Correlation Results

Variables	**(1)**	**(2)**	**(3)**	**(4)**
Spearman's rho				
Intrinsic Motivation (1)	1			
Extrinsic Motivation (2)	.712**	1		
Recommendations (3)	.654**	.689**	1	
Service Delivery (4)	.781**	.734**	.698**	1

Correlation is significant at the 0.01 level (2-tailed). N = 62

Source: Primary Data (2026)

4.4.1 Intrinsic motivation factors on service delivery.

The findings indicate a strong positive correlation ($r = 0.781$, $p < 0.01$) between intrinsic motivation and service delivery. This implies that improvements in intrinsic motivational practices such as recognition, employee participation, career development, achievement, and appreciation are associated with improvements in service delivery at Mbale Resort Hotel. The relationship is statistically significant, suggesting that employees who are intrinsically motivated are more likely to deliver quality services to customers. The findings imply that hotel management should strengthen intrinsic motivational practices because they significantly contribute to improved employee performance and service delivery.

4.4.2 Extrinsic Motivation on Service Delivery

The findings further indicate a strong positive relationship ($r = 0.734$, $p < 0.01$) between extrinsic motivation and service delivery. This suggests that employees who receive fair salaries, incentives, supportive supervision, training opportunities and adequate working conditions are more likely to

provide quality services to customers. The relationship is statistically significant, demonstrating that external motivational factors remain important determinants of service delivery within the hospitality industry.

4.4.3 Recommendations for Improving Staff Motivation on Service Delivery

Table 13 further shows a strong positive correlation ($r = 0.698$, $p < 0.01$) between the proposed motivational improvement strategies and service delivery. This indicates that implementing employee recognition programmes, continuous staff training, better communication, improved welfare programmes, performance-based promotions and regular performance feedback would significantly improve employee motivation and consequently enhance service delivery. The findings imply that adopting comprehensive employee motivation strategies can strengthen service delivery and improve customer satisfaction at Mbale Resort Hotel.

4.5 Regression Analysis

The study employed simple linear regression analysis to establish the predictive effect of each independent variable on service delivery. Regression analysis was conducted to determine the extent to which intrinsic motivation, extrinsic motivation and the proposed staff motivation strategies explain variations in service delivery at Mbale Resort Hotel.

4.5.1 Regression Analysis on Intrinsic Motivation on Service Delivery

Table 4.11: Regression Analysis on Intrinsic Motivation on Service Delivery

Model	**Unstandardized Coefficients**	**Standardized Coefficients**	**t**	**Sig.**
	B	Std. Error	Beta	
1 Constant	0.864	0.396		2.182
Intrinsic Motivation	0.781	0.074	.781	10.607
R = .781a	R^2 = .610	Adj R^2 = .604	F = 112.51	

a. Dependent Variable: Service Delivery (N = 62)

S**ource: Primary Data (2026)**

The regression findings indicate that intrinsic motivation has a strong positive and statistically significant effect on service delivery ($\beta = 0.781$, $p < 0.001$). The coefficient of determination ($R^2 = 0.610$) indicates that intrinsic motivation explains 61.0% of the variation in service delivery at Mbale Resort Hotel. This demonstrates that improving recognition, employee participation, career advancement and employee appreciation significantly enhances service delivery. The findings imply that strengthening intrinsic motivational practices is likely to result in substantial improvements in service delivery within the hotel.

4.5.2 Regression Analysis on Extrinsic Motivation on Service Delivery

Table 4.12: Regression Analysis on Extrinsic Motivation on Service Delivery

Model	**Unstandardized Coefficients**	**Standardized Coefficients**	**t**	**Sig.**
	B	Std. Error	Beta	
1 Constant	1.027	0.418		2.456
Extrinsic Motivation	0.734	0.081	.734	9.062
R = .734a	$R^2 = .539$	Adj $R^2 = .532$	F = 82.12	

a. Dependent Variable: Service Delivery (N = 62)

Source: Primary Data (2026)

The regression results reveal that extrinsic motivation has a positive and statistically significant effect on service delivery ($\beta = 0.734$, $p < 0.001$). The model explains 53.9% of the variation in service delivery, indicating that fair remuneration, training opportunities, supportive supervision, incentives and adequate working conditions play an important role in improving employee performance. The findings imply that improving employees' external motivational factors will significantly enhance service delivery and customer satisfaction.

4.5.3 Regression Analysis on Recommendations for Improving Staff Motivation on Service Delivery

Table 4.13: Regression Analysis on Recommendations on Service Delivery

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
1 Constant	1.164	0.432		2.694
Recommendations	0.698	0.079	.698	8.835
R = .698a	R^2 = .487	Adj R^2 = .479	F = 78.05	

a. Dependent Variable: Service Delivery (N = 62)

Source: Primary Data (2026)

The regression findings show that the proposed staff motivation improvement strategies have a positive and statistically significant effect on service delivery ($\beta = 0.698$, $p < 0.001$). The model explains 48.7% of the variation in service delivery, indicating that strengthening recognition programmes, staff training, employee welfare, communication, performance feedback and promotion practices can substantially improve service delivery at Mbale Resort Hotel. The findings imply that implementing comprehensive employee motivation strategies will enhance employee commitment, improve customer satisfaction and strengthen service delivery within Mbale Resort Hotel.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the discussion of the findings of the study on the relationship between staff motivation and service delivery at Mbale Resort Hotel. The discussion aligns with the study objectives, interpreting the statistical results and relating them to existing literature.

5.1 Discussion of the Study findings

5.1.1 Effect of Intrinsic Motivation Factors on Service Delivery

The study established a strong positive correlation between intrinsic motivation and service delivery ($r = 0.781$, $p < 0.01$), with intrinsic motivation explaining 61.0% of the variation in service delivery ($R^2 = 0.610$). Respondents acknowledged that intrinsic rewards such as recognition for good performance ($M = 4.1515$), opportunities for career growth ($M = 4.1667$), and employee participation in decision-making ($M = 4.1212$) significantly motivate employees to deliver quality services.

These findings support Herzberg's Two-Factor Theory (Herzberg et al., 1959), which identifies intrinsic factors achievement, recognition, and personal growth as key drivers of job satisfaction and performance in the hospitality industry. Similarly, Ryan and Deci (2020) further emphasize that intrinsically motivated employees exhibit higher engagement and creativity, enhancing service quality. Additionally, Grobelna & Wyszkowska-Wróbel (2023) also found that intrinsic motivators improve both prescribed-role and extra-role customer service in hotels.

Empirical studies according to Wiyono et al. (2024), demonstrated that supportive leadership and employee-centered practices reduce burnout and improve service delivery in Indonesian hotels. Finally, Nantabo (2024) found in Uganda that employee engagement and recognition positively influence customer satisfaction. However, the relatively lower mean score for employees feeling valued by management ($M = 3.9394$) suggests a need to enhance appreciation efforts, which aligns with Namuganza's (2023) findings that insufficient recognition can hinder employee motivation and performance.

5.1.2 Influence of Extrinsic Motivation Factors on Service Delivery

Basing on the study findings, extrinsic motivation also exhibited a strong positive relationship with service delivery ($r = 0.734$, $p < 0.01$), accounting for 53.9% of the variation in service quality ($R^2 = 0.539$). Training opportunities ($M = 4.2576$), job security ($M = 4.2121$), and supportive supervision ($M = 4.1970$) were rated highly as extrinsic motivators enhancing employee performance.

These findings align with Ali & Anwar (2021); Alqudah et al. (2023), who assert that fair remuneration, incentives, and supportive working conditions are vital for employee retention and service quality. Similarly, Meira et al. (2022), found that effective human resource practices improve hotel performance and customer satisfaction.

Chien et al. (2020) confirmed that financial rewards and promotion opportunities positively affect employee productivity in Mongolian hotels. Namuganza (2023) emphasized the role of training and development in boosting service competence in Uganda's hospitality sector. However, the lower mean for salary fairness ($M = 3.8333$) points to concerns about remuneration equity, which could undermine motivation and aligns with challenges noted by Alqudah et al. (2023) and Ali and Anwar (2021) regarding compensation dissatisfaction affecting morale.

5.1.3 Recommendations for Improving Staff Motivation to Enhance Service Delivery

The study revealed a strong positive correlation ($r = 0.698$, $p < 0.01$) between proposed motivation improvement strategies and service delivery, explaining 48.7% of service delivery variation ($R^2 = 0.487$). Respondents strongly supported enhancing salaries and benefits ($M = 4.4697$), increasing training opportunities ($M = 4.4242$), improving working conditions ($M = 4.4091$), and expanding welfare programs ($M = 4.3939$).

These results are consistent with Dorta-Afonso et al. (2021), who found that High-Performance Work Systems, including training and recognition, significantly boost motivation and job satisfaction. Meira et al. (2022) advocated for strengthening reward systems to enhance motivation and service quality. Namuganza (2023) recommended continuous training, effective communication, and recognition programs to improve employee morale and performance. Reimara and Yousif (2021) highlighted that achievement, recognition, and supportive leadership foster motivation and exceed customer expectations. Finally, Abdelhamied et al. (2023) stressed the importance of employee welfare and professional development in sustaining performance.

These insights underscore the necessity for Mbale Resort Hotel to implement comprehensive motivation strategies tailored to its context.

5.2 Conclusions

This chapter presents the conclusions drawn from the study on the relationship between staff motivation and service delivery at Mbale Resort Hotel. The conclusions are organized according to the study objectives and are supported by the statistical findings analyzed in Chapter 4.

5.2.1 Effect of Intrinsic Motivation Factors on Service Delivery

The study concludes that intrinsic motivation factors significantly and positively influence service delivery at Mbale Resort Hotel. The strong positive correlation ($r = 0.781$, $p < 0.01$) and the regression analysis indicating that intrinsic motivation explains 61.0% of the variation in service delivery ($R^2 = 0.610$) demonstrate that intrinsic motivators such as recognition, career growth opportunities, employee participation, and appreciation are critical drivers of quality service provision. These findings affirm that enhancing intrinsic motivational practices can substantially improve employee performance and customer satisfaction in the hospitality sector.

5.2.2 Influence of Extrinsic Motivation Factors on Service Delivery

The study findings demonstrated that extrinsic motivation factors also have a significant and positive impact on service delivery at Mbale Resort Hotel. The correlation coefficient of $r = 0.734$ ($p < 0.01$) and the regression model explaining 53.9% of service delivery variation ($R^2 = 0.539$) highlight that extrinsic factors including fair salaries, incentives, training opportunities, supportive supervision, and job security effectively enhance employee commitment and service quality. Therefore, this confirms the signficant role of external rewards and working conditions in motivating staff and improving organizational service outcomes.

5.2.3 Recommendations for Improving Staff Motivation and Service Delivery

The study concludes that implementing the recommended staff motivation strategies will positively influence service delivery and customer satisfaction. The strong positive correlation ($r = 0.698$, $p < 0.01$) and regression findings showing that these recommendations account for 48.7% of the variation in service delivery ($R^2 = 0.487$) suggest that strengthening employee recognition programs, expanding training and development opportunities, improving employee welfare, enhancing communication, and basing promotions on performance are effective approaches to

boost motivation and service quality. These strategies are imperative for sustaining employee morale and ensuring competitive service delivery in the hospitality industry.

5.3 Recommendations

5.3.1 Effect of Intrinsic Motivation Factors on Service Delivery

The study recommends that Policy makers should develop labor policies that encourage employee recognition, career development, and participation in decision-making to foster intrinsic motivation in the hospitality sector. Hospitality managers at Mbale Resort Hotel should prioritize intrinsic motivators by implementing formal recognition programs, clear career paths, and involving employees in decisions to enhance service quality, as supported by strong correlation and regression findings ($r = 0.781$, $R^2 = 0.610$). Future research should explore how intrinsic motivation affects specific service outcomes and its long-term impact on staff retention and organizational performance in similar contexts.

5.3.2 Influence of Extrinsic Motivation Factors on Service Delivery

Policy makers are encouraged to establish standards for fair pay, job security, and employee welfare while promoting training and supportive supervision in the hospitality industry to improve employee satisfaction and service delivery. Practitioners should offer competitive salaries, transparent promotions, and continuous training, addressing key extrinsic factors shown to significantly influence service delivery ($r = 0.734$, $R^2 = 0.539$). Researchers should further investigate the relative importance and cost-effectiveness of extrinsic motivators across different hospitality settings to guide practical implementation.

5.3.3 Improving Staff Motivation to Enhance Service Delivery and Customer Satisfaction

Policy makers should support sector-wide frameworks promoting comprehensive motivation strategies, including recognition programs, welfare improvements, performance-based promotions, and enhanced communication to sustain motivation and service quality. Hospitality leaders at Mbale Resort Hotel should adopt these integrated strategies, which are strongly linked to improved service delivery ($r = 0.698$, $R^2 = 0.487$), by strengthening training, feedback, and employee welfare initiatives. Future research should assess the practical effectiveness of these combined strategies and include customer perspectives to deepen understanding of motivation's impact on service experiences.

5.4 Limitations of the study

The study faced several limitations that may have influenced the results. Fistly, time constraints limited the extent of data collection and follow-up, potentially affecting the depth of insights gathered. Financial limitations restricted resources for comprehensive data collection activities, which may have reduced sample diversity. Additionally, respondent bias was a concern, as participants might have provided socially desirable responses or withheld honest opinions due to fear of criticism within the workplace, despite efforts to ensure confidentiality. Access to sensitive organizational information was sometimes restricted, possibly limiting the completeness of contextual data. While these limitations may have affected the richness and scope of the findings, the study employed rigorous methods to enhance reliability and validity. Therefore, although these constraints should be considered when interpreting the results, they do not undermine the overall conclusions regarding the relationship between staff motivation and service delivery in the hospitality industry.

5.5 Areas for Future Research

Future research should explore the long-term effects of intrinsic and extrinsic motivation on employee retention and organizational performance within the hospitality industry. Future studies could also examine how specific motivational factors influence different dimensions of service delivery, such as responsiveness and customer complaint management. Research investigating the effectiveness of integrated motivation strategies in diverse hospitality settings across Uganda and other developing countries would provide valuable contextual insights. Additionally, including customer perspectives on how staff motivation impacts their service experience could deepen understanding of the motivation-service delivery relationship. Finally, expanding methodological approaches to include longitudinal and mixed-method designs would enhance the robustness and applicability of future findings.

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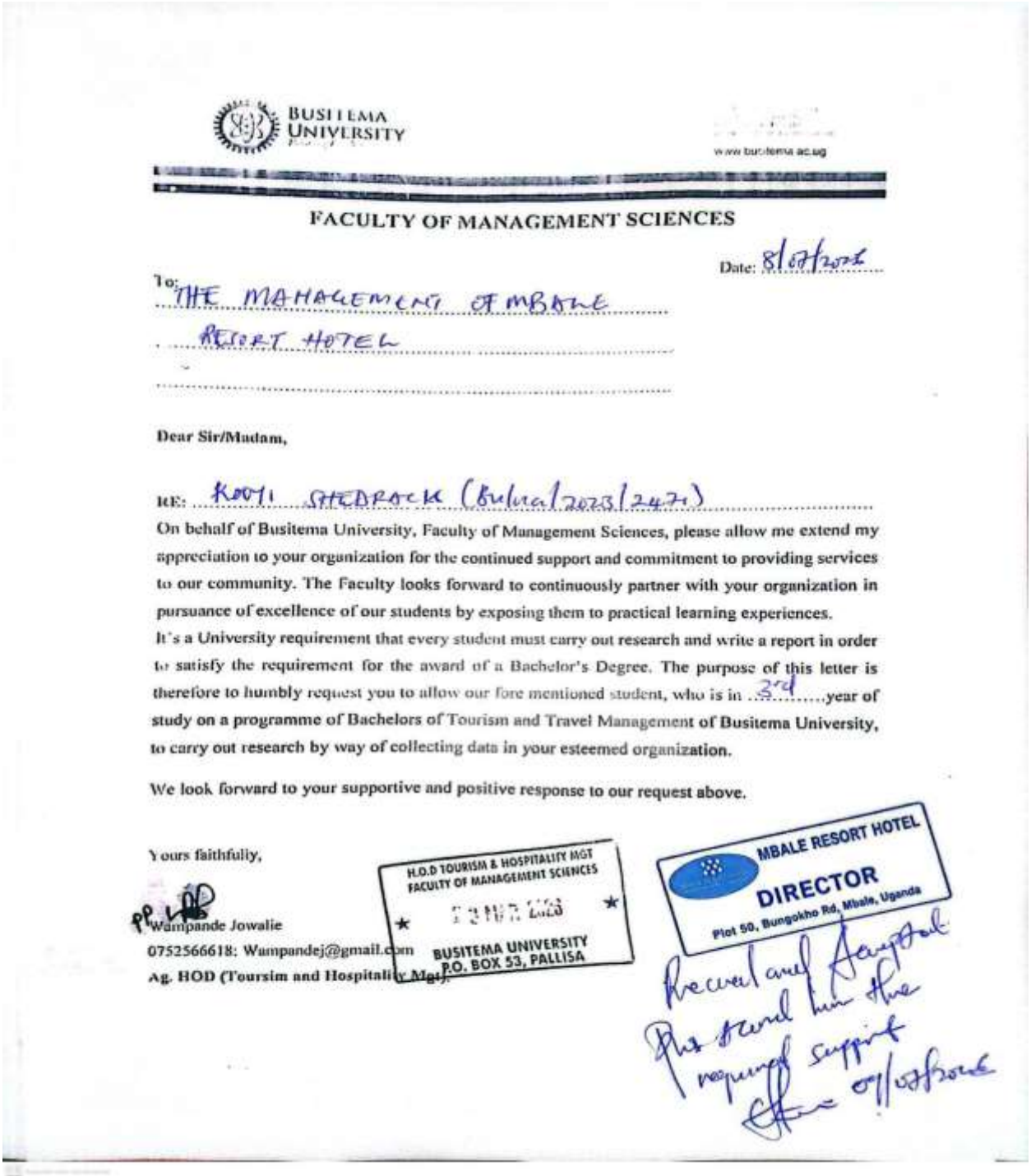
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APPENDICES

Appendix i: Introduction Letter



BUSITEMA UNIVERSITY

www.busitema.ac.ug

FACULTY OF MANAGEMENT SCIENCES

Date: 8/07/2024

To: THE MANAGEMENT OF MBALE RESORT HOTEL

Dear Sir/Madam,

RE: KOOYI SHEDRACK (Bulwa/2023/2471)

On behalf of Busitema University, Faculty of Management Sciences, please allow me extend my appreciation to your organization for the continued support and commitment to providing services to our community. The Faculty looks forward to continuously partner with your organization in pursuance of excellence of our students by exposing them to practical learning experiences.

It's a University requirement that every student must carry out research and write a report in order to satisfy the requirement for the award of a Bachelor's Degree. The purpose of this letter is therefore to humbly request you to allow our fore mentioned student, who is in 3rd year of study on a programme of Bachelors of Tourism and Travel Management of Busitema University, to carry out research by way of collecting data in your esteemed organization.

We look forward to your supportive and positive response to our request above.

Yours faithfully,

PP

Wampande Jowalie

0752566618: Wampandej@gmail.com

Ag. HOD (Toursim and Hospitality Mgt)

H.O.D TOURISM & HOSPITALITY MGT
FACULTY OF MANAGEMENT SCIENCES
BUSITEMA UNIVERSITY
P.O. BOX 53, PALLISA

MBALE RESORT HOTEL
DIRECTOR
Plot 50, Bungokho Rd, Mbale, Uganda

Received and stamped
Plus stand him the
required support
09/07/2024

Appendix ii: Research questionnaires

BUSITEMA UNIVERSITY FACULTY OF

MANAGEMENT SCIENCES

BACHELOR OF TOURISM AND TRAVEL MANAGEMENT

Research Title: Relationship between Staff Motivation and Service Delivery in the Hospitality Industry, a Case Study of Mbale Resort Hotel.

Researcher: KOOYI SHEDRACK

Registration Number: BU/UG/2023/2471

Dear Respondents

I, a student pursuing a Bachelor's Degree in Tourism and Travel Management at Faculty of Management Sciences Busitema University. I am conducting a research study titled **"Relationship between Staff Motivation and Service Delivery in the Hospitality Industry, a Case Study of Mbale Resort Hotel."**

You have been selected to participate in this study because your views and experiences are valuable to the research. I kindly request you to take a few minutes to complete this questionnaire. The information you provide will be treated with strict confidentiality and will be used solely for academic purposes.

Instructions:

- Tick where appropriate.
- Sections B to E use a 5-point Likert scale:
    - **1 – Strongly Disagree**,
    - **2 – Disagree**,
    - **3 – Neutral**,
    - **4 – Agree**,
    - **5 – Strongly Agree**

SECTION A: RESPONDENT BACKGROUND INFORMATION

1. **Gender:**

   ☐ Male ☐ Female

2.

3. **Age Bracket:**

   ☐ 18–25 ☐ 26–34 ☐ 35–45 ☐ 56 & above

4. **Highest Level of Education:**

   ☐ No Formal Education ☐ Certificate ☐ Diploma ☐ Degree ☐ Master's or above

5. **Which of the following best describes your role?**

   ☐ Administration dept. ☐ Front Office ☐ Sales & marketing ☐ Human resource ☐ Food & beverage ☐ Maintenance ☐ House Keeping ☐ Security dept.

6. **How long have you been affiliated with this organization/community?**

   ☐ Less than 1 year ☐ 1–3 years ☐ 4–5 years ☐ Over 6 years

SECTION B: To assess the effect of intrinsic motivation factors on service delivery at Mbale Resort Hotel.

S/N	Statements	SD	D	N	A	SA
IM1	Recognition for good performance motivates employee to provide quality services.					
IM2	The job gives employees a sense of achievement and personal satisfaction.					
IM3	Employees are given responsibilities that match their abilities and skills.					
IM4	Opportunities for career growth encourage staff to perform better.					

IM5	Employees feel valued and appreciated by hotel management.					
IM6	Participating in decision-making increases staff commitment to work.					
IM7	The hotel management encourages innovation and creativity among employees.					
IM8	Intrinsic rewards motivate employees to exceed customer expectations.					
IM9	Employees feel valued and appreciated by hotel management.					

SECTION C: To examine the influence of extrinsic motivation factors on service delivery at Mbale Resort Hotel.

S/N	**Statements**	**SD**	**D**	**N**	**A**	**SA**
EM1	The salary given to employees is fair compared to the work they perform.					
EM2	The hotel provides attractive allowances and incentives.					
EM3	Promotion opportunities motivate employees to perform effectively.					
EM4	Supportive supervision encourages staff to deliver quality services.					
EM5	The hotel provides adequate tools and resources for work.					
EM6	Staff welfare programs improve their motivation.					
EM7	Training opportunities provided by the hotel enhance staff performance.					
EM8	The reward system used by the hotel encourages high performance.					

EM9	Job security motivates staff to remain committed to their duties.					

SECTION D: To propose recommendations for improving staff motivation and customer satisfaction.

S/N	**Statements**	**SD**	**D**	**N**	**A**	**SA**
RS1	Employee recognition programs should be strengthened.					
RS2	The hotel should increase opportunities for staff training and development.					
RS3	Employee salaries and benefits should be improved.					
RS4	Promotion should be based on employee performance.					
RS5	Management should involve employees in decision-making.					
RS6	Working conditions should be continuously improved.					
RS7	Employee welfare programs should be expanded.					
RS8	Stronger communication between management and staff would improve motivation.					
RS9	Regular performance feedback should be provided to employees.					

SECTION E: Service Delivery

S/N	**Statements**	**SD**	**D**	**N**	**A**	**SA**
SD1	Staff provide services promptly to customers.					
SD2	Staff handle customer complaints professionally.					
SD3	Staff demonstrate courtesy and respect when serving customers.					

SD4	Employees respond quickly to customer requests and inquiries.					
SD5	The hotel maintains high standards of service quality.					
SD6	Service delivery at the hotel meets customer expectations.					
SD7	Employees possess adequate knowledge to serve customers effectively.					
SD8	Customers are satisfied with the services offered by the hotel.					
SD9	Customers receive reliable and consistent services.					

Your participation is voluntary, and your cooperation will greatly contribute to the successful completion of this study.

Appendix iii: Research Work plan

ACTIVITIES	FEB	MAR	APR	MAY	JUN	JUL
Identifying the research problem for the study						
Approving research topic						
Proposal writing						
Approving the research proposal						
Submitting the research proposal						
Data Collection and analysis						
Writing final report						
Submission of the final report						

Appendix iii: Research Budget

ITEM	**AMOUNT(shs)**
Ream of paper	22,000
Software subscription	60,000
Internet connection	120,000
Transport to Mbale	35,000
Field data collection	70,000
Analysis data	100,000
Printing and binding	130,000
Total	**537,000**

Appendix i: Krejcie and Morgan's (1970) table of sample size determination table

N	*S*	*N*	*S*	*N*	*S*
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970