

Impact of the Motivational Factors on the Level of Job Performance of Hotel 1925 Employees

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Abstract:

The main purpose of the study is to determine the impact of several motivational factors on the level of the job performance among the employees of Hotel 1925 in Lipa City, Batangas. The objectives of the study include the employees’ characteristics in terms of age, sex, civil status, occupation, and length of service; the impact of job security, work relationship and environment, and training and development on their job performance; and the comparison of their responses when grouped according to profile. This study is descriptive research and the researchers used a survey questionnaire to collect data from their 131 respondents. The respondents were chosen using simple random, under the probability sampling technique. Based on the responses of the employees, the data revealed that job security, work relationship and environment, and training and development has a very high impact on the employees’ level of job performance. The results indicate that employees are more motivated to perform well when they feel the security of their job, have a good work relationship and environment, and are satisfied with the training and development programs provided by the organization.

Keywords —Motivation, Job Performance, Job Security, Work Environment, Training.

I. INTRODUCTION

In an article entitled, “Role of Employees in Organization Culture”, Prachi Juneja described the employees as the life and backbone of an organization[1].The successful operation and management of the business relies directly on the work quality and efficiency of their employees. However, not all employees have the same level of effectiveness and contribution in an organization. In a recent Gallup poll, it reveals that employee motivation has declined globally by two percentage points. The previous report in 2019 shows that twenty two percent (22%) of employees were work motivated, but the report has decreased to twenty percent (20%) in the year 2020 [2]. As explained by Leonard (2019), the decrease in employee motivation may lead to lower levels of job

performance of employees which may cause serious implications in the business organization [3].

According to Kaleedy (2018), motivation is a component which an individual needs in order to accomplish their desires and objectives[4]. It is also described as the intensity of the employees’ effort to achieve the goals of the organization (Arabi et. al., 2013)[8]. On the other hand, job performance is defined by Motowidlo and Kell (2012) as the behaviour of an employee which has a significant impact on the achievement of the organization’s goal and objectives[20]. It is also stated in their study that job performance might have positive and negative impacts on the organization and its outcomes[20].Therefore, it is essential for the managers in business entities to focus on the development of these motivational factors to encourage their employees to perform

well and become more effective and efficient members of the organization. Scot (2019) states that these motivational factors influence the level of employee performance in the workplace[5]. Consequently, failure to determine and meet these factors may lead to lower levels of employee engagement, higher turnover rate, and worst, decreased productivity of the organization which may result in low sales volume.

This research will focus on the level of job performance of “Hotel 1925” employees based on the different motivational factors presented in this study. The “Hotel 1925” is a 3-star hotel which embodies a theme of Spanish Colonial houses, focused on providing accommodation, food, and beverage services to their customers. It is located in Lipa City, Batangas and was established by Rufino “Pinong” M. Mojares. The hotel is one of many businesses which has experienced challenges in terms of employee motivation, engagement, and job performance. Since customer service is one of the most important aspects in the hotel industry, the employee performance is of much significance to their business as it affects not just the quality of the services they offer, but most importantly, the positive and satisfied feedback that the organization receives from their customers. Therefore, this study seeks to help both the employees and the organization to improve their operation and management by identifying the impact of some motivational factors on the performance level of the employees in order to ensure efficient, effective and quality service.

II. JUSTIFICATION OF THE PROPOSED RESEARCH

This research study will concentrate on the Hotel 1925 employees’ and the level of their performance based on the existing motivational factors in the workplace. According to previous research models, there are a lot of factors that can motivate employees in an organization to perform better. However, this research will mainly focus on the job security, work relationship and environment, and training and development as the three fundamental factors which affect the level of employee performance in the Hotel 1925.

In the hotel industry, the key role of the employees is to provide customer service and to ensure that their clients are satisfied with the services provided by the hotel management and its employees. Therefore, this research is in demand, especially in the current situation of the hospitality industry today due to the emergence of Covid-19 pandemic. The industry has been one of the many sectors globally that has been greatly affected by this crisis because of its impact on the continuous decrease in sales and revenue of the hotel organizations. Therefore, through this research study, the Hotel 1925 and other similar organizations will be able to identify and be aware of the factors which influence the level of performance of their employees, thus, resulting in increased customer satisfaction rate which may lead to more sales

opportunities for the organization. By doing this, the hotel industry will be able to survive the threat of the Covid-19, and at the same time help the employees to be work motivated despite the existing risks due to the pandemic.

Furthermore, the research study will also address a vital problem which most of the business organizations have been facing nowadays. This study will help the business entities to become more aware of the needs of their employees to understand their behaviour and performance in the workplace.

III. STATEMENT OF THE PROBLEM

This research study seeks to determine the impact of the motivational factors on the level of job performance of the employees in Hotel 1925. Specifically, the study aims to answer the following questions:

1. What is the profile of the respondents in terms of the following?
 - a. age;
 - b. sex;
 - c. civil status
 - d. occupation and;
 - e. length of service
2. What is the impact of the following motivational factors on the level of employees’ job performance?
 - a. job security;
 - b. work relationship and environment;
 - c. training and development;
3. How may the responses towards the impact of motivational factors on the level of employees’ job performance be compared when respondents are grouped according to profile?
4. What could be the implication of the findings of the study on the employees and the hotel?

IV. RESEARCH LITERATURE

A. Motivation and Job Performance

According to Huber (2006), motivation originated from the word “movere” which means to move[23]. Thus, it is considered as a force which drives an individual to perform an action to achieve a specific goal. As explained by Murayama (2018), motivation plays a significant role in the everyday life of a person, especially in their thoughts, behaviour, and performance[24]. It may result in increased initiation and persistence of an individual to do their tasks and responsibilities with passion and eager interest. Thus, the existence of motivation can be a beneficial factor to increase the level of job performance of the employees.

As stated by Bevan (2012), job performance has a great influence in the organization’s profitability[25]. Moreover, it

is significant in every business as the employee performance determines the success of the organization in achieving its goals and objectives. In an article written by Comaford (2018), it states that the workplace undergoes continuous changes and progress over time, hence, the factors which influence the job performance of the employees[7]. Accordingly, the managers of the organization must be able to take into consideration these factors to ensure that their employees are well motivated in the workplace and are able to perform at their best. By doing this, employees will be effective and efficient members of the business entity, especially for a hotel industry where customer service is the top priority. Customer satisfaction can be guaranteed if the employees will have an increased level of job performance since they will be able to provide the best quality services to their customers.

B. Job Security

As defined by James (2012), job security is the assurance that the employees will keep their job and will continuously be employed in a specific organization[11]. It could also be described as a feeling which a person has knowing that he or she will not lose his or her job involuntarily (Kraja, 2015)[12]. In simple words, job security is the protection against job loss, thus ensuring the financial stability of the employees.

According to Chang et. al. (2020), job security plays a significant role for the employees because it guarantees a regular income for them to support their family[10]. It helps an individual to feel confident about their future and to maintain a comfortable life for their families. As Chang et al. (2020) explained, if an organization will be able to provide job security and satisfy the financial and physical needs of their employees, they will be more inspired to perform well and help the organization achieve its goals[10]. The employees will be more engaged to perform their best in their work and will also achieve high levels of job motivation.

C. Work Environment and Relationship

In an article published by Indeed Editorial Team (2021) entitled "Positive Working Environment: Definition and Characteristics", a healthy working environment promotes employee safety, career growth, goal achievement and positive working relationship in the workplace. Ferris et al. (2009) described the work relationship as an exchange of information between employees to complete their goals and objectives[14]. According to Tran et al. (2018), it has been long found in several studies that a good relationship between employees, colleagues, and their supervisors has beneficial impacts in the workplace[22]. A healthy relationship and environment make the employees feel connected and valued, thus being more motivated to perform well in their work. Moreover, Dutton and Heaphy (2003) present that it is not only significant on the employees' motivation and performance level at work, but it also plays an important role in the success of the organization to achieve its goals, increase

their productivity, and improve their operational effectiveness and efficiency[15]. This is also supported by the study conducted by Raziq and Maulabakhsh (2014), which concludes that there are tremendous benefits for both the employees and the organization if a good working relationship and environment exists in the workplace.[16]

D. Training and Development

As defined by Kriemadis and Kourtesopoulou (2008), training and development aids continuous growth and advancement of an organization. In addition, the authors described training as a process where new and existing insights, skills, and behaviour were developed for the employees to be more effective and efficient members of the organization[18]. As explained by Khan (2012), training provided by the organization can improve the performance and work of their employees[17]. In his study entitled, "The Impact of Training and Motivation on Performance of Employees", training is considered as one of the significant factors that an organization must focus on to increase the performance level of their employees. [17]

Training and development programs like team building, can also motivate the employees as they are able to improve their learnings and skills which makes them fit to meet the goals of the organization. According to Tanner (2017), it could help the employees better understand their role in achieving the mission and vision of the business, thus becoming more motivated as they receive full awareness of how their work contributes to the success of the organization[19]. The findings of the study conducted by Khan (2012), suggests that training and development also have positive impacts on the level of job performance of the employees[17]. It concludes that training results in employee motivation thus, achieving increased performance levels and higher productivity rate for the business organization.

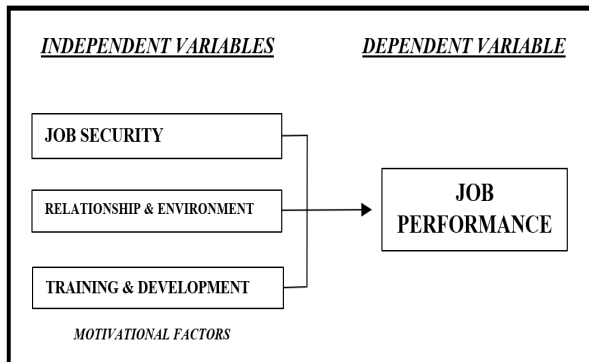
V. THEORETICAL FRAMEWORK

According to Robitaille (2011), the ERG Theory of Clayton Paul Alderfer is an adaptation of Maslow's Hierarchy of Needs[26]. In Maslow's Hierarchy of Needs, there are five categories of human desires that must be satisfied in ascending order which includes physiological, safety and security, social, self-esteem, and self-actualization (Quain, 2018)[21]. On the other hand, the ERG Theory proposed that there are three groups of core needs that influence human behaviour. These categories are existence (E), relatedness (R), and growth (G), hence the acronym ERG. The existence pertains to the first two levels of physical and security needs, relatedness associates to the third and fourth levels of social and self-esteem needs, and lastly, growth refers to the highest level of self-actualization in Maslow's Hierarchy of Needs.

According to Caulton (2012), ERG theory is commonly used to understand employee motivation as a tool to improve the level of job performance in the workplace[6]. The ERG

Theory is used in this research to determine the relationship of the motivational factors to the level of performance of the Hotel 1925 employees. The motivational factors which serve as the independent variables in this study include job security, work relationship and environment, and training and development. Whereas the dependent variable is the job performance of the employees. The theoretical framework for this study is presented in Figure 1.

FIGURE 1



A. ERG Theory and Job Performance

Enhancing the job performance of employees has been put in the center of interest for many motivation theories, especially the need theories. (Trivellas, et al 2015)[32]. Alderfer’s theory advantages stem from its job specification orientation reflected especially by pay fringe benefits, relatedness needs from co-workers and superiors and growth need satisfaction at work.

In our study, based on Alderfer’s theory, we attempt to determine the impact of job security, work environment and relationship and training and development to the level of job performance of the employees. Building on this discussion, the present study attempts to elaborate a more complete assessment of the relationship of motivational factors and the individual level of job performance by revisiting the Alderfer ERG theory. In order to achieve this aim, the associations between Alderfer needs and job performance are explored.

B. ERG Theory and Job Security

In the work context, the job security equates to the existence needs in the ERG theory. The existence pertains to the physical and security needs of an employee which must be fulfilled for them to be work motivated and be able to improve their job performance. According to Caulton (2012), the result of a survey conducted by Wiley in 1946 which uses ERG theory as a study foundation, suggests that job security is one of the top motivational factors of employee performance[6]. Furthermore, the same survey was also used by Islam and Ismaeliin 2008 in their research about the Malaysian workforce, and the results also found that job security is one of the effective factors to motivate their employees and

improve the level of their job performance. Therefore, this research will also use the ERG theory to show the relationship between job security as one of the motivational factors in the workplace which has an impact on the performance level of the employees.

C. ERG Theory and Working Environment and Relationship

Alderfer’s ERG Theory contends another basic need an employee seeks to fulfill which is relatedness. Based on ERG Theory, relatedness is the need for interpersonal connections, social status, and recognition which can be associated with the working environment and relationship of the employee.

From the expert’s opinion, what is meant by the work environment is a physical and non-physical condition around the employee that can affect employee productivity. A positive work environment is more likely to contribute to higher employee performance because only healthy employees can achieve desired outcomes, thereby improving overall performance. A motivated workforce is essential for ensuring employee productivity and avoiding unnecessary stress on employees, which can negatively impact their work performance. Research on the work environment on employee performance has been carried out by several previous researchers, including by Rorong (2016)[27], Prilian, Indrawati, and Mananda (2014)[28], Pratama and Wimar’ein (2018)[29], and Putri et.al. (2019)[30], with results showing that the work environment has an impact on job performance. Employees’ workplace environment and relationship with colleagues is a key determinant of the quality of their work and their level of productivity.

D. ERG Theory and Training and Development

Training and development are one of the independent variables in this study. It pertains to the growth needs in the theory of ERG. According to the ERG theory, these are the needs of an individual which the management of the organization must satisfy for the employees to achieve their maximum potential. In this case, training and development activities can be considered as one of the factors which could help an employee enhance their skills and abilities in the workplace. Through training, employees could achieve personal development and experience career growth as they receive full knowledge and understanding of their work and responsibilities. In addition, Onyango and Wanyioke (2014) states that employees who are well-trained will show an increased level of performance as they feel more motivated and satisfied in their job[31]. Therefore, as the theory suggests, the employees will have an increased level of performance when they receive training from the organization. Thus, they could also perform at their best as they achieve and experience this kind of development in their personal and professional life.

VI. CONTRIBUTION OF RESEARCH

The findings of this research study are of great benefit to the following:

A. Employees

This study will help the employees to be work motivated which is beneficial to their performance level in the organization. Through this research, they will be more effective, efficient, and motivated members of the business entity, thus they will be able to enhance and develop their skills and knowledge.

B. Business Organizations

This study will impart a better understanding to the organization of the motivational factors which affect the level of performance of their employees. They will also gain new insights of the needs that should be fulfilled for their employees to be work motivated. Moreover, this study will contribute to increased productivity, cost reduction, and enhanced efficiency in the overall operation and management of the business organization.

C. Future Researchers

This study will serve as a guide and reference for future researchers. The findings of this study will help them understand the perspectives of their respondents relative to job motivational factors and its impact on their level of performance. This could give them assistance in developing new and innovative ways to improve the performance level of the employees, thus helping the organization increase their productivity, and improve their operation and management.

VII. PROPOSED RESEARCH METHODOLOGY

In this research study, a descriptive research strategy will be used in order to determine the impact of the motivational factors to the level of performance of the employees in Hotel 1925. The motivational factors presented include job security, work relationship and environment, and training and development. The objective of the study is to determine the impact of these factors to the level of performance that the employees exert in the business entity. As described by McCombes (2019), descriptive research is used in order to describe a phenomenon, identify characteristics, and investigate presented variables[9].

The instrument to be used in this study is a survey questionnaire to be submitted to the respondents via Google Form. According to McLeod (2014), the survey questionnaire is used to gather data and information from the respondents of the study [33]. Moreover, it is an effective means to measure a relatively large number of subjects. The employees of Hotel 1925 will be the respondents of this study. According to the management of the hotel, the total number of their employees is 198. Therefore, the sample size of the respondents to be

chosen for this study is 131 employees which were calculated using the Raosoft Calculator. The researchers will be using simple random, under the probability sampling technique in this research. The simple random under the probability sampling means that there is an equal chance for all the items in the population to be selected as part of the sample. Therefore, the researchers will use the Random Number Generator to determine the specific employees to become part of the respondents of the study.

VIII. RESULT AND DISCUSSION

A. Profile of the Respondents

TABLE 1
 DISTRIBUTION OF RESPONDENTS IN TERMS OF AGE

Age Groupings	Frequency	Percent
18-25	67	51.15
26-35	57	43.51
36-45	6	4.58
46-55	1	0.76
56-65	0	0.00
Others	0	0.00
Total	131	100

The data in Table 1 shows that the age range of 18-25 got the highest frequency of 67 and a percentage of 51.15. It was followed by the age range of 26-35 with a frequency of 57 and 43.51 percent. Next is the age range of 36-45 with 6 and 4.58 percent. The second to the lowest frequency is the age range of 46-55 with 1 and 0.76 percent. Lastly, the table presents that the lowest frequency is the age range of 56-65 with 0 percentage.

TABLE 2
 DISTRIBUTION OF RESPONDENTS IN TERMS OF SEX

Sex	Frequency	Percent
Female	54	41.22
Male	77	58.78
Total	131	100

Table 2 demonstrates that in terms of sex, the majority of the respondents are composed of male employees with a frequency of 77 and a percentage of 58.78. On the other hand, the data shows that the female respondents have a frequency of 54 and a total percentage of 41.22.

TABLE 3
 DISTRIBUTION OF RESPONDENTS IN TERMS OF CIVIL STATUS

Status	Frequency	Percent
Single	88	67.18
Married	43	32.82
Widowed	0	0.00
Separated	0	0.00
Total	131	100

In Table 3, it is shown that the majority of the respondents' civil status is single with a frequency distribution of 88 and a percentage of 67.18. It also presents that married respondents got the second highest frequency of 43 and a percentage of 32.38. Moreover, it is illustrated that the frequency distribution and percentage of widowed and separated respondents is 0.

TABLE 4
DISTRIBUTION OF RESPONDENTS IN TERMS OF OCCUPATION

Occupation	Frequency	Percent
Managerial/Supervisor	15	11.45
Administration/Office	10	7.63
Food And Beverage	96	73.28
Engineering and Maintenance	4	3.05
Rooms Division	3	2.29
Others	3	2.29
Total	131	100

As seen in Table 4, the occupation with the highest frequency is food and beverage with a total of 96 and a percentage of 73.28. It is followed by the managerial or supervisor position with a frequency of 15 and a percentage of 11.45. The third to the highest frequency is the administration or office position with 10 or 7.63 percent. Next is the engineering and maintenance with 4 or 3.05 percent, then the rooms division with 3 or 2.29 percent. In addition, it is shown that respondents with other occupations have the lowest frequency of 3 or 2.29 percent.

TABLE 5
DISTRIBUTION OF RESPONDENTS IN TERMS OF LENGTH OF SERVICE

Length of Service	Frequency	Percent
Below 1 year	54	25.95
1-2 years	65	49.62
3-4 years	27	20.61
5-6 years	5	3.82
7 years and above	0	0.00
TOTAL	131	100

According to the data, the majority of respondents' length of service at Hotel 1925 was 1-2 years, with a frequency of 65 or 49.62 percent. Below 1 year of service, on the other hand, has a frequency of 54, or 25.95 percent. Furthermore, 3-4 years of service have a frequency of 27 or 20.61 percent, 5-6 years have a frequency of 5 or 3.82 percent, and 7 years or more have no respondents.

B. Impacts on the Level of Job Performance of the Motivational Factors

TABLE 6
IMPACT ON LEVEL OF JOB PERFORMANCE IN TERMS OF JOB SECURITY

JOB SECURITY	MEAN	VI
The feeling of security about the future of my job.	3.91	Very High Impact
The possibility of continuously working in the company for the next few years.	3.77	Very High Impact
The future goals and plans of the company are shared and discussed with the employees.	3.85	Very High Impact
The stability and certainty of my salary.	3.86	Very High Impact
The periodic increase in compensation provided by the company.	3.83	Very High Impact
The financial assistance offered by the company to the employees.	3.78	Very High Impact
The benefits offered by the company to the employees received from the company management.	3.86	Very High Impact
The incentives given by the company for a job well done.	3.86	Very High Impact
The regularization opportunities in my job.	3.85	Very High Impact
The equal chances of promotion in the company.	3.83	Very High Impact
Composite Mean	3.84	Very High Impact

Job security is one of the influential factors which motivate the employees and enhance the level of their job performance (Senol, 2011)[13]. In Table 6, data reveals that the impact of job security on the level of the job performance of the employees has a composite mean of 3.84 and a verbal

interpretation of “very high impact”. Therefore, it can be interpreted that the feeling of security about the employees’ job is a great motivation factor to improve their performance level. Moreover, the data presents that the first statement has the highest average of 3.91 and an interpretation of very high impact. Whereas, the second statement receives the lowest average of 3.77 with also a verbal interpretation of very high impact.

TABLE 7
 IMPACT ON LEVEL OF JOB PERFORMANCE IN TERMS OF WORK RELATIONSHIP AND ENVIRONMENT

WORK RELATIONSHIP AND ENVIRONMENT	MEAN	VI
The feeling of belongingness in the hotel.	3.85	Very High Impact
The teamwork in my department to accomplish the organization’s goals.	3.76	Very High Impact
The hotel’s clear corporate “culture” (a clear set of values, a clear style of management, etc.)	3.85	Very High Impact
The feeling of being valued, heard and recognized at work.	3.85	Very High Impact
The appraisal I receive for a job well done.	3.79	Very High Impact
The fair treatment of my supervisor among employees.	3.85	Very High Impact
Workplace safety.	3.91	Very High Impact
A positive and fun environment at work.	3.90	Very High Impact
A comfortable workstation with amenities and perks available to employees.	3.86	Very High Impact
A healthy lifestyle promoted by the company to improve the overall wellbeing of the employees.	3.86	Very High Impact
Composite Mean	3.85	Very High Impact

The data in Table 7 shows that the safety of the workplace greatly contributes to the motivation of employees to perform well. It has a composite mean of 3.91 and proves that employees who feel safe and secure in the workplace are able to perform their best at work. Whereas, the departmental teamwork in accomplishing organization's goals has the least average of 3.76. However, it can be interpreted that both of these statements still have a very high impact in terms of

verbal interpretation. Also, all other statements have the same verbal interpretation with composite means of 3.85 to 3.86.

TABLE 8
 IMPACT ON LEVEL OF JOB PERFORMANCE IN TERMS OF TRAINING AND DEVELOPMENT

TRAINING AND DEVELOPMENT	MEAN	VI
The commitment of the company to provide training and development programs for all employees.	3.83	Very High Impact
The knowledge I acquired from the training programs.	3.66	Very High Impact
Effective utilization of my skills and abilities in the company.	3.75	Very High Impact
Personal and professional encouragement that I receive from the management.	3.76	Very High Impact
Effectiveness of the training activities initiated by the company.	3.81	Very High Impact
Assistance provided by the management to identify my development needs.	3.83	Very High Impact
Achieved goals and objectives of the training programs.	3.79	Very High Impact
Career growth opportunities in the company.	3.83	Very High Impact
Excellent quality of training and development programs of the management.	3.82	Very High Impact
Opportunities given by the company to improve my existing skills and knowledge.	3.85	Very High Impact
Composite Mean	3.79	Very High Impact

Training and development equip employees with the necessary tools and motivates them to achieve high levels of performance. Table 8 shows that the last statement receives the highest mean of 3.85, verbally interpreted as very high impact. Therefore, it can be explained that employees are more motivated to perform well when the company they are working for gives them the opportunity to improve their existing skills and knowledge. On the other hand, the second statement had the lowest mean of 3.66. Nevertheless, all of the statements receive a composite mean with a verbal interpretation of very high impact.

C. Comparison of the Responses when grouped according to Profile

TABLE 9
RESPONSES WHEN GROUPED ACCORDING TO AGE

Age	JS	VI	WRE	VI	TD	VI
18-25 years old	3.90	VHI	3.93	VHI	3.85	VHI
26-35 years old	3.78	VHI	3.75	VHI	3.73	VHI
36-45 years old	3.92	VHI	3.87	VHI	3.75	VHI
46-55 years old	4.00	VHI	4.00	VHI	4.00	VHI
56-65 years old	0.00	N/A	0.00	N/A	0.00	N/A
Others	0.00	N/A	0.00	N/A	0.00	N/A
Composite Mean	3.84	VHI	3.85	VHI	3.79	VHI

Table 9 shows that when respondents are grouped by age, job security has the highest composite mean of 3.84 which is verbally interpreted as very high impact. Work relationship and environment came in second, with a composite mean of 3.85 and is similarly interpreted as having a very high impact. Furthermore, training and development that ranks last with a composite mean of 3.79 is also verbally interpreted with a very high impact. This means that employees' level of job performance is impacted by the security of their job, relationship with co-workers, environment in the workplace and the provided training programs for their development.

TABLE 10
RESPONSES WHEN GROUPED ACCORDING TO SEX

Sex	JS	VI	WRE	VI	TD	VI
Female	3.83	VHI	3.85	VHI	3.76	VHI
Male	3.86	VHI	3.85	VHI	3.83	VHI
Composite Mean	3.84	VHI	3.85	VHI	3.79	VHI

Table 10 indicates that when responses are grouped by sex or gender, job security receives the highest mean of 3.86 from male employees. Data also shows that in terms of training and development, the highest mean of 3.83 also came from the male respondents. On the other hand, male and female employees gave an equal mean of 3.85 for work relationship and environment.

TABLE 11
RESPONSES WHEN GROUPED ACCORDING TO CIVIL STATUS

Civil Status	JS	VI	WRE	VI	TD	VI
Single	3.86	VHI	3.88	VHI	3.79	VHI

Married	3.82	VHI	3.79	VHI	3.79	VHI
Widowed	0.00	N/A	0.00	N/A	0.00	N/A
Separated	0.00	N/A	0.00	N/A	0.00	N/A
Composite Mean	3.84	VHI	3.85	VHI	3.79	VHI

Table 11 shows that when the respondents are grouped according to civil status, the job security as a motivation factor receives the highest mean of 3.86 with verbal interpretation of very high impact from the single employees. Moreover, in terms of work relationship and environment, the highest mean of 3.88 with verbal interpretation of very high impact also came from the single employees. Lastly, in terms of the training and development, single and married employees have an equal mean of 3.79 which is also verbally interpreted as very high impact.

TABLE 12
RESPONSES WHEN GROUPED ACCORDING TO OCCUPATION

Occupation	JS	VI	WRE	VI	TD	VI
Managerial/ Supervisor	3.80	VHI	3.82	VHI	3.86	VHI
Administration/ Office	3.85	VHI	3.91	VHI	3.79	VHI
Food and Beverage	3.86	VHI	3.86	VHI	3.83	VHI
Engineering and Maintenance	3.80	VHI	3.73	VHI	3.25	HI
Rooms Division	3.80	VHI	3.63	VHI	3.40	HI
Others	3.73	VHI	3.73	VHI	3.53	VHI
Composite Mean	3.84	VHI	3.85	VHI	3.79	VHI

The data in Table 12 shows that when respondents are grouped according to occupation, the position with the highest mean in terms of job security is food and beverage with 3.86 and a verbal interpretation of very high impact. On the other hand, the position with the highest mean in terms of work relationship and environment is the administration or office position with 3.91, which is also verbally interpreted as very high impact. Lastly, in terms of training and development, managerial or supervisor occupation has the highest mean of 3.86 with verbal interpretation of very high impact.

TABLE 13
RESPONSES WHEN GROUPED ACCORDING TO LENGTH OF SERVICE

Length of Service	JS	VI	WRE	VI	TD	VI
Below 1 year	3.90	VHI	3.93	VHI	3.88	VHI
1-2 years	3.79	VHI	3.77	VHI	3.75	VHI
3-4 years	3.90	VHI	3.88	VHI	3.76	VHI

5-6 years	3.92	VHI	3.90	VHI	3.90	VHI
7 years and above	0.00	N/A	0.00	N/A	0.00	N/A
Composite Mean	3.84	VHI	3.85	VHI	3.79	VHI

According to the data in Table 13, when respondents are grouped according to length of service, individuals who have been with the organization for 5-6 years have the highest mean of 3.92, which is verbally interpreted as having a very high impact in terms of job security. Furthermore, those employees employed below 1 year have the highest mean of 3.93 in terms of work relationship and environment and verbally interpreted as very high impact as well. Finally, in terms of training and development, employees who have been with the company for 5-6 years have the highest mean of 3.90, which is also verbally interpreted as very high impact.

VIII. CONCLUSIONS

The following conclusions were drawn based on the results of the research study:

1. That the majority of respondents are between the ages of 18-25, with the significant proportion of them being male employees. Furthermore, a large number of employees are single, with a substantial majority of them working in the Food and Beverage Department. In addition, over the course of 1-2 years, a huge amount of people worked at the hotel.

2. The impact of job security, work relationship and environment, and training and development on the level of job performance of Hotel 1925 employees is very high. Therefore, the data suggests that the management of different organizations must ensure that these factors are present in the workplace in order for their employees to become motivated to perform well.

3. When all the responses are combined according to the respondents' demographic profile, the results show that the indicated motivational factors have a very high impact on the job performance of the Hotel 1925 employees.

4. The findings of the study imply that the employees are more likely to perform well if they feel secure about their job, the workplace has a pleasant environment and healthy relationship, and when they are provided with different training programs to improve and develop their skills and abilities.

IX. RECOMMENDATIONS

Since the results of the study showed that the impact of job security, work relationship and environment, and training and development has a very high impact on the level of the employee's job performance, the following recommendations are formulated by the researchers:

1. For the Hotel 1925 and other different organizations and business entities, they must ensure that the aforementioned motivational factors are implemented and practiced in the workplace. As the results of the study suggest, these factors will motivate employees to perform their best at work. Moreover, to ensure that the employees are satisfied and well-motivated, the researchers suggest conducting a quarterly feedback process to better understand the needs and insights of their employees. Through this, the management will be able to formulate and implement other innovative methods to improve their job performance.

2. To become effective and efficient members of the organization, the researchers suggest that the employees should actively participate in the company's activities in promoting a more transparent and open work environment. They must be transparent and honest in order for the management to better understand their needs and demands to help them perform well. By doing this, they will be able to help achieve the goals and objectives of their organization.

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