

Placement Research Project

The Impact of Employee Motivation on Service Quality and Guest Satisfaction in Front Office Operations: A Case Study of Novotel

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Abstract

This research aims to examine the relationship between motivation, service quality and guest satisfaction in the front office of Novotel hotels. The study is grounded in the notion that front office staff are the first point of contact and the service behaviours of these employees are critical in the delivery of service quality, and consequently, guest satisfaction. The research attempts to determine the motivational factors that influence front office employees, determine the relationship between employee motivation and service quality and evaluate the effect of service quality on guest satisfaction and revenue. The study employed a qualitative case study approach and secondary data sources, including guest reviews, industry reports and academic literature. This ensured a contextual and comprehensive evaluation of actual service behaviour.

Managers motivate their employees with financial incentives, but these do not work, and are substituted by intrinsic motivators, which are recognition, support and work-life balance. Although Accor invests heavily in labour costs, the research demonstrates that service quality levels differ across Accor's properties, which suggests that investing in employees does not necessarily lead to employee performance. This study also shows that employees who are motivated are more responsive, sympathetic and proactive, which enhances service quality. And service quality has a significant impact on guest satisfaction and performance. When service is good, guests will leave positive reviews, have higher loyalty and revenue; when service is poor, they may leave negative reviews and be less loyal. The research also demonstrates that, unless addressed, these issues can lead to service and revenue losses through scenario analysis. In contrast, management actions like reward and recognition, empowerment and performance monitoring have a positive effect on service and financial performance. Overall, the research shows that motivation plays an important role in service and financial performance in the front office. It provides practical and empirical guidance to enhance motivation and gain a competitive advantage in the hospitality sector.

Acknowledgement

I would like to acknowledge the contribution of all those who helped me complete this research project, looking at employee motivation, service quality, and guest satisfaction in front office operations at Novotel.

In particular, I would like to thank my supervisor for their support, feedback and encouragement. This was instrumental in helping me develop my thoughts and enhance the quality of this research. I also thank my university and faculty for giving me a solid academic background and access to resources related to my studies, which helped me in this project.

Last but not least, I would also like to thank my family and friends for their understanding, encouragement, and support. They motivated me and supported me in the completion of this work.

Name:

Date:

Declaration

I declare that this dissertation, "The Role of Motivation on the Service Quality and Guest Satisfaction in Front Office: A Case Study of Novotel", is my original work.

This work has not been submitted for another degree, and all sources of information have been fully acknowledged following academic standards of practice. I am aware that, if found guilty of any form of plagiarism, I may be subject to academic penalties, and I acknowledge that the work is my own.

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Chapter 1: Introduction

1.1 Introduction

This chapter introduces the context for the research by examining the influence of employee motivation on service quality and satisfaction with customer service in the front office. This chapter provides a description of Novotel and the operating environment, research problem, and purpose and objectives of the study using Novotel as a case study. It also highlights the significance of motivation as a critical factor affecting service and overall organisational performance in the hotel sector.

1.2 Placement Hotel Context and Operational Environment

The research focuses on Novotel, an Accor-owned mid-market hotel brand, with over 60 countries of operation and a business and leisure traveller market. Novotel's positioning is to deliver superior service using processes and technology (Accor annual report, 2025). However, it notes front office operations are largely driven by employee behaviours, interactions and decisions. The front office is an important area of guest service as it is the first and last contact. A 5-10 minute wait in peak check-in times can impact guest satisfaction, specifically business travellers with time constraints (Silaen et al., 2025). Such delays may have more to do with employee motivation and queue management than technology, showing that staff motivation to deliver services is a critical consideration.

1.3 Research Problem and Analytical Focus

There are inconsistencies in service delivery despite service standards in many hotels, such as Novotel, particularly in "high-pressure" areas such as the front office (Accor annual report, 2025). The present research suggests that the motivation of employees is a key factor in understanding service inconsistencies despite their adherence to rules and procedures. Employee motivation is a key performance driver and affects the delivery of "minimum service" or "exceptional service" (Oo, 2023). Motivated employees (such as front desk staff) communicate and problem-solve, whereas unmotivated employees follow the rules and create a transactional service experience. Hotels with high employee engagement scores have 20-25% greater customer satisfaction scores than those with low employee engagement. Gallup (2026) shows firms with engaged employees experience 10% higher customer ratings and 18% higher productivity, linking employee motivation to service delivery.

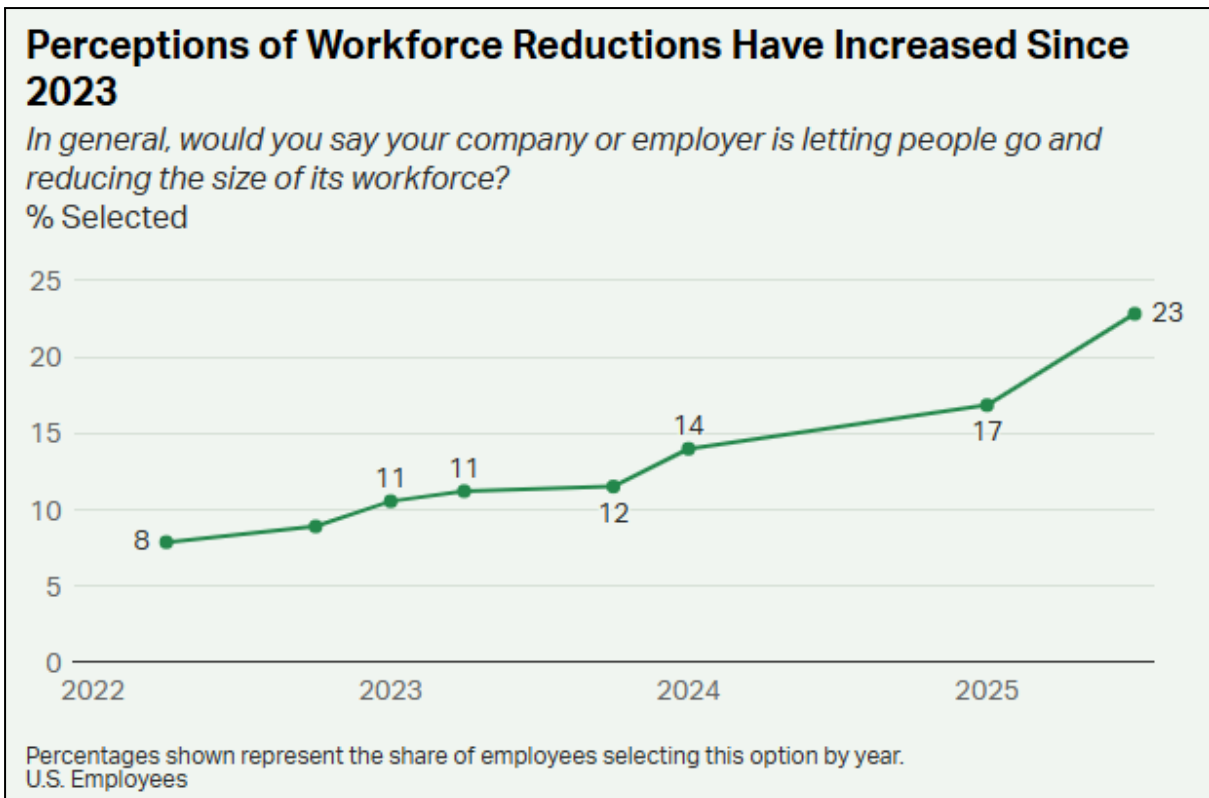


Figure 1: Perception of workforce reduction has increased since 2023

(Source: Gallup 2026)

Handling complaints, a motivated employee promotes customer satisfaction by listening, apologising, and undertaking remedial actions, such as free upgrades. In contrast, disengaged employees offer poor responses and negative service, which may result in negative reviews.

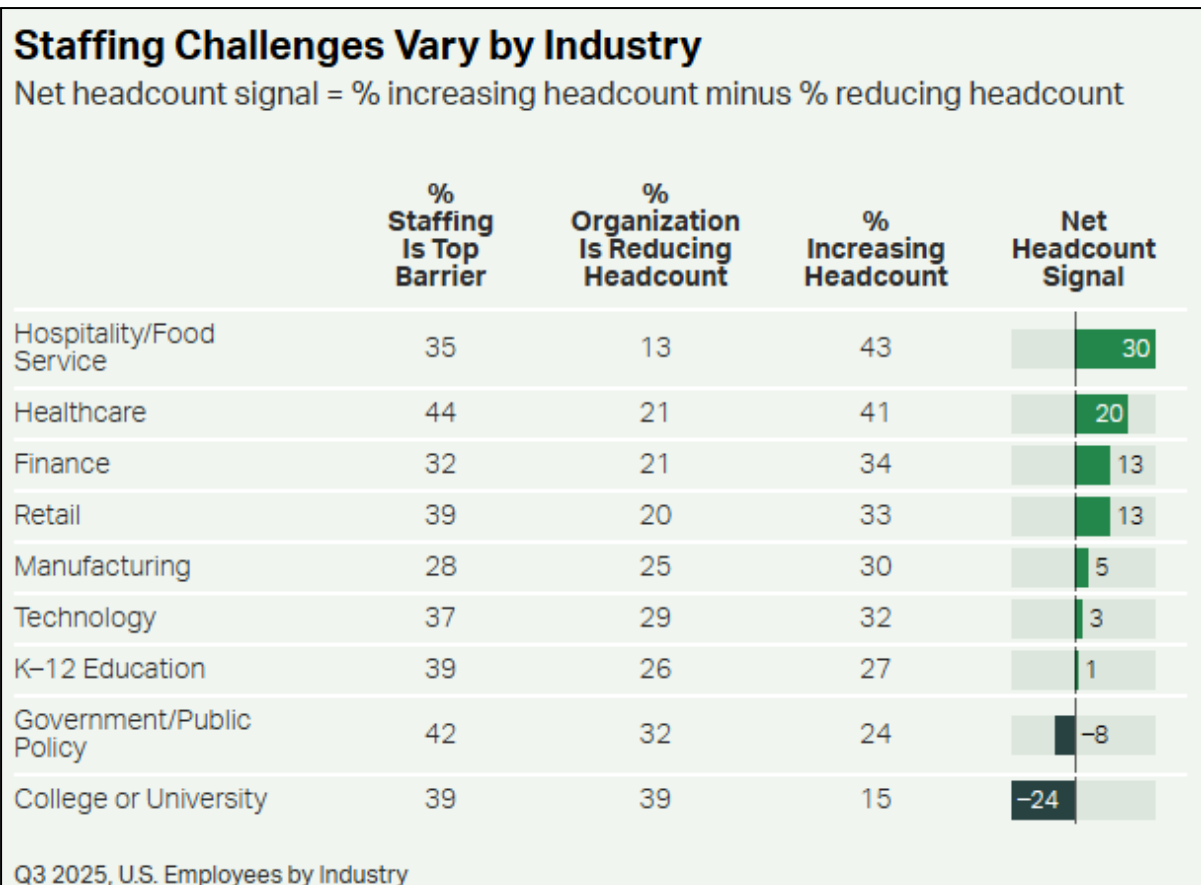


Figure 2: Staffing challenges vary by industry

(Source: Gallup 2026)

1.4 Industry and Organisational Relevance

High turnover is an issue in the hospitality industry, ranging from 30% to 70% annually, compared to other sectors (Gallup 2026). Turnover is affected by low motivation, limited career path, and stress, which affect service quality. In the digital age, guest reviews are critical to obtaining good ratings on review websites, with a difference of 4.5 to 4.2 stars on a review website resulting in a significant decline in bookings (Gallup 2026). A 5-9% revenue growth is observed for each one-star improvement in reviews, highlighting service importance.

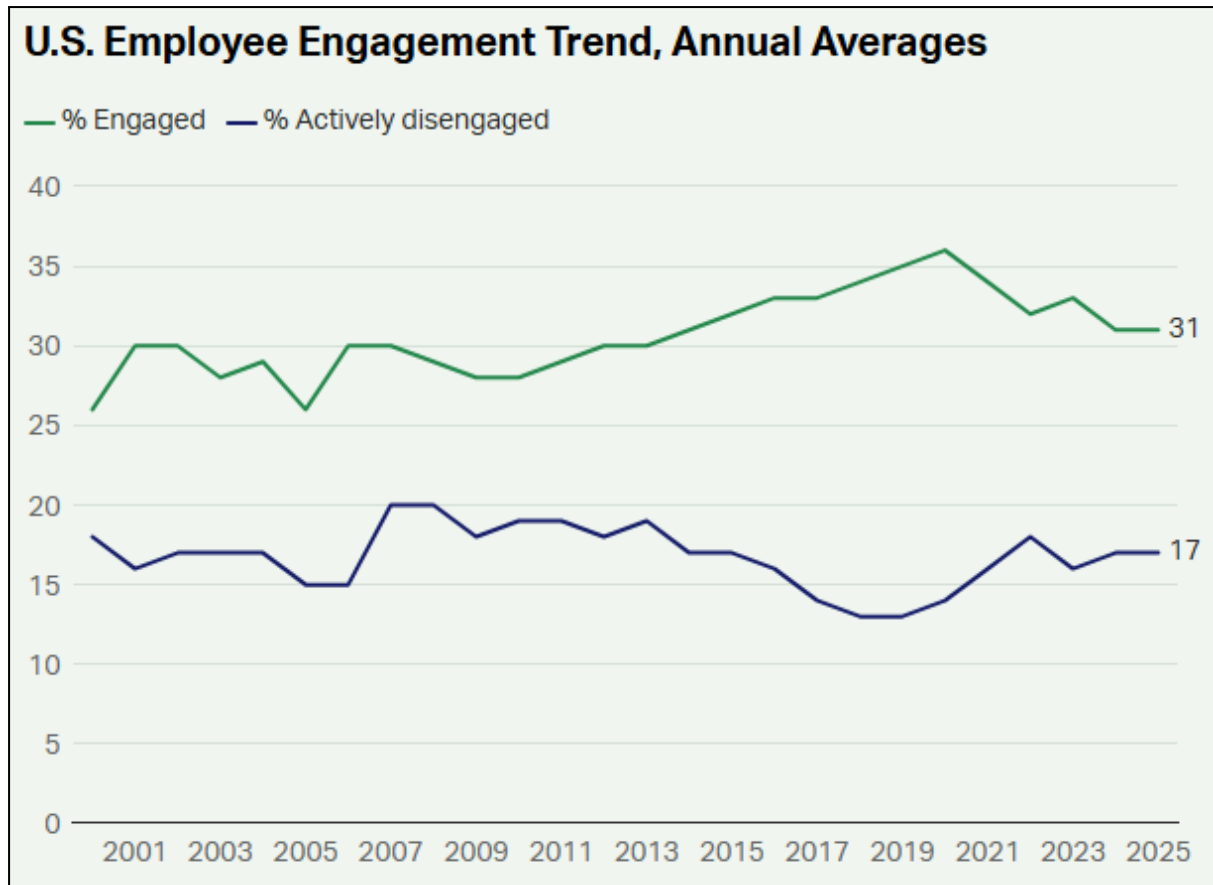


Figure 3: U.S. employee engagement trend

(Source: Aryani, 2025)

For Novotel to preserve its brand value, services must be consistent. Variations in motivation levels can lead to a disconnect between guests' expectations and their perceptions, such as "long check-in" and "unfriendly service" (Aryani, 2025). Therefore, it is important to boost motivation to address these behavioural problems and to achieve an excellent operation.

1.5 Aim and Research Objectives

This research seeks to critically analyse the impact of employee motivation on service quality and customer satisfaction in Novotel's front office.

This means the objectives of the study are:

- To identify the motivation of front office employees.
- To analyse the relationship between motivation and service quality.
- To understand the link between service quality and guest satisfaction.

1.6 Managerial Perspective and Research Significance

Motivation is an important variable to improve service quality and guest satisfaction from the perspective of a future front office manager (Dewani, 2025). It suggests that a lack of motivation may affect the service delivery, and as a consequence, managers may need to introduce performance incentives, recognition programs and training programs. Indeed, research indicates that recognition schemes can boost employee performance by 12-15% and thus the quality of service (Margaretha et al., 2022). The scenarios show the risk of hotel managers' inaction in relation to motivation. Lack of attention to motivational issues might increase complaints and ratings. Conversely, action may enhance service, guest relations and reputation. This study links employee motivation to service and demonstrates that front office performance quality depends on successful managerial approaches that motivate and inspire employees for excellent service practices.

1.7 Chapter Summary

This chapter provided a research background by discussing Novotel's front office operations and the importance of employee motivation to service quality and guest satisfaction. It defined the research problem and justified the need for the research in the hospitality industry, and proposed the research purpose and objectives. It also situated the research from a managerial standpoint, recognising the role of motivation in improving operational and financial results.

Chapter 2: Literature Review

2.1 Introduction

This chapter examines and synthesises key literature on employee motivation, service quality, and guest satisfaction in front office operations. It explores various theoretical approaches, such as theories of motivation and service quality, and assesses their application in the hospitality industry setting of Novotel. It also highlights the theoretical and practical disconnects and gives a conceptual basis for the research findings.

2.2 Theorising Employee Motivation in the Front Office

Motivation of employees in hospitality is a behavioural process vital to service delivery, particularly in high-contact settings such as Novotel's front office. This is consistent with

locating motivational factors and examining their effects on service quality (Gupta et al., 2022). Even subtle shifts in employee attitude towards guests can impact service quality. According to the Hierarchy of Needs theory of Abraham Maslow, humans must satisfy lower needs to move towards higher motivations, but this is not the hospitality case (Echavez, 2024). Service employees can find recognition, respect, and fairness more important than salary, with more than 60% claiming intrinsic factors are more motivating than pay (Awaludini, 2024). This suggests that more than basic needs are important in a service setting. Frederick Herzberg's Two Factor Theory classifies hygiene factors (e.g., salary and working conditions) and motivators (e.g., recognition and achievement) (Tschelisnig and Westerlaken, 2022). This theory explains different levels of service among front office staff, who may be paid the same but engage in different levels of behaviour - one may engage with guests, while another may merely fulfil minimum job demands. According to Prabowo and Satato (2025), that strategy and programs centred around recognition can improve performance by 12-15%, leading to better service outcomes.

These theories in hospitality have limitations, especially in dealing with emotional labour, which involves employees managing their emotions according to organisational demands. For front office employees, positive behaviour during stressful times can lead to exhaustion without sufficient motivation (Wirya et al., 2023). Organisations with high emotional labour are associated with higher exhaustion and impaired service behaviour. Therefore, motivation should be considered a balance between psychological needs, organisational support, and operational demands.

2.3 Connecting Motivation to Service Quality: SERVQUAL and Service Behaviour

According to Anjelita and Fadilah, (2025), the SERVQUAL model assesses service quality in terms of five dimensions: reliability, responsiveness, assurance, empathy and tangibles. This model is relevant to employee motivation in that it shows how motivated employee behaviour translates to quality service outcomes. One facet of motivation is responsiveness, which relates to readiness to serve and prompt service delivery. According to Yuniati (2021), improving employee engagement can increase service responsiveness by 10-15%, increasing guest satisfaction. For example, during peak check-in periods, engaged employees can keep guests informed, helping to reduce perceived wait times. Reduced perceived waiting times can lead to a 20% rise in customer satisfaction, even without reducing actual waiting times.

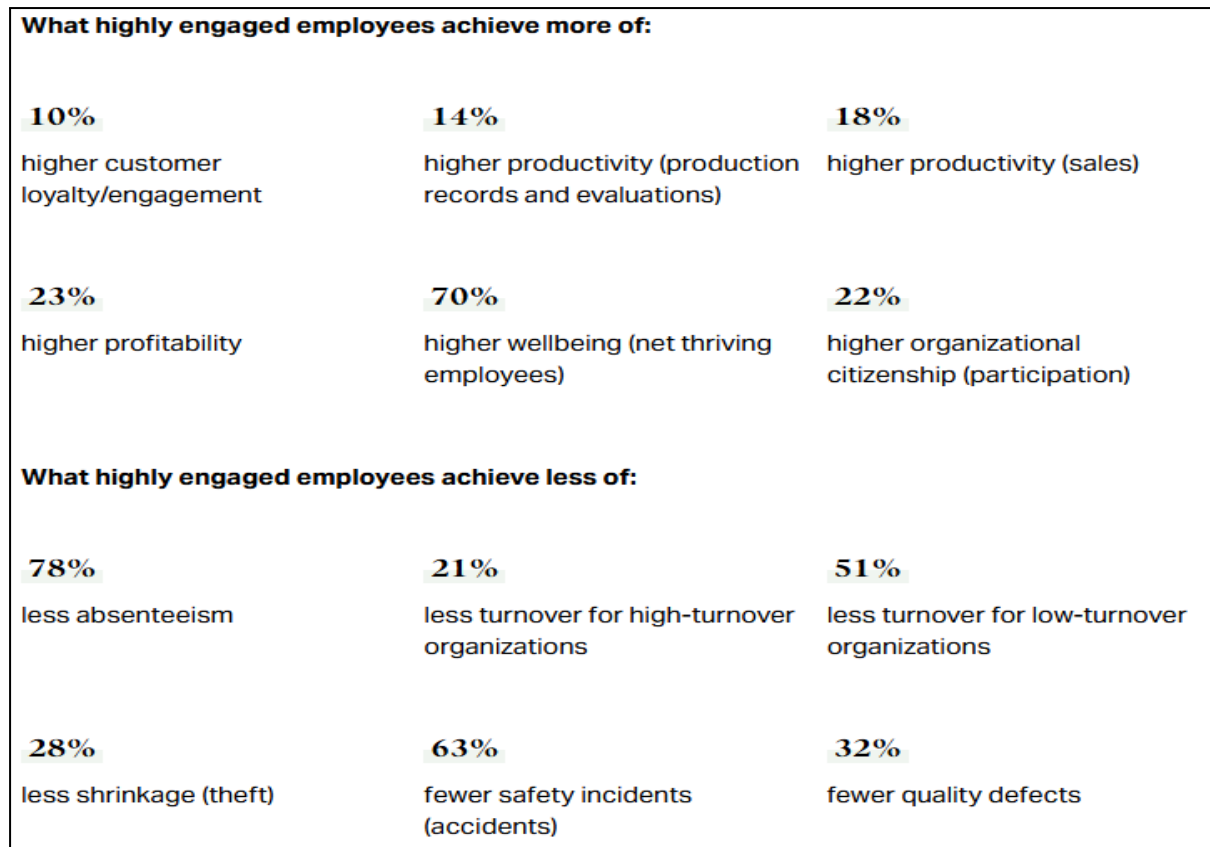


Figure 4: Highly engaged employees achieve more or less

(Source: Yuniati, 2021)

Sympathy plays a crucial role in service recovery, as motivated employees show empathy and take ownership of customer problems, resulting in tailored solutions. For example, a motivated front desk agent may offer room upgrades to address booking mistakes, turning negative experiences into positives (CHEPCHUMBA, 2022). Successful service recovery can improve customer retention by 70%, suggesting the importance of employee behaviour. SERVQUAL does well in measuring hotel service gaps, such as "slow check-in," but it doesn't explain why the gaps occur, for example, due to motivation or workload (Giousmpasoglou and Marinakou, 2024). This represents a theory-practice gap in Novotel. SERVQUAL needs to be complemented by theories of motivation to ensure a proper evaluation of service quality, by highlighting that service quality in front office operations is not delivered by systems alone, but also by engaged employees.

2.4 Employee Engagement and the Service-Profit Chain Perspective

To understand the link between employee motivation, service quality, and guest satisfaction, it is best to adopt the Service-Profit Chain model developed by James L. Heskett, W. Earl Sasser, and Leonard Schlesinger (Sakovska et al., 2021). This approach draws a cause-and-effect relationship between internal employee factors and external customer factors, which is pertinent to this research into front office operations at Novotel.

The model suggests employee motivation and engagement contribute to superior service quality, which ultimately leads to customer satisfaction and loyalty, especially in front office operations (Youssofi et al., 2024). For example, an engaged front desk agent increases customer satisfaction with timely check-ins and personalized greetings. Gallup research supports this model, with companies that score in the top 25% for engagement having 10% higher customer ratings and 23% higher profitability, showing that motivation affects both employee behaviour and profits, crucial for the hotel industry, where employees directly affect guest experiences (Thirusanku and Yin, 2022). According to Suriyani et al., (2023), that the model's linear approach simplifies the link between motivation and service quality and that other factors, such as workload and staffing, are important. Highly motivated front office staff may not be able to maintain service quality during busy periods without sufficient staffing, suggesting that operational efficiency, along with motivation, is required to improve guest satisfaction.

2.5 Best Practices in the Hospitality Industry

In hospitality, companies such as Accor recognise the importance of employee motivation for delivering quality front office service and improving guest satisfaction, resulting in best practices that link motivation to service. Front office empowerment enhances service and customer satisfaction. According to Kozhukhivska et al. (2022), empowering front desk employees to respond to guest complaints (such as upgrades and late check-out) reduces response times and improves guest satisfaction. Service recovery can increase customer retention by 70%, highlighting the importance of empowered and motivated staff. Motivation through rewards and recognition is crucial, with performance improvement by 12-15% that affects guest interactions positively. Training, as Kapoor et al., (2023) highlight, improves skill and confidence, essential when dealing with complicated guest interactions and complaints, and elevates service performance. Yet, the best practice of engagement programs is not always followed, impacting employee motivation in front office operations.

2.6 Gap Between Theory and Practice in the Novotel Context

According to Buhalis et al. (2023), Novotel shows a disconnect between theories and practice in front office operations, specifically around the role of employee motivation in enhancing service quality and guest satisfaction. Though theories such as Herzberg's Two-Factor Theory and the Service-Profit Chain highlight the role of intrinsic motivation and employee engagement in improving service quality and guest satisfaction (Vinod, 2022). Even when front office employees are trained, their engagement may be low because of factors such as time constraints and the lack of recognition and advancement opportunities. There is a major gap in the hospitality sector where more than 70% of companies invest in employee engagement programs, but less than 40% report improvements in service quality (Bagnaresi et al., 2021). This disconnect, especially in front office areas, translates to common guest complaints such as "long wait for check-in" and "lazy staff", pointing to behavioural issues rather than systematic problems (Tabenska, 2022). Though empowerment and proactive service recovery are conceptualized, employees may not have the power or motivation to take immediate action, resulting in reduced guest satisfaction. Reward schemes may not be properly upheld, reducing incentives (Abass, 2023). A managerial approach that takes into account the reality of operations and motivation strategies is essential to ensure employees have the knowledge and motivation to deliver excellent quality service.

2.7 Chapter Summary

This chapter critically reviewed the major theories and models of employee motivation, service quality, and guest satisfaction in the front office environment of Novotel. It critically analysed the seminal theories of Maslow's Hierarchy, Herzberg's Two-Factor, SERVQUAL and the Service-Profit Chain, while noting their shortcomings in the hospitality industry. It also highlighted a theory-practice gap, which served as a guide for the following chapter, where the results were examined.

Chapter 3: Methodology

3.1 Introduction

This chapter discusses the research design used to study the role of employee motivation on service quality and guest satisfaction in the front office of Novotel. It provides a rationale for the qualitative case study method, as well as the use of secondary data sources such as guest

feedback, industry research and academic publications. This chapter also assesses the advantages, drawbacks and ethical implications of the research design.

3.2 Research Design and Case Study Justification

The study uses a qualitative, secondary data-driven case study approach on the front office at Novotel. It examines the complex interactions between employee motivation, service delivery, and guest satisfaction (Ryan and Zhang, 2024). Case studies are useful in researching contemporary organisational issues where behavioural variables are connected with their natural settings. In hospitality, specifically front office positions, motivation is measured via behavioural variables such as responsiveness, service speed, and efficiency (Nneoma and Uwabor, 2021). This allows a holistic assessment of the role of motivation in service quality and satisfaction. Differences in service efficiency at Novotel, such as quality of guest interaction during check-in, can be evaluated through guest surveys, demonstrating the merit of the case study approach to understanding service behaviour.

3.3 Data Collection Methods-Secondary Data Approach

The research is based solely on secondary data, providing both data volume and research practicality. A triangulation approach is used to increase the validity and reliability of the data. The main data source is online reviews written by guests on websites such as Tripadvisor and Google Reviews, representing the voice of guests. A review of these reviews identified common themes associated with service quality, including responsiveness, staff behaviour and complaint resolution (Akgunduz et al., 2022). Front office service, particularly waiting times and employee behaviour, are critical factors for guest satisfaction. Online reviews are considered a vital factor in booking decisions by more than 80% of travellers, suggesting the data are reliable (Park et al., 2022).

Secondary data sources include Accor reports and industry studies on employee engagement and service quality data, which provide information on practices and strategies (Van Nguyen and Ngoc, 2024). Gallup's (2024) studies reveal a link between employee engagement and 10% higher customer ratings and 23% higher profit, suggesting that motivated employees drive positive service performance. Academic literature gives theoretical insights into this research through theories such as Herzberg's Two-Factor Theory and the Service-Profit Chain, and brings these theories to life in a practical way.

3.4 Strengths and Limitations

Strengths

One strength of the methodology is the use of secondary data from large-scale, real-world data sources (online review platforms) that capture multiple customer viewpoints and add value to primary surveys (Dimitriou, 2022). The use of multiple data sources (such as reviews, industry and academic papers) allows triangulation, which can be used to enhance research validity.

Limitations

While secondary data sources are not without limitations, such as bias in customer reviews and indirect measures of employee motivation, the integration of multiple data sources can minimise these biases to improve the validity of analyses (Papademetriou et al., 2022). Limited access to certain Novotel data also limits knowledge of motivational practices.

3.5 Ethical Considerations

This study aligns with key ethical considerations for secondary use of data. Thus, all data (including online reviews and industry reports) is publicly accessible and used solely for research purposes (Rabiul et al., 2023). No private or private data has been used. Moreover, steps have been taken to ensure that the analysis is fair and does not misrepresent Novotel or its workers. Guest reviews are seen as collective, as opposed to individual views, in order to ensure fairness and academic rigour.

3.6 Chapter Summary

This chapter provided detailed information about the research design used to address the research problem, using a secondary data-based case study. It outlined the data collection process, which involved guest reviews, industry data, and academic studies, and explained the rationale for their use in examining front office operations at Novotel. It also reflected on the approach's merits and pitfalls and discussed ethical considerations to ensure reliable and valid results.

Chapter 4: Findings and Scenario-Based Discussion

4.1 Introduction

This chapter reports and discusses the main findings of the study in terms of the link between employee motivation, service quality, and guest satisfaction in the front office operations at Novotel. It draws on empirical data, theoretical insights and extends the analysis into a scenario exploration for managerial considerations. The purpose of this chapter is to bridge the gap between research and practice in terms of operational and strategic management.

4.2 Findings:

4.2.1 Motivational Drivers in Front Office Operations at Novotel

The results show that intrinsic and organisational factors in front office operations have an impact on employee motivation, with intrinsic motivators being more impactful on service quality than extrinsic motivators. It is observed that wages and salaries are a substantial investment, accounting for 30-35% of the total cost for each hotel (Harwina, 2021).



Figure 5: Measuring satisfaction scores across the customer value chain

(Source: Harwina, 2021)

Despite the substantial investment, Novotel properties offer a different quality of service, suggesting that more spending does not necessarily translate into better employee performance (Michael Bhobet, Baluyot and Pampolina, 2021). An examination of guest reviews indicates Novotel properties with average daily rates that range from €110 to €160

also have different guest satisfaction ratings, from 3.8 to 4.5 (Chen and Chi, 2022). This is largely due to differences in employee engagement, rather than structural or pricing. Guest comments at higher-rated properties are positive, referencing staff being attentive and helpful; at lower-rated properties, comments often refer to staff being enthusiastic and having little interaction at check-in.

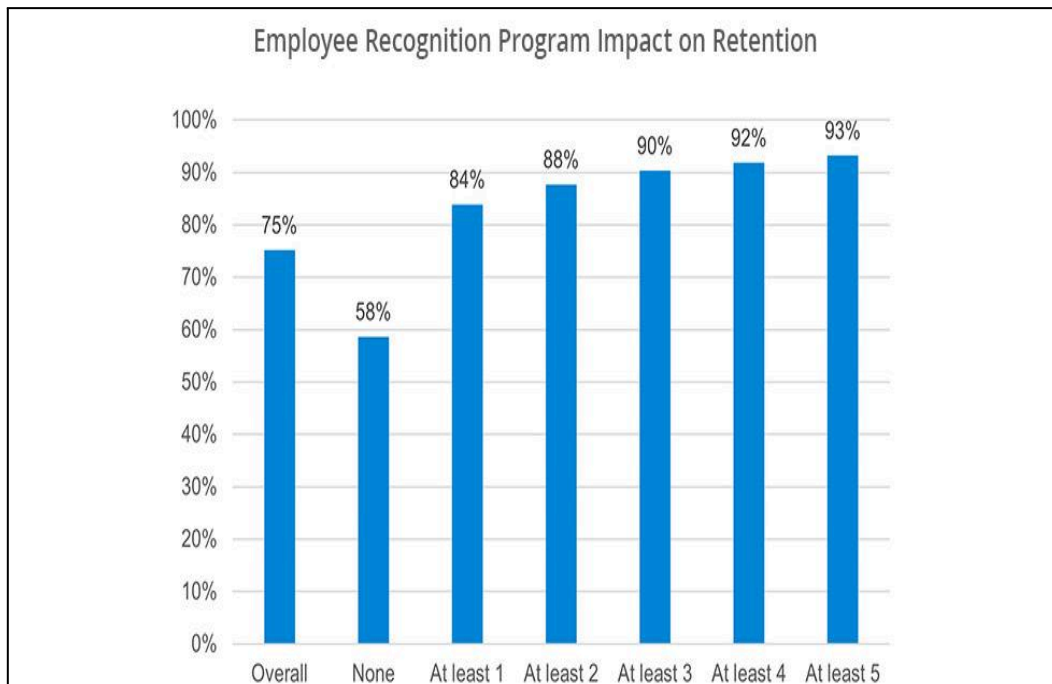


Figure 6: Employees' Recognition program impact on retention

(Source: Michael Bhobet, Baluyot and Pampolina, 2021)

The experience of return guests demonstrates that guests value employee recognition and familiarity (Lambert et al., 2021). Hotels that report higher levels of guest satisfaction also have employees who remember guest preferences and provide a more personalised guest experience, suggesting that motivation is an important factor in providing service quality and building long-term loyalty.

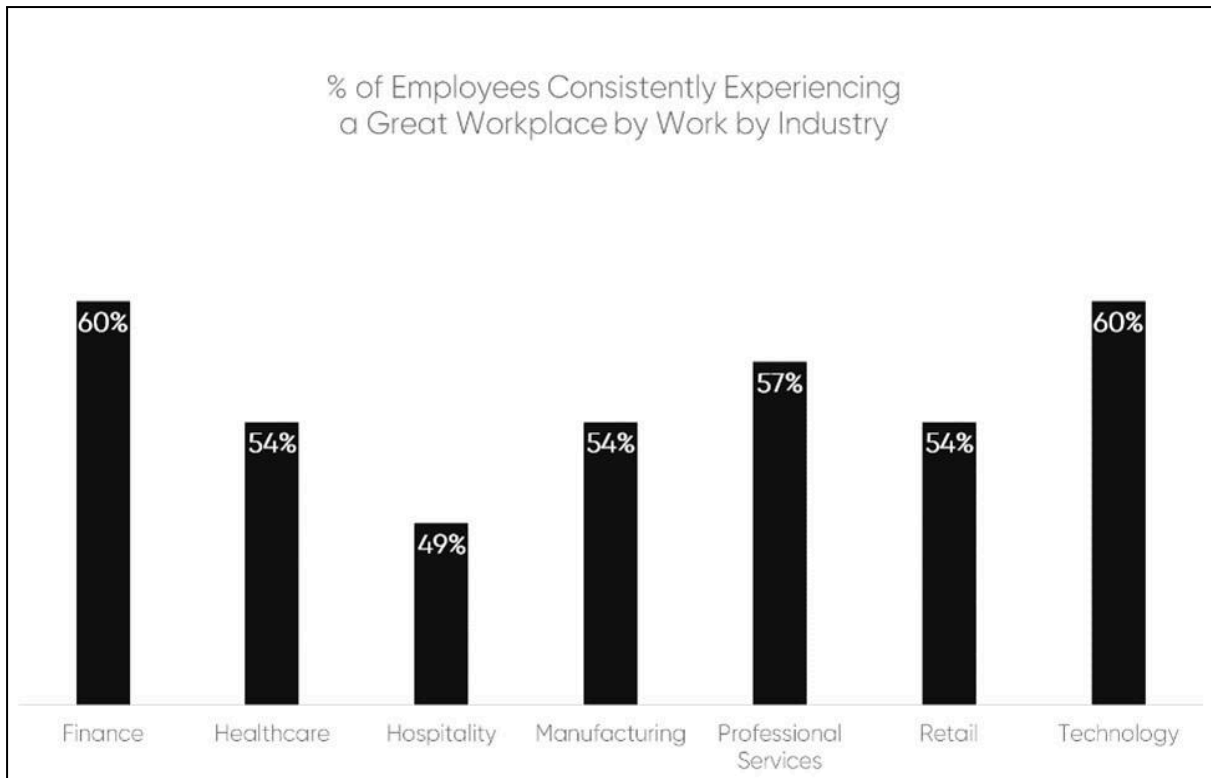


Figure 7: Employees consistently experiencing the industry

(Source: Chen and Chi, 2022)

4.2.2 Employee Motivation and Service Quality: Operational Evidence

The link between employee motivation and service quality is profound in terms of operational performance measures in front office operations. According to Teferi et al., (2025), industry norms suggest that check-in should take about three to five minutes, but guest satisfaction is more related to perceived service quality, rather than the time taken to process check-ins. At a 75% occupancy rate in a typical 150-room Novotel property, 110-120 guests arrive each day (Michel et al., 2021). If the process takes two minutes longer for each guest due to inefficiencies, it could result in over 220 minutes of waiting time during busy times. The analysis shows that when employees take an active role in interacting with guests (such as providing information, setting expectations, and keeping guests informed), these waiting times are less negatively perceived.

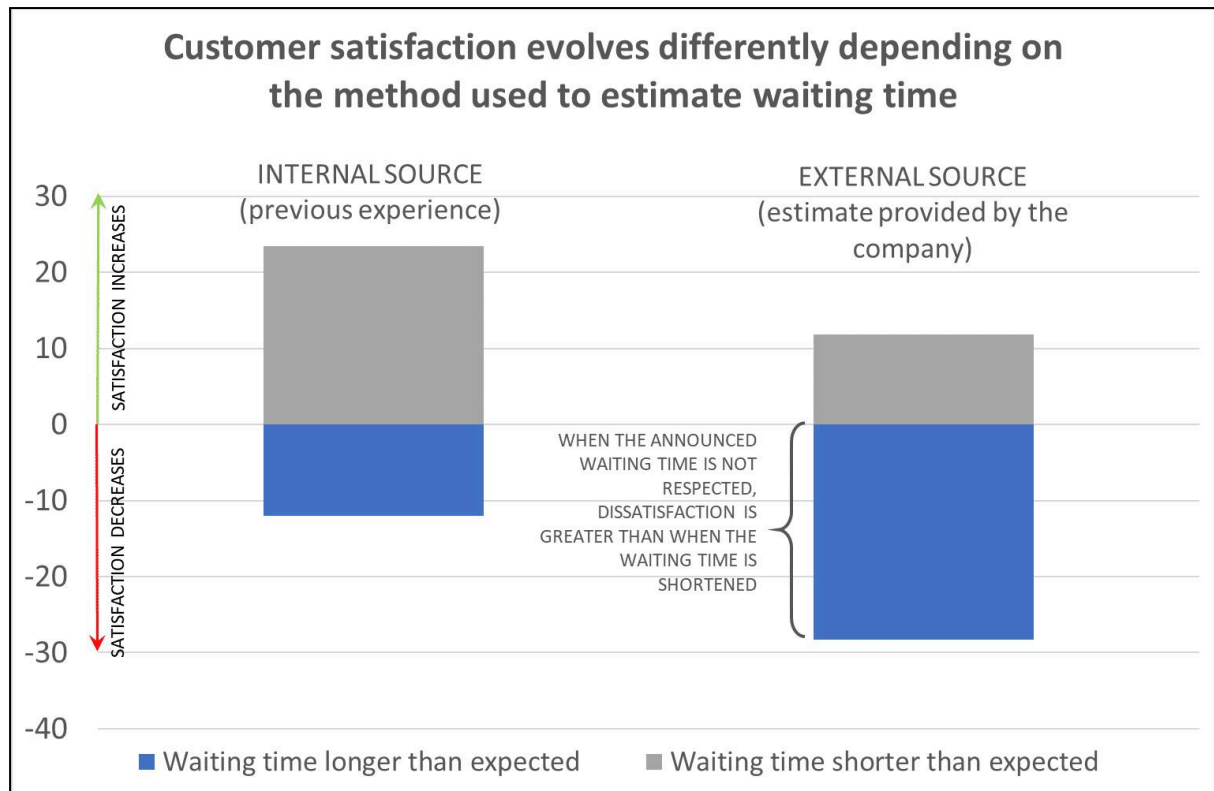


Figure 8: Customer satisfaction evolves depending on the method

(Source: Michel et al., 2021)

Guest complaints that if employees respond quickly and take responsibility, guest satisfaction is maintained, even in the face of challenges. However, delays in action result in reduced satisfaction. Service recovery can increase retention rates by as much as 70%, highlighting the importance of motivated staff in service quality (Manosuthi et al., 2021). Further, the variability in service performance during periods of high demand suggests that workload influences motivated employees, highlighting its importance to service performance.

4.2.3 Service Quality and Guest Satisfaction: Financial Implications

The direct link between service quality and financial performance, especially in the hotel industry, where quality of service affects guest satisfaction and online reviews, which in turn affect room bookings and revenue. A typical Novotel hotel with 150 rooms, an average room rate of €120, and occupancy of 75% generates revenue of around €13,500 per day (Accor annual report, 2026). With a 5% increase in occupancy due to improved service quality (with higher employee motivation), daily revenue rises to €14,400, an extra €900 per day, and about €328,500 each year (Accor annual report, 2025). This exemplifies the financial

benefits of improved service quality. Hotels with higher ratings have greater market power, which allows them to increase their room rates (e.g., €140 for a 4.5 rating compared to €120 for a 4.0 rating), resulting in significant revenue gains. Moreover, quality improvements lead to increased customer retention, reducing the costs of acquiring new guests and increasing long-term revenue (Prabowo and Satato, 2025).

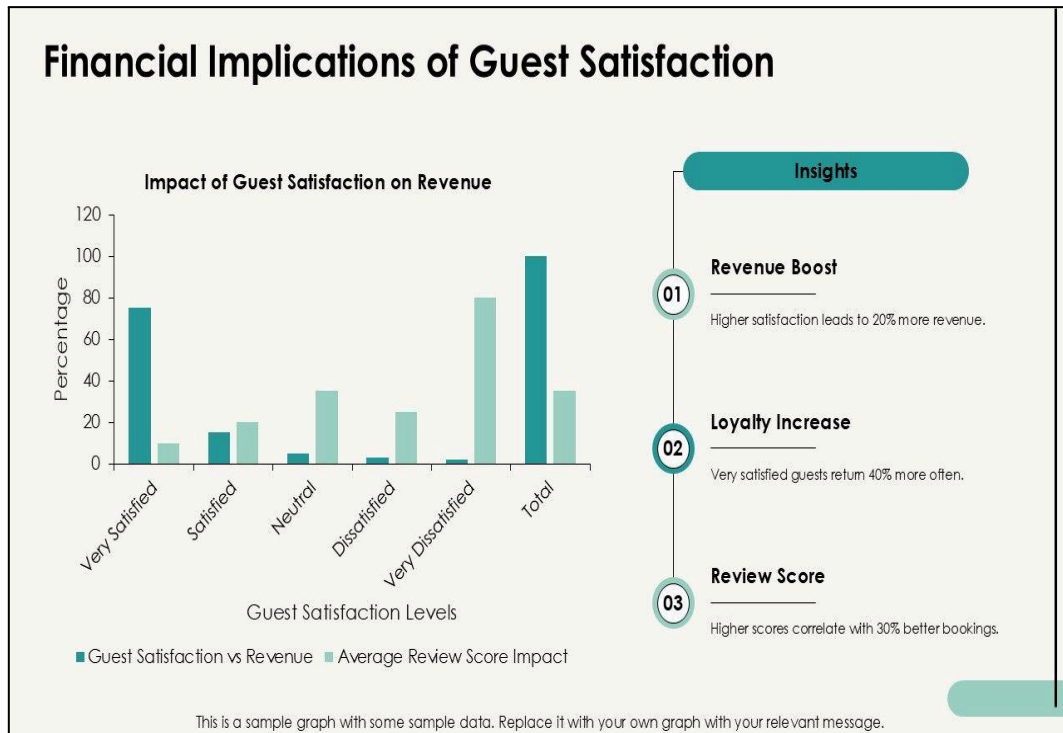


Figure 9: Service Quality and Guest Satisfaction: Financial Implications

(Source: Accor annual report, 2025)

For instance, commercial clients prioritise reliable service. Corporate accounts are more likely to stay with hotels with satisfied guests (Tschelisnig and Westerlaken, 2022). However, poor service will result in low occupancy and reputation loss over time. So, the notion is that motivation impacts financial results via the service satisfaction relationship.

4.3 Scenario-Based Discussion:

4.3.1 Discussion: Motivation-Service-Satisfaction Relationship

The results show the strong link between employee motivation, service quality, and guest satisfaction in Novotel's front office. Through the use of Herzberg's Two-Factor Theory and the Service-Profit Chain model, it is clear that intrinsic motivators such as achievement and

recognition play an important role in improving the performance of employees, which leads to increased engagement and service behaviours among front office employees (Dewi et al., 2022). According to Gupta et al., (2022), the Service-Profit Chain, satisfied employees deliver better quality service, which in turn results in satisfied guests and profits. Guest satisfaction is higher, and service is more efficient in hotels with motivated employees. But the study reveals a disconnect from theory to practice by showing how operational issues, such as pressures at work and management, can break the link between motivation and service quality.

4.3.2 Scenario 1: Continuation of Current Practices (Low or Inconsistent Motivation)

Front office motivational practices are risky if not addressed, resulting in unstandardised service levels, particularly under high occupancy. Insufficient employee motivation compounds inefficiencies in operations such as check-in and complaints, contributing to delays and queue build-up. In a 150-room hotel with 75% occupancy, small process inefficiencies can result in extended service times, negatively affecting customer satisfaction (Aryani, 2025). Strategically speaking, a slight decrease in guest satisfaction (0.2-0.3 points) can affect occupancy and revenue. Poorer online reviews, particularly those mentioning "unresponsive staff" or "poor service", may impact brand reputation in markets where online reviews play a critical role (Dewani, 2025). This might result in reduced customer retention, increased price competition and a decline in brand value. Reduced employee motivation in the hospitality sector results in increased staff turnover, raising recruitment and training expenses while affecting service delivery, ultimately affecting customer satisfaction.

4.3.2 Scenario 2: Implementation of Motivation-Driven Managerial Strategies

Introducing motivational strategies, such as recognition and empowerment, can improve services and customer satisfaction. For example, a formalised recognition program in front office departments can increase motivation and engagement to provide better service. Herzberg's motivation theory indicates that these factors affect job satisfaction and performance, resulting in better service (Margaretha et al., 2022). Strategies of empowerment are also important. Enabling front office staff to make independent decisions to resolve guest complaints, such as room upgrades or compensation for service recovery, can increase the speed of response and guest satisfaction (Echavez, 2024). This is in line with the Service-Profit Chain, in which better service results in increased guest loyalty and profitability. With increased motivation, responsiveness, communication and service quality

improve, boosting satisfaction. Improving service can increase occupancy by 5%, generating more than €300,000 extra revenue annually for mid-sized hotels (Awaludini, 2024). Also, better service quality leads to improved online reputation, enabling room price increases and discount avoidance, enhancing profitability and market positioning.

4.3.3 Comparative Evaluation and Managerial Implications

The scenario analysis highlights the role of management in organisational performance. Business-as-usual leads to poor employee motivation, poor quality in service, and loss of revenue. However, adoption of motivation strategies leads to a virtuous circle of improved employee motivation, service quality, guest satisfaction, and revenue (Gupta et al., 2022). Motivation should be considered a critical strategic initiative, supported by operational enhancements. Managers need to take a broader view that links motivation with efficiency, as seen in the link between front office efficiency and guest satisfaction and revenue. Linking motivation strategies with overall business goals ensures long-term gains in service quality and business performance.

4.4 Chapter Summary

This chapter provided the study's insights, showing that there is a positive link between employee motivation, service quality, and guest satisfaction at Novotel. It highlighted the impact of motivation on service quality and organisational performance. The scenario-based analysis critically examined the consequences of "doing nothing" versus "doing something" that focuses on motivation, and the need for managerial action in delivering consistent, high-quality service and improving organisational performance.

Chapter 5: Conclusion and Managerial Recommendations

5.1 Introduction

This chapter provides the concluding remarks of the study and managerial recommendations. It evaluates the impact of staff motivation and its influence on service quality and guest satisfaction in the front office of Novotel. It also translates theory into practice and offers a managerial perspective for the future to improve service performance and to gain competitive advantages in the hospitality sector.

5.2 Conclusion

The purpose of this study was to investigate the relationship between employee motivation, service quality, and guest satisfaction in Novotel's front office. This study reveals a very strong relationship between these three variables, and it appears that employee motivation is critical to service quality and guest satisfaction.

Objective 1: Key Motivational Factors Identified

In terms of the first objective, this study has discovered that intrinsic variables (such as recognition, support, and work-life balance, rather than extrinsic ones (such as reward) are critical factors that affect employee motivation (Sakovska et al., 2021). While Accor has spent money on labour costs, the variance in quality suggests that monetary outlay is not directly related to employee motivation and performance.

Objective 2: Motivation and Service Quality Relationship

Objective 2 revealed a link between service quality and motivation. Motivated employees were more responsive, empathetic, and made efforts to provide quality service, particularly during critical service moments such as check-in and complaint handling (Giousmpasoglou and Marinakou, 2024). By contrast, low-motivated employees delivered lower service effort and quality, even with fast backroom operations.

Objective 3: Service Quality and Guest Satisfaction Outcomes

Objective 3 found that service quality is positively related to guest satisfaction and financial performance (Yuniati, 2021). Good service quality led to high guest satisfaction, occupancy, and revenue. On the other hand, poor service quality led to dissatisfaction, negative ratings, a lack of guest loyalty, and financial losses.

5.2 Recommendations and Practical Strategies

Based on the findings, using Herzberg's Two-Factor Theory and the Service-Profit Chain, the following recommendations are made from the point of view of the aspirational Front Office Manager at Novotel, and are tangible, actionable, and operational changes.

Performance-Linked Recognition System

Most importantly, there needs to be a change in the introduction of a performance-based recognition system to increase intrinsic motivation. It is the behaviour of employees that impacts service quality and not remuneration. To this end, it is recommended that a monthly recognition scheme be put in place with key performance indicators (KPI) as a basis to reward employees: guest rating, mentions in guest reviews, and service speed (Tschelisinig and Westerlaken, 2022). For example, front office employees with an average guest rating of 4.5 or above, and with five reviews or more, should be rewarded and recognised. This can be achieved according to Herzberg's motivators and using existing HR processes.

Employee Empowerment for Service Recovery

Secondly, it is recommended to have a moderate empowerment policy in the front office. Employee empowerment in terms of solving and completing guests' transactions within a certain value (i.e., up to €50 per guest for service recovery). The time to resolve complaints reduces satisfaction, while quick responses to complaints enhance customer satisfaction (Prabowo and Satato, 2025). This improves responsiveness and aligns with industry best practice as empowered employees reduce service delays and enhance service outcomes. This can be achieved by reducing complaint resolution time (80% in 10 minutes).

Dynamic Staffing and Workload Management

Another improvement is dynamic staffing and workload management. In the study, that motivation is lower when the workload is higher (e.g., peak check-in time). As a future manager, I would use demand-based staffing with occupancy forecasting to guide staffing. For example, if we employ an extra front desk associate during the busy periods (e.g., 5-9 PM), then the average time of check-in could come down from 5 minutes to 3.5 minutes (Wirya et al., 2023). This is an achievable operational improvement for service quality.

Training, Development, and Feedback Systems, KPI-driven

In addition, ongoing staff training and feedback should be provided to support KPIs. Weekly feedback on guest experience and monthly training on communication, service recovery, and guest interaction should be provided. This ensures service performance and motivation. Last, a KPI-based appraisal system should be set up to measure performance (Anjelita and Fadilah, 2025). Key areas for performance need to include maintaining a guest satisfaction rate of

above 4.3, a time to check in of less than 4 minutes, and a 15% increase in positive feedback for guest reviews in 6 months.

5.3 Chapter Summary

The chapter has outlined the key findings of this study that demonstrate the significance of motivation as a factor impacting service quality and guest satisfaction for Novotel. It has explained the influence of intrinsic motivation on behaviour and performance. The chapter also provided practical and attainable recommendations for managers, such as rewards, empowerment, and performance evaluation systems, that will improve service quality, guest satisfaction, and ultimately business profitability.

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