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Y Drindod Dewi Sant
University of Wales
Trinity Saint David

**THE IMPACT OF COVID-19 ON EMPLOYEE MOTIVATION:
A CASE STUDY OF IMPERIAL PRIVATE HEALTHCARE
ST MARY'S HOSPITAL – HOTEL SERVICES DEPARTMENT**

LCMB7020 – DISSERTATION

**PRESENTED TO
UNIVERSITY OF WALES – TRINITY SAINT DAVID
LONDON CAMPUS**

**IN PARTIAL FULFILMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION
GENERAL MANAGEMENT**

**SUBMITTED BY:
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SECTION 1 - STUDENT DETAILS

Enw Llawn Full Name	ERIKA MAE M. PAGADUAN		
Ysgol/Cyfadrn/ Cyfadrn School/Faculty	UWTSO LONDON CAMPUS	Rhif Myfyriwr Student Number	1604894
Tiwtor y Modiwl/ Cydlynnydd Rhaglen Module Tutor/ Programme Co-ordinator	DR. ANASTASIS PETROU	Enw'r Gradd Name of Degree	MBA GENERAL MANAGEMENT

Teitl dangosol yr Traethawd Hir:

Indicative Title of Dissertation:

**THE IMPACT OF COVID-19 ON EMPLOYEE MOTIVATION:
A CASE STUDY OF IMPERIAL PRIVATE HEALTHCARE
ST MARY'S HOSPITAL - HOTEL SERVICES DEPARTMENT**

Ydy'r prosiect yn cynnwys:	Does the project include:	Ydy / Yes	Nac ydy/No
Defnyddio holiadur neu offeryn ymchwil tebyg (atodwch gopi drafft)	Use of questionnaire or similar research instrument (attach draft copy)	✓	
Defnyddio prawf ysgrifenedig neu gyfrifiadurol	Use of written or computerised test		✓
Cyfweliad (cysylltwch gwestiynau posibl)	Interview (attach provisional questions)	✓	
Dyddiaduron	Diaries		✓
Arsylwi ar gyfranogwyr a hwythau'n ymwybodol o hynny	Participant observation with their knowledge		✓
Arsylwi ar gyfranogwyr a hwythau ddim yn ymwybodol o hynny	Participant observation without their knowledge		✓
Recordio fideo neu sain	Video or audio-taping		✓
Mynediad i wybodaeth bersonol neu gyfrinachol heb gydsyniad penodol y cyfranogwyr	Access to personal or confidential information without the participants specific consent		✓
Defnyddio unrhyw gwestiynau, ysgogiadau prawf, cyflwyniad y gallai rhai cyfranogwyr eu profi fel rhywbeth sy'n achosi niwed / tramgwydd corfforol, meddyliol neu emosiynol	Administration of any questions, test stimuli, presentation that may be experienced as physically, mentally or emotionally harmful / offensive		✓
Cyflawni unrhyw weithredoedd allai achosi embaras neu effeithio ar hunan-barch	Performance of any acts which may cause embarrassment or affect self-esteem		✓
Ymchwilio i gyfranogwyr sy'n ymwneud â gweithgareddau anghyfreithlon	Investigation of participants involved in illegal activities		✓
Gweithdrefnau lle defnyddir twyll	Procedures that involve deception		✓
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Dull arall o gasglu data neu fformat cyflwyno (esboniwr)	Other method of data collection or presentation format (please explain)		✓

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Os 'Ydw' wedi cael ei dicio mewn un neu fwy o'r blychau, rhaid i'r myfyriwr gwblhau'r ffurflen hon a'i chyflwyno i diwtor y modiwl. Rhaid i'r ffurflen wedyn yn cael ei ystyried yn y Bwrdd Moeseg Gyfadrn cyn dechrau ar unrhyw waith ymchwil.

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Myfyriwr / Student	Dyddiad: / Date:
ERIKA MAE M. PAGADUAN	15 OCTOBER 2021
Cydllynydd y prosiect / Tiwtor Project co-ordinator / Tutor Arolygwr / Supervisor	Dyddiad: / Date:
Pennaeth Ysgol/Cyfadrn / Head of School/Faculty	Dyddiad: / Date

ADRAN 3 – MANYLION Y PROSIECT / YMCHWIL / CYNHYRCHIAD		SECTION 3 – PROJECT / RESEARCH / PRODUCTION DETAILS
1.	Braslun o'r prosiect	Project outline
INTERVIEW AND SURVEY QUESTIONNAIRES		
2.	Disgrifiad Rhowch fraslun cryno o'r prosiect, heb unrhyw jargon, ac yn cynnwys beth bydd angen i'r cyfranogwyr ei wneud. Esboniwch unrhyw dermau technegol neu derminoleg sy'n benodol i'r ddisgyblaeth (Uchafswm 300 o eiriau.)	Description Provide a brief outline, free from jargon, of the project including what participants will be required to do. Explain any technical terms or discipline specific terminology (Max 300 words.)
RESPONDENTS ARE REQUESTED TO COMPLETE A SURVEY QUESTIONNAIRE AND/OR PARTICIPATE IN AN INTERVIEW		
3.	Dulliau Arfaethedig: Rhowch fraslun o'r dulliau casglu data neu o natur yr amser mewn ymarferiadau (hyd at 500 o eiriau).	Proposed Methods: Outline how the data will be collected or the nature of rehearsal time (up to 500 words).
DATA WILL BE COLLECTED THROUGH INTERVIEW AND/OR SURVEY QUESTIONNAIRES		
5.	Lledaenu Gwybodaeth / Cynulleidfa: Rhestrwch i bwy y rhoddir neu y dangosir copi o'r canlyniadau neu adroddiad / cyflwyniad terfynol.	Dissemination of Information / Audience: List to whom a copy of the results or final report / presentation will be given or shown.
UNIVERSITY OF WALES TRINITY SAINT DAVID		
6.	Lleoliad y Prosiect: Nodwch bob lleoliad lle y cesglir data neu y cynhelir ymarferiadau / cynhyrchiad.	Location of Project: Identify all locations where data will be collected or rehearsals/ production will take place.
IMPERIAL PRIVATE HEALTHCARE ST MARY'S HOSPITAL		
7.	Cymeradwyaeth Arall: Oes angen cael cymeradwyaeth unrhyw sefydliad arall cyn cychwyn neu gwblhau'r prosiect? Os felly, gan bwy ac a ydy wedi'i sicrhau eisoes?	Other Approvals: Is there a requirement for approval from any other organisation / institution prior to starting or completing the project? If so, by whom and has it been obtained?
NONE		

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CYNULLEIDFA**
**SECTION 4 - PARTICIPANT / AUDIENCE
DETAILS**

Pwy yw'r cyfranogwyr arfaethedig?	Who are the intended participants?	Ydw / Yes	Na / No
Myfyrwyr / staff Y Drindod Dewi Sant	Students / staff of Trinity Saint David		✓
Oedolion (dros oed 16 ac yn gymwys i gydsynio)	Adults (over the age of 16 and competent to give consent)	✓	
Plant a phobl ifanc dan oed	Children / legal minors		✓
Cleifion neu gleientiaid gweithwyr proffesiynol	Patients or clients of professionals		✓
Rhywun sy'n cael ei gadw yn y ddalffa neu y mae'r llys wedi cymryd cyfrifoldeb amdano	Anyone in custodial care or for whom the court has assumed responsibility		✓
Aelod o unrhyw sefydliad lle mae'n bosibl bod angen i unigolyn arall hefyd gydsynio.	A member of any organisation where another individual may also need to give consent.		✓
Eraill: Nodwch: / Others: please identify:			

Nifer, Oed a Ffynhonnell y Cyfranogwyr Rhowch fanylion yr demograffeg y cyfranogwyr / gynulleidfa.		Participant / Audience Number and Age Provide details of the demographics of the participants / audience.
Nifer o Gyfranogwyr / yn y Gynulleidfa	Participant/ Audience number	20-30
Grŵp oedran y Cyfranogwyr/y Gynulleidfa	Participant/ Audience age group	ABOVE 18

ADRAN 5 – RISGIAU YN PROSIECT
SECTION 5 – RISKS IN PROJECT

Bydd y diffyg ateb cadarnhaol i bob un o'r cwestiynau hyn yn arwain at y gofyniad eglurhad a gallai arwain at oedi yn eich ymchwil. Dim neu Dim NID yn dderbyniol.	A lack of a positive answer to all of these questions may result in the requirement of further explanation and a delay in your research. None or Nil is not acceptable.
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Risg Posibl: (corfforol, seicolegol, cyfreithiol, cymdeithasol neu economaidd)	Potential Risk: (physical, psychological, legal, social or economic)
A oes unrhyw risg bosibl i:	Is there any potential risk to:
A Cyfranogwyr?	Participants?
B Ymchwilydd?	Researcher?
C BrifYsgol/Cyfadrn?	University?

2	Rheoli Risg: Os oes, beth yw'r risg a sut y bydd yn cael ei reoli?	Management of Risk: If yes, what is the risk and how will it be managed?

3	Os ydych yn delio â phlant ac oedolion sy'n agored i niwed a ydych wedi gwneud cais am dystysgrif DRS?	If you are dealing with children and vulnerable adults have you applied for a DRS certificate?

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SECTION 6 - MONITORING, FEEDBACK AND CONFIDENTIALITY

1.	Monitro: Os ydych yn sylwi ar unrhyw ymddygiad sy'n groes Cod y BrifYsgol/Cyfadrn Ymarfer, unrhyw ganllawiau a gyhoeddir gan y gymdeithas broffesiynol priodol neu weithred anghyfreithlon. Amlinellwch eich strategaeth adrodd.	Monitoring: Should you observe any behaviour that contravenes the University's Code of Practice, any guidelines published by the appropriate professional association or is illegal outline the strategy of your reporting action.

		Ydw / Yes	Na / No
A wnewch chi roi gwybod am unrhyw ymddygiad sydd yn erbyn Cod Ymarfer y BrifYsgol/Cyfadrn neu sy'n anghyfreithlon?	Will you report any behaviour that is against the University's Code of Practice or is illegal?	✓	
A ydych yn darparu adborth i'r cyfranogwyr?	Will feedback be provided to participants?		✓
A fyddwch yn dogfennu'r 'caniatâd i gymryd rhan yn y prosiect'	Will you be documenting the 'consent to participate in the project'	✓	

ADRAN 7 – STORIO, DIOGELWCH A MYNEDIAD I DDATA

SECTION 7 - DATA ACCESS, STORAGE AND SECURITY

		Ydw / Yes	Na / No	
1.	Ydych chi'n gyfrifol am storio a diogelwch y data eu casglu?	Are you responsible for the storage and security of the data collected?	✓	
2.	Sut y bydd y data yn cael ei storio?	How will the data be stored?		

3.	Mynediad i Ddata: Pwy fydd yn cael mynediad at y data? A oes unrhyw amodau i gael mynediad?	Data Access: Who will have access to the data? Are there any conditions to access?

4.	Cyfrinachedd / Anhysbysrwydd: Rhestrwch y dulliau a fydd yn cael eu defnyddio i sicrhau cyfrinachedd ac anhysbysrwydd y cyfranogwyr.	Confidentiality / Anonymity: List the methods that will be used to ensure the confidentiality and anonymity of participants.

ADRAN 7 – DATGANIAD**SECTION 7 - DECLARATION**

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Llofnodau

Dylai'r ffurflen hon gael ei chwblhau a'i llofnodi gan y myfyriwr a'r goruchwyliwr lofnodi ac yna gan Bennaeth yr Ysgol/Cyfadrn/

Signatures

This form should be completed and signed by both the student and the supervisor and then signed by the Head of School/Faculty

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Cydlynnydd y prosiect / Tiwtor Project co-ordinator / Tutor Arolygwr / Supervisor	Dyddiad: / Date:
Pennaeth Ysgol/Cyfadrn / Head of School/Faculty	Dyddiad: / Date
Rhaid i bob cais am ymchwil ar sail cyfweiliadau gynnwys y dogfennau canlynol:	All interview based research applications must provide the following pro-forma documents:
1. Ffurflen gydsynio ddrafft 2. Sampl o'r cwestiynau a ofynnir 3. Taflen wybodaeth am yr ymchwil sy'n esbonio'n glir ddiben y prosiect, y deilliannau disgwylidig a'r rheini y dangosir y canlyniadau iddynt.	1. A draft consent form 2. A sample of the questions that will be asked 3. An information sheet on the research that clearly explains what the project is, what the expected outcomes are and who the results will be shown to.

DYCHWELWCH I'R GYFADRAN MOESG CYDLNYDD**PLEASE RETURN TO THE FACULTY ETHICS CO-ORDINATOR**

Cadeirydd y Pwyllgor Moeseg Gyfadran /Chair of the Faculty Ethics Committee

Dyddiad: / Date:

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Chapter One: Introduction

The coronavirus pandemic has drastically changed the way the world functions. With three months short to two years since it was first detected in Wuhan, China, it has brought upon unfavourable impact not only in the health sector but also in the social and economic aspect. Aside from devastating loss of human life and dramatic blow to the global health system, national economies, businesses and livelihood of the people across the globe have been severely affected. For nearly two years, national governments have been simultaneously struggling to mitigate the effects of the pandemic in the country while managing the direct setback of the global crisis to the government itself. Temporary and permanent closure of businesses contributed to such challenges including rise in the unemployment rate, therefore disrupting the whole economic cycle. According to Jones et al. (2021), the previous year was seen as a difficult time for job seekers as many people have either had their incomes cut or already have lost their jobs. UK's unemployment rate rose from 3.8% in 2019 to 5.4% in 2020. Although labour market indicators are returning to their pre-pandemic levels and the level of employment have been increasing whereas the level of unemployment has been decreasing which suggests a recovery in the labour market, a labour market statistic for months April to June 2021 was published on August 17, 2021, forecasting a rise in the unemployment due to the termination of the Coronavirus Job Retention scheme. Most employees from ethnic minority background, low paid workers, disabled workers, women, and young workers have been adversely affected by the Covid-19 outbreak (Powell and Francis-Devine, 2021).

One of the industries heavily impacted by the pandemic is the hospitality industry. While common businesses in the sector such as hotels and restaurants suffered from lockdowns and restrictions due to Covid-19, hotel services in hospitals remained in place to provide better health care to their patients. Such services include reception, cleaning and maintenance of the general environment of the hospital and catering services (Sevin, 1998, p. 2, cited in Sevin, 2018, p. 452), which improves patient recovery and experience. With the pandemic demanding more from healthcare workers, not only the clinical team but also the non-clinical staff including hotel services department take up important roles in the overall delivery of healthcare services to the patients. Therefore, it is important to understand their work motivations to maximise their potentials even under the pressure brought about by Covid-19. Even before the pandemic, it has already been a challenge to assess employee motivation, especially those

working in the healthcare sector, as each member of the workforce has their own driving force towards each of their job roles. Therefore, there is a substantial need to evaluate and consider employee motivations to address their engagement and performance in the organisation. This paper will examine the motivations of the hotel services staff of Imperial Private Healthcare – St. Mary’s Hospital taking the ongoing pandemic into consideration.

Research Objectives

This case study aims to assess the impact of Covid-19 on the motivation of the hotel services staff of Imperial Private Healthcare – St. Mary’s Hospital. The following are the objectives specific to this case study:

- i. To identify the factors affecting the motivation of the hotel services staff of Imperial Private Healthcare – St. Mary’s Hospital.
- ii. To determine the level of importance of these factors to the hotel services staff of Imperial Private Healthcare – St. Mary’s Hospital.
- iii. To analyse the impact of Covid-19 on the motivation of the hotel services staff of Imperial Private Healthcare – St. Mary’s Hospital.

Research Questions

In order to achieve the research objectives, this study will answer the following questions:

- i. What are the factors affecting the motivation of the hotel services staff of Imperial Private Healthcare – St. Mary’s Hospital?
- ii. How significant are these motivating factors to the hotel services staff of Imperial Private Healthcare – St. Mary’s Hospital?
- iii. How does Covid-19 influence the motivation of the hotel services staff of Imperial Private Healthcare – St. Mary’s Hospital?

Research Hypothesis

In line with the abovementioned aim and objectives and so as to answer the research questions, the research hypothesis for this study are as follows:

Hypothesis 1 (H1): Covid-19 has a significant impact on the motivation of the hotel services staff of Imperial Private Healthcare – St. Mary's Hospital.

Hypothesis 2 (H2): Covid-19 has no significant impact on the motivation of the hotel services staff of Imperial Private Healthcare – St. Mary's Hospital.

Chapter Two: Literature Review

Human resource plays a critical role in achieving organisational goals and objectives. They are the backbone of the overall operations of an organisation as each department are consisted of a number of members of the staff carrying out essential duties through their individual job roles. It is therefore important for the management to allot attention on how to take care of them, thereby maximising their potentials which is beneficial for their personal growth as well as the general performance of the organisation. This places the human resource department of an organisation in a strategical position in the sense that they can influence the key players in the operation of a company. Directly affecting the overall performance of the organisation, employee engagement and performance can be achieved through motivation of the employees.

Badubi (2017) defined motivation as the emotional attachment of employees towards their jobs as a result of the deliberate assessment of their employers. In most instances, employee motivation is associated with job satisfaction. This can be explained as individuals who are satisfied with their jobs are likely motivated and on the other way around, motivated employees are likely satisfied with their jobs. Motivation is a result-oriented, self-driven desire and passion of an individual to work harder, to perform better and to be more efficient and productive. Moreover, according to Gopalan et al (2017), motivation is a theoretical concept applied in order to explain human behaviour as it feeds reasons for human beings and encourages them to react and behave in a certain way. Therefore, it is a process that urges individuals to begin and maintain behaviours as well as guide them as they take action to fulfil their needs and expectations and achieve their goals. As CIPD (2021) noted, work motivation indicates an employee's state of mind which encourages or discourages them to have and

perform in a certain way towards achieving their desired outcome. As explained in Figure 1, there are certain factors which affects the motivation of employees. Such factors can be explained through motivational theories thereby assessing the overall the employee's motivational state.

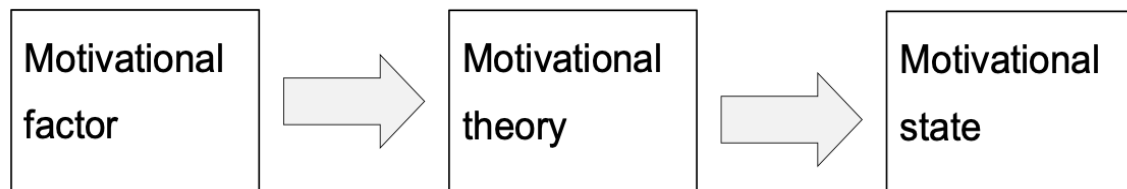


Figure 1 Motivation as a Logic Model (CIPD, 2021)

In the present time, the gradual insurgence of Covid-19 cases is one of the top factors affecting work motivation of employees across all industries. From restrictions, social distancing, working from home to temporary and permanent loss of jobs, staying motivated is a challenge for the workforce as they are faced with additional rules and regulations as well as concerns with their health and safety. The unfamiliar environment caused by the virus brought about implications in the employees' motivation. It is indeed the medical frontline workers who directly combat Covid-19, however other essential workers especially those working in healthcare industry are also greatly impacted by the pandemic. As previously mentioned, this study will focus on the impacts of the global health crisis to the motivation of some of these non-clinical essential workers, specifically the members of the hotel services team of Imperial Private Healthcare – St Mary's Hospital. Various motivational theories will be discussed to further explain the relevance of the current situation with the employees' work motivation.

Frederick Herzberg's Two-Factor Theory

One of the main underpinnings of this study is the Motivation-Hygiene Theory which was published by Frederick Herzberg in 1959 from a research conducted to analyse the employees' attitude towards their jobs, to discover what trigger such attitudes and to ascertain their implications on the employees and their work motivation. The study concluded that employees have two types of motivating factors (Alrawahi et al, 2020) or two set of needs categorised as motivators and hygiene factors as presented in Figure 2.

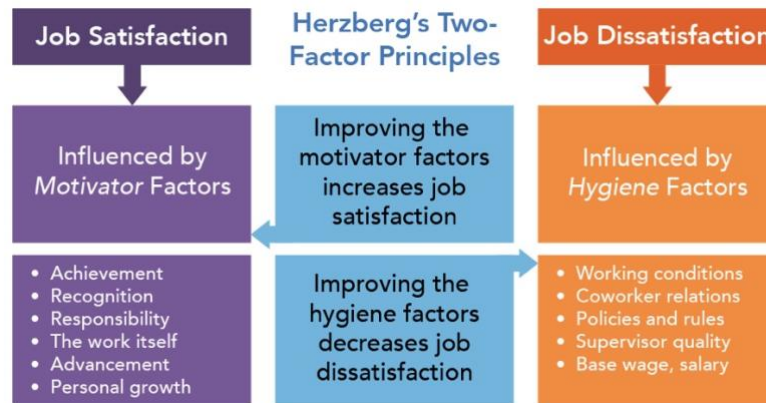


Figure 2 Herzberg's Two-Factor Theory of Motivation

According to Alshmemri et al (2017), the first set of factors are focused with increasing and improving job satisfaction. This set includes factors such as advancement, the work itself, personal growth, responsibility, recognition and achievement. Lack of these factors hardly mean job dissatisfaction but absence of job satisfaction instead. On the other hand, the second set of factors are concerned with preventing job dissatisfaction which means that lack of factors, such as salaries and wages, policies and procedures, interpersonal relationship among peers, supervisor quality and overall working conditions, causes dissatisfaction at work. Each set is to be treated differently as they are not on the same continuum which means that motivators and hygiene factors are not in contrast with each other but a separate set of considerations regarding the work attitudes of employees. As a whole, motivators are intrinsic to the job, bears strong influence on satisfaction and motivation which implies that presence produces satisfaction and motivation and absence produces lack of satisfaction or motivation. Furthermore, hygiene factors are extrinsic to the job and bears modest influence on satisfaction and motivation because its presence produces no dissatisfaction and absence produces lack of dissatisfaction.

Motivators

Motivators, as the name suggests, are factors contributing to the increase of motivation in an individual. These factors are equivalent to Maslow's Hierarchy of Needs theory top two needs: Self-Actualization and Esteem. Herzberg's theory suggests that the enthusiasm of an employee can be derived from the aspects directly related to their job role itself. Moreover, it follows that the job and everything that can be achieved from it, encourages an employee to be motivated, raise their self-esteem and realise self-actualisation.

Achievement causes feeling of motivation to employees for the reason that it gives them satisfying feeling after having done or accomplished a task. They will have that sense of fulfilment and will be assured that they are doing something worthwhile and contributing to the organisation.

Recognition from the management, supervisors and colleagues can boost employees' motivation as their efforts and hard work is being recognised and appreciated. Few gestures of recognitions are public acknowledgement and praises.

Responsibility can boost employees' motivation because they will have the sense of accountability and ownership of their role which in turn will encourage them to perform to the best of their abilities and achieve better results.

The job itself is a source of motivation especially for individuals who are employed in a job that they enjoy and are passionate about. The nature and their feelings towards their job heightens their excitement and motivation towards their job. This is one of the most important motivating factors as individuals have an evident control over this as they chose their job themselves and they know what meaningful input they can contribute to their team and to the whole organisation.

Advancement opportunities serves as a motivation for employees. As an individual aspire to be in a better or a more challenging role, it will push them to exert more effort and be more driven towards their work.

Personal Growth can be motivating especially when the job offers more than just financial benefit. Employees can be motivated with their job if their role enables them to become a better version of themselves in terms of their capabilities, skills and expertise. These aspects can be seen in the trainings and development programme of the organisation.

If these factors are present in the working environment, employees are highly motivated. In contrast, if these factors are absent, employees are not demotivated but are likely less motivated.

Hygiene Factors

Hygiene factors represent the causes of lack in dissatisfaction and demotivation rather than dissatisfaction and demotivation themselves, which is why it is sometimes referred to as maintenance factors. Unlike motivating factors, these aspects do not induce motivation and are associated with but not necessarily a part of the job itself.

Working conditions refers to the working environment which focuses on the overall setting, health, comfort, welfare and safety of the employees in an organisation. According to Herzberg, poor working conditions make employees feel dissatisfied. However, good working condition does not necessarily mean that they will feel satisfied, but not unsatisfied rather.

Co-worker relations refers to the functional relationship between the employees with their colleagues. A good working relationship with peers enables employees to develop teamwork skills however, excessive trust between employees can jeopardize their quality of work (Molina-Morales, 2011 cited in Rupasinghe and Morais, 2019). There should be an appropriate and a balanced relationship across all the employees within the organisation.

Policies and rules represent few of the most complicated hygiene factors because they can cause frustrations to the employees especially then they are not clear, not necessary or if it is biased in a way that they don't require everyone to follow them. Despite not giving off a feeling of satisfaction, employees will tend to not feel dissatisfied if rules and regulations are clear, fair and necessary in the operation of the organisation (Syptak et al, 1999).

Supervisor quality relies on the ability of an individual to show leadership skills and fair treatment to all the employees. High supervisor quality decreases the employees feeling dissatisfied because they can feel supported and encouraged.

Salaries and wages serve as a maintenance factor according to the two-factor theory. Being paid unfairly increases the dissatisfaction and demotivation of employees. Aside from being paid adequately, it is important to provide benefits due to them in order to lessen the employees' dissatisfaction.

Motivation-Hygiene Matrix

As it has been previously stated, motivators and hygiene factors are independent aspects to consider in assessing employee motivation. This is established on the premise that the causes of motivation and demotivation cannot be the same factor. Hence, there are combinations of both factors which can guide the organisation in the evaluation and management of the overall motivation of its workforce, as illustrated in Figure 3.

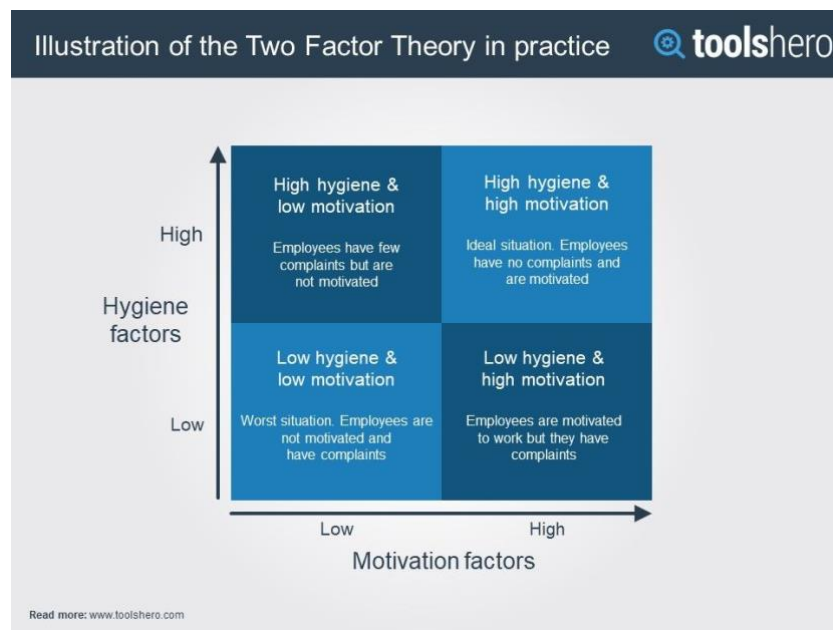


Figure 3 Motivation-Hygiene Matrix

Scenario 1 – High Hygiene and High Motivation: It is safe to say that this combination is the perfect scenario where employees are highly motivated and have minimal to no complaints regarding their job.

Scenario 2 – High Hygiene and Low Motivation: This setup shows the common “paycheck job” situation wherein employees are not that motivated to do their job but have few complaints at the same time. While they are doing what they are paid for, employees do not have much interest to take initiatives in the betterment of the organisation.

Scenario 3 – Low Hygiene and High Motivation: This situation is the opposite of Scenario 2 wherein employees are highly motivated but have a lot of negative issues. A common example

is when an individual is employed in a job role that they enjoy and is in line with their passion, however, the policies and regulations or salaries and wages are not appealing.

Scenario 4 – Low Hygiene and Low Motivation: Contrary to Scenario 1, this is clearly not a good situation for an individual to be in. This is where an employee is not motivated and their hygiene needs are not satisfied as well.

The motivation-hygiene matrix proposes that organisations must manage several aspects so as to achieve at least moderate level of motivation among its employees through enhancing motivators and hygiene factors. It is a challenge especially for the human resource department to do so as each employees have their own preferences, however, a critical understanding of these factors can contribute to an improved employee and organisational performance (ACCA, 2021).

Advantages and Disadvantages of Herzberg's Two-Factor Theory

The motivation-hygiene theory highlights the two sets of needs which govern the behaviour of an employee. Treating each factors differently among the others, organisations are enabled to consider the diverse preferences among the workforce thereby allowing the management to better direct the motivation of each employee. However, employees also tend to have a change in their preferences along their life. A motivator today, may not be a motivator in the months or years to come (Hammond, 2018). Gracia (2018) explained the benefits of this theory for the managers as they were given a guide in promoting motivation and satisfaction among the employees. It also put emphasis on the role of management and the organisation in achieving better employee performance by giving them better working conditions. Conversely, this theory discredits the input of employers in boosting the motivation of its human resource as their efforts are only seen as eliminator of dissatisfaction and demotivation.

Victor H. Vroom's Expectancy Theory

According to the Expectancy Theory, motivation is “a process governing choices made by persons or lower organisms among alternative forms of voluntary activity” (Vroom, 1964 cited in Lloyd and Mertens, 2018, p. 29). This theory is based on the idea that individuals make

choices depending on their perceived outcome of a particular choice. It also seeks to forecast and clarify the task-related efforts an individual expends (Baumhof et al, 2017). Moreover, it is constructed on the three premises, each with assigned values – expectancy (0 to 1), instrumentality (0 to 1) and valence (-1 to 1), and the product of which is the motivational force that drives behaviour. Locke and Baum (2007, cited in Barba-Sanchez and Atienza-Sahuquillo, 2017) noted that this theory acknowledges that an individual's action is based on expectations rather than deprivation as put forth by other theories that it is a natural tendency for humans to meet their basic needs. Furthermore, expectancy theory is also grounded to the notion that performance management will enable the organisation to improve the motivation level of its employees which contradicts the traditional practice of giving rewards according to the tenure of an employee (Lee, 2019). IfM (2016) stated that Vroom's theory assumes that a certain behaviour results from picking a conscious choice out of a pool of alternatives with the purpose of diminishing pain and boosting pleasure. While it is a general knowledge that each employee has different sets of objectives and goals, the theory suggests that they can be collectively motivated through the idea that efforts are linked with performance—that the favourable performance will result in the desired reward—that the reward will satisfy an essential need—and that the desire to fulfil that need is sufficiently strong to make the effort meaningful. As a summary, World of Work Project (2021a) highlighted that the theory suggests that employees are motivated when they give importance to the reward associated with a certain action, they trust that they will receive that reward if they perform better and that through hard work, they would be able to accomplish their goals and objectives.

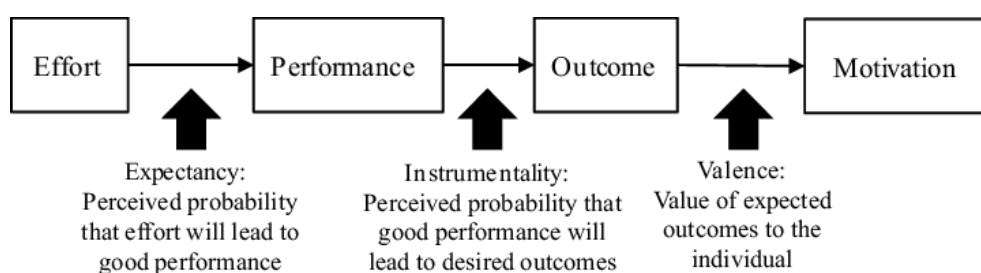


Figure 4 Vroom's Expectancy Theory of Motivation

Expectancy is an individual's optimism that their effort will lead to a particular level of performance. Moreover, it is the point to which employees trust that their skills and capabilities will lead them to achieve their goals. Vroom defined expectancy as the correlation between action and results and assigned 0 and 1 according to an individual's belief that their action will

lead to a certain result, for no expectation and full expectation, respectively. Expectancy represents how much an individual believes that their additional efforts will help them achieve their behaviour target result. **Instrumentality** refers to the connection between the outcome of the performance of an individual and the outcome or reward they anticipated. Just like expectancy, the values assigned to instrumentality is 0 to 1 which describes no expectation to a level of reasonable expectation that the perceived rewards will be received. Instrumentality signifies how much an individual believes that the reward is achievable should they accomplish the desired behaviour or outcome. **Valence** is defined as the degree to which an individual has the freedom to choose a particular outcome. The assigned value -1 represents an individual's wish to avoid getting a particular reward while the assigned value 1 represents an individual's desire to receive the reward (Lloyd and Mertens, 2018). Valence indicates how much an individual value the prospective rewards associated with their specific behaviour or outcome. Therefore, according to Vroom's theory, motivational force = expectancy x instrumentality x valence. As illustrated in Table 1 (Newstrom and Davis, 1999 cited in Parijat and Bagga, 2014), motivation outcomes depend on each factor thereby if one area is valued at zero, motivation is also zero.

SITUATION	VALENCE	EXPECTANCY	INSTRUMENTALITY	MOTIVATION
1	High positive	High	High	Strong Motivation
2	High positive	High	Low	Moderate Motivation
3	High positive	Low	High	Moderate Motivation
4	High positive	Low	Low	Weak Motivation
5	High negative	Low	Low	Weak Avoidance
6	High negative	High	Low	Moderate Avoidance
7	High negative	Low	High	Moderate Avoidance
8	High negative	High	High	Strong Avoidance

Table 1 Motivational Force According to Vroom's Expectancy Theory

Advantages and Disadvantages of Vroom's Expectancy Theory

Expectancy theory is viewed as one of the most acceptable motivational theories as backed up by the results from accuracy tests (Ivancevich et al, 2012 cited in Parijat and Bagga, 2014) done to predict behaviours of employees. This theory aids managers in understanding psychological processes which influences employee behaviours, performance and motivations. Moreover, expectancy theory is appealing as it explains various phenomenon related to the factors of motivation. It also values the hard work and efforts of human resource as it is pinned

in performance management rather than basing in years of tenure and seniority. In line with this, expectancy theory takes note of the diverse motivations among the workforce which is important in managing human resources and creating, boosting and maintaining motivated spirits among the employees.

However, just like any other theories of motivation, expectancy theory is limited to the subjective nature of motivation. Moreover, it involves multiple variables which lead some experts to consider the theory difficult to test and to implement. Timewise, not all members of the staff have the willingness and time to assess and calculate motivation as patterned to this theory. Furthermore, the theory seems to be too idealistic and does not focus on the interests of each employee with regards to their intrinsic and extrinsic rewards.

David McClelland's Theory of Needs



Figure 5 McClelland's Theory of Needs

In 1938, Henry Murray established a list of motives and demonstrated needs as the core of studying personalities. This became the basis of David McClelland's Theory of needs which defines the three motivational paradigms: Need for Achievement (nAch), Need for Affiliation (nAff) and Need for Power (nPow). According to Sinha (2015, cited in Osemeke and Adegboyega, 2017), Needs Theory is closely linked with learning theory for the reason that McClelland believed that needs are acquired or learnt through various events which people experience within their culture and around their environment. With this information, it can be implied that every individual behaves differently according to their needs. Rybnicek et al

(2019) explained that employees are primarily motivated by a predominant need and they consequently experience various stimuli as rewarding to an extent.

Need for Power (nPow) pertains to the desire of an individual to teach, encourage or influence others on how they should behave. This means that people aspire for power in order to make an impact or difference in someone's life and/or to make a change in the working environment, in the organisation and in the society in general. Such individual values discipline in the workplace and enjoys their job at the same time. Nevertheless, there are instances that they are not good of a team player as they tend to have the mindset that in order for them to succeed, others must fail. But then again, as every organisation requires teamwork skills in order to succeed, this can become a challenge for other staff member to be competitive enough to achieve the team's goals. Their passion and desire can drive motivation for themselves and their teammates which is beneficial especially if aligned with the aims and objectives of the organisation.

Need for Achievement refers to the desire of an individual to strive to succeed or excel in a particular area. This behaviour is also directed towards competition however focusing on the quality of the outcome, quick progress, task delivery and high-level performance. Individuals with high need for achievement tend to have the drive for excellence and perfection in accomplishing their goals. Moreover, they put value in doing their tasks because they believe in the importance of accomplishing something through hard work rather than through luck. McClelland highlights that people with higher need for achievement tend to perform better than those with lower need for achievement. While having a high level of need for achievement is good in delivering tasks with high quality, it can be a hindrance for the individual as they are more exposed to personal burnout.

Need for Affiliation indicates the need for interpersonal relationships. Creating and maintaining social relationship within the organisation is one of the top motivating forces of people with high need for affiliation. As these individuals enjoy the feeling of acceptance, approval and sense of belongingness within the group, it would be a challenge for them to become effective managers as they tend to worry about others' feelings towards them.

Advantages and Disadvantages of McClelland's Theory of Needs

The theory posits that employees across the board have the three types of motivation regardless of the demographics they belong in. Brandon (2015, cited in Osemeke and Adegboyega, 2017), agreed that it is not possible to categorise people into one of the three types of needs because needs change over time and under certain circumstances. Everyone's needs change depending on their situations in life as well as their cultural opinions. However, each type of needs has their own benefits and drawbacks for the employee and the organisation. An individual holding a top-level management position should have higher need for power and lower need for affiliation, managers should have higher need for achievement and team players should have higher need for affiliation. Knowing the balance and the dominant need of the employees will enable the management and the organisation to understand their motivations. World of Work (2021b) highlighted that management should be aware of the blend of needs as well as the intensities of such needs which can bring about an individual's best qualities, points for improvement, behavioural potentials and risks and motivations.

However, the theory poses that the three needs exist at the same time with or without an individual knowing which one is dominant. According to Rybnicek et al (2019), co-existing needs often compete against each other thereby making the motivation of an employee a result from trying to fulfil all these needs. It also does not take into account the demographics which may be a factor in a certain behaviour of or motivating factors important to an employee (Osemeke and Adegboyega, 2017).

Chapter Three: Research Methodology

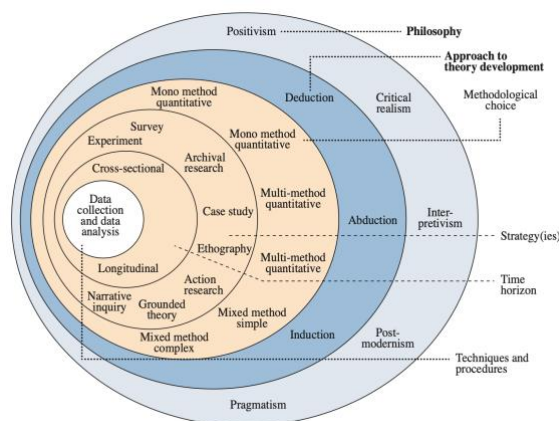


Figure 6 Saunder's Research Onion

Research onion, as illustrated in Figure 6, is one of the most common research models used by researchers in developing their research methodologies. This theoretical concept was proposed by Saunders et al (2016, cited in Melnikovas, 2018) as an approach to construct a research methodology which outlines how research should be conducted. As its name suggests, it depicts an onion of which each layers represents different aspects to be considered in terms of research design. The research methodology of this paper will be based on the six layers of the research onion, in order to collect data and analyse them with the goal to come up with reasonable conclusions with regards to this case study.

Research Philosophy

According to Bajpai (2011), research philosophy encompasses source, nature and development of information. It is the principle of collecting, analysing and utilising data. Research philosophy highlights the beliefs where the research is based upon. Moreover, it describes the ontological and epistemological view or the “whats” and “hows” of the research. Three of the main research philosophies revolving around these assumptions are: Positivism, Interpretivism and Pragmatism (Crossley and Jansen, 2021). Being the outermost layer in research onion, it signifies the initial step in research methodology and this case study will assume the philosophy of positivism which is viewed on an objective point of view (Alharahsheh and Pius, 2020).

Research Approach to Theory Development

Saunders et al (2016) noted the three main research approaches with regards to theory development, namely: deductive, inductive and abductive. One of the most used approach is deductive research logic which is typically used in testing theory and is referred to as reasoning starting from general rule to specific inferences whereas inductive reasoning follows the logic of using specific data to a broader approach thereby creating framework. On the other hand, abductive reasoning follows the approach of using collected data in exploring a certain phenomenon, identifying patterns and coming up with a new theory which will be tested on another round of data collection. Peeling the second outermost layer of the research onion, this case study will apply deductive logic as the research approach.

Research Methodological Choice

The third outermost layer of the research onion represents the use of quantitative, qualitative or mixture of both methods. Like all the layers of the research onion, methodological choice must be grounded on the research objectives and it must consider the viability of the study so as to acquire the necessary data required. In line with the philosophy and research approach, this case study will predominantly use the qualitative method of research. Unlike quantitative research method which involves numerical figures, qualitative research method uses non-numerical data or those that pertain to thoughts, perceptions, opinions, experiences and other subjective notions. In line with the research objectives, using qualitative method of research is viable for this study because most of the data gathered in this research involves the subjective notion of employee motivation and the impact of the ongoing pandemic on this aspect.

Research Strategy

Melnikovas (2018) defined research strategy as the plan of action which determines how the research will be conducted or how data will be collected according to the aims and objectives of the study. The third innermost layer of the research onion demonstrated in this study uses the case study research approach which employs two data collection methods: written interview and survey questionnaires. There are two focus groups for this research according to the data collection method. Written interview was assigned for the managers and supervisor of Imperial Private Healthcare, St. Mary's Hospital whereas data survey questionnaires were assigned to the rest of the members of hotel services staff of the organisation. The information gathered in these techniques were acquired directly from the primary sources. Primary data gathering is vital in the research philosophy, approach and choice of this study. Moreover, this data gathering method is suited for the research aims and objectives. Despite the drawback of this method being quite time-consuming and arduous given the current health situation the world is dealing with, it is the best way to answer the research questions presented in this case study. Secondary data gathering method is also used in this study mainly for theoretical background for the reason that case studies of the same topic and the same organisation are scarce. While it is easier to collect information through this method, control of the quality of the data may fall short.

Research Time Horizon

The second innermost layer of the research onion represents the span of time a certain study is to be undertaken. According to Kosow and Gaßner (2008, cited in Melnikovas, 2018), time horizons vary depending on how many years it will take to finish a study such as short-term lasting up to ten years, medium-term lasting up to 25 years and long-term if it is lasting for more than 25 years. In another viewpoint, time horizon can be categorised as longitudinal or cross-sectional (Sahay, 2016). Longitudinal time horizon characterises the collection of data on multiple occasions and is applied in progressive studies which may take longer time. On the other hand, cross-sectional time horizon refers to a one, specific point in time that the data are gathered. Considering the previous layers as well as the research objectives, this particular case study makes use of the cross-sectional time horizon, although further research can change the time horizon.

Research Techniques and Procedures

The core of the research onion signifies the final part of the research design. It is the real practicality of the research wherein data are gathered and are eventually analysed. It holds together all the other layers of the research onion wherein data collection method, sampling method, materials and data analysis are decided (Crossley and Janses, 2021).

As mentioned previously, this case study used the qualitative research approach as it focuses on subjective notions of employee motivation. It has been also stated that written interviews and survey questionnaires are employed in order to collect data. The population for this study includes the members of the hotel services team in Imperial Private Healthcare – St Mary's Hospital – which is about 35 employees. Since the population is a small number of group, everyone was given the written interviews and survey questionnaires. While not everyone has responded, the total number of people who participated in the data collection were treated as samples. Sampling is selecting the smaller segment of a population which will represent the whole (Naderifar et al, 2017). The sample outcome is then treated as a product of random sampling so as to prevent bias and to collect data from different type of employees across the team. The sample came back as 4 out of 5 managers or 80% and 20 out of 30 staff members or

67%. Data collected will be presented in various charts, graphs and tables along with their respective explanations.

Research Limitations

This case study is only limited to St Mary's Hospital, one of the five hospitals of Imperial Private Healthcare and the data collected and the results of derived from them cannot be used to generalise the entire organisation. Moreover, availability of secondary data for this study is limited due to the nature of the topic. Furthermore, time-constraint also proved to be a challenge in completing this study.

Ethical Consideration

In order to conduct this study, permission from the organisation was obtained in order to collect data. Participants and their information are held anonymously and confidentially. Moreover, all the information gathered during the data collection process will be used solely for this academic undertaking.

Chapter Four: Analysis and Discussion of Findings

Interview with the Managers and Supervisors

A written interview with managers and supervisors were conducted in order to determine the impact of Covid-19 on the motivation of the employees in Imperial Private Healthcare – St Mary's Hospital. This was carried out in order to understand the topic in the point of view of the managers and supervisors. As mentioned before, the written interview was sent out to five members of managerial and supervisory team. Four of them responded in the seven-question interview. A copy of the interview questions will be presented in the Appendices section and the following are information from the responses.

Brief description of the role in the organisation – As mentioned, the respondents for this interview are managers and supervisors, who are responsible for the non-clinical operational

tasks and/or specifically the smooth running of hospitality services such as reception, catering, domestic and porter services. Aside from overseeing the day-to-day performance of the employees and managing the team, they are also responsible with training new team members, evaluating performances and providing feedbacks in order to ensure the highest standard of services. It is also their duty to make sure that the whole team provides a welcoming environment for the patients by facilitating their varied needs.

Motivating factors and their importance for the hotel services employees of Imperial Private Healthcare – St. Mary's Hospital – According to the respondents, employee's motivation comes from the enhanced level of care linked to private patients. Moreover, additional perks associated with working for a large organisation like Imperial Private Healthcare and having to perform a meaningful job creates motivation which targets the need for self-actualisation. They also stated that the pay structure, flexibility and career advancement are by far the key factor why people apply for jobs in the NHS. Learning and development opportunities can also boost motivation because they will feel guided especially in areas and aspects that will help them progress. Furthermore, the other factors they consider as motivating factors of employees include being supported by the management, the Trust Values (Kind, Expert, Collaborative and Aspirational), being treated with respect and dignity, having friendly and supportive colleagues, fair pay rates and benefits, communication within the team, trainings and development and providing a safe working environment.

Motivation within the workplace pre-pandemic – The respondents cited that the organisation has been fortunate enough to have a very motivated workforce. The employees are benefitted from working in a more rewarding environment where making a difference is highly encouraged. Additionally, they noted that the hotel services team members have been always an utmost importance in the workplace. Employees are well-motivated because the support and benefits that they need are met such as drinking water facilities, staff room for breaktime, separate changing room for men and women, different means of communications (Trust intranet, noticeboards, newsletters, etc.), staff recognition, rewards, birthday and Christmas celebrations and health and safety trainings to name a few. Managers and supervisors manage employee motivation by making time to listen to their perspective so that they feel valued and heard and by demonstrating genuine appreciation and recognition.

Changes in employee motivation during the Covid-19 pandemic – Just like other organisations, the initial months of the pandemic was rather difficult as there were a lot of misinformation coupled with the shortage of PPE supplies. Employee's morale was very low and there was even greater need to motivate them to attend work. Still an ongoing effort, the management shifted their attention to motivating their staff to come to work in order to make sure that their mental well-being was catered for. Despite the social distancing protocols which challenged the way team members communicate and deliver services, management puts effort by providing trainings related to Covid-19 protocols such as using appropriate PPEs in the workplace and briefings to maintain green and red Covid pathways to ensure not just the patients' safety but the staff as well.

Highlights and challenges with regards to employee motivation during the Covid-19 pandemic – As mentioned previously, one of the Covid-19 related factors which affected employee motivation are communication of information and guidelines. Managers and supervisors stated that the lack of knowledge, the misinformation, the lack of clear guidelines and the constant changes in the processes and procedures were undoubtedly the main challenges they faced. However, the declining motivation in the employees were quite mitigated by the availability of PPEs which are essential in the health and safety of the staff. In addition, respondents are constantly faced with shortage of staff due to sickness and isolation protocols. In order to address these issues, staff with comorbidity and other health concerns were allocated, redeployed or given different tasks where they will not be put at risk. Some of the other highlights managers and supervisors experienced during the pandemic includes providing refreshments to the staff and creating extra staff rest areas to maintain social distancing within the workplace.

Strong points and points for improvement with regards to the management's role in the employee motivation – Imperial Private Healthcare – St Mary's Hospital management team was asked to attend mental wellbeing sessions intended to educate managers and supervisors on how to better understand and support the staff as not everyone can adapt to the "new" way of working. Moreover, occupational health and support helpline contact are enlisted to support them in managing the staff. As a personal contribution, presence and working with the staff in the frontline every day is one of the best ways to motivate the employees to do the same. Working together as a team, giving positive feedback, showing appreciation, recognising their

achievements and communicating and relaying important information to the staff such as Covid-19 vaccination, free vouchers, food and others.

Impact of Covid-19 pandemic on the motivation of the hotel services employees in Imperial Private Healthcare – St Mary’s Hospital – While there are very few employees who have lower motivation drive at this time than it is before the pandemic, the managers and supervisors cannot quite generalise the impact of the pandemic on the members of staff because it is a case-to-case basis. This means that motivation would be different for each person as it is a personal and emotional issue for those who were at work, those with underlying health conditions and those who were asked to self-isolate and had to return to work after several months. The respondents keep in mind that understanding an employee’s situation is critical in keeping their morale. The priority of getting free Covid-19 vaccinations for the staff has been a great help in boosting employee motivation aside from appreciating and recognising their efforts and giving them the same opportunity for learning and development as it was before the occurrence of global health crisis.

This case study acknowledges the management’s standpoint with regards to employee motivation. As the key role of managers and supervisors involve the overall delivery of day-to-day operations and the efficient performance of the team, it is critical for them to understand the support the workforce needs to achieve the goals of the team and of the organisation as a whole. Motivating employees is one of the functions of managers and supervisors because they have more control in the working conditions and environment than the employees themselves has. They must work together to achieve the optimum motivation level with which the employee, the team and the organisation can achieve their goal and objectives.

Survey with Imperial Private Healthcare – St Mary’s Hospital Hotel Services staff

In an organisation’s standpoint, motivation of its workforce is important in maximising their potentials thereby improving the organisational performance and achieving organisational goals and objectives. As accountable as managers and supervisors, it is critical for the organisation to manage the factors affecting motivation of the employees. Highly motivated employees are assets to the organisation and no matter what the situation is, human resource will always be the greatest asset of an organisation. With the pandemic still going on,

employees are faced with motivation issues which tackles their livelihood as well as their health and safety.

In order to address the changes in the motivation of Imperial Private Healthcare – St Mary’s Hospital hotel services staff and the impact of Covid-19 to their motivation, data was collected by distributing questionnaires. The two-part questionnaire was facilitated to determine the respondents’ demographics as well as to answer the research questions with regards to the employees’ point of view. As mentioned before, the questionnaire was handed out to 30 members of Imperial Private Healthcare – St Mary’s Hospital hotel services team. 20 of them responded in the eleven-question survey questionnaire. A copy of the survey questionnaire will be presented in the Appendices section and the following are information from the responses.

Respondents’ General Information

Figure 7 illustrates the summary of the respondents’ general information as collected in the first part of the questionnaire. The profile information includes gender, age, job role and their employment tenure. Breakdown of these data are also shown in Table 2 to Table 5 accordingly, showing the distribution of the respondents according to their demographics.

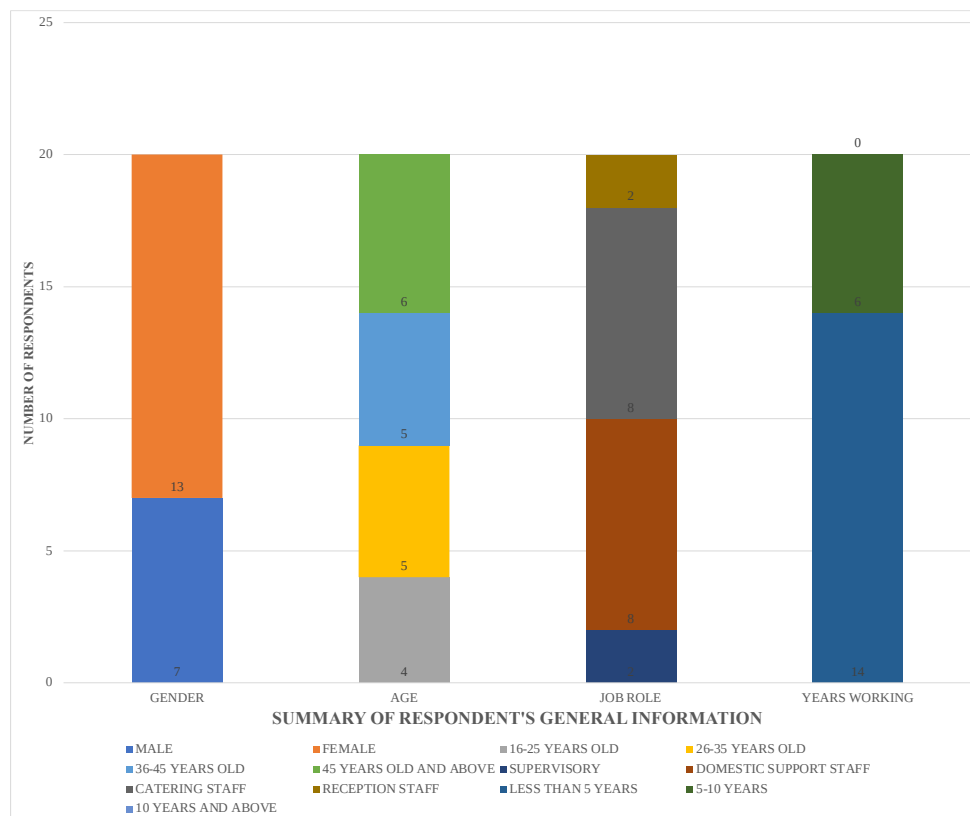


Figure 7 Summary of Respondents' General Information

Gender	Frequency	Percentage
Male	7	35.00%
Female	13	65.00%
Total	20	100.00%

Table 2 Gender of Respondents

Age Group	Frequency	Percentage
16-25	4	20.00%
26-35	5	25.00%
36-45	5	25.00%
46 and above	6	30.00%
Total	20	100.00%

Table 3 Age of Respondents

Job Role	Frequency	Percentage
Supervisory	2	10.00%
Domestic Support Staff	8	40.00%
Catering Staff	8	40.00%
Reception Staff	2	10.00%
Total	20	100.00%

Table 4 Job Roles of Respondents

Employment Tenure	Frequency	Percentage
Less than 5 years	14	70.00%
5 - 10 years	6	30.00%
10 years and above	0	00.00%
Total	20	100.00%

Table 5 Employment Tenure of Respondents

Tables 2 to 5 suggests the distribution of employees according to gender, age, job role and employment tenure, with each totalling to 20 respondents which is equivalent to 67% of the total population of 30 hotel services staff. Because random sampling was employed in the collection of data, each respondent was fairly distributed according to the demography within the workplace. Table 2 illustrates that 35% of the respondents are male and 65% are female, while table 3 shows that 20% of the respondents are from the age group 16-25, 25% are 26-35, 25% are 36-45 and 40% are above 45 years old. In Table 4, the respondents were categorised

into their job roles which showed that 10% of the respondents are from the supervisory role, 40% from the domestic support team, another 40% from the catering team and 10% from concierge and reception team. Lastly, 70% of the respondents have been working for under 5 years and 30% for 5 to 10 years in Imperial Private Healthcare – St Mary’s Hospital as a member of the hotel services team. All of these information were gathered from Part 1 or Questions 1 to 4 of the questionnaire.

Motivation before and during the Covid-19 pandemic

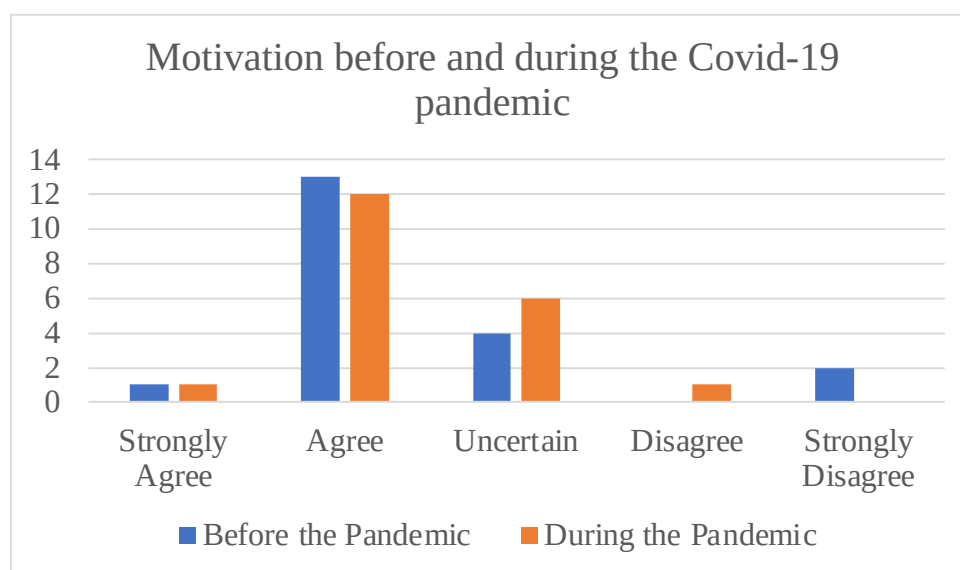


Figure 8 Motivation before and during the Covid-19 pandemic

I feel motivated towards my job...	Before the Pandemic	During the Pandemic
Strongly Agree	1	1
Agree	13	12
Uncertain	4	6
Disagree	0	1
Strongly Disagree	2	0
Total	20	20

Table 6 Motivation before and during the Covid-19 pandemic

Presented in Figure 8 and Table 6 are the data gathered through questions 5 to 6. According to their responses, 13 out of 20 hotel services staff agree that they feel motivated towards their job prior to the pandemic. Although the number decreased by 1, majority of the respondents still agree that they feel motivated towards their job even during the pandemic. It can also be noted that before the pandemic, 2 respondents strongly disagreed that they feel motivated towards their job however, none of the respondent disagree on the statement during the pandemic. Although this data shows small changes, Figure 8 shows the comparison between the employees motivation before and during the pandemic.

Top Motivating Factor before and during the Covid-19 pandemic

TOP MOTIVATING FACTOR	BEFORE THE PANDEMIC	DURING THE PANDEMIC
PAY/SALARY/WAGES	16	11
OVERALL WORKING ENVIRONMENT		2
INTERPERSONAL RELATIONS WITH CO-WORKERS		1
SUPERVISOR QUALITY	1	
PROMOTION		
RECOGNITION		
POLICIES, RULES AND REGULATIONS		1
ACHIEVEMENTS		
RESPONSIBILITY		2
NATURE OF JOB	2	1
PERSONAL GROWTH	1	1
OTHERS (JOB SECURITY)		1

Table 7 Top Motivating Factor before and during the Covid-19 pandemic

Responses to questions 7 to 8 is presented in Table 7 and Figure 9. Both exhibits the top motivating factors considered by the hotel service staff of Imperial Private Healthcare – St Mary’s Hospital. The respondents were asked twice, one for what they considered as a top motivating factor at the time that there was no pandemic and another for the time that the virus has already spread globally. On the pre-pandemic period, the top motivating factor for the

respondents were pay/salaries/wages. Looking at the charts, the same factor was chosen by most of the respondents during the pandemic. Although this factor was chosen on the different time period, comparison shows a 31.25% drop from 16 down to 11 respondents choosing pay/salaries/wages. The pandemic changed some of the respondents' top motivating factor as seen in the charts. During the pandemic, a number of respondents chose overall working environment, interpersonal relationships, policies, rules and regulations and responsibilities as what they consider as their top motivating factor. This may be backed up by the changing working environment because of the restrictions and additional policies to ensure health and safety of the staff. An additional factor, job security, was mentioned by a respondent citing that having job in the middle of the pandemic is their top motivating factor.

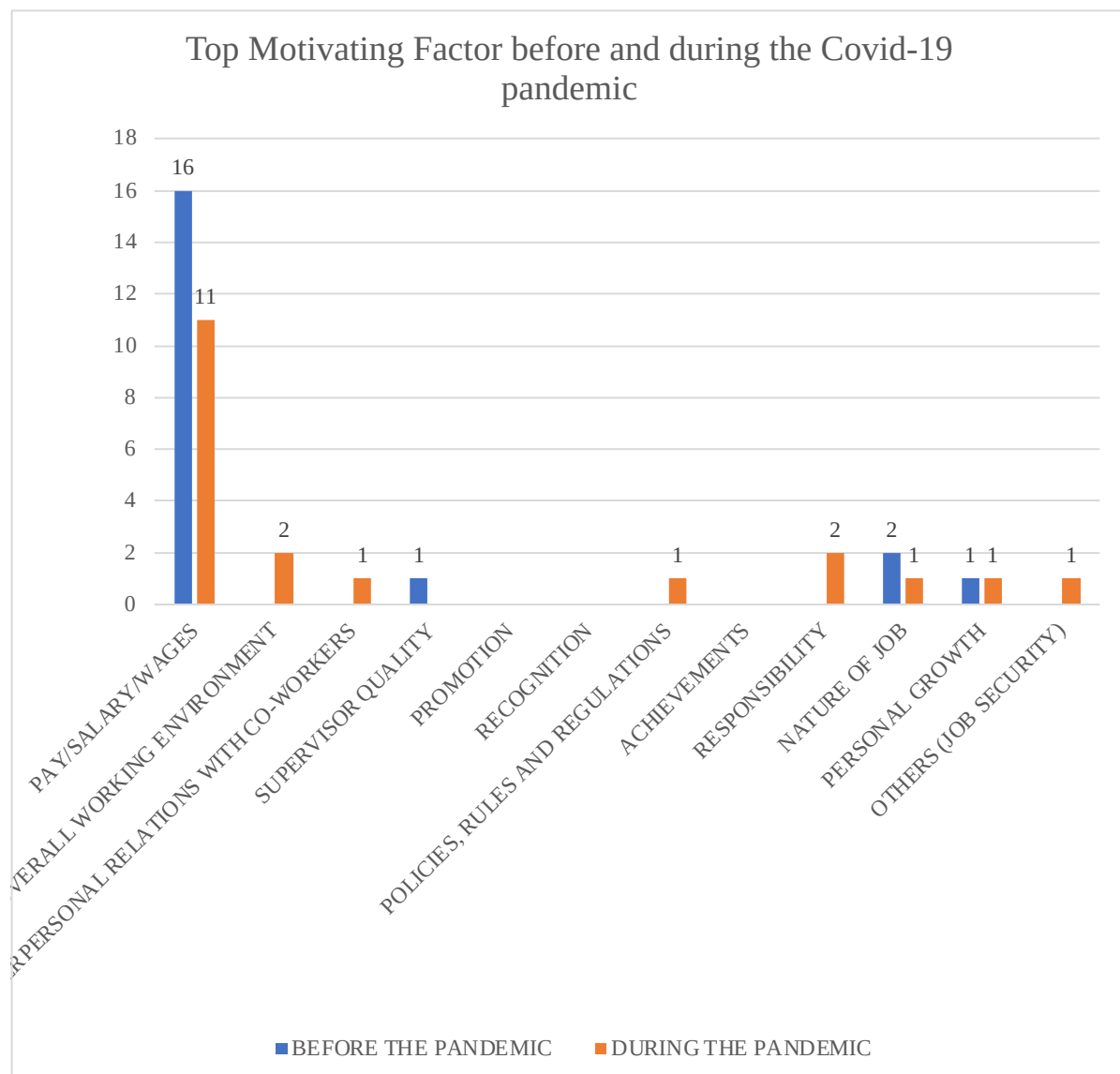


Figure 9 Top Motivating Factor before and during the Covid-19 pandemic

Importance of Motivating Factors before and during the Covid-19 pandemic

BEFORE the pandemic, to which extent do you agree that these factors are important?

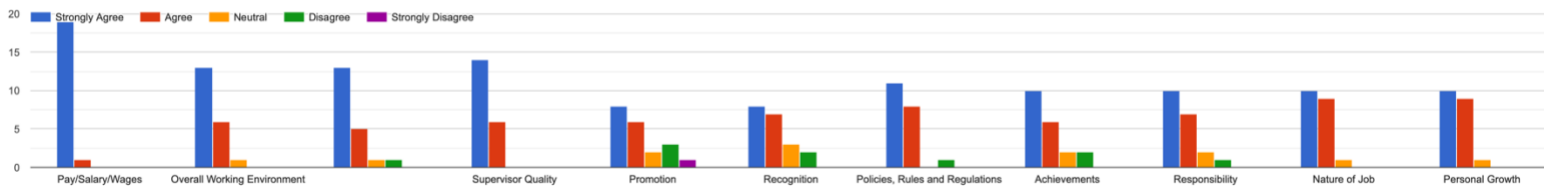


Figure 10 Importance of Motivating Factors before the Covid-19 pandemic

DURING the pandemic, to which extent do you agree that these factors are important?

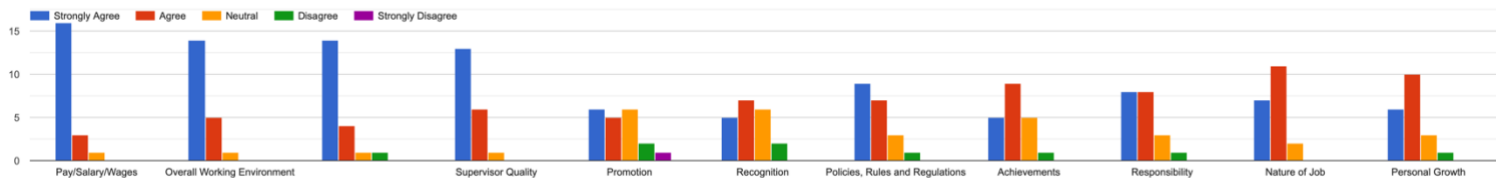


Figure 11 Importance of Motivating Factors during the Covid-19 pandemic

Figure 10 and 11 shows the extent to where the respondents agree or disagree that each factor are important. The given factors were based on the main theory, Two-Factor Theory discussed in the Literature Review. Before the pandemic, the factors were fairly ranging from neutral to agree. This is the same for during the pandemic. The top 5 factors bearing importance in the motivation of the hotel services staff before and during the pandemic are: Pay/Salaries/Wages, overall working environment, interpersonal relationship with co-workers, supervisor quality and policies, rules and regulations.

Chapter Five: Conclusions

This case study is conducted in order to determine the impact of Covid-19 on the motivation of the hotel services employees of Imperial Private Healthcare – St Mary's Hospital. The objectives of this research include determining the factor of motivation as well at their importance to the employees. Different theories were reviewed to establish a framework in understanding motivations, factors of motivation as well as the ongoing Covid-19 pandemic. With the help of the research onion, research design was established in order to collect

information due for analysis which will answer the research questions and achieve the research objective. The following conclusions were drawn from the data analysis and the overall research process:

Conclusion 1

This research discussed various theories as a basis in determining the factors affecting motivations of hotel services staff of Imperial Private Healthcare – St. Mary’s Hospital. Based on the findings, hotel services employees in Imperial Private Healthcare – St. Mary’s Hospital are generally motivated before there was a pandemic. Before the pandemic, the top motivating factor for the staff is pay/salaries/wages, supervisor quality, nature of job and personal growth. Using Herzberg’s Two-Factor theory, the first two factors are hygiene factors while the other two are motivation factors. Although there is a balance between the number of factors, it can be understood that employees in Imperial Private Healthcare – St. Mary’s Hospital are likely not dissatisfied rather than being satisfied. During the pandemic, changes in the motivating factors have been considered by the respondents including pay/salary/wages, overall working environment, responsibility, interpersonal relationships, policies, rules and regulations, nature of job, personal growth and job security. Therefore, the pandemic has changed their standpoints regarding their motivation in the midst of the pandemic.

Conclusion 2

Understanding the motivation factors helps employees to function better at work as it establishes their needs and how they deal with it. In most instances, each employee has multiple motivating factors. As diverse as the motivating factors are there across the workforce, every employee prioritises each factor differently. In case of the respondents of this case study, it can be concluded that majority of them put higher importance on factors such as remunerations, working conditions, interpersonal relationship with peers and supervisor quality. They also value personal growth and nature of job of least importance while the rest of the listed factors remained in the middle.

Conclusion 3

Covid-19 has made adverse impacts in several aspects in the way the world functions. Other than increasing health and safety risks on human lives, it has negatively affected business and their employees. To some extent, employees had to change the way they normally do their jobs. Moreover, their motivations are impacted in several ways. Others find themselves more motivated because of the responsibilities towards their jobs as they understand their role especially at these times. The nature of the job also motivates staff because despite the ongoing health crisis, they were able to keep their jobs. Also, working in an organisation providing job security increases motivation in the job. As a bonus, working in Imperial Private Healthcare enables them to get early access to Covid-19 vaccines. Other benefits such as getting lateral test kits on the early stages of the pandemic somehow eased the worries of the employers. Additionally, there are tokens of appreciation for the employees to recognise their presence at work amid the pandemic. However, some are reluctant because of the risk present in the job that may affect them and the people around them. The changing protocols confuse them especially in the initial months of the pandemic. Although it's not their peers' fault, others find it also disappointing when other staff get sick, so they must cover for their shift. To conclude, it is difficult to generalise the overall impact of Covid-19 on the motivation of the employees.

Final Conclusion

At the beginning of this study, research objectives have been stated and research questions have been drafted. Considering these elements, hypotheses stated in the beginning of the research contemplated whether Covid-19 has a significant effect on the motivation of the respondents. Based on the data collected and analysed it can be concluded that, to some extent, Covid-19 has a significant effect on the motivation of the hotel services employees in Imperial Private Healthcare – St. Mary's Hospital.

Implications

As stated in the Research Limitations section, this case study must not be used to generalise the whole organisation. However, to an extent, it can serve as a guide for the management to

better understand needs and motivation of their employees. Moreover, this research can be a guide for Imperial Private Healthcare – St. Mary’s Hospital to continue the efforts that have been proven to help the employees to perform better despite the situation and to work on other areas that needs improvement. Lastly, this case study can serve as a reference for further studies as this research was conducted under the time constraint and changes in the current situation are bound to happen in the future.

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Appendix 1

INTERVIEW QUESTIONS

As part of my MBA dissertation, I am conducting a survey analysing the impact of Covid-19 on employee motivations. Please be assured that your information will be held confidentially.

- I. Please state a brief description of your role in the organisation.
- II. What do you think are the motivating factors for the Hotel Services employees of Imperial Private Healthcare – St. Mary's Hospital? How significant are these driving forces in the motivation of the employees?
- III. How can you describe employee motivation within the workplace before the pandemic?
- IV. With regards to employee motivation, what are the changes which occurred when Covid-19 became a pandemic?
- V. What are the highlights and challenges you faced as a manager/supervisor with regards to the motivation of the employees at the time of the pandemic?
- VI. In what ways does the management support employees to keep them motivated and engaged despite this trying time? What are the strong points and points for improvement with regards to the management's role in the employee motivation?
- VII. Please describe the impact of Covid-19 on the motivation of the Hotel Services employees of Imperial Private Healthcare – St. Mary's Hospital.

Appendix 2



QUESTIONNAIRE

As part of my MBA dissertation, I am conducting a survey analysing the impact of Covid-19 on employee motivations. Please be assured that your information will be held confidentially.

Kindly tick (✓) the appropriate box.

1. Gender: ☐ Male ☐ Female
2. Age: ☐ 16 – 25 years old ☐ 26 – 35 years old
☐ 36 – 45 years old ☐ 46 years old and above
3. Job Role: ☐ Management/Supervisory ☐ Catering Services
☐ Domestic Support Worker ☐ Reception
4. Years Working: ☐ Less than 5 years ☐ 5 to 10 years
☐ More than 10 years

5. Before the pandemic, I feel motivated towards my job.

- ☐ Strongly Agree ☐ Agree ☐ Uncertain ☐ Disagree ☐ Strongly disagree

6. During the pandemic, I feel motivated towards my job.

- ☐ Strongly Agree ☐ Agree ☐ Uncertain ☐ Disagree ☐ Strongly disagree

7. In the following factors, which do you consider as your top motivating factor **before** the pandemic?

- | | |
|---|--|
| ☐ Pay/Salary/Wages | ☐ Achievements |
| ☐ Overall Working Environment | ☐ Responsibility |
| ☐ Interpersonal Relations with Co-Workers | ☐ Nature of Job |
| ☐ Supervisor Quality | ☐ Personal Growth |
| ☐ Promotion | ☐ Others (please specify): |
| ☐ Recognition | _____ |
| ☐ Policies, Rules and Regulations | _____ |

8. In the following factors, which do you consider as your top motivating factor **during** the pandemic?

- | | |
|---|--|
| ☐ Pay/Salary/Wages | ☐ Achievements |
| ☐ Overall Working Environment | ☐ Responsibility |
| ☐ Interpersonal Relations with Co-Workers | ☐ Nature of Job |
| ☐ Supervisor Quality | ☐ Personal Growth |
| ☐ Promotion | ☐ Others (please specify): |
| ☐ Recognition | _____ |
| ☐ Policies, Rules and Regulations | _____ |

9. **Before** the pandemic, to which extent do you agree that these factors are important?

Motivating Factors	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Pay/Salary/Wages					
Overall Working Environment					
Interpersonal Relations with Co-Workers					
Supervisor Quality					
Promotion					
Recognition					
Policies, Rules and Regulations					
Achievements					
Responsibility					
Nature of Job					
Personal Growth					
Others (please specify)					

10. **During** the pandemic, to which extent do you agree that these factors are important?

Motivating Factors	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Pay/Salary/Wages					
Overall Working Environment					
Interpersonal Relations with Co-Workers					
Supervisor Quality					
Promotion					
Recognition					
Policies, Rules and Regulations					
Achievements					
Responsibility					
Nature of Job					
Personal Growth					
Others (please specify)					

11. Please state the significant impact of Covid-19 on your motivation towards your job.

Thank you for your time and cooperation!