

DOI <https://doi.org/10.30525/978-9934-26-459-7-108>

**FACTORS INFLUENCING MOTIVATION  
AND JOB SATISFACTION OF EMPLOYEES  
WITHIN THE HOSPITALITY INDUSTRY  
IN THE REPUBLIC OF UZBEKISTAN**

**Murodjon Mukhiddinov, Julija Mironova,**

<sup>1</sup>*IISMA University of Applied Sciences,  
Valerijas seiles str 1, k-7, Riga, Latvia.*

<sup>2</sup>*IISMA University of Applied Sciences,  
Valerijas seiles str 1, k-7, Riga, Latvia.*

*Corresponding author's e-mail: murodmukhiddinov887@gmail.com*

**Abstract**

The topic of motivation and job satisfaction among employees has long been a prominent subject of discussion across various industries, including the hospitality sector. Understanding the primary drivers behind employee motivation and satisfaction in hospitality is crucial for hotel management to enhance performance effectively. It is believed that by prioritizing employee motivation and satisfaction, guest satisfaction can also be improved. Hence, this study aims to identify and elucidate the factors influencing employee motivation and subsequent job satisfaction within the hospitality industry.

**Key words:** *Motivation, Job Satisfaction, Employees, Hospitality Industry, Influencing Factors/*

**Introduction**

In any industry, including the hospitality sector, employee motivation and job satisfaction play a crucial role in determining the success or failure of an organization. This is because employees are considered valuable assets that significantly contribute to the survival and growth of the company. Just as any business asset requires attention, investment, and management from owners, the same applies to employees. Companies will never achieve success if their employees are dissatisfied with their work and are not motivated to perform well [1].

This is because poorly performing employees provide inadequate customer service, which, in turn, leads to loss of revenue and profits for the company. If employees are not motivated in their work, they typically leave the organization early, resulting in high turnover rates.

On the other hand, if employees are motivated, satisfied, and committed to their work, they can significantly help the company increase its overall productivity. These employees can perform their jobs better, providing exceptional customer service, which leads to higher revenue and profits for the company [2].

This article explores the enterprise of Radisson Blu Tashkent – one of the leading hotels within the Radisson Blu hotel chain, owned by the Radisson Hotel Group. Located in the capital of Uzbekistan, Tashkent, this study focuses on the organizational structure of this enterprise, encompassing various departments such as administration, sales department, marketing department, guest service department, kitchen department, technical department, cleaning department, and others. The analysis conducted aims to understand how these structural units interact and influence the motivation and satisfaction of employees in the hospitality industry.

### **Challenges in the Hospitality Industry**

The tourism and hospitality industry undoubtedly has the potential to significantly improve the economic conditions and increase employment levels in countries, including the Republic of Uzbekistan. This sector offers opportunities for various types of workers in the labour market, providing all kinds of positions for employment, whether low-skilled, semi-skilled, or professional jobs at the highest levels. It also provides opportunities for young talents and individuals with minimal qualifications, giving them a platform to demonstrate their value. For these reasons, the tourism industry is considered crucial for any country to reduce poverty levels, enhance the standard of living by increasing income, and provide workers with opportunities for growth and personal development within Uzbekistan.

However, the tourism and hospitality industry, including the Radisson Blu Tashkent hotel, faces challenges. Managers and supervisors in this sector are often criticized for providing their employees or subordinates with poor working conditions, low wages, irregular working hours, and limited opportunities for career advancement. Such exploitation of employees undermines the attractiveness of this industry, making it less desirable for talented and young workers to pursue a career in comparison to other sectors, such as manufacturing, retail, or IT, which become more appealing job markets. This situation leads to high turnover rates in the tourism and hospitality industry.

With the sharp increase in the number of clients worldwide in the tourism industry, there is increased pressure on the top management of hotels, including the Radisson Blu Tashkent, to provide additional training

and development for their staff, especially managers, to enhance the quality of their services. Highly skilled and trained employees are considered an asset for the successful operation of hotels. Additionally, opportunities for higher education related to tourism and hospitality are available in Uzbekistan, contributing to the development of this industry. However, some countries are criticized for not providing sufficient funding for educational institutions in this field.

### Measurements of motivation and job satisfaction

The interrelation between motivation and job satisfaction is vital in hotel management, particularly at establishments like Radisson Blu Tashkent. Motivation drives employees' desire to achieve goals, while job satisfaction reflects their contentment with rewards and work conditions. Enhancing motivation and satisfaction is pivotal for hotel management and HR departments [3].

Satisfied employees tend to be more motivated, boosting productivity and overall hotel performance. Learning opportunities provided by management positively influence employee motivation and satisfaction, emphasizing the need for continuous skill development [4].

Autonomy in work tasks can enhance employee confidence and satisfaction [5]. However, effective workload planning, and task assignment based on employee skills are essential to prevent burnout and maximize productivity [6].

Tsai [7] identifies various aspects of work that influence employee motivation and satisfaction. These aspects include:

1. The job itself: the interest in the work and opportunities for growth.
2. Pay: fairness of compensation and methods of pay distribution.
3. Promotion opportunities: chances for career advancement.
4. Supervision: managerial skills and concern for employees' well-being.
5. Colleagues: support and friendliness from coworkers.



These aspects are considered key when examining the level of satisfaction and motivation among employees in the hospitality industry and other sectors.

Customer satisfaction is determined by how well a product or service meets their expectations. In the hotel industry, such as the Radisson Blu Tashkent hotel, this is particularly important. High-quality service impacts customer satisfaction, their brand loyalty, and recommendations to friends and family. Therefore, to ensure quality service, the role of qualified and motivated staff is crucial. Satisfied employees at the Radisson Blu Tashkent hotel contribute to higher service levels and, consequently, customer satisfaction. Hotel HR departments should actively address staff issues, provide training, fair compensation, and create a favorable work environment to ensure high levels of employee motivation and job satisfaction. This, in turn, contributes to improved service quality and customer satisfaction at the Radisson Blu Tashkent hotel.

### **Conclusions**

From the qualitative analysis conducted above, it can be concluded that the hotel management in the hospitality industry in the Republic of Uzbekistan should take all necessary steps to enhance the motivation and satisfaction of their employees, even if it requires significant financial investment in their development and growth. This is especially crucial for Radisson Blu Tashkent hotel because if employees are not motivated and do not feel satisfied with their work, it directly affects their productivity and undermines the quality of services provided by the hotels. However, if employees are highly motivated, dedicated to their work, and satisfied with their management, they will be encouraged to work diligently and make additional efforts to enhance the efficiency of their operations and provide services to clients, ultimately leading to increased profitability. Customer satisfaction, and consequently hotel profitability, is successfully achieved through such measures.

### **References**

1. Alsaqri, S. (2014). A survey of intention to leave, job stress, burnout and job satisfaction among nurses employed in the Hail region's hospitals in Saudi Arabia
2. Danish, R. Q., & Usman, A. (2020). Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. *International journal of business and management*, 5(2), 159.

3. Torres, E. N., & Kline, S. (2016). From satisfaction to delight: a model for the hotel industry. *International Journal of Contemporary Hospitality Management*, 18(4), 290–301.

4. Kusluvan, S., Kusluvan, Z., Ilhan, I., & Buyruk, L. (2020). The human dimension: A review of human resources management issues in the tourism and hospitality industry. *Cornell Hospitality Quarterly*, 51(2), 171–214.

5. Yang, J. T. (2019). Antecedents and consequences of job satisfaction in the hotel industry. *International Journal of Hospitality Management*, 29(4), 609–619.

6. Karatepe, O. M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, 132–140.

7. Putra, E. D., Cho, S., & Liu, J. (2017). Extrinsic and intrinsic motivation on work engagement in the hospitality industry: Test of motivation crowding theory. *Tourism and Hospitality Research*, 17(2), 228–241.