

# An Empirical Study on Motivation and Job Satisfaction: Hotel Employees' Perspective of Pakistan

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**Abstract:** This fundamental purpose of this research was to explore the major motivation and job satisfaction factors of employees which majorly affect the hospitality services of the five stars hotel in Islamabad, Pakistan, using the Herzberg's two-factor theory of motivation. This quantitative research included 100 distributed survey questionnaire with employees working on different job levels from a 4 and 5-starhotels in Islamabad which hospitalize different Expo guests, selected through purposive sampling. The outcomes of the study indicated that motivation variables (status and security) extracted from Herzberg's two-factor theory of motivation has a positive effect on employee job satisfaction represented by (Responsibility, work itself/tasks, Advancement, Personal growth, working conditions, Policy and, rules/ administration, relationships with coworkers, relationships with supervisor(s), boss(es) and manager(s)/supervisor/leader quality and Pay) item variables. In addition, the results revealed that job satisfaction variables have a moderate effect, but the combination between both motivation and job satisfaction have a positive and significant effect on the different Expo hospitality represented by the selected hotel's participants.

**Keywords.** Hospitality, Motivation, Job Satisfaction, Herzberg's Two-factor Theory of Motivation, Islamabad.

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## Introduction

The current volatile, vibrant, ever-changing environment and excessive fierce competition among service-oriented organizations require effective employee-oriented strategies to flexibly react to

customers' requirement and desires, especially with the challenges of employee motivation and job satisfaction specifically in the service industry (Khan & Ullah, 2021). On the same hand, Pakistan own its unique diversity in culture, lifestyle, and attractiveness. So, it is a great destination for hospitality and service thrives as also it has a great reputation for the significant quality of hotels and other related service organizations. Hotels in Pakistan, and specifically in Islamabad preserve the highest rate of hospitality and customer satisfaction (Ullah & Hamdard, 2019).

As a result, highly motivated and satisfied employees considered a strong pillar for the success of hospitality industry performance and effectiveness. It is a pillar for further financial revenues, growth, and a mean for true competitive advantage and strategic assets. Equally, low work motivation can lead to unexpected or immoral behavior, which negatively affect service speed and quality, and organizational financial and comprehensive performance and encourages unwanted employees behaviors, such as actual employee turnover (Colaco & Loi, 2019). Islamabad as a leading city strived to break the ice and held the giant international event and it started creatively to attract visitors from all over the world to boost the hospitality and service industries again (Ullah et al., 2021). Hence this research investigates the relation between hotels and hospitality employees' motivation and satisfaction with the hospitality service success in Islamabad.

Although numerous theories of motivation and job satisfaction exist, however this paper rely on the Herzberg's two-factor theory of motivation-hygiene as many current researchers affirmed that there exist a lack of research that assessed this theory factors influence on the workforces job satisfaction and motivation specifically in the hospitality and hotels industries (Alshmemri et al., 2017; Hur, 2018). In addition, those researchers also affirmed that most studies depended on this theory and adopted on its factors were western studies and very limited studies exist in context of Asian countries. Hence, this theory need to be reassessed within Asian study context to examine its factors specifically in the hotel industry. In this research, the researcher take into consideration such gaps and explore motivation and job satisfaction in the hospitality industry in Pakistan specifically.

**Research Question:** The main research question that drive this study is as follows:

How does Herzberg's Two-Factor Theory of Motivation-Hygiene and job satisfaction factors affect the success of hospitality industry in the Pakistan?

**Research Objectives:** The objectives of this research are as follows:

1. To reveal the most significant motivators and hygiene's in Herzberg's two-factor theory that mostly have effect on employees' job (dis)satisfaction.
2. To explore which are the most investigated factor(s) (motivators and job satisfaction) led to the success of hospitality in Islamabad, Pakistan?

This paper will afford contribution to the literature by identifying those factors of motivations and hygiene's' which causes employees job satisfaction or dissatisfaction, and this can propose a model for such mutual relationship which at the end will conclude the most significant factors that distinguish the hospitality service.

## Literature Review

Generally, motivation owns several definitions based on its used context. For example, work motivation can be defined as a set of energetic drives that originated either from inside the individual or through an external work-related behaviors and differ in its shape, effect, and intensity. Motivation intensity mainly measure the effort paid toward attaining such behavior and how hard person can has challenges in the direction toward driving the motivation behavior in the direction of achieving better self engagement, job performance, and other personnel or organizational results. Such results caused favorable job-related outcomes which at the end help in attaining job satisfaction (Budiono et

al.,2019).Job satisfaction mainly defined the work-relation emotional condition that originated from affective and encouraging internal or external appraisal which resulted an accomplishment of employees objectives, purposes, and values(Kong et al., 2018).

On the same hand, and as discussed by Van den Broeck et al., (2019), work motivation is an actual desire that evidently appears in a person intentionally or insentience to a specific require act with a predefined objective or purpose. It considered a significant component in numerous life aspects like education, healthcare, lifestyle, and working environment. This concept can be more related with rationalization, not capability; that is, some people when evaluated against others can get the job done well (Dal Forno & Merlone, 2010).

Riyanto et al.(2021) stated in their study that measuring work motivation through organizations mainly concerned about assigning measures like behavioral determination, work-related intensity, personal preferences, and other significant goal(s) which mainly shaping the required parts of the overall person's motivation in pursuing most wanted purpose.

In some cases, and as discussed by Khan & Ullah (2021), there exist a real conflict between the original target and the actual took action, so such conflict reveal the difference between intrinsic and extrinsic motivations. In this case an actual balancing have to be carried, so the balance between those motivators can help in attaining the best individual and organizational results. Workers are proud enough of their work that each business can reach a certain level and growing utility is an indirect motivation.

Sometimes there can be a conflict between the original intention and the action taken. Therefore, the right balance between intrinsic and extrinsic motivators can help as employees are feeling enough proud of their work that every business can reach a certain level and increasing effectiveness is an implied motivation for them (Ullah & Hamdard, 2019).

In relation with job satisfaction, the definition by Tnay et al. (2013) stated that job satisfaction can be interrelated concept between psychological behavior environmental styles which mainly measuring the actual feeling of pleasure and satisfaction in relation with the carried work. To support this definition, the amount of job satisfaction is represented by what are the actual reasons and consciousness of satisfaction can be exist (Ali& Anwar, 2020).

Bashir and Gani (2019) defined in their study the positive comfort feeling inside the working environment which originated from the relationship between wanted work and definite assigned work a job satisfaction , while (Ullah et al., 2021) defined it as the pleasure feeling of the overall job contexts, simply they mentioned that more desirable work led to the job satisfaction, while disliked ones leads more toward job dissatisfaction, and also affirmed that such concept can be in the shape of individual cognitive, touching and assessment feeling towards her/ his job. This demonstrate that if employees own elevated job satisfaction, they will be more motivated which increases their overall achievement and performance and vice versa, when employees own fewer job satisfaction, they will be less motivated which decreases their performance and overall achievements(Nantale,2019).

Other previous prior studies Jalagat (2016) and Hidayah and Tobing (2018) indicated that high job satisfaction strongly related with their job motivation and they are collectively affect organizational performance aspect (s).There exist a strong relationship -in concepts- between appraisal and recognition for instance and the feeling of job satisfaction; when people feel that they are fully recognized and their efforts are appraised, they are by default can be more satisfied with their job. So that, it is important for work-related leaders and mangers to recognize the relationship between those variables and being able to identify the major motivators that may affect the overall employees' behaviors and thus other significant job measures.

This also will strongly help in 'pushing' their employees toward affording the best quality of achievement and doing the best efforts toward the best results (Al-Ali et al., 2019).In the same hand,

and as discussed by Andrade et al., (2021) job satisfaction also can be classified into intrinsic and extrinsic job satisfaction categories, where intrinsic satisfaction includes feelings and personnel responses toward the job itself like expertise, diversity, and independence. While extrinsic job satisfaction includes those behaviors originated and resulted outside the job like organization management approach and payments and incentives. Those categories shape the overall job satisfaction which in its turn affects numerous organizational behaviors especially citizenship behaviors (Ullah & Hamdard, 2019). These behaviors can be further related with higher job satisfaction, that is, higher rate of job satisfaction lead to better employees' citizenship behaviors. For instance more satisfied employees can be more cooperated and helpful ones, on the other side more dissatisfied employees can be unenthusiastic to recognize the organization's major goals and values (Purwanto et al., 2020).

Ali and Anwar (2019) discussed in their study to the relationship between motivation and job satisfaction, they recognized that job satisfaction is considered a significant part of motivational process but they were not synonyms. And although motivation alarmed the importance of directed behavior toward a predefined goal which attained through rewards, but job satisfaction main concern is about the feeling of serenity and fulfillment through rewards and job related activities. Mallillin (2020) pointed in his study to the benefits of motivation and job satisfaction as they widely improve organizational measures like work productivity and different profitability aspects. They are also bring much benefits to the workers as improving work engagement, participation, and commitment. Additionally, it is considered a strong source of feeling part of the company's work environment Herzberg's two-factor theory of motivation There exist different motivation theories which focus on organizations and employees motivation aspects, they are considered with getting a highly motivated employees through suggesting possible strategies and plans to get the best commitment and engagement of employees (Ciobanu et al., 2019)

Paais and PATTIRUHU (2020) stated that getting motivated employees is not an easy task especially when it comes to organizations motivating workers for effective performance due to the complexity of people and motivation nature. Although numerous motivation theories exist, which originally employed to explain how organizations manage their employees effectively and help in getting motivated employees like Public service motivation (Ciobanu et al., 2019), motivation crowding theory (van der Kolk et al., 2019), and self determination theory (Ryan & Deci, 2020). Those theories tried to explain the different organizational employees' behaviors to finalize with the best accommodated plans and strategies to get the best out of employees in terms of organizational motivation, commitment, and satisfaction required for the utmost organizational performance Hagger, et al., (2020) stated in their recent study that motivation considered the most significant pillar for allowing the best employees' actions and a reason for the most successful behavior especially with growing competition and globalization. Specifically in these circumstances, organizations represented by their managers strive to inspire their employees in order to get the best out of them and to stay competitive.

Similarly, Salas-Vallina et al., (2020) stated also that managers/leaders employ all kind of possible approaches as well as techniques to motivate and satisfy their employees through good working relations and opened opportunities, incentives and high salaries, and affording extra security-related benefits.

So that, researcher called Frederick Herzberg arose a question which mainly considered as a framework for his suggested theory of motivation. He asked: "do these incentives really inspire (motivate) and satisfy employees to give off their best at their workplace? The answer was a list of employees' attitudes on motivation through a number of questions related to allow those employees to finally describe what is really good and really bad about their jobs. Those answers shaped the basic factors for Herzberg's 'Motivation-Hygiene Theory' which also known as the 'Two-Factor Theory'.

Herzberg's 'Motivation-Hygiene Theory' concluded a number of influential factors which after adopted as substratum of respectable motivational performs in organizations. He significantly concluded that certain factors are related to job satisfaction, while others only related to job dissatisfaction which are classified as motivator factors (satisfaction) and hygiene factors (dissatisfaction). Siruri and Cheche (2020) stated in their study that Frederick Herzberg model affirmed that motivational factors are those factors which really motivate people when those workers faced a changing and challengeable circumstances but enjoyable on the same time, and where they saw themselves as responsible, mature, and respectable. All those feelings of recognition and respect allow for higher and advanced job satisfaction, while those factors -as defined in this model- related to working environmental factors like poor working conditions, low salaries, and poor leadership are considered more as dissatisfaction factors. Accordingly, work which considers to be important and may afford significant results leads to satisfaction. Thus factors that portray job satisfaction are completely different from those factors that lead to job dissatisfaction. Therefore, these feelings are not polar opposites: in other words the opposite of job dissatisfaction is not only job satisfaction, but no job satisfaction.

- Hygiene Factors: these factors identified the most significant maintenance factors illustrated by Maslow's hierarchy of needs. These factors mainly concentrates on safety, love, and other psychological needs which may in some circumstances cannot directly related to the job context or environment but it may cause a feeling of dissatisfaction if not exist. These factors consist: Company management and leadership, interpersonal relations with manager, personal relations with peers and colleagues, adequate salary, job security, and, work conditions and status. This model categorize these factors as 'Hygiene' as they are helpful in attaining required level of personnel satisfaction and may also cause dissatisfaction. These factors are not considered a direct motivators, but rather they carry potential as a major starting point toward attaining motivation. Thus, improving or concentrating on these factors may advance existing attained motivation (Kiptoon & Kipkebut, 2019).

- Motivator Factors: this theory defined these factors as an intrinsic and job-related motivators. They encompass the physiological need for development and appreciation. In relation to these factors, the absenteeism of these factors does not demonstrate highly dissatisfying but when extant, they truly afford strong levels of motivation that at the end caused a significant job performance level. They are consequently called satisfiers or motivators. These factors include; achievement, recognition, advancement, the work itself, the possibility of personal growth and responsibility.

Kang and Lee (2020) stated in their study that merging the model's hygiene and motivator factors can result in the best employee performance who are highly motivated and extremely satisfied with less job-related complaints.

### Methodology

The research is a quantitative research which mainly intended to investigate the factors of motivation and job satisfaction of workers in the hospitality industry in Islamabad, Pakistan that significantly affected the successor hospitality service based on the Herzberg's two-factor theory of motivation.

Research sample was selected using a procedure of purposive sampling and it was carried out in one five star hotels in Islamabad. A total of 120 questionnaires were distributed, however 100 participants properly filled out the questionnaires. Purposive sampling considered the most suitable sampling technique for this research as it afforded selecting experienced or more knowledgeable individuals in the subject of interest, and allows more communication with willing participants in more communicative and meditative manners (Creswell & Poth, 2016). The stages of the study process were first carried out by collecting data requires to select factors of the tested variables, based on the Herzberg's two-factors theory and the results were obtained from the answers of the questionnaire

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respondents based on the answers of the Likert scale from 1-to 5withresearch variables consisting of motivation, job satisfaction, and success. The analysis used is Partial Least Square (PLS) using SMART PLS Ver 3.0 software.

### Results and Findings

This section presents the findings that emerged from the respondents of the survey questionnaire under the motivator and hygiene factors of Herzberg's two-factor theory. Table (1) displays the demographic information related to the questionnaire participants Sentiments of the respondents at each level –Data Entry Level, Administrator/Assistant/middle manager, and Top-level managers– are illustrated with numbers of respondents based on Age groups and Gender.

Table 1: Study Respondents Demographic Information

	Categories	Numbers	Percentage (%)
Job Title	Entry-level	28	28.0
	Administrator/Assistant	52	52.0
	Manager	20	20.0
Age	18 – 24	4	4.0
	25 – 29	43	43.0
	<b>30 – 34</b>	18	18.0
	35 – 40	18	18.0
	41 +	17	17.0
Gender	Male	26	26.0
	Female	74	74.0

Table (2) displays measures for motivation factors with means and standard deviation values, order, and importance levels.

Table 2: Study Motivation Measures

Motivation Measure	Mean	SD	Order	Importance
Desire to participate in every event together at the office	4.17	0.85	1	High
Praise from superiors if subordinates work well	3.82	0.97	2	High
Equipment is provided by the company	3.80	1.12	3	High
Safe feeling at work	3.77	0.94	4	High
There is an award for the best performing employee	3.76	1.07	5	High
Salary is sufficient for employee needs	3.75	1.32	6	High
There is a transport allowance	3.73	1.17	7	High
Get along well with colleagues	3.70	1.12	8	High
There is a sense of kinship with colleagues	3.69	1.09	9	High
There is a health allowance	3.68	1.17	10	High
The availability of sick leave	3.60	1.29	11	Moderate
Opportunity to participate in determining the company goals	3.53	1.23	12	Moderate
Bonus for high performance	3.50	1.17	13	Moderate
Opportunities to develop skills and abilities	3.43	1.11	14	Moderate
Duties by the ability of employees	3.40	0.98	15	Moderate
<b>Total</b>	<b>3.67</b>	<b>.61</b>	<b>—</b>	<b>High</b>

Table (2) above shows Motivator’s level. the range means for items of this domain is between (3.40 – 4.17), the higher means for item 'Desire to participate in every event together at the office, but the lower means for item 'Duties by the ability of employees' Total means was (3.67) which considered highly agreement and with 'High' importance.

Table (3) displays measures for job satisfaction factors with means and standard deviation values, order, and importance levels too.

Table 3: Study Job Satisfaction Measures

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Statement	Mean	SD	Order	Importance
Opportunities for career advancement according to expertise	4.61	1.02	1	High
Promotion is fair and objective	4.38	1.04	2	High
Salary on time	4.31	1.04	3	High
The state of lighting in a comfortable workspace	4.30	1.32	4	High
Work according to knowledge	4.02	1.11	5	High
Overtime pay is in line with expectations	3.97	1.12	6	High
Work as you wish	3.93	1.22	7	High
There is a policy regarding the promotion of answers	3.85	1.02	8	High
Salary according to job	3.82	1.11	9	High
Complete equipment tools for work	3.82	1.16	10	High
Interesting and fun work	3.8	1.1	11	High
Communication between colleagues is well established	3.65	1.23	12	Moderate
Colleagues provide support when facing difficulties at work	3.59	1.07	13	Moderate
Direct assistance to complete work on time	3.55	1.09	14	Moderate
There is always work supervision	3.52	1.25	15	Moderate
There are suggestions/input if it is difficult to do work	3.51	1.23	16	Moderate
Condition of a comfortable workspace	3.49	1.18	17	Moderate
There is feedback from superiors on the work done	3.22	1.07	18	Low
<b>Total</b>	<b>3.85</b>	<b>.55</b>		<b>High</b>

Table (3) shows Job Satisfaction levels of the sample respondents. the range means for items of this domain is between (3.22 – 4.61), the higher means for item 'Opportunities for career advancement according to expertise', but the lower means for item 'There is feedback from superiors on the work done' Total means was (3.85) by highly agreement.

Finally, to test the effect of motivators on job satisfaction we use Simple linear regression method, table(4) illustrate the effects values for the relationship between motivation and job satisfaction

Variable	R	R <sup>2</sup>	F	Sig.F	$\beta_0$	$\beta_i$	T	Sig.T
Motivators	.520	.270	36.24	.000	1.314	.472	6.020	.000

Table 4:  
Simple linear

regression analysis to impact of motivators on job satisfaction



Table (4) shows the impact of the motivators on job satisfaction. Then the results of the statistical analysis showed the presence of statistically significant impact of the motivators on job satisfaction, with a correlation coefficient  $R$  (0.520) at the level of significance ( $\alpha \leq 0.05$ ). The coefficient of determination  $R^2$  has reached (0.270) which means that the value of 27% of changes in the job satisfaction resulting from changes in the motivators, and confirms this conclusion  $F$  value calculated, which amounted to (36.244), which function at the level of significance ( $\alpha \leq 0.05$ ). This confirms that the regression statistically significant, and a statistically significant impact of the motivators on job satisfaction. The impact level (0.472) this mean when the motivators increased by one level then the job satisfaction increased by (0.472).

### Discussion

The purpose of this study was to investigate the motivation and job satisfaction of workers in Islamabad hotels used to influence the hospitality using Herzberg's two-factor theory of motivation. This paper was applied to all employees of all administrative levels hotels. Before discussing the objectives that were previously presented, the functional qualities of the employees in those hotels will be discussed first, that are considered the makers of the actual hospitality success and real triumph, and then discuss what are the motivators that led to the job satisfaction of these employees, and thus led to the accommodation and happiness of the guests in that hotel, which had a role in the success to hospitality service.

The results of the study showed the characteristics of the workers, the majority of whom are females, and their ages range between 25 and 41 years, and this indicates the support of women in the Pakistan hospitality sector and specifically in hotel management, in addition to them being young and mature, and that the nature of work in this hotel is full-time and part-time, as the number of employee working hours per week is less than 35 hours per week, and some of them work 35 hours per week or more and work under the title of administrator / assistant, and manager, and this confirms that the nature of work in hotels is suitable for all categories working in the field of hotel hospitality, and in all cases, it was also found that job satisfaction among them is higher than the rate of job dissatisfaction when this question is asked to them. So, this in turn indicates that hotel management adopts the motivation system, in particular using Herzberg's two-factor theory of motivation.

On the other hand, the results showed that the level of motivation by the management hotels is high, meaning that there is an interest in the mechanisms of motivating employment in these hotels, because the status motivation variables also high, as the availability of the hotel management to participate in each event with its employees, constantly praising the superiors, giving the opportunity to participate in setting the company's goals, finding a reward for high performance, and allowing management for its employees to develop skills, capabilities and duties, whether they are below or above the ability of employees.

In addition, and as for the security motivation variable, it is also high, because the hotel management creates a sufficient sense of security at work, which makes the employee in a state of comfort and reassurance, and that the salary is sufficient for all the employee's needs and they can also create extra savings for future, and this in turn is a sufficient incentive for employee satisfaction. It is job security, and employees are provided with a transportation allowance that is not deducted from the salary, as well as a health allowance, in return for the availability of sick leave from the administration. This indicates that the motivation system through the elements of status and security is being implemented in the right way in the hotels, and this in turn gives satisfaction to the hospitality of the guests. As for the level of job satisfaction among workers at hotels during the pressure of work happened, it is more defined as a moderate satisfaction, because the satisfaction variables are (Responsibility, work itself/tasks,

Advancement, Personal growth, working conditions, Policy and, rules/ administration, relationships with coworkers, Relationships, with supervisor(s), boss(es) and manager(s)/supervisor/ leader quality and Pay) that are a high, because hotel management cares that salary is paid on time, opportunities for career advancement are knowledge-based and experience-based, promotion is fair and unbiased, illumination is a condition in a comfortable workplace, overtime pay is in line with employee expectations, and work within a system Employees feel fun, salary according to the job and in line with the tasks required, work equipment tools are complete and available to the alternative employee, there are communication skills between colleagues and a good reputation among them, there is support from colleagues when facing difficulties at work, direct assistance to complete the work on time, and supervision on work is fair, suggestions/input is always available if work is difficult, workspace condition is comfortable, feedback from superiors on work done is fair. All of these factors led to the presence of job satisfaction for the majority of employees working in hotels. In order to reveal the most important motivators and hygiene in Herzberg's theory, which mostly affect employee satisfaction with work, only the results of the study showed that there are many motivators that affect job satisfaction for employees in hotels, where the results of the statistical analysis showed a statistically significant effect. For the motivators (status and security) on job satisfaction at the significance level ( $\alpha \leq 0.05$ ), the percentage of this effect was (27%), which means that the value of (27%) of changes in job satisfaction resulted from changes in motivators, and this is consistent with Herzberg's assumption (1966), since if respondents' responsibility and perceived independence instilled a sense of freedom and responsibility, they would generate feelings of motivation and job satisfaction.

In other words, if the management of hotel pays more attention to (status and security) motivation factors, its employees will have higher job satisfaction. In a more precise sense, the desire to participate in every event together in the office praise superiors if subordinates do well provide equipment by the company. There is an award for the best performing employee, get along well with colleagues, give opportunity to participate in setting company goals, reward for high performance, giving opportunities to develop the skills and abilities of employees and distributing duties according to the ability of employees. All of them positively affect job satisfaction and increase the performance efficiency of employees. Also among the motivators are the feelings of safety at work, providing the salary sufficient for the employee's needs, providing a transportation allowance, and providing a feeling of kinship with colleagues, all of these motivators generate job satisfaction among employees. This finding is in agreement with Colaco and Loi (2019), Kong et al. (2018), Lee et al. (2017), Martindale et al. (2018), Madera et al. (2017) and Robbins and Judge (2017) which all of them found that these motivators had the most significant effect. To explore what are the most researched factors (motivations and job satisfaction) that led to the successor hospitality, the results of the study showed that there are several factors that feel the employee responsibility, work itself/tasks, advancement, personal growth, working conditions, policy and, rules/ administration, relationships with co-workers, relationships, with supervisor(s), boss(es) and manager(s)/supervisor/ leader quality and Pay). This is to provide opportunities for career advancement according to experience, and promotion is fair and objective salary on time, light condition in comfortable workplace, knowledgeable work, overtime pay is in line with expectation. Salary is determined by the job full equipment tools to work, have fun work, colleague communication is well established, colleagues provide support when facing difficulties at work, direct help to complete work on time. There is always supervision on the work, there are suggestions/input if the work is difficult to do, a comfortable workspace condition and there are feedback from superiors on the work done. It is thus compatible with Herzberg's theory and resonates with the findings of Lee et al. (2017), Madeira et al. (2017) that internal career development opportunities and promotion opportunities can increase job satisfaction. By contrast, the lack of promotion opportunities seen by

front-line employees led to their dissatisfaction with the job, resonating with the findings of Lee et al. (2017). It also agreed with the results of the study of Du Plessis et al., (2016); Kong et al., (2018); Matthews et al., (2018); McPhail et al., (2015).

### Conclusion

This paper has opened great opportunity case study action research on motivation and job satisfaction of workers in the hospitality industry in Islamabad, Pakistan. It has shown that proactively motivated and satisfied workers exert superior, sustained effort towards attaining team and organizational goals and success. This is essential for organizations in the hospitality industry to build and maintain a competitive advantage in the dynamic, rapidly developing, competitive Pakistan hospitality industry. Experiential findings proved that the motivation variables (status and security) motivation variables extracted from Herzberg's two-factor theory of motivation has a positive effect on employee job satisfaction represented by (Responsibility, work itself/tasks advancement, personal growth, working conditions, policy and, rules/ administration, relationships with coworkers, relationships, with supervisor(s), boss(es) and manager(s)/supervisor/ leader quality and Pay) variables; on the other hand, although job satisfaction variable have a moderate effect, but the combination between both motivation and job satisfaction have a positive and significant effect on the hospitality.

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