

MOTIVATION AND CUSTOMER SATISFACTION AMONG EMPLOYEES OF BAYLEAF CAVITE

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ABSTRACT

Nowadays, the hospitality industry is enhancing. Hotel employees and customers have continuous interactions. Customer satisfaction is a priority in the said industry. Customer satisfaction is the review of how the hotel is able to commit with the needs and wants of the guests. In order to attain this quality service required, the hotel employees must perform explicit service in order to exceed the satisfaction of the guests. In order to meet a satisfactory service, the employees must be motivated enough to show quality service. This study was pursued to understand the level of motivation of hotel employees in Bayleaf Cavite –a newly established hotel by Lyceum of the Philippines –, the level customer satisfaction of guests using the SERVQUAL by Parasuraman, the significant difference of motivation according to their profile, and the significant relationship of the employee motivation and customer satisfaction. The gathered data are presented by using the statistical methods, frequency and distribution, weighted mean, ANOVA, and Spearman Rho Correlation. Based on the finding, there is a high level of motivation and customer satisfaction in the hotel. But there is no significant differences and significant relationships found in the results of the study. This research will benefit hotels in the future. The study is timely because the Hospitality Industry is expected to grow in the next years.

Keywords: *Employee motivation, Customer Satisfaction, Hospitality Industry*

INTRODUCTION

Hospitality can be defined as the act of being hospitable and there is a relationship between the guest and the host. Under hospitality is the hotel, an establishment that provides accommodation (3G Elearning, 2014). A hotel is a place where you can take a rest without worrying that you are away from the comfort of your home (Collins dictionary, 2018). The Lyceum of the Philippines as one of their specialty courses, Hospitality Management, established a hotel, The Bayleaf. The said school just opened the new Bayleaf Cavite last June 2016. The property is just minutes away from the Golf Courses of Cavite: The Eagle Ridge, Sherwood, and Riviera. It is also near to the second summer capital of the Philippines, Tagaytay City (Cavite Socio-Economic and Physical Profile, 2013). Bayleaf Intramuros has a track record of numerous awards across various global review platforms including the prestigious Trip Advisor's Travelers Choice Award for four years in a row since 2011, the management believes that Bayleaf Cavite can deliver it too (Vitug, 2016). These remarkable reviews are because guest encountered satisfaction and unique experience.

As the guest stays, it is important to achieve their satisfaction which is why excellent service is one of the hospitality industry's priority objectives (Lindblad, 2009). Quality customer service requires that the guest must have the feeling of comfortability (Walker, 2014). According to Belcher (2018), that as a hospitality service provider it is one of their job to maintain customer happiness and satisfaction. To keep the hospitality business afloat it is a must that the customer or guest is at the forefront of the operational plans. The one concern is satisfying the hotel guest are the service providers, who are the hotel employees (Ramphal & Nicolaides, 2014).

Hotel employees must exert full effort in pursuing guest satisfaction. It is all in the hands of the staff of the hotel. Their satisfaction of work is a factor in attaining the guest's satisfaction. Baniya (2017) stated that generally the result of an employee job is a pleasant attitude or rewarding emotional state, hence is the job satisfaction. Job satisfaction is directed to employee motivation. These two are highly related to each other.

The higher the satisfaction of an employee in a particular role, the more motivated employees are to comply in their respective responsibilities (3G Elearning, 2017). Motivation is a behavior that stimulate desire and energy to people to continually be interested and committed in a particular work or area. Conscious and unconscious factors are intensity of desire or need, incentive value of the goal, and expectations of the individual and his peers (Business Dictionary, 2018).

A good motivation to employees attracts and retain the best employees (Walker, 2014), but retaining good workers is highly one of the biggest problems in the hotel industry. Hotel employment sadly often offers low wages, irregular hours, and little training. (3G Learning, 2015). These results to low employee loyalty and most importantly employee motivation. Motivation had become important to sustain employees in a company. The Human Resource Department is critically responsible to look into the different methods of motivation.

METHODOLOGY

The researchers used the quantitative research strategy which uses questionnaire in order to get the data needed. It us a method that emphasize objective measurement and the statistical or numerical analysis of data collected through questionnaires by manipulating statistical data using computational techniques. The researcher used the descriptive method of research. To further enhance the depth of the study the researcher used a questionnaire and a customer satisfaction sheet to further immerse on the intricacies of the respondents' answers.

The first part deals with the demographic profile of the respondents. It comprises their age, sex, civil status, salary range, years in service, and nature of employment. The second part is composed of set of questions which determined the extent of the employee motivation of the respondents in Bayleaf Cavite. This sought to ask the motivation within the organization they are currently experiencing. This is sub categorized as the Financial Benefits, Employee Working Condition, and Employee Recognition. 4-point

Likert scale choices were provided which indicates certain viewpoints about the effects to indicate agreement or disagreement with the statements. It also aimed to find out if there are significant differences in employee motivation if the employees are grouped according to their demographic profile. The second set of questionnaires is based on the standard customer satisfaction surveys hotels used, the SERVQUAL questionnaire of Parasumaran adapted from Spaho and Godolja (2018). The said part aims to set the level of satisfaction of the guests at Bayleaf Cavite. The question is sub categorized to the Tangibles, Reliability, Responsiveness, Assurance, and Empathy. Their feedback will be used if there are significant relationship between the motivation of hotel employees and customer satisfaction.

The researchers used different statistical methods to analyze the gathered data. The demographic profile according to respondent's age, gender, civil status, monthly salary, type of employment, and nature of employment was classified using frequency and percentage.

Weighted mean was used in the Likert scale that identified the average means in the motivation of employees and customer satisfaction. The respondents answered based on their perception in Employee Motivation in terms of Financial Benefits, Working Condition, Employee Recognition, and SERVQUAL customer satisfaction of Parasumaran in terms of Tangibles, Reliability, Responsiveness, Assurance, and Empathy. The Likert scale is four-point scale which is used to allow the individual to express how much they agree or disagree with a particular statement.

RESULTS AND DISCUSSION

Table 1. The level of employee motivation in terms of financial benefits

Indicators	Weighted Mean	VI
1. The hotel management offers SSS, HDMF, PhilHealth, and COLA	3.81	Strongly Agree
2. Hotel employees get compensated during holidays	3.56	Strongly Agree
3. The employees receive tips from guests	3.35	Agree
4. The hotel offers night differential pay	3.38	Agree
5. The hotel employee's work has several incentive leaves	3.38	Agree
Composite Mean	3.50	Strongly Agree

Legend: 3.50-4.00 Strongly Agree, 2.50-3.49 Agree, 1.50-2.49 Disagree, and 1.00-1.49 Strongly Disagree

In table 1, the respondents of the study strongly agree that the employee motivation in terms of financial benefits. The highest weighted mean is 3.81, followed by 3.56, next have the same weighted mean of 3.38 and lastly 3.35 is the lowest weighted mean. The statements number three, four and five, got the lowest of all which interprets only as Agree. But overall of the composite mean ended up as being Strongly Agree.

It is a great news that in the hotel industry the benefits in Bayleaf Cavite received by employees are greatly seen. Employees are motivated to have extra payment for their corresponding hard works that leads to a positive result in the whole operation of a hotel.

Table 2. The level of employee motivation in terms of working condition

Indicators	Weighted Mean	VI
1. Hotel managers and supervisors provide constructive advice	3.54	Strongly Agree
2. The hotel's physical comfort is safe and secure, clean and tidy	3.52	Strongly Agree
3. Tools and equipment at work are provided and always work.	3.52	Strongly Agree
4. The Hotel's operation is smooth & comfortable to work	3.52	Strongly Agree
5. Employees feel a sense of family inside the hotel organization.	3.50	Strongly Agree
Composite Mean	3.52	Strongly Agree

Legend: 3.50-4.00 Strongly Agree, 2.50-3.49 Agree, 1.50-2.49 Disagree, and 1.00-1.49 Strongly Disagree

In table 2, the highest mean is the statement “Hotel managers and supervisors provide constructive advice” and the lowest is the statement “Employees feel a sense of family inside the hotel organization”, the other three, numbers two, three, and four all got the same mean which is 3.52.

Bayleaf Hotel pursued provision of a great working environment for the employees be motivated in the operation of the hotel. Therefore, the hotel employees are motivated and satisfied that their hotel working on has comply with the working condition that provides motivation.

Employee Recognition

Unknowingly, appraisals, appreciations, and positive comments can make one's worker more efficient and effective. This can boost the performance of an employee which is a motivation factor of managers or top heads to keep their employees on the competitive performance

Table 3. The level of employee motivation in terms of employee recognition

Indicators	Weighted Mean	VI
1. The hotel management gives bonuses and certification in top performing employees.	3.71	Strongly Agree
2. The hotel managers and supervisors of the hotel recognize the job well done of the employee	3.71	Strongly Agree
3. The hotel acknowledged hard work of employees monthly or weekly	3.69	Strongly Agree
4. The hotel acknowledges significant life events	3.60	Strongly Agree
5. The hotel managers and supervisors of the hotel always say "Thank you"	3.54	Strongly Agree
Composite Mean	3.65	Strongly Agree

Legend: 3.50-4.00 Strongly Agree, 2.50-3.49 Agree, 1.50-2.49 Disagree, and 1.00-1.49 Strongly Disagree

In the table 3, the respondents of the study have strongly agreed that the employee motivation in terms of employee recognition. The highest mean in the statement is “The hotel management gives bonuses and certification in top performing employees and The hotel managers and supervisors of the hotel recognize the job well done of the employee”, followed by 3.69, the third is 3.60, and lastly has lowest mean in the statement that has 3.54 is “The hotel managers and supervisors of the hotel always say “thank you”.

The motivation level in Bayleaf Cavite in terms of employee recognition is recognized by the employees. The Human Resource department appreciates great work of their employees. Base on the results, the managers and top heads of the hotel build up good relationship with their employees and acknowledge hard work.

The Level of Customer Satisfaction

The average grade based from the answered questionnaires determines the level of customer satisfaction using SERVQUAL model by Parasuraman. These will be showed in the following tables.

SERVQUAL Customer Satisfaction

The questionnaire used is adapted from Spaho and Godolja (2018). This is divided by Tangibles, Reliability, Responsiveness, Assurance, and Empathy. These are based on the model of

Parasumaran in order to measure the service quality of the employees of Bayleaf Cavite in attaining Customer Satisfaction.

Table 4. The level of customer satisfaction in terms of tangibles

Indicators	Weighted Mean	VI
1. The hotel's physical facilities are visually appealing	3.58	Strongly Agree
2. The hotel's employees are neat appearing	3.57	Strongly Agree
3. The hotel has modern-looking equipment	3.56	Strongly Agree
4. Materials associated with the service (such as pamphlets or statements) are visually appealing at the hotel	3.38	Agree
Composite Mean	3.56	Strongly Agree

Legend: 3.50-4.00 Strongly Agree, 2.50-3.49 Agree, 1.50-2.49 Disagree, and 1.00-1.49 Strongly Disagree

In table 4, the respondents of the study have strongly agreed that the customer satisfaction in terms of tangibles. The highest weighted mean in the statement that has 3.58 is "The hotel's physical facilities are visually appealing, followed by 3.57, next is 3.56, and lastly have the lowest weighted mean that has 3.38 is "The hotel has modern-looking equipment.

Therefore, as the results has a composite mean of 3.56 that is interpreted as Strongly Agree, Bayleaf Cavite's Tangible items are clearly well maintained and visually seen. The hotel guests are concern with what they see and touch in the hotel that can help further improvement.

Table 5. The level of customer satisfaction in terms of reliability

Indicators	Weighted Mean	VI
1. When you have a problem, the hotel shows a sincere interest	3.58	Strongly Agree
2. The hotel performs the service right the time	3.52	Strongly Agree
3. The hotel provides its services at the time it promises	3.46	Agree
4. The hotel promises to do something by a certain time	3.25	Agree
5. The hotel insists on error free records	3.23	Agree
Composite Mean	3.41	Agree

Legend: 3.50-4.00 Strongly Agree, 2.50-3.49 Agree, 1.50-2.49 Disagree, and 1.00-1.49 Strongly Disagree

In the table 5, the respondents of the study have only agreed that the customer satisfaction in terms of reliability. The highest weighted mean in the statement in terms of reliability that has 3.58 is “When you have a problem, the hotel shows a sincere interest, followed by 3.52, next is 3.46 followed by 3.25, and the lowest mean that has 3.23 is “The hotel insists on error free records”

Bayleaf Cavite’s ability to comply to guests’ concern are greatly a way in achieving satisfaction. In complying with guest’s problems, the hotel employees should be fully aware that helping out or being on time is a factor for satisfaction of customers. The results showed, Bayleaf provides a very well service of ‘reliability’.

Table 6. The level of customer satisfaction in terms of responsiveness

Indicators	Weighted Mean	VI
1. Employees of the hotel are always willing to help you	3.69	Strongly Agree
2. Employees of the hotel are never busy to respond to your requests	3.58	Strongly Agree
3. Employees of the hotel gives your prompt service	3.38	Agree
4. Employees of the hotel tell you exactly when services will be performed	3.25	Agree
Composite Mean	3.47	Agree

Legend: 3.50-4.00 Strongly Agree, 2.50-3.49 Agree, 1.50-2.49 Disagree, and 1.00-1.49 Strongly Disagree

In the table 6, the respondents of the study have only agreed that the customer satisfaction in terms of responsiveness. In the weighted mean in terms of responsiveness the highest mean in the statement that has 3.69 is “Employees of the hotel are always willing to help you”, followed by 3.58, followed by 3.38, and lastly the lowest weighted mean in terms of responsiveness in the statement that has 3.25 is “Employees of the hotel tell you exactly when services will be performed”

In the results, Bayleaf only got a composite mean of 3.47 that only interprets to Agree. Bayleaf is able to satisfy the guest but not to the extent that they exceed customer satisfaction in terms of their responsiveness. The employee’s ability to entertain guests’ needs is what the responsiveness pertains.

Table 7. The level of customer satisfaction in terms of assurance

Indicators	Weighted Mean	VI
1. Employees of the hotel are consistent courteous towards you	3.77	Strongly Agree
2. You feel safe in your transactions with the hotel	3.54	Strongly Agree
3. Employees of the hotel have the knowledge to answer your questions	3.48	Agree
4. The behavior of employees of the hotel instills confidence	3.21	Agree
Composite Mean	3.50	Strongly Agree

Legend: 3.50-4.00 Strongly Agree, 2.50-3.49 Agree, 1.50-2.49 Disagree, and 1.00-1.49 Strongly Disagree

In the table 7, the respondents strongly agreed that the customer satisfaction in terms of assurance. The highest weighted mean in terms of assurance in the statement is “employees of the hotel are consistent courteous towards you”, followed by 3.54, next is 3.48, and lastly in the statement that has the lowest mean is “The behavior of employees of the hotel instills confidence” have 3.21 mean. The assurance of Bayleaf Cavite is relatively high as the customers of the said hotel strongly agreed that the hotel meets their needs and demands of assurance. The knowledge and courtesy of the employees

are passively important as the guest notice this in the operation of the hotel.

Table 8. The level of customer satisfaction in terms of empathy

Indicators	Weighted Mean	VI
1. The hotel has employees who gives your personal attention	3.79	Strongly Agree
2. The hotel has your best interest at heart	3.65	Strongly Agree
3. The hotel gives you individual attention.	3.52	Strongly Agree
4. The employees of the hotel understand your special needs	3.48	Agree
5. The hotel has operation hours convenient	3.31	Agree
Composite Mean	3.55	Strongly Agree

Legend: 3.50-4.00 Strongly Agree, 2.50-3.49 Agree, 1.50-2.49 Disagree, and 1.00-1.49 Strongly Disagree

In table 8, the respondents have strongly agreed that the customer satisfaction in terms of empathy. The highest weighted mean in the statement that has 3.79 is “The hotel has employees who gives your personal attention”, followed by 3.65, next is 3.52, next is 3.48, and the last, the lowest weighted mean in the statement that has 3.31 is “The hotel has operation hours convenient”.

Empathy of employees is a well factor that should be considered as it will develop a higher of satisfaction. In compliance with having empathy of Bayleaf employees the level of satisfaction will increase.

The significant difference between employee motivation once group according to their profile

This section displays the difference of employee motivation with regards to the demographic profile of the respondents.

Table 9. Financial benefits and demographic profile

Demo Profile	f-value	p-value	Interpretation
Age	.143	.707	Not Significant
Gender	.129	.721	Not Significant
Civil Status	.553	.461	Not Significant
Monthly salary	2.322	.134	Not Significant
Type of Employment	3.354	.074	Not Significant
Nature of Employment	.390	.536	Not Significant

If is p-value <.05 then there is significant difference; If p-value is >.05 then there is no significant difference

Table 9, the variables in financial benefits showed that there is no significant difference in the demographic profile of the respondents. Gender got the highest p-value which is 0.721 and the lowest value is the Monthly Salary that got 0.134.

Table 10. Working condition and demographic profile

Demo Profile	f-value	p-value	Interpretation
Age	2.110	.153	Not Significant
Gender	.000	1.000	Not Significant
Civil Status	.168	.864	Not Significant
Monthly Salary	3.029	.088	Not Significant
Type of Employment	.451	.505	Not Significant
Nature of Employment	.213	.647	Not Significant

If is p-value <.05 then there is significant difference; If p-value is >.05 then there is no significant difference

Table 10 aims to determine the significant differences in the working condition and the profile of the respondents. Gender got the highest p-value which is 1.000 and for the lowest value is the Monthly Salary that got 0.088. As the results shows, there is no significant differences in the variables. The value of all is at greater than 0.5 p-value.

There is significant relationship with the working condition and the motivation to become an organization leader (Porter et. al., 2016). Despite of the profile of the hotel employees, there is no variance in determining the level of working condition for them to be motivated in

the workplace. A great workplace will be equivalent to a great service disregarding their profile.

Table 11. Employee recognition and demographic profile

Demo Profile	f-value	p-value	Interpretation
Age	.208	.650	Not Significant
Gender	1.235	.272	Not Significant
Civil Status	.056	.814	Not Significant
Monthly salary	.580	.450	Not Significant
Type of Employment	2.092	.155	Not Significant
Nature of Employment	.036	.850	Not Significant
Employment			

If is p-value <.05 then there is significant difference; If p-value is >.05 then there is no significant difference

Table 11, the variables in employee recognition and demographic profile showed that there is no significant difference in the demographic profile of the respondents. Nature of Employment got the highest p-value which is 0.850 and for the lowest value is the Type of Employment that got 0.155.

The Employee Recognition is the expression of appreciation in the employee's contribution. It helps in the operation of an establishment. It reduces the employee turnover and retain employees, it increases the productivity level of employees, and even the morale of an employee increase (Bonusly, 2018).

The significant relationship between employee motivation and customer satisfaction

Significant relationship between the employee motivation and customer satisfaction is shown in the following table and will be explained to the seen results as per the questionnaires gathered from the respondents.

Table 12. Financial benefits and customer satisfaction

Financial Benefits VS Tangibles	rho-value	p-value	Interpretation
	.423	.003	Significant

Table 12
 continued...

Reliability	.089	.176	Not Significant
Responsiveness	.199	.176	Not Significant
Assurance	.456	.001	Significant
Empathy	.173	.239	Not Significant

If is p-value <.05 then there is significant relationship; If p-value is >.05 then there is no significant relationship

Table 12, for the significant relationship between the Financial benefits and customer satisfaction, there is significant relationship only the variables Tangibles which is .003 and Assurance which is .001. The rest, Reliability got .089, Responsiveness is .199, and Empathy has .173. There is no significant relationship.

Accorrding to Namasivayam (2007), it is important for hotel industries to pay greater attention to the nature of benefits. The importance is to ensure higher level of work performance to equivalent to customer satisfaction. As majority of the variables in the customer satisfaction has no significant relationship to employees' financial benefits, still, improvements in service should be a thing.

Table 13. Working condition and customer satisfaction

Working Condition VS	rho-value	p-value	Interpretation
Tangibles	-.086	.561	Not Significant
Reliability	.000	1.000	Not Significant
Responsiveness	.213	.146	Not Significant
Assurance	.043	.774	Not Significant
Empathy	.125	.397	Not Significant

If is p-value <.05 then there is significant relationship; If p-value is >.05 then there is no significant relationship

In the table 13, the working condition variable and the customer satisfaction shows no significant relationships in any of the variables under the customer satisfaction. Reliability got the highest p-value which is 1.000 and for the lowest value is the Responsiveness that got .146.

Employee job satisfaction is correlated with customer satisfaction. These two are highly related. Satisfaction in the working condition of the employees tends to result to customer satisfaction (Maulabakhsh, 2015). But in the results, there is no relationship between the two. The customer satisfaction is not based on the working

environment of the employees yet based on the performance itself of the employees working in the hotel.

Table 14. Employee recognition and customer satisfaction

Employee Recognition VS	rho-value	p-value	Interpretation
Tangibles	-.050	.737	Not Significant
Reliability	.102	.490	Not Significant
Responsiveness	.221	.131	Not Significant
Assurance	-.074	.618	Not Significant
Empathy	.024	.871	Not Significant

If is p-value <.05 then there is significant relationship; If p-value is >.05 then there is no significant relationship

The employee recognition and the customer satisfaction under its all variables have no significant relationship. The results show that there is no relation between the two. Empathy got the highest p-value which is .871 and for the lowest value is the Responsiveness that got .131.

Studies of Marshall, Mortier, and Lewis (2015), there is significant relationship in attaining customer satisfaction and one of the main factors that motivate good performance of the employees is the employee recognition. In the results shown, there is a contradictory. There is no significant relationship between the employee recognition and customer satisfaction.

CONCLUSION

In the demographic profile of the employees working in Bayleaf Cavite, the researchers conclude that the hotel patronize the young and fit employees rather than the older people; The male employees are more dominated in the working area of the hotel; The Single status outnumbered other marital status in the hotel, as the single status employees tends to have low financial requirements.

The level of motivation in the establishment of Bayleaf is high as all variables under this (Financial Benefits, Working Condition, and Employee Recognition). There are positive results to this as base on the findings. The performance of the employees is rather a quality for

satisfaction as the motivation is directed to job satisfaction that is correlated to customer satisfaction.

The satisfaction based on the SERVQUAL questionnaires results of guests staying in Bayleaf Hotel are satisfied. But the dimensions have different results. The five dimensions: Tangible, Reliability, Responsiveness, Assurance, and Empathy are all significantly high in different studies (Spaho and Godolja, 2018; Markovic and Raspor, 2010; Nguyen, 2015; Bucak, 2014). In this study, the dimensions: Tangible, Assurance, and Empathy are the variables that received the highest mean. Customers are particularly satisfied that Bayleaf Cavite is able to provide services depending on the dimensions. The other two dimensions, which are the Reliability and Responsiveness are also positive and but the other three much more appreciated.

In the results of the significant differences of employees according to their profile, the results are, there is no significant relationship in all variables under. The variables for the profile is age, gender, civil status, monthly income, type of employment, and nature of employment.

For the significant relationship between the employee motivation and customer satisfaction, overall findings show that there is no significant relationship at all. The level of motivation in Bayleaf Cavite has relation to the customer satisfaction which somehow the results are contradictory.

RECOMMENDATIONS

To Bayleaf Cavite, the level of motivation under the financial benefits, the management should improve the receiving of tips of the employees, the hotels night differential pays and adding of incentives leaves for the employees. These three got the lowest weighted that the researchers recommend that should be improve.

In terms of the customer satisfaction, the SERVQUAL has five dimensions. In the Tangible, Bayleaf should furthermore improve their materials used with the service, examples of this are the pamphlets

used in the hotel. For the Reliability, the results that it had a positive review yet have the lowest of mean in terms of the time of service.

To the future researchers, this study has its limitation. The study is only conducted in one hotel only and doesn't have the chance to explore other hotels that may have variations. The researchers would like to recommend to take the chance to the study other hotels for the growth of the research.

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