

THE EFFECT OF JOB STRESS AND WORK MOTIVATION ON JOB PERFORMANCE OF EMPLOYEE IN THE HOTEL INDUSTRY: THE CASE OF HO CHI MINH CITY, VIETNAM

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Abstract

This study examines the relationship between job stress and work motivation of employee in the hotel industry, and how it can have an adverse effect on employee job performance, specifically in the case of hotels in Ho Chi Minh city, Vietnam

The researcher distributed questionnaire survey to employees working in hotels in Ho Chi Minh City. The result which is draw from information collected of 200 hotel employees shows significant differences from other previous comparable studies. It is indicated that there are three factors among five factors of work motivation which are Growth needs, Relatedness needs, and Existence needs-pay that play a positive impact to job performance of hotel employee. Moreover, the study also determines job stress generate negative impact on job performance. The research correspondingly indicates differences in job performance according to difference age groups of the survey respondents.

The results and conclusions of the study contribute in planning and developing strategies and human resources policies that are appropriate to stimulate and improve employee performance in hotels at Ho Chi Minh city, Vietnam.

Key words: work motivation, job stress, job performance

JEL Code: M12, L80.

Introduction

Employee job performance is the groundwork for developing and success of any organisation. Therefore, managers increasingly concern more and more about improving employee performance through training and developing human resource. Moreover, one of the most important functional role of human resource management is to create work motivation. At organisations in general and spectacularly in the hotel industry, creating work motivation plays a crucial role in encouraging employee to do their job better. This brings greater customer satisfaction and consequently create the perfect service quality in hotels which is the aim of all the hotels in the world.

Currently, hotel organisation realise that they have to focus on providing exceptional qualified

service and creating customer satisfaction in order to acquire and retain a certain amount of loyal customers; in order to exist and develop. Indeed, hotel employees who are in direct contact with customer are the most important connotations in those processes. However, hotels confront with the challenging task of finding the effective ways to ensure that employee service attitude are in line with expectations of the organisation management as well as the customers. In this scenario, hotel managers need to pay attention to the employee service attitude.

Beside, employees who are in direct contact with customer in hotels are confronted with a number of problems stemming from poor training and inadequate development opportunities, low salaries, and too much workload with too many working hours. They are often prone to stress out in their task resulting in low job performance.

Hotel working environment required employee to always ensure professionalism. For customer specifically, any staff he or she sees in the establishment is considered the hotel image. The employee is on behalf of the hotel in contacting and assisting customer throughout their stay; making the customer content and relaxed. For hotel, employee performance is crucial since hotel business is based on its reputation and frequency of satisfied guest with service quality and return to the hotel every time they visit Ho Chi Minh City.

Instantly contacting with guests from different countries with different cultures and working in an environment that is solemn, courteous, clean, and well-decorated with employees constantly create a cheerful, polite and formal ambience. All of these requirement inadvertently create a tremendous work pressure on employee in direct contact with customer. Moreover, besides working in condition with lot of pressure, employees are logically constantly stressed, there is a huge gap in motivating employees in the workplace to influence efficiency at hotel. Hence, the purpose of this study is to find out the factors of job stress and how motivation affects the employess performance at hotel in Ho Chi Minh City.

1. Literature review

1.1. Job stress

The definition of job stress has been widely used and understood in many different ways. In aspect of general theory, Hancock and Desmond (2001) provide two main insights: first, it is emphasised that research and understanding must be made through the multidimensional point of job stress and second, it is attentive that job stress is seen as a way to motivate.

The new theory of stress shows the interplay between man and the environment. In 1970, this theory was proposed by Lazarus and Folkman (1984), where individual stress responses

depend on the experience of the person experiencing it and explain the importance of toxicity, threat or in difficult situation. The study by Lazarus and Folkman (1984) does not agree with others and suggests that stress is simply environmental stress. Instead, the intensity of stress is determined by how a person feels and is able to cope with a defined threat.

Hancock and Desmond (2001) discover that most stress researchers accept Lazarus' views, and Folkman (1984) emphasizes that quality is the exchange between people and their needs for the environment include individual perceptions, expectations, and coping responses.

However, approving the connection between job stress and employee performance in the hotel is by itself as a controversial issue of management in the hotel and the union's employees. The main purpose here is to solve (at least part of) the controversy before by looking at it, whether operating in hotel management to motivate employees while striving at the same time, and keeping the job stress to a minimum level.

1.2. Work motivation

According to Aarabi et al. (2013), the meaning of work motivation was originally derived from the Latin "mover", meaning "move". Work motivation is also related to the intensity of the work of the individual, meaning that a person find it difficult to work towards the goal and must have a long persistence in order to sustain this effort. Therefore, the motivation of employees in the organization refers to the intensity of their efforts in achieving the organization's goals.

This study focuses on Alderfer (1967) demand theory (ERG) cited by Arnold & Boshoff (2002). The ERG theory extends Maslow's hierarchy and demand theory into three groups: Growth needs, Relatedness needs, and Existence needs. Lower order needs (physiological demands and safety needs) are grouped into the Growth needs. The need to belong and the need for esteemed respect are grouped into the type of Relatedness needs. While development needs contain the need for self-expression and self-respect. Demands exist including physiological and safety needs such as: eating, drinking, physiology. Relatedness needs include the need for belonging and the need for external respect regarding family, colleagues, friends and employers. Existence needs includes the need for self-respect and self-expression. Unlike the famous Malsow concept, ERG theory suggests that human needs cannot easily be described in a hierarchical hierarchy like Maslow's theory. Demand can vary from one employee to another and may be different for the same person over time. In addition, each employee has different needs at the same time, and if a manager focuses on any one need at a time, the employee does not have enough motivation in the task

1.3. Job performance

According to Babin and Boles (1998), work performance refers to the level of productivity of each individual, relative to his colleagues, on some performance-related behaviours.

Some researchers, such as Farth et al. (1991), Yousef (1998), and Suliman (2001), point out that performance is based on three meanings:

- (1) Effectiveness is a success and it depends on the elements of organization or people.
- (2) Effectiveness is the result of an action where performance evaluation is a post-test activity of the results achieved.
- (3) Work performance is an act because it leads to success through process management, information about results, process of building and testing targets. Work performance is the manifestation of accomplishment of goals and results of work. Work performance is a multidimensional variable that includes material and non-material results obtained from any goal, attempt, or act of regulation.

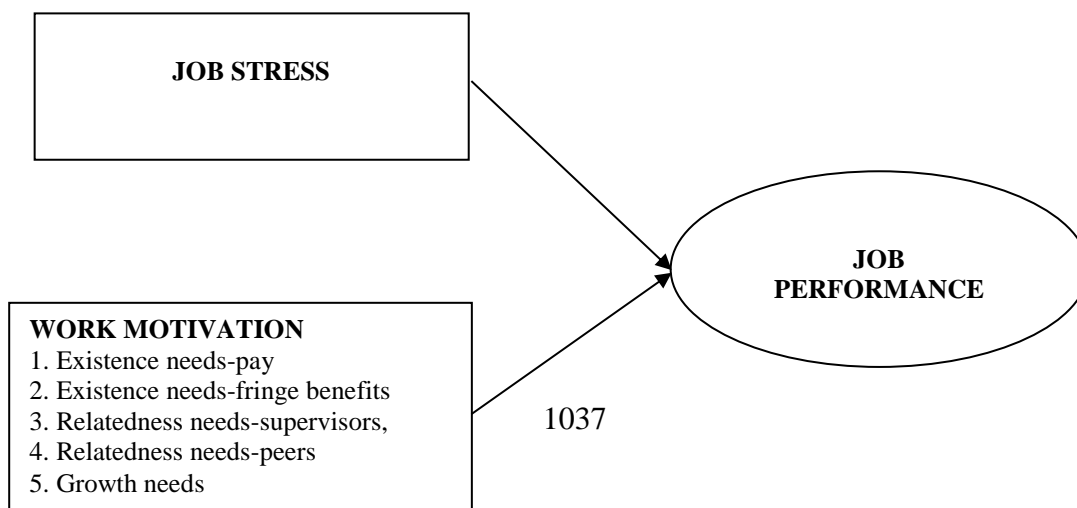
Employee performance is a dependent variable in this study, which refers to "the level of productivity of each individual, relative to his peers, on some performance-related behaviours" (Babin and Boles, 1998). The direct impact of motivation on job performance indicates the need to understand the elements of job stress that influence motivation, such understanding will help managers change. Change conditions in job settings to encourage individual behaviour to remain consistent with established organizational goals.

However, work performance is a multidimensional structure without a certain agreement among researchers about generalizability and not easy to access. For example, Suliman (2001) recommends six specific factors: work skills, job duties, work enthusiasm, quality and quantity of work, and willingness to innovate. Farth et al. (1991), proposed work performance is work on quality and quantity, while Yousef (1998), proposed the use of quality and productivity work.

2. Research Model and Hypotheses

2.1 Research Model

Fig. 1: Proposed research model



The authors used the Kakkos & Trivellas (2011) research model to assess the performance of employees through job stress and motivation.

To ensure the author's theoretical model appropriate to the working environment in the hotel industry in Ho Chi Minh City. The authors conducted group discussions on the observed variables in the model, the results of qualitative research by group discussion were highly consensus and consensus.

2.2 Hypotheses

After relevant discussion related to job stress in the above section, one of the tendency to conclude that there is a negative relationship between job stress and employee performance in the hotel industry

H1: The higher the job stress, the lower the employee job performance.

After discussions in the theoretical framework, it can be concluded that the motivation and efficiency of the hotel staff are related in the same direction.

H2: The higher the work motivation, the better the performance.

Applying the multidimensional concepts of Alderfer's dynamics theory (1967), there is a relationship between each factor variable of driver motivation and employee satisfaction (Arnolds and Boshoff, 2002). Offal:

H2a: The higher the fairness in payroll, the better the employee performance.

H2b: The higher the benefits, the better the employee performance.

H2c: The higher the relationship with superiors, the better the employee performance.

H2d: The higher the relationship with colleagues, the higher the employee performance.

H2e: The higher the chance of development, the better the employee performance.

3. Research Methodology

3.1. Sample and procedures

The research process was carried out through two main phases: First phase of the preliminary study was conducted in 02 steps: the first step used qualitative method with group discussion technique to adjust kernel scales, and element in the research model; the second step to verify the reliability of the scale, the authors conducted preliminary quantitative survey by surveying 37 employees at any hotel. The second phase of formal research is done through quantitative methods. Data for quantitative research were collected by means of a questionnaire with the respondent being employee having direct contact with the customer in departments such as business, reception, housekeeping, and food and beverage.

3.2. Measures

+ Job stress variance: is measured based on 11 observation variables using the scale of Karasek (1979) and Phan Vu Hoang Anh (2013).

+ Work motivation variance: Measured based on 20 observational variables using the Alderfer (1967) scale, cited by Arnold & Boshoff (2002), is divided into five groups of factors: The need for relationship with the superiors (4 observation variables), the need for relationships with colleagues (4 observation variables), the need for development (4 variables) observe).

+ Job performance variance: measured by 6 observed variables compiled by 2 scales developed by Rego (2008) (4 observation variables); John D. Cook (1981) (2 observation variables).

3.3. Data analyses

The study was conducted by interviewing directly employee members in direct contact with customer working in hotels in the Ho Chi Minh City area. The survey was conducted between August 2015 and November 2015. This study uses a sample size of 200 with a convenient sampling method. The process of gathering information through direct interviews with survey questionnaires.

Quantitative research is used to collect, analyze survey data and to test the research model. The formal study was conducted through data collected from the official survey form. The scale has been preliminarily tested with Cronbach's Alpha reliability coefficient and analyzed for EFA (Exploratory Factor Analysis) discovery factor using SPSS (Statistical Package for the Social Sciences) software.

4. Results

The sample survey was conducted between August 2015 and November 2015. Through more than 230 questions were sent to hotels's employees in Ho Chi Minh City, the author collected 223 survey samples, the response rate is 97 %. After rejecting the unsatisfactory questionnaires, the author selected 200 responses to carry out the study. Category 200 respondents answered validly by sex, age, education level, income, work experience and position as shown in Table 1:

Tab. 1: Characteristics of survey samples

Characteristics	Value	N of Items	%
Sex	Male	86	43.0
	Female	114	57.0
Age	Under 25 years-old	84	42.0
	From 25 – 34 years-old	77	38.5
	From 35 – 44 years-old	38	19.0

	From 45 – 55 years-old	1	0.5
Education level	High school	18	9.0
	Intermediate level	44	22.0
	College level	49	24.5
	University level	80	40.0
	Postgraduate level	9	4.5
Work experience	Under 2 years	54	27.0
	From 2 – 5 years	107	53.5
	From 6 – 10 years	31	15.5
	From 11 – 15 years	6	3.0
	Over 15 years	2	1.0
Position	Sales	37	18.5
	Front Office	21	10.5
	Houskeeping	58	29.0
	Concierge	25	12.5
	Food and beverage	59	29.5

Source: Data survey, 2015

Tab. 2: Result of KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.809
Bartlett's Test of Sphericity	Approx. Chi-Square	7386.807
	df	406
	Sig.	.000

Source: Data analysis, 2015

Tab. 3: Result of extracted variance analysis of determinant group

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.283	42.355	42.355	12.283	42.355	42.355	7.314	25.222	25.222
2	4.147	14.301	56.657	4.147	14.301	56.657	4.249	14.651	39.873
3	2.703	9.319	65.976	2.703	9.319	65.976	3.702	12.767	52.640
4	1.760	6.068	72.044	1.760	6.068	72.044	3.317	11.436	64.077
5	1.363	4.701	76.745	1.363	4.701	76.745	2.787	9.610	73.687
6	1.246	4.295	81.040	1.246	4.295	81.040	2.132	7.353	81.040

Source: Data analysis, 2015

After evaluating the reliability and analysis of the EFA factor, the result shows that Kaiser-Meyer-Olkin Measure(KMO) of Sampling Adequacy = 0.809 > 0.5 indicated that 06 items were adequate for factor analysis and Bartlett's test with Sig. = 0.000 < 0.05 illustrated the observed variables are correlated in the overall. Percentage of variance = 81.040% > 50% shows that the factor analysis explains 81,040% of the variance of the data and Eigenvalue = 1.246 > 1 is eligible to deduct six factors. Hypothesis of the study were redefined for the regression analysis as follows:

H1: The pressure due to the nature of work negatively affect on job performance (PN)

H2: The pressure from the upper levels negatively affect on job performance (PU)

H3: Existence needs-pay positively affect on job performance (NP)

H4: Existence needs-fringe benefits positively affect on job performance (NB)

H5: Relatedness needs positively affect on job performance (RN)

H6: Growth needs positively affect on job performance (GN)

Tab. 4: Summary of regression results

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.967	.324		2.989	.003		
1 PN	-.075	.035	-.124	-2.169	.031	.693	1.443
RN	.232	.064	.245	3.601	.000	.488	2.051
GN	.382	.055	.448	7.000	.000	.550	1.817
NP	.108	.052	.130	2.071	.040	.571	1.751
NB	.012	.049	.015	.243	.808	.593	1.687
PU	.047	.051	.052	.931	.353	.718	1.393

Source: Data analysis, 2015

The regression analysis showed that the model had a coefficient of R^2 of 0.565 and a correlation coefficient of R^2 of 0.551 indicating the correlation between the independent variable and the dependent variable. Adjusted R^2 coefficient shows that 06 independent variables in the regression model explained 55.1% variation of dependent variable. The autocorrelation test with the Durbin-Watson coefficient ($1 < 1,888 < 3$) and the VIF variance magnification coefficient, all VIF variance coefficients are < 10 , so there is no hyperbolic multiplication.

The ANOVA analysis table of the regression model shows that the regression model is $F = 41,701$ and $\text{Sig.} = 0.000 < 0.05$ shows the overall suitability of the regression model. Thus, the linear regression model given is consistent with the model and research data.

As shown in Table 4, test hypotheses show that the PU (The pressure from the upper levels) and NB (Existence needs-fringe benefits) levels were significant > 0.05 . The rest of the job pressures: PN (The pressure due to the nature of work) has a negative coefficient of beta and has a significance level of $0.031 < 0.05$ which is statistically significant and negative for the dependent variable (job performance). The remaining factors of work motivation: RN (Relatedness needs), NP (Existence needs-pay), GN (Growth needs) all have positive and positive beta coefficients. Meaning < 0.05 should conclude that the factors are statistically significant and have a positive effect on work efficiency.

Conclusion

This study finds three factors of motivation for work (Existence needs-pay, Relatedness needs, Growth needs) that positively affect the job performance of employees in hotels in Ho

Chi Minh City due to differences in the subject matter and study environment. The results show that the Existence needs-fringe benefits factor does not affect on job performance of staffs at hotels in Ho Chi Minh City

Unlike previous studies, only one factor of job stress was found to negatively affect the performance of employees. This study found two factors of job stress: the pressure due to the nature of work and the pressure from the upper levels. However, when conducting analyzes at hotels in Ho Chi Minh City, the reality is that only pressure factors due to the nature of work negatively affect the job performance of employees.

Acknowledgment

The results of the study show that factors in work motivation that positively impact job performance are: Growth needs, Relatedness needs, and Existence needs-pay. In addition, the study also demonstrated that job stress negatively affects the performance of employees.

Besides the theoretical and practical contributions, research still has certain limitations. The following research limitations and directions focus on the following points:

Firstly, this research has only two main factors: job stress, work motivation to influence the job performance, but many other factors affect the job performance such as the environment, culture ... these factors have not been surveyed for this study. And this will be the main problem for the next research direction.

Second, the study used a convenient sampling method. Therefore, to enhance the value of research should use more representative sampling methods such as probability sampling. Also, increase the number of samples for better analysis results.

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