LABOR LAW COMPLIANCE AND MOTIVATION OF HOTEL
EMPLOYEES IN RWANDA: A CASE STUDY OF SPORTS VIEW
HOTEL

UMUTONI PATIENCE

MBA/2088/11

A Research Project Submitted in Partial Fulfillment for the Award of a
Degree in Master of Business Administration (Human Resource
Management Option) of Mount Kenya University.

NOVEMBER 2016
DECLARATION

This research project is my original work and has not been presented for examination in this institution or any other institution.

Students Name: Umutoni Patience

Registration Number: MBA/2088/11

Sign ____________________ Date ______________

I confirm that the work reported in this thesis was carried out by the candidate under my supervision.

Name:

Dr. Tom Mulegi

Sign ____________________ Date ______________
DEDICATION

I dedicate this research project to my lovely family members; my husband Mr. Kwizera Patrick, my daughter Isimbi Olga Pearl, my son Minega Noah Perry for their love and support.
ACKNOWLEDGEMENT

I am everlastingly thankful to my late mother Mrs. Mukabonera Annet who introduced me to learning; without her investments in me I would not have come to this level of academic achievement, may her soul RIP.

I would like to appreciate all the academic staff members of Mount Kenya University; without their support I wouldn’t have produced this research project to the quality it deserves. Special thanks go to my supervisors: Dr. Tom Mulegi and Mr. Mwangi Francis for their positive critiques without which; this study would have not met the institutional required standard.
ABSTRACT

The study was conducted on labour law compliance and motivation of employees in hotel industry; focusing on Sports View Hotel as the case study. The study objectives were to find out the role of labor laws in managing human resource within hospitality and service organizations; find out the relationship between legal compliance and employee motivation as well study the impact of legal compliance to effective management of service industry. The researcher used a case study design with both qualitative and quantitative techniques of data analysis. The target population for this study was 100 though the total respondents who were identified and selected to participate in the study were 50, who included 1 CEOs, 1 Managers, 4 supervisors, 6 chefs, 7 waiters, 4 receptionists, 4 cleaners, 3 drivers, 4 store keepers, 3 bar men, 5 house keepers, 8 outside catering. These were selected by purposive and systematic random sampling techniques. Primary data was collected by use of questionnaires and interview guide while secondary data was collected to review secondary materials. Quantitative data obtained from closed ended questions was analyzed using descriptive statistics while narrative data was analyzed using qualitative data analysis method to give us frequencies and percentage presented in tables and charts. In relation to the objective of assessing whether hotels comply with labor laws; the study indicates that employees do not understand labor laws though majority strongly agree that hotels in Rwanda operate under organizational rules which in most cases favor the employer compared to the employees. In relation to the second objective investigating whether employees in hotels feel motivated, the study indicates that employees are not motivated and that their employment status is not secure as they claim to work for survival and only encouraged by customer appreciation through tips. According to the third objective, the study indicates that majority of the respondents are not conversant with labor laws and this situation enables the employer to take advantage of exploiting the weaker party. In relation to the fourth objective to find out the perception of legal compliance as a motivation factor, to drive the commitment of workers; the study indicates that without compliance to laws; workers will only be working towards targeted reasons and hence productivity rate will be low plus other consequences of high turnover rate. The objectives of the study were achieved and the research has focused on the importance of and acknowledging the benefits of law compliance as a motivating factor in choosing among the alternative ways to boost the commitment of workers towards quality and high rate of productivity more so to mitigate risks in management. The study recommends the government to intervene by extending labor law enforcement to the informal economy by among others conduct regular inspections to strengthen industrial relations machinery in respective hotel associations.
TABLE OF CONTENTS

DECLARATION ......................................................................................................................... ii
DEDICATION ........................................................................................................................... iii
ACKNOWLEDGEMENT ............................................................................................................ iv
ABSTRACT ............................................................................................................................... v
TABLE OF CONTENTS .............................................................................................................. vi
LIST OF TABLES ....................................................................................................................... x
LIST OF FIGURES .................................................................................................................... xi
LIST OF ACRONYMS AND ABBREVIATION .......................................................................... xiii
OPERATIONAL DEFINITION OF KEY TERMS .................................................................. xiv
CHAPTER ONE: INTRODUCTION ......................................................................................... 1

1.0 Introduction ..................................................................................................................... 1

1.1 Background of the study ............................................................................................... 1

1.2 Statement of the Problem ........................................................................................... 3

1.3 Objectives of the study ............................................................................................... 4

1.3.1. General objectives ............................................................................................... 4

1.3.2. Specific objectives ............................................................................................... 4

1.4 Research questions ...................................................................................................... 4

1.5 Significance of the study ............................................................................................ 5

1.6 Limitations of the study ............................................................................................. 6

1.7 Scope of the study ....................................................................................................... 6

1.7.1 Conceptual Scope .................................................................................................. 6

1.7.2 Geographic scope .................................................................................................. 6
1.7.3 Time scope ........................................................................................................................................... 6
The research covered the period from 2013 to 2016. ................................................................................. 6

1.8 Organization of the study ......................................................................................................................... 6

CHAPTER TWO: REVIEW OF RELATED LITERATURE ................................................................................. 8

2.0 Introduction ............................................................................................................................................... 8

2.1 Theoretical literature .............................................................................................................................. 8

2.2 Empirical literature ............................................................................................................................... 13
2.2.1 Maslow Theory .................................................................................................................................. 13
2.2.2 Alderfer’s ERG Theory .................................................................................................................... 14

2.3 Critical review and research gap identification ....................................................................................... 16

2.4 Conceptual framework .......................................................................................................................... 18

2.5 Summary ................................................................................................................................................ 20

CHAPTER THREE: RESEARCH METHODOLOGY ......................................................................................... 21

3.0 Introduction .............................................................................................................................................. 21

3.1 Research Design ..................................................................................................................................... 21

3.2 Target Population ................................................................................................................................... 21

3.3 Sample Design ....................................................................................................................................... 22
3.3.1 Sample size ....................................................................................................................................... 22
3.3.2 Sampling techniques ........................................................................................................................... 23

3.4 Data collection Methods ......................................................................................................................... 24
3.4.1 Data collection instruments .............................................................................................................. 24
3.4.2 Administration of Data collection Instruments .................................................................................. 25
5.2 Conclusions ........................................................................................................... 70
5.2.1 Do Hotels comply with labor laws in Kigali ..................................................... 70
5.2.2 Motivation of hotel employee in Kigali .............................................................. 71
5.2.3 Role of labor regulation in the hotel’s human resource management .............. 71
5.2.4 Legal compliance and employee motivation in the hotel ................................. 71
5.3 Recommendations .............................................................................................. 71
5.4 Recommended field of further studies ................................................................. 73
REFERENCES ............................................................................................................. 74
APPENDICES .............................................................................................................. 78
APPENDIX I: LETTER OF INTRODUCTION FROM MKU ........................................... a
APPENDIX II: RESEARCH ACCEPTANCE LETTER FROM SPORTS VIEW HOTEL ................................................................. b
APPENDIX III: QUESTIONNAIRE FOR RESPONDENTS ........................................... c
APPENDIX IV: INTERVIEW GUIDE ........................................................................... h
LIST OF TABLES

Table 3.1: Sample frame .................................................................23

Table 4.1: Characteristics of respondents ..............................................28

Table 4.2: Working experience in the hotel industry .................................31

Table 4.3: Our Hotel operate under international labor standards ..............34

Table 4.4: Our Hotel abides by contractual obligations ..........................37

Table 4.5: The amount of effort in work is equal to the amount of money I am earning ....40

Table 4.6: Whether employees know where to report incidences of harassment ..........43

Table 4.7: I get to work early in order to comply with hotel internal rules ............45

Table 4.8: I am encouraged because customers appreciate services I deliver to them ......45

Table 4.9: I work hard in order: to increase my salary ..................................47

Table 4.10: My work safety is guaranteed in hotel industry ..........................50

Table 4.11: Our remuneration is based on law regulations ..........................52

Table 4.12: We are given Maternity leave ..............................................55

Table 4.13: We are not mistreated by employer because he knows our rights ........58

Table 4.14: I can get paid through financial institutions ..............................61

Table 4.15: Relationship between labour law compliance and employee motivation ......64
LIST OF FIGURES

Figure 2.1 Conceptual framework................................................................. 19

Figure 4.1: Age bracket.................................................................................. 29

Figure 4.2: Highest level of education ............................................................. 30

Figure 4.3: I understand labor laws ................................................................. 32

Figure 4.4: Our Hotel operate under Rwandan labor law ......................... 33

Figure 4.5: Our Hotel operate under organizational rules.......................... 35

Figure 4.6: I signed the employment contact with my employer ................ 36

Figure 4.7: I am getting paid even if I am off-duty ......................................... 38

Figure 4.8: I feel that I am working overtime ............................................... 39

Figure 4.9: We are given medical insurance ................................................. 41

Figure 4.10: Lines managers consult labor laws when making decisions ........ 42

Figure 4.11: We are harassed by our bosses but no action taken against them 44

Figure 4.12: I work hard in order: - to get promotion .................................... 46

Figure 4.13: I work hard in order: - to avoid punishment ............................... 47

Figure 4.14: I feel comfortable working in hotel industry rather than anywhere else 48

Figure 4.15: I am working in the hotel because I did not have any choice ........ 49

Figure 4.16: I normally get permission for circumstantial leave for friend and family 50

Figure 4.17: Labor laws ensure that employee's rights are not violated .......... 51

Figure 4.18: Our remuneration is based on law regulations ......................... 53
Figure 4.19: The working hours cannot exceed the normal schedules..........................54
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>EAC</td>
<td>East Africa Communities</td>
</tr>
<tr>
<td>EFCA</td>
<td>Employee Free Choice Act</td>
</tr>
<tr>
<td>GTUC</td>
<td>Ghana Trade Union Congress</td>
</tr>
<tr>
<td>ILO</td>
<td>International Labor organization</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental organizations</td>
</tr>
<tr>
<td>NUTA</td>
<td>National Union of Tanganyika Workers</td>
</tr>
<tr>
<td>OTM</td>
<td>Organization for Mozambican Workers</td>
</tr>
<tr>
<td>RDB</td>
<td>Rwanda Development Board</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
</tr>
<tr>
<td>TFL</td>
<td>Tanganyika Federation of Labor</td>
</tr>
</tbody>
</table>
OPERATIONAL DEFINITION OF KEY TERMS

**Compliance:** In this study, compliance is used to mean that the employees and the employers need to operate in line with rules and regulation of labor laws.

**Job satisfaction:** Is the state in which someone is contended with the job he/she is doing. In this study the researcher will seek to find out whether employees are contended with their work.

**Motivation:** Something which encourages someone to work harder. In this study compliance with Labor law is thought to be a motivational tool for employees to perform better.
CHAPTER ONE: INTRODUCTION

1.0 Introduction

This study is an investigation of labor law compliance and motivation of employees in hotel industry in Rwanda. This chapter presents the background to the study, statement of the problem, objectives of the study, research questions, significance of the study, and the scope of the study.

1.1 Background of the study

Davies (2004), labor law resulted from industrial revolutions with the aim to provide adequate protection against many labor abuses. In Europe especially in Britain, Kahn-Freund developed a sophisticated theory of labor law drawing on sociology, called collective laissez-faire where the law played a very minor role. The theory was developed with the idea that unions and employers should be left to determine employee’s terms and conditions for themselves. Initially, there were few legal controls on circumstances in which employees were treated. Workers’ rights were more violated that created many cases of strike actions.

Payne (2009), Americans introduction of the Employee Free Choice Act (EFCA) would make it easier for American workers to form unions. He cited that EFCA would not increase public spending or add a single bureaucrat to the federal government or rather would not impose new regulations on business, nor would it dictate anything about the wages and benefits employers pay their workers but just might be the key to restoring the ability of American workers to attain a modest, middle-class lifestyle. He pointed out the decline in unionization, the export of jobs abroad, the increasing use of temporary labor, and the steady withdrawal of health insurance and pension benefits, have left workers too
insecure to demand a fairer share of the pie. His argument is that EFCA can act as an instrument that can enable more employees to bargain collectively with their employers.

Wang, Appelbaum, Degiuli & Lichtenstein, 2009) labor relations in modern China have long been unbalanced. Initially, all workers were supposed to contribute their labor without reservation to the state owned employing units, which were responsible for setting wages, as well as providing health care, housing, children’s education, and even arranging marriages. During early 1980s, many state-owned enterprises were transformed into private businesses, but the organizational style with the absolute power concentrated at the top of the enterprise. The Chinese labor law was a vague and ambiguous set of statutes, of which most workers knew little, thus giving employers significant latitude to interpret the law and explain regulations in ways that served their self-interest.

In Africa, labor law evolved by different stages starting from colonial rule, post-colonial rule, economic liberalization and democratization period. Nearly all African countries were colonized with a blazing effect of inferiority complex that even after independence most of the local leaders continued with the same system of leadership without objections. Fenwick, Kalula & Landau, 2007) observe that post-colonial states in Africa retained the labor law systems that were imposed during the colonial period. Like their colonial masters, many of the post-colonial states imposed tight restrictions on trade unions and industrial action that amounted to efforts to redefine the role of trade unions.

Since the 1980s, labor laws in the region were influenced by the adoption of economic liberalization programs. During this period, many African governments abandoned their interventionist approach to industrial relations in favor of more market-oriented policies. Democratization is currently characterized by important labor law reforms. Labor law reform in the democratic era has extended rights to workers who were unprotected under
earlier labor law regimes and is struggling to strengthen legal and social safety nets for full-time permanent employees (Fenwick, et al; 2007).

At the moment, these key aspects are present in most labor law systems in the region: minimum rights, wages, and hours of work, leave, workplace health and safety. The intention is to protect the rights of workers. The study therefore seeks to establish a relationship between these two variables using theoretical data from other studies and the empirical data that has been obtained from the research on the hotel that was selected as a case study for this research. It is believed that employers and employees in the hospitality and service sector in Rwanda can learn much from the findings and gain relative significance of the new concept of legal compliance as a motivational driver to commitment of workers on job.

1.2 Statement of the Problem

Still in the midst of labor laws, employees have little protection against unfair treatment in their work place. Specifically in hotel industry, most of the employees are overworked by their bosses under poor conditions and low payment. Majority of workers do not have access to medical insurance despite the fact that they are consistently subjected to risks in the workplace. The largest part of them is dismissed without notice. They are paid in cash instead of payment through banks where they may get access to loans. Such issues have an effect on bargaining power of the employee and give the employer powers to exploit the former. The employer could threaten to dismiss a worker who refuse to accept the given terms and conditions of employment. The main focus of this study consequently is to investigate whether labor law practices are meeting their primary objective of protecting workers in the hotel industry of Rwanda.
1.3 Objectives of the study

1.3.1. General objectives

1.3.2. Specific objectives

The overall objective of the study was to identify the contribution labor laws and how it affects employee motivation with specific reference to the employees of the Sports View Hotel.

The study aims to;

i. To assess whether hotels in Kigali comply with labor laws

ii. To investigate the extent of employees’ commitment in respect to labor law compliance.

iii. To discover the extent of employees’ motivation in respect to labor law compliance.

iv. To establish the relationship between legal compliance and employees’ motivation in organizations

1.4 Research questions

The study was guided by four research questions:

i. What is the extent of labor law compliance by hotels in Kigali?

ii. What is the extent of employees’ job commitment in respect to labor law compliance?

iii. What is the extent of employees’ motivation in respect to labor law compliance?
iv. What is the relationship between legal compliance and employees’ motivation?

1.5 Significance of the study

Motivation is becoming an indispensable custom in the working environment at whatever level of business structure. This culture is not restricted to any type of business. Since by the fact that employee turn-over is the major risk that leads to poor performance/inefficient production and low productivity. The findings of this research highlight the risks associated to non compliance to labor laws and as well the benefits of adopting it as a motivation strategy to bring positive effects to a given organization in terms performance and commitment of employees. In this case the results of the study will benefit the following:

Stakeholders; the study brings consideration to legal compliance. In regards to rights and obligations attached to the employment relationship perceived as cross cutting benefits designed for protection of common interests to employers and employees.

Academic researchers; the study provides new knowledge in the related field of study. On the other hand the study will benefit scholars in the human resource management field from now creating new knowledge on the relationship between legal compliance and motivation of employees.

Investors, will gain knowledge on how to apply this new concept of legal compliance to motivate employees so as to guarantee their returns on investment capital (ROIC), rather commonly perceived as a burden and threat in the SWOT analysis of the business plan.
Policy makers; will have a possibility to relate to the findings of the study. In doing so, creating room for revision along with thinking of other strategies to deal with labor challenges.

1.6 Limitations of the study

The study only covered the hotel industry; the findings are limited to the hotel industry. However the study focused on a hotel in Kigali and that’s to say findings don’t apply to hotels in the rural areas. Therefore this study is limited to hotel industry and its findings cannot be generalized to mean the same thing in other disciplines of work.

1.7 Scope of the study

1.7.1 Conceptual Scope

The study focused on labor law compliance and motivation of employees in hotels. Labor law compliance as an independent variable was assessed on both intrinsic and extrinsic variables that influence motivation. Compliance was preferred because it is negatively perceived by investors; as a burden.

1.7.2 Geographic scope

The study is limited to Kigali City, home to the hotel under this research study.

1.7.3 Time scope

The research covered the period from 2013 to 2016.

1.8 Organization of the study

This study is organized into five chapters. Chapter one contains an introductory information of the study, chapter two provides the literature review whereby the research
is discussed while citing the work of other researchers, chapter three presents the research methodology used to collect the data, chapter four presents data collected from the field and interprets the information accordingly, and chapter five provides the summary of major findings, conclusion and recommendations of the study.
CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.0 Introduction

In this chapter presents theoretical and empirical review of literature relevant to the variables of the study and the summary of literature review indicates the gaps that the study is researching about. The researcher cited the work of other scholars using journals, text books and internet to develop the theoretical debate, empirical debate and the conceptual framework of this study. Review of the literature enables us to elaborate and clarify the research problem.

2.1 Theoretical literature

This study seeks to address labor law compliance and how it affects job performance in order to meet mutual benefits for both employers and employees in the hospitality industry.

Labor law compliance

In general, compliance means conforming to a rule, such as a specification, policy, standard or law. It is essential that organizations not only prepare for compliance with the standard checkmark approach but also account for other risks from external or internal entities. When conducting risk assessment and planning and implementing policy management, enterprises must balance the needs of both compliance and organizational specific risks for unified governance that addresses both ideally in a continually ongoing process in which present and future risks are considered (Heckman & Pages, 2000).
Labor law acts as go-between workers, employers and the government. Labor rights have been integral/connected social and economic development since the Industrial Revolution (Herzog, 1996).

**Motivation**

According to expectancy theory, motivation and performance is influenced by (1) the perceived link between effort and performance, (2) the perceived link between performance and incomes, and (3) the significance (valence) of the outcome to the person. Effort (motivation) depends on the likelihood that rewards will follow effort and that the reward is valuable (Armstrong, 2004). Yet Luthans (1998) sees it as a process that arouses, energizes, directs and sustains behavior and performance.

Motivating hotel staff not only improves job performance in terms of quality service delivery, but also reduces costs associated with funding and training new workers. At the moment to remain standing in a competitive world, hotel business needs to increase employees’ motivation and employ continuous efforts in the development of business facilities for customers (Aksu, 2000).

Employees’ performance and efficiency is among the factors that affect the success of hospitality and service businesses. Good performance and working efficiently relates to job satisfaction. Employees' motivation is very significant in terms of ensuring continuous good quality service (Hays & Hill, 1999). This would probably be a prevention of turnover and also a retention technique of the best talents as well as maintain good service delivery from devoted and experienced employees.

**Effects of labor laws**

According to ILO (2006), Labor Laws are the body of rulings pertaining to working people and their organizations, including trade unions and employee unions, enforced by
government agencies. Labor laws first became standard during the Industrial Revolution and also called the employment law. Labor law or employment law mediates the relationship between workers or employees, employers, trade unions and the government.

Labor laws lend structure and fairness to the workplace. Labor laws have a uniform purpose: they protect employees’ rights and set forth employers' obligations and responsibilities. They also have multiple functions. The primary functions of labor laws are to provide equal opportunity and employees' physical and mental well-being and safety, as well- workplace diversity (ILO 2012).

Although many employers would still embrace sound business principles without legal mandates, employers use the structure that labor laws provide to ensure that their operations are in compliance with federal laws.

According to Addison and Teixeira (2003), Labor laws exist to protect workers from unfair employment practices with regard to wages, time off and other work-related matters. Pursuant to Article 43 of the Rwandan constitution law it stipulates that: In the exercise of rights and enjoyment of freedoms, every person shall only be subjected to the limitations set by the law in order to ensure the recognition and respect of others’ rights and freedoms, good morals, public order and social welfare which characterize a democratic society. In this case employees' rights at work and through the contract for employment; standards attached to such contracts of work are social norms (binding technical standards) for the minimum socially acceptable conditions under which employees or contractors are allowed to work (Onora, 1996).
Labor rights

Right to work

Rwanda ratified a number of ILO Conventions; it also ratified Convention on the Protection of the Rights of Migrant Workers and Members of their Families. In addition to that new Labor Law provides for basic labor rights, including the prohibition of child labor, the prohibition of forced labor, the protection of workers against violence or harassment, the prohibition of discriminatory employment and the freedom of opinion (GoR, 2010).

Employment terms

The basic feature of labor law in almost every country is that the rights and obligations of the worker and the employer are mediated through a contract of employment between the two. Many contract terms and conditions are covered by legislation or common law. One example of employment terms in many countries is the duty to provide written particulars of employment with the essential terms to an employee. This aims to allow the employee to know concretely what to expect and what is expected of. It covers items including compensation, holiday and illness rights, notice in the event of dismissal and job description (Olldashi, 2010).

Minimum wage

National minimum wage laws were first introduced in the United States in 1938, Brazil in 1940 India in 1948 France in 1950 and in the and the United Kingdom in 1998. In the European Union, 18 out of 28 member states have national minimum wages as of 2011 (Sharma, 2007). The minimum wage is set usually higher than the lowest wage as determined by the forces of supply and demand in a free market and therefore acts as a price floor. Each country sets its own minimum wage laws and regulations, and while a
majority of industrialized countries have a minimum wage, many developing countries do not (Bentolila & Dolado, 1994).

Minimum wages are regulated and stipulated in some countries that lack explicit laws. In Sweden minimum wages are negotiated between the labor market parties (unions and employer organizations) through collective agreements that also cover non-union workers and non-organized employers (Duval, 2003).

**Hours**

The maximum number of hours worked per day or time interval is set by law in many countries. Such laws also control whether workers who work longer hours must be paid additional compensation. Before the Industrial Revolution, the workday varied between 11 and 14 hours. With the growth of industrialism and the introduction of machinery, longer hours became far more common, reaching as high as 16 hours per day (OECD 2002b). The eight-hour movement led to the first law on the length of a working day, passed in 1833 in England. It limited miners to 12 hours and children to 8 hours. The 10-hour day was established in 1848, and shorter hours with the same pay were gradually accepted thereafter.

**Dismissal**

Unfair dismissal, Wrongful dismissal

Convention no. 158 of the International Labor Organization states that an employee "can't be fired without any legitimate motive" and "before offering him the possibility to defend himself (ILO, 2010). The basic element of labor law in almost every country is that the rights and obligations of worker/employer are regulated by the contract of employment.
Terms and conditions of the contract are however implied by legislation or common law in such a way to restrict the freedom of stronger party. A contract is binding between parties and aims at recognizing rights and obligations attached to the employment relationship like; remuneration, leave entitlement, termination of contract, job description etc (Nicoletti, & Scarpetta, 2002).

2.2 Empirical literature

Various scholars have put forward theories of motivation that are quiet relevant to the objective of the study.

2.2.1 Maslow Theory

Abraham Maslow argued that humans are motivated by five essential needs. He formed a pyramid demonstrating these needs which he called the hierarchy of needs. At the bottom of the pyramid are basic needs, those that motivate people to work such as food and shelter. Once these needs are met during pay, individuals want safety and security in the course of (example) good job conditions. Next are Social needs which refer to the need to be part of a group, self-esteem may arise from a promotion. Right at the top is self fulfillment - the area for creativity, challenge and interest. Maslow suggested that achieving one level motivates us to achieve the next, therefore an individual moves up on the needs hierarchy when a lower need is substantially realized (Mullins, GR. 2007). 

According to Abraham in the needs theory developed in 1943; prostrates that humans are wanting beings and they have specific multiple needs which must be achieved and in his specification of hierarchy he noticed that a satisfied need is not a motivator any more; since once it's no longer a need( Bennell & Akyeampong, 2007).
Increased interest in work motivation is due to higher global competition, changes in work tasks, and the fact that today's growing industry is the service industry where the employee is the main asset. The main assumption of the concept of work motivation is that it predicts different work-related behaviors such as absenteeism, turnover, and job performance. To have a high rate of absence as well as turnover is very costly for organizations, and having human resource that is highly motivated might prevent some of the withdrawal behaviors. In addition, to have employees who are hard working and perform well will have the opposite effect on the profitability of organizations (Hall, 1996). Given that working conditions and forms are changing, new studies are called for in order to increase the understanding of factors and processes which influence an employee’s commitment. In this perspective, quality service is dependent on motivated staff in order to achieve goals and objectives. However useful Maslow’s theory helped to understand human behavior; it was criticized to be broadly focused on human development.

2.2.2 Alderfer’s ERG Theory

Mullins (2007) also explained the ERG theory which was developed by organizational behavior scholar Clayton Alderfer to everyone the problems with Maslow’s needs hierarchy theory; he mentioned that ERG theory group's human needs into three broad categories: existence, relatedness, and growth. Relatedness needs refer mainly to Maslow’s belongingness needs. Growth needs correspond to Maslow’s esteem and self-actualization needs. Existence needs include a person’s physiological and physically related safety needs, such as the need for food, shelter, and safe working conditions. Relatedness needs include a person’s need to interact with other people, receive public recognition, and feel secure around people. Growth needs consist of a person’s self-
esteem through personal achievement as well as the concept of self-actualization presented in Maslow’s model, this last group presents man's desire for personal development.

In regard to ERG; an employee’s behavior is motivated simultaneously by more than one need level. ERG theory applies the satisfaction-progression process described in Maslow’s needs hierarchy model, so one need level may dominate a person’s motivation more than others. Unlike Maslow’s model, however ERG theory includes a frustration-regression process whereby those who are unable to satisfy a higher need become frustrated and regress to the next lower need level. For example, if existence and relatedness needs have been satisfied, but growth need fulfillment has been blocked, the individual will become frustrated and relatedness needs will again emerge as the dominant source of motivation.

Although not fully tested, ERG theory seems to explain the dynamics of human needs in organizations reasonably well. It provides a less rigid explanation of employee needs than Maslow’s hierarchy. Human needs cluster more neatly around the three categories proposed by Alderfer than the five categories in Maslow’s hierarchy. The combined processes of satisfaction-progression and frustration-regression also provide a more accurate explanation of why employee needs change over time. Overall, it seems to come closest to explaining why employees have particular needs at various times.

The strength of Aldefer's theory is the job specific nature of its focus; specific reference is made about existence-relatedness and growth as regards to employment relationship it can be guaranteed by compliance to labor laws and regulations.
Studies conducted by Hasan, Mitra & Ramaswamy, (2007) and Goldar (2001) revealed that businesses which have made employees friendly have realized higher returns on investments in the service sector. Though, labor laws are restrictive but they are not the most important constraints in expansion of organized sector of employment, it is therefore essential to bring in changes in regard to compliance so to ensure improvement in the overall quality of employment (Papola & Sahu, 2012).

2.3 Critical review and research gap identification

Leonard, Beauvais, and Scholl (1999) stated that employee motivation has been one of the central concerns for many researchers and practitioners for decades. During the years, many work motivation theories have been presented in the literature. The theories have provided different conceptualizations of the factors that drive the process by which behavior is energized, directed, and sustained in organizational settings. The review of the literature has indicated that performance of people at work is influenced by a complex combination social and cultural factors and the personal behavior of individuals. Organizations can achieve their aims and objectives only through the coordinated efforts of their members (Armstrong, 2004). However, theories of work motivation have passed through many stages, influencing and being influenced by the prevailing management ideologies and philosophies of each era. Employers and managers today are vigorously relying on one or other, basing their beliefs not on research or empirical evidence but on an almost ideological framework of values and assumptions.

These beliefs help them understand their own role and those of others around them. Such motivation theories have been instrumental in understanding the management system but have not given a prevailing solution in the satisfaction of human needs (Elliot, 2004).
On the other hand, theories such as Frederick Herzberg theory have not been able to solve the differences existing between the employees and the employers in organizational settings. Employers believe that the theory has given employees a chance to demand more from the organization without ability to deliver, whereas the employees complain that their employers demand more in-equivalent to what they are compensated. Research indicates that managers can change their organization systems to improve the satisfaction of employees if they are to motivate their workers (Danna & Grafin, 1999; Grant, et al. 2007; Johns, 2006). However much of the academic literature on motivation of employees have largely focused on financial reward and therefore little focus on others factors like legal compliance. Though legal compliance is not a financial incentive but it is complementary to secure financial benefits (Lipinge, et al., 2009).

According to Fenwick et al (2007), labor and labor related laws can be an important means of improving job quality and promoting decent work; but they are often perceived by entrepreneurs as unsustainable regulatory burdens and costs. Further remark on compliance to labor laws by the owners of MSEs; was that it can lead to development of a safer, happier, and more productive workforce (Fenwick et al 2007).

The MSEs under which Hotels belong; make large contributions to national economies in both human and financial term, but MSEs operating in the informal economy can be a hurdle to broader and sustainable economic development (Buckley, 2008).

Labor standards have become an important part of the international trade Agreements. Thus globalization of the economy has further aggravated the issue of labor standard compliance, which is perceived by many as one of the factors retarding the growth of developing states.
Baah and Akos (2007), healthy application of labor standards can bring about a more peaceful labor relations and social stability and through that; there could be increased investments, higher productivity, higher economic growth and ultimately poverty reduction. The author further remarked that poverty cannot be reduced on a sustainable basis if the only asset for the poor; which is Labor is not adequately protected and rewarded along the lines of ILO’s Decent Work framework which emphasizes the rights at work, opportunities for men and women to secure decent employment and income, social dialogue (Baah & Akorsu 2007).

2.4 Conceptual framework

The conceptual frame work in figure 2.1 shows the relationship that exists between labor law compliance and motivation in the service sector. The general objective is to assess labor law compliance and motivation of employees in Hotel industry. In this case it is perceived that labor law compliance facilitates employees’ motivation. Therefore the independent variable of the study is the labor law compliance while the dependent variable is the motivation of employees. There are other intervening variables involved but are basically on an individual level context.
The conceptual framework indicates the relationship between labor laws and motivation of employees. In the first box it indicates the independent variables which include legal compliance with the law and employment contract. Labor law has binding rules that govern both the employer and the employee. In the second box at the bottom, it shows the intervening variable to a person’s motivation and as well reflects the circumstances and probability of implementing the law. The third box indicates the dependent variable showing the results of labor laws compliance.
2.5 Summary

The theoretical and the empirical review of the literature clearly show that labor law compliance and motivation of employees is linked to commitment of employees on the basis that the employee feels secure of his job and the rights pertaining to it, thus increasing performance.

While employees receive protection from the federal; there is no appropriate mechanism to extend the federal mechanism to the informal service sector as well. This study therefore advocates for new strategy to cut across the interests of different parties in the employment relationship.

In relation to the empirical review; the ever changing human behavior in relation to prevailing work due to society development can only be guaranteed by legal compliance to lay a win-win situation and prevention of any shortcoming in the work environment.

Employees are technical advisors of any given business; they frequently deal with the clientele thus once motivated they can maintain customer Loyalty and create a brand for one’s business even further against one’s competitors (Karatepe & Uludag, 2007).
CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter focuses on the methodology of the research namely the design of the study, population, data collection instruments, sampling techniques and methods of data analysis.

3.1 Research Design

Chosen to integrate the different components the researcher used a case study research design in order to obtain data exploratory and in depth data. Kothari (2008), the research design refers to the overall strategy of the study in a coherent and logical way, to ensure the researcher effectively addresses the research problem; it constitutes the plan for the collection, measurement, and analysis of data. A descriptive design was also preferred in order to obtain profile characteristics of respondents. Qualitative and quantitative methods were used in data analysis and presentation of findings. According to Kothari (2004), quantitative method of data collection deals with the numerical values which can be quantified whereas qualitative method is all about attitude and preconception of the respondent.

3.2 Target Population

A group of individuals from the Sports View Hotel who share the common characteristics such as sex, age, and work structure were surveyed and the sample size selected from the general population. These groups were studied to obtain their perception towards legal compliance as a motivating factor in the hotel industry.

The target population for this study was 100 though the total respondents who were identified and selected to participate in the study were 50, who included 1 CEOs, 1
Managers, 4 supervisors, 6 chefs, 8 waiters, 4 receptionists, 4 cleaners, 3 drivers, 4 store keepers, 3 bar men, 5 house keepers, 7 outside catering.

3.3. Sample Design

The researcher used a case study design to obtain exploratory data. This is because case studies allow the researcher to collect detailed data on a subject for deeper analysis. Descriptive design was also preferred in order to obtain profile characteristics of the respondents, as well as qualitative and quantitative methods were used in data analysis and presentation of findings.

3.3.1 Sample size

The sample size was derived from a population of 100 employees from the management of the Sports view Hotel using Solvin’s formula at a confidence interval of 90% and margin of error of 10% as described below.

\[
\text{n} = \frac{N}{1 + N(e)^2}
\]

Where; \( n \) is the minimum sample size

\( N \) is the population from which the sample shall be drawn estimated at 100 (number of employees and managers).

\( e \) is the margin of error estimated at 10%. Substituting in the above formula, the sample size is determined as:

\[
\text{n} = \frac{100}{1 + 100(0.10)^2} = \frac{100}{1 + 100(0.01)}
\]

\( n = 50 \)
3.3.2 Sampling techniques

The researcher applied the probability and non probability sampling in selection of participants. Systematic random sampling was used to select junior staff (every 3\textsuperscript{rd} person on the list is selected).

Systematic sampling is a type of probability sampling method in which sample members from a larger population are selected according to a random starting point and a fixed, periodic interval. This interval, called the sampling interval, is calculated by dividing the population size by the desired sample size.

Table 3.1: Sample frame

<table>
<thead>
<tr>
<th>Sports View Hotel</th>
<th>Sampling method</th>
</tr>
</thead>
<tbody>
<tr>
<td>(N)</td>
<td>(n)</td>
</tr>
<tr>
<td>CEO</td>
<td>1</td>
</tr>
<tr>
<td>Managers</td>
<td>4</td>
</tr>
<tr>
<td>Supervisors</td>
<td>15</td>
</tr>
<tr>
<td>Chefs</td>
<td>10</td>
</tr>
<tr>
<td>Waiters</td>
<td>15</td>
</tr>
<tr>
<td>Receptionists</td>
<td>5</td>
</tr>
<tr>
<td>Cleaners</td>
<td>10</td>
</tr>
<tr>
<td>Drivers</td>
<td>10</td>
</tr>
<tr>
<td>Store keepers</td>
<td>10</td>
</tr>
<tr>
<td>Bar men</td>
<td>6</td>
</tr>
<tr>
<td>House keepers</td>
<td>9</td>
</tr>
<tr>
<td>Outside catering</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

(Source: Primary Data)
3.4 Data collection Methods

3.4.1 Data collection instruments

3.4.1.1 Interview technique
An interview is a conversation between two or more people (interviewer and interviewee) the interviewer asks questions to obtain information from the interviewee as well a means of obtaining personal information, attitudes, perceptions, and beliefs. The researcher interviewed the managers from different departments within the hotel in order to get relevant information to our study.

3.4.1.2 Questionnaire technique
A questionnaire is a means of eliciting the feelings, beliefs, experiences, perceptions, or attitudes of some sample of individuals. As a data collecting instrument, it could be structured or unstructured. The questionnaire is most frequently a very concise, preplanned set of questions designed to yield specific information to meet a particular need for research information about a pertinent topic. The purpose of gathered information is always designed for interpretation and statistical analysis. In this regard, questionnaires were used to collect data from the employees who work in the hotel under our case study. The researcher distributed questionnaires to respondents and were collected after three days, 100 questionnaires were distributed and all were recovered answered, and among the respondents were waiters, chefs, cleaners, receptionists, room service, supervisors and managers.
3.4.2 Administration of Data collection Instruments

After approval of the research proposal by Mount Kenya University (MKU) the research was given a recommendation letter that facilitated to seek permission from Sports View Hotel to carry out a study. The major research instrument was the questionnaire and interviews, given to technical staff for comments, this expanded validity and consistency of the questionnaire.

3.4.3 Reliability

Reliability looks for the dependability/repeatability of the study. Therefore, it is the degree to which an instrument measured the same way each time it is used under the same conditions with the same subjects. If the results are the same, then those instruments are reliable and this will reinforce the findings and ensure that the wider scientific community will accept the hypothesis (Shuttleworth, 2008).

A pre-test was made twice and the results obtained were consistently similar. This was also meant to ensure the questions are relevant, clearly understandable and make sense. Therefore given the credibility of the selected respondents; the researcher believes that similar results would be obtained if the same study was conducted in different settings and this concludes that the research instruments are reliable.

3.5. Data analysis procedures

Data analysis is an ongoing activity, which not only answers your question but also gives you the directions for future data collection. Data analysis procedures (DAP) help you to arrive at the data analysis. The uses of such procedures put your research project in perspective and assist you in testing the hypotheses with which you have started your
research. Hence with the use of DAP, you can convert data into information and knowledge as well explore the relationship between variables.

All questions in the questionnaire were constructed by giving the respondent options from which to choose the response. A unique code number was created for each response category like: 1=strongly agree, 2= agree, 3= disagree, 4= strongly disagree, 5=undecided. And for interviews; only narrative data was used to complement the questionnaire. This process facilitated to the interpretation of data and lead us to the conclusions.

3.5.1 Data analysis

After data collection, the researcher evaluated the worthiness of the data by analysis and presentation in a more organized and systematic way. This study collected quantitative data using a self administered questionnaire. The study used primary data; the primary data was collected through interview and questionnaires that were administered to participants. Questions were structured and closed-ended. The researcher asked the respondents to indicate the extent to which they agree or disagree with a statement. Respondents also were asked to choose among responses by ticking in the provided box. Questionnaires were prepared and given to the respondents to fill.

3.5.2 Quantitative data analysis

Quantitative data was obtained from close ended questions analyzed by using descriptive statistics- a method of analyzing and interpreting qualitative data. Descriptive statistics involves the presentation of numerical facts or data in form of tables, graphs or pie charts with the methodology of analyzing data. To present this quantitative data the researcher
after data collection, entered the data into appropriate analysis program, preferably statistical package for social sciences (SPSS) using MS Excel from which analysis was done using proportions (percentages) and frequencies summarized using tables and figures. The analysis, interpretations were done within the context of these findings.

3.5.3 Qualitative data analysis

Narrative or descriptive data obtained from the interviews and secondary sources was analyzed using qualitative data analysis method. Since good analysis depends on understanding of data, this method involves reading and re-reading the data in order to extract relevant meaning (Powell & Renner, 2003). During this process the researcher was able to determine the relationship between compliance and motivation in hospitality sector. The main findings / researcher question was then summarized and incorporated into the quantitative data to add more meaning.

3.6 Ethical consideration

Before data collection, a consent form was signed and given for ethical consideration from the hotel administration. The researcher first explained the purpose of the research to the administrators of the hotel while seeking permission for carrying out a study in their organization and later before questioners were given out we explained thoroughly the intention of the study to respondents assuring them anonymity and confidentiality of the information they are to give.

The researcher did not ask the respondents to identify their names. Respondents were assured to answer the questionnaire with anonymity. No part of this study was to be reproduced without the consent of the researcher signed by her and respondents.
CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

In this chapter, the researcher presents the analysis of the data and makes an interpretation of the findings. Analysis was done in relation to objectives of the study; quantitative method of data analysis was used.

4.1. Demographic characteristics of respondents

**Table 4.1: Characteristics of respondents**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>30</td>
<td>62.1</td>
</tr>
<tr>
<td>Male</td>
<td>20</td>
<td>37.9</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

The study indicates in Table 4.1, - 62.1% of the respondents were female while 37.9% were male. This shows that the nature of work in hotel industry attract more female than male. This indicates that the hotel industry which is the large and fast-growing service sector is a female dominated field. They are employed in a wide variety of roles, including as cleaners and kitchen staff, front-line customer service workers and senior management. The recruitment, retention and promotion of talented women for technical and managerial leadership positions will be necessary to meet the future skills and productivity requirements of the sector. This too will have an impact on gender equality in the recruitment of employees.
Data Analysis

Figure 4.1: Age bracket

(Source: Primary Data)

The study in Figure 4.1 indicates that 43.94% of the respondents who were the majority fall under the age bracket of 30-40 years. The second largest group of respondents working in the restaurant falls under the age of 18-30 years as indicated by 37.88% of the total sample size. It was established that small size of 10.61% of the respondents were aged between 40-50 years and finally the smallest size of 7.58% of the respondents aged above 50 years. This indicated that the nature of work in the hotel industry attract the youth as compared to elderly people. This might be due to the need for swiftness in service delivery and the vigorous nature of work in hotel duties. Additionally, majority of people, when they clock 40, they think of starting their own business.
Figure 4.2 indicates that majority of the respondents consisting of 56.06% had done diploma courses, 21.21% of the respondents had secondary school qualification skills 19.70% had degree and only 3.03% had master’s degree. Preferably those who had degree and masters, hold higher ranks in the hotel. This shows that the hotel industry in Rwanda attract people with low level of education. However, employers might prefer this group because they might demand low salary, easy to manipulate and flexible to switch them from on task to another without complain.

(Source: Primary Data)
Table 4.2: Working experience in the hotel industry

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than 5 years</td>
<td>1</td>
<td>3.0</td>
</tr>
<tr>
<td>5 years</td>
<td>5</td>
<td>9.1</td>
</tr>
<tr>
<td>4 years</td>
<td>6</td>
<td>12.1</td>
</tr>
<tr>
<td>3 years</td>
<td>7</td>
<td>13.7</td>
</tr>
<tr>
<td>2 years</td>
<td>20</td>
<td>40.9</td>
</tr>
<tr>
<td>Less than 1 year</td>
<td>11</td>
<td>21.2</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

The study indicates in Table 4.2, indicates that 3.0% of the respondents had more than 5 years work experience in the hotel industry, 9.1% mentioned that they have been working in the hotel for 5 years, 12.1% mentioned that they have 4 years experience, 13.7% mentioned that they have 3 years work experience, 40.9% indicted that they have worked for 2 years in the industry whereas 21.2% said that they have worked in the hotel for a period less than 1 year. This implies that the employee turnover in the hotel industry is higher.

4.2 Presentation of findings

4.2.1 An investigation on whether hotels in Kigali comply with labor laws

The researcher sought to find out if the hotels in Kigali comply with labor laws as presented in the following Figure 4.3
Figure 4.3: I understand labor laws

(Source: Primary Data)

Figure 4.3 it indicates that majority of the employees normally agreed that they understand labor laws indicated by a respond rate of 34.85%, 22.73% disagreed that they do not understand the content of labor law, 18.18% strongly greed, 15.15% of the respondents were undecided and further 9.091% strongly disagreed. Labor laws regulate the employment relationship between employer and the employees, this ensure fairness especially when mutual interests are observed thus having favorable working conditions. But in this study it is evident that almost half of the sampled population either disagreed or were undecided. This means that a sizable number of them do not understand labor laws.
Figure 4.4: Our Hotel operate under Rwandan labor law

(Source: Primary Data)

Figure 4.4 indicates that 7.58% of the respondents were undecided, 7.58% strongly disagreed, 25.76% disagreed while 34.85% agree and further 24.24% strongly agreed that the hotel operates under Rwandan labor laws. Laws guarantee workers rights, majority of the respondents believe that the government oversees the activities of the hotels in Rwanda. Though this might be true; employees are treated with unjust by their employers and this implies that implementation of the labor laws is weak. It only facilitates proper and standard conditions to operate hotels.
Table 4.3: Our Hotel operate under international labor standards

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undecided</td>
<td>15</td>
<td>30.3</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>7</td>
<td>13.6</td>
</tr>
<tr>
<td>Disagree</td>
<td>11</td>
<td>22.7</td>
</tr>
<tr>
<td>Agree</td>
<td>7</td>
<td>13.6</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>10</td>
<td>19.7</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Source: Primary data)

Table 4.3 indicates that 30.3% of the respondents were undecided, 13.6% strongly disagreed, 22.7% disagree while 13.6% agreed and 19.7% strongly agreed that the hotel operate under international labor standards. Seems majority of the respondent are not familiar or know little about the international labor standards thus making them vulnerable to abuse.
Figure 4.5: Our Hotel operate under organizational rules

(Source: Primary Data)

Figure 4.5 indicates that 4.54% of the respondents were undecided, 3.03% strongly disagreed, 10.61% disagree while 31.82% agreed and 50% strongly agreed that the hotel operates under organizational rules. This clearly indicates that majority of the respondents are well aware of the organizational rules, which in most cases favors the employer compared to the employee.
Figure 4.6: I signed the employment contract with my employer

(Source: Primary Data)

Figure 4.6 indicates that 7.58% of the respondents disagree, 53.03% agree while 39.39% strongly agreed they signed the employment contract their employer. Though majority signed the contract, few individuals did not or simply don’t know what the contract is, which puts them on the vulnerable condition as they can lose their jobs without any compensation since they are not aware of their rights.
Table 4.4: Our Hotel abides by contractual obligations

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undecided</td>
<td>4</td>
<td>9.1</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>7</td>
<td>13.6</td>
</tr>
<tr>
<td>Disagree</td>
<td>22</td>
<td>45.5</td>
</tr>
<tr>
<td>Agree</td>
<td>9</td>
<td>16.7</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>8</td>
<td>15.2</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Table 4.4 indicates that 9.1% of the respondents were undecided, 13.6% strongly disagreed, 45.5% disagree while 16.7% agreed and 15.2% strongly agreed that the hotel abides by contractual obligations. The contractual obligations state the terms and conditions of the organization hence protecting the employer in the name of binding rules.
Figure 4.7: I am getting paid even if I am off-duty

![Bar chart showing the percentage of respondents' agreement with the statement I am getting paid even if I am off-duty.]

(Source: Primary Data)

Figure 4.7 indicates that 31.82% of the respondents strongly disagree, 50% disagree while 10.61% agree and 7.576% strongly agree that they are paid even when they are off-duty. This clearly indicates that majority of the employees are not paid when off duty mostly those at the lower level due to their level of education in the organization and the few paid are those at the upper level. This is a sign of discriminatory and unfair treatment of workers in the work place.
Figure 4.8: I feel that I am working overtime

(Source: Primary Data)

Figure 4.8 indicates that 4.55% of the respondents strongly disagree, 12.12% disagree while 50% agree and 33.33% strongly agree that they are being overworked at the hotel. There are standard working hours set out in federal labor laws that a person works in a day; which is eight hours according to the Rwandan labor law. This doesn’t seem to be the case here as most of the restaurants open early and closes late in the evenings thus providing long working hours.
Table 4.5: The amount of effort in work is equal to the amount of money I am earning

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>9</td>
<td>18.2</td>
</tr>
<tr>
<td>Disagree</td>
<td>31</td>
<td>62.1</td>
</tr>
<tr>
<td>Agree</td>
<td>7</td>
<td>12.1</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>3</td>
<td>7.6</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Table 4.5 indicates that 18.2% of the respondents strongly disagree, 62.1% disagree while 12.1% agree and 7.6% strongly agree that the amount of effort in work is equal to the amount of money they earn. It is clear that majority are in agreement that the amount they earn is far less compared to their input since most of them have low education level and the employer pays them as per their education level rather than the job specification.
Figure 4.9: We are given medical insurance

(Source: Primary Data)

Figure 4.9 indicates that 3.03% of the respondents were undecided, 34.85% strongly disagreed, 45.45% disagree while 7.57% agreed and 9.09% strongly agreed the organization provided medical cover for its employees. Again majority of the respondents whom are mostly of the lower level were not insured.
Figure 4.10: Lines managers consult labor laws when making decisions

(Source: Primary Data)

Figure 4.10 indicates that 9.09% of the respondents were undecided, 12.12% strongly disagreed, 57.58% disagree while 13.64% agreed and 7.58% strongly agreed that line managers consult labor laws when making decisions. This shows that most of the decisions are dictated based on the employer’s interests.

4.2.2 Investigation whether the employees in hotels in Kigali feel motivated

The researcher sought to find out whether employees are motivated and the following questions were administered in order to find out the answers.
Table 4.6: Whether employees know where to report incidences of harassment

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>45</td>
<td>89.4</td>
</tr>
<tr>
<td>Yes</td>
<td>5</td>
<td>10.6</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

According to Table 4.6, 89.4% of the respondents don’t know where to report the incidences of harassment while 10.6% knew where to report in case of harassment. Majority of these respondents are not aware that there are institutions that safeguard their rights in case of employment disputes and harassments. There is less sensitization or education on employees’ rights; making people aware of where to lodge a complaint in case of unjust treatment during employment. This gives the employer absolute power take advantage of the employee who is the weaker party in the employment relationship. 

43
Figure 4.11: We are harassed by our bosses but no action taken against them

(Source: Primary Data)

Figure 4.11 indicates that 12.12% of the respondents were undecided, 3.030% strongly disagreed, 7.576% disagree while 33.33% agreed and 43.94% strongly agreed that the managers and employers harass them but no action taken against them. The employees in most cases are threatened to be sacked if they report their employers and therefore have no choice but to preserve their employment opportunity in such unjust condition just for a course of survival.
Table 4.7 I get to work early in order to comply with hotel internal rules

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undecided</td>
<td>1</td>
<td>1.5</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>5</td>
<td>10.6</td>
</tr>
<tr>
<td>Disagree</td>
<td>8</td>
<td>16.7</td>
</tr>
<tr>
<td>Agree</td>
<td>23</td>
<td>45.5</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>13</td>
<td>25.8</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Table 4.7 indicates that 1.5% of the respondents were undecided, 10.6% strongly disagreed, 16.7% disagree while 45.5% agreed and 25.8% strongly agreed to get to work early in order to comply with hotel internal rules. Most of the workers work longer hours without overtime allowances since they have no choices, they have to keep their jobs.

Table 4.8: I am encouraged because customers appreciate services I deliver to them

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>1</td>
<td>1.5</td>
</tr>
<tr>
<td>Disagree</td>
<td>3</td>
<td>6.1</td>
</tr>
<tr>
<td>Agree</td>
<td>29</td>
<td>57.6</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>17</td>
<td>34.8</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Table 4.8 indicates that 1.5% of the respondents strongly disagree that they are encouraged because customers appreciate the services they deliver to them, 6.1 disagree
while 57.6% of them agree and further 34.8% strongly agreed. Seems the only source of encouragement and motivation of the services they offer is from the customers who appreciate them in one way or the other. This implies that motivation is a key role in assuring good performance and miss regard to it brings undesirable results to job performance.

**Figure 4:12: I work hard in order: - to get promotion**

(Source: Primary Data)

Figure 4.12, shows that majority of the respondents work hard in order to get promotion with 53.03% strongly agreeing and 33.33% agreeing while 13.64% disagreeing. This indicates that the only way of motivation is earning more salary through promotion in grade; this is far less in the hotel industry.
Figure 4.131: I work hard in order:

- to avoid punishment

(Source: Primary Data)

Figure 4.13 indicates that 18.218% of the respondents strongly disagree, 50% disagree while 18.18% agree and 13.64% strongly agreed in working hard in order to avoid punishments.

Table 4.9: I work hard in order:

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>5</td>
<td>9.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>4</td>
<td>7.6</td>
</tr>
<tr>
<td>Agree</td>
<td>16</td>
<td>33.3</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>25</td>
<td>50.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Source: Primary Data)
The Table 4.9 indicates that 9.1% of the respondents strongly disagree, 7.6% disagree while 33.3% agree and 50% strongly agreed in working hard in order to increase their salary which in most cases through promotion at their level of work.

**Figure 4.14: I feel comfortable working in hotel industry rather than anywhere else**

![Bar chart showing the distribution of responses to the statement: I feel comfortable working in hotel industry rather than anywhere else. The chart shows the following percentages: Strongly disagree: 21.21%, Disagree: 42.42%, Agree: 18.18%, Strongly agree: 18.18%.](chart.png)

(Source: Primary Data)

Figure 4:14 indicates that 21.21% of the respondents strongly disagree, 42.42% disagree while 1818% agree and 181.8% strongly agree that they feel comfortable working in hotel industry rather than anywhere else. Majority seems will change their carrier given the chances clearly indicating that not all working in the hotel industry have the passion in being there.
Figure 4.15: I am working in the hotel because I did not have any choice

(Source: Primary Data)

Figure 4.15 indicates that 7.58% of the respondents strongly disagree, 12.12% disagree while 30.30% agree and 50% strongly agree that they are in the hotel industry because they didn’t have a choice. The hotel industry gives minimum terms of references and required qualifications for recruitment; this attracts many to the industry thus making most people see the hotel work as a short cut to job opportunity.
Table 4.10: My work safety is guaranteed in hotel industry

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>8</td>
<td>16.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>21</td>
<td>42.4</td>
</tr>
<tr>
<td>Agree</td>
<td>10</td>
<td>19.7</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>11</td>
<td>21.2</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Table 4.10 indicates that 16.7% of the respondents strongly disagree, 42.4% disagree while 19.7% agree and 21.2% strongly agree that they were not afraid to work in the hotel because their work safety is guaranteed. There are more risks in the hotel industry compared to other institutions and therefore work safety is not guaranteed.

Figure 4.162: I normally get permission for circumstantial leave for friend and family
(Source: Primary Data)

Figure 4.16 shows that 39.39% of the respondents strongly disagree, 42.42% disagree while 10.61% agree and 7.58% strongly agreed to getting permission for circumstantial leave for friend and family. It further shows that workers in the hotel industry are hardly given offs and if they are, they are not paid for the period off.

4.2.3 Role of labor regulations in human resource management within hotels

The researcher sought to find out the role of labor regulations in human resource management within the hotel management and the results were as follows;

Figure 4.17: Labor laws ensure that employee's rights are not violated

(Source: Primary Data)

Figure 4.17 indicates that 25.76% of the respondents were undecided, 3.03% strongly disagreed, 9.09% disagree while 28.79% agreed and 33.33% strongly agreed that labors laws ensure that employee’s rights are not violated. While majority agreed most also were
undecided meaning they were not well conversant with labors laws and how it benefits them.

**Table 4.11: Our remuneration is based on law regulations**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undecided</td>
<td>11</td>
<td>22.7</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>8</td>
<td>16.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>24</td>
<td>47.0</td>
</tr>
<tr>
<td>Agree</td>
<td>5</td>
<td>9.1</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>2</td>
<td>4.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Table 4.11 indicates that 22.7% of the respondents were undecided, 16.7% strongly disagreed, 47% disagree while 9.1% agreed and 4.5% strongly agreed that the remuneration is based on law regulations. This also shows there is little knowledge by the employees of hotel industry on labor laws and regulations. This situation enables the employers to take advantage of the situation and exploit them, offering a lot of work with little pay.
Figure 4.18: Our remuneration is based on law regulations

(Source: Primary Data)

Figure 4.18 indicates that 4.54% of the respondents were undecided, 1.51% strongly disagreed, 9.09% disagree while 40.91% agreed and 43.94% strongly agreed on the working conditions being safe because the hotel follows labor standards in the work place. There is a safe working condition in the hotels since labor standards of safety are in place.
Figure 4:19: The working hours cannot exceed the normal schedules

(Source: Primary Data)

Figure 4.19 shows that 7.58% of the respondents strongly disagree, 60.61% disagree while 13.64% agree and 18.18% strongly agreed that the working hours cannot exit the normal schedule. This clearly indicates that the working hours always exceed the normal schedule for majority of the workers with no extra pay. Most hotels are known open early and operate into late at nights.
Table 4.12: We are given Maternity leave

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undecided</td>
<td>12</td>
<td>21.2</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>1</td>
<td>3.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>3.0</td>
</tr>
<tr>
<td>Agree</td>
<td>27</td>
<td>54.5</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>9</td>
<td>18.2</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Table 4.12 shows that 21.2% of the respondents were undecided, 3.0% strongly disagreed, 3.0% disagree while 54.5% agreed and 18.2% strongly agreed that they were given maternity leave. There are a few cases where those who conceive are replaced hence the number of undecided but majority seems to agree that they are given the leave.
Figure 4.20: We are given leave at our workplace

(Source: Primary Data)

Figure 4.20 indicates that 31.82% of the respondents were undecided, 3.03% strongly disagreed, 40.91% disagree while 21.21% agreed and 3.03% strongly agreed that they are given leave when they have lost their loved ones.
Figure 4.21: We are given annual leave at our workplace

(Source: Primary Data)

Figure 4.21 indicates that 12.12% of the respondents were undecided, 36.36% strongly disagreed, 27.27% disagree while 13.64% agreed and 10.61% strongly agreed that they are given annual leave at their places of work. Majority of the respondents played down the statement still putting the question whether labor laws are fully followed by the employer.
Table 4.13: We are not mistreated by employer because he knows our rights

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undecided</td>
<td>3</td>
<td>6.1</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>15</td>
<td>30.3</td>
</tr>
<tr>
<td>Disagree</td>
<td>20</td>
<td>39.4</td>
</tr>
<tr>
<td>Agree</td>
<td>7</td>
<td>13.6</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>5</td>
<td>10.6</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

Figure 4.13 indicates that 4.54% of the respondents were undecided, 1.51% strongly disagreed, 9.09% disagree while 40.91% agreed and 43.94% strongly agreed that they are not mistreated by the employer because he knows the rights of the workers. Again the statement doesn’t concur with majority of the respondents clearly showing that these workers are mistreated.

4.2.4 The perception of employees towards legal compliance as a motivating factor in the hotel employment.

The researcher sought to find out the relationship between legal compliance and employee motivation in the hotel industry and here are the answers obtained from the field.
Figure 4.22: I am sure that I cannot be dismissed

(Source: Primary Data)

On the relationship between legal compliance and the employee motivation, Figure 4.22, indicates that 51.52% of the respondents were undecided, 9.09% strongly disagreed, 21.21% disagree while 13.64% agreed and 4.54% strongly agreed that they were sure they cannot be dismissed. More than half of the respondents on this were undecided meaning they were not certain or aware of it.
Figure 4.23: I am respected by my employer and have my job security

(Source: Primary Data)

Figure 4.23, indicates that 15.5% of the respondents were undecided 16.67% strongly disagreed, 48.48% disagree while 10.61% agreed and 9.09% strongly agreed that they were respected by their employers and they were secured in their jobs. Majority again disagree with the security of their jobs as not all labor laws are observed by the employer.
Table 4.14: I can get paid through financial institutions

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undecided</td>
<td>5</td>
<td>10.6</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>10</td>
<td>19.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>23</td>
<td>45.5</td>
</tr>
<tr>
<td>Agree</td>
<td>8</td>
<td>15.2</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>4</td>
<td>9.1</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(Source: Primary Data)

According to the Table 4.14, 10.6% of the respondents were undecided, 19.7% strongly disagreed, 45.5% disagree while 415.2% agreed and 9.1% strongly agreed they get paid through financial institutions which was disagreed by the majority as these institutions require security to have access to loans yet the employer prefer paying in cash.
Figure 4.24: I have family health insurance

(Source: Primary Data)

Figure 4.24 indicates that 1.5% of the respondents were undecided, 21.21% strongly disagreed, 42.42% disagree while 25.76% agreed and 9.09% strongly agreed on having family health insurance.
Figure 4.25: I work in a favorable environment

![Pie chart showing responses to the statement](chart.png)

(Source: Primary Data)

Figure 4.25 shows that 24.24% of the respondents strongly disagree, 27.27% disagree while 33.33% agree and 15.15% strongly agreed in working in a favorable environment.

The study used the following Pearson Correlation values to ascertain the relationship of the variables.

[-1.00-0.00]: Negative correlation
[0.00-0.25]: Positive and very low correlation
[0.25-0.50]: Positive and low correlation
[0.50-0.75]: Positive and high correlation
[0.75-1.00]: Positive and very high correlation
Table 4.15: Relationship between labour law compliance and employee motivation

<table>
<thead>
<tr>
<th></th>
<th>I work hard in order to get promoted</th>
<th>I work hard in order to avoid punishment</th>
<th>I work hard in order to increase my salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am sure that I cannot be dismissed</td>
<td>Pearson Correlation: -.009</td>
<td>.041</td>
<td>.491**</td>
</tr>
<tr>
<td>I am respected by my employer and have my job security</td>
<td>Pearson Correlation: .218</td>
<td>.097</td>
<td>.435**</td>
</tr>
<tr>
<td>I can get access to loans through financial institutions</td>
<td>Pearson Correlation: .014</td>
<td>-.065</td>
<td>.702**</td>
</tr>
<tr>
<td>I have family health insurance</td>
<td>Pearson Correlation: .167</td>
<td>.057</td>
<td>.764**</td>
</tr>
<tr>
<td>I work in a conducive environment</td>
<td>Pearson Correlation: .182</td>
<td>.623**</td>
<td>.092</td>
</tr>
</tbody>
</table>

According to the study it was found the there is a positive statistical relationship between these variables. Basing on the table above, the result of correlation between labour law compliance and motivation of employees in hotels as indicated by those who stated that they are sure that they cannot be dismissed because they work hard in order to increase their salary [0.50<0.491**<0.75] with a Pearson Correlation value 0.000. Similarly, it was evident that majority of them stated that they are respected by their employer and have my job security in order to increase their salary, to access the loans from the banks, to get health insurance.
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter draws a conclusion line of what have been observed in chapter four as summary of research findings and thereafter comes up with recommendations.

5.1 Summary of findings

The following is the summary of the findings which were collected from the case study.

The study indicates that 62.1% of the respondents were female while 37.9% were male (see Table 4.1) this shows that the nature of work in hotel industry attract more female than male. This could be that employers prefer female to male employees in the hotel service.

The study indicates that 43.94% of the respondents, who were the majority, fall under the age bracket of 30-40 years (see Figure 4.1). the second largest group of respondents working in hotels fall under the Age of 18-30 years as indicated by37.88% of the total sample size (see Figure 4.1) this shows us that the nature of work in the hotel industry attract the youth as compared to any other age group.

The study indicates that majority of the respondents consisting of 56.06% had diploma level, 21.21% of the respondents had secondary school qualification (see Figure 4.2) this shows that hotel industry attracts people with low level of education. However, employers might prefer this group in order to cut costs of remuneration by rewarding them less than what is required.
This study indicates that 40.9% of the respondents have worked for two years in the industry whereas 21.2% had worked in the hotel for the period less than 1 year (see table 4.2) this indicates that the employee turnover in the hotel industry is high. Most of employees are hired and fired at will.

5.1.1 An investigation whether hotels in Kigali comply with labour laws

The study indicates that majority of the employees do not understand labour laws. Some of them believe that the hotel industry operates under Rwandan law while others believed that it operates under the guidelines of international laws. One thing that they seem to be sure of; which majority of them either normally of strongly agreed was that Rwandan hotels operates under organizational rules. This clearly indicates that majority of the respondents are well aware of the organizational rules, which in most cases favors the employer compared to the employee. It’s common that the employer will make sure the organizations rules are observed. This cannot motivate an employee in the hospitality industry.

The employees also agreed that they sign contract with their employers but it is not binding; which puts them on the vulnerable condition as they can lose their jobs without any compensation since they are not aware of their rights. Majority (45.5%) of the respondents disagree that the hotel abides by contractual obligations. The obligations state the terms and conditions of the organization hence protecting the employer more than the employee. (See Table: 4.4)
However, (50%) respondents who were majority disagreed they are paid even when they are off-duty. This clearly indicates that majority of the employees are not paid when off duty, mostly those at the lower level compared to those at the top management level. (See Figure 4.7)

The study indicates that more than 50% of the respondents agree that they are being overworked at the hotel. There are standard working hours set out the Rwandan labor laws and standard principles of work, this does not seem to be the case here as most of the restaurants open early and closes late in the evenings thus providing long working hours. (See Figure 4.8)

The study indicates that more than 62.1% of the respondents disagree that the amount of effort in work is equal to the amount of money they earn. It is clear that majority are in agreement that the amount of money that they earn is far less compared to their input. (See Table 4.5)

Majority of the employees who were more than 45.45% disagree the organization provided medical cover to them. Again majority of the respondents whom are mostly of the lower level were not insured. Medical cover has not been taken seriously in the hospitality industry yet footing medical bills is expensive for such an employee on a lower pay roll. (Figure 4.9)

The study also indicates that more than 57.58% of the respondents disagree that line managers consult labor laws when making decisions. This shows that most of the decisions are made based on the opinions of the employer (Figure 4.10)

In the study, 89.4% of the respondents do not know where to report the incidences of harassment. (Table: 4.6) Majority of them are not aware that there are institutions to safeguard their rights in case of harassments. There are also little or no efforts from these
institutions to educate workers about their duties and rights of workers, thus making the employer take advantage of the functionality.

5.1.2 Investigation whether the employees in hotels in Kigali feel motivated

The study indicates that 43.94% strongly agreed the managers and employers harass them but no action taken against them. The employees in most cases are threatened to be sacked and therefore prefer to remain silent. (Figure 4.11)

The study indicates that 45.5% agreed that they get to work early in order to comply with hotel internal rules. Most of the workers work longer hours without overtime allowances, the only thing that seems to encourage them is the customer appreciation for the services they deliver to them by way of Tips and bonuses (See Tables: 4.7, 4.8)

The study shows that majority (53.03%) of the respondents work hard in order to get promotion. This indicates that the only way of motivation is earning more salary through promotion. However, most of them claim to work hard in order to avoid punishments. These punishments include deduction on salary, suspension or loss of the job. (See Figures: 4.12, 4.13)

The study indicates that majority of the respondents at 42.42% disagree feeling comfortable working in hotel industry rather than anywhere else. (See Figure: 4.14) Majority seems will change their career given a chance, clearly indicating that not all working in the hotel industry have the passion for what they do. The study indicates that 50% being the majority strongly agree that they are in the hotel industry because they didn’t have a choice. (See Figure 4.15)
5.1.3 The role of labor regulations in the hotel’s human resource management

The study indicated that (15.15%) of the respondents were undecided and therefore indicates that they are not well conversant with labors laws and how it benefits them. This situation enables the employers to take advantage of the situation and exploit them. (See Figure 4.3)

5.1.4 The perception of legal compliance as a motivation factor in the hotel employment.

The respondents indicated that their work does not have security. Majority (51.52%) of the respondents were undecided if they can’t be dismissed. The findings shown in (See Figure 4.22) indicate that a large number of employees are not certain about employee labour laws in hotels. This state of affairs does not motivate the employees to work in the hotel. Employees will work for a targeted reason; hence turnover rate will be high and productivity rate will be low.

5.1.5 Relationship between labour law compliance and employee motivation

The study established that there is a positive correlation between labour law compliance and employee motivation. Pearson correlation statistics (see Table 4.15) indicates that most employees are not sure that they cannot be dismissed because they work hard in order to increase their salary [0.50<0.491<0.75] with p-value of 0.000. Similarly, it was evident that majority of them stated that they are respected by their employer and have my job security in order to increase their salary, to access the loans from the banks, to get health insurance.
5.2 Conclusions

Despite the presence of labor laws, frequent mistreatment of workers, unsafe working conditions, and irregular payments of wages, excessive work load and unlimited working hours etc. are still prevalent in the hotel employment. Therefore the study was investigating if labor laws are meeting the primary objectives of protecting workers in hotels as well as highlighting legal compliance as a mitigating factor to management of work risks and also a tool to guarantee commitment of workers in service.

To end abuses and head off wide spread dissatisfaction and potential unrest, we need to adopt compliance to labor laws; with the aim to regulate and strengthen the employment relationship as a result to achieve mutual interests.

The conclusions of the study were discussed based on the objectives of the study as indicated in the findings below:

5.2.1 Do Hotels comply with labor laws in Kigali

Few hotels in Kigali operate under labor laws but most of them comply with Rwandan law, guidelines of international laws and organizational rules which favor the employer compared to the employee. The employees sign contract with their employers but it is not binding which puts them on the vulnerable condition as they can lose their jobs without any compensation since they are not aware of their rights as workers.

Majority of the employees are not paid when off duty since most of them are rated casual due to low level of their education. They are being overworked at the hotel despite that there are standard working hours set out in labor laws and standard labor laws that one should work in such occupation. More efforts from labor institutions should take lead to sensitize employer and workers about the advantages of compliance to labor laws.
5.2.2 Motivation of hotel employee in Kigali

The study tempted to investigate the purpose of labor law compliance as well as the effects it brings to the organization in terms of performance and commitment of workers to deliver good quality services and encourage employees’ commitment, to mitigate management risks in the projection of growth and making good returns on investment (RoI) in business.

The only thing that seems to encourage them is the customer appreciation for the services they deliver to them. This implies that workers do their service just for the sake of survival but not out of passion due to the fact that their basic rights are not guaranteed.

5.2.3 Role of labor regulation in the hotel’s human resource management

Majority of the employees are ignorant about the laws and the relation attached to application of such laws. There is little knowledge about the magnitude of legal compliance benefits either by the employers and employees in these hotels. This situation enables the employer to take advantage of the weaker party for exploitation.

5.2.4 Legal compliance and employee motivation in the hotel

The respondents indicated that their work does not have security; they are subjected to unlawful dismissal. This state of affair does not motivate the employees to work to their full potential and hence productivity will be low.

5.3 Recommendations

The study has focused on the importance of identifying and assessing the benefits of labor law compliance as a motivating factor to the service industry; choosing among alternative
ways to motive employees and resolve clashes at the workplace thereby increasing job performance thus quality service in hospitality business.

This focus, however, should not be doubtful by the fact that, fights over rights are at their core causes of poor service delivery due to the silent revenge over violation of certain rights of workers.

Though there are many channels through which these laws affect economic variables, at the same time labor laws usually implying costs especially for businesses or to some investors because they influence wages, resource allocation and also affect other aggregated variables such as welfare, demand, trade and investment. However to produce consistent results in service business, compliance as a new concept should be adopted as motivation; and therefore we recommend:

To the government, to come up with measures for reviewing, clarifying, and adapting the scope of relevant laws in order to guarantee effective protection of workers. As witnessed during the study, majority seemed to have little knowledge in regard to labor laws.

They need to do this by: Extension of labor administration services to the informal economy by amongst others; extension of inspection services, social security coverage and strengthening of dispute settlement machinery. The question is how those practices could be achieved; stronger labor inspections in collaboration with complying employers.

To employers, the study focused on labor law compliance and motivation of employees in hotel industry and the specific objectives were to identify and examine the challenges faced by both the employer and employees of Sports View Hotel which was used as our case study. The aim was to assess the effectiveness and establish the effect of labor law compliance as a motivation factor to employees in hotel employment.
There is a positive link between compliance and motivation of employees; it improves commitment to work and job satisfaction thus leads to quality service delivery. Therefore employers need to adopt this new concept in order to guarantee job security in their organization.

5.4 Recommended field of further studies

1) Effects of on-job training for employee performance

2) Economic analysis of employment discrimination.
REFERENCES


Olldashi E. (2010) The term “contract of employment” is a recent innovation in British Labour law, just as it is in civil law jurisdiction. Albania Labour Law


APPENDICES
SCHOOL OF BUSINESS AND PUBLIC MANAGEMENT

RESEARCH AUTHORIZATION

25th September, 2013

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

MS. UMUTONI PATIENCE - MBA/2088/11

This is to confirm that the above named person is a bona fide student of Mount Kenya University (Kigali Campus). She is currently carrying out research work to enable her complete her Master of Business Administration (Human Resource Management) degree program. The title of her research is:

LABOR LAW COMPLIANCE AND MOTIVATION OF EMPLOYEES IN RWANDAN HOTELS: A CASE STUDY OF SPORTS VIEW HOTER AND HOTEL CHEZ LANDO

The information received will be confidential and for academic purpose only.

Any assistance accorded her to complete this study will be highly appreciated.

Thank you,

[Signature]

Mount Kenya University
Kigali Campus

Osiemo Kepha
Coordinator - Business Studies

Ag. Coordinator
School of Business and Public Management
APPENDIX II: RESEARCH ACCEPTANCE LETTER FROM

SPORTS VIEW HOTEL

RESEARCH AUTHOLISATION

According to the request of Ms, Mutoni Patience, that is concerning her MBA research, the management of sports view hotel Kigali LTD. Has allowed her to take her research in every department that were she might need the information

Thank you

Human resource

BUGINGO VINCENT

[Logo of Sports View Hotel]

P.O. Box 2500 Kigali, Rwanda
Telephone: +250 78 3900014/5/6
Cell: +250 788 301003
E-mail: info@sportsviewhotelrwanda.com
Website: www.sportsviewhotelsrwanda.com

Compte No: 111-14055801-8/3/RWF
00040-0291773-30/Rwf

ECOBANK / 111-14055802-8/4/USD
BK / 00040-0251774-31/USD

b
APPENDIX III: QUESTIONNAIRE FOR RESPONDENTS

SECTION A: Personal Information

(Tick appropriately in the box) **Indicate your Gender**

- Male [ ]
- Female [ ]

Indicate your age bracket

- 18-30 [ ]
- 30-40 [ ]
- 40-50 [ ]
- Above 50 [ ]

Select your highest level of education

- Secondary level [ ]
- Diploma [ ]
- Bachelor's degree [ ]
- Masters degree [ ]

Working experience in the hotel industry

- Less than 1 year [ ]
- 2 years [ ]
- 3 years [ ]
Section II

Do hotels in Kigali comply with labor laws?

(Use the following linker scale whereby if you have confidence about the suggested answer you can express by the following rating; 1= Strongly agree 2=Agree 3= Disagree 4= Strongly disagree 5= Undecided)

<table>
<thead>
<tr>
<th>Response</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I understand labor laws</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our Hotel operates under the following legal framework:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Rwandan labor law</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- international labor standards</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- organizational rules</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I signed the employment contract with my employer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our Hotel abides by contractual obligations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am getting paid even if I am off-duty</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Statement</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>I am feeling that I am working overtime</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The amount of effort in work is equal to the amount of money I am earning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We are given medical insurance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lines managers consult labor laws when making decisions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our managers and employers harasses us but no action taken against them</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>If there are any offenses do you know where to report them for legal justice to be followed?</td>
<td>Yes ( )</td>
<td>No ( )</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Do the employees in hotels in Kigali feel motivated?**

(Use the rating 1= Strongly agree 2=Agree 3= Disagree 4= Strongly disagree 5= Undecided)

<table>
<thead>
<tr>
<th>Motivation</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I get to work early in order to comply with hotel internal rules</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am encouraged because customers appreciate services I deliver to them</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I work hard in order:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- to get promotion</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-to avoid punishment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-to increase my salary</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
I feel comfortable working in hotel industry rather than anywhere else

I am working in the hotel because I did not have any choice

I am not afraid to work in the hotel because my work safety is guaranteed

I normally get permission for circumstantial events time to spend with friend and family

What is the role of labor regulations in human resource management within hotels?

(Use the rating 1= Strongly agree 2=Agree 3= Disagree 4= Strongly disagree 5=Undecided)

<table>
<thead>
<tr>
<th>The role of law</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor laws ensure that employee's rights are not violated</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our remuneration is based on law regulations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our working condition is safe because the hotel follows labor standards in the work place</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The working hours cannot exceed the normal schedules</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We are given leaves as per the provision of the labor law:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Maternity leave</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Death leave</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- annual leave</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
We are not mistreated by employer because he knows our rights

What is the relationship between legal compliance and employee motivation in the hotel?

(Use the rating 1= Strongly agree 2=Agree 3= Disagree 4= Strongly disagree 5= Undecided)

<table>
<thead>
<tr>
<th>The relationship</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am sure that I cannot be dismissed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am respected by my employer and have my job security</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I can get access to loans through financial institutions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have family health insurance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I work in a conducive environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX IV: INTERVIEW GUIDE

Do you think that hotels in Kigali comply with labor laws?

If yes or no, explain

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

What employee motivation challenges does your hotel organization face?

If positive- explain the factors which show that employees in your hotel are motivated.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Do labor laws play any role in the management of your human resource? How has labor laws affected the performance of your Hotel business.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Do you find any significance of compliance to labor laws in regard to motivation of employees in hospitality industry like the Hotels?

________________________________________________________________________
________________________________________________________________________