

**INFLUENCE OF EMPLOYEE MOTIVATION ON IDEAL WORK
ENVIRONMENT AMONG EMPLOYEES OF SELECTED FAST FOOD
RESTAURANT IN KAREN AREA, NAIROBI COUNTY, KENYA**

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DECLARATION

This project report is my original work has not been presented for award of degree in Bachelor of Science in hospitality management or for any similar purpose in any other institution.

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This research project has been submitted with my approval as university supervisor.

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ABBREVIATIONS AND ACRONYMS

EM Extrinsic Motivation

IM Intrinsic Motivation

SDT Self-Determined Theory

OPERATIONAL DEFINITIONS OF TERMS

Ideal work environment: The tendency of a worker to stay with a company that is based on an emotional attachment.

Employee Motivation: is the act or process of giving someone a reason for doing something motivating someone.

Value alignment: is an emergent property in organisations that have a critical mass of people with a common language of values and clarity about how their personal values, personal vision/mission and goals align with the desired values, mission/vision and goals of the organisation

ABSTRACT

The study aimed to examine the influence of employee motivation on ideal work environment among employees of selected fast food restaurant in Karen area, Nairobi County. The target population for study was 30 fast food restaurants in Karen, Nairobi County from which 5 fast food restaurants were selected for this study using convenience sampling to select employees to participate in this study. The specific objectives of the study were to determine the influence of intrinsic motivation on ideal work environment and to examine the relationship between extrinsic motivations on ideal work environment. The study was guided by the Self-Determined Theory which explains the types of motivation among staff. The study used the descriptive research design and adopted convenience sampling to select organizations and respondents to be engaged in the study. The sample of the study was 110 employees of 5 fast food restaurants. The data was collected using a structured questionnaire which was self-administered among respondents. The data was analysed using SPSS Version 22 and involved descriptive statistical analysis and Pearson correlation analysis. The findings were presented in tables and charts and supported by interpretation from the researcher. The findings indicated that there was a positive and statistically significant relationship between employee intrinsic motivation, extrinsic motivation, and ideal work environment. The study concludes that intrinsic motivation of employees by job autonomy was increased by ideal work environment the organization. The study therefore concludes that extrinsic motivation of employees by promoting teamwork in the workplace was increased by ideal work environment in the organization. The study recommends that managers of fast food restaurant should give employees more freedom in doing their jobs after evaluating their performance. The management of fast food restaurants should promote team work among staff in the specific organization by organizing out of work activities that build the social fabric between employees. The study recommends for future research to compare the relationship between employee motivation and ideal work environment in the different chain fast food restaurants to identify best practice for employee motivation in Kenya's fast food industry.

Keywords: Intrinsic Motivation, Extrinsic Motivation, Ideal Work Environment

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Nhat and Nguyen (2013) stated that motivation is a force that causes an employee to carry out duties to highest level. Motivations are classified in to: intrinsic motivation and extrinsic motivation. Intrinsically motivated behaviors are those that are engaged in for their own sake that is for the pleasure and satisfaction derived from performing them (Deci& Ryan, 2000). Intrinsic motivation refers to performing an activity for itself, in order to experience pleasure and satisfaction inherent in the activity. Extrinsic motivation is drive that individual has that there is reward afterwards accomplishment of certain activities (Deci& Ryan, 2014). Job commitment is the feeling of responsibility that a person has towards the mission and goals of an organization. According to Basuki and Susilowati (2005) say that environment is anything in the surrounding that can direct or indirect affect people who are performing tasks. The environment can affects the employees' productivity, safety and health, and psychologically (Best practice, 2008)

1.2 Statement of the Problem

The researches conducted in different parts in the world showed that, there was high job turnover in fast food industry. Dike (2013) noted that almost half of the workers in most fast food outlets were dissatisfied with their work .Employees left the job because of poor wages and benefits paid, lack of training, autonomy, job opportunities, and lack of support from management and unfavorable working conditions. The lack of organizational support, work socialization, and employee involvement created isolation among employees, which resulted in lower productivity and effectiveness (Islam & Ali, 2013).(Misra, Patnaik, & Mishra, 2016), stated that excessive absenteeism, turnover and grievances were as result of job dissatisfaction, which was quite present in most

fast outlets. Most employees in the fast food industry had complained of being overworked or work overloads with poor pays. They worked more hours which were not compensated. That had killed most employees' morale Omolo (2015) found that motivating staff by monetary incentives increased their of level work performance. Onanda (2015) also founded out that to avoid poor the performance of employees needed to be motivated. In this research, the researcher was to identify different ways of motivating the employees in order to commit themselves in their organizations.

1.3 Purpose of the Study

The purpose of the study was to investigate the influence of employee motivation factors on Ideal Work Environment of employees working in fast food restaurants.

1.4 Conceptual Framework

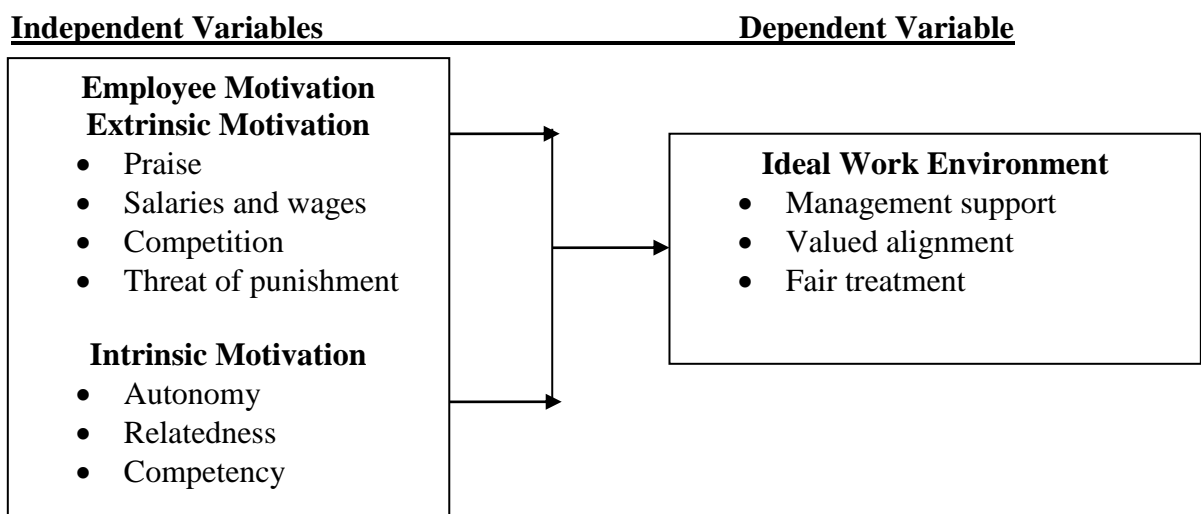


Figure 1. 1: Conceptual Framework

Source: Author, 2019

1.5 Objectives of the Study

1.5.1 General Objective

The main aim of the study was to investigate the influence of employee motivation on ideal work environment among staff of fast food restaurants in Nairobi County, Kenya.

1.5.2 Specific Objective

- i) To determine the influence of intrinsic motivation on ideal work environment.
- ii) To examine the relationship between extrinsic motivation and ideal work environment.

1.6 Study Hypotheses

- i) H₀₁: There is no statistically significant relationship between intrinsic motivation and ideal work environment.
- ii) H₀₂: There is no statistically significant relationship between extrinsic motivation and ideal work environment.

1.7 Significance of the Study.

The researcher intended to research on the issues that affected the staff ideal work environment. The research was to help the fast food restaurant Manager to take action on the needs of the staff by designing and implementing suitable programs of retaining their staff. The staff was to benefit by being in a position to develop self-drive incentives that would make them to act in desired way. For example, when they speak their minds out, were to be understood by the management and steps were to be taken and they were to be assured of job security and confidence as they work thus retained in their working stations.

1.8 Delimitations of the Study

The researcher carried out her study in Karen area, Nairobi County whereby she selected some of fast food restaurants which had high seating capacity and high rate of customer turn over. The study was major on influence of staff motivation on the ideal work environment.

1.9 Limitation of the Study

The respondents were not willing to participate in the study due to the fear of victimization or exposure of personal information. However they were informed that

the information was to be kept confidential and their names were never be recorded in order to maintain privacy. Time constraint was another limitation since the university had allocated the maximum period that a project should be finalized. The university should add more time. The researcher might not have the appropriate information since she was to use cross sectional study whereby she collected the data at once and she did not have the chance of knowing whether there was any change before and after collection of the data.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this chapter the researcher will look at objectives of the study and will get information from past records like books, periodical and encyclopedia as pertains the study.

2.2 Review of Literature Related To the Main Concept

2.2.1 Ideal Work Environment

Several studies show that policies, programs and financial position of any organization suitable working environment does not automatically become but what the organization an ideal working environment makes employees feel about the workplace (Yazdi&Yakhdani, 2015). An ideal work environment should support the employees both physically and mentally to make them more engaged with the organization, thus enhancing their performance (Siddiqi &Tangem, 2018).

An ideal work environment for employees can include an environment that empowers the employees and “allows them to meld personal and work relationships and accommodate special needs (Timothy &Teye, 2009). Good relations with co-workers and ideal working conditions are the most positive work aspects associated with job satisfaction, while unfair payment is the most negative aspect (Pelit, Ozturk, &Arslanturk, 2011).

Hardy and Upshaw (2016) conducted a study on what millennials wanted in the perfect workplace environment and found that the most significant factors of an ideal work environment were being involved in company’s decisions, working with positive-like-minded people, having modern equipment, liking the company I work for, having a good relationship with my boss, and my boss is a great team player.

Johnson, Zimmermann, and Bird (2016) conducted a study on the effect of work environments on productivity and satisfaction of software engineers and found that respondents described their ideal work environment as one that has an open space for team members surrounded by their team leads in offices with meeting rooms and focus rooms nearby.

2.2.2 Relationship between Motivation and ideal work environment

In Deci and Ryan's (1985) self-determination theory, motivation can be classified into intrinsic and extrinsic motivation which is based on the different reasons or goals that give rise to an action.

2.2.2.1 Intrinsic Motivation

Intrinsic motivation (IM) is referred to behavior that arises from within the person because of natural satisfaction to employment (Cherry, 2018). Shrestha (2017) explains the needs that lead to intrinsic motivation are: autonomy, relatedness and competence. Autonomy is the need to have complete control over one's own life. The employees feel being the masters of their own in their job. Relatedness is the need the employee to have sense of belonging and connectedness with others. Competence is the need the employee to succeed in their own job. Intrinsic rewards existing doing job with aim of accomplishment, challenge, status desire to superior, colleagues and self-esteem (Mahaney & Lederer, 2012). The full participation of employees gives the organization good performance if they are motivated. Fully sense of willingness and desire to work is developed. The employees who are intrinsically motivated tend to have high learning and creativity, (Ryan & Deci, 2012). Intrinsic motivation can be increased by giving positive feedback to employee (Deci, 2000). Employees can be intrinsically motivated when they are working. This means that IM cannot be forced to a person (Parttimaa & Bäckström, 2018). If the employee lack the IM may have feeling of uncertainty,

increase of stress, high job turnover which can be as result of employees are not sure about their employers expectations from them (Wetzels et al., 2012).

2.2.2.2 Extrinsic Motivation

Extrinsic motivation Occurs when the employees are motivated by use rewards, set goal of Organization, the prices given after accomplishing assigned tasks (Young, 1961). Rewards are everything employees perceive to be of value resulting from the employment relationship (Chen, & Hsieh, 2013). Rewards range from increase of salaries and wages, Fringe benefits, promotion, praises and involvement of employees in implementation of decision (Chen, & Hsien, 2013). Good salaries and wages increase the EM, since it encourages employees' efficiency, trustworthy, and decreases job turnover (Taylor & Taylor, 2010). Most of the fast food restaurants pay low-wages and employ low-skilled labor personnel where workers are primarily students with no experience or less experience influences employee turnover (Kwon, 2014).

Praises can arouse IM positively and other unexpected rewards which are treated as EM. Praises can accelerate new skills or knowledge (Johansen, 2015). Praises can give desire to be more in the promoted tasks (Zentall & Lee, 2012). Praises gives positive attitude towards the job and encourages the individual to work harder (Gambrell, 2011). Verbal praises increase determination and attitude towards choosing a goal and accomplishing the task (Droe, 2013). Praise should be used moderately as can be meaningless if not genuinely used (Henderlong & Lepper, 2002). External rewards can stimulate interest to the employee who does not want to work hard.

Money is the best incentives that the employer uses in order to retain best brain in the Organization and a way of showing them that they have done well and their superiority in the organization (Nelson & Kepner, 2015). The rewards for employee should be given in a small piece in order to achieve a specific behavior and once the intrinsic

motivation is achieved the rewards should be removed slowly. Competition can be also be extrinsic motivation tool where the staff can compete at place of the work in order to receive the increments of salary , promotion and fame but should have limits as excess praises, can lead to decrease of intrinsic motivation (Covington, 2000).

2.3 Theoretical Framework

2.3.1 Self-Determination Theory

According to Self-Determination theory (Deci& Ryan, 1985) types of motivation are intrinsic motivation and extrinsic motivation. The intrinsic motivation relates to doing something because it is interesting or enjoyable to the individual, and extrinsic because of the rewards expected after completing the task (Ryan & Deci, 2000). Self - Determination theory (SDT) explains perception of human on motivation bearing the fact that persons make efforts to perform activities for competence, relatedness and autonomy (Neighbors et al., 2007). It indicates intrinsic and varied extrinsic sources of motivation and a definition of corresponding of intrinsic and types of extrinsic in cognitive and social development and in individual differences. Besides, SDT theory concentrates on social and cultural factors that help people to show initiative even if they perform qualitatively. Conditions help persons to receive more experience in autonomy, compete and relatedness to encourage the most willed and high quality to forms of motivation and attracting for activities, including raising performance, creativity and perseverance (Gagné & Deci, 2005).

2.4 Summary and Research Gaps of Literature Review

Eisenberger et al. (1997) explains that giving rewards to the employees implies that the organization is valuing and recognizing the staff. But did not explain types of rewards and to what level can be offered. The employees may have uncertainty, stress and job turnover if they lack IM since they are not sure of their employers' expectation

(Wetzels et al., 2012) but did not about the absenteeism. (Young,1961), Money is the most common incentive used in order to retain most useful employees in the company whereas this study will look at other factors like praises, working conditions. External rewards should have limits as it can decrease the intrinsic motivation (Covington, 2000) but did not say to which limit that the external rewards should be used.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter discusses the methodology that guided the study. The chapter presents the research design, study area, target population, sampling techniques, and sample size determination and data collection instruments. Moreover, the chapter discusses data collection techniques and methods of data analysis, and ends with a discussion of ethical issues considered appropriate to the study when collecting data from participants.

3.2 Research Design

According to Bryman and Bell (2007), research design is plan that gives the way on how the data was collected from the field and the method of data analysis that was used. The researcher used descriptive cross-sectional survey in the study as it analyzed different selected fast food Restaurant in Karen area, Kenya in order to identify the influence of motivation among the staff in Fast food Restaurant in Karen area. The descriptive study was one involved describing the characteristics of particular situation without changing the environment while a cross sectional study was one which involved a one-time interaction with the unit of analysis. The aim of cross-sectional study design was that it allowed researcher to describe and compare certain variables at the same time.

3.3 Study area

The study was carried at selected the best fast food restaurants in Karen, Nairobi county. The researcher chose the restaurants depending on their high seating turnover capacity compared to other restaurant around. That was due to the fact that most of them were adjacent to Tusky's supermarket and others were in Hub shopping mall which was very busy throughout.

3.4 Target population

The target population for the study was all the staff of 30 registered fast food restaurants by Hotel and Restaurant Act (Cap 494). This population was trusted to give out adequate information for the research study. These are Debonairs Pizza, Tin Roof Café, D's Place, The Talisman restaurant, La Cascina, Roast by Carnivore, QuePasa, Piccazzo Restaurant, BROOD, Steers, Java House, Siri Delights, Artcaffe coffee and Bakery, Panarottis Kenya, Mc Frys, Kenchic, Tokyo Restaurant Karen, BBQ Kitchen, Karen Lounge and Restaurant, Asmara Karen, Big Square, Burger King, Legend, Tamarind, Dari, Haru Japanne, Chicken Inn, Tanne's Tavern, KFC restaurant, and Habesha..

3.5 Sampling Technique

The researcher preferred to use convenience sampling technique. Convenience sampling also known as availability sampling is a specific type of non-probability sampling method that relies on data collection from population members who were conveniently available to participate in study. Convenience sampling is a type of sampling where the first available primary data source used for the research without additional requirements. In other words, that sampling method involved getting participants wherever were found and wherever was convenient (Saunders, Lewis, & Thornhill, 2012). In convenience sampling no inclusion criteria identified prior to the selection of subjects. All employees were invited to participate.

3.6 Sample Size

The researcher selected 5 fast food restaurant which was done according to the high seating turnover. These were Roast by Carnivore, Debonairs Pizza, Artcaffe coffee, Mc Fry's and Burger King. Employee working in those Fast food Restaurants was sampled as study participants. The sampled respondents were 10 kitchen staff and 10 service

staff and two management staff in every fast food restaurant. The total numbers of questionnaires used were 22 in each fast food restaurant.

3.7 Measurement of Variables

Table 3.1: Study variables Measurement

Variable	Measure or indicator	Measurement tool	Question number
Intrinsic motivation	Employees autonomy	Questionnaire	Question number 1
Extrinsic motivation	Money, competition	Questionnaire	Question number 2
Ideal work environment	Valued, support, fair treatment	Questionnaire	Question number 3

3.8 Research Instrument

A self-administered questionnaire was used to collect data in order to address the study objectives. The researcher intended to use that because it was cheap and had standardized answers that make it simple when compiling the data. The questions flowed the least sensitive to the most sensitive.

3.9 Validity and Reliability of Research Instrument

3.9.1 Validity

The content validity of technique was used to assess the validity of the questionnaire items. That was ascertained through the use of the supervisor's expert review of the appropriateness of the measures used in the questionnaire and pretesting.

3.9.2 Reliability Measurement

The internal consistency of items technique was used to ascertain the reliability of various constructs used in the study in line with alpha technique was used to ascertain the reliability of the constructs. The reliability of the instrument was established at 0.72 which was considered as an acceptable Cronbach's Alpha values for the internal consistency of the instrument.

3.10 Data Collection Technique

First, the researcher collected identification letter from the university where after booked appointment of meeting managers of the fast food restaurant with aim of seeking permission in order to carry out the research in their organizations. The researcher was permitted by the managers of the fast food restaurants to carry out the research .Thereafter she was allowed by the head of the departments to carry the research in their departments. All the selected respondents answered the self-administered close ended questionnaires. Convenience sampling method was used to select the samples of the research.

3.11 Data Analysis

The researcher edited the collected data; checked the responses, errors in responses and omissions. The data was coded by signing numerical symbols to all variables and responses to ensure easy interpretation. To analyze the data that was collected, the researcher used the Pearson-product correlation coefficients to determine the relationship between the two variables whether relationship exists or not. The interpretation was presented by use of pie charts, graphs, and frequencies tables.

3.12 Logistical and Ethical Consideration

The researcher obtained the letter from the University for easy Identification in the institutions that she carried the research. More also the researcher did not disclose confidential information from the respondent. No observation of behavior was carried out without creating awareness to the respondent. The sensitive issues were not explored before good relationship was established with the respondent. The researcher learned enough about the culture of respondent to ensure it was respected during data collection process.

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND RESULTS

4.1 Introduction

This chapter presents research findings, analysis of the data and interpretation of the data collected from the respondents. It also presents the discussion on influence of motivation on ideal work environment among employees in selected fast food restaurant in Karen area, Nairobi County, Kenya. The data was collected using self-administered questionnaire and reports were produced in form of tables and figures.

4.1.1 Response Rate

The total questionnaires that were administered were 110. They were all returned giving response rate of 100%. The response was made reality after the researcher visited the fast foods restaurant and dropped the questionnaires and collected back.

4.2 Data Analysis and Interpretation

4.2.1 Analysis of Staff by Gender

Table 4.1 shows that gender percentage of the staff in the fast food restaurant. 72.7% were male and 27.3% were female. This means that most fast food restaurant prefer to employ men than women.

Table 4. 1. Gender Analysis

Gender	Frequency	Percentage
Male	80	72.7%
Female	30	27.3%
Total	110	100%

4.2.2 Analysis of Staff Age

Figure 4.1 shows that majority of respondents who participated were between 18-30 years who were 45.45%. Those aged between 30- 40years were 40.91% and lastly those aged above 40 years were 13.64%. This means that most of staff is young. This finding concurs with the Kwon (2014) who said that most of the fast food restaurants worker is primarily students with no experience or less experience influences employee turnover.

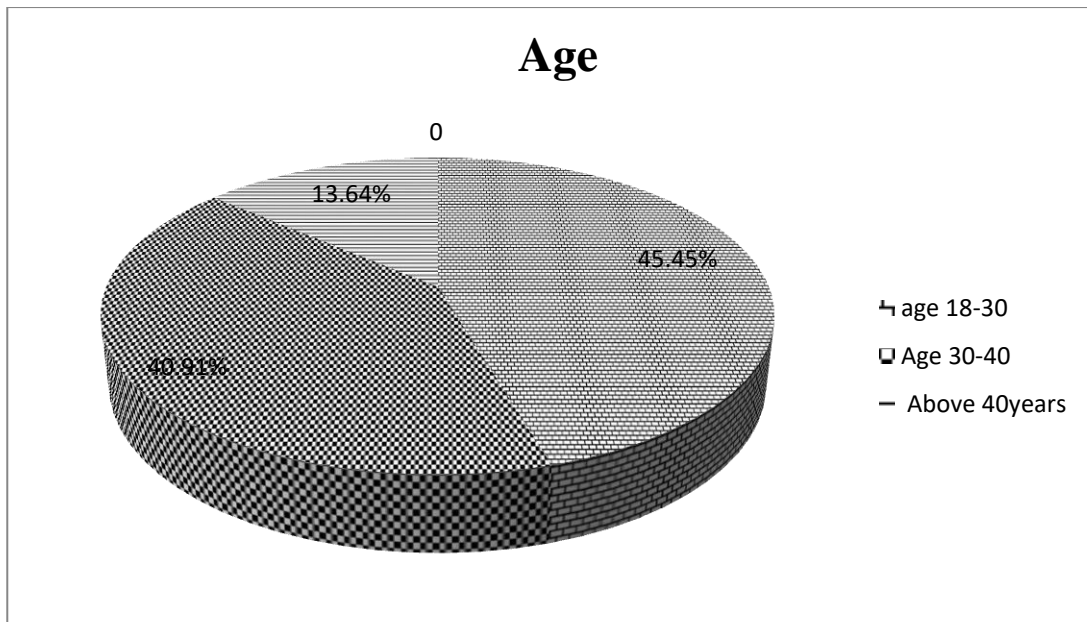


Figure 4. 1: Age Distribution among Respondents

4.2.3 Analysis of Level of Education among the Staff

Figure 4.2 shows that most respondents are secondary and primary leavers whom do not have skills and experience. The respondents who were primary level were 48% and 38% were secondary certificate holders and Degree holders were 10%. This concurs with the (Kwon, 2014) who said that Most of the fast food restaurants pay low-wages and employ low-skilled labor personnel where workers are primarily students with no experience or less experience influences employee turnover.

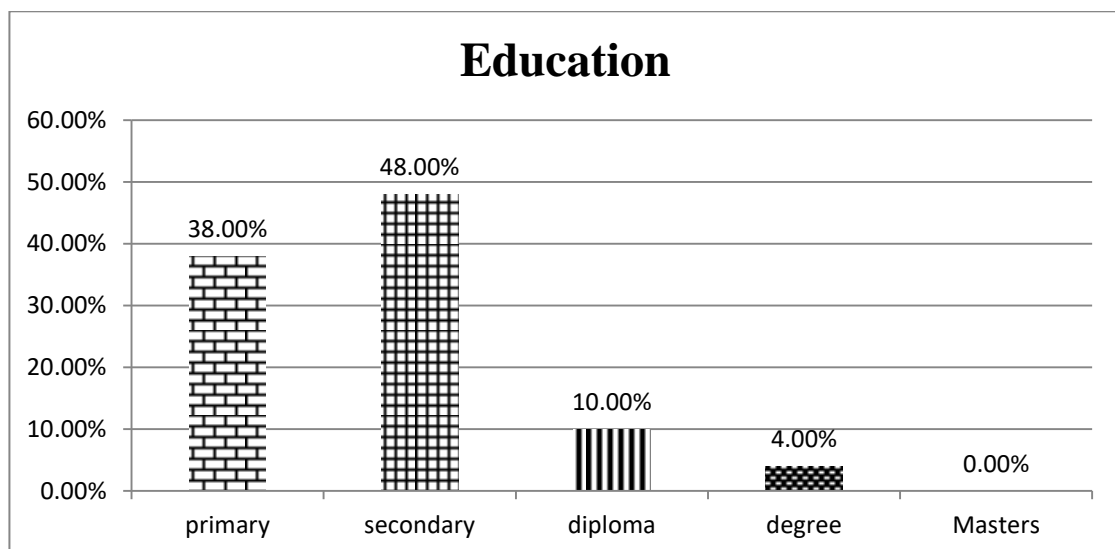


Figure 4. 2: Education Levels among Respondents

4.3 Descriptive Statistics

4.3.1 Intrinsic Motivation

Table 4.2 shows the descriptive statistics for intrinsic motivation which indicate respondents' agreement that the employees relate well with fellow colleagues and the management staff as shown by a mean score of 4.16 and standard deviation of 0.858. Naqvi, Ishtiaq, Kanwal and Ali (2013) study in Pakistan found that job autonomy had a direct influence on ideal work environment to employees in the fast food sector. The respondents were neutral on the autonomy of employees as indicated by a mean score of 3.86 and standard deviation of 1.607. The respondents were also neutral on the competency of employees in their work as indicated by a mean score of 3.49 and standard deviation of 1.081. In terms of competency, the findings agree with Naqvi et al. (2013) study in Pakistan which found that employees in fast food sector are not very well educated but still they are contented and happy with their jobs. They have freedom of work and they can make small decisions themselves.

Table 4. 2: Descriptive Statistics for Intrinsic Motivation

Intrinsic motivation statements	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation
All the employee have autonomy	3.1 %	4.6 %	7.7 %	72.3 %	12.3 %	3.86	1.607
Employees relates well with fellow colleagues and the management staff	3.3 %	1.1 %	15.4 %	36.3 %	44.0 %	4.16	0.858
All the employees are competent in their work	6.2 %	16.9 %	9.2 %	56.9 %	10.8 %	3.49	1.081

According to Naqvi et al. (2013), employees in the fast food sector have freedom of work and they can make small decisions themselves. It's in the culture of fast food sector to give free hand to their employees so that their performance can be enhanced.

Managers of fast food sector should give autonomy to employees after evaluating their performance as sometimes job autonomy can also result in job dissatisfaction. Need for autonomy in job varies with the personality of an individual. Some employees cannot work and move without direction from a manager and don't feel comfortable with autonomy provided to them because they don't want to take responsibility of the outcomes of the tasks.

4.3.2 Extrinsic Motivation

The descriptive statistics indicate that respondents agreed with the statement that employees are praised when they perform their duties well as indicated by a mean score of 4.31 and standard deviation of 1.320. Ukandu and Ukpere (2011) study on strategies to improve level of employee motivation in the fast food outlets in South Africa reported that failure to provide adequate praise and recognition was a major reason why workers are becoming resistant to management power. The respondents disagreed that employees worked hard due to threats of punishment as shown by a means score of 2.52 and standard deviation of 1.005 as shown in Table 4.3.

Table 4. 3: Descriptive statistics for Extrinsic Motivation

Extrinsic motivation statements	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation
Employees are praised when they perform their duties well	12.3 %	16.9 %	7.7 %	35.4 %	27.7 %	4.31	1.320
Employees work hard due to threats of punishment e.g. losing job	20.9 %	38.5 %	15.4 %	18.7 %	6.6 %	2.52	1.005
Job promotion is essential to employees	7.7 %	18.7 %	28.6 %	25.3 %	19.8 %	3.31	1.208
Salaries and wages affects employees efficiency	10.8 %	24.6 %	7.7 %	38.5 %	18.5 %	3.29	0.925
Staff training improve the productivity of organization	6.2 %	7.7 %	27.7 %	36.9 %	21.5 %	3.60	1.101

According to Nel et al. (2004), fast food workers need enough resources such as time, money and equipment to be able to do their work effectively. However, resources are scarce, which means that decisions should be made to distribute them fairly. The needs and goals of the industry should be prioritized. The physical layout of the work environment such as neatness, organization, convenience, attractiveness and stimulus should not threaten the well-being of employees. The findings support this practice as it shows that employees were not threatened in the sampled fast food firms.

4.4 Ideal work environment

Table 4.4 shows the descriptive statistics for ideal work environment variable which show that employees agreed that the management ensured team working among the employees as shown by a mean score of 4.14 and standard deviation of 1.039. The findings show that employees were neutral on all the other statements on ideal work environment in the organization.

Table 4. 4: Descriptive statistics for Ideal work commitment

Ideal work environment	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation
The management supports the employees	13.2%	17.6 %	22.0 %	35.2 %	12.1 %	3.15	1.238
The management ensures team working among the employees	3.3 %	3.3 %	18.7 %	25.3 %	49.5 %	4.14	1.039
Employees are fairly treated	10.8 %	24.6 %	7.7 %	38.5 %	18.5 %	3.29	0.925
Manager involve the staff in decision making	12.3 %	24.6 %	4.6 %	40.0 %	18.5 %	3.27	0.881
Staff are alerted before implementation of any policy	7.7 %	18.7 %	28.6 %	25.3 %	19.8 %	3.31	1.208

Team working is a key component of fast-food work design and serves to reinforce the identification of workers to the organization and to one another. Good teamwork encourage individuals in it have the ability on an emotional level, confidence and the ability to plan and decide with others positively. It also helps create a healthy work environment with a workable agenda, creative activities, strategies and positive values (Gould, 2010). Allan, Bamber, and Timo (2006) research indicated that workers appear to have strong social bonds with other workers. Approximately three-quarters of respondents stated that they liked working in teams and about two-thirds stated that the best part of fast-food employment was working with other employees.

4.5 Correlation Analysis

Table 4.5 indicates the correlation coefficients between the independent and dependent variables which show that there was a positive and statistically significance association between both intrinsic motivation ($r = 0.559$, $p = 0.030$), extrinsic motivation($r = 0.470$, $p = 0.002$) and ideal work environment.

Table 4. 5: Correlation Coefficients

		Intrinsic Motivation	Extrinsic Motivation
Intrinsic Motivation	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	110	
Extrinsic Motivation	Pearson Correlation	.051	1
	Sig. (2-tailed)	.492	
	N	110	110
Ideal work environment	Pearson Correlation	.559	.441
	Sig. (2-tailed)	.030	.002
	N	110	110

This finding agrees with past studies that found a positive and statistically significant association between employee motivation and Ideal work environment of employees in the fast food industry. Naqvi *et al.* (2013) research Impact of Job Autonomy on Organizational work environment and Job Satisfaction in the Pakistan fast food industry found that job autonomy had a positive relationship with Ideal work environment. Lam and Zhang (2003) study on job satisfaction and organizational commitment in the Hong Kong fast food industry found that employees satisfied with their work exhibited intrinsic motivation which is influenced by positive ideal work environment in the organization.

CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATIONS OF THE STUDY

5.1 Introduction

This chapter gives the summary of the study, its conclusions based on the research objectives, recommendations for practice, and suggests for future research.

5.2 Summary

The purpose of this study was to investigate the relationship between motivation and ideal work environment in an effort to determine whether there was a significant association between these variables. The descriptive statistics for intrinsic motivation which indicate respondents' agreement that the employees relate well with fellow colleagues and the management staff as shown by a mean score of 4.16 and standard deviation of 0.858. The descriptive statistics indicate that respondents agreed with the statement that employees are praised when they perform their duties well as indicated by a mean score of 4.31 and standard deviation of 1.320. The descriptive statistics for ideal work environment variable which show that employees agreed that the management ensured team working among the employees as shown by a mean score of 4.14 and standard deviation of 1.039. Correlational analysis revealed that there was a positive and statistically significance association between both intrinsic motivation ($r = 0.559$, $p = 0.030$), extrinsic motivation ($r = 0.470$, $p = 0.002$) and ideal work environment.

5.3 Conclusion

5.3.1 Intrinsic Motivation and Ideal work environment

The findings indicated that there was a positive and statistically significant relationship between employee intrinsic motivation and ideal work environment. The null hypothesis is thus rejected and the alternative hypothesis that there exists a relationship

between intrinsic motivation and ideal work environment among fast food restaurants is accepted. The study therefore concludes that intrinsic motivation of employees by job autonomy is increased by ideal work environment in the organization.

5.3.2 Extrinsic Motivation and Ideal work environment

The findings indicated that there was a positive and statistically significant relationship between employee extrinsic motivation and ideal work environment. The null hypothesis is thus rejected and the alternative hypothesis that there exists a relationship between extrinsic motivation and ideal work environment among fast food restaurants is accepted. The study therefore concludes that extrinsic motivation of employees by promoting teamwork in the workplace is increased by ideal work environment in the organization.

5.4 Recommendations for Practice

The research makes the following recommendations based on the findings of the study. First, the study recommends that managers of fast food restaurant should give employees more freedom in doing their jobs after evaluating their performance. Second, the management of fast food restaurants should promote team work among staff in the specific organization by organizing out of work activities that build the social fabric between employees.

5.5 Recommendations for Future Research

This study examined the relationship between employee motivation and ideal work environment in the fast food industry of Nairobi County. The study recommends for further research on a similar study to be conducted in all the 47 counties. The study recommends for future research to compare the relationship between employee motivation and ideal work environment among the different chain fast food restaurants to identify best practice for employee motivation in Kenya's fast food industry.

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APPENDICES

Appendix 1: Questionnaire

Note: Private and Confidential

Please Tick Your Answers

SECTION A: DEMOGRAPHIC INFORMATION

1. What is your gender?
 - a) Male []
 - b) Female []
2. What is your age?
 - a) 18- 30 years []
 - b) 30- 40 years []
 - c) Above 40years[]
3. What is your academic level?
 - a) Certificate in food and beverage []
 - b) Diploma in food and beverage management []
 - c) Degree in Hospitality management []

SECTION B: EMPLOYEE MOTIVATION

Use the scale provided below to give your evaluation. Use (✓) on all sections of part B to indicate what applies in your fast food restaurant.

2	Intrinsic motivation	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
	All the employee have autonomy					
	Employees relates well with fellow colleagues and the management staff					
	All the employees are competence in their work					
5.	Extrinsic motivation	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
	Employees are praised when they perform their duties well					
	Employees work hard due to threats of punishment e.g. losing job					
	Job promotion is essential to employees					
	Salaries and wages affects employees efficiency					
	Staff training improve the productivity of organization					

SECTION C: IDEAL WORK ENVIRONMENT

Use the scale provided below to give your evaluation. Use (✓) on all sections of part B to indicate what applies in your fast food restaurant.

6. Ideal work environment	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
The management supports the employees					
The management ensures the team working among the employees					
Employees are fairly treated					
Manager involve the staff in decision making					
Staff are alerted before any implementation of any policy					