

**EFFECTS OF EMPLOYEE MOTIVATION ON EMPLOYEE PERFORMANCE IN
MERICA HOTEL IN NAKURU COUNTY KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF HOSPITALITY AND
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AWARD OF THE DEGREE OF BACHELOR OF SCIENCE IN HOSPITALITY
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DECLARATION

Declaration by the Candidate

This project is my original work and has not been presented for award of a degree or for any similar purpose in any other institution

Signature:  _____

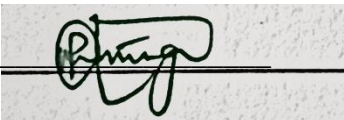
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I thank my family for being my bedrock particularly in my academic aspirations and unwavering support shown while conducting this research work.

I am grateful to my supervisor for the guidance while conducting this study. I thank my esteemed respondents for sparing their time and responding to the questions posed. Thank you very much for your kind gestures and voluntary participation.

DEDICATION

This work is dedicated to my family and friends for words of encouragement, financial and emotional support and being part of my success.

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ABSTRACT

A well-motivated employee performs to the expectations of the organization while a demotivated employee will less likely perform to job expectations. Thus, this study examined the effects of employee motivation on employee performance and various methods used in Merica hotel to motivate their workers. The employee's motivated factors in consideration were intrinsic motivation, extrinsic motivation and participative management. The study employed Hackman and Oldman job characteristics model. A descriptive survey design was used. A target population of 100 employees was used. The sample size of the study was 50 employees. Questionnaire was used to collect primary data. A pilot study was used to ensure questionnaire was valid and reliable. The study analyzed data qualitatively and quantitatively. Primary data was presented in frequency tables. The study noted the Merica hotel had motivated its employees through financial rewards, recognition, conducive working environment, training, appreciation and promotions which had effect on employees' performance. It was also revealed that employees had motivated themselves of being responsible, taking challenging work and advancing their careers to learn new skills to improve their performance. The management have given employees independency they needed while performing their duties, minimal supervision, teamwork and also engagement and consultations with employees on decision making. The study concludes the employees' motivation have effect on employees' performance. The study revealed that job satisfaction was affected by restriction on leaves given to employees, poor rationale of promotion and insurance among others. There is need for the management to relook at the employees' welfare and more engagement and consultations to be conducted to resolve issues on job satisfaction.

Key Terms: Employee Motivation, Employee Performance

CHAPTER ONE: INTRODUCTION

1.0 Preview

This chapter covers the background of the study, statement problem, purpose of the study, the conceptual framework, the study objectives, study hypotheses and significance, scope and limitations of the study.

1.1 Background of the Study

According to Baumeister (2016), motivation has various dimensions based on their own wants and desires. However, this motivation ends up being a want that need to be met. The want might be transformation in feelings, relationships, behavior, thoughts and self-concept. The essence of motivation is energized and persistent goal-directed behavior. When we are motivated, we move and take action.

Psychological needs for autonomy, mastery, and belonging direct our behavior in much the same way. As do the needs for achievement, power, closure, meaning, and self-esteem. Some of these needs will become motives as will all the intrinsic activities we engage in. Our environment and social context will play a significant role in terms of extrinsic motivation. We will also be motivated by goals, values, and desires to experience specific emotions associated with certain end-states (Reeve, 2018).

Employee motivation, i.e. methods for, is an intrinsic and internal drive to put forth the necessary effort and action towards work-related activities. It has been broadly defined as the determine the direction of a person's behavior in an organization, a person's level of and a person's level of Also, "Motivation can be thought of as the willingness to expend energy to

achieve a goal or a reward. Motivation at work has been defined as 'the sum of the processes that influence the arousal, direction, and maintenance of behaviors relevant to work settings'." Motivated employees are essential to the success of an organization as motivated employees are generally more productive at the work place.

According to Robbins et al. (2008, 180), motivation can be defined as “The processes that account for an individual’s intensity, direction and persistence of effort towards attaining a goal.” Intensity is concerned with how hard a person tries, and is generally the focus of motivation. However, high intensity is unlikely to bring favorable job-performance outcomes unless the effort is channeled in the right direction. Finally, the persistence dimension of motivation is a measure of how long a person can maintain effort. Motivated individuals stay with a task long enough to achieve their goal.

Employee performance is defined as how an employee fulfils their job duties and executes their required tasks. It refers to the effectiveness, quality, and efficiency of their output. Performance also contributes to our assessment of how valuable an employee is to the organization.

1.2 Statement of the Problem

According to Chiang and Jang (2018), employees’ turnover has been noted with a rise based on long working hours, poor working environment, minimal incentives. Having a well satisfied employee has not been easy and hospitality and there is an on-going discussion on ways to motivate employees to improve their performance and minimize employees’ turnover. The importance of motivation by stating that “Motivation is the prime determinant of behavior at work and that high ability and high levels of job training will not result in high performance if the individual is completely de-motivated or under-motivated at work.” The significant

connection between motivation in the workplace and practical organizational-based outcomes such as productivity, commitment, job satisfaction, intent to stay and burnout (Lee-Ross, 2015).

The biggest challenge of employee motivation is that employees often motivate themselves, based on their perception of what they want to achieve and how they can achieve it. However, if managers are aware of what their employees want from work, they can design a work environment that accommodates employees' needs and desires. At the same time, well-informed managers may be able to avoid common pitfalls that tend to reduce employee motivation (Simons & Enz 2017). Therefore, this study sought to assess the effects of employee motivation on employee performance and various methods used by Merica hotel to motivate their workers.

1.3 Purpose of the Study

The purpose of the study was to investigate the effects of employee motivation on employee performance and various methods used by Merica hotel to motivate their workers.

1.4 Conceptual Framework

The conceptual framework below describes the relationship between the dependent and independent variables under the study. The independent variable was **employee motivation** while the dependent variable was **employee performance**.

Independent variable

Dependent variable

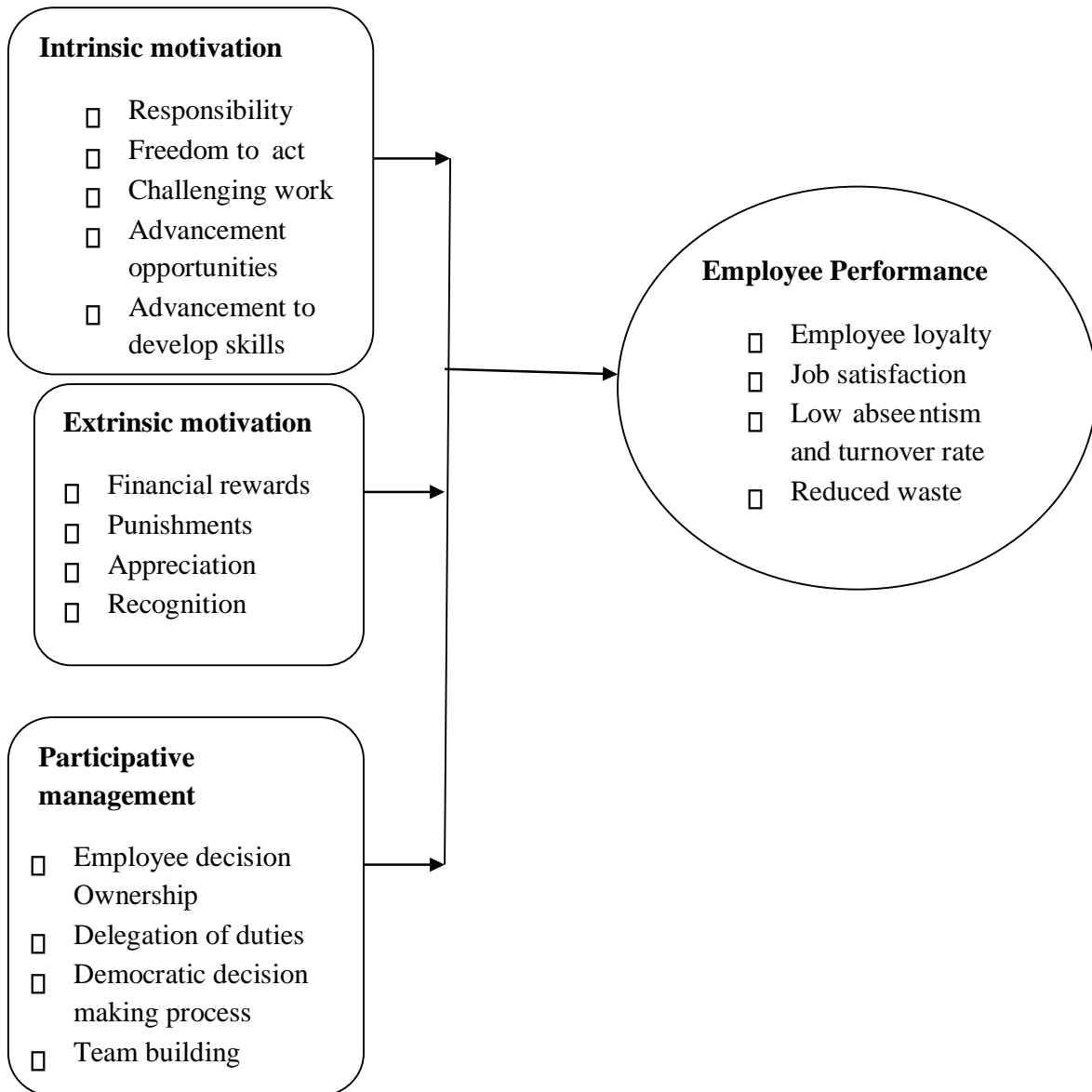


Figure 1.1: Conceptual Framework Source: Researcher 2021

1.5 Objective of the study

1.5.1 General Objective

To investigate the effects of employee motivation on employee performance and various methods used by Merica hotel to motivate their workers.

1.5.2 Specific Objectives

1. To investigate the influence of intrinsic motivation on employee performance in Merica hotel.
2. To find out the influence of extrinsic motivation on employee performance in Merica hotel.
3. To examine the influence of participative management on employee performance in Merica hotel.

1.6 Research Question

1. What is the influence of intrinsic motivation on employee performance in Merica hotel?
2. What influence does extrinsic motivation have on employee performance in Merica hotel?
3. How do participative management influence employee performance in Merica hotel?

1.7 Significance of the Study

The findings help the hospitality industry realize the importance of motivating employees since it increases the performance of the hotels and hence growth of the hotel sector.

The findings also benefit the management of the hotels under study to evaluate their level of employee motivation to enable them have productive employees and be able to attract more. To other hotels, this study provides a good ground as to why it is important to motivate employees to improve business performance.

The study provides a basis for further research to potential researchers who are interested in employee motivation in the hospitality industry.

1.8 Scope of the study

The study researched on the effects of employee motivation on employee performance and various methods used by three-star hotels to motivate their workers. On employee motivations, researcher focused on intrinsic motivation, extrinsic motivation and participative management. It was conducted in Merica hotel in Nakuru County. The respondents were employees and management of Merica hotel.

1.9 Limitations

The study noted that employees were in fear participating despite elaborating to the purpose of the study and some shunned from participating in the study with the citations of COVID 19 despite adhering to COVID 19 containment measures. The researcher assured respondents that this research was for academic purpose and anonymity was allowed. Respondents agreed and voluntarily participated in this study.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

In this study researcher will look at the types of motivation, investigate the effects of employee motivation on business performance and various methods used by three-star hotels to motivate their workers. It will consist information from the opinion of other researcher's concerning effects of employee motivation on business performance.

2.1 Intrinsic Motivation

There are people who are self-driven and reward is not the main reason for their undertakings but for their own satisfaction and enjoy doing that particular thing. The intrinsic rewards are intangible and is emotionally attached with the employee. The sense of satisfactions that ones attain for having met the required task. They usually emanate from the employees without external forces and in most cases sometimes they like problematic tasks which will enable the organization to redefine itself in the competitive world of business. It is the management that comes to realize the need to motivate the employee due to his/her performance (Shanks, 2017).

Intrinsic motivation is usually subjective in nature and its about way employee view and react towards work and more importantly the guiding principles. Antecedents such ad autonomy, feedback and skill variety are inherent to the intrinsically motivate employee (Malhotra et al. 2017). According to Brief and Aldag (2018), an employee who is intrinsically motivated performs better than an extrinsically motivated employee. This implies that employee engagement and investment is easier since they will be loyal employees who will work for the organization to perform and in return the organizations rewards them for their worthy course that draws the organization into profit realization (Ryan & Deci, 2017). According to De Jesus et al.

(2013) aver that there is a strong correlation between intrinsic motivation and employee's performance.

A responsible worker is more attached to work, accountable and result oriented. In respect to managers and leaders, they will nurture a work environment which inculcate teamwork, responsibilities, autonomy of employees and engagements for employees to deliver their core duties for organizational performance (Armstrong, 2018). Yapa (2014) echoes similar findings where achievement, personal growth, complex work, responsibility and feedback are part of intrinsic motivation.

When the employee is given the freedom to perform duties with autonomy in thinking, acting and wording, it makes employee feel valued and performs well than an employee who is always bulldozed on what to do and way to act. Employees autonomy makes employees work with less stress and minimal interference hence achieve goals and perform even beyond expectations. It even makes employee be part and parcel of decision making since they give recommendations for organizational changes for its betterment and become more profit oriented (Fisher, 2010; Ryan et al., 2013).

There are employees who like challenging work to prove their worth when they overcome them rather than usual daily routine which are sometime boredom. This provides employee an opportunity to learn new tactics rather than the usual tactics and motivated to handle difficult tasks that will results to skills development, abilities, talents and insights (McCall, Lombardo, & Morrison, 2018; Davies& Easterby-Smith, 2014). There are employees that are ever on discovering ways of doing tasks and subject themselves to life-long learning to improve their skills and improves their usual way of doing things and becomes totally unique in their daily

undertakings hence becoming more competitive in their way of handling things and distinguishable performance. Career development makes employee grow in terms of skills and with new ideas and becomes more competitive (Iwuoha, 2009). Employees are imparted with skills and knowledge hence improving and scaling their performance level (Cambell, 2018).

2.2 Extrinsic Motivation

This refers to what outside forces that drives employees to perform and in most of the cases they are tangible. This is what the employee will receive from the management to motivate him/her to perform such as financial, promotion, recognition, praises, bonuses and even flexible work schedules (Shanks, 2017). They are offered as incentives to boost employee's morale to perform and strengthen productivity.

Transactional and relational rewards are commonly recognized form of extrinsic reward (Rose, 2014). A conducive working environment where employees are working with minimal challenges, they performance will be better than even employees working in a poor environment which poses them to hazardous threat and risks even to their own health might not perform as expected (Cerasoli et al., 2014).

Employees who are effective and efficient are likely to be limited if they are not motivated to Perform. Mendonca, (2002) sees reward and compensation system that is based on the expectancy theory, which suggests that employees are more likely to be motivated to perform when they perceive there is a strong link between their performance and the reward they receive. Guest, (2002) is of the opinion that reward is one of the keys that motivate employees to perform as expected. The reward can be in the form of cash, recognition and praise etc. Sometimes motivation is beyond the normal basic salary which calls for employee to work harder and

smarter to perform to get other incentives such as employee of the year reward, promotions, and yearly bonuses for achieving the targeted profit realization. In some organizations, pay is based on work performance hence motivation of employee to keep his/her job and its security is to perform as expected in the organization hence achieving organizational goals (Lee, 2015).

When employees are guaranteed of their health cover, retirement and insurance for their job, they are motivated to work (Basu& Kiernan, 2016). When employees are punished for their wrong doings such as pay cut, warning letters, suspensions, and demotions, the employees are demotivated and their performance decreases. When management finds other means to resolve issues without instilling fear to employees of losing job anytime due to severe punishment, employees will always work with fear and not to do their mistakes to guarantee job security but performance-wise will not be the case (Warren, 2015). An employee who is regularly rewarded for their work are motivated to work and even perform better than previous for more rewards (Mussie et al., 2013).According to Pitts (2005) a recognized employees through congratulatory messages, promotion and celebrated at work will feel motivated to work for more recognition and perform more and more. However, an employee who is less and rarely recognized does not feel motivated, his/her esteem goes down and does work as per the routine with minimal performance.

2.3 Influence of participative management on employee performance

An organization that is more involving in management decision and employees participate in day to day decision making of the organization make employees feel appreciated and valued and boost the morale of working since implementation of the decision is much easier due to involvement from formulation stage. Findings reveals that participative management has a

relationship with employees' satisfaction and productivity hence performance is a guarantee (Spreitzer2010; Likert 2015). Participative management focuses more on the interaction between management and its employees hence brings a closer and better working relationship. Employees are given opportunities to be part of the decision making through giving out their ideas and feel as part and parcel of the organization and decisions made are familiar with employees since they were consulted from the start (Negron, 2018).

This management style however becomes appropriate to trained employees or those that possess now how of business and their involvement aims to boost the image and worth of the organization (Moorhead & Griffin, 2012). It makes employees more committed and strengthen the existing and current relationship between management and employees. Managers and organizational leaders gain respect and trust from employees and employees will feel free to air their opinions (Jones, 2013).

An employee who never participates in organizational decision making and their opinion is never required, they feel demotivated since they believe their work is only to be led, following instructions and implementing what has been proposed without questioning. This makes employees more bored by the organization and performance is minimally noted and also implementation sometimes become a challenge as they encounter difficulties and may not perform as expected since have no idea of what was the actual intention/goal of the policies to be implemented (Sinek, 2014).

2.4 Employee Performance

Performance of any organization is attributed to employees who happen to be the asset of the organization. When employees are loyal to the organization, performance is positive and if

employees not loyal to the organization, their performance is in doubt and questionable. Organizations set asides resources to train their employees to be competitive for their performance improvement (Elegido, 2013). Skills and work experience of the employee contributes to his/her performance as a skilled and experienced employee performs better than an incompetent employee and no work experience (Peretti & Igalens, 2015). An employee who is organization oriented will ensure that there is minimal wastage to ensure organization does not incur lot of expenses and look at ways' organization will have avenues to generate profit (Rawabdeh, 2005).

When employees have minimal and unjustifiable absenteeism, they will work more to the organization advantage hence improving on the performance. When employees absent from work often due to either sickness, punishment and personal related factors, they will perform less and sometimes achieve minimal and organization incur lot of expenses paying an employee who is not performing (Tiwari, 2014). A satisfied employee performs beyond measures while a dissatisfied employee is demotivated to work and performance is negligible. However, satisfaction of the employee is either personal/organizational factors which will influence employee performance positively/negatively.

According to Spector (2017), Job satisfaction is how employees feel about jobs and different aspects of their work. This is related to the extent to which employees like (satisfaction) or do not like (not satisfied) with their work. As generally assessed, job satisfaction is an attitude variable. He also states that job satisfaction influences people's attitudes towards their work and various aspects of their work. Job satisfaction is influenced by personal and organizational factors, can cause emotional reactions that affect organizational commitment.

2.5 Theoretical Framework

Hackman & Oldham's Job Characteristics Model

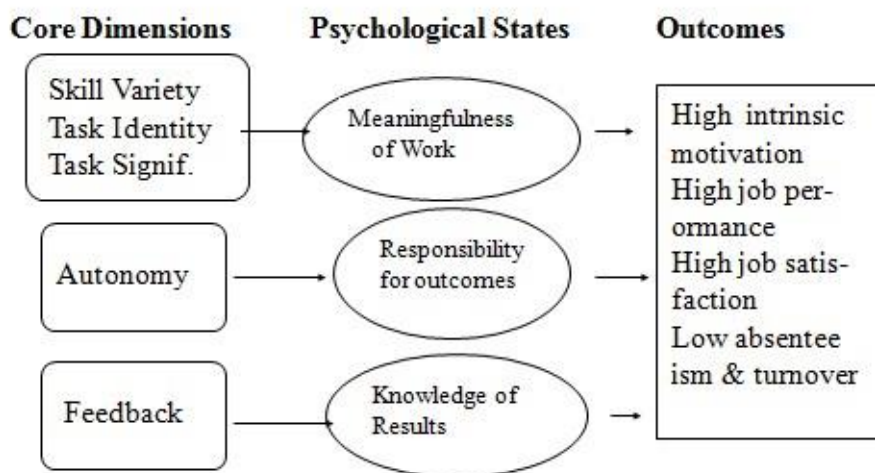


Figure 2.1: Job characteristics model

Hackman and Oldham, both organizational psychologists, developed the job characteristics theory (JCT) and first introduced it in 1976 in the book “Organizational Behavior and Human Performance, Vol. 16, Issue 2”.

According to this theory, “job design has an effect on motivation, work performance, and job satisfaction.” It has served as a framework for management to identify how certain job characteristics affect the outcomes of the jobs.

In a more personal vein, it studies the various factors that make a specific job satisfying for the organization, and for the person doing the job. Therefore, it describes the relationship between job characteristics and the responses of individuals to work or the job being performed.

2.4.1. Skill variety

This refers to the “degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of a person”. Therefore, it follows that the individual will be required to develop a variety of talents and skills.

This area asks the number of skills and talents that the job requires of the person that will be working on it. A quick giveaway would be to assess whether the job is monotonous and repetitive or if it asks the worker to do a number of different tasks or actions.

2.4.2 Task identity

This is the “degree to which the job requires completion of a whole, identifiable piece of work; that is, doing a job from beginning to end with BN visible outcome”. This involves being able to work on an entire work process, rather than just on bits and pieces of it. Therefore, it is important to assess whether the job or task has a clearly defined beginning, middle and end.

Workers tend to find more meaning in their jobs when they can identify a complete and visible outcome at the end of the day, or of a work cycle. Let us say, for example, that two workers are involved in the same work process. Worker A is responsible for only a small part of the work, probably in the first phase. Worker B, on the other hand, is involved throughout the entire process.

2.4.3. Task significance

Task significance is said to be the “degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at large”.

The task – and the job – is significant if it can affect other people’s lives. And it should not just be the people within the organization, but even those outside.

For many, a job holds more meaning if it can help improve the well-being of other people (not just himself), whether physically, psychologically, or emotionally. Knowing that their job, and their performance thereof, has the capacity to have a positive impact on others will motivate them further to do better.

Individuals who put great stock on task significance are very keen on finding out whether the job that they are doing actually matters to other people. For them, meaning comes in the form of recognition by other people.

2.4.4. Autonomy

This pertains to the “degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedure to be used in carrying it out”.

Autonomy is often seen in positions with managerial, supervisory and ministerial functions. Examples of jobs with high levels of autonomy are managers, team leaders, supervising officers, division and department heads, and senior management. These jobs tend to become more meaningful to the ones performing them because they feel greater personal responsibility for their own actions on the job.

But it’s not just limited to people in managerial positions. Even workers have a strong sense of personal responsibility if they are left to perform their tasks using their own efforts and initiatives, and they are allowed to make the decisions and call the shots.

They will definitely feel less of this autonomy if they are made to meekly follow the instructions of a supervisor, or adhere strictly to what a job procedures manual provides. This will not help them feel responsible for their actions at all.

2.4.5. Feedback

Job feedback refers to the “degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance”.

As much as possible, workers would like to be kept in the loop on their performance of the job. Not only will this keep them apprised of their progress as workers, it is also one way for them to boost their self-esteem. If they are told by their supervisors or managers that they are going a good job, they are likely to feel motivated to continue with how they are doing so far. In contrast, if they are told that they are not performing as expected, then they will respond accordingly and improve their performance.

Out of this theory, the Job Characteristics Model, which is still in full use today, was also introduced. Basically, this model specifies the conditions under which workers or individuals will be internally motivate to perform their jobs effectively.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology and covers research design, population, sampling strategy, data collection tools and data analysis techniques that will be used to realize the research objectives.

3.2 Research Design

The researcher made use of descriptive survey design. This design was used in describing the effects of employees' motivation on employees' performance. It helped in easier collection of data from the respondents by use of the questionnaire.

3.3 Location of the study

The study was carried out in Nakuru. Merica Hotel is located in Nakuru town. It is in between Kenyatta Avenue and Watalii road behind Kenya Commercial Bank. The researcher chose this hotel since it's popularly known with the area and also due to its strategic location. It best loved by the locals because of serving customers with their local cuisines.

3.4 Target Population

The target population of this study was employees in Merica hotel. The employees were drawn mainly from the management, housekeeping department and kitchen. The aim of choosing this department was informed by their role in making customers satisfied in their stay having booked hotel and in provision of food quality. A target population of 100 employees was used. The 100 employees were informed by the study as per the Merica reports of 2019.

3.5 Sampling Size and Sampling Technique

According to Mugenda and Mugenda (2003), a target population that is less than 1000, a sample size of 10-50% can be used hence the study will use 50% of the target population. The sample size was 50 respondents. A simple random sampling technique was used to select respondents were respondents had an equal chance of participating.

3.6 Research Instruments

The study used closed ended questionnaire in collecting primary data. It was formulated in five sections which included general information, intrinsic motivation, extrinsic motivation, participative management and employees' performance. Researcher chose the instrument since it was easier in collecting data and analyzing it.

3.7 Validity and Reliability

The researcher worked closely with the supervisor to make sure the research work was done accordingly and quality work was produced. A pilot study was conducted before actual primary data collection. This made the questionnaire reliable as ambiguous questions and statement were reworked and grammar was simplified. Also, the researcher noted consistency in the responses of the respondents.

3.8 Data Collection Techniques and Analysis

Questionnaire was used to collect primary data where researcher introduced to the respondents and explained to them all the procedures to use while responding to the questions posed and the purpose of the study. The questionnaires were then personally given to the respondents in a simple random sampling technique and later collected for the analysis.

The secondary data was collected from journal articles, books, research publications and online sources. It was critically reviewed which helped in documenting the literature of the study and background.

Primary data collected was counted checked and cleaned. It was then categorized based on each section and then coded for analysis. Social Packages for Statistic Sciences (SPSS) was used for data analysis. The analyzed data was then described in a narrative form in themes and presented by use of frequency tables.

3.9 Logistical and Ethical Considerations

The researcher made use of budget estimates and time frame to make sure this research work was completed within the required time and preparations were done enough to avoid delays.

Researcher approached the management of the Merica Hotel and requested to conduct research and was permitted to do so and went to the employees for the same to request for their voluntary participation and agreed to participate in the study having assured of their confidentiality and anonymity. Research was objective oriented while conducting this study.

CHAPTER FOUR: FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the findings of the study in thematic discussions and presented in frequency tables.

4.2 Response Rate

The study revealed that forty-five respondents gave back filled questionnaires while five respondents never returned it. The findings noted that the study was 90% effective. **Table 4.1: Response rate**

Response	Frequency	Percentage
Active	45	90%
Passive	5	10%
Total	50	100%

4.3 Gender

The results showed that sixty percent of the respondents were female while forty percent of the respondents were male. **Table 4.2: Gender**

Gender	Frequency	Percentage
Female	27	60%
Male	18	40%
Total	45	100%

4.4 Age

Majority of the respondents (18) were in the age of 25-30 years while 14 respondents were below 25 years. It was also noted that eight respondents were in the age of 30-35 years. The results further shown that seven respondents had 35 years and above.

Table 4.3: Age

Age	Frequency	Percentage
Below 25 years	14	31%
25-30 years	18	40%
30-35 years	8	18%
35 years and above	5	11%
Total	45	100%

4.5 Designation

The findings showed that 38% of the respondents were waiters while 29% of the respondents were chefs. It was also revealed that 22% of the respondents were housekeepers and 11% of the respondents were security personnel.

Table 4.4: Designation

Designation	Frequency	Percentage
Waiter	17	38%
Chef	13	29%
House keeper	8	17.5%
Security	5	11%
Managers	2	4.5%
Total	45	100%

4.6 Working Experience

Majority of the respondents (67%) had worked in Merica hotel for 5-10 years. It was also noted the 20% of the respondents had working experience of 10 years and above. The results further shown that 13% of the respondents had worked for below 5 years in Merica hotel.

Table 4.5: Working experience

Working experience	Frequency	Percentage
5 years and below	6	13%
5-10 years	30	67%
10 years and above	9	20%
Total	45	100%

4.7 Effect of Intrinsic Motivation

Table 4.6: Intrinsic Motivation

Statements	Mean	Std deviation
Challenging work is what motivate me to perform	4.01	0.60
I am self-motivated to work and perform irrespective of challenges	3.66	0.79
I always desire to learn to perform and be unique	3.13	0.83
I am responsible in all my undertakings and perform based on duties allocated	3.45	0.45
My internal satisfaction is drawn from my performance	3.89	0.58

The study revealed that respondents stated that challenging work was what motivated them to work to prove their worth and learn new techniques of performing duties. This had led to employees earning recognition and even promotion for believing in challenging work as noted with highest mean of 4.01.

The study also noted that employees' internal satisfaction was performance as noted with a mean of 3.89. The findings also indicated that self-motivation to work and perform irrespective of the challenges encountered was key to some respondents as noted with a mean of 3.66. Respondents agreed that they were responsible in their undertakings and performed based on the duties

allocated (mean of 3.45). The least respondents agreed that they were always on learning process now and then to learn new techniques and improve their skills to continuously perform in their duties as noted with the lowest mean of 3.13.

4.8 Effect of Extrinsic Motivation

Table 4.7: Extrinsic Motivation

Statements	Mean	Std deviation
Financial rewards are what motivates to perform	4.58	0.77
Job promotion motivates me to perform	3.74	0.83
Employees recognition and appreciation in place have motivated employees to always perform	4.25	0.55
Merica hotel has initiated employees training which have improved employees' skills to perform	4.06	0.67
Punishment instituted in Merica hotel has demotivated employees to perform	2.51	0.71

Majority of the respondents strongly agreed that financial rewards was what motivated employees to perform as indicated with the highest mean of 4.58. The study revealed that respondents agreed that employees' recognition and appreciation in place have motivated employees to always perform as noted with a mean of 4.25. The findings showed that Merica hotel had initiated employees training which had improved employees' skills and knowledge and efficient and improved performance was noted (mean of 4.06). The results showed that there were employees who had been promoted in the workplace which had ignited their performance as indicated with a mean of 3.74. The study noted that punishment instituted in Merica hotel had demotivated employees to perform as indicated with the lowest mean 2.51.

4.9 Effects of Participative Management

Table 4.8: Participative management

Statements	Mean	Std deviation
Employees are engaged in decision making and implementations of policies becomes easier	4.32	0.54
Supervisors are always supportive and there is minimal supervision which motivates employees to work	3.59	0.78
Team work in the organization has led to collaboration and assistance making work easier	4.15	0.50
Delegation of duties with independency at work have motivated employee to work and perform	3.34	0.61
The management have been constantly looking at employees' welfare to motivate them work	3.08	0.88

The study revealed that majority of the respondents agreed that employees are engaged in decision making and implementations of policies becomes easier as noted with the highest mean of 4.32. The findings noted that team work in the organization had led to collaboration and assistance making work easier and performance had improved as indicated with a mean of 4.15. Respondents agreed that supervisors were always supportive and there was minimal supervision which had motivated employees to work (mean of 3.59). The study noted that delegation of duties with independency at work had motivated employee to work and perform as noted with a mean 3.34. The findings further showed that the management had been constantly looking at employees' welfare such as leaves, insurance among others which motivated them to work and perform as noted with the lowest mean of 3.08.

4.10 Employees Performance

Table 4.9: Employees performance

Statements	Mean	Std deviation
There is job satisfaction which have enhanced performance	3.46	0.63
The hotel has recorded low absenteeism and turnover which have made employees perform their duties efficiently	3.86	0.70
Employees are loyal to Merica hotel which hence their performance is unquestionable	3.55	0.89
Employees ensures there is minimal wastage in the hotel to ensure the hotel economizes its resources for prudent use	3.91	0.57
Employees performance has been noted in hotel revenue and profit realization	4.18	0.94

Majority of the respondents concurred that employees' performance had been noted in hotel revenue and profit realization as indicated by the highest mean of 4.18. The study noted that there was minimal wastage in the hotel which ensured the hotel economized its resources for prudent use (mean of 3.91). The hotel had recorded low absenteeism and turnover which had made employees perform their duties efficiently as noted with a mean of 3.86. It was noted that employees were loyal to Merica hotel hence their performance was unquestionable as noted with a mean of 3.55. The least respondents argued that job satisfaction had enhanced employees' performance as recorded by the lowest mean of 3.46.

4.11 Model Summary

Table 4.10: Model Summary

Model	R	R square	Adjusted R square	Std. Error of the Estimate
1	.674 ^a	.454	.438	0.103

The study determined the hypothesis via a multi regression analysis. The relationship between independent variable (intrinsic motivation, extrinsic motivation and participative management) and dependent variable (employee performance) was examined. The coefficient of determination was guided by the R square in determining the relationship. The study revealed that independent variables accounted 45.4% (R square .454) of the dependent variable. This signaled that there were other variables which the study did not consider or error occurred which accounted for 54.6% (100%-45.4%).

Predictors: (constant), intrinsic motivation, extrinsic motivation and participative management

Dependent variable: Employee performance

4.12 ANOVA Influence on Employee Performance

The model was significant in illustrating how intrinsic motivation, extrinsic motivation and participative management impact employee performance. The significant value was 0.021 which was less than 0.05 indicating that the model was significant thus the study shown that there was a relationship between independent and dependent variables.

Table 4.11: Analysis of Variance (ANOVA)

Model	Sum of the square	Df	Mean Square	F	Sig.
Regression	10.414	2	1.627	2.141	.021 ^b
Residual	25.501	51	0.205		
Total	35.915	53			

4.13 Coefficient of Variation

From the table 12 below, intrinsic motivation, extrinsic motivation and participative management had significant values (0.01, 0.03 and 0.02 respectively) that were less than 0.05. This indicated that the hypothesis tested had strong correlation. The formula that guided the regression model was $Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + c$.

Y = study dependent variable, $\beta_1 - \beta_3$ = regression coefficients, $X_1 - X_3$ = study independent variables. X_1 = intrinsic motivation, X_2 = extrinsic motivation and X_3 = participative management

$$\text{Employee performance} = 0.242X_1 + 0.346X_2 + 0.281X_3 + 0.420$$

When the intrinsic motivation, extrinsic motivation and participative management are at constant, the employee performance in Merica hotel would be 0.420. Any unit increase either in intrinsic motivation, extrinsic motivation or participative management will result to 0.242, 0.346 and 0.281 respectively increases in employee performance.

Table 4.12: Coefficient of Variation

Model		Unstandardized		Standardized	T	Sig.
		coefficient		coefficient		
		B	Std. error	Beta		
1	Constant	0.420	0.195		0.225	0.03
	Intrinsic motivation	0.242	0.053	0.159	0.189	0.01
	Extrinsic motivation	0.346	0.066	0.074	0.28	0.03
	Participative management	0.281	0.043	0.108	0.238	0.02

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary, conclusions and recommendations of the study.

5.1 Summary

The study purposed to examine the effects of employee motivation on employee performance and various methods used by Merica hotel to motivate their workers. The antecedents of employees' motivation considered were intrinsic motivation, extrinsic motivation and participative management. Majority of the respondents were female and most of the employees were in the age bracket of 25-30 years. Most of the respondents were employees in housekeeping department and kitchen. The experience of the most of respondents were between 5-10 years.

The first objective of the study was to investigate the influence of intrinsic motivation on employee performance in Merica hotel. The study revealed that respondents stated that challenging work was what motivated them to work to prove their worth and learn new techniques of performing duties. This had led to employees earning recognition and even promotion for their belief in challenging work. The study also noted that employees' internal satisfaction was performance.

The findings also indicated that self-motivation to work and perform irrespective of the challenges encountered was key to some respondents. Respondents agreed that they were responsible in their undertakings and performed based on the duties allocated. The least respondents agreed that they were always on learning process now and then to learn new techniques and improve their skills to continuously perform in their duties. The effect of intrinsic motivation of employees had been positively noted in their performance.

The second objective of the study was to find out the influence of extrinsic motivation on employee performance in Merica hotel. It was noted that financial rewards were what motivated employees to perform. The study revealed that respondents agreed that employees' recognition and appreciation in place have motivated employees to always perform. The findings showed

that Merica hotel had initiated employees training which had improved employees' skills and knowledge and efficient and improved performance. The results showed that there were employees who had been promoted in the workplace which had ignited their performance. The study noted that punishment instituted in Merica hotel had demotivated employees to perform.

The third objective of the study was to examine the influence of participative management on employee performance in Merica hotel. The study revealed that employees were engaged in decision making and implementations of policies became easier. The findings noted that team work in the organization had led to collaboration and assistance making work easier and performance had improved. Respondents agreed that supervisors were always supportive and there was minimal supervision which had motivated employees to work.

The study noted that delegation of duties with independency at work had motivated employee to work and perform. The findings further showed that the management had been constantly looking at employees' welfare such as leaves, insurance among others which motivated them to work and perform.

5.2 Conclusions

The study noted the Merica hotel had to an extent motivated its employees through financials rewards, recognition, conducive working environment, training, appreciation and promotions which had effect on employees' performance. It was also revealed that employees had motivated themselves of being responsible, taking challenging work and advancing their careers to learn new skills to improve their performance. The management have given employees independency they needed while performing their duties, minimal supervision, teamwork and also engagement

and consultations with employees on decision making. The study concludes the employees' motivation have effect on employees' performance.

5.3 Recommendations for Policy/Practice

1. The study noted that employees had long working hours which had made some exhausted and delivery of services was hampered by exhaustion. There is need for the management to come up with a flexible shift to ensure employees work within a fixed hour.
2. The study revealed that job satisfaction was affected by restriction on leaves given to employees, poor rationale of promotion and insurance among others. There is need for the management to relook at the employees' welfare and more engagement and consultations to be conducted to resolve issues on job satisfaction.

5.4 Recommendations for Further Research

The study employees for further studies on the effect of job satisfactions on employees' performance and other related factors that might affect employees' motivation in the hospitality industry.

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APPENDICES

Appendix 1: Questionnaire for Hotel Employees

Section A: Respondent’s Demographic

Characteristics Please tick where appropriate in the text boxes provided **a) Gender**

Male Female

b) Your age (years)

Below 25 25-30 years 30-35years Above 35years

c) Designation

Waiter Chef Security Managers Housekeeper

d) How long have you been in this position?

5 years and below 5-10 years Over 10 years

Section B: Intrinsic Motivation

Statements	Agree	Strongly agree	Neutral	Disagree	Strongly disagree
Challenge to work is what motivate me to perform					
I am self-motivated to work and perform irrespective of challenges					
I always desire to learn to perform and be unique					
I am responsible in all my undertakings and perform based on duties allocated					

My satisfaction is drawn from my performance					
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Section C: Extrinsic Motivation

Statements	Agree	Strongly agree	Neutral	Disagree	Strongly disagree
Financial rewards are what motivates to perform					
Job promotion motivates me to perform					
Employees recognition and appreciation in place have motivated employees to always perform					
Merica hotel has initiated employees training which have improved employees skills to perform					
Punishment instituted in Merica hotel has demotivated employees to perform					

Section D: Participative Management

Statements	Agree	Strongly agree	Neutral	Disagree	Strongly disagree
Employees are engaged in decision making and implementations of policies becomes easier					
Supervisors are always supportive and there is minimal supervision which motivates employees to work					
Team work in the organization has led to collaboration and assistance making work easier					
Delegation of duties with independency at work have motivated employee to work and perform					
The management have been constantly looking at employees' welfare to motivate them work					

Section E: Employee Performance

Statements	Agree	Strongly agree	Neutral	Disagree	Strongly disagree
There is job satisfaction which have enhanced performance					
The hotel has recorded low absenteeism and turnover which have made employees perform their duties efficiently					
Employees are loyal to Merica hotel which hence their performance is unquestionable					
Employees ensures there is minimal wastage in the hotel to ensure the hotel economizes its resources for prudent use					
Employees performance has been noted in hotel revenue and profit realization					

Thank you for your participation