

**INFLUENCE OF JOB CHARACTERISTICS ON WORK MOTIVATION OF
EMPLOYEES IN SAROVA PANAFRIC HOTEL, NAIROBI COUNTY, KENYA**

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HPM-3-4772-24**


**A RESEARCH PROJECT REPORT SUBMITTED TO THE SCHOOL OF
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THE REQUIREMENTS FOR THE AWARD OF DIPLOMA IN HOTEL AND
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DECEMBER 2024

DECLARATION

Declaration by the Candidate

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

Signature: 

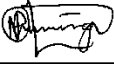
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Declaration by the Supervisor

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

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DEDICATION

This research project is dedicated to my immediate family members for supporting my endeavours in pursuing this noble course. I treasure them for being my source of inspiration.

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I acknowledge all people who have contributed either directly or indirectly to this research study.

I am grateful to my project supervisor for his guidance and corrections in the drafting of this project and the ongoing research.

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TABLE OF CONTENTS

DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
ABBREVIATIONS AND ACRONYMS	x
OPERATIONAL DEFINITION OF TERMS	xi
ABSTRACT	xiii
CHAPTER ONE: INTRODUCTION	1
1.0 Preview	1
1.1 Background to the Study	1
1.1.1 Employee Motivation	2
1.1.2 Job Characteristics	4
1.2 Statement of the Research Problem	4
1.3 Purpose of the Study	5
1.4 Conceptual Framework	5
1.5 Research Questions	6
1.6 Objectives of the Study	7
1.6.1 General Objective	7
1.6.2 Specific Objectives	7
1.7 Hypothesis of the Study	8
1.8 Significance of the Study	8
1.8.1 The Hotel Sector Management	8
1.8.2 The policy makers and regulators of the hotel industry	9
1.8.3 Other researchers	9
1.9 Scope or Delimitations of the Study	9
1.10 Limitations of the Study	9
1.11 Assumptions of the Study	10
CHAPTER TWO: LITERATURE REVIEW	11
2.0 Introduction	11

2.1 Task Identity, Motivation and Employee Performance	11
2.2 Task Significance, Motivation and Employee Performance	11
2.3 Job Autonomy, Motivation and Employee Performance	12
2.4 Feedback, Motivation and Job Performance	12
2.5 Skill Variety, Motivation and Employee Performance	12
2.6 Employee Motivation	13
2.7 Theoretical Review	14
2.7.1 The Job Characteristics Model (JCM)	14
2.7.2 Herzberg’s Two Factor Theory of Motivation	16
2.8 Summary of Identified Gaps	17
CHAPTER THREE: RESEARCH METHODOLOGY	18
3.0 Introduction	18
3.1 Research Design	18
3.2 Study Area	18
3.3 Target Population	18
3.4 Sampling Techniques	19
3.5 Sample Size	20
3.6 Research Instruments	21
3.7 Validity and Reliability of Measurements	21
3.8 Data Collection Techniques	22
3.9 Data Analysis	22
3.10 Logistical and Ethical Considerations	22
3.10.1 Informed Consent	23
3.10.2 Voluntary Participation	23
3.10.3 Confidentiality	23
3.10.4 Privacy	23
3.10.5 Informed Consent	23
CHAPTER FOUR: FINDINGS AND DISCUSSION	25
4.0 Introduction	25
4.1 Response Rate	25
4.2 Demographic Data	25

4.3 Descriptive Statistics	27
4.4 Results and Discussion	31
4.5 Qualitative data analysis	31
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION	32
5.0 Introduction	32
5.1 Summary	32
5.2 Conclusion	33
5.3 Contribution of the Study	34
5.4 Recommendations	34
5.4.1 Recommendations for Policy	34
5.4.2 Recommendation for Further Research	35
REFERENCES	36
APPENDICES	38
Appendix 1: Introduction Letter	38
Appendix 2: Questionnaire for Employees	39
Appendix 3: Questionnaire	40

LIST OF TABLES

Table 3.1: Population of the research.....	19
Table 3.2: Distribution of the sample size across the 8 departments of Sarova Panafric hotel.....	20
Table 4.1: Response rate.....	24
Table 4.2: Respondent's Biographical Data.....	25
Table 4.3: Job description factors respondents' analysis.....	27
Table 4.4: Table 4.4: Hypothesis testing results.....	29
Table 4.5: Table 4.4: Qualitative data analysis.....	30

LIST OF FIGURES

Figure 1.1: Conceptual Framework	6
Figure 2.1: Hackman and Oldham model of job characteristics	13

ABBREVIATIONS AND ACRONYMS

DV:	Dependent Variable
FMCG:	Fast Moving Consumer Goods
HRD:	Human Resource Development
HRM:	Human Resource Management
IV:	Independent Variable
ROI:	Return on Investments
SPSS:	Statistical Package for Social Sciences

OPERATIONAL DEFINITION OF TERMS

- Autonomy:** This is the rate at which a job offers freedom of choice, independence to the workers in be able to plan their work and determine the process required to do the piece of work.
- Burnout:** It is a disorder or stress reaction that is usually indicated by employees being exhausted due to work overload, fatigue, anxiety, lack of sleep, depression and inconsistent performance.
- Characteristic:** It is a distinguishable feature of a person or thing.
- Employee Performance:** For the purpose of this study is defined as the attainment of the set objectives of the job assigned to workers within a specified period of time.
- Feedback:** It is when employees receive direct or indirect information about the effectiveness of their work performance.
- Fringe Benefits:** Are the additional benefits (legal or voluntary) offered to the employee above the stated salary for the performance of a specific service
- Job Analysis:** It is the formal process of identifying the content of a position within an organization in terms of activities involved and attributes needed to perform the work as well as major job requirements.
- Motivation:** This is the process which begins with a particular need which activate human behavior or motive that aims at achieving a particular goal. To understand the process of motivation one must understand the relationship between drives, needs and incentives.
- Skill Variety:** It is experienced where a particular job needs varying activities in order to be complete and involves using different talents, skills and abilities of the workers.
- Task Identity:** It is how a particular job should be completed as a whole piece

from the beginning to the end with some outcome that can be seen.

Task Significance:

It is the manner in which various parts of a job are relevant to the company and have a direct effect on the job and livelihood of colleagues at work and those without the company.

ABSTRACT

There is a growing need to source for and retain qualified workers in the hospitality industry in Kenya. The creation of job satisfaction in the jobs themselves and motivation techniques is important for sustainable development in the labor market. Employees are fundamental components for hospitality entities to achieve their objectives of service delivery. The purpose of this study was to identify factors which influence job characteristics and employee work motivation in the hospitality industry. The study was undertaken at Sarova Panafric hotel, Nairobi. The research study was guided by the following objectives: to identify the factors that influence job characteristics on work motivation in the hospitality industry; to establish the effects of task significance on employee work motivation in the hospitality industry; to assess the effects of skills variety on employee work motivation in the hospitality industry; to investigate the influence of feedback from job on employee work motivation in the hospitality industry and to assess the effects of task identity on employee work motivation in the hospitality industry. Descriptive research design was used and a total sample of 31 out of 100 hotel employees filled the questionnaires. The analysis. Job characteristics theory by Hackman and Oldham (1975) and Herzberg's two factor motivation theory formed the basis of this study. The findings of this study helped hotel managers facing high staff turnover and high absenteeism in hotels to properly design jobs and motivate employees to retain quality staff. From the findings, variety of skills, task identity, autonomy and feedback were found to affect the motivation of employees, while task significance did not significantly affect employee motivation. The study recommends that job characteristics be considered in planning and evaluation of employees' jobs, motivation and performance respectively. Increased freedom in decision making and job rotation were cited as some of the ways in which firms in the catering industry could increase employees' motivation and consequently their performance.

Key words: Job Characteristics, Work Motivation

CHAPTER ONE: INTRODUCTION

1.0 Preview

This section covers: background to the study; statement of the research problem; purpose of the study; conceptual framework; research questions; objectives of the study; hypothesis of the study; significance of the study; scope or delimitations of the study; limitations of the study and the assumptions of the study.

1.1 Background to the Study

Karatepe & Uluda (2007) asserts that employees are a fundamental component of service delivery in the hotel industry. Cetin (2013) adds that it is vital to keep employees motivated all the time as this can positively affect the performance of employees consequently affecting service delivery. Motivation is key part of management

Catering establishment jobs by nature involve working under challenging situations, for very long hours, odd hours. Add the very unpleasant experiences they get from customers

Unmotivated and therefore dissatisfied employees do not usually perform as expected (Mhlanga, 2018). This workplace dissatisfaction and poor performance lead to high employee absenteeism, turnover in the hotel industry according to Aksu (2005).

There is a direct correlation between keeping employees motivated and satisfied and customer satisfaction or dissatisfaction with the service provided (Cetin, 2013).

The relatively high level of employee turnover in the hospitality industry compared to other industries leads to enormous additional costs every year (Pra Noto, 2011; O'neill et al.). Job satisfaction is key in preventing staff turnover and promoting employee loyalty and this is cited

as the reason for high turnover due to stress and work overload due to rapid growth of the industry.

Job characteristics model is one way of designing jobs based on their characteristics (Armstrong, 2006) Oldham and Hackman (1976, 1980) showed that there is a connection between the characteristics of a job and employees emotional and Behavioral responses. Simply put, employees respond more positively to their tasks when they feel that the tasks are important, that they are responsible for their work, that they are well aware of how they are performing.

The state of an employee's state of mind is improved by the five important characteristics of a job namely: skill variety-which involves different activities requiring different skills, task significance-which involves the impact a particular task has on other peoples' lives, task identity-which encompasses the completion of an entire and visible piece of work, autonomy-which is the freedom and pleasure in performing tasks and lastly, feedback-which encompasses the direct information from the job on the employee's efficiency and effectiveness (Hackman & Oldham,1976,1980)

Behavioral responses from job characteristics are the work effectiveness or quantity and quality of tasks performed. Emotional responses relate to the individual and consist of satisfaction of the job, motivation in the job and satisfaction in growth. An employee who is internally motivated, experiences positive feelings when they perform effectively (Hackman & Oldham, 1976, 1980).

1.1.1 Employee Motivation

The meaning of motivation can be derived from the association of the words-drives, needs and incentives (Luthan, 2014). Adeyemo (2015) adds that employee motivation is a psychological

characteristic which stimulates the degree of employee's commitment. Adeyemo continues to assert that, firstly, motivation is a good feeling and that one cannot have the good feelings about themselves if they are not motivated and that secondly, employee motivation leads to better employee performance there is the third assumption by scholars and supervisors that motivation is not in adequate supply and needs to be replenished from time to time. Lastly, motivation is an avenue often utilized by supervisors and managers to induce better employees' performance. Supervisors have a tendency to think that fringe benefits and rewards in form of money in cladding salaries are always considered the most important by workers. Employees however behave, perform and achieve in various ways making it challenging to come up with standard techniques of motivation (Mohr & zoghi, 2008). The psychological and physiological states enabled by the job characteristics create a level of motivation, commitment and satisfaction.

Previous studies show that employee participation in processing of information, making decisions and solving problems is positively related to motivation, contentment and efficiency, satisfaction and hence good performance of employees (Pfeffer and Wagner, 2014; & verma, 2013). Employees who are motivated pay great attention to their work and make the work part of their live. They further adopt the organization's goals as their own goals and will feel happy whenever the goals are achieved (Rizwan & Khan, 2011). A job that fully utilizes job characteristics leads to employee motivation, satisfaction and commitment.

Sultan (2012) concluded in his study that the five core job characteristics are real indicators and predictors of the employee work motivation as well as job satisfaction. The proper combination of the five characteristics of variety of skills, task identity, task significance and autonomy as well as feedback can aid the firm in triggering motivation.

1.1.2 Job Characteristics

It is the best way to design jobs so that people are engaged and perform. These are all the factors of the job which are directly associated with employee's attitudes and behavior at work. According to Hackman and Oldham (1976), jobs with more challenges inspired employees thus improving their job skills and attitudes. This created a link between job characteristics and employee performance. Edgar (2006) stated that job characteristics affected employees' attitude which in turn affected outcomes and consequently job performance. Hackman and Oldham (1976, 1980) formulated a model stating how best to design work through five characteristics: skills variety, task identity, task significance, autonomy and feedback. Skill variety is the range of skills required to complete a particular piece of work or work activities.

Task identity is the rate at which a piece of work must be completed as one particular piece of work from the beginning to the end with a visible end product. Task significance occurs when the job has real meaning through making an impact on people. Autonomy is when work provides substantial freedom, discretion and independence to the worker. Lastly, feedback enables employees to know how they have been performing in their work and whether

Khan (2006) asserted that job characteristics are an important factor in meeting the difficulties experienced by the human resource departments of organizations. Having jobs and roles designed appropriately is quite imperative to the improvement of the performance of workers (Huselid & Becker, 2009)

1.2 Statement of the Research Problem

Firms in the hospitality industry are currently grappling with human resource and financial challenges such as redundancy, profit reductions and high employee turnover. Performance in these firms has been poor in terms of offering return to investors. This overall poor performance

is often attributed to the performance of the individual employees and the nature of the individual jobs or tasks. This scenario is most likely due to the jobs in this industry not offering optimum performance for the employees to give their best hence the poor performance, redundancy and overall reduced profitability. Little research has been done regarding job characteristics and motivation in the industry. If a job is such that employees are not motivated, satisfied or involved, then the performance of the employees and largely the organization is negatively affected. The issue of employee motivation has particularly not been captured while designing jobs especially in the catering sector. While job characteristics have been established as being able to improve the performance of employees in companies, its direct impact on the performance of employees in the hospitality industry has still not been comprehensively studied. And still, despite that the hospitality firms have adopted different job characteristics to match the unique nature of their business, it is still not clear the extent to which these characteristics have been considered as drivers of motivation and ultimately better performance. Employees in this sector work for very long hours and under intense pressure irrespective of their capabilities in order to meet the expected high output. This pressure, however does not guarantee improved performance.

1.3 Purpose of the Study

The study seeks to investigate the influence of job characteristics on work motivation of employees in Sarova Panafric hotel, Nairobi County, Kenya.

1.4 Conceptual Framework

Conceptual framework is defined as the exact description of the research phenomenon, which include visual representation of the variables being studied (Mugenda and Mugenda, 2006). The

factors under study in this research are; task significance, skills variety, job feedback, autonomy and task identity. The hypothesized relationship of the variables is here below:

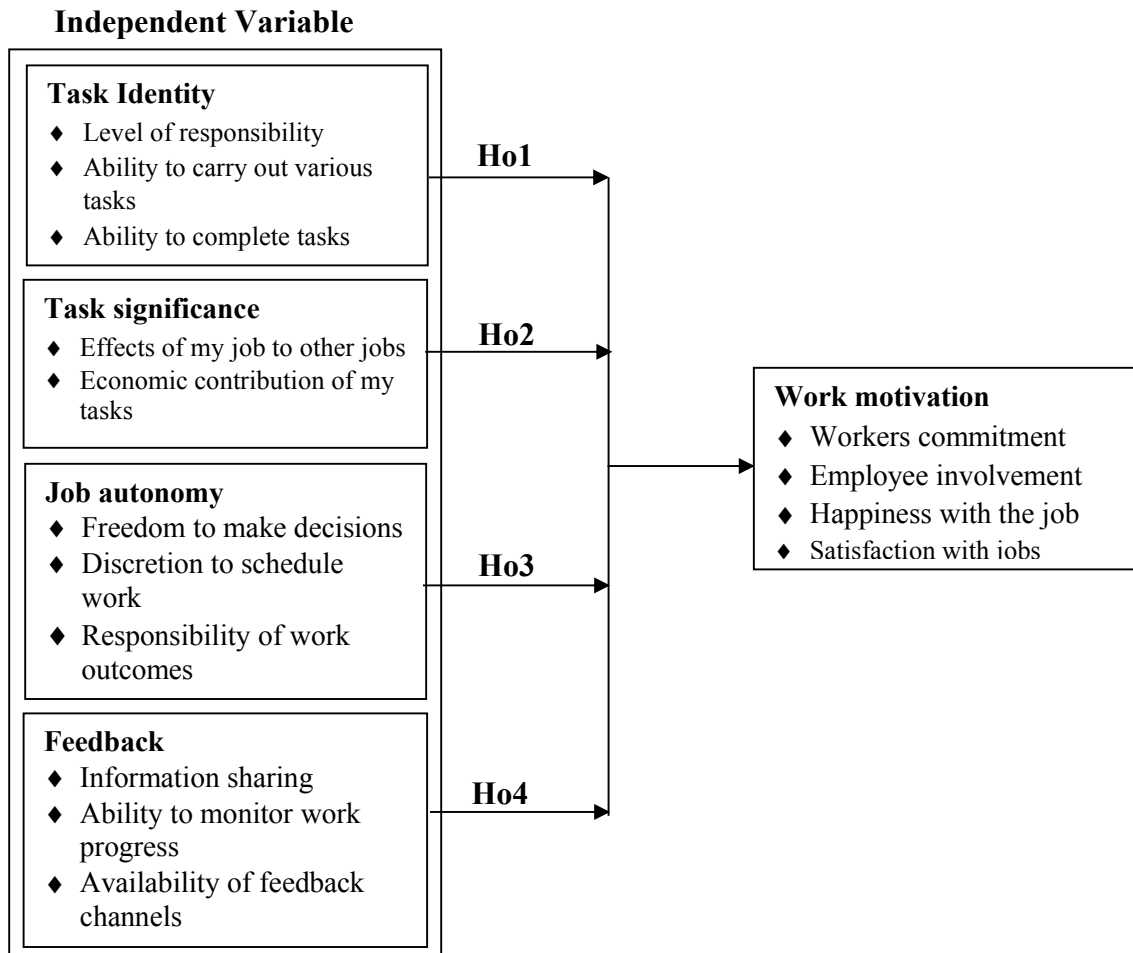


Figure 1.1: Conceptual Framework

Source: adapted from Hackman and Oldham model of job characteristics (1980)

1.5 Research Questions

This study will seek to answer the following questions:

1. What are the factors that influence job characteristics and work motivation at Sarova Panafric hotel?
2. What are the effects of task significance on employee work motivation at Sarova Panafric hotel?
3. What are the effects of skills variety on employee work motivation at Sarova Panafric hotel?
4. What is the influence of feedback from job on employee work motivation at Sarova Panafric hotel?
5. What are the effects of task identity on employee work motivation at Sarova Panafric hotel?

1.6 Objectives of the Study

1.6.1 General Objective

The purpose of the study was to examine the influence of job characteristics on work motivation at Sarova Panafric hotel.

1.6.2 Specific Objectives

1. To identify the factors that influence job characteristics and work motivation in the Sarova Panafric hotel
2. To establish the effects of task significance on employee work motivation at Sarova Panafric hotel
3. To assess the effects of skills variety on employee work motivation at Sarova Panafric hotel

4. To investigate the influence of feedback on employee work motivation at Sarova Panafric hotel
5. To assess the effects of task identity on employee work motivation at Sarova Panafric hotel

1.7 Hypothesis of the Study

1. There is no statistically significant relationship between job characteristics and work motivation in the Sarova Panafric hotel
2. There is no statistically significant relationship between task significance and employee work motivation at Sarova Panafric hotel
3. There is no statistically significant relationship between skills variety and employee work motivation at Sarova Panafric hotel
4. There is no statistically significant relationship between feedback and employee work motivation at Sarova Panafric hotel
5. There is no statistically significant relationship between task identity and employee work motivation at Sarova Panafric hotel

1.8 Significance of the Study

The study is expected to provide relevant information to:

1.8.1 The Hotel Sector Management

The hotel managers can use the findings of this study to improve on certain job areas that cause job demotivation among its employees hence improve workers' performance.

1.8.2 The policy makers and regulators of the hotel industry

The research findings were to assist policy makers and regulators of the hotel industry recognize the importance of job characteristics in motivating workers to perform so that this accelerates review and redesign of their policies to align to job motivation.

1.8.3 Other researchers

There have been extensive studies undertaken to examine the job characteristic factors on employee performance or satisfaction generally. This study was to concentrate on the hospitality industry besides adding to the body of existing literature in the area of employee work motivation. Other researchers can hopefully rely on the study results by duplicating the analysis undertaken in other locations and settings.

1.9 Scope or Delimitations of the Study

The study was restricted to Sarova Panafric hotel workers in Nairobi Township. The conclusions of the study were drawn from the respondents in this hotel solicited through a structured questionnaires. The findings therefore did not form a basis of generalization to other areas of the country though can form a basis for comparative studies.

1.10 Limitations of the Study

Time constraint was a challenge since there was a deadline to submit the work. The researcher worked hard to ensure submission of the assignment prior to the deadline.

Access to literature was a challenge. Written material documenting the topic of research were few limiting the identification or understanding that there was a gap. The researcher had to widen the sources of data to include not only written texts but also journals and newspapers. She also did wide consultations with the Librarian and research supervisor. Further, the scope and depth of discussions were limited by the researcher's lack of many years of experience of conducting

researches and producing academic papers. This work was compromised in many levels compared to the works of experienced scholars. However, regular consultations with the supervisor, classmates and review of previous studies and related texts in the library helped improve the quality of the study. A few respondents were not literate or knowledgeable enough requiring further clarification on the terms and phrases used in the questionnaire. This hurdle was surpassed by the recruitment and training of local research assistants who helped in assisting the respondents.

1.11 Assumptions of the Study

1. That the operationalized indicators of the study measured the intended dimensions of the various variables under review.
2. That the respondents freely consented to respond to the questions to be put to them by the researcher honestly.
3. The study assumed that the selected sample would be representative enough so as to bring out the intended outcome.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter covers the following sub-sections: theoretical review of literature, theoretical framework and summary of identified gaps in the reviewed literature.

2.1 Task Identity, Motivation and Employee Performance

Task identity is usually achieved when an opportunity to complete a whole piece of job in a job presents itself-from the beginning to the end to realize its outcome. As a result, the employee gains a sense of achievement and satisfaction in a job (Hackman and Oldham, 1975). By a worker individually being able to complete a whole and identifiable piece of work, the task identity characteristic creates a feeling of accountability for conclusion that serves as a motivational driver. Locke and Edwin (2008), claim that task identity is the amount to which a job demands for the accomplishment of a given task whose commencement is well thought-out with the desired outcome and therefore should have identity. They argue that, if the task has no identity then the employees will not be motivated for the drama of the task.

2.2 Task Significance, Motivation and Employee Performance

The need to achieve high performance increases if the results of the specific efforts are seen to be highly important or more important if the outcomes also relatively have an impact on others (Hirschfeld, Schmitt, Bedeian, 2002). A high level of task significance is relative to a low level

of absence from work (Rentsch & Steel, 2004) and high level of individual work satisfaction (Orpen, 1979).

2.3 Job Autonomy, Motivation and Employee Performance

According to the study by Shane (2008), many workers say that issues identified with autonomy for example resolute timetables, are compelling reasons behind superior performance. Workers ought to have self-governance-contribution on how their employments are done, Prioritization of assignments, spryness in doing work and chances to partake in choices which influence them which thus impact their execution. Study conducted by Adebayo and Ezeanya (2011) found that when employees enjoy increased levels of independence, they are likely to live up to expectation regarding their job demand thereby reducing their experience on burnout.

2.4 Feedback, Motivation and Job Performance

Feedback relates to the degree to which carrying out the work activities needed by the task results in the worker acquiring direct and clear information about the effectiveness of his or her performance (Hackman & Oldman, 1975). Employees receive feedback from the outcomes that result in construction and maintenance of their jobs (Aldrich & Martinez, 2001). Showing work related feedback is positively associated with employee motivation, employee satisfaction and their performance in practical groups (Geister, Konradt & Hertel, 2006). To enhance employee work output, feedback channels play a critical role in companies (Elkins & Phillips, 2000).

2.5 Skill Variety, Motivation and Employee Performance

Skill variety according to Hackman and Oldham (1975) is the instance where a job requires various tasks in order to carry out a complete piece of work and involves using various skills and

abilities by an employee. Skill variety involves the degree of utilization of different skills and abilities (Garg and Rastogi, 2005). Chandler (2007) stated that a wide range of skills are required for employees to grow and a vast range of skills is also necessary for the purpose of being flexible at work which needs the input of various skills will allow for workers to complete a meaningful piece of job as opposed to just repeating simple tasks. These jobs are viewed as meaningful and worthwhile to the employee.

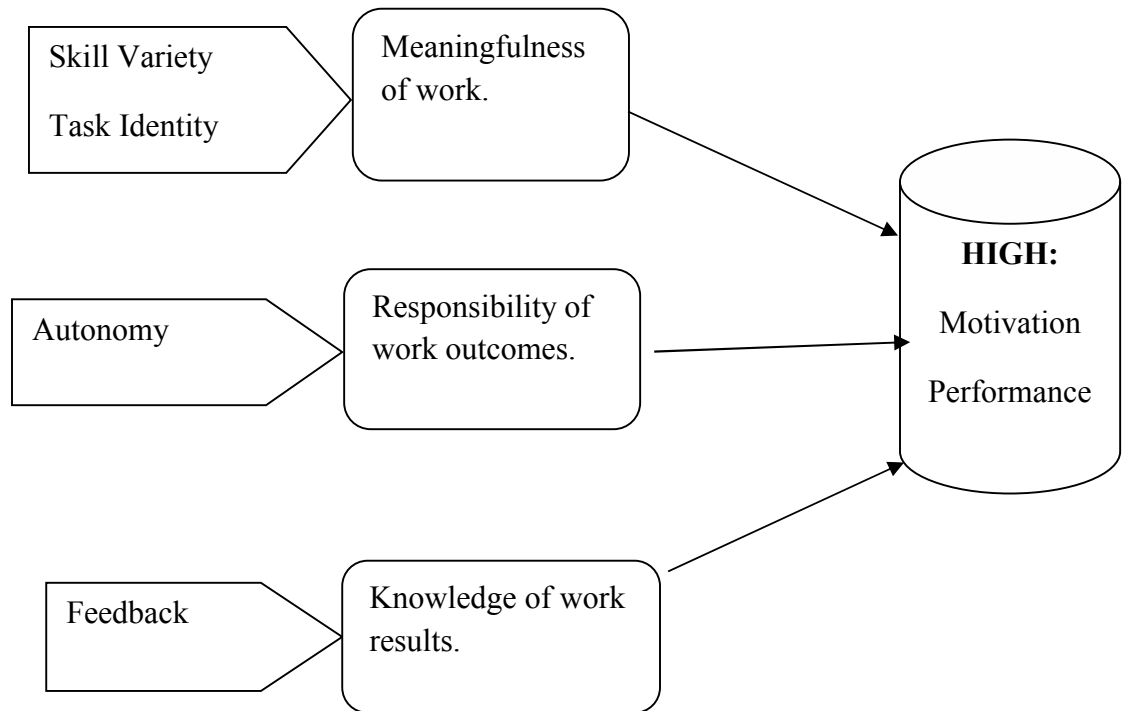


Figure 2.1: Hackman and Oldham model of job characteristics.

Source: Hackman and Oldham (1980 pp.176)

2.6 Employee Motivation

Employees who are often consulted, have their ego getting contented and they become more accommodating according to human relations theory. Research by Pfeffer & Wagner (2014), showed that employee participation is positively related to performance, employee productivity

and satisfaction. Motivated employees pay extra attention and time to their work, they make work as part of their lives, consider ethical responsibility and virtue to perform their tasks, take organizational goals as their own goals and feel delighted and satisfied while achieving them (Rizwan, & Khan,2011)

2.7 Theoretical Review

Models and theories in research were used to explain factors influencing job characteristics and motivation. The job characteristics theory was the main model of this study as it explained all the five job characteristics used in the study and their influence on motivation and employee performance. Herzberg's two factor theory was used to explain the importance of some job characteristics which may be considered as motivators for employees.

2.7.1 The Job Characteristics Model (JCM)

The job characteristics theory by Hackman and Oldham (1974) posed that enriched and motivating job characteristics brought about positive cognitive, psychological and emotional conditions to the employee. The theory purports that a positive cognitive state would result in a positive affective or attitudinal state, such as job satisfaction, motivation and affective commitment. Ultimately, positive, affective and attitudinal condition promotes desirable workplace behavior such as a high level of job performance. This theory is a primary theory and a key endeavor to configure occupations or jobs with expanded motivational properties.

Job characteristics theory also proposes that job characteristics could improve the motivation level of employee by developing three psychological conditions, which are meaningfulness, responsibility and feedback or knowledge of outcomes. This theory is important as it explains the main independent variables in the study, which are skill variety, task identity, task significance,

autonomy and feedback. In this model, the main outputs are motivation and performance which are used to inform the mediating variable as well as the dependent variable. Meaningfulness of work is considered as the main source of intrinsic motivation that can be achieved when a job allows employees to use a variety of skills in performing the job. Task identity, which concerns the ability to identify with the work at hand as more holistic and complete, would result in more pride in the outcome of the job that a particular person has performed. Another factor to ensure the state of meaningfulness of work is task significance, which is highly associated with the identification of the job done as something big for the organization. (Hackman and Lawler,1971; Hackman and Oldham,1975). Additionally, responsibility which is derived from autonomy, suggests that adequate freedom of self-decision would ensure incumbents' success at work. Feedback, which is the knowledge of outcomes, such as the production figures and the customer satisfaction scores, offers information that once employees know, they can use the input that they get to make the changes to their work process as they wish to improve their performance level from time to time.

Uruthirapathy and Grant (2015) while studying task identity and job performance found that employees who are involved in more tasks in their workflow are more likely to perform better than those who are not undergoing such work condition. Hauff and Richter (2015), Hassan (2014) and Krasman (2012) in studying task significance and job performance stated that task significance yields positive employees attitude. When workers recognize that their work has an important impact on the organization's ability to achieve its mission, vision and established business goals and believe that their role would make a positive impact on others in the organization and departments they are working in as well as the community at large, then they consider their work worthwhile.

Autonomy is the degree to which the job provides substantial freedom, independence and discretion to the employee in scheduling the work and in determining procedures to be used in carrying it out (Hackman and Oldham, 1975). Responsibility is derived from autonomy. Without being given enough freedom of self-decision, it's not possible for the employee to succeed. Hassan (2014), Krasman (2012) and Bontis et al., (2011), through their research, have reported that employees in high autonomy jobs will be more likely to develop positive feelings at work and this will result into desirable behaviors. Autonomy therefore exerts a positive influence on job performance.

Feedback from the job performance is the degree to which carrying out the work activities acquired by the job results in the employee obtaining direct and clear information about the effectiveness of his or her performance (Hackman and Oldham,1975). Knowledge of the job outcomes offers information that once employees know, may lead them to do things differently if they wish to improve their performance from time to time. Different sources of feedback provide useful information on the effectiveness of employees' performance. They will be more aware and responsive on their roles and its impact on the performance and the greater society. Employees who obtained more feedback from the work they have done are more likely to demonstrate positive attitude and behavior at work (Bach, 2014; Krasman, 2012)

2.7.2 Herzberg's Two Factor Theory of Motivation

Herzberg's motivation theory or two factor theory argues that there are two factors that an organization can adjust to influence motivation in the workplace. They are motivators which cause employees to work harder and are found within the actual job itself and hygienic factors which are not present in the actual job itself but surround the job.

States that basic factors like safety and salary need to be met to prevent dissatisfaction at work, but that another set of higher order motivating factors like autonomy and recognition are required to create actual happiness at work. Motivating factors are things that, when present, have the ability to make individuals satisfied or even happy at work e.g. achievement, recognition, advancement, empowerment, responsibility and intrinsically interesting work. Hygiene factors on the other hand are the things whose absence has the ability to make individuals unsatisfied or unhappy at work e.g. salary, safety, security, supervision, company policies etc. Absence of hygiene factors will prevent satisfaction, but the presence of hygiene factors is not in itself enough to lead to high levels of work satisfaction. Motivating factors have the powers to make moderately satisfied people highly satisfied.

2.8 Summary of Identified Gaps

Most studies done relating job characteristics with work motivation have been done in the processing and other related industries with very few done the hospitality industry. Therefore, the data covering the same is scanty. Moreover, the studies that have been done in hotels have not featured hotels in Nairobi County.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

A description of the research methodology is presented in this chapter comprising of study design, population, techniques of sampling, data collection, analysis and presentation and ethical considerations.

3.1 Research Design

This study used descriptive research design. This method was suitable because primary data was collected to describe settings, phenomena or organizations. Mugenda and Mugenda (2006) noted that descriptive statistics enable meaningful description of a distribution of scores or measurements using a few indices or statistics. The descriptions presented made descriptive research design suitable for the current study. Kothari (2005) adds that this method maximizes reliability and protects against biasness.

3.2 Study Area

The study was carried out in Sarova Panafric Hotel, Nairobi County. This is an ideal Hotel medium sized with a sizable workforce, accessible to the researcher and with variety of guests due to the robust growth of Nairobi town.

3.3 Target Population

Cooper and Schindler (2012), described population as the all things event or people of interest to be investigated and form basis from which the research subjects or sample is drawn. For purpose of this study, the population was low cadre staff of Sarova Panafric hotel, whose number stood at 100 as at March 31st 2017. Table 3.1 presents the distribution of the 100 employees across

departments of Sarova Panafric hotel. 3.1 presents the distribution of the 100 employees across departments of Sarova Panafric hotel.

Table 3.1: Population of the research

Department	Number of low cadre staff
Finance and administration	4
Reservations	7
Food and beverages	33
Information technology	5
Entertainment	7
Maintenance	13
Housekeeping	25
Marketing	6
Total	100

Source: Sarova Panafric hotel (September, 2024).

3.4 Sampling Techniques

Saunders et al (2014) categorized sampling techniques into two, namely non-probability and probability sampling techniques. While in non-probability sampling, the study subjects do not have a pre-set chance of being selected to participate in research, for current study, the population was distributed across all the eight departments of the hotel hence a census of all the departments were undertaken, which fitted into the description of probability sampling technique. Selection of the sample size is described below.

According to Mugenda and Mugenda (2006) sample size for descriptive studies should be between 10 and 30 percent. The sample size for this study was 30% for it is recommended that researchers use the largest sample possible because statistics calculated from a large sample are

more accurate (Kasomo, 2007). A proportional stratified random sampling was used to compute size of the sample. A proportional stratified random sampling is probabilistic sampling method suitable for selecting individuals from an equally distributed groups (Mugenda and Mugenda 2006).

3.5 Sample Size

Each of the departments in the hotel formed a stratum. 30% of the target employees in the department formed the sample size. Table 3.2 depicts proportional distribution of the sample size across the 8 departments of Sarova Panafric hotel.

Table 3.2: Distribution of the sample size across the 8 departments of Sarova Panafric hotel.

Department/strata	Study population (n)	Sample size (30% x n)
Finance & administration	4	1
Reservations	7	2
Food and beverages	33	10
Information technology	5	2
Entertainment	7	2
Maintenance	13	4
House keeping	25	8
Marketing	6	2
Total	100	31

Source: Sarova Panafric hotels establishment October 31st 2024)

In order to provide equal chance for every member in the target respondents to be included, the study utilized sample random sampling. All the 100 targeted lower cadre staff names of Sarova Panafric hotel were drawn on a piece of paper corresponded to the names and number of staff. The papers were then mixed in a box thoroughly, after which the required number of sampled staff was identified for participation in the research. This action was undertaken to ensure that all departments were covered.

3.6 Research Instruments

Questionnaire was used as the data collection tool. According to Kness and Bloomquist (1985), questionnaires offer considerable advantage in administration. Secondary data was also used from the literature which was already in existence such as books and other research projects undertaken. The Institutional Library was handy for the researches in obtaining additional source information. The research collected information on evaluation of workers in the hotel under the study. The 2 broad categories of data sources used in this study were Primary and Secondary sources.

3.7 Validity and Reliability of Measurements

Validity refers to the level at which a research instrument makes a measurement it is meant to measure. (Kothari, 2004). A pre-test of the questionnaire instrument was done on a small sample of 10 respondents before the final test. The confused and biased components were noticed and rectified or removed to make the items more meaningful to the respondents. Reliability means that the research work such as the data collection processes can be redone and the same results replicated again. The pre-test was carried out with 10 respondents to check for reliability and validity of the research instrument. Cronbach's alpha which measures internal consistency based

on inter-term correlation was determined. The instrument was considered reliable as it exceeded Cronbach's Alpha of 0.7 threshold.

3.8 Data Collection Techniques

After seeking authorization from the hotel management, the questionnaires were distributed to the respondents through the departmental heads. The heads then distributed the questionnaires to their departmental staff who were on duty during the time of data collection. The questionnaires were then filled and returned the same day to the heads of departments from where they were received.

3.9 Data Analysis

Data analysis according to Marshall and Russman, (1999) is the process of bringing order, structure and interpretation to the mass of collected data. The main purpose of data analysis is to find meaning in data so that the derived knowledge can be used to make informed decisions. Data collected through questionnaires was analyzed using descriptive statistics, diagrams and tables of statistical data, frequency distribution and percentage. The software package for social sciences (SPSS) statistical software Window 27.0 was used to perform statistical operations.

3.10 Logistical and Ethical Considerations

The researcher first obtained an introductory letter from Greta University department of Hospitality studies for credibility. She delivered the questionnaires to the hotel workers between 9:00am and 3:00pm and collected at the most convenient time. Within the same day. This was to allow respondents to have ample time to study and fill in the questionnaires.

Research ethics were observed before, during and after carrying out the study. The researcher obtained the necessary approvals before collecting data in studies involving human subjects. Permission was sought from relevant authorities. The following specific ethical considerations were observed:

3.10.1 Informed Consent

There was an informed consent form to prospective participants making them aware of their rights and benefits. A letter of introduction was attached to the questionnaire. Additionally, target respondents' consent was sought before they participated in the study.

3.10.2 Voluntary Participation

The prospective participants were informed about the objectives of the research, what was expected of them and their consent sought voluntarily. In case any respondent felt uncomfortable while in the process of completing the questionnaire, he or she had the option of withdrawing from the study.

3.10.3 Confidentiality

The participants were ensured of confidentiality. To guarantee confidentiality, codes were used on questionnaires (Mugenda and Mugenda, 2006).

3.10.4 Privacy

To guarantee privacy of the respondents, the questionnaires were administered to each respondent personally or their private areas of preference.

3.10.5 Informed Consent

There was an informed consent form to prospective participants making them aware of their rights and benefits. A letter of introduction was attached to the questionnaire. Additionally, target respondents' consent was sought before they participated in the study.

CHAPTER FOUR: FINDINGS AND DISCUSSION

4.0 Introduction

This chapter makes an analysis and findings of this study and discussion of the same.

4.1 Response Rate

65 questionnaires were dropped to staff respondents and picked later. A total of 59 questionnaires were then collected for analysis as shown in table 4.1.

Table 4.1: Response rate

Item	Frequency	Percentage
Correctly completed and returned	25	80.64%
Incomplete and rejected	3	9.68%
Unreturned questionnaires	3	9.68%
Total	31	100%

Source: Survey data (2021)

59 questionnaires were received out of 65 issued. Correctly completed questionnaires were 25 which is 80.64%. Mugenda and Mugenda (2003) recommended a response rate of 50% as a good basis for further analysis and therefore this was a good response rate for further analysis.

4.2 Demographic Data

Gender, age, number of years worked and education level were the main attributes considered here. The tabulation of the biographical information based on the above information is represented here in table 4.2.

Table 4.2: Respondent's Biographical Data.

Gender		
	Frequency	Percentage
Male	12	48%
Female	13	52%
Total	25	100%

Age		
	Frequency	Percentage
21-25 years	7	28%
26- 30 years	10	40%
30- 35 years	4	16%
36- 40 years	3	12%
40- 50 years	1	4%
Total	25	100%

Level of education		
	Frequency	Percentage
Primary	1	4%
Secondary	6	24%
College	13	52%
University	5	20%
Total	25	100%

Number of years worked		
	Frequency	Percentage
1-2 years	8	32%
2-4 years	13	52%
4-6 years	2	8%

6-10 years	1	4%
10-15 years	1	4%
Over 15 years	0	0
Total	25	100%

Department		
	Frequency	Percentage
Operations	7	28%
Finance	9	36%
Business Development	3	12%
Others	6	24%
Total	25	100%

Source: Survey Data (2021).

From the above findings 32% said they had worked in the hotel for 1-2 years. The highest number of employees had attained college level of education at 52% while 20% had university education. These findings indicate that most of the employees had worked for between 2-4 years at 52% while only a few at 4% had worked for 10-15 years. Findings indicate that majority of the respondents were from the Finance department at 36%, 28% from operations and 24% other departments. Male respondents were at 48% while female respondents were at 52%.

4.3 Descriptive Statistics

This is a presentation of the descriptive statistics on the variables of the study. The analysis was based on the numbers of respondents (N), the mean and the standard deviation for each variable.

The questionnaire, section B required the respondents to give their answers based on a scale of 1-5 based on questions on skill variety, task identity, task significance, autonomy, feedback and employee motivation in hospitality sector in Kenya.

Table 4.3: Job description factors respondents' analysis

Job Description	N	Mean	Std. Deviation
Skill variety	25	3.6293	1.001843
Task Identity	25	3.701133	0.932907
Task significance	25	3.508633	1.06913
Autonomy	25	3.477	1.013903
Feedback on performance	25	3.727	0.94448
Employee motivation	25	3.6789	0.93561

Source: Survey data (2021)

Time aggregate score for task identity at 3.701133 indicated that the respondents agreed to a great extent that the task identity was directly related to motivation and performance and a standard deviation of 0.932907 indicating normal variation between the responses. Task identity was found to offer a sense of responsibility to the employees for their work outcomes which is a source of motivation. Tasks significance had an aggregate score on all the questions asked at 3.508633 with a standard deviation of 1.06913. The questions here were whether employees' jobs affect other jobs and the survival of the organization. The results show a wide variation in the responses about failure to carry out duties. The aggregate score for task identity (autonomy) was 3.477 with a standard deviation of 1.013903. The questions on this variable sought to know whether the jobs give them the liberty to decide about their work and gives them the discretion to schedule work and to be responsible for work outcomes.

The mean score indicated that the respondents generally agreed to their responsibility work outcomes and the standard deviation indicated a normal variation between the variables. The findings agree with the views of share (2008) who noted that autonomy has substantial control over aspects of one's work and is the individual's power to take charge of their work.

On feedback performance, responses were given in a scale of 1-5. The questionnaire sought to obtain information from the respondents regarding the flow of information, ability to monitor performance and their views on the channels of feedback available within the organization.

The average score for the responses in this variable was 3.727 which indicated that the highest number of respondents agreed to the fact that feedback as a job characteristic affected their performance with an aggregate standard deviation of 0.94448 indicating a very close relationship between the responses.

Measurement of performance is an important tool for feedback in management, which than acts as a strategy to improve the program's feedback on performance both internally and externally could be said to be vital. On the variable of employee motivation, the respondents were required to respond to the statements in a scale of 1-5. It sought to find out if the workers were committed to their jobs, the level of employee involvement and if the workers were happy with their jobs. They were also expected to give their views on satisfaction on their jobs.

The aggregate score of the responses was 3.6789 while the standard deviation was a normal variation between respondents who expressed satisfaction in their jobs at a standard deviation of 0.93561. Wagers (2014) stated that practices in participatory management balances the engagement of supervisors and their workers in coming up with information, making decisions and solving problems, a statement which the findings of the study tends to agree with.

Hypothesis 1: There is a positive and significant relationship between Skill variety and work motivation.

Hypothesis 2: There is a positive and significant relationship between Task Identity and motivation.

Hypothesis 3: There is a positive and significant relationship between Task Significance and motivation.

Hypothesis 4: There is a positive and significant relationship between Autonomy and motivation.

Hypothesis 5: There is a positive and significant relationship between Feedback and motivation.

Table 4.4: Hypothesis testing results.

	Skill Variety	Task Significance	Task Identity	Autonomy	Feedback	Job Performance
Skill variety	(88)					
Task significance	23**	(82)				
Task identity	24*	23**	(75)			
Autonomy	25**	22**	18**	(78)		
Feedback	32**	17**	33**	28**	(77)	
Job performance	33**	25**	32**	26**	20**	(75)

Note: *p<05, **p<01

Source: Researcher (2024)

4.4 Results and Discussion

Based on the table above, there is a positive and significant relationship between skill variety and motivation. Based on the table above, there is a positive and significant relationship between task significance and motivation. Based on the table above, there is a positive and significant relationship between task identity and motivation. Based on the table above, there is a positive and significant relationship between autonomy and motivation. Based on the table above, there is a positive and significant relationship between feedback and motivation.

4.5 Qualitative data analysis

Qualitative data from the semi-structured questions were analyzed on the basis of common themes and subjects and presented in the table below.

Table 4.5: Qualitative data analysis

SUBJECT	OBSERVATIONS
Job characteristics	The respondents agreed to a large extent that job characteristics contribute to the success of their work
Motivation	Respondents indicated that employees were happy with their jobs and expressed satisfaction. They felt satisfied, involved in their work hence had a sense of responsibility in their work. Respondents gave suggestions on how the motivation could be enhanced; by building strong relations, salary increment according to their work done, better and conducive working conditions, favorable time intervals, and reducing overload.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter contains the summary of findings, the conclusion of the study and recommendations based on the objectives and findings of the study.

5.1 Summary

The purpose of the study was to evaluate the influence of factors of job characteristics and motivation of employees in the hospitality industry, case study of Sarova Panafric hotel in Nairobi. Jobs ought to be designed in a way that it incorporates all the five characteristics namely skill variety, task identity, task significance, autonomy and feedback but this has not received much currency from employers and other policy makers yet the effect and correlation on motivation and performance are immense. These five job characteristics factors are key drivers of performance even when compared with other aspects of management such as management and leadership style. Therefore, the specific objective of this study was; to determine the influence of skill variety, task identity, task significance, autonomy and feedback on employee motivation in the hospitality industry.

Questionnaires were used to collect data. Quantitative data was analyzed using descriptive analysis while qualitative data was analyzed using themes and codes. Findings on whether respondents agreed to the statement that there is a relationship between skill variety and motivation as the first objective were that they agreed to the statement that there is a relationship. Most employees agreed that how the jobs are structured, the number of tasks allocated to them and the flexibility of the jobs enable them to grow hence perform better, as indicated in the qualitative analysis.

The second objective sought to establish the relationship between task identity and employee motivation in the hospitality industry in Kenya. The qualitative analysis on the responses indicated that their specific tasks had no influence on other jobs to a great extent. Most of the employees also indicated that failure to perform these jobs did not affect other jobs nor lead to failure.

The fourth objective sought to establish the relationship autonomy and employee performance in the hospitality industry in Kenya. Findings of the respondent's responses were that given the freedom they required to carry out their jobs, scheduling of work at own discretion leads to success and completion of tasks on time due to motivation.

The fifth objective sought to establish the relationship between feedback and motivation in the hospitality industry in Kenya. The results of the hypotheses found that there exists a statistically significant relationship between the independent variables of job characteristics and employee work motivation and hence the findings that motivation is positively affected by job characteristics.

5.2 Conclusion

This study conducted to study influence of factors of job characteristics and employee work motivation from the findings presented above. Four out of the five components of job characteristics were found to affect employee work motivation and consequently performance. Only task significance was found not to affect employee performance. Employee work motivation influenced by job characteristics.

5.3 Contribution of the Study

This study contributed immensely to the wealth of knowledge and understanding in the realm of human resource practice and policy making. Understanding and improving on job characteristics in the work place to achieve motivation and performance of the organization was deepened. This study was also insightful to the researcher on other areas of the future study in the hospitality sector in Kenya.

Human Resource professionals unlike before, can be able to treat all the attributes of job characteristics differently in order to motivate employees. The Hertzberg's two factors they only give examples of satisfiers. This study added other five satisfiers: skill variety, task identity, task significance, autonomy and feedback are all the job characteristics found to be examples of satisfiers according to the motivation theory. The five attributes are as sources of motivation and when employees are motivated, their performance will ultimately improve.

The job characteristic model was used as the key model to guide the study and is opposed to previous researchers, motivation and performance.

5.4 Recommendations

5.4.1 Recommendations for Policy

The findings of this study should help policy makers come up with of improving employee performance in the catering establishment in Kenya.

The firms' policy makers should consider factors that increase motivation in employees as this enhances their performance. Job characteristics should be considered in planning and evaluation of employees' jobs and performance.

Job rotation are some of the methods that can be adopted to ensure that all employees are part of the organization's entire goal. This can increase the variety of skills that every employee possesses which is a form of motivation. Job rotation will create some level of inclusivity where employees' jobs are linked to the overall goal of the organization. Some level of freedom in making decisions may be adopted for motivation and increase performance.

5.4.2 Recommendation for Further Research

This study was carried out to evaluate the influence of job characteristics and employee work motivation. The specific objectives and employee work motivation.

The specific objectives were to determine the influence of skill variety, task identity, task significance, autonomy and feedback on motivation.

However, the study ignored the performance of the entire organization as a factor that is determined by individual employee motivation. Further research needs to be taken on the hospitality industry firms to establish the factors that contribute to the general performance of these firms.

Secondly, it is recommended that future studies analyze the effect of other demographic factors such as age, gender and education levels of employees to determine whether they are drivers of motivation and performance.

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APPENDICES

Appendix 1: Introduction Letter



GRETSA
UNIVERSITY

SCHOOL OF HOSPITALITY, TOURISM & LEISURE STUDIES

Dear Sir/Madam

15/10/2024

This letter is to introduce **Ann Ngina Kamande [HPM-3-4772-24]** who is a student in the School of Hospitality at Gretsa University pursuing Diploma in Hotel & Restaurant Management. To complete her Diploma course, she is undertaking research leading to the production of a research report or other publications and her study is entitled:

Influence of Job Characteristics on Work Motivation of Employees in Sarova Panafric hotel, Nairobi County, Kenya

She is inviting you to assist in this project by filling in the questionnaire which covers certain aspects of this topic.

Be assured of confidentiality of any information you provide and that none of the participants will be individually identifiable in the resulting research report or other publications. You are entirely free to discontinue your participation at any time or to decline to answer particular questions.

Any enquiries you may have concerning this research project should be directed to her supervisor Peter Irungu by telephone on **0724282797** or by email (irungupita@gmail.com).

Thank you for your attention and assistance.

Yours Sincerely



Peter Irungu

Head, School of Hospitality and Tourism Management

Gretsa University

Appendix 2: Questionnaire for Employees

INTRODUCTION LETTER

Dear Sir/Madam,

I am **Ann Ngina Kamande**, a student pursuing Diploma in Food Production at Gretsa University in the School of Hospitality and Tourism Management. I am carrying out a research project on ***Influence of Job Characteristics on Work Motivation of Employees in Sarova Panafric hotel, Nairobi County, Kenya.***

I have randomly picked you to form a part of my sample and am requesting you to take some time to answer the questions.

Please note that your participation will be highly appreciated and is entirely voluntarily. Information gathered will be purely for academic purposes and will be treated with ultimate confidentiality. A summary will be made of all the responses and no individual response will be published.

Thank you in advance

Ann Ngina Kamande

Appendix 3: Questionnaire

This questionnaire consists of two parts, section A and section B. Kindly answer all the questions by ticking in the appropriate box provided. Do not write your name on the form.

SECTION A: GENERAL INFORMATION

1. **Gender:** Male [] Female []
2. **Age:** 20 yrs [] 21-25 yrs [] 26-30 yrs [] 30-35 yrs [] 36-40yrs []
40-50yrs [] Above 50yrs []
3. **Level of education:** Primary [] Secondary [] College [] University []
4. **Number of years worked in the organization:**
1-2yrs [] 2-4yrs [] 4-6yrs [] 6-10yrs [] 10-15yrs [] above 15yrs []
5. **What is the total number of employees in your organization: please tick one.**
Less than 50 [] 50-100 [] above 100 []
6. **Department:** Operations [] Finance [] Business Development [] Other []

SECTION B: JOB CHARACTERISTICS AND MOTIVATION OF EMPLOYEES

The statements in this section are about the various dimensions of job characteristics among catering firms in Kenya. Please consider each statement and indicate the actual state in your assessment in a scale of 1-5 where:

1=not at all; 2=to a little extent; 3=to a moderate extent; 4=to a great extent; 5=extremely great extent

	PART A: SKILL VARIETY	1	2	3	4	5
1	The job I do is structured such that in the performance of my duties, all my knowledge, skills and abilities are required.					
2	The job description for my job has several tasks for me to complete					
3	The structure of my job has inbuilt flexibility for me to perform tasks					

4	The job is structured well to enable me grow within the organization					
---	--	--	--	--	--	--

In your own opinion, how do you describe the manner jobs are designed to tap into workers knowledge, skills and abilities?

.....

.....

.....

PART B: TASK IDENTITY	1	2	3	4	5
i The structure of my job allows me to feel a sense of responsibility for the outcomes					
ii The design of my job allows me to carry out several tasks eventually fit together to make a complete job					
iii My job structure allows me to do a job from beginning to end with a visible outcome					

How is your job designed to enhance the visibility of your work in the organization?

.....

.....

PART C: TASK SIGNIFICANCE	1	2	3	4	5
i The contents of my job affect several other jobs indirectly.					
ii Failure to carry out the duties in my job can lead to failure of several other jobs.					
iii The relative economic contribution of my job tasks is critical to the survival of the organization.					

In your own opinion, how do you view the role of your job in the entire organization?

.....

.....

.....

PART D: AUTONOMY	1	2	3	4	5
i My job gives me the freedom to make decisions regarding how i accomplish my work.					
ii In my organization, my job provides me with the discretion to schedule work by myself.					
iii The job discretion vests responsibility of work outcomes on me as the job holder.					

In your own opinion, how do you view the amount of autonomy accorded to your job?

.....

.....

.....

PART E: FEEDBACK	1	2	3	4	5
i In my organization, jobs designed such that information freely flows across the departments.					
ii I am able to monitor the progress of any work as I perform.					
iii The job has enough channels that give me feedback on my work performance.					

In your own opinion, how is feedback on your job performance provided in the entire organization?

.....

.....

.....

The statements here below are about the levels of motivation of the staff in the organization. Please, respond to each statement in a scale of 1-5 where:

*1=definitely false; 2=false 3=neither true or false 4=true
5=definitely true*

PART: MOTIVATION	1	2	3	4	5
i In this company, workers are generally committed to their jobs.					
ii The level of employee involvement is exemplary					
iii The workers in my organization are happy with their jobs.					
iv Employees express satisfaction with their jobs.					

In your opinion, how has the job design motivated you and contributed to your job performance in your organization?

.....

.....

Thank you for your valuable input