EMPLOYEE PERCEPTION OF EFFECTIVENESS OF MOTIVATION PROGRAMMES FOR GENERATION Y EMPLOYEES IN SAROVA CHAIN OF HOTELS

BY

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA), SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

2013
DECLARATION

This research project has been done by me and has never been submitted for exam in any college, University or any other institution for academic award.

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This project has been submitted for examination with my approval as University Supervisor.

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DEDICATION

This project is dedicated to my family who believed in me and allowed me to further my studies. Their continued encouragement, support and counsel enabled me to do my best.
ACKNOWLEDGEMENT

This project became a success through the invaluable input of various people. I would like to recognize the inspirational instruction and guidance of my Supervisor Mrs. Florence Muindi and my Moderator Prof. K’Obonyo. Their vast knowledge greatly enriched my research paper.

I would also like to thank the Management of Sarova Chain of Hotels for their support while collecting data; I appreciate the Generation Y group of 2013 for contribution of ideas, feedback and advice. In addition, I do appreciate my family, friends and fellow classmates whose support had a positive impact on my study and enabled me to clear my MBA course successfully.

Above all, I thank the Almighty God for His provisions and for giving me an opportunity to study up to this level.
ABSTRACT

As organizations endeavour to motivate their employees to improve their effectiveness and efficiency, there is an innovative generation of employees entering the workforce with new expectations – Generation Y; and the ways in which these expectations are handled affect the employees’ perception and consequently, the process and methods in which these employees are attracted and retained in the organizations. This study sought to establish the employees’ perceptions of the effectiveness of motivation programmes for Generation Y in Sarova Chain of Hotels. This study adopted a descriptive survey design. The population comprised of the Generation Y employees in Sarova Chain of Hotels. The study used systematic random sampling to get sample for the study. A questionnaire was used to collect primary data. Descriptive statistics such as frequencies, percentages, mean and standard deviation were used to analyse the data collected. The study established that recognition and empowerment through employees’ engagement play an important role in enhancing Generation Y employees’ motivation. The study also found out Generation Y employees perceive training, salary, conducive work environment and fringe benefits positively, and are motivated by the same. Further promotion was found to increase employees’ morale as their hard work is rewarded as it also offers advancement in terms of designation, salary and benefits, and change in type of job activities in the organisation. The study recommends that the organisation should award promotion on merit basis, engage employees in decision making, offer the employees with career growth opportunities and train them to ensure they remain motivated. The study further recommends that the Hotel should review their operation procedures and regulations by putting in place policies to ensure that work done is adequately compensated and a positive work environment is created, thereby increasing the adaptability of Generation Y employees.
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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

According to Ryan and Deci, (2000) all organizations, despite their level of sophistication, need motivated employees to be effective and efficient in their functioning and responsibilities. Employees who are motivated to work energetically and creatively toward the accomplishment of organizational goals are one of the most important inputs to organization’s success. It is widely accepted by the organizational theorists that manpower is one of the most important assets of an organization because the success of an organization in realizing its objectives heavily depends on the performance of its employees. The major challenge for organizations, therefore, is to ensure that their employees are highly motivated. Armstrong (2006) notes that organizations with motivated employees are likely to register better performance and low staff turnover. To achieve this, managers needs to develop motivation process and a work environment that will help to ensure that individuals deliver results in accordance with the expectations of management.

Ryan and Deci (2000) notes that an innovative generation of employees is entering the workforce with new expectations. The entrance of Generation Y into the workforce has begun a certain level of commotion in the workplace, as employers scramble to find out as much information as possible about them. Their perception of effectiveness of motivational practices affects their retention in an organization. Employers can attract and retain skilled workers from the Generation Y by offering competitive salaries, career progression, flexible schedules, and making sure individual employees feel challenged and appreciated. However, “Millennials” are pushing the envelope a step further, and are asking employers to go beyond traditional compensation and benefits to create an environment that is creative, challenging, team-oriented, fun, and financially rewarding. By learning about this workforce of the future, employers must understand what motivates them in order to be able to tailor - make their compensation packages and company culture to match their definition of an effective motivational package.

According to Agarwal et al., (2001) Generation Y are great collaborators and therefore, they favour a work environment with team work and prefer to follow directions as long as there is flexibility for them to get the work done. Their motivations rely much on good teamwork with their team members. Gursoy et al., (2008) puts across a perception that Generation Y is
obsessed with feedback; they want to hear that they are performing well in their work. Generation Y are motivated by short-term goals and have ardor for pressure. “Millennials” further value autonomy and reinforcement in their jobs, and prefer workplaces that are fun and informal. Generation Y employees are perceived to be motivated by jobs that offer work and life balance to achieve professional satisfaction and personal freedom.

A National Human Resource survey by PricewaterhouseCoopers (2009) in Kenya indicated that Generation Y is a fast growing segment of Kenya’s workforce. According to 66% of the respondents to the survey, Generation Y employees already make up between 25% and 75% of the workforce. Generation Y are not just the next generation of employees, but the next generation of consumers who will ultimately determine whether future businesses will succeed or fail.

1.1.1 Concept of Perception

Perception is described by Pun (2002) as the process of receiving and deriving meaning from stimuli present in an individual’s internal and external environment. Pun further states that to perceive is to see, hear, touch, taste smell or sense internally something, event or relation and to organize, interpret and derive meaning from the experience. Skytte and Blunch, (2001) further describe perception as the process by which an individual selects, organizes and interprets stimuli into a meaningful coherent picture of the world. It is therefore a process which makes meaning to the environment from experience and varies from one person to another since different individuals see the same thing in different ways.

Kurtz (2010) summarizes perception as the process, which attributes meaning to incoming stimuli through the human senses. Therefore, it constitutes of two factors, the stimuli and the individual factors. Knowledge of the perceptual process is essential since the manner in which users of information interpret the information is affected by their cognitive understanding that they have established in their minds (Rundh, 2005). When employees perceive that the organization’s practices reflect a commitment to quality, and are based on seeing employees as assets, they have higher productivity, commitment and satisfaction. Some of the factors that can impact employee perception include the nature of the working conditions, the policies and procedures of the business in general, and how much trust and respect is present between managers, employees, the benefits paid and how they relate to the work assigned (Schneider et al, 2005).
1.1.2 Employee Motivation

Employee motivation is a major factor in the success or failure for any organization. It is one of the important factors that affect the performance of employees. The term motivation has been defined by various researchers. More et al (2003) have described it as something that energizes individuals to take action and which is concerned with the choices individuals make as part of goal–oriented behavior. According to Chowdhury (2007), motivation is a progression of moving and supporting goal-directed behavior. Motivation provokes employees to constantly look for ways of meeting their goals and therefore employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations. Motivation is the term used to describe those processes, both instinctive and rational by which people seek to satisfy the basic drives, perceived needs and personal goals, which trigger human behaviour (Cole 2002).

Without a motivated workforce, productivity, morale, profits, product and service delivery suffer. To stay competitive, organizations must invest in effective strategies to motivate the staff. Different factors motivate individuals and teams differently. According to Mullins (2002) motivation factors are two folds: extrinsic and intrinsic. Intrinsic motivation factors relate to psychological rewards such as opportunity to use one’s ability, a sense of challenge and achievement, receiving appreciation, positive recognition and being treated in a caring and considerate manner. Extrinsic motivation factors on the other hand relate to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, work environment and conditions of work.

1.1.3 Motivation Programmes

According to Tella et al (2007) the management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous. They further note that organisations use various programmes to motivate their employees. Bernard (2005) accords due recognition to the needs of workers and notes that the ultimate test of organizational success is its ability to create values sufficient to compensate for the burdens imposed upon resources contributed. Tella et al (2007) noted that organisation salary, wages and conditions of service are the most common motivational programmes by many firms. Akintoye (2000) asserts that money based programmes remains the most significant motivational programmes.
Olajide (2000) indicated that organisation use training staff as programme of motivating them indicating that training is indispensable no matter how an organisation is automated. One way managers stimulate motivation is to give relevant information on the consequences of their actions on others. This serves to remove information asymmetry; by sharing information, subordinates healthily compete with one another. Colvin (2008) on his part has indicated that firms employ various motivational programmes like salary, fringe benefits, job security, physical surroundings, and safety to achieve employee’s best performance. Colvin notes that organisations are aware that environmental and motivational factors are predictors of job satisfaction. Dunn & Norton (2013) have noted that paying individuals more money has long been seen as an acceptable and effective way of motivating them to do better work, but instead of money, businesses have found that offering employees time is an alternative that increases productivity and makes individuals happier with their work. Flex-time has therefore become the established way of doing business.

Colvin (2008) indicated that managers have a variety of motivational programmes to choose from. Among the programmes, Colvin indicated that promotion, salary, recognition, teamwork and feedback are the commonly used programmes. Further, Goff and Longenecker, (2000) highlighted that organisations also use training programmes, recognition programmes and other programmes that offers staff benefits while providing conducive work environment to ensure that employees remains motivated to achieve great performance. Appreciation is another motivator and employers need to take the right steps of creating a program that rewards the correct behaviours. It is important for employers to note that employee motivation programs take organization’s commitment to succeed and a well-planned employee motivation program should include components that affect communication and relationships among all levels of your staff, as well as components that impact both individual and group strengths with an aim of increasing productivity and reducing staff turnover (www.foxlawson.com).

1.1.4 Generation Y

Weingarten (2009) describes Generation Y as the newest generation to enter the workforce and that was born between the years 1980 and 2000. Other terms associated with Generation Y are “Millennials” “Net Generation” and “Generation Next”. Martin (2005) describes “Millennials” as independent, confident, and self-reliant. This may be due to the extensive protection and praise given to them throughout their formative years (Crumpacker & Crumpacker, 2007). Possibly the most significant difference this generation possesses over others is the integration
of technology into their daily lives and the omnipresence of how technology has always been in their world (Martin, 2005). Social networking technology has helped Generation Y to see the world as a global community. The fact that they have grown up within technology era seems to affects the way they interact socially and this contributes to their low organizational commitment. Employees in Generation Y will remain longer in organizations that invest and supply sophisticated technologies and make their job more interesting.

In the present times, workplace has become very diverse with at least two generations working together: Generation X and Generation Y. Generation X refers to employees who were born between 1966 -1976 and by year 2012 were reaching the age of 36 to 46 years. Kupperschmidt (2000) however notes similarities between the two generations in terms of work values, attitudes, preferences, expertise and which expectations are derived from their historical, economical and social experiences. Kupperschmidt, further notes that organisations can enjoy stronger competitive advantages by understanding, accepting and the cooperation of the various generations, by utilizing their unique experiences and expertise. In Kenya, according to a National Human Resource survey by PricewaterhouseCoopers (2009), Generation Y is the group who were born around the time of the coup. The defining events over the past decade for this Generation have been multi-party elections, the NARC government, post election violence, the coalition government and the referendum.

1.1.5 Hospitality Industry in Kenya

Hospitality industry is defined as all the businesses that provide food, beverages and lodging to people who are away from home (Ingram 1999). The industry also incorporates entertainment, travel distribution channels and transportation (Ditmer 2002). Provision of employment is one of the major benefits of the hospitality industry. Bull, 1995, explains that the hospitality industry is labour intensive because of traditional importance and irreplaceable role of personal service in service delivery. Wadongo, Odhuno, Kambona and Othuon (2010) noted that there has been consistent growth in the hospitality industry in Kenya and according to them, this growth can be attributed to the general growth in the Kenyan economy and steady increase in tourism earnings (US$286,000 in 2002 to US$855 million in 2007).

The industry is however characterised by instability and high turnover. Rowley and Purcell (2001) have identified seasonality of tourism demand, economic issues, political disruptions, poor working conditions and poor human resource practices as some of the causes of the
turnover while Ryan (1991) has pointed out mobility and career progression, burnout and local competition for labour as some of the factors that are causing the high turnover. Baum, 1995 explains that many skills for hospitality industry employees are transferable and can be used across various sectors within the industry and other industries like banking and insurance hence the high intra-industry turnover rate and mobility. This explains why Generation Y employees having been passing through the industry on their way to other careers.

1.1.6 Sarova Chain of Hotels

According to Jones and Lockwood (1989), a hotel chain is an enterprise that administrates, through a unique management a number of hotels under the same name located in different areas. The global hotel industry is dominated by hotel chains. Sarova chain of Hotels is a well known brand in the hospitality industry in East Africa which has been operational in the industry since 1975 with at least eight chain hotels including Sarova Whitesands Resort & Spa, Sarova Panafriic, Sarova Stanley, Sarova Mara, Sarova Taita Hills, Sarova Lion Hill, Sarova Salt Lick and Sarova Shaba (Sarova Spotlight Magazine: November 2012 to February 2013). The Hotel Chain has been well known due to the exceptional service delivery to its diverse customers in different parts of East Africa in terms of refreshments and accommodation. With the vision of being the preferred hospitality company in the ownership and management of hotels, resorts and lodges in the key markets of Africa, the management of Sarova Hotels has put emphasis on having productive employees by having a motto of providing dynamic and challenging work environment which fosters personal and professional growth (www.sarovahotels.com).

Competition has increased in the recent years with new modern hotels coming up with buildings with the current state of art but what has made Sarova group to stand out is the service offered by its diverse employees (Sarova Spotlight Magazine: March to June 2013). Records from the HR department indicate that currently, Sarova Hotel has 3050 employees who work in the front and back offices. Out of these employees, 1, 019 fall under the category of Generation Y. However, like other companies the Group has been losing most of its productive generation Y to its competitors. The Management has carried out crucial steps including carrying out a customer satisfaction survey group organising regular meetings with the employees in generation Y to discuss the job related issues affecting them.
1.2 Research Problem

Generation Y presents a challenge to managers who must train and retain them to ensure that their strengths become a benefit to the company. Being able to understand this new generations as they move into the work force will continue to be an adjustment for managers for years to come. According to a PWC’s survey on a global generational study (2013) the “Millennials” seek more workplace flexibility, better balance between their work and home life, and opportunity for overseas assignments as keys to greater job satisfaction. Generation Y is described by DeMeuse & Mlodzik (2010) to have low levels of organizational commitment. Weingarten (2009) notes that Generation Y is a dynamic workforce that holds specific expectations with regards to work factors that may not align with perceptions held by their managers. Organizations therefore must strive to motivate the employees to ensure that they are retained and achieve better performance. While Agarwal & Ferrat, (2001) notes that generation Y need motivations that meet their lifestyle and matches current trends; Sayers (2007) notes that motivational programmes employed by many organisation are “out-dated” and does not match expectations and requirements of “Millenials”. Agarwal & Ferrat, (2001) and Sayers (2007) therefore noted that this is where most employers fail. To this end, Gursoy et al., (2008) warns that failure to understand the motivating factors and to motivate Generation Y workers, threatens organization performance and there is a great risk of losing workers in their most productive stage.

Hospitality industry employs a bulk of Generation Y employees and therefore faces the risk of increased labour turnover and therefore reduced performance. In particular, Sarova Chain of Hotels has made attempts to devise formula to attract, engage and retain generation Y employees. For example, the Hotel has also made deliberate move to keep pace with technology to help Generation Y identify themselves with the organisation. However, Sarova Hotels has been losing the Generation Y employees despite the management efforts to provide a better work environment, thereby incurring other costs of replacement, training and facing the risk of losing organisational information to its competitors. According to HR department in Sarova Hotels, the numbers of Generation Y employees who leave the organisation have been on the increase for the last three years. In 2010, 47 staff in Generation Y the organisation; a total of 63 and 65 employees left the organisation in 2011 and 2012 respectively. This leaves a question of effectiveness of motivational practises employed by Sarova Chain of Hotels management.
Several studies have been done on employees’ motivation. Mugambi (2008) conducted a study to establish determinants of motivation levels among the parastatal sector employees, in the study; Mugambi established that the need to achieve high organisation performance dictated the motivational levels. Murey (2007) did an investigation on the effect of remuneration on Motivation and performance of employees and found out that money is a significant motivational strategy. Further, Kinoti (2012) conducted a study to establish perceived relationship between motivation practices and employee productivity in Kenya Commercial Bank (KCB) limited, to this end Kinoti indicated that motivated employee achieved better performances as it enhances employee productivity. Kamau (2011) carried out a study on employee perceptions of factors affecting their performance on job contact center and noted that engaging the workforce and measuring their perceptions of performance, identifying the overarching factors and addressing the most significant factors lead to a motivated workforce. On the other hand, Kiguru (2010) did a study of hotels in hospitality industry in Nairobi to establish adoption of learning organisation concept. The study established that in hotels, there are different ways of compensating employees’ work and the hotels carry out research so as to get new outcome, learn new things as a way of life for everyone in the organization, and that the organizations have strategies that responds to the changing environment. However, despite the massive inquiry into factors motivating employees, to the best of the knowledge of the researcher, no research has been done on factors that motivate Generation Y in Sarova Hotels. Therefore, this study sought to answer the following research question; what are the employees’ perceptions of the effectiveness of motivation programmes for Generation Y in Sarova Chain of Hotels?

1.3 Research Objective

To determine the employees’ perceptions of the effectiveness of motivation programmes for Generation Y in Sarova Hotels.
1.4 Value of the study

This study would be important for the top management of Sarova Hotels to assist them in recruiting and retaining Generation Y with an aim of meeting the organization’s goals. This study sought to unearth various motivational practices that the human resource managers at Sarova Hotel could employ to ensure that employees in Generation Y are motivated.

The study made recommendation on most effective motivational practices for employees in generation Y. This would be important to the policy makers and other stakeholders in Human resource as it would help them to come up with guidelines for employers and recruiting firms on how to motivate generation Y in the workplace.

The study would also be important to other employers, as by critically evaluating the findings, they would be provided with a more in-depth understanding of the expectations of Generation Y, how they can attract them by making their organizations more appealing and how they can retain these employees hence providing smoother working relationships in the organizations.

The study would benefit future researchers by filling the existing gaps in terms of literature and also providing research gaps that future studies could focus. Further, the study contributes to the existing pool of literature and therefore form part of reference materials for literature review for future scholars.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review on the subject matter. It summarizes the information from other researchers who have carried out their research in the same field of study. The chapter presents theoretical review, the various forms of intrinsic and extrinsic incentives to Generation Y.

2.2 Theoretical Foundation of the Study

Since the study seeks to establish the employees perception of effectiveness of motivation practice for Generation Y employees in Sarova Chain of Hotels, this research will be based on motivation theories, specifically, the two-factor theory. Motivation theories examine the process of motivation and explain why people behave the way they do in terms of the efforts and the direction they take (Armstrong 2009). The theories are crucial as they assist managers to be effective in their work. Motivation theories can be classified into content or process theories (Mullins 2002). Content theories attempt to identify the people’s needs and their relative strengths and the goals they pursue in order to satisfy these needs. They place emphasis on the nature of needs and what motivates. On the other hand, process theories take a dynamic approach and they tend to highlight the process of developing motives. They are more concerned with how behaviour is initiated, directed and sustained; they place emphasis on the actual process of motivation.

2.2.1 Content theories

According to Armstrong (2009) the basis for this theory is that all behaviour is motivated by unsatisfied needs. They are concerned with what motivates, establishing the relative strength of people’s needs and expectations and considering the goals pursued to meet those needs. They include scientific management theory, also called taylorism which began its development with Frederick Winslow Taylor in the 1880s and 1890s within the manufacturing industries, hierarchy of needs theory which was introduced by Abraham Maslow in 1943 and two -factor theory introduced by Frederick Herzberg in 1959. Taylor’s theory is a theory of management which was proposed in the 1880s and 1890s. According to Mullins (2004), Taylor believed that workers do not naturally enjoy working and would only be motivated by pay. Taylor suggested
that workers would need very close supervision and that production should be broken down into small but measurable tasks. Workers were then paid in accordance to their output. However, over time, workers got bored out of monotony of work leading to increased number of strikes and other forms of industrial action by dissatisfied workers. This thereby implies that to curb the boredom and monotony of work, managers in institution must ensure job redesign, rotation to motivate employee especially the Generation Y.

Maslow’s Hierarchy of needs theory (1954) has five levels of human needs which affect employees’ motivation employees need to have fulfilled at work. All of the needs are structured into a hierarchy and only once a lower level of need has been fully met, would a worker be motivated by the opportunity of having the next need up in the hierarchy satisfied, ((Tay & Diener 2011). The first level represents the physiological needs, which are the basic needs for survival and includes food, water and sleep which can be satisfied by a pay-cheque. The second level represents the safety needs which consist of a variety of safety needs like security of employment, health and family. An employer can use benefits to satisfy these needs. Under third level are the social needs which consists of friendship, family and intimacy. Employee can be assisted to meet this need by employers organizing team-building activities like sports and also being concerned with their family affairs. Esteem needs are in level four which represent desires to be respected and recognised. The last level five outlines the self-actualization needs which are the desires of an employee to reach full potential. Employers can assist employees this level by offering challenging jobs and training them to acquire new skills. This should be the case with employers who intend to motivate Generation Y employees in their workstations for enhanced performance.

Further, Herzberg (1957) developed the Herzberg two-factor theory in 1957. Herzberg concluded that certain factors called motivators tended to lead to job satisfaction while others called hygiene factors led frequently to dissatisfaction (King1970). Motivational factors according to Herzberg yield positive satisfactions and motivate employees for a superior performance and related to the content of the work. These factors reward intrinsically and are also called satisfiers and include recognition, sense of achievement, personal growth, responsibility and meaningfulness of the work. Hygiene factors on the other hand are the factors that are essential for existence of motivation at a workplace, also called dissatisfies or maintenance factors, symbolise physiological needs, are extrinsic to work. These factors include pay, promotion, company policies, fringe benefits, physical working conditions, status,
interpersonal relations and job security. Therefore, in motivation of Generation Y employees, managers must ensure that these employees are motivated through good pay; good working environment and they are ensured job security. Further, Generation Y employees are better motivated in work environment where there is career growth, appreciation for outstanding performances which makes them have meaningfulness of work.

2.2.2 Process theories

These theories attempt to identify the relationships among the dynamic variables which make up motivation and the actions required to influence behaviour and actions (Mullins 2002). These theories include Vroom’s expectancy theory, equity theory and goal motivation theory.

Vroom’s Expectancy theory was developed in 1960s by Vroom. The theory states that an individual’s behaviour is formed on her or his subjective perception. Vroom focused on the three factors that include expectancy factors that are the extent of the individual’s personal perception that a particular act will produce a particular outcome. The second factor is instrumentality which is the extent to which individuals perceive that effective performance will lead to desired rewards while the last factor is valence which the strength of the belief that attractive rewards are potentially available (Oliver 1974). Vroom explains that expectancy, instrumentality and valence combine together to create a driving force which motivates individuals to achieve a level of performance and obtain a reward. It is worth noting that in a work situation, the Generation Y employees are motivated by achievements, have a perception that work related effort will result in completion of work and success in the work and they further expect that after the outstanding performance they would be rewarded intrinsically or extrinsically. For example, the employee expects that promotions, payment increase and better working conditions would be the reward after an outstanding performance.

Equity theory was first developed in 1963 by John Stacey Adams. Equity theory is a theory that attempts to explain relational satisfaction in terms of perceptions of fair/unfair distributions of resources within interpersonal relationships. The theory focuses on people’s feelings on how fairly they have been treated in comparison with the treatment received by others. It states that when people perceive an unequal situation, they experience equity tension which they attempt to reduce by appropriate behaviour. Equity theory suggests that people are not only interested in rewards but comparative nature of rewards. Individuals privately possess common standards as to what constitutes fair payment for given levels of work and these norms indicates what
differentials in payment are felt to be fair in relation to differentials in levels of work (Gill and Stone 2010). Like any other employees, Generation Y employees in a work situation expect to be treated equally as other employees with credit given when due. If at any point the generation Y employee feels that motivation package for other employee is better than theirs, they are demotivated and this may be detrimental to the organisation as it may lead to Generation Y employee turnover.

In 1960’s, Edwin Locke put forward the Goal-setting theory of motivation. This theory states that goal setting is essentially linked to task performance (Locke 1960). He further observed that people with specific goals or a given deadline perform better than people with no set goal and argues that individual motivation is enhanced by feedback. He has mentioned important factors that results to high performance such as goal commitment which is the extent to which a person is committed to the goal and setting of challenging and realist goals by the individual. This theory is well in accordance with Shih and Allen (2007) observation that Generation Y is motivated by short term goals and they have ardour for pressure. When these employees are given tasks with set deadline, they are motivated by the goals and therefore work efficiently to realize the goals.

2.3 Motivation Programmes

These are some of the effective ways one can use to improve morale and productivity within an organisation. There are various programmes that are perceived to motivate Generation Y employees in a work situation. These programmes according to Mullins (2002) are two folds: extrinsic motivational programmes and intrinsic motivational programmes. Intrinsic motivational programmes offer psychological rewards. They focus on encouraging employees’ specific types of behaviour, so that appropriate behaviours can be maintained and repeated. Intrinsic motivators include; job redesign, teamwork and participation, career change, incentives and feedback, recognition and staff training. On the other hand, extrinsic motivation programmes offers tangible rewards to the employees. These includes; promotion, salary/pay, fringe benefits and work environment.

2.3.1 Intrinsic Motivation Programmes

An employee should be given a greater variety of tasks to perform that are not necessarily more challenging which should make the work more interesting to motivate him or her. The
management should ensure job enrichment, which involves employee being given a wider range of more interesting and challenging tasks surrounding a complete unit of work to give a greater sense of achievement. Cole (2002) has described job enrichment as the vertical extension of job responsibilities which result to increased job satisfaction. Job enrichment could be through job re-design with intention to reverse the effects of tasks that are repetitive requiring little autonomy. Some of these effects are boredom, lack of flexibility, and employee dissatisfaction. Mullins (2002) explains that job enrichment arose from Herzberg’s two-factor theory attempts to enrich the job by incorporating motivating or growth facts like increased responsibilities and involvement, opportunities for advancement and the sense of achievement, with an aim of giving the person greater autonomy and authority over planning, execution and control of their own work. It provides a person with a more meaningful and challenging job. (Armstrong 2006) notes that job enrichment provides the employee with variety, decision-making, responsibility and control in carrying out the work and the worker can identify a series of tasks or activities that will determine the end product. In contrast, job enlargement is the horizontal extension of jobs that is to add extra tasks of the same level as before (Cole 2002). It involves increasing the scope of the job and the range of tasks carried out by a person. Employers must use tact when using job enlargement as a motivator because it may not improve intrinsic satisfaction if it is taken to mean increased number of boring tasks. The aim would be to increase a worker’s cycle of operation and give a variety of challenging tasks.

Job rotation can also be considered as an intrinsic motivator. It involves moving a person from one job to another to add variety and help remove boredom, in the short term. Although this may lead to acquisition of additional skills, it may not develop the level of skills. It can be used as a formal training or a means of helping a worker identify with a completed service or product. People should be given the opportunity to use a variety of skills, and perform different kinds of work. The most common way to do this is through job rotation. Move workers through a variety of jobs that allow them to see different parts of the organization learn different skills and acquire different experiences (Robbins, 2005). This can be very motivating, especially for people in jobs that are very repetitive or that focus on only one or two skills. A job may be motivating to one person but not to someone else, and depending on how jobs are designed, they may provide more or less opportunity for employees to satisfy their job-related needs. Herzberg (1998) believed that businesses should motivate employees by adopting a democratic approach to management and by improving the nature and content of the actual job through certain methods. Failure to restructure job may be in a way to enrich it will make
employees feel bored and demotivated hence fail to perform as expected. If the human resources department did a poor job in assigning the right person to the right place the employee may lose motivation, after all someone who is over qualified for a job or who feels that he deserves better than his current position will not be motivated to work.

Employees are motivated by teamwork and direction as long as there is flexibility to get work done. Teamwork provides job enrichment at the group level. It’s to set a goal for a team, and make team members free to determine work assignments, schedules, rest break and evaluation parameters. With this method, one significantly cut back on supervisory positions and people gain leadership and management skills. People should know how well, or poorly, they are performing their jobs. The more control one gives them for evaluating and monitoring their own performance, the more enriched their jobs will be (Cole, 2002). Rather than having quality control department go around and point out mistakes, managers may consider giving each team responsibility for their own quality control. Workers will receive immediate feedback, and they'll learn to solve problems, take initiative, and make decisions. Employees are motivated when they are allowed to participate in decision-making and get involved in strategic planning. This is an excellent way to communicate to members that their input is important. When people realize that what they say is valued and makes a difference, they are likely to be motivated. As supervisors delegate more authority and responsibility, team members’ autonomy, accountability, and task identity increases. Participation in decision-making process by employees in an organization enhances empowerment and the quality of output. The employees feel part of the organization and work toward achieving the set goal(s).

Heathfield (2000) suggests that career change is an essential element of future career patterns and is likely to motivate employee to work harder to achieve development in career. This allows the organization to adapt its career systems to changing workforce needs. Career development activities that are directed at strengthening career resilience result in a more flexible and adaptable employee, traits that are important for the present employer and for the individual who must eventually consider career change. Therefore, organisation should endeavour to develop its employees’ career wise through developmental training, promotion and helping employees enrol for other courses that may result to career growth of the employees.

Employees feel more valued when incentives and feedback are given throughout the year. Hammill, (2005) notes that organisation should have in place recognition systems in place for
the employees. Hammill, indicates that there are many no cost recognition that can be used to motivate employees like supervisors thanking or congratulating the employee in person for outstanding performance; nominate employees to participate mentorship programs; posting inspirational messages around the office and ask staff how they want to be recognized. Further, Goff and Longenecker, (2000) noted that there are other low cost recognition method that can serve to motivate the employees. They include; implementing a peer recognition program in staff meetings by utilizing nomination sheets that serve to nominate employees for their work based on the department’s values/vision/mission; create bulletin board space to laud employees publicly; treat the employee to coffee or soda and a chat; celebrate the completion of projects; develop a departmental recognition program; leaving a note in the person’s work area or sending an employee to a seminar related to his/her career goals

Olajide (2000) highlights that no matter how automated an organization, high productivity depends on the level of motivation and the effectiveness of the workforce, staff training is an indispensable strategy for motivating workers. The organization must have good training programme. This will give the employees opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task. Staff training is an important contributor to individual and group motivation. Appropriate training can increase staff involvement in the organization, improve communication between peers, facilitate change and be part of an appraisal scheme (Hammill, 2005). In an ideal world, training and skill profiling must be relevant and responsive to changing organizational needs. This would suppose a systematic assessment of current and projected needs and training strategies, which permit a timely response.

According to Wood (2001), training and personnel development has long been seen as a way not only to ensure highly skilled employees but also to increase self-esteem, commitment and motivation and embed a learning culture. This training needs to focus on the process of managing, motivating and evaluating employee performance (Goff and Longenecker, 2000). Training should be focused on helping the employee perform their tasks with ease. Wood (2001) notes that when employees are faced with hard tasks, their morale is killed and their performance is lowered. Once the employee has been through the necessary training, periodic refresher courses should be required to help them maintain necessary skills in performance assessment. Also, to motivate employees to an outstanding performance in the organisation,
training should include how to set objectives, how to keep accurate records, and how to communicate all aspects of performance.

2.3.2 Extrinsic Motivation Programmes

The desire to be promoted and earn enhanced pay may also motivate employees. To use salaries as a motivator effectively, personnel managers must consider four major components of a salary structures. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that the prevailing pay in other organisation or establishments is taken into consideration in determining the pay structure of their organization (Strempel, 2003).

Promotion refers to the advancement of an employee's rank or position in an organizational hierarchy system (Robbins, 2005). Promotion may be an employee's reward for good performance, i.e., positive appraisal. Before a company promotes an employee to a particular position, it ensures that the person is able to handle the added responsibilities by screening the employee with interviews and tests and giving them training or on-the-job experience. A promotion can involve advancement in terms of designation, salary and benefits, and in some organizations the type of job activities may change a great deal. The amount of salary increase associated with a promotion varies a great deal between industries and sectors, and depending on the parts of the hierarchical ladder an employee is moving between. In some industries or sectors, promotion only changes the title and salary, and there are no additional benefits or privileges. In other industries, especially in private sector companies, a promotion to senior management may carry a number of benefits, such as stock options, a reserved parking space, a corner office with a secretary, and bonus pay for good performance (Sigler, 1999).

Another extrinsic motivation programmes is salary. Akintoye (2000) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating
power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success. Katz, in Sinclair, *et al.*, (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. Banjoko (1996) states that many managers use money to reward or punish workers.

Another way of motivating employees is through offering fringe benefits. According to O’Rand (2006) employee benefit is essential for the development of corporate industrial relations. Fringe benefits are found to motivate the employees as it makes the employees feel that the employer cares about them. These benefits are items such as pension, sickness payments, company cars etc., which are additional to earnings; sometimes known as fringe benefits (Cole, 2002). An increasing proportion of individual remuneration is made up of additional perks, allowances and entitlements which are mostly paid in kind rather than cash. Common form of fringe benefits include; company cars, sick pay, meals, live-in accommodation, parking facilities, private health insurance, mobile phones, staff discounts, relocation expenses and any holiday or maternity allowances paid in excess of the required statutory maxima (Strempel, 2003).

Employees’ motivation is influenced by the employee work environment. The idea that poor work conditions are compensated for by higher pay does not accord with the reality of the labour market. Research suggests that as employees get older, interesting work becomes more of a motivator. In a research carried out by Maja and Valdete, (2007) it was found that there are several overlapping work environment factors that determine and influence motivation in the long run. They include proper communication, trust between workers and the management, proper working techniques that minimize stress, injuries and frustration and a unified working culture. There are hygiene HR practices that relate to work environment, which if not satisfied de-motivate employees and they include company policy, relationship with supervisor, work conditions, salary and wages, status, security, relationship with subordinates, and personal life. Accordingly, (Mullins 2004) notes that managers need to redesign jobs to provide opportunities for individual achievement, recognition, responsibility, advancement and personal growth. The three HR practices that, together, build enthusiastic work environment, are equity/fairness where people want to be treated fairly at work, achievement where people want to do important useful work and be recognized for this and camaraderie where people want to enjoy good relationships with their co-workers. Many, maybe most, people start a new job with high levels
of motivation and enthusiasm, and they generally want to enjoy what they do. He argues that this natural state of motivation is then reduced, over time by bad practices and poor conditions within the company (Sinclair, *et al.*, 2005).
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodology that was used to carry out the study. Specifically, it presents the research design, data collection methods and data analysis techniques.

3.2 Research Design

This study adopted a descriptive survey design which according to Orodho, (2003) allows researchers to gather information and summarize, present and interpret data for the purpose of clarification. The study aimed at collecting information from respondents on employee perception of effectiveness of motivation programmes for Generation Y in Sarova Hotels. According to Mugenda and Mugenda (1999) the purpose of descriptive research is to determine and report the way things are and it helps in establishing the current status of the population under study.

3.3 Population of the Study

According to Ngechu (2004), a population is a well defined or set of people, services, elements, events, group of things or households that are being investigated. The study was carried out in Sarova Chain of Hotels. The population comprised of the Generation Y employees in Sarova Chain of Hotels. According to Human Resource Department in Sarova Hotels, there are 1019 Generation Y employees.

3.4 Sampling Design

From the above population of one thousand and nineteen (1019) Generation Y employees in Sarova Chain of Hotels, the study sampled every tenth employee. That made a sample size of 10% or 101 respondents. This sample was chosen using systematic random technique from the list of Generation Y employees in Sarova Chain of Hotels. Saunders, Lewis and Thornhill (2003) indicated that systematic random sampling is a statistical method involving the selection of elements from an ordered sampling frame. The sampling starts by selecting an element from the list at random and then every k\text{th} element in the frame is selected, where k, the sampling
interval (sometimes known as the skip). The study then counted down the list starting with the employee number 9 and then selects each 10th employee.

3.5 Data Collection

The study collected primary data which was collected using questionnaires. To collect primary data, semi-structured questionnaire was used among the Generation Y respondents. According to Mugenda and Mugenda (2003), questionnaires are commonly used to obtain important information about a population under study. The questionnaire was in two sections; section one, collecting demographic information of the respondents while section two collected information on perception effectiveness of motivational programmes for Generation Y. The questionnaires were administered through a drop and pick later method.

3.6 Data Analysis

The researcher edited completed questionnaires for completeness and consistency. The data clean-up process followed which involved editing, coding, and tabulation in order to detect any anomalies in the responses and assign specific numerical values to the responses for further analysis. The data was then analysed using descriptive statistics such as frequencies, percentages, mean and standard deviation. Findings were presented using tables and graphs for further analysis and to facilitate comparison. Five point Likert scale was used to analyse data collected in mean scores and standard deviation.
CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction
This chapter presents the research findings of the study carried out to establish employees perception of effectiveness of motivation programmes for generation y employees in Sarova chain of Hotels. The study aimed at determining the influence of intrinsic and extrinsic factors in motivation of employees.

4.2 Response Rate
The study targeted a total of 101 Generation Y employees in Sarova Chain of Hotels. Out of the 101 questionnaires that were distributed to the respondents, 87 were returned duly completed. This contributed to 86.1% response rate. This response rate was adequate for data analysis and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and over is excellent.

4.3 Demographic Characteristic of the Respondents
This section presents demographic information of the respondents. The information presented here includes education level of the respondents and the duration of service in the work place.

4.3.1 Respondents Level of Education
The study required that the respondents indicate their highest level of education qualification. This is because, the level of education impacted on the respondents’ ability to respond to questions put through by the study as it determines their level of understanding the subject matter of the study.

Table 4.1: Highest level of education

<table>
<thead>
<tr>
<th>Highest level of education</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary Level</td>
<td>3</td>
<td>3.4</td>
</tr>
<tr>
<td>Certificate/Diploma Level</td>
<td>29</td>
<td>33.3</td>
</tr>
<tr>
<td>Degree level</td>
<td>37</td>
<td>42.5</td>
</tr>
<tr>
<td>Postgraduate Level</td>
<td>18</td>
<td>20.7</td>
</tr>
<tr>
<td>Total</td>
<td>87</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2013)
According to Table 4.1, most of the respondents (42.5%) were university degree holders and 33.3% had certificate/diploma as their highest level of education qualification. Further, 20.7% had postgraduate qualification while 3.4% had secondary school education as their highest level of education qualification. This depicts that Generation Y employees at Sarova Chain of Hotels have high level of education. This implies that the respondents were in a position to give reliable information as sought by the study owing to the high levels of education qualification.

4.3.2 Length of service

The study also sought to establish from the respondents the duration of time they had served in the organisation. Duration of service in an organisation determines the respondents’ level of understanding of internal information pertinent to the organisation. Figure 4.1 below presents the findings.

![Figure 4.1: Length of service](source: Author (2013))

The figure 4.1 indicates that most of the respondents, 39% had worked with Sarova Chain of Hotels for a period between 1 and 3 years, 29% had worked there for a period between 3 and 5 years and 17% had worked in the Hotels for a period less than one year. Further, 11% had worked in the Hotels for a period between 5 and 7 years while only 4% had worked in Sarova chain of Hotels for more than 7 years. The results depicts a relatively high level of labour turnover among the Generation Y employees which could be as a result of low levels of motivation among the said employees; this is shown by the high numbers of respondents who had 3 years and less in the organisation. This also shows that the respondents to that study were well conversant with the information sought by the study owing to the fact that majority of
them had worked in the Hotels for more than a year and therefore were in a position to give relevant information as sought by the study.

4.4 Perception of Effectiveness of Motivation Programmes for Generation Y Employees

The study set out to establish the employees’ perceptions of the effectiveness of motivation programmes for Generation Y in Sarova Hotels. The study focused on effectiveness of both intrinsic and extrinsic motivational programs. Therefore, to meet this objective, the study used Likert-type scale in collecting and analysing the data. The study sought the respondents’ level of agreement with given statements, their responses were recorded on a scale of 1 to 5 with 1 point being assigned to strongly disagree, indicating complete disagreement while 5 was assigned to strongly agree, to indicate high level of agreement with the statements given on promotion and motivation. Since the scales ranged from 1 to 5; the following allocation keys was be developed: 1 ≤ strongly disagree ≤1.5; 1.51 ≤ disagree ≤ 2.5; 2.51 ≤ Neutral ≤ 3.5; 3.51 ≤ agree ≤ 4.5, and 4.51 ≤ strongly agree ≤ 5.

4.4.1 Intrinsic Factors

Among the intrinsic factors that motivates employees are promotion, career development, recognition, training and development and job design. The study sought to establish the extent to which these factors are used to motivate Generation Y employees in Sarova Chain of Hotels.

4.4.1.1 Career Development

Career development is an essential element of future career patterns and is likely to motivate employees to work harder. The study required that the respondents indicate their level of agreement on statements related to career development and employees motivation in Sarova Chain of Hotels. The findings are presented on Table 4.2.
Table 4.2: Means and standard deviations for the measure of career development

<table>
<thead>
<tr>
<th>Career Development</th>
<th>Means</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career development motivates employees as they strive to progress</td>
<td>4.1111</td>
<td>1.52966</td>
</tr>
<tr>
<td>Career development strengthens career resilience among the employees</td>
<td>4.2903</td>
<td>1.65387</td>
</tr>
<tr>
<td>Career development lead to more adaptable employee thereby opening up the horizons for the employees</td>
<td>3.8333</td>
<td>1.75734</td>
</tr>
<tr>
<td>The organisation encourages the employees to partake developmental training and helps employees enrol for other courses</td>
<td>4.1232</td>
<td>1.52966</td>
</tr>
</tbody>
</table>

Source: Author (2013)

The study also required that the respondents indicate their level of agreement with above statement regarding career development and its effectiveness in Generation Y employees’ motivation. Majority of the respondents strongly agreed that career development serves to strengthen career resilience among the employees as indicated by a mean score of 4.2903. The respondents agreed that the Hotel encourages the employees to partake developmental training, promotion and helps them to enrol for other courses as indicated by a mean score of 4.123; career development motivates employees as they strive to progress as indicated by a mean score of 4.1111 and that career development lead to more adaptable employees thereby opening up the horizons for them as indicated by a mean score of 3.8333. This illustrates that career development is an effective way of motivating Generation Y employees as it strengthens career resilience among them, leads to more adaptable employees thus motivating the employees to improve their performance. The results also indicate that the organisation encourages Generation Y employees to partake developmental training and helps them to enrol for other courses.

4.4.1.2 Recognition

Recognition is an important aspect of employee motivation program as it makes the employees feel appreciated and valued. The study also aimed at establishing whether recognition influences employee motivation in Sarova Chain of Hotels. The data finding to this is as presented on Table 4.3.
Table 4.3: Means and standard deviations for the measure of recognition

<table>
<thead>
<tr>
<th>Recognition</th>
<th>Means</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognition motivates employees in an organisation as the employees feels appreciated.</td>
<td>4.3778</td>
<td>1.55509</td>
</tr>
<tr>
<td>Managers develop a departmental recognition program</td>
<td>4.2889</td>
<td>1.46082</td>
</tr>
<tr>
<td>Outstanding employees are sent to a training related to their career goals</td>
<td>4.3444</td>
<td>1.38148</td>
</tr>
<tr>
<td>The organisation celebrates the successes of the work unit</td>
<td>4.3469</td>
<td>1.50489</td>
</tr>
<tr>
<td>Supervisors post inspirational messages around the office</td>
<td>3.8635</td>
<td>1.38267</td>
</tr>
<tr>
<td>Managers thank or congratulate the employee in person or in writing</td>
<td>3.8889</td>
<td>1.50054</td>
</tr>
<tr>
<td>Managers nominates employees to participate in mentoring program</td>
<td>4.0735</td>
<td>1.23669</td>
</tr>
<tr>
<td>The organisation offers rewards for employee with outstanding performance</td>
<td>4.1667</td>
<td>1.72354</td>
</tr>
</tbody>
</table>

Source: Author (2013)

Majority of the respondents agreed that recognition motivates employees in the organisation as the employees felt appreciated as shown by a mean score of 4.3778; the organisation celebrates the successes of the work unit as shown by a mean score of 4.3469; outstanding employees are sent to a training related to their career goals as shown by a mean score of 4.3444 and that managers in the organisation have developed a departmental recognition program as shown by a mean score of 4.2889. Further, the respondents agreed that the organisation offers rewards for employee with outstanding performance as shown by a mean score of 4.1667; managers nominates employees to participate in mentoring program as shown by a mean score of 4.0735; managers thank or congratulate the employee in person or in writing as shown by a mean score of 3.8889 and that supervisors post inspirational messages around the office as shown by a mean score of 3.8635. The findings indicate that recognition is an effective motivation practise for Generation Y employees as it is awarded to outstanding performance and managers in the organization have developed departmental recognition programs to ensure that the Generation Y employees are well motivated. These results further depicts that managers in the organisation nominates Generation Y employees to participate in mentoring program, thanks or congratulate the employee in person or in writing while posting inspirational messages around the office as way of motivating Generation Y employees. The study also illustrates that the organisation
celebrates the successes of the work unit and sends outstanding employees to seminars related to their career goals.

4.4.1.3 Training and development

Staff training and development gives employees opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task and therefore motivates employees to perform. Therefore, the study aimed at establishing the effect of training and development on employee motivation in Sarova Chain of Hotels. The data finding to this is as presented on Table 4.4.

Table 4.4: Means and standard deviations for the measure of training and development

<table>
<thead>
<tr>
<th>Training and development</th>
<th>Means</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff training is an important contributor to individual and group motivation</td>
<td>3.7778</td>
<td>1.62899</td>
</tr>
<tr>
<td>Training motivates employees and thereby increases staff involvement in the organization.</td>
<td>3.9536</td>
<td>1.38267</td>
</tr>
<tr>
<td>Training improve communication between peers and thus acts a motivation tool</td>
<td>4.1673</td>
<td>0.50489</td>
</tr>
<tr>
<td>Training ensures highly skilled employees with increased self-esteem, commitment and motivation</td>
<td>4.2222</td>
<td>0.90859</td>
</tr>
<tr>
<td>Training motivates employees as it ensures that employees perform their jobs with ease</td>
<td>4.2877</td>
<td>0.85521</td>
</tr>
</tbody>
</table>

Source: Author (2013)

Majority of the respondents strongly agreed that training motivates employees as it ensures that employees perform their jobs with ease as illustrated by a mean score of 4.2877 and that training ensures highly skilled employees with increased self-esteem, commitment and motivation as illustrated by a mean score of 4.2222. Further, the respondents indicated that training improve communication between peers and thus acts a motivation tool as illustrated by a mean score of 4.1673; training motivates employees and thereby increases staff involvement in the organization as illustrated by a mean score of 3.9536 and that staff training is an important contributor to individual and group motivation as illustrated by a mean score of 3.7778. The findings depicts that training and development is an effective motivation practise.
for Generation Y employees as it helps the employee perform their duties with ease, improve their communication and increases their self-esteem and commitment. Further, the study has highlighted that training improve communication between peers and therefore, staff training is an important contributor to individual and group motivation.

4.4.1.4 Job Design

The management should ensure job redesign involving employee being given a wider range of more interesting and challenging tasks surrounding a complete unit of work to give a greater sense of achievement as this motivates them to better performance. In this regard, the study required that the respondents indicate the extent the management in the hotels used job design to motivate the employees. The data finding to this is as presented on Table 4.5.

Table 4.5: Means and standard deviations for the measure of job design

<table>
<thead>
<tr>
<th>Job Design</th>
<th>Means</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Rotation to reduce boredom and monotony</td>
<td>3.8333</td>
<td>1.50489</td>
</tr>
<tr>
<td>Job redesign to cater for Generation Y job demands</td>
<td>4.2189</td>
<td>0.80163</td>
</tr>
<tr>
<td>Job enrichment to reduce boredom and increase flexibility</td>
<td>4.3657</td>
<td>0.97634</td>
</tr>
</tbody>
</table>

Source: Author (2013)

Majority of the respondents indicated that the hotels used job enrichment to reduce boredom and increase flexibility as shown by a mean score of 4.3657 and job redesign to cater for Generation Y job demands as shown by a mean score of 4.2189 to a very great extent to motivate the Generation Y employees. Further, to a great extent the hotels management used job rotation to reduce boredom and monotony as shown by a mean score of 3.8333. This depicts that job design is effective in motivating Generation Y employees as it reduces boredom and monotony and increase employee flexibility and is used to match Generation Y job demands.

4.4.2 Extrinsic Factors

Extrinsic motivation programmes offers tangible rewards to employees. The study also aimed at establishing the respondents’ opinion on effectiveness of extrinsic motivation programmes in ensuring better performance in the organisation. The data findings is as presented on Table 4.6. The study used Likert-type scale in collecting and analysing the data on a scale of 1 to 5 with
point 1 assigned to not at all; 2 assigned to ineffective; 3 assigned to moderately effective; 4 assigned to effective and 5 assigned to very effective. The following allocation keys developed was as follows: $1 \leq \text{not at all} \leq 1.5; 1.51 \leq \text{ineffective} \leq 2.5; 2.51 \leq \text{moderately} \leq 3.5; 3.51 \leq \text{effective} \leq 4.5$ and $4.51 \leq \text{very effective} \leq 5$.

Table 4.6: Extrinsic factors of motivation

<table>
<thead>
<tr>
<th></th>
<th>Means</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay/ salary</td>
<td>4.4752</td>
<td>0.5632</td>
</tr>
<tr>
<td>Conducive work environment/ conditions of work</td>
<td>4.1863</td>
<td>0.7345</td>
</tr>
<tr>
<td>Promotions</td>
<td>4.1977</td>
<td>0.3248</td>
</tr>
<tr>
<td>Job security</td>
<td>3.8643</td>
<td>0.8221</td>
</tr>
<tr>
<td>Company policies</td>
<td>3.3983</td>
<td>1.7832</td>
</tr>
<tr>
<td>Unified working culture that ensures equity among employees</td>
<td>4.0982</td>
<td>0.7522</td>
</tr>
<tr>
<td>Interpersonal relations between employee and employees and their supervisors</td>
<td>3.8092</td>
<td>0.9973</td>
</tr>
</tbody>
</table>

Source: Author (2013)

Pay/ salary as shown by a mean score of 4.4752 was found to be very effective in motivating Generation Y employees. In addition, the respondents indicated that promotions as indicated by a mean of 4.1977, conducive work environment/ conditions of work as shown by a mean score of 4.1863 and unified working culture that ensures equity among employees as shown by a mean score of 4.0982 are effective in ensuring performance for Generation Y employees. Also, job security as shown by a mean score of 3.8643 and interpersonal relations among employee and their supervisors as shown by a mean score of 3.8092 also were effective Generation Y motivation programs. However, a company policy as shown by a mean score of 3.3983 was established to influence Generation Y employees’ motivation to a moderate extent. This therefore depicts that pay/ salary, conducive work environment/ conditions of work, unified working culture that ensures equity among employees, job security and interpersonal relations between employee and employees and their supervisors in that order of reducing importance are extrinsic factors that influences Generation Y employees motivation.
4.4.2.1 Promotion

Organisations use promotions as a reward for performance to motivate their employees. The study required that the respondents indicate their level of agreement with below statement that relate to effectiveness of promotion on motivation of Generation Y employees. The data finding is as shown on Table 4.7.

Table 4.7: Means and standard deviations for the measure of promotion

<table>
<thead>
<tr>
<th>Promotion</th>
<th>Means</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion increases employees morale as their hard work is rewarded</td>
<td>4.3333</td>
<td>1.02899</td>
</tr>
<tr>
<td>Promotion in the organisation is based on performance of employees</td>
<td>4.0753</td>
<td>0.90749</td>
</tr>
<tr>
<td>Promotion in the organisation offers advancement in terms of designation, salary and benefits, and change in type of job activities</td>
<td>4.1667</td>
<td>0.92355</td>
</tr>
<tr>
<td>The promotion process is carefully determined to ensure equity for employee in the organisation.</td>
<td>4.1111</td>
<td>1.07861</td>
</tr>
</tbody>
</table>

Source: Author (2013)

According to the Table 4.7 above, majority of the respondents strongly agreed that promotion increases employees’ morale as their hard work is rewarded as shown by a mean score of 4.3333. Further, the respondents were in agreed that promotion offers advancement in terms of designation, salary and benefits, and change in type of job activities in the organisation as shown by a mean score of 4.1667; promotion process is carefully determined to ensure equity for employee in the organisation as shown by a mean score 4.1111 and that promotion in the organisation is based on performance of employees as shown by a mean score 4.0753. The study findings therefore shows that promotion motivates Generation Y employees to increase their performance in an organisation and that the organisation carefully determines promotion process to ensure equity among the Generation Y employees.

4.4.1.2 Teamwork and Employee Participation

Teamwork and employee participation are important employee motivation programs adopted by many organisations. Teamwork and employee participation provides job enrichment at the group level. Therefore, the study sought to establish whether teamwork and employee
participation influences employee motivation in Sarova hotels. The data finding are presented on Table 4.8.

**Table 4.8: Means and standard deviations for the measure of teamwork and employee participation**

<table>
<thead>
<tr>
<th>Teamwork and Employee Participation</th>
<th>Means</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organisation encourages teamwork and employee participation as a way of motivating the employees</td>
<td>4.2667</td>
<td>1.38267</td>
</tr>
<tr>
<td>Teamwork cut back on supervisory positions and helps generation Y employee to gain leadership and management skills</td>
<td>4.0000</td>
<td>1.13759</td>
</tr>
<tr>
<td>Teamwork enhances feedback and therefore a faster way of correcting mistakes</td>
<td>4.0556</td>
<td>1.39209</td>
</tr>
<tr>
<td>The management ensure employee motivation through allowing employees to participate in decision making</td>
<td>4.1877</td>
<td>1.42457</td>
</tr>
<tr>
<td>Employee participation gives them an opportunity to influence management decisions and contribute to the improvement of the organizational performance and thus they feel appreciated</td>
<td>4.0767</td>
<td>1.38267</td>
</tr>
</tbody>
</table>

**Source: Author (2013)**

Majority of the respondents strongly agreed that their organisation encourages teamwork and employee participation as a way of motivating the employees as indicated by a mean score of 4.2667. Also, majority of the respondents agreed that the management in their work place ensured employee motivation through allowing employees to participate in decision making as indicated by a mean score of 4.1877 and that employee participation gives them an opportunity to influence management decisions and contribute to the improvement of the organizational performance and thus they feel appreciated as indicated by a mean score of 4.0767. Further, the respondents agreed that teamwork enhances feedback and therefore a faster way of correcting mistakes as indicated by a mean score of 4.0556 and that teamwork cut back on supervisory positions and helps generation Y employee to gain leadership and management skills as indicated by a mean score of 4.0000. The study findings depicts that teamwork and employee participation are effective motivating factors for Generation Y as they allow the employee to influence decision making process and thus making employees feel appreciated. Further teamwork motivates employees to better performance as they feel appreciated, also helps cutting supervision position and therefore helps Generation Y employees gain leadership and
management skills. The results also indicate that the organisation encourages teamwork and employee participation as a way of motivating them.

4.4.2.3 Fringe benefits

Fringe benefits are essential motivation factors as they are important for the development of corporate industrial relations. The study therefore aimed at establishing the effectiveness of fringe benefits on motivation of employees in Generation Y. Table 4.9 presents the data findings.

Table 4.9: Means and standard deviations for the measure of fringe benefits

<table>
<thead>
<tr>
<th>Fringe benefits</th>
<th>Means</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension</td>
<td>3.3097</td>
<td>1.1469</td>
</tr>
<tr>
<td>Company cars</td>
<td>4.3832</td>
<td>0.1726</td>
</tr>
<tr>
<td>Meals</td>
<td>3.8873</td>
<td>0.7452</td>
</tr>
<tr>
<td>Parking facilities</td>
<td>2.7981</td>
<td>0.6522</td>
</tr>
<tr>
<td>Mobile phones</td>
<td>3.9769</td>
<td>0.2387</td>
</tr>
<tr>
<td>Relocation expenses</td>
<td>3.2092</td>
<td>0.8731</td>
</tr>
<tr>
<td>Paid sick off</td>
<td>4.1873</td>
<td>0.5485</td>
</tr>
<tr>
<td>Transport to and from work</td>
<td>3.5901</td>
<td>0.6123</td>
</tr>
<tr>
<td>Complementary accommodation</td>
<td>4.3464</td>
<td>0.6619</td>
</tr>
<tr>
<td>Health insurance</td>
<td>3.8621</td>
<td>0.7632</td>
</tr>
<tr>
<td>Staff discounts</td>
<td>4.0762</td>
<td>0.8777</td>
</tr>
</tbody>
</table>

Source: Author (2013)

According to the respondents, the most effective fringe benefits in motivating Generation Y employees were company cars as indicated by a mean score of 4.3832 and complementary accommodation as indicated by a mean score of 4.3464. Further, fringe benefits that were found to be effective were paid sick off as indicated by a mean score of 4.1873, staff discounts as indicated by a mean score of 4.0762 and provision of mobile phones as indicated by a mean score of 3.9769. Also, provision of meals as indicated by a mean score of 3.8873, health insurance as indicated by a mean score of 3.8621 and transport to and from work as indicated by a mean score of 3.5901 were established to be effective in motivating Generation Y employees. However, pension as indicated by a mean score of 3.3097; paying for employees relocation expenses as indicated by a mean score of 3.2092 and having parking facilities as indicated by a mean score of 2.7981 were indicate to be moderately effective in motivating
Generation Y employees. Company cars, complementary accommodation, paid sick off, staff discounts, mobile phones, meals, health insurance, transport to and from work, pension and the company meeting employees relocation expenses, in that order of reducing importance, influences employees motivation to a great extent.

4.5 Discussion of findings

The study found out that career development serves to strengthen career resilience among the employees. Further, it was established that Sarova Chain of Hotels encourages Generation Y to partake developmental training. These findings concurs with Heathfield (2000) who indicated that career development activities are directed at strengthening career resilience which is an essential element of future career patterns and is likely to motivate employees to work harder to achieve development in career. The study further established that recognition motivates employees in an organisation as the employees feel appreciated. This research findings are in line with Hammill (2005) that employees feel more valued when incentives and feedback are given throughout the year. Further, Hammill highlighted that recognition systems are essential for a motivated work force.

According to the study, training motivates employees as it ensures that employees perform their jobs with ease. The study has also indicated that training ensures highly skilled employees with increased self-esteem, commitment and motivation. These findings concurs with Olajide (2000) who highlights that high productivity in an organisation depends on the level of motivation and the effectiveness of the workforce and therefore staff training comes at the centre of motivating workers. Further, Wood (2001) highlighted that training and personnel development serves to increase self-esteem, commitment and motivation of employees. The study also indicates that job design enhances Generation Y employees’ motivation. This finding concurs with Cole (2002) who described job enrichment as the vertical extension of job responsibilities which result to increased job satisfaction and thus enhances motivation. Cole therefore indicated that job enrichment could be through job re-design with intention to reverse the effects of tasks that are repetitive requiring little autonomy which could result to boredom, lack of flexibility, and employee dissatisfaction.

The study established that promotion increases employees’ morale as their hard work is rewarded. Also promotion was established by the study to offer advancement in terms of designation, salary and benefits, and change in type of job activities in the organisation. These
study findings are in line with Robbins (2005) who indicated that promotion can involve advancement in terms of designation, salary and benefits, and in some organizations the type of job activities may change a great deal. Sigler (1999) further highlights that promotion is an effective way which employer can motivate their employee to achieve better performance.

The study established that teamwork and employee participation serves as a way of motivating Generation Y employees. It was further established by the study that the management in Sarova Chain of Hotels ensured employee motivation by allowing Generation Y employees to participate in decision making thus giving them an opportunity to influence management decisions. The results are in line with Cole (2002) who indicated that employees are motivated by teamwork and direction as long as there is flexibility to get work done. Further, the study findings concur with Cole indications that employees are motivated when they are allowed to participate in decision-making and get involved in strategic planning.

Pay/salary were found by the study to be very effective in motivating Generation Y employees. This is in line with Akintoye (2000) assertion that money remains the most significant motivational strategy and therefore as Banjoko (1996) states, many managers use money to reward or punish workers. Also, conducive work environment and unified working culture that ensures equity among employees were found to be effective in motivating Generation Y employees which concurs with findings by Maja and Valdete (2007) who indicated that Employees’ motivation is influenced by the employee work environment. Fringe benefits were also established to be very effective in motivating employees in Generation Y. O’Rand (2006) noted that fringe benefits are essential for the development of corporate industrial relations. O’Rand further highlighted that fringe benefits are found to motivate the employees as it makes the employees feel that the employer cares about them.
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents discussion of results presented in chapter four and the conclusions made thereof. The chapter also presents recommendations made to fill in the gaps identified in the study.

5.2 Summary of Findings

The study further illustrated that career development serves to strengthen career resilience among the Generation Y employees and that organisation encourages the employees to partake developmental training, promotion and helps them to partake for other courses. Also the study indicated that career development motivates Generation Y employees as they strive to progress and that career development lead to more adaptable employees thereby opening up the horizons for them.

The study has also indicated that recognition motivates employees in an organisation as the Generation Y employees feel appreciated. The study further established that the Sarova Chain of Hotels celebrates the successes of the work unit and that outstanding employees are sent to a training related to their career goals. It was indicated that managers in the Hotel have developed departmental recognition program and that employees are awarded for outstanding performance. Further, it was indicated that managers nominate Generation Y employees to participate in mentoring program, thank or congratulate the employees in person or in writing and post inspirational messages around the office to motivate the employees.

The study has also established that training motivates employees as it ensures that employees perform their jobs with ease and that training ensures employees are highly skilled with increased self-esteem, commitment and motivation. Further, it was also indicated that training improve communication between peers and thus acts a motivation tool. The study established that job design which includes job rotation, redesign and job enrichment works as an effective motivation tool for Generation Y employees.
According to the study, promotion increases Generation Y employees’ morale as their hard work is rewarded and that promotion offers advancement in terms of designation, salary and benefits, and change in type of job activities in the organisation. It was also indicated that promotion process is carefully determined to ensure equity for Generation Y employees in Sarova Chain of Hotels and that promotion in the organisation is based on performance of employees.

The study has highlighted that organisation encourages teamwork and employee participation as a way of motivating the employees and the management ensures employees are motivated by allowing Generation Y employees to participate in decision making. Employee participation gives them an opportunity to influence management decisions and contribute to the improvement of the organizational performance and thus they feel appreciated.

Pay/salary was found by the study to be very effective in motivating employee in Generation Y. Also, conducive work environment/conditions of work and unified working culture that ensures equity among employees were found to be effective in motivating Generation Y employees. Further, job security and interpersonal relations between employees and between employees and their supervisors were other extrinsic factors that influenced the motivation of Generation Y employee. Finally, the study established that company cars and complementary accommodation were very effective in motivation of employees in Generation Y. Other fringe benefits that were established to be effective were paid sick off, staff discounts, provision of mobile phones, provision of meals, health insurance and transport to and from work in that order of reducing importance.

5.3 Conclusion

The study sought to establish the employee perceptions of the effectiveness of intrinsic factors on motivation of employees in Sarova Chain of Hotels. To this objective, the study concludes that intrinsic factors that includes; career development, recognition, training and development and job design were effective in motivation of employees in generation Y. The study concludes that career development is an effective way of motivating Generation Y employees as it strengthens career resilience among the employees, leads to more adaptable employees thus motivating the employees to improve their performance. It was also concluded that recognition is an effective motivation practise for Generation Y employees as it is awarded to outstanding performance. Also, the study concluded that training and development are effective motivation
practise for Generation Y employees as it helps the employee perform their duties with ease, improve their communication and increases their self-esteem and commitment. Further, the study concludes that job design is effective in motivating Generation Y employee as it reduces boredom and monotony and increase employee flexibility and is used to match Generation Y job demands.

The study further sought to establish the effectiveness of extrinsic factors in motivation of generation Y employees. The study thus concludes that extrinsic factors are effective in motivation on Generation Y employees. The study concluded that, promotion, teamwork and employee participation, pay/salary and job environment are the most effective in motivating employee in generation Y. Further, company cars and complementary accommodation were concluded to be the most effective fringe benefits in motivation of employees in Generation Y.

5.4 Recommendations

The study recommends therefore that Sarova Chain of Hotels should reinforce the supply of motivation factors towards Generation Y in order to stimulate their satisfaction by reviewing all their motivation programmes. Promotions should be done on basis of merit so as to motivate the Generation Y employees to work hard to earn the promotion. Further, Sarova Chain of Hotels should ensure Generation Y employees are involved in decision making so as to allow them to influence decisions that affect them and thus Generation Y employees with career development opportunities and offer them recognition so that the employees feel appreciated. Also, the study recommends that Generation Y employees should be offered training to develop their skill to tackle jobs with ease.

The study also recommends that the organisation should formulate policies that stipulate compensation and reward for the employees to boost their morale for enhanced performance. Further, the management should offer commensurate pay to work done. The study also recommends that the management should provide a conducive environment free from physical and emotional harm.

The study further recommends that organizations should create a positive work environment that is socially friendly. By applying the result found in the study, organizations will have a human capital advantage over their competitors in the Generation Y workforce and this will help to retain this productive generation for longer.
5.5 Recommendation for further study

The data was collected from Sarova Chain of Hotels and the findings may not be the same in other service industries like Insurance Companies. It will be important for the study to be replicated in different settings to establish if Generation Y perceptions on motivating factors differ.

5.6 Limitations of the study

Information was a major limitation since the individual respondents may have been hesitant to reveal the information on their perception of effectiveness of motivation programmes for Generation Y employees in Sarova Chain of Hotel for fear of victimisation. However, to alleviate this, the researcher assured the respondents of anonymity and confidentiality of the responses they gave. Further, the study which took approximately 10 days to collect data, may have left out some of responses from some respondents as the data collection period was short. This is explained by the response rate obtained.

Since the study targeted only Generation Y employees and did not include views of other generations in the work force, there were possible problems of biasness. However, this problem was alleviated by the fact that data was collected from different restaurants and the respondents were assured that the data collected would only be used for academic purposes only.
REFERENCE


Sarova Spotlight magazine: November 2012 to February 2013.

Sarova Spotlight magazine: March 2013 to February 2013.


www.foxlawson.com

www.pwc.com

www.sarovahotels.com
APPENDICES

Appendix I: Questionnaire for Generation Y Respondents

SECTION ONE: BACKGROUND INFORMATION

You are requested to fill out your personal information in the spaces below. Please tick only one response.

1) Highest level of education

<table>
<thead>
<tr>
<th>Option</th>
<th>[ ]</th>
<th>Certificate/Diploma</th>
<th>[ ]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary Level</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Degree level</td>
<td></td>
<td>Postgraduate</td>
<td></td>
</tr>
</tbody>
</table>

2) How long have you worked in this organization?

<table>
<thead>
<tr>
<th>Option</th>
<th>[ ]</th>
<th>[ ]</th>
<th>[ ]</th>
<th>[ ]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2 years</td>
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<td></td>
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</tr>
<tr>
<td>Between 2 and 5 years</td>
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<td></td>
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</tr>
<tr>
<td>Between 5 and 7 years</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>More than 7 years</td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>

SECTION TWO (A)

3) On a scale of 1 to 5, where 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree and 5 = strongly agree, kindly indicate your level of agreement with the following statement that are related to employee motivators for generation Y employees.

<table>
<thead>
<tr>
<th>Promotion</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion increases employees morale as their hard work is rewarded</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Promotion in the organisation is based on performance of employees</td>
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</tr>
<tr>
<td>Promotion in the organisation offers advancement in terms of designation,</td>
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<tr>
<td>salary and benefits, and change in type of job activities</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The promotion process is carefully determined to ensure equity for employee</td>
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<td></td>
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<td></td>
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</tr>
<tr>
<td>in the organisation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Teamwork and Employee Participation

<table>
<thead>
<tr>
<th>Teamwork and Employee Participation</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organisation encourages teamwork and employee participation as a way</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>of motivating the employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teamwork cut back on supervisory positions and helps generation Y</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>employee to gain leadership and management skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teamwork enhances feedback and therefore a faster way of correcting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>mistakes</td>
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<td></td>
</tr>
<tr>
<td>The management ensure employee motivation through allowing employees to</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>participate in decision making</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Employee participation gives them an opportunity to influence management decisions and contribute to the improvement of the organizational performance and thus they feel appreciated

<table>
<thead>
<tr>
<th><strong>Career Development</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Career development motivates employees as they strive to progress</td>
</tr>
<tr>
<td>Career development severs to strengthen career resilience among the employees</td>
</tr>
<tr>
<td>Career development lead to more adaptable employee thereby opening up the horizons for the employees</td>
</tr>
<tr>
<td>The organisation encourages the employees to partake developmental training, promotion and helping employees enrol for other courses</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Recognition</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognition motivates employees in an organisation as the employees falls appreciated.</td>
</tr>
<tr>
<td>Managers develop a departmental recognition program</td>
</tr>
<tr>
<td>Outstanding employees are sent to a seminar related to their career goals</td>
</tr>
<tr>
<td>The organisation celebrate the successes of the work unit</td>
</tr>
<tr>
<td>Supervisors post inspirational messages around the office</td>
</tr>
<tr>
<td>Managers thank or congratulate the employee in person or in writing</td>
</tr>
<tr>
<td>Managers nominates employees to participate in mentoring program</td>
</tr>
<tr>
<td>The organisation offers rewards for employee with outstanding performance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Training and development</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff training is an important contributor to individual and group motivation</td>
</tr>
<tr>
<td>Training motivates employees and there by increases staff involvement in the organization.</td>
</tr>
<tr>
<td>Training improve communication between peers and thus acts a motivation tool</td>
</tr>
<tr>
<td>Training ensures highly skilled employees with increased self-esteem, commitment and motivation</td>
</tr>
<tr>
<td>Training motivates employees as it ensures that employees perform their jobs with ease</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Job Design</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Rotation to reduce boredom and monotony</td>
</tr>
<tr>
<td>Job redesign to cater for Generation Y job demands</td>
</tr>
<tr>
<td>Job enrichment to reduce boredom and increase flexibility</td>
</tr>
</tbody>
</table>
SECTION TWO (B)

4) In your own opinion, how effective are the following motivation programmes in ensuring better performance in this organisation. Use a scale of 1 to 5, where 1 = not at all; 2 = ineffective; 3 = moderately effective; 4 = effective and 5 = very effective.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Fringe benefits:</strong></td>
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<tr>
<td></td>
<td>Pension</td>
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<td></td>
<td>Company cars</td>
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<td>Meals</td>
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<td></td>
<td>Parking facilities</td>
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<td></td>
<td>Mobile phones</td>
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<td>Relocation expenses</td>
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<td>Paid sick off</td>
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<td>Transport to and from work</td>
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<td>Complementary accommodation</td>
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<td>Health insurance</td>
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<td></td>
<td>Staff discounts</td>
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<tr>
<td><strong>2. Pay/salary</strong></td>
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<tr>
<td><strong>3. Conducive work environment/conditions of work</strong></td>
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<tr>
<td><strong>4. Job security</strong></td>
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<tr>
<td><strong>5. Company policies</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>6. Unified working culture that ensures equity among employees</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>7. Interpersonal relations between employee and employees and employees and their supervisors</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>