

**THE ROLE OF EMPLOYEES MOTIVATION ON
ORGANIZATIONAL PERFORMANCE:
A CASE STUDY OF HOSPITALITY DEPARTMENT, DEDAN
KIMATHI UNIVERSITY OF TECHNOLOGY, NYERI COUNTY**

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DECLARATION

This research project report is my original work and has not been presented for examination in any other university to the best of my knowledge

Signature..... Date.....

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ODL-BML/9/00423/2/2016

DECLARATION BY THE SUPERVISOR

This research project report has been submitted for examination with my approval as the appointed university supervisor

Signature Date

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DEDICATION

This research project report is dedicated to my son Judah for his constant support while I was studying the course and also for his endurance when I was away to attend classes.

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I acknowledge the wonderful work of Jane Mutua for her constructive criticism which enabled me to refine this research. My sincere gratitude goes to the staff and lecturers of Management University of Africa Open and Distance Learning section for their effort in imparting required knowledge. Special tribute goes to the employees of Hospitality Department of Dedan Kimathi University of Technology, Nyeri County for their guidance and provision of relevant information. I acknowledge also my college mates who supported me during my course work and my friends for their concern and encouragement to forge on until completion of the research work.

ABSTRACT

The main objective of the study was to establish the role of employee motivation on organization performance in hospitality department of Dedan Kimathi university of Technology. To establish this, the study focused on the determinants of employee motivation which included; staff training, career advancement, job security and employee remuneration. The study established the problem behind decreased organizational performance. The research aimed at attaining the following objectives; to determine how staff training influences organizational performance; to investigate how career advancement influence organizational performance; to assess how job security influences organizational performance; and to establish the role of employee remuneration on organizational performance in hospitality department of Dedan Kimathi university of Technology. In chapter two, the studies done previously on the problem area was reviewed and highlighted. The research discussed those determinants by use of a structured conceptual framework; the researcher brought out the relationship of how the determinants influence organization performance. In chapter three, the study used a descriptive case study research design and targeted the staff working in the hospitality department of Dedan Kimathi university of Technology. The study population was 200 employees from the hospitality department of Dedan Kimathi university of Technology. The data gathered was analyzed quantitatively and qualitatively and thereby presented in form of tables, bar chart and pie charts according to the study variables. The findings of the study show that organization performance to prevail employee motivation has to be taken into consideration in the university human resource policies. The study found out that once employees are compensated timely, it boosts their energy levels, hence hospitality department performance. The hospitality department of the university needs to ensure that there is substantial remuneration for the departmental workers. The study found out that the hospitality department equips its workers regularly which influence the university service delivery, hence the performance. The study also found out that staff training affects the workforce ability to perform their various tasks in the hospitality department of the university. The study findings therefore establish positive relationship between staff training as a motivator to organization performance in the hospitality department of the university. From study findings it is evident that organization performance of the hospitality department in Dedan Kimathi University of Technology has a relationship on how the employees are motivated by the monetary compensation. From the study results it is evident that career advancement opportunities increase the employee morale to exert more effort in their job thereby boosting organization performance. Conclusively the respondents felt that staff training effect was 28.8%, remuneration at 40.4%, career advancement at 17.3% and job security had 13.5% of organization performance of the hospitality department. An interpretation of study results is that organization performance of the hospitality department in Dedan Kimathi University of Technology is mostly influenced by how the employees are remunerated, which motivates them to exert more effort hence increased department performance. More so the training of the staff also has a higher role as a motivator in influencing organization performance in the hospitality department of the university.

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LIST OF ABBREVIATION AND ACRONYMS

DeKUT	Dedan Kimathi University of Technology
KIT	Kimathi Institute of Technology
KUCT	Kimathi University College of Technology
SMEs	Small and Medium Firms

DEFINITION OF TERMS

- Career advancement:** entails the structured modalities laid down by the organization to support and nurture the employee's skills level and anchored on the organizations need and goals.
- Job security:** entails the assurance given by the employer through the provision of the wide range of incentives that accords retention levels of the employee in the organization system.
- Organization performance:** describes the level at which employees are achieving their laid down company goals and objectives. It expressed in terms of outputs and the associated returns on the education system
- Remuneration:** entails the payment or rewards received by employees for services delivered or employment engagement.
- Staff training:** refers to the process of sharpening and equipping the employees abilities to help them perform the organization assignments with ease and optimally
- Working Environment:** entails the totality of conditions and influences that effect the way human capital develops and maintaining smooth flow of work.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The chapter contains the introduction to the study. It entails the background of the study statement of the problem, the objectives of the study which comprise of the general objective and specific objectives, and the research questions, significance of the study, the scope of the study and the summary of the chapter.

1.1 Background of the Study

The purpose of employee motivation is to boost their efforts on the job, thereby increasing each workers performance and also attaining high marks of excellence in their work (Bos-Nehles, 2010). The effective management of the human resources in the business set up is premised on the attitudes of each worker towards their tasks, the organization and to the problems that affect them, (David, 2014). The major concern is the understanding of the employee's feelings and the requisite systems that would motivate them and be satisfied on the job. Every labor intensive service oriented organization needs to put into consideration the feelings of the workers but especially in the hospitality arenas.

Motivation is a major issue to employees as it is a function of productivity thereby more profits for the organization. The current exploratory updates have shown that the major concern in the organization is the minimal reward scheme, unstructured promotional system and lack of appreciation for employee's achievements. This lowers the workers motivation and thereby influences their productivity. Every organization in the world has ways of ensuring their employees are motivated for effective and efficient contribution

towards the mission and vision in line with the organization objectives. The process of motivation impacts the employees different and these results into either a favorable or unfavorable impact on the success of the organization, (Kulik, and Perry, 2008).

Managers in all firms are faced with the challenges of employees diversities in their behavioral expectations and these differences bring out variegated performances in the individual outputs. Low cadre workers requires a lot of supervision and monitoring in order for them to optimally bring measurable results, where else high profiled workers perform their tasks with minimal supervision and they direct themselves, brings reports constantly and only consults when in doubt. This disparity in the workforce advocates for viable motivation strategies across all the employees in the organization for maximum productivity (Nehles, Terhalle, van Riemsdijk, and Looise, 2009).

Employees are the basis upon which the organization is anchored. For the organizations to realize results and achieve the laid down objectives the employers have to involve the workers in their implementation. The accomplishment of the organization objectives can come to reality with the inputs of the employees in term of labor hours spent on the job. The performances of employees are the attained outcomes of the activities described and skills inclusion in the specific scenarios, (Andolsek, and Stebe, 2015).

Employee performance is a multiplicity of factors, actions, abilities and perceptions of the activities to be executed. Exemplary performance of the duties and responsibilities of the individual employees is landmark towards the realization of the organization objectives. The organizations need to exert substantial efforts to improve the employee performance. Performance is a function of the empowerment level in the human capital of the organization as expressed in the products and services delivered, (Paauwe 2012).

1.1.1 Profile of Dedan Kimathi University of Technology

Dedan Kimathi University of Technology started as a community project in 1972, then known as Kimathi Institute of Technology (KIT), opening doors to its first students in 1978. KIT rapidly emerged as a leading institution in the country in the training of Certified Public Accountants. It was upgraded to a university status in 2007 and named Kimathi University College of Technology (KUCT), a constituent college of Jomo Kenyatta University of Agriculture and Technology.

The institution operated as a constituent college for five years until 14th December, 2012 when it was upgraded to full university status after being granted a charter and renamed Dedan Kimathi University of Technology (DeKUT). The grand ceremony of granting the charter was presided over by the former president of the republic of Kenya, His Excellency Mwai Kibaki. The government appointed renowned educationist, scholar and education administrator Prof. S.O Keya as the first chancellor. In addition, the government appointed a University Council composed of people with diverse experiences in various fields.

DeKUT is already implementing an ambitious physical facilities development program to support the realization of her vision and mission. The university has in place a magnificent Resource Center which is a multi-purpose facility whose two phases are complete now. It comprises lecture theatres, library, laboratories and offices for both administrative and academic staff.

In line with her vision of being a premier technology university excelling in quality Education, Research and Technology transfer, DeKUT has put up expansive and well

equipped engineering workshops and supporting Physics and Chemistry laboratories. Subsequent phases of development comprise two academic blocks, one to house ICT labs and lecture rooms. In addition, the university has constructed a spacious and magnificent dining facility and diverse sporting fields for her students. The management of DeKUT envisages that this institution will emerge as a unique technological university with a major impact on national development when it implements most of her development plans embedded in her vision whose blueprint is vision 2030.

1.2 Statement of the Problem

Employee motivation is an anchor to the employee performance in an organization or an institution. In Dedan Kimathi University of Technology a review of the performance is a case in point and more so in the hospitality department. Over the recent past there have been reduced service levels, productivity following the reduction in the number of customers who prefer the hospitality services in the premises of the institution. The top management laxity in examining the issue has not been so evident which has affected the flourishing and performance of the department. Various drastic changes have been evident in the hospitality department which has not been received by the employees in that department with goodwill but with mixed reactions of the motives behind.

How employees feel about their work largely affects their performance. Employee performance is the major factor that governs productivity and therefore the success of an organization or an institution. Motivation plays a crucial role in the realizing better results from employees in every setup of an organization (Barry, 2012). The productivity of an organization is closely associated with motivation of the organization's employees.

Motivation is expected to feel good about their work which reciprocates to optimal performance (Ganta 2014). An organization's performance is determined by the effort exemplified and the amount of energy expedited by the employees. Motivation is an art that gets people doing what you want them do out of their own will. The results of motivated employees are an improved performance evident by productivity achieved and relationship with other departments, (Purcell, and Hutchinson, 2017).

Due to the above challenges that have been established this study seeks to carry out a comprehensive study on role of employee motivation on organizational performance in the hospitality department of Dedan Kimathi University of Technology. It further sought in its objective to identify the nature of employees' motivation adopted by university as well as seeking strategies and recommendations to the problem.

1.3 Objectives of the Study

1.3.1 General Objective

The study established the role of employees' motivation on organizational performance in the hospitality department of Dedan Kimathi University of Technology in Nyeri County.

1.3.2 Specific Objectives

The study specific objectives were:

- i. To assess the influence of Staff Training on organizational performance in the hospitality department of Dedan Kimathi University of Technology, Nyeri County.

- ii. To establish the influence of Employee Remuneration on organizational performance in the hospitality department of Dedan Kimathi University Technology, Nyeri County.
- iii. To ascertain the influence of Career Advancement on organizational performance in the hospitality department of Dedan Kimathi University of Technology, Nyeri County.
- iv. To determine the influence of Job Security on organizational performance in the hospitality department of Dedan Kimathi University Technology, Nyeri County.

1.4 Research Questions

The study was based on the following questions;

- i. In what ways does staff training influence organizational performance in the hospitality department of Dedan Kimathi University of Technology, Nyeri County?
- ii. To what extent does remuneration affect organizational performance in the hospitality department of Dedan Kimathi University of Technology, Nyeri County?
- iii. How does career advancement influence organizational performance in the hospitality department of Dedan Kimathi University of Technology, Nyeri County?
- iv. How does job security influence organizational performance in the hospitality department of Dedan Kimathi University of Technology, Nyeri County?

1.5 Significance of the Study

The findings of this study would benefit the management of Dedan Kimathi University of Technology, Nyeri County in understanding more about employee motivation and how it has affected performance in the university and allow them to make more informed decisions and strategize on how to boost employee productivity.

1.5.1 The Government

The government education policy makers would be able to address the identified shortcomings of the university performance that emanates from employee motivation aspects. The need for formulation and enforcement of legislation that would facilitate employee motivation would be identified and acted upon for increased productivity.

1.5.2 The Scholars

The academic researchers would carry out further research in this area of employee motivation as would be suggested in the concluding statements of the study.

1.5.3 The Stakeholders

The stakeholders would have confidence in the employee information being generated from university as they would be assured of better and reliable service provision.

1.6 Scope of the Study

The research focused on the role of employee motivation on organizational performance in the hospitality department of Dedan Kimathi University of Technology, Nyeri County. The university is located 3km from Nyeri town, along the Nyeri Nyahururu road. The population of the hospitality department is 200 employees.

1.7 Summary of the Chapter

Motivation of employees is a critical component of performance in an organization. The chapter has expounded on employee motivation in the background of the study, identified the problem under study, the objectives to be studied, and the questions of the study, significance and the scope of the study as well as the summary of the chapter.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The literature review is a summarized outline of the information that is associated with the study variables. The analysis provides a review and an assessment that clearly brings out the scholarly reports of studies done previously. It provides a vivid picture upon which the study is anchored in relation to the findings of other ancient studies. It lays the foundation for undertaking the research and helps in charting the path upon which the study should follow and needs to base. The support and concurring of past authors in the line of the study demonstrates the essence of the literature review, Metcalfe (2013).

The literature review is a crucial component in the area of study as it brings clearly what is to be studied. It exonerates the interests of other scholars and creates an entry point for the study under consideration. It validates the study to be carried as it forms the linkage with what other studies done in the yester years hypothesized. The determinants of employee motivation on the university performance which in turns leads to the achievement of the laid down targets by the organization have not been fully explored and thus there is need to check in the university the employee concerns that leads to motivation and has an influence in their outputs.

The literature review creates a major basis upon which the study to be carried is anchored and formulated. It's a crucial part of the research as it brings out the area of the study by recognizing the recent inferences the study can accommodate and brings out the research gaps that have already been documented by other researchers. The literature review

brings a consensus between divergent views of the scholars on similar issues in an area of study which acts as a platform of comparison by the study at hand.

The chapter concentrates on the theories that have been formulated prior to this study and brings out the connection between employee motivation and the organization performance. Also the chapter brings out the empirical review on the area of workers motivation in the hospitality department of the university and how it has affected the performance, thereby exposing the gaps that exist in the university department.

2.1 Theoretical Literature Review

The theories formulated bring out the connection between the study variables as used by the researchers in their prior studies. The theories act as a linkage between the already established prior knowledge in the study area and the current study phenomena's. The study variables show the extent of influence in the situation at hand in relation to the specific variables. The research will be based on Victor Vroom expectancy theory and Herzberg's two factor theory.

2.1.1 Victor Vroom Expectancy Theory

Expectancy theory was a theory proposed by Victor Vroom and is founded on the individuals expectations that would steer them to perform the tasks assigned within the organization, thereby fulfilling the employee goals in the long run (Marchington and Wilkinson 2005). In expounding theoretical perspective of this idea, Vrooms major concern and emphasis was on results that would stem once the employees expectations once they are and extended. In tandem with the theory the drive for ability to deliver emanates from the strength of the expectation upon which the employee relies. The extent

of strength of the expectation will in turn result to certain outcomes that would be enticing to the person in question.

The expectancy model of motivation rests on notion that what motivates the employees to perform is the achievement of the items and needs they expect to meet once they do the certain duties that are assigned to them in the organization. The foundation of the theory rests on the understanding that individuals will prefer more to less. This will form the basis upon which the person will anchor his or her rewards for the tasks assigned to him or her, hence to them compensation is described prior to performing the task or delivery of the results (Hellriegel, Slocum and Woodman, 2011).

The passion for the compensation is so strong that the efforts exerted will be commensurate to the expectation in offering and this makes the person to continue doing the task until the reward is brought to vicinity. This is referred to as the valence in terms of the value attached to the rewards at the end of executing certain tasks as described in the employment contract. Thus the person will evaluate the likelihood of his or her effort leading to the expected outcome and also that the conviction that the results of performing the task will exude a favorable rewards and thereby the valence will be achieved in terms of the organization performance which will be expressed in terms of better service delivery, achievement of the laid down targets and measurable indicators are realized.

The workers in the organization will respond in a certain way depending on the expectations at hand. It imperative that hard work in many instances leads to upward mobility and increased duties which the supervisors attach a lot concern and value and

this boosts the employee morale which in turn leads to better performance in the organization,(Baron, 2006).

2.1.2 Fredrick Hertzberg Two Factor Theory

Hertzberg (1965), in the motivation theory about the hygiene factors posited that people seek satisfaction and once dissatisfaction appears there is a different outcome in their area of assignment. He advocated for a difference in measuring satisfaction and dissatisfaction and that both cannot be figured out similarly or at equal levels. The actions that Herzberg accorded much consideration in relation to the work were called hygiene factors. The hygiene factors included interpersonal relationships, supervision, interpersonal relations, salary, company policy, and work conditions.

He argued that the hygiene factors do not bring in motivation in the work place. Motivation factors that employees attach outstanding preference were existence of career development and promotions, appreciation for jobs well done and completed, responsibility and meaningful work. Once the hygiene factors are done away with then, motivation can be brought on board as explained by (Byars and Rue, 2015) that inward and outward rewards which relate to motivation and hygiene factors respectively.

In order to apply the Herzberg theoretical view of motivation, there ought to be two way activity oriented procedure which will arouse and trigger employees to perform more in their assigned tasks. To start with remove all the dissatisfactions people are going through in the organizations like unfavorable working environment, restrictive company rules and policies and long working hours to name a few. Later provide a favorable organization culture, accommodative modalities of performing the tasks and efficient, helpful and non

create an avenue of employee recognition and appreciation. The rewards for labor needs to commensurate as a great number of the workers would appreciate the existence of hygiene factors like better payments, allowances for extra tasks performed and bonuses when they fall due. Marchington and Wilkinson, (2005) noted that monetary rewards triggers most of the employees to exert more efforts on the job while others the levels of monetary gains emanating from the assigned tasks is plainly an appreciation if the efforts exerted on the job.

Therefore in accordance to the theory of Herzberg for employees to find satisfaction they should be provided with better avenues for accomplishment of the task given in the organization through appreciation, better compensation schemes that are considerate of the industry and economy standards, and the abilities of the individual employees are characterized by the qualifications, competencies and level of exposure. This will translate to the growth of the employees within the organization, and thereby allowing the employees to exploit the available opportunities for development and growth.

According to Armstrong (2010) once employees are rewarded for their efforts, it may range from financial incentives like bonuses, salaries that can be measured in monetary terms and non financial incentives which can translate into appreciation and recognition of a job well done being given challenging tasks and providing a favorable work environment. The theory rests on the employee's autonomy in their tasks and less supervision as they are motivated by the existence of the satisfiers and dissatisfiers have been removed from the work environment as well as permitting dependability on the employees to bring out results from their tasks.

In totality the Herzberg theoretical perspectives of the hygiene and motivators factors can only be embraced by organizations through an understanding of the needs of the employees in for them to articulate the factors that will be reduced and the one that will be increased for the employees to be motivated to perform the tasks assigned. The workers needs to be motivated wholly for them to execute their tasks effectively as financial incentives have to be supplemented by non financial motivators for increased organizational performance (Marchington and Wilkinson, 2005). The workers always give back in relation to what they have been offered as well as how the organization treats them while performing the organization mandates.

2.2 Empirical Literature Review

Empirical literature review explains the studies done by other scholars in the yester years and has a connection to the study variables. The study sought to shed light into the previous studies done in the area of staff training, remuneration, career advancement and job security and how they relate to the organization performance.

2.2.1 Staff Training and Organizational Performance

Previous researches in the area of staff training have shown that there are positive influences on employee performance leading to increased organizational results. According to Rajan (2011) in a study done on the extent of training in the workplace and workers outputs, the findings were that there is a favorable outcome in the overall organization performance that emanated from trained workforce. The results brought the clear connection between appropriate training of employees and firms performance.

According to Bin Atan (2015) in a study on the effects of training the organization employees and their productivity, the findings were that there was an impressive linkage between the employee's competency levels and their effectiveness on the job, leading to increased outputs hence measurable organization performance.

According to Diamantidis & Chatzoglou, (2014) in their study on effects of training sessions in organizations, their findings indicated that the contents of the training programme had the highest effect on the employee performance including also the change of behavior of the workforce after the training

2.2.2 Remuneration and Organizational Performance

According to Machayo and Keraro (2013) in a study titled, incentives for health worker retention in Kenya, the findings were that health workers highly valued the financial incentives first as compared to the non financial incentives. The respondents felt that monetary incentives like monthly payments, advances, allowances and bonuses were much valued by the employees.

According to Muo, (2013) in a study on the factors influencing employee performance, the findings of the research outcomes brought out that rewards that are financial had 40%, employee given challenging tasks had 25%, employee trainings and career growth with 35%. The study conclusions were that money acted as a motivational variable as it brought in enthusiasm and changed the employee behaviors', as they exerted more effort on the job.

According to Wesonga (2011) in a research which studied on factors influencing workers performance in a sugar company, found out that most of the employees were prepared to

leave their present tasks if they were promised better terms of engagement. It was evident the low cadre employees had the most dissatisfaction.

2.2.3 Career Advancement and Organizational Performance

According to Tharenou, Latimer, & Conroy (2004) in a study on making it to the top through the assessment of women and men managerial mobility found out that career advancement of employees needs to be viewed as an input to the organization resources and that low performance, ignorance and low commitment are punitive to an organization.

According to Pininnington (2011) in his study on competence development and career advancement of lawyers observed that technical prowess and tasks exposure is a platform for potential human growth. Professional expertise and work experience are grounds for upward mobility upon which employers can base their assessment for career growth.

According to Kakama (2005) in a study on analysis of factors affecting motivation of workers, found out that supervisors needs to develop the workers abilities thereby laying a favorable working environment for them to exercise their work rights. The human resource managers are involved in designing training calendars to suit the employees training needs, thereby equipping them with the requisite skills amid changes in the work environment.

2.2.4 Job Security and Organizational Performance

According to James (2012) in a study done how to achieve true job security found out assured existence of the job has a profound effect on results of the team and thereby affects the organization performance. He observed that employees with reduced job

security have low motivation which influences the other employee's morale thus affecting the organization performance. He attested to the fact that workers who have high job security perform their tasks with a lot of energies since they are motivated and this turns out to increase the organization outcomes.

According to Kwenin (2013) in a study done on the topic the relationship between the work environment, career development opportunities and employee retention indicated that employees have a higher rating for a favorable task performing atmosphere as they are assured of continuity now and in the future. He also noted that many employees were attached to an organization due to the continuity of future returns of labor that are expressed today.

According to Subramaniam, Shamsudian and Ibrahim (2011) in a study to determine the association of human resources practices and the organization performance of small and medium enterprises established that there is no connection between job security and organization performance. They affirmed that employees do not consider prior the issue of job security while they are searching for job and hence they viewed it as a low motivator and does not influence the organization performance particularly the low profiled employees.

2.3 Critique of the Existing Literature Relevant to the Study

The above literature emphasizes the need for employee motivation as it has a strong influence on the organization performance in the university. There emerges contrasting results on the past studies as the scholars argue that job security is low motivator as compared to other variables' like the staff training, career advancement and

remuneration. The studies as presented by the scholars forms a base for the critique as whether they are really employee motivators and their consequent influence on the organization outputs. The scholars further posited that there are direct links to the study variables and the organization performance in the small and medium enterprises but they did not expound whether this relationship exists in a university settings. The arguments presented in this study lay the required entry for the study variables to seek whether they concur or differ with the previous studies. For the study to hold further investigations on the study variables in the hospitality department of the university would help build the area of research

2.4 Research Gaps

The previous researches done in the area by other scholars are explanatory and commendable, but have not fully brought out the role of employee motivation on organization performance in the university set up. In many firms motivation is viewed and exercised differently due to the diversity of the firm's scope of activities, but how can employee motivation dimensions are co-opted to bring out results in the hospitality department in the university. The study sought to critically analyze the role of the incentives extended to employees and their overall outcomes in the organization with special reference to hospitality department of Dedan Kimathi University of Technology.

2.5 Conceptual Framework

According to Young (2009), the conceptual framework is a detailed diagram explaining the connection between the explained variables, intervening variable and explanatory variable. It brings out the association of the independent variables and their influence on organizational performance in the hospitality department of the university.

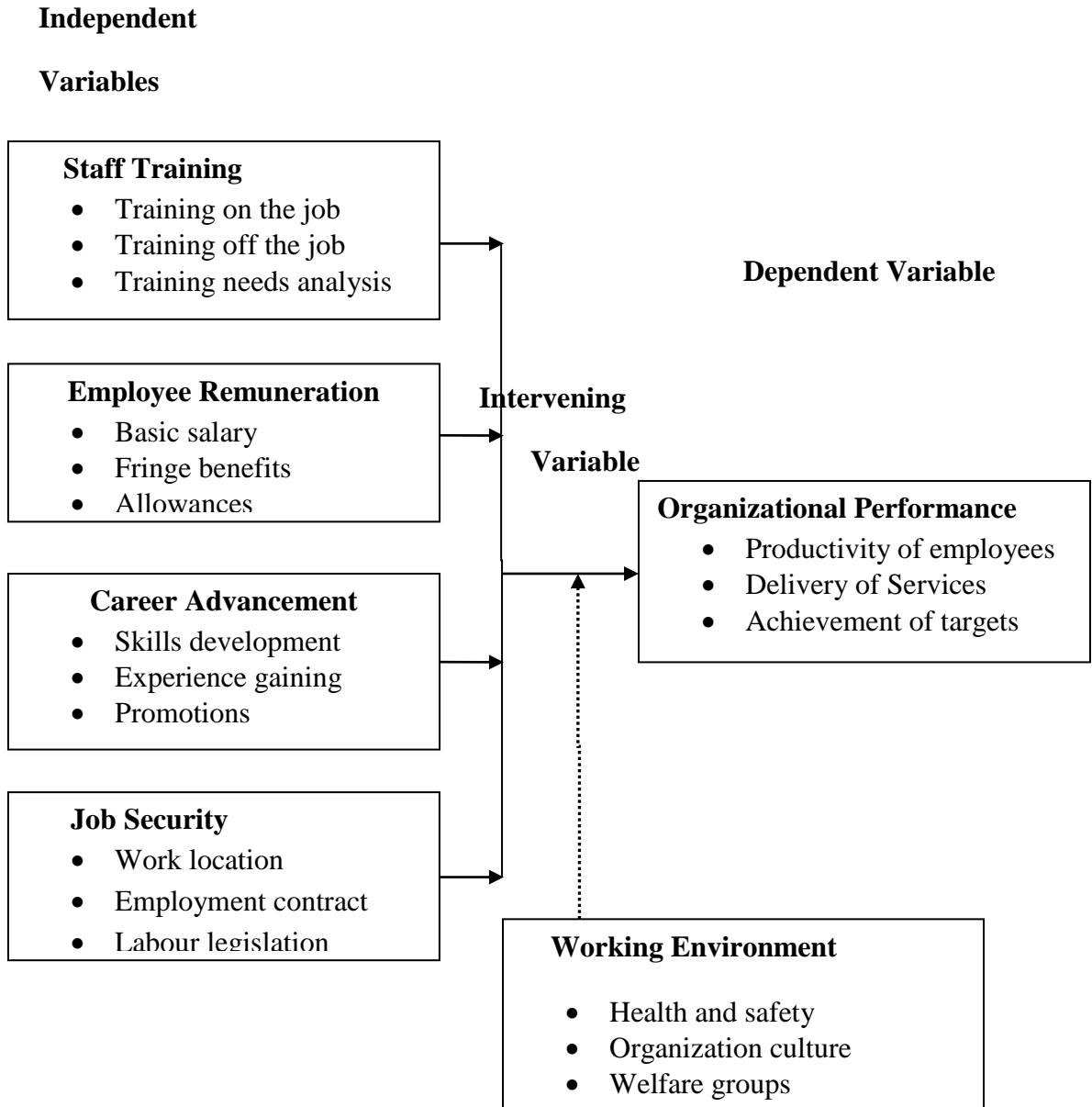


Fig 2.1 Conceptual Framework

(Source: Author, 2018)

2.5 Summary

In summary, this chapter brings out other studies done previously in the area of employee motivation and the associated impact to an organization well being. The study has shed light on the role of employees' motivation on outputs of an organization with special reference to the study variables. The theoretical framework has described the theories that

support employee motivation while the empirical review has given out past studies done on the study variables. The chapter has explained the interrelationship of the independent variables and the dependent variable in the conceptual framework.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter sheds light on the research design, study population, size of the sample, sampling design, data collection instruments and procedures, pilot study, validity, reliability test, data analysis and presentation techniques and the ethical considerations.

3.1 Research Design

Research design is an exhaustive path of stages involved in carrying out the study. It is a well orchestrated approach that brings out the answers of the research questions in the study (Kothari, 2004). The descriptive case study design was adopted as it accommodated both the quantitative information as well as qualitative data of the study about the role of employee motivation and organizational performance. According to Mugenda and Mugenda (2003), the descriptive research design also brings out the state of the affairs in the hospitality department of Dedan Kimathi University of technology in relation to the study variables. The design implores the answers to how and what questions of the study.

3.2 Target Population

The research targeted those members that had the information he was in need of and had an interest in the area of study. The results of the research are consolidated for this group within the university, since they possess critical characteristics that are common to them. Dedan Kimathi University of Technology hospitality departments has an estimated population of a two hundred employees on permanent employment. The informants of the research were drawn from the hospitality department as shown in Table 3.1;

Table 3.1 Population Frame

Hospitality Department	Number of Employees
Catering Officers	8
Supervisors	22
Cooks	55
Cleaners	70
Janitors	45
Total	200

3.3 Sample Size and Sampling Technique

A sample is a section of the all the units under consideration. Thus the total number of employees in the hospitality department of the university describes the total population. Selecting a part of the population was done because the researcher was not able to gather data from all the sampling units. Sampling is a guided procedure by which a relative few units, items or objects are preferred and studied in order to find out something about the whole units under consideration from which they were taken (Denning, 2001).

In this study stratified random sampling was employed. This method entailed the division of the population in to distinct units in this case the sections as strata's and in this case the sections within the department. The members of the section had similar characteristics as their tasks were related and hence were unique in their setting. The subsets (sections) of the strata were then joined to form a random stratified sample. The rationale behind using this method was that hospitality department employees are divided into sections which the researcher adopted as strata.

The researcher took samples from the employees in each section. According to Mugenda and Mugenda (2003), a sample size of between 10% and 30% is appropriate for a descriptive study. This involved sectioning the employees to where they belong (sections) and thereafter, 30% of the employees (0.3 of the population became the sample in each section) were drawn randomly as representative of the rest. The researcher used stratified random sampling method to obtain the sample of 60 respondents. The sample size was considered adequate to represent the rest of the population as shown in Table 3.2.

Table 3.1 Sample Size

Sections	Number of Employees	Sample Size
Catering Officers	8	2
Supervisors	22	7
Cooks	55	17
Cleaners	70	21
Janitors	45	13
Total	200	60

3.4 Data Collection Instruments

The study used both primary data and secondary data in achieving the research objectives. The research employed questionnaires as the tools for primary data collection. The questionnaires were open and closed ended to allow for divergent views from the respondents in relation the study objectives. The reasons for drafting open and closed ended questionnaires were to allow accurate data analysis as well as provide a wide spectrum of views from the respondents. Questionnaires were preferred because according to Kothari (2004) can be carried out by the researcher or by any number of

people with minimal affect to its reliability and validity. Information obtained from the questionnaires was bias free and the researcher is in control and thus perfect of valid data collected (Festing, 2007). The questionnaires used provided the needed data that was up to date and was fitting to the requirements of the study and also minimized the time and cost elements.

3.5 Pilot Study

The underlying purpose of carrying out the pilot study was to check the possibility of errors and mistakes in the questionnaires and also making a guided conclusion on the suitability of the questionnaire in providing the required data for analysis in regard to the study objectives. Before engaging on a bigger scale researcher considered a small section of the employees in to check the apparatus for data collection. The study allowed for prior examination of the research apparatus and was not included in the actual study. Pilot study is a small-scale inquiry of the techniques and actions to be used on a bigger scale (Porta, 2008). The pilot study was done in the agriculture department of the university where according to Connelly (2008) a pilot study sample of 10% of the sample anticipated for the ultimate much bigger scale study was ideal. Six employees from the department were selected randomly.

According to Ashley Crossman (2017) the outcomes of the pre-checking of the questionnaire using a small section of employees helped in identifying the problems inherent in the research apparatus, diagnosed the errors and the mistakes which needed to be avoided as well as confirmed the probable response rate for the main research process.

3.5.1 Validity

According to Orodho (2006) Validity of the research instruments is the extent to which particular research apparatus (questionnaire) measures what it was meant to measure. The test assisted the researcher in being certain that the questionnaire would collect the data required as intended in the study objectives were intended and this was done regularly to confirm its accuracy. In this research content validity was used to assess whether the questionnaire measure the appropriately the study variables and that it could measure them adequately as intended. In the content validity was checked by the research supervisor to ascertain that the questionnaire really measure what it was meant to measure and that it would give the intended results. The study also considered the academic experts who gave their opinion in regard to the questionnaire ability to measure what it was meant to measure and adjustments were made accordingly.

3.5.2 Reliability Test

According to Kombo and Tromp (2006) reliability of the research instruments entails the constancy in the measurement of the items of study and producing the same results even when the tests are done repeatedly. A test is reliable if it produces the same results over a given period of time by using the same sampling units. The reliability test assisted the researcher to confirm and attest to the fact that consistent results were obtained. The study adopted the split half method of testing reliability where one half results were compared with the other half results.

3.6 Data Collection Procedure

The study used secondary data as well as primary data. Secondary data were retrieved from the past studies awhile primary data was collected from the university employees. The researcher checked the questionnaires and administered them by dropping them in the respective office and hence collected after two working days.

3.7 Data Analysis and Presentation Techniques

The data was initially edited for errors, mistakes, then coded and entered into Ms Office software for analysis. The collected date was then analyzed using quantitative methods as well as qualitative techniques. Bar graphs, pie charts and tables were use to present the analyzed data. This made it easier to understand and interpret the findings of the study.

3.8 Ethical Considerations

3.8.1 Informed Consent

In this study utmost care was exercised before the questionnaires were administered to the employees. The researcher sought for the employee's audience through the explanation of the purpose of the study and the expectations of the study as well as the benefits that would stream from the study once complete.

3.8.2 Voluntary participation

The researcher employed high degree of discipline and allowed for voluntarily participation of the university employees upon directed on the purpose of the study. High moral standards were maintained during the data collection exercise and the employees were allowed to freely give their inputs as they filled the questionnaires.

3.8.3 Confidentiality

The researcher ensured that the university activities and processes were not brought to a halt during the data collection exercise. The researcher hence was disciplined, had outmost good customer care, and respect for the employees in the hospitality department of the university. The information received from the employees was treated confidentially and the researcher observed high levels of honesty for the security of the data collected from the university.

3.8.4 Privacy

The respondents own rights and reservations were upheld and there was no identification of the respondents in the research instruments used.

3.8.5 Anonymity

The respondents were advised not to indicate their names in the research instrument and it they were allowed to leave open without giving their names

3.9 Chapter Summary

This chapter has discussed the study methodology in terms research design, the population that was considered, the techniques of sampling used, the instruments of data collection used, the analysis of data techniques as well as the way the collected data was presented and considerations of the ethical issues in research

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

The chapter carried the analysis, interpretation and presentation of findings from primary statistics that was collected from the respondents. The purpose of the research was to establish the role of employee motivation on organizational performance in the hospitality department of Dedan Kimathi University of Technology. Descriptive research design was employed for the purpose of the study. The study aimed at collecting data from a sample of 60 employees. The data has been presented in form of tables, bar graphs, charts and percentages where applicable, for the purpose of showing the interrelationships among the variables based on the research questions and objectives.

The specific study objectives aimed to look at the role of staff training, remuneration, career advancement, and job security on organizational performance.

4.1 Presentation of Research Findings

4.1.1 Respondent Rate Analysis

Table 4.1: Table showing the Response Rate

Category	Sample	Response	Percentage
Catering Officers	2	2	3.3
Supervisors	7	5	8.3
Cooks	17	15	25
Cleaners	21	20	33.3
Janitors	13	10	16.7
Total	60	52	86.7

Figure 4.1: Chart showing the Response Rate

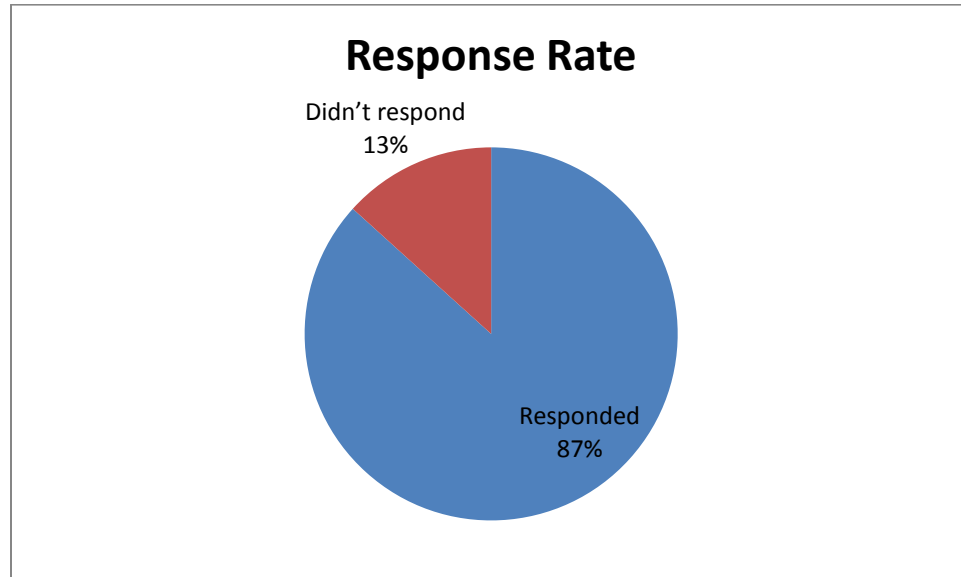


Table 4.1 and Figure 4.1 shows a total of 60 questionnaires were disseminated and 52 questionnaires were returned dully filled. Thus a response rate of 86.7% was obtained. According to Mugenda and Mugenda (2003) this was an indication that the response was adequate for the study.

4.1.2 Information on Gender of the Respondents

Table 4.2: Table showing Gender of Respondents

Gender	Frequency	Percentages (%)
Male	19	36.5
Female	33	63.5
Total	52	100

Figure 4.2: Chart showing Gender of Respondents

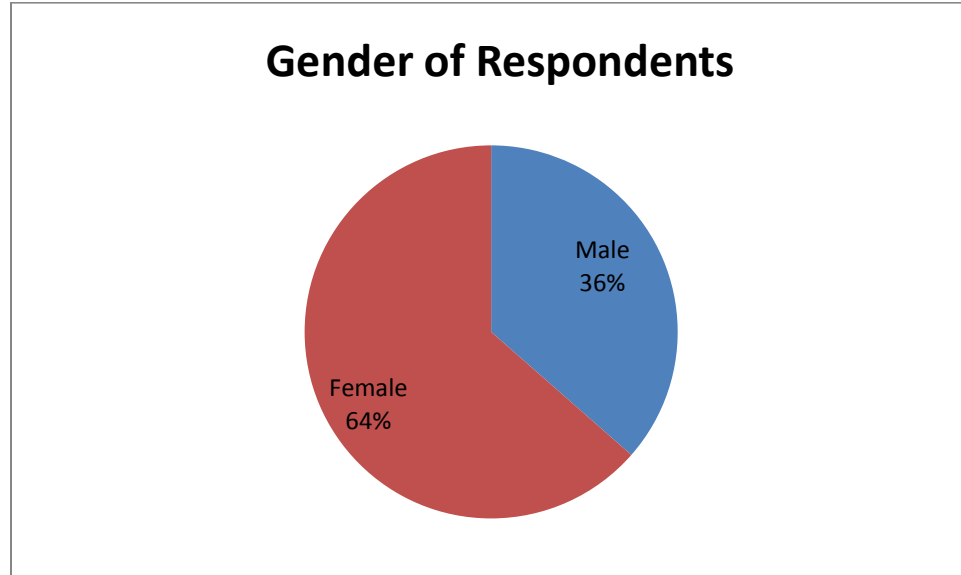


Table 4.2 and Figure 4.2 show that the majority of the respondents are female representing 64% while 36% are males, an indication that females are more dominated as compared to males, and the research probed to find out the nature of jobs in the hospitality department in the university, indicating there are more females thereby resulting to disparity in gender in the hospitality department.

4.1.3 Information on Respondents Age

Table 4.3: Table showing Respondents Age

Age Bracket (Years)	Frequency	Percentages (%)
18 – 25	13	25
26 – 35	18	34.6
36 – 45	12	23.1
46 and Above	9	17.3
Total	52	100

Figure 4.3: Chart showing Respondents Age

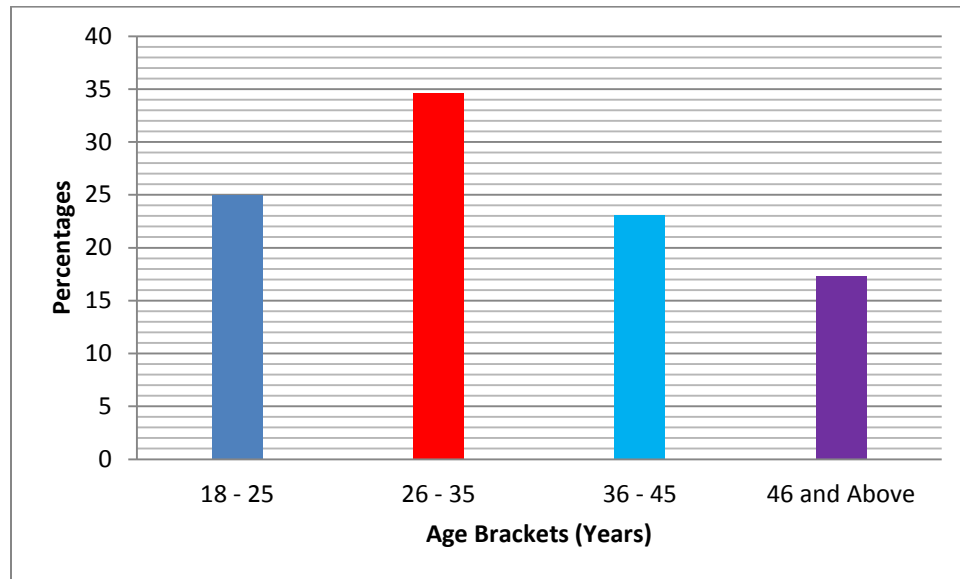


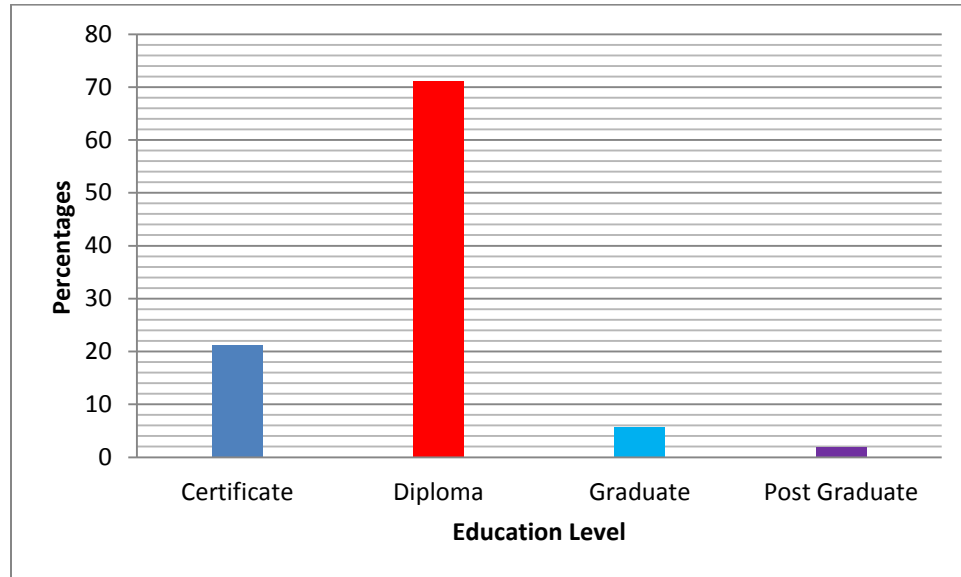
Table 4.3 and Figure 4.3 show that majority of the respondents were between the ages of 26 to 35 years totaling to 34.6%. Between the ages of 18 to 25 years make 25%, 36 to 45 years make 23.1%, and 46 years and above represent 17.3%. An interpretation from the respondents shows that the majority of the workforce in the hospitality department is aged between 26 to 35 years, showing a robust workforce.

4.1.4 Level of Education of the Respondents

Table 4.4: Table showing Level of Education of the Respondents

Level of Education	Frequency	Percentages (%)
Certificate	11	21.2
Diploma	37	71.2
Graduate	3	5.8
Post Graduate	1	1.9
Total	52	100

Figure 4.4: Chart showing the Level of Education of the Respondents



Majority of the respondents from the findings in Table 4.4 and Figure 4.4 show that 71.2 % of them hold diploma as their highest attained level of education, 21.2 % hold certificates, 5.8 % graduates and 1.9 % are post graduates. Thus the hospitality department is dominated by employees who are diploma holders as many of the tasks are labor intensive.

4.1.5 Length of Service of the Respondents

Table 4.5: Table showing Length of Service of the Respondents

Length of Service (Years)	Frequency	Percentages (%)
1 - 5	19	36.5
6 - 10	25	48.2
11 - 15	6	11.5
16 and Above	2	3.8
Total	52	100

Figure 4.5: Chart showing Length of Service of the Respondents

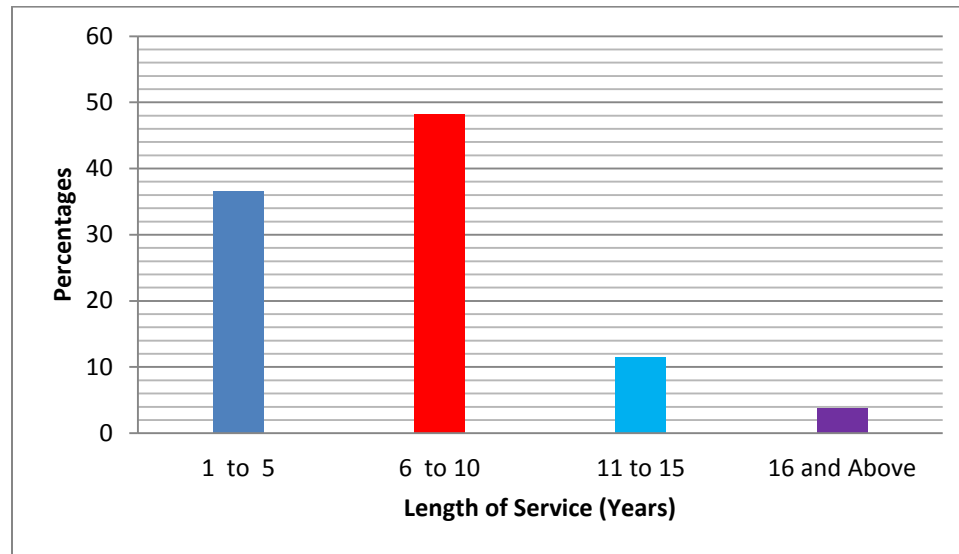


Table 4.5 and Figure 4.5 show that 36.5% of the respondents have worked between 1 and 5 years, 48.2% have worked between 6 to 10 years, 11.5% have worked between 11 to 15 years, and 3.8% have worked for 16 years and above. This indicates that the majority of the hospitality department employees have worked for a period of between 6 to 10 years.

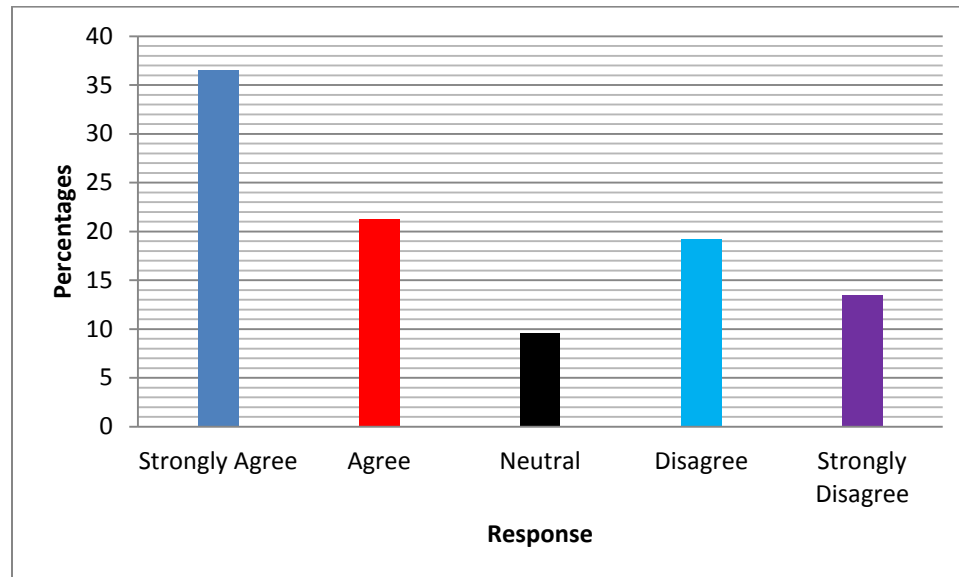
4.1.6 Staff Training

The research aimed at assessing the role staff training on organizational performance in the hospitality department of Dedan Kimathi University of Technology.

Table 4.6: Table showing Employees are trained on the Job

Response	Frequency	Percentages (%)
Strongly Agree	19	36.5
Agree	11	21.2
Neutral	5	9.6
Disagree	10	19.2
Strongly Disagree	7	13.5
Total	52	100

Figure 4.6: Figure showing Employees are trained on the Job

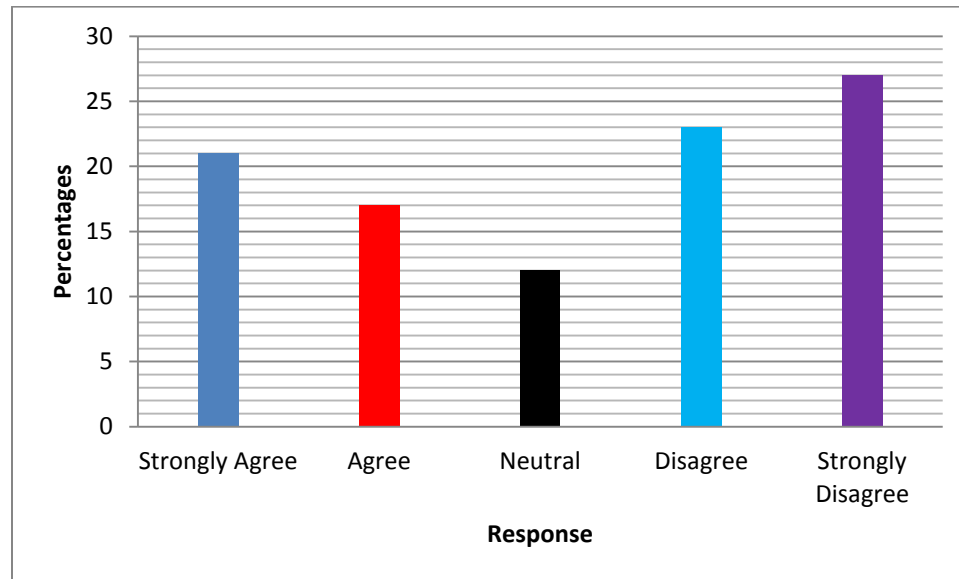


The findings in Table 4.6 and Figure 4.6 shows that 36.5% of the respondents agree strongly, with just 21.2 % agreeing the employees are trained on the job, 9.6% were neutral, 19.2% disagree while 13.5% strongly disagree that employees are trained on the job. An interpretation of the findings that most of the employees strongly agree (36.5 %) they are trained on the job, not forgetting there are those who still disagree and felt that training s are not held on the job.

Table 4.7: Table showing existence of Training Programme for Employees

Response	Frequency	Percentages (%)
Strongly Agree	11	21.2
Agree	9	17.3
Neutral	6	11.5
Disagree	12	23.1
Strongly Disagree	14	26.9
Total	52	100

Figure 4.7: Figure showing there is a Training Programme for Employees

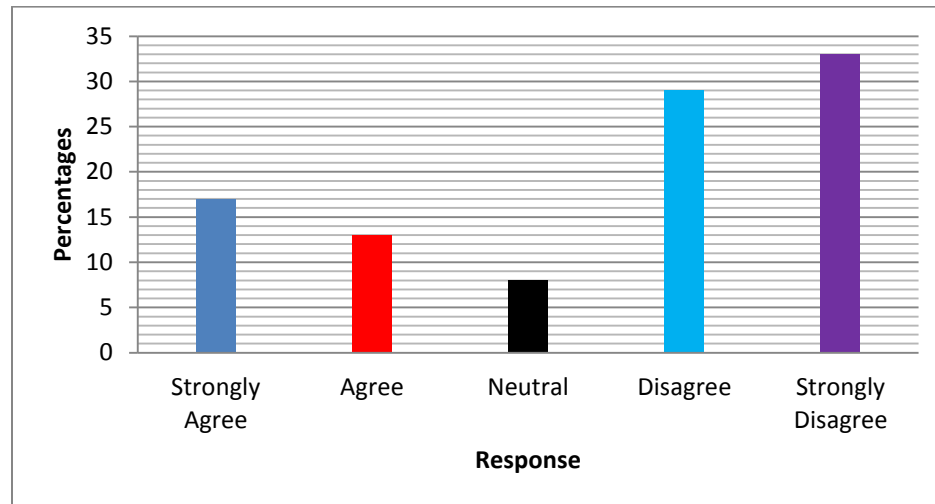


The findings in Table 4.7 and Figure 4.7 shows that 21.2% of the respondents agree strongly that there are training programmes for employees in the hospitality department, 17.3% agree, 11.5% were neutral, 23.1% disagree while 26.9% strongly disagree that there are employees training programmes in the hospitality department. An interpretation of the findings is that most of the employees strongly disagree (26.9 %) that there are employees training programmes in the hospitality department.

Table 4.8: Table showing Training Needs are Identified and Acted Upon

Response	Frequency	Percentages (%)
Strongly Agree	9	17.3
Agree	7	13.5
Neutral	4	7.7
Disagree	15	28.8
Strongly Disagree	17	32.7
Total	52	100

Figure 4.8: Figure on Training Needs of Employees are Identified and Acted Upon



From the results in Table 4.8 and Figure 4.8 shows that 17.3% of the respondents strongly agree that training needs of employees are analyzed, while 13.5% only agree, 7.7% are neutral, 28.8% disagree, and 32.7% felt that employee training needs assessment is not done. From the results it can be interpreted that employee training needs has not been embraced as shown by a majority response of 32.7%.

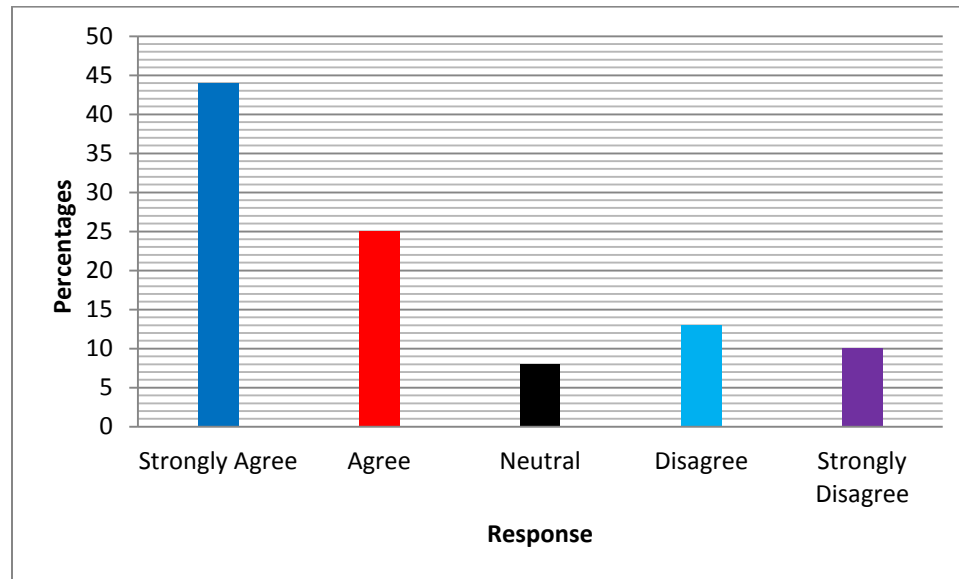
4.1.7 Employee Remuneration

The research aimed at establishing the role employee remuneration on organizational performance in the hospitality department of Dedan Kimathi University of Technology.

Table 4.9: Table showing Employees are given Allowances

Response	Frequency	Percentages (%)
Strongly Agree	23	44.2
Agree	13	25
Neutral	4	7.7
Disagree	7	13.5
Strongly Disagree	5	9.6
Total	52	100

Figure 4.9: Figure showing Employees are given Allowances

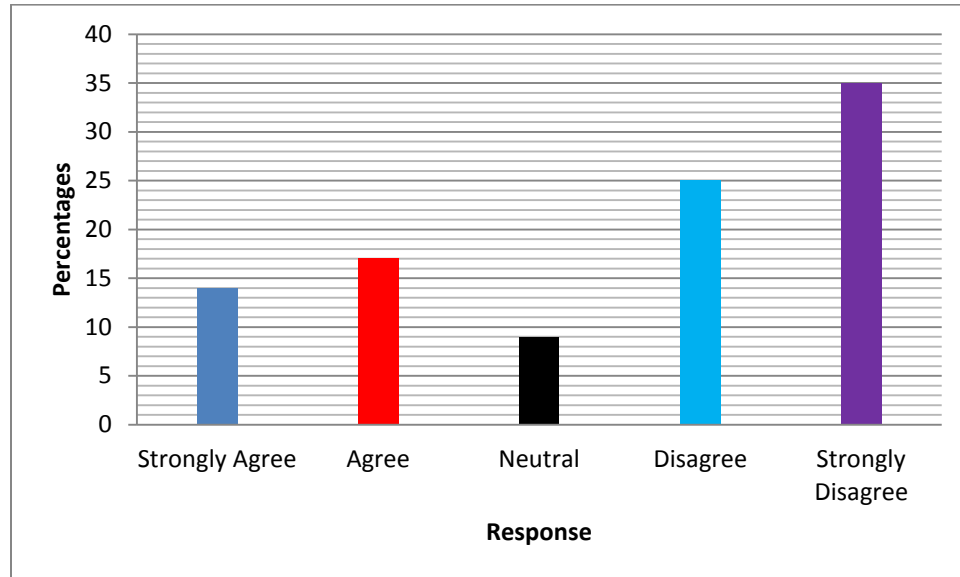


The findings in Table 4.9 and Figure 4.9 revealed that majority of respondents (44.2%) strongly agreed that allowances are given to employees, those that agree were 25%, 7.7% were neutral, 13.5% disagree that there are allowances while 9.6% of the respondents strongly disagree of the existence of allowances. The study could thus interpret that allowances are provided as shown by a significant number of the respondents, but a small section of the respondents felt that allowances don't exist in the hospitality department.

Table 4.10: Table showing existence of Bonuses in the Hospitality Department

Response	Frequency	Percentages (%)
Strongly Agree	7	13.5
Agree	9	17.3
Neutral	5	9.6
Disagree	13	25
Strongly Disagree	18	34.6
Total	52	100

Figure 4.10: Figure showing existence of Bonuses in the Hospitality Department

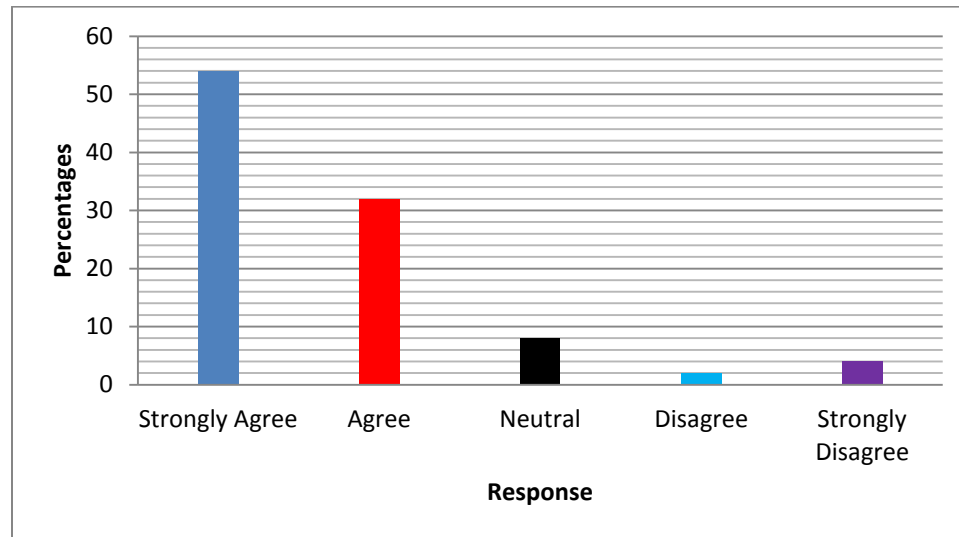


The findings of the study Table 4.10 and Figure 4.10 revealed that 13.5% of respondents strongly agree that there exists bonuses in the hospitality department, 17.5% agree, 9.6% are neutral, while 25% of the respondents disagree and a majority 34.6% felt that bonuses are not prevalent in the hospitality department. An interpretation that the hospitality department does not give bonuses to a larger percentage of employees, with only a few acknowledging bonuses are provided.

Table 4.11: Table showing Salary is always paid on Time

Response	Frequency	Percentages (%)
Strongly Agree	28	53.8
Agree	17	32.7
Neutral	4	7.7
Disagree	1	1.9
Strongly Disagree	2	3.8
Total	52	100

Figure 4.11: Figure showing Salary is always paid on Time



The findings in Table 4.11 and Figure 4.11 revealed that 53.8% of the respondents concur that salaries are paid on time, while 32.7% agree. The rest of the respondents 7.7% are neutral, 1.9% disagree and 3.8% strongly disagree that salary is not received when it falls due. Thus, most of the employees in the hospitality department receive their dues timely; however, there exists a discontentment on a few of the respondents.

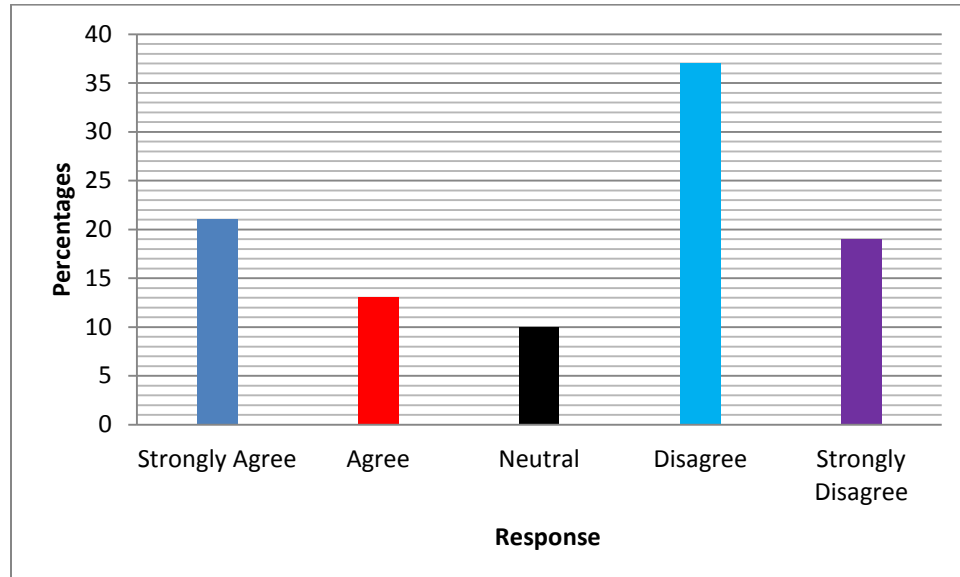
4.1.8 Career Advancement

The research aimed at ascertaining the role of career advancement on organizational performance in the hospitality department of Dedan Kimathi University of Technology.

Table 4.12: Table showing Skills of the Employees are developed in the Department

Response	Frequency	Percentages (%)
Strongly Agree	11	21.2
Agree	7	13.5
Neutral	5	9.6
Disagree	19	36.5
Strongly Disagree	10	19.2
Total	52	100

Figure 4.12: Figure showing Employees Skills are developed in the Department

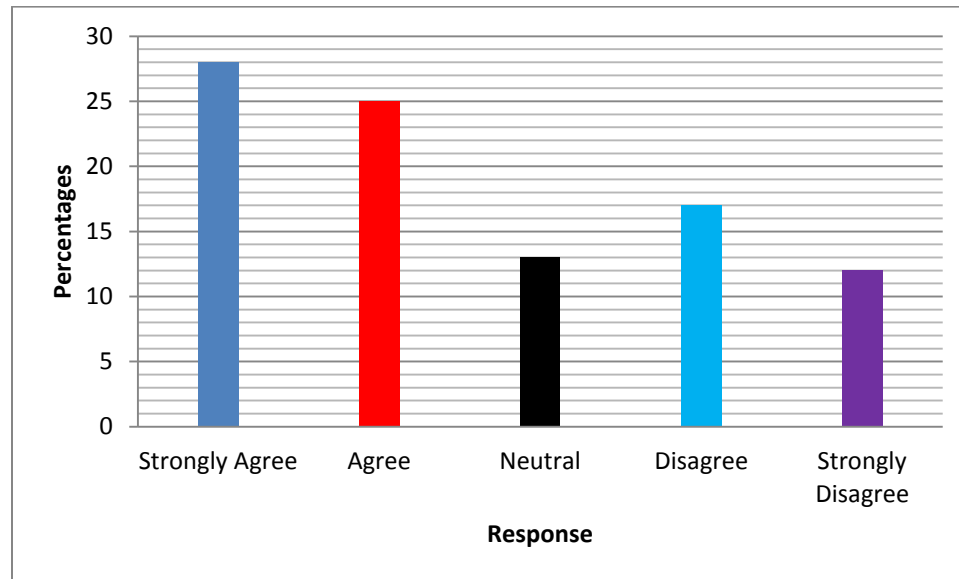


The findings of the study in Table 4.12 and Figure 4.12 has mixed reactions as 21.2% of the respondents felt that employees skills are developed in the hostility department, with 13.5% agreeing, 9.6% were neutral, 36.5% of the respondents disagree that skills of employees are developed and those who strongly disagreed were 19.2%. This indicates that more employees (36.5% and 19.2%) skills are not developed as compared to those whose skills are developed in the hospitality department.

Table 4.13: Table showing Employees Gains New Experiences

Response	Frequency	Percentages (%)
Strongly Agree	15	28.8
Agree	13	25
Neutral	7	13.5
Disagree	9	17.3
Strongly Disagree	6	11.5
Total	52	100

Figure 4.13: Figure showing Employees Gains New Experiences



The findings of the study in Table 4.13 and Figure 4.13 revealed that a majority 28.8% of the respondents agree strongly that new experiences are gained, 25% of the respondents agree, 13.5% of the respondents were neutral, 17.3% of the respondents disagree while 11.5% disagreed strongly that new experiences are gained in the hospitality department. An interpretation of the notion that a larger section of the employees (strongly agree 28.8% and agree 25%) has gained profound new experiences in their jobs in the hospitality department.

Table 4.14: Table showing there are Promotions in the Department

Response	Frequency	Percentages (%)
Strongly Agree	16	30.8
Agree	9	17.3
Neutral	2	3.8
Disagree	8	15.4
Strongly Disagree	17	32.7
Total	52	100

Figure 4.14: Figure showing there are Promotions in the Department

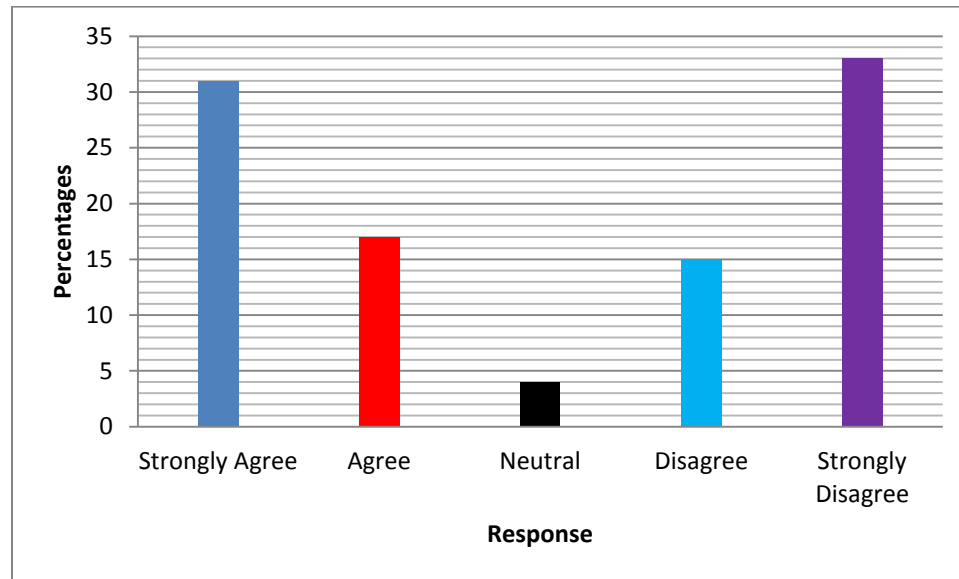


Table 4.14 and Figure 4.14 shows that 30.8% of the respondents agree strongly that there are promotions in the department, 17.3% of the respondents agree, 3.8% were neutral, 15.4% disagree while 32.7% strongly disagree. An interpretation is that some employees are promoted (30.8%) while others are not promoted (32.7%).

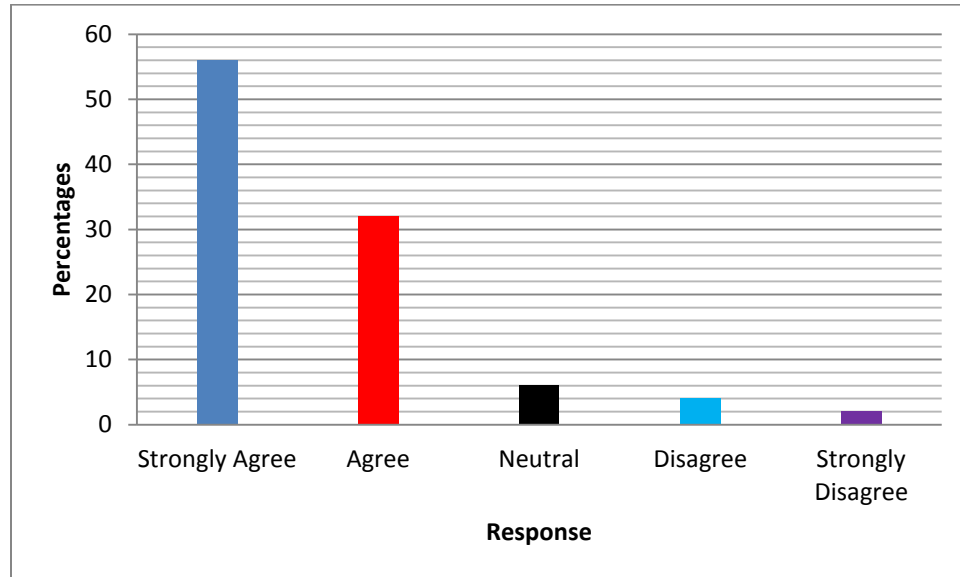
4.1.9 Job Security

The research aimed at determining the role of job security on organizational performance in the hospitality department of Dedan Kimathi University of Technology.

Table 4.15: Table showing that Employees have Employment Contracts

Response	Frequency	Percentages (%)
Strongly Agree	29	55.8
Agree	7	32.7
Neutral	3	5.8
Disagree	2	3.8
Strongly Disagree	1	1.9
Total	52	100

Figure 4.15: Figure showing that Employees have Employment Contracts

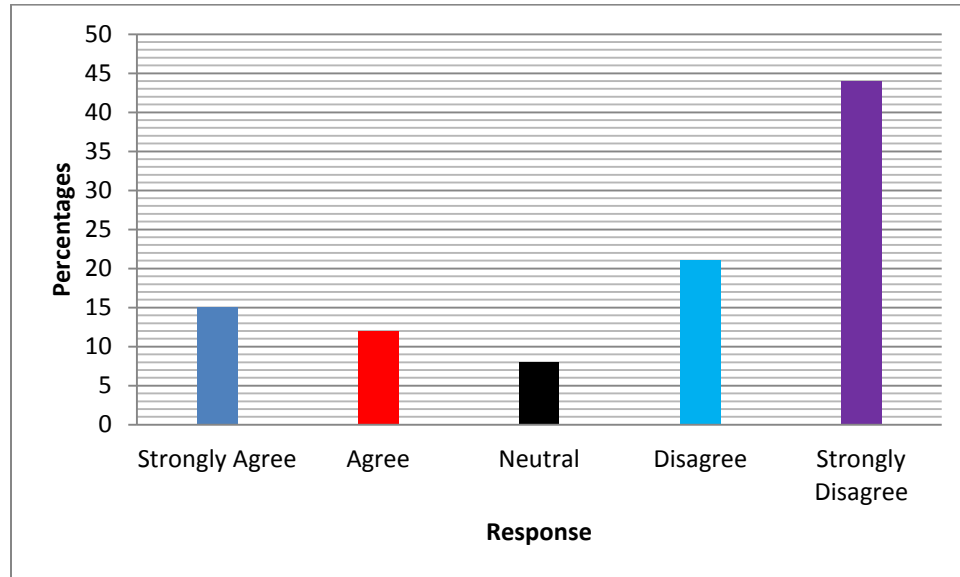


The findings in Table 4.15 and Figure 4.15 revealed that 55.8% of the respondents concur that they have been provided with employment contracts, while 32.7 agree. The rest of the respondents 5.8% are neutral, 3.8% disagree and 1.9% strongly disagree that employment contracts have not been provided. Thus most of the employees in the hospitality department have been provided with employment contract (they are permanent); however there exists a discontentment on a few of the respondents as they are casual terms.

Table 4.16: Table showing Hospitality Labor Legislations are Favorable

Response	Frequency	Percentages (%)
Strongly Agree	8	15.4
Agree	6	11.5
Neutral	4	7.7
Disagree	11	21.2
Strongly Disagree	23	44.2
Total	52	100

Figure 4.16: Figure showing Hospitality Labor Legislations are Favorable

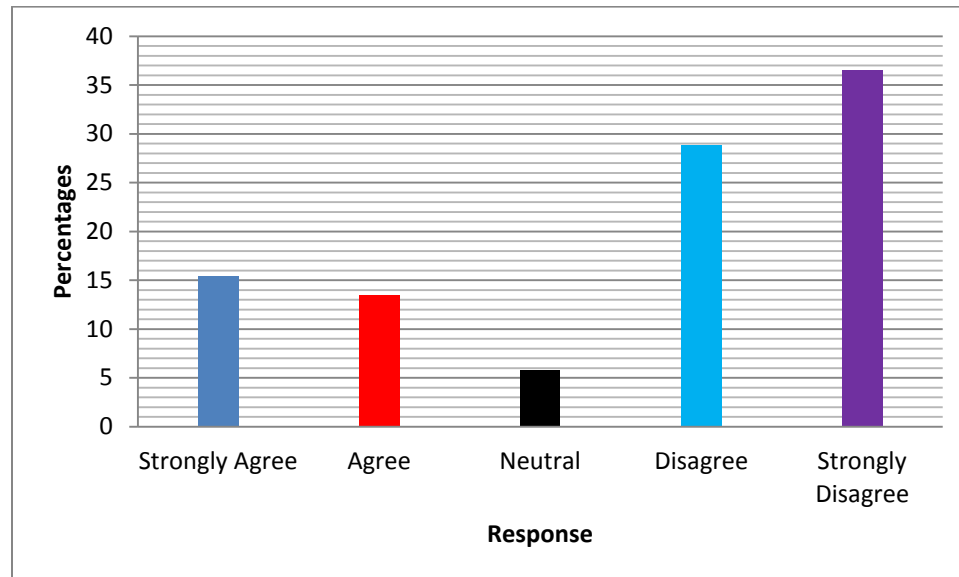


The findings of the study in Table 4.16 and Figure 4.16 established that 15.4% of the respondents strongly agree that labor legislations are favorable, 11.5% of the respondents agree, 7.7% of the respondents are neutral, 21.2% of the respondents disagree labor legislations are favorable and a majority 44.2% strongly disagree that labor legislations are favorable. An interpretation of the results that majority of the employees (44.2% strongly disagree and 21.2% disagree) in the hospitality are discontented with the labor legislation.

Table 4.17: Table showing University Terms of Work are Friendly and Stable

Response	Frequency	Percentages (%)
Strongly Agree	8	15.4
Agree	7	13.5
Neutral	3	5.8
Disagree	15	28.8
Strongly Disagree	19	36.5
Total	52	100

Figure 4.17: Figure showing University Terms of Work are Friendly and Stable



The findings of the study in Table 4.17 and Figure 4.17 indicate that 15.4% of the respondents agree strongly that the university terms of work are friendly and stable, with 13.5% of the respondents agreeing, 5.8% of the respondents were neutral, 28.8% of the respondents disagree that the university terms are friendly, and 36.5% of the respondents strongly disagreed that university terms of work are friendly and stable. An interpretation of the results is that most of the employees are not contented with the university terms of work.

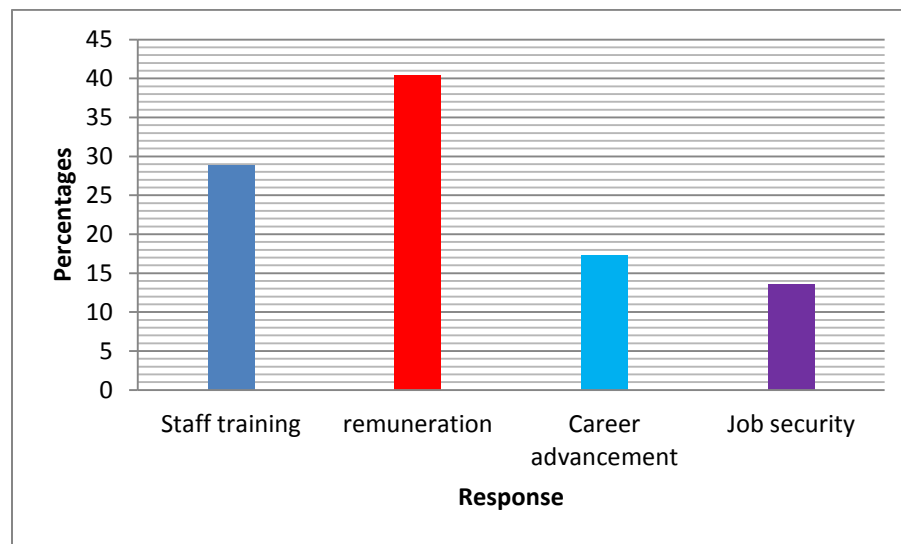
4.10 Employee Motivation and Organizational Performance

The study sought to establish the role of the employee motivation variables on the organizational performance in the hospitality department of Dedan Kimathi University of Technology.

Table 4.18: Table showing Employee Motivation on Organizational Performance

Response	Frequency	Percentages (%)
Staff training	15	28.8
Remuneration	21	40.4
Career Advancement	9	17.3
Job Security	7	13.5
Total	52	100

Figure 4.18: Figure showing Employee Motivation on Organizational Performance



The findings of the study in Table 4.18 and Figure 4.18 show that 40.4% of the respondents earmarked remuneration as the variable with the highest influence on organizational performance of the hospitality department. The respondents felt that staff training influenced organizational performance of the hospitality department up to 28.8%, remuneration at 40.4%, career advancement at 17.3% and job security had an influence of 13.5% of organization performance of the hospitality department. An interpretation of study results is that organization performance of the hospitality department in Dedan

Kimathi University of Technology is mostly influenced by how the employees are remunerated, which motivates them to exert more effort hence increased department performance. More so the training of the staff also has a higher role as a motivator in influencing organization performance in the hospitality department of the university.

4.2 Limitations of the Study

In the course of carrying out the study the researcher experienced lack of cooperation from the employees of the hospitality department as they were busy with their routine activities and thus became difficult to access them. Some of the respondents did not understand what the study was about did not respond with the eagerness expected, while others still held crucial information to the study which they felt was sensitive to their stay in the university. Due to these constraints the researcher assured the respondents of the confidentiality of the information they were to give out and explained to the respondents the importance of the study and the benefits that would accrue to them if they gave the answers candidly.

4.3 Chapter Summary

The chapter has covered the analysis, interpretation and presentation of findings from the collected data from the respondents. The researcher purposed to collect data from a sample of 60 respondents from the employees in the hospitality department, but collected feedback from 52 respondents. The data has been presented in form of tables, charts, bar graphs and percentages based on the research questions and objectives. The limitations of the study have been explained and how the researcher overcame the constraints experienced in study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the major findings of the study, relevant conclusions drawn from the findings and recommendations based on the main objective of the study to establish the role of employees' motivation on organizational performance in the hospitality department of Dedan Kimathi University of Technology.

5.2 Summary of Findings

The main objective of the research was to establish the role of employees' motivation on organizational performance in the hospitality department of Dedan Kimathi University of Technology. From the study findings organization performance is directly affected by the way employees are motivated. Employee motivations enable the workforce to go a long way in ensuring that the organization objectives are achieved, have a clear sense of direction while performing their duties and uphold the institution mandate which plays a vital role in enhancing the image of the university.

The findings of the study show that organization performance to prevail employee motivation has to be taken into consideration in the university human resource policies. There is a need to have a stable relationship between the independent variables and the dependent variable. The specific objectives of the study were to look at the role of staff training, employee remuneration, career advancement and job security to organizational performance.

The study found out that indeed the university invests in training its employees and this affects positively the organization performance. The study also found out that staff training affects the workforce ability to perform their various tasks in the hospitality department of the university. The reviewed literature thus agrees with the findings of study in indentifying the connection between staff training and organization performance as supported by (Khawaja, 2013) and also studies by Bin Atan (2015). Further from the findings 26.9 % of the employees strongly disagreed that there are training programmes in the hospitality department.

The study found out that employee remuneration affects the workers morale and also the overall organizational performance thus a need for the hospitality department of the university to ensure that there is substantial remuneration for the departmental workers. In addition the hospitality department needs to consider the employees qualifications and competence for maximum productivity to be realized. These findings concur with Muo (2013). The study found out that allowances are provided as shown by a significant number of the respondents (44.2%), but a small section of the respondents felt that allowances don't exist in the hospitality department. These findings correspond with the past studies by Wesonga (2011).

The study found out that career advancement in the hospitality department is embraced minimally. The study found out that more employees (36.5% and 19.2%) said that skills are not developed as compared to those who said that the skills are developed in the hospitality department. 28.8% of the respondents agree strongly that new experiences are gained, while some employees are promoted (30.8%) while others are not promoted

(32.7%). The findings of this study concur with the past studies extracts from Pininnington (2011).

The study establishes that 55.8% of the respondents concur that they have been provided with employment contracts, however there exists a discontentment on a few of the respondents as they are casual terms. However majority of the employees (44.2% strongly disagree and 21.2% disagree) in the hospitality are discontented with the labor legislation. Most of the employees that are 36.5 % strongly disagree and 28.8% disagree that the university terms of work are friendly. These findings concur with (James, 2012), who affirmed that the more an employee enjoys a high job security the more he is likely to effectively perform his task which is reflected in the overall performance of the organization.

5.3 Conclusions

From the study findings there is a presence of direct relationship between the employee motivation and organizational performance. It is evident that an organization needs to set up an attractive motivational strategy that would enable them to attract, retain and improve the workforce. The pathway to improve organizational performance in the hospitality department of the university rests upon the incentives provided by to the workers.

5.3.1 Staff Training and Organizational Performance

Staff training remains an investment for the organization. This comes once the employees provide the required services the right way hence service delivery increases the customer's goodwill which in turn leads to better organization results in terms of

achievement of targets and overall organization performance. On job trainings provides a better understanding of the work procedures and in turn makes the employee feel recognized and appreciated as he becomes more confident on the job. Further out the job training revamps the employees with the technological changes in the job area, thereby making him to be abreast of the new developments thereby bringing updated skills in the institution. The study findings therefore establish positive relationship between staff training as a motivator to organization performance in the hospitality department of the university.

5.3.2 Employee Remuneration and Organizational Performance

Employee remuneration in terms of salary, bonuses, and allowances remains pivotal in making employees to remain on the job and to expend their energies optimally. Monetary compensation provides the basis upon which certain levels of employees are founded and employee enthusiasm is initially anchored on the pay package. Low profiled employees are discontented as their take home remains minimal as compared to the high profiled employees thereby bringing disparity in their morale and hence performance is compromised. Financial incentives fringe benefits, allowances are much valued by employees first as compared to the non financial incentives. From study findings it is evident that organization performance of the hospitality department in Dedan Kimathi University of Technology has a relationship on how the employees are motivated by the monetary compensation.

5.3.3 Career Advancement and Organizational Performance

Career progressions in the hospitality department of the university provide a linkage of the employee's upward mobility with the morale due to the ability of the employee being

in a position to handle challenging tasks. Added responsibilities and promotions are spring board for retention of the employees as they have a base for their stay in the organization. This in turn increases their productivity as they try to prove their worth, reduces the turn over and thereby makes them innovative which in turn increases the organization performance both in the short run and long run. From the study results it is evident that career advancement opportunities increase the employee morale to exert more effort in their job thereby boosting organization performance.

5.3.4 Job Security and Organizational Performance

Organizational workers with minimal job security have less concern for their tasks as they attest to the fact that there is no upward mobility. The monotony of doing the same tasks daily for a long period also diminishes the morale the employee possesses on the job thereby making no new invention which leads to decreased results for the organization. Employee retention and labor turnover are characterized by the ability of the organization to provide avenues for career advancement. Once employees are promised better terms of employment the organization loses as they is a need to recruit, train and develop the new entrants, hence the need to embark on scheme of service that embraces career progression platforms for all the employees is critical.

5.4 Recommendations

In view of the above conclusions the research would like to make the following recommendations in relation to the study variables of staff training, employee remuneration, career advancement and job security.

5.4.1 Staff Training and Organizational Performance

The hospitality department in Dedan Kimathi University of Technology needs to embark on continuous training programme for its new and old employees on the recent skills in the market. The emphasis should be on the involvement of the employees in trainings on the job as well as outside trainings. Moreover training needs analysis need to be done to implore the gaps existing within the department job needs.

5.4.2 Employee Remuneration and Organizational Performance

Better terms of compensation remains the thrust for many employees in the organizations hence the need for hospitality department in Dedan Kimathi University of Technology to address the discontent that may arise from the remuneration corner. The study therefore would like the management of the department to consider constant reviews of the compensation plan due to the changing economic times as well as bringing equality within similar salary bands of other employee's doing the same tasks within the economy.

5.4.3 Career Advancement and Organizational Performance

The hospitality department in Dedan Kimathi University of Technology should provide an avenue for career progression the will motivate the employees as they are always engaged. Career advancement opportunities may be structured by the university in order to motivate the employees and reduce the search for greener pastures which affects the performance of the institution through increased costs of hiring and retraining.

5.4.4 Job Security and Organizational Performance

Employees are motivated once they are assured of their stay in the job as expressed in the terms of service. There is need for a better legislation for all the employees. The study

recommends that through the collective bargaining mechanisms employee's terms of work need to be improved in order to reduce the employee burn out and break the monotony of work.

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APPENDIX I
INTRODUCTION LETTER

JANE GATHUMA

MANAGEMENT UNIVERSITY OF AFRICA

NAIROBI

Dear Respondents,

**RE: ROLE OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL
PERFORMANCE**

(A Case of the Hospitality Department of Dedan Kimathi University of Technology)

I am currently undertaking a research on role of employee motivation on organizational performance in the hospitality department of Dedan Kimathi University of Technology. I therefore request your assistance and co-operation in attaining the above requirements and I am kindly requesting you to fill in the attached questionnaire as an individual. I assure you that the information you will give will be treated confidentially and will be used purely for academic purposes only. Please do not write your name on the questionnaire.

Yours sincerely,

Jane Gathuma

6. Tick appropriately in the tables below

Role of Employee Motivation on Organizational Performance in the Hospitality Department of Dedan Kimathi University of Technology						
For sections B,C,D, E and F ;tick appropriately using the following scale;						
where: 1= Strongly agree 2= Agree 3= Neutral 4= Disagree and 5= Strongly Disagree						
To what extent do you agree with the following statements?						
Section B : Staff Training						
		1	2	3	4	5
1.	The employees are trained on the job					
2.	There is a training programme for employees					
3.	The training needs of employees are identified and acted upon					
Section C: Employee Remuneration						
1.	Employees are given allowances					
2.	There are bonuses in the hospitality department					
3.	The salary is always paid on time					
Section D: Career Advancement						
1.	The skills of the employees are developed in the department					
2.	The employees gains new experiences					
3.	There are promotions in the department					
Section E: Job Security						
1	The employees have been provided with employment contracts					
2.	The hospitality labour legislations are favourable					
3.	The university terms of work are friendly and stable					

Section F: Employee Motivation and Organizational Performance

Which one of the following employee motivation variables has the highest influence on organizational performance in the hospitality industry of Dedan Kimathi University of Technology? **Tick one**

- a) Staff training
- b) Employee remuneration
- c) Career advancement
- d) Job security

THANK YOU