EMPLOYEE MOTIVATIONAL STRATEGIES AND PERFORMANCE OF LARGE HOTEL ENTERPRISES IN KENYA

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ABSTRACT

This study sought to establish the influence employee motivational strategies have on organizational performance in hotel industry with focus being large hotel enterprises under four and five star in Nairobi and Mombasa County. Based on research topic, the study addressed the research problems by addressing the following research objectives; To determine how employee empowerment strategies affect organizational performance in hotel industry, to identify the link among employee recognition strategies and organizational performance in hotel industry in Kenya, to examine the influence of reward scheme strategies on organizational performance in hotel industry in Kenya, To explore the working environment as a motivational strategy and the impact it has on organizational performance in hotel industry in Kenya. The study adopted a descriptive research design to address the research objectives. In this case the research adopted census technique in order to reach to all 70 participating hotels in the two counties with the focus being heads of departments, human resource managers and finance managers. Data was collected using both primary data and secondary data. The study used questionnaire for primary data collection purposes while secondary data was collected from books, journals and publications. The study employed drop and pick later method to collect data. Prior to the data collection, a pilot study was conducted to allow for pre-testing of the research instrument to increase validity and reliability. The study used both qualitative and quantitative methods of data collection. Further, the study used descriptive statistics to analyze the data collected through the help of the SPSS. Further correlation was used to show the degree of association between the independent variables and the dependent variable. The researcher further employed a multiple regression model to study the relationship between the variables. The findings showed that majority of hotels use similar strategies in motivating their employees, however each strategy impacted the employees performance in a different level.

Keywords: Employee Empowerment, Employee Recognition, Reward Scheme, Working Environment, Organizational Performance

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INTRODUCTION

All organizations want to be successful, even in current environment which is highly competitive and with a lot of uncertainty. Therefore, companies irrespective of size and market strive to retain the best employees, acknowledging their important role and influence on organizational performance. Being a service industry and human-intensive, employee motivation plays an important role in hotel industry towards achievement of organizational goal as well as creating a competitive edge in the market. Employee motivation is a continuous process and the strategies should be integrated with corporate strategies for it to be effective. Employee are company resource that is as the environment changes organization can make replacement of all other resources within but can only improve employees through continuous training and learning to adopt to the rapid market change.

Statement of the Problem

The hotel industry is acquiring an increasingly important position in the global economy as a result of globalization of tourism. An ever increasing number of destinations worldwide have opened up to, and invested in tourism industry, turning it into a key driver of socio-economic progress through export, the creation of jobs and enterprises, and infrastructure development globally. (Thiong'o, 2007). According to Economic Survey 2018, the Tourism sector recorded improvements despite a prolonged electioneering period and negative travel advisories issued by some countries in 2017. Tourism earnings increased by 20.3 per cent from KSh 99.7 billion in 2016 to KSh 119.9 billion in 2017.

While the industry is growing the performance is on the decline as compared to other service industry. As compare to other service industry, Njoroge (2014) found a positive effect of motivational techniques such as good performance appraisals, training, and recognition and enhanced job security on the performance of employees in Kenyan government ministries that leads to organizational performance.

With so many new hotels coming up, and all competing for the same market and using the same operating equipment and supply chain, it is important for these hotels to meet their goals of customer satisfaction, profit maximization and high market share. They can only do this by improving on service quality; customer retention and having clear objectives that are customer oriented which are all tied to the employees. The service delivery of the hotels is tied to the employees in that one cannot separate the customer from the person offering the service. Most of the studies carried out have focused on other factors and none have given attention to the issues that makes the industry perform. This study therefore aimed at establishing the influence of employee motivational strategies and organizational performance in large hotel enterprises in Kenya.

Objectives of the study

The general objective of the study was to analyze the influence of employee motivational strategies and organizational performance in large hotel enterprises in Kenya. The specific objectives were:-

- To determine how employee empowerment strategy affects organizational performance in hotel industry in Kenya
- To identify the link among employee recognition strategy and organizational performance in hotel industry in Kenya
- To examine the influence of reward scheme on organizational performance in hotel industry in Kenya
- To explore on how the working environment as a motivational strategy impact on organizational performance in hotel industry in Kenya

LITERATURE REVIEW

Theoretical Framework

Maslow's Hierarchy of Needs

The theory proposes that motivation is a function of five basic needs; physiological, is the most basic need

which entails having enough food, air, and water to survive. Safety need consists of the needs to be safe from physical and psychological harm. Love, the desire to be loved and to love it contains the needs for affections and belonging. Esteem, consists of need for reputation, prestige, and recognition from others. Also contains need for self- confidence and strength. Self actualization, the desire for self fulfillment- to become the best one is capable of becoming. Human needs generally emerge in a predictable stair-step fashion. Accordingly, when one's physiological needs are relatively satisfied, one's safety needs emerge, and so on up the need hierarchy one step at a time. The process continues until the need for the self – actualization is activated. (Maslow 1954 & Lindner 1998).

Vroom's Expectancy Theory of Motivation

The Expectancy Theory of Motivation is the strength of a tendency to act in a certain way depending on the strength of expectancy that the act will be followed by a given consequence and on the value or attractiveness of that consequence to the act. The theory boils down to the decision of how much effort to exert in a specific task situation. The choice is based on two – stage sequence of expectations (effort performance and performance outcome). Expectancy theory represents individual's belief that a particular degree of effort will be followed by a particular level of performance. In other word, it is effort performance expectation. Expectancies take the form of subjective probability that is an expectancy of zero indicates effort has no anticipated impact on performance (Chen & Fang, 2008). The factors influencing the employee's expectancy perceptions are; self esteem, self efficacy, previous success at the task, help received from supervisor and subordinates information necessary to complete the task and good materials and equipment to work with.

Herzberg Two- Factor Theory

Herzberg et al. (1959) presents that employee motivation is best understood as soon as the work attitude is understood. In his approach of studying feelings of people toward their jobs, he set up three questions to be answered: How can one specify the attitude of any individual toward his or her job? What causes these attitudes? What are the consequences of these attitudes? The importance of the attitudes toward work became the starting point and basis for his dual-factor theory where Herzberg differentiates two distinct types of factors. The first set of factors, called motivators were caused by happy feelings and good attitude within a worker and they were task-related.

Among job factors – motivators belong: Recognition, Achievement, Possibility of growth, Advancement Responsibility, Work itself. Those motivators are intrinsic factors since they are directly connected with the job itself. According to Herzberg et al. (1959), motivators cause positive job attitude because they satisfy worker ´s needs. Their presence creates job satisfaction; however, if there is absence of these motivators, dissatisfaction does not happen. Contrary to the first group, Herzberg developed Hygiene factors (extra-job factors) which primarily consisted of unhappy feelings and bad attitude toward job, which were not related to job itself, but to the surroundings which had an influence of doing that particular job.
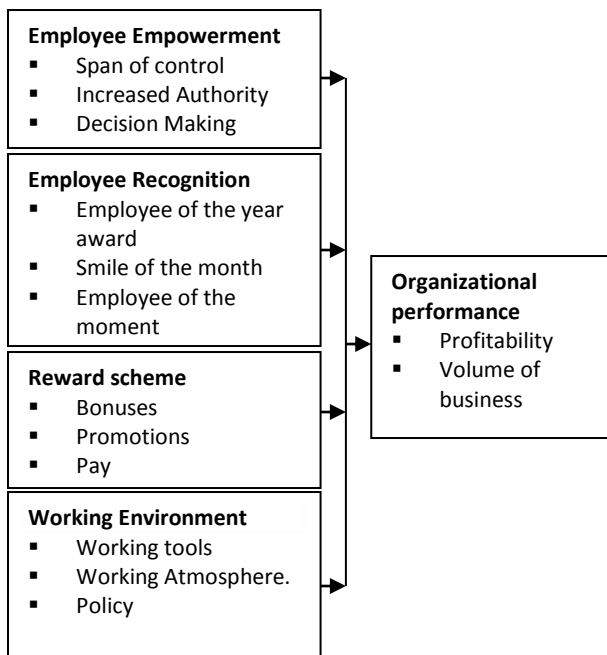
Locke's Goal - Setting Theory

Reviews of the many goal-setting studies conducted over the past few decades have given five practical insights: Difficult goals leads to higher performance. Goal difficulty reflects the amount of effort required to meet a goal. However, the positive relationship between goal difficulty and performance breaks down when goals are perceived to be impossible.

Specific, difficult goals lead to higher performance for simple rather than complex tasks. Goal specificity pertains to the quantifiability of the goal. It is important for managers to obtain employee commitment to the goal-setting process. Novel and

complex tasks take employees longer to complete. This occurs because employee spends more time thinking about how to approach and solve these tasks. In contrast, employees do not have to spend much time thinking about solutions for easy task**.** Challenging tasks tend to motivate employees more unlike easy to do task**.** Thus Goal Setting Theory can be useful in predicting job satisfaction. Job satisfaction is an important attribute for employee productivity and commitment to the organization (Locke and Latham's, 1968).

Conceptual Framework

Independent Variables   Dependent Variable

Figure 1: Conceptual Framework

Source: Author (2019)

Empirical Review

Empowerment and Organizational Performance

The concept of empowerment is defined through its different aspects in researches. According to Asim, (2013), empowerment is the period of improving the decision making ability of the employees through cooperation, sharing, training, education and team work. Klagge moreover, identifies empowerment as

the activity of assigning appropriate responsibility to Employees and making them gain abilities (Klagge, 1998). It is understood from the definitions that not only the cognitive aspect of empowerment that consists the improvement of the capacity of the employee within the organization, but also behavioral aspects in which employee's Satisfaction from his or her job and workplace environment is crucial. Empowerment enables employee to be able to make decision that affect their work without having to wait for a superior person to do so.

All organizations are aware that they could be successful not only through work, but when their Employees seek success ambitiously, and when they are result-oriented. Organizational

performance, effectiveness, success and productivity can only be achieved by responsible, Competent employees who find their jobs meaningful. One of the main factors of organizational success is the factor of people with high achievement motivation. Achievement motivation can briefly be defined as the instinct that prompts people. It is accepted that people with high Achievement motivations have also strong instincts of achieving individual and organizational success, being result-oriented, making the difference, strong determination and being resolute (Epstein and Harackiewicz, 1992). Studies have also shown that people who have high achievement motivation are more creative and that they have a higher tendency to take risks and are more eager to attempting to take up hard tasks (Spence et al., 1989).

Recognition and Organizational Performance

Employees need to be recognized for their effort in both monetary and non-monetary ways the action or process of recognition can either be done by a manager or employee who witness the great contribution of their fellow employees every day. When Employee recognition process is consistence and frequently done, it has an impact on employee productivity, engagement and overall behavior. Best

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practice employee recognition strategies delivers significant commercial gains for both employees and organization due to lower employee turnover, absenteeism, increased productivity and higher engagement.

Unlike other industries, hotel industry is human intension and recognizing its employees is a process that needs to be integrated with corporate strategies as well as budgeted for continuity. No human being wants to work in an organization where their effort goes unnoticed. Most of the strategies used in the hotels for employee recognition differ with individual hotels depending with the end goals of the organization. Employee recognition creates harmony; enhance teamwork and health competitions among employees which lead to organizational growth as well as quality service delivery (Nolan, 2012).

Reward Scheme and Organizational Performance

Reward is a driving force for pushing employees towards the job to achieve organizational goal. Reward management is a matter of virtual concern for human resource management. No organization is perfect in reward issue. Jobs of each organization differ. So, the organization should structure their reward system in such a way that it should provide the maximum in motivational potential. Reward management is essentially about designing and implementing pay system which helps to improve organizational performance (Michael Armstrong 2002).

Intrinsic reward; an internal feeling that arises due to the good job design and employees perceive positively about the job and job-related factors are called an intrinsic reward. Interesting work, greater responsibilities, job freedom, participation, diversity of activities etc. provides satisfaction. It is assumed as a reward. Interesting and challenging work satisfy employees. Feelings of more responsibilities provide satisfaction. They feel pride in their job. They are obtained as a result of the job itself. Greater job freedom to employees in doing the job provides satisfaction.

Working Environment and Organizational Performance

The hotel industry working environment consists of several factors that is; the surrounding of the employees, layout of the working area, working tools as well as the working relationship within the organization. All that has can affect employees both negatively and positively as well as their productivity. The major employee turnover factor is on working environment unlike other industries where by employee turnover is based on monetary factors.

Employees who are in direct contact with the client spend most of their working hours either standing or walking within the organization and most of them the only time they get to sit is during meal time. Working environment affect organizational performance in that how employees are treated by top management tends to trickle down to the client during service delivery. Every employee require the necessary working tools to enable them performance their tasks with ease and offer the expected service to the client and this can only be possible with a good working environment.

METHODOLOGY

The study adopted descriptive research design because it provided great depth of responses. This resulted to better understanding of phenomenon under study as well as linking it with the general population as it uses naturalistic approach, viewing events, issues and problems from the perspectives of those being studied. Target population for this study comprised 70 hotels under four and five star categories in Nairobi and Mombasa Counties. The two categories was a full representation of the industry. The researcher employed both primary and secondary data. Both qualitative and quantitative data analysis method was used. The tabulation data was analyzed using regression and statistical package

for social sciences version 23 (SPSS). The form for multiple regressions was as follows;

$$OP = \beta_0 + \beta_1 EE + \beta_2 ER + \beta_3 RS + \beta_4 WE + \varepsilon$$

Where,

Y = Organizational Performance

β_0 =Constant Term

$\beta_1, \beta_2, \beta_3, \beta_4$ Beta Coefficients

EE= Employee Empowerment

ER = Employee Recognition;

RS = Reward Scheme

WE = Working Environment

ε = Error Term

RESULTS

Regression Analysis and Correlation Analysis

The correlation results showed that employee empowerment(r=0.488, p=0.000<0.05), employee recognition(r=0.841, p=0.000<0.05), reward scheme(r=0.348, p=0.000<0.05) and working environment(r=0.119, p=0.000<0.05) were all significant.

Regression Analysis

Regression Analysis of Employee Empowerment on Organizational Performance

The regression results in table 1 showed that the association between employee empowerment on organizational performance was significant with R =0.488 and R^2= 0.238, the model implied that about 48.8% of organizational performance were accounted for by employee empowerment. The F test was significant with a p value =0.000 which was less than the standard p value of 0.05 and this meant that the model was significant. Since p value p=0.000 and was lower than p=0.05 (p value 0.000<0.05), then the contribution of employee empowerment on organizational performance was significant. The coefficient (β) was also significant (β = 0.592, t = 4.435, p = 0.000<0.05) indicating that organizational performance increased by about 0.592 units.

Table 1: To establish the influence of employee empowerment on organizational performance.
Regression results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.488[a]	.238	.226	.81450

ANOVA					
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	13.051	1	13.051	19.673	.000[b]
1	Residual	41.795	63	.663		
	Total	54.846	64			

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.850	.395		9.751	.000
	EE	.592	.133	.488	4.435	.000

Regression Analysis of Employee Recognition on Organizational Performance

The study sought to establish the magnitude and direction of the effect of employee recognition on organizational performance. The regression results in table 2 showed that the association between employee empowerment on organizational performance was significant. With R =0.841 and R^2= 0.707, the model implied that about 84.1% of organizational performance were accounted for by employee recognition. The F test was significant with

a p value =0.000 which was less than the standard p value of 0.05 and this meant that the model was significant. Since p value p=0.000 and was lower than p=0.05 (p value 0.000<0.05), then the contribution of employee recognition on organizational performance was significant. The coefficient for (β) was also significant (β = 1.318, t = 12.330, p = 0.000<0.05) indicating that organizational performance increased by about 1.318 units.

Table 2: To establish the influence of employee recognition on organizational performance.
Regression Results

		Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.841	.707	.702	.50503		
		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	38.778	1	38.778	152.040	.000
1	Residual	16.068	63	.255		
	Total	54.846	64			
		Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.237	.275		8.129	.000
	ER	1.318	.107	.841	12.330	.000

Regression Analysis of Reward Scheme Strategy on Organizational Performance

The study sought to establish the magnitude and direction of the effect of reward scheme strategy on organizational performance using objective 3 as stated below. The regression results showed that the association between employee empowerment on organizational performance was significant. With R =0.348 and R^2= 0.121, the model implied that about 34.8% of organizational performance were accounted for reward scheme strategy. The F test was significant with a p value =0.000 which was less than the standard p value of 0.05 and this meant that the model was significant. Since p value p=0.000 and was lower than p=0.05 (p value 0.000<0.05), then the contribution of reward scheme on organizational performance was significant. The coefficient for (β) was also significant (β = 0.421, t = 2.942, p = 0.005<0.05) indicating that organizational performance increased by about 0.421 units.

Table 3: To establish the influence of reward scheme strategy on organizational performance.
Regression Results

		Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.348	.121	.107	.87489		
		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	6.623	1	6.623	8.653	.005
1	Residual	48.223	63	.765		
	Total	54.846	64			

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Regression Analysis of Working Environment on Organizational Performance

The study sought to establish the magnitude and direction of the effect of working environment on organizational performance using objective 4 as stated below. The regression results showed that the association between working environment on organizational performance was significant. With R =0.119 and R^2= 0.014, the model implied that about 11.9% of organizational performance were accounted for by working environment. The F test was significant with a p value =0.000 which was less than the standard p value of 0.05 and this meant that the model was significant. Since p value p=0.034 and was lower than p=0.05 (p value 0.034<0.05), then the contribution of working environment on organizational performance was significant. The coefficient for (β) was also significant (β = 105, t = 0.953, p = 0.034<0.05) indicating that organizational performance increased by about 0.105 units.

Table 4: To establish the influence of working environment on organizational performance. The regression results

		Model Summary			
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate
1	.119	.014	-.001		.92639

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	.779	1	.779	.908	.034
1	Residual	54.067	63	.858		
	Total	54.846	64			

		Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.228	.349		14.960	.000
	WE	.105	.110	.119	.953	.034

Table 5: Summary of Regression Results

		Model Summary			
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate
1	.939[a]	.881	.873		.32938

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	48.337	4	12.084	111.380	.000[b]
1	Residual	6.510	60	.108		
	Total	54.846	64			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.664	.278		2.392	.020
	EE	.471	.056	.388	8.425	.000
	ER	1.236	.073	.788	16.918	.000
	RS	.066	.058	.054	1.128	.024

Optical Model

Y=0.664+0.471EE+1.236ER+0.066RS

Where

Y= Organizational Performance
EE= Employees Empowerment
ER= Employee Recognition
RW= Reward Scheme

SUMMARY

The study findings illuminated that employee empowerment strategy influenced performance in hotel industry by great extent. There is a positive significant effect of employee empowerment strategies on the organizational performance in that empowered employee's works hard towards achieving organizational goal as well as ensuring the growth of the company due to both individual and group commitment. This is in line with the findings that employee empowerment consisted of contribution of employees in administration and decision making associated with policies, objectives and strategies of the organization.

Empowerment directs faster decision of customer troubles for the reason that employees did not dissipate time referring customer abjections to managers. Increased autonomy enhances work productivity, amplifies employees' wisdom of self-efficacy and their motivation to get upon and complete certain task.

Based on the result findings, employee recognition strategies have a significant influence on organizational performance to a greater extent. This is contributed to the fact that human needs keep changing overtime and employee recognition being a timely, informal and / or formal acknowledgement of a person behavior; it has a great impact to performance. Among the four objectives under study, the recognition is the highest influencer of organizational performance on employees this is due to the fact that most of recognition actions are done on the spot and some recognition lead to employee career growth in the long run.

The research outcomes indicated that the reward scheme influence organizational performance by great extent in hotel industry. The study identified that there exists an association between rewards scheme as a motivational strategy and organizational performance in the industry. Reward is a driving force for pushing employees towards the job to achieve organizational goal. Employees effort is tied to the rewards one receive towards completion of a certain task. According to the finding, the hotel industry is guided by the CBA which govern them major mode of rewards leading to a conclusion that reward scheme as a standalone strategy cannot motivate employee to perform towards organizational goal achievement and performance.

To a great extent the working environment has an influence on organizational performance in that in hotel industry; how employees are treated determine how they treat the customer this is due to the fact that one cannot separate the customer from the person offering the service and for the customer to evaluate the quality of the service offered, the service process has to be completed. On the findings of the study, the working environment strategy is a key factor that influences the performance and there

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exist a relationship between the working environment strategy and the organizational performance in hotel industry.

The study revealed that the hotel industry has grown and is still growing as new hotels are still coming up which are both chain of hotels and standalone hotels. While the industry is growing, not all the hotels are performing the same. Some are highly performing while others are struggling to survive while still operating in the same market. Employees are the key assets in the hotel industry in that while an organization can change all the operating tools based on the current technology, it is not the same while it comes to employees who are the key determinacy of the performance. The study findings reveal that employee's motivational strategies should be well integrated with other corporate strategies that are allocated budget so that to allow a continuous process but not be an afterthought when the organization is not performing.

CONCLUSIONS

That employee recognition is the most significant factor for organizational performance followed by employee empowerment, reward scheme and finally working environment. While the four strategies contribute towards employee's motivation, the contribution is not the same as different employee have different this that motivates them at a given time making it hard to have a clear cut on what exactly motivate employees to perform well and stay committed and working to achieving organizational goals.

RECOMMENDATIONS

That the hotels management should integrate the motivational strategies with other corporate strategies and to have a budget allocated to it. Human beings are motivated by different thing at any given time based on the situation at hand. Due to the fact that the service is inseparable that is one cannot separate the customer from the person delivering the service. The performance of the hotel industry is tied to employees' performance in that they are the backbone of the hotel industry, their involvement and contribution is very important to the industry growth. The hotel industry should consider having an exchange program within the industry both local and international especially the hotels that are under the chains as a way of learning new things. For the stand alone, they should partner with other stand-alone hotels as a way of improving on their operation and learning new things especially the leaders in the market and those who are performing better. The industry should come up with more ways to attract local tourists especially during the low season where by majority of international tourists prefer staying in their own countries during good weather.

Suggestions for Further Studies

More studies need to be done as there are more factors that impact and influence the organizational performance in relation to employee motivational trategies. Other studies can be conducted to establish other factors that make the industry grow and keep attracting more investors as it has been seen in the recent times where new hotels are coming up across the county.

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