

**EFFECTS OF SOCIO – ECONOMIC TRENDS ON THE  
MANAGEMENT OF EMPLOYEE MOTIVATION IN 3-5 STAR HOTELS IN NAIROBI**

**By**

**WASIKE, CAROLYNE K.  
BEd (H/Sc & TECH) (Hons)  
(H60/OL/11937/2008)**

**A RESEARCH THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF SCIENCE  
IN THE SCHOOL OF HOSPITALITY AND TOURISM MANAGEMENT OF  
KENYATTA UNIVERSITY.**

**MAY 2013**

Wasike, Carolyne K.  
*Effects of  
socio-economic trends on*



2013/431864

**DECLARATION**

This thesis is my original work and has not been presented for a degree in any other University or for any other award.

SIGN:  DATE: 5/6/2013

Wasike Carolyne K.

H60/OL/11937/2008

We confirm that the work reported in this thesis was carried out by the student under our supervision.

SIGN  DATE: 05/06/2013

Dr. Delno L.A. Tromp

Department of Tourism Management


Kenyatta University

SIGNATURE:  DATE: 05/06/2013

Mrs. Monica Wandolo

Department of Hospitality Management

Kenyatta University

SIGNATURE:  DATE: 05/06/2013

Mr. Rayviscic Mutinda Ndivo

Department of Tourism Management

Kenyatta University

**DEDICATION**

This work is dedicated to my husband, Dr. Remmy Shiundu Barasa and my children Chrisantus and Lincoln for their overwhelming support and understanding throughout the course.

## ACKNOWLEDGEMENT

I wish to express my sincere thanks to all those who contributed in diverse ways towards the completion of this work. First, I thank the almighty God for giving me the opportunity to undertake my MSc. Degree. I wish to thank my supervisors, Dr. Delno Tromp, Dr. Bichage M. Gesage, Mr. Ray Mutinda and Mrs. Monica Wandolo for their diligent and scholarly guidance from proposal to final thesis development. I wish to thank Dr. Alice Ondigi, Dean School of Hospitality and Tourism for her inspiring pieces of advice that gave me the vigour to focus on my research. My sincere gratitude goes to Dr. Rosemary Khayiya Ombwori, Chairman Department of Hospitality for her support and guidance towards my research work. I also thank Dr. Geoffrey Manyara, Chairman Department of Tourism for his assistance during development of this work. Special thanks go to Dr. Mary Mutungi and Mr. Charles Murungi for their scholarly contribution and mutual support towards development and completion of my work. My sincere gratitude goes to Dr. Douglas Kivoi for the time he devoted to comp through my work and his contribution from proposal to thesis development.

## TABLE OF CONTENTS

<b>DECLARATION .....</b>	<b>ii</b>
<b>DEDICATION .....</b>	<b>iii</b>
<b>ACKNOWLEDGEMENT .....</b>	<b>iv</b>
<b>TABLE OF CONTENTS .....</b>	<b>v</b>
<b>LIST OF TABLES.....</b>	<b>viii</b>
<b>LIST OF FIGURES.....</b>	<b>ix</b>
<b>ABBREVIATIONS AND ACRONYMS.....</b>	<b>x</b>
<b>ABSTRACT.....</b>	<b>xi</b>
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION .....</b>	<b>1</b>
1.1 Background.....	1
1.2 Statement of the Problem.....	5
1.3 Purpose of the study.....	6
1.4 General objective of the study. ....	6
1.4.1 Specific Objectives of the study. ....	6
1.5 Hypothesis of the study .....	7
1.6 Significance of the Study .....	7
1.7 Delimitations of the study.....	8
1.8 Limitations of the Study .....	8
1.9 Assumptions of the study.....	8
1.10 Conceptual Framework.....	9
1.11 Operational definition of terms.....	11
<b>CHAPTER TWO .....</b>	<b>12</b>
<b>LITERATURE REVIEW .....</b>	<b>12</b>
2.1 Introduction.....	12
2.2 Employee Motivation and Human Needs.....	12
2.3 Employee Motivation: Implication to Management.....	15
2.4 Employee Management and Motivation – Theoretical Underpinning .....	16
2.4.1 Theory Z management.....	17
2.4.2 Maslow’s Theory.....	19
2.5 Socio-Economic trends and the changing employee values.....	23
2.6 Research Gaps .....	25
<b>CHAPTER THREE.....</b>	<b>27</b>

<b>RESEARCH METHODOLOGY .....</b>	<b>27</b>
3.1 Introduction.....	27
3.2 Study Design.....	27
3.3 Variables .....	27
3.3.1 Independent Variables .....	27
3.3.2 Dependent Variable .....	28
3.4 Location of the Study.....	28
3.5 Sample and Sampling Techniques /Sampling Plan .....	28
3.5.1 Target population.....	28
3.5.2 Sample size .....	29
3.5.3 Sampling Techniques.....	29
3.6 Research instruments.....	30
3.6.1 Pre-testing of research tools.....	30
3.6.2 Internal and external validity .....	30
3.6.3 Reliability of the instruments.....	31
3.7 Data collection procedures .....	31
3.8 Data Analysis and Presentation .....	31
3.9 Logistical and Ethical Considerations .....	32
<b>CHAPTER 4.....</b>	<b>33</b>
<b>FINDINGS AND DISCUSSION.....</b>	<b>33</b>
4.1 Introduction.....	33
4.2 Demographic profile of the respondents.....	33
4.2.1 Age of Respondents .....	33
4.2.2 Gender of Respondents.....	35
4.2.3 Education Level of the Respondents. ....	36
4.3 Conclusion for demographic data .....	39
4.3 The prevailing socio-economic trends that may have a bearing on employee motivation. ....	40
4.3.1 The prevailing socio-economic trends which did not have a bearing on employee motivation. ....	42
4.4. The effects of the identified trends in management of employee motivation. ....	43
4.5.1 Employee Motivation Needs .....	56
4.5.2 Satisfaction of employees with Strategies used by Management in Employee motivation.....	60

4.6 Challenges Faced by management in employee motivation.....	61
4.7 Employees recommendations on employee motivation management.....	63
4.7.1 Suggestions on Changes in Management of employee motivation .....	63
4.7.2 What to change in employee motivation management.....	64
4.8 Response of management to challenges in employee motivation. ....	65
<b>CHAPTER FIVE .....</b>	<b>68</b>
<b>SUMMARY, CONCLUSION AND RECOMMENDATIONS .....</b>	<b>68</b>
5.1 Introduction.....	68
5.2 Summary of the Results.....	68
5.3 Conclusions.....	70
5.4 Recommendations.....	70
5.5 Recommendations for further research.....	71
<b>REFERENCES .....</b>	<b>72</b>
<b>6.0 APPENDICES.....</b>	<b>76</b>
Appendix 1. Time Schedule .....	76
Appendix 2. Budget.....	77
Appendix 3. Informed Consent.....	78
Appendix 4.0 Questionnaires.....	79
Appendix 4.1 Structured Questionnaire for Employees .....	79
Appendix 4.2 Semi Structured Questionnaire for Supervisors.....	82
Appendix 5. List of 3-5 Star Hotels in Nairobi .....	84
Appendix 5.1 Hotels sampled for the study.....	85

## LIST OF TABLES

Table 1.1: Key Sectors Supporting Kenya's GDP.....	1
Table 4.1: Relationship between Terms of Service and length of Service (Employees).....	38
Table 4.2: Terms * Length of Service of Supervisors.....	39
Table 4.3: Socio-Economic Trends that have a Bearing in Management of Employee Motivation.....	41
Table 4.4: Effect of socio-economic trends on Management of Employee Motivation as per the Supervisors' Responses.....	45
Table 4.5: Level of Employee Motivation (Employees' Responses).....	52
Table 4.6: Employees' attitude towards Work and Management.....	53
Table 4.7: Satisfaction of Employees with Strategies used in Management of Employees Motivation.....	61
Table 4.8: Existence of challenges in Employee Motivation (Supervisors).....	62
Table 4.9: Proportion of Employees who Suggested Strategy change in Management of Employee Motivation.....	64
Table 4.10: What to Change in Management of Employee Motivation.....	67

**LIST OF FIGURES**

Figure 1.1: Conceptual Framework.....	9
Figure 4.1: Age Distribution among Respondents.....	34
Figure 4.2: Gender of Male to Female Respondents.....	35
Figure 4.3: Education Level of Respondents.....	36
Figure 4.4: Strategies Used by Management in Employee Motivation.....	55
Figure 4.5: Employee Motivation Needs as Depicted by Management.....	57
Figure 4.6.: Reasons for challenges (Supervisors).....	63
Figure 4.7: Response of Management to challenges in Management of Employee Motivation.....	66

**ABBREVIATIONS AND ACRONYMS**

CL	Cost of Living
ECV	Employee's Changing Values
ERG	Existence, Relatedness and Growth
FIG	Figure
GDP	Gross Domestic Product
ILO	International Labor Organization
KNBS	Kenya National Bureau of Statistics
KTB	Kenya Tourism Board
LC	Lifestyle Changes
MBO	Management By Objectives
MC	Management Challenges
MEM	Management of Employee Motivation
SET	Socio-Economic Trends
TQM	Total Quality Management
UK	United Kingdom
UNCTAD	United Nations Conference on Trade and Development
UNWTO	United Nations World Tourism Organization

## ABSTRACT

Although studies show that the reasons that drive people to work may depend on the individual, management can still determine whether employees get motivated or not. This is possible even with the variation of human needs from person to person or even to the same individual at different stages of their careers and lives. However, the ever changing values in priorities for employees in response to the rise of the information age, technology advancement and lifestyle have made it more difficult for management in employee motivation. This study examined prevailing socio-economic trends among employees that may have a bearing on employee motivation, determined the effects of the identified trends on the management of employee motivation and managerial response to the challenges presented. The study was a cross sectional survey that involved 324 respondents drawn from twelve 3-5 star hotels in Nairobi. Structured and Semi structured questionnaires were used to collect data from the respondents. Descriptive statistics and cross tabulations were used to analyze quantitative data while inferential statistics were used to infer the findings into the population. Pearson Product Moment correlations were computed to determine the relationship between employee motivation, socio-economic trends and employee motivation management strategies. A t-test was performed to establish socio-economic trends that had a bearing in management of employee motivation in 3-5 star hotels in Nairobi. A correlation test was further performed to establish the effect of the identified socio-economic trends in management of employee motivation. The study established that socio-economic trends that had a bearing in management of employee motivation entailed increase in the cost of living, need for skill upgrading in the hotel sector and the need for higher salaries. Other than socio-economic factors, managers felt that employees were difficult to please, blamed challenges in management of employee motivation to quitting of employees and competition from new hotels which offer better terms. Findings on the effect of the identified trends in management of employee motivation showed that when the cost of living went up, strategies that mitigated the effects of cost of living in management of employee motivation were gifts, promotions and bonus payments/service charge. Employees, on the other hand, were ready to upgrade their skills in the hotel sector if the terms of service were improved, were taken for paid vacations, given bonus payments or promoted. The management responded to challenges in management of employee motivation by use of disciplinary action, discussion with employees on the way forward and forming of panels to make recommendations. The study thus recommends that employee motivation strategies be reviewed to reflect current employee motivational needs and the prevailing socio-economic trends in order to promote employee motivation hence improve service quality in Kenya's hospitality industry. This would be possible if employees are consulted in order to correctly establish their motivational needs.

## CHAPTER ONE INTRODUCTION

### 1.1 Background

The tourism industry is globally known as one of the world's leading foreign exchange earners exceeding many other industries. According to the Manila Declaration on world tourism by the United Nations World Tourism Organization (UNWTO, 2001), tourism is considered as an activity essential to the life of nations due to its direct social, cultural, educational and economic benefits as well as international relations. Many nations have as such realized the importance of the tourism sector and increased their focus on planning and investing in tourism.

The general growth in the Kenyan economy and steady increase in tourism earnings (US\$286,000 in 2002 to US\$855 million in 2007) is not different from global findings. The relevance of the tourism sector to Kenya's economy has led to its expansion and (re)investment in hotels in Kenya (De Waal, 2007).

According to the Kenya National Bureau of Statistics (2007) economic survey, tourism contribution to Kenya's Gross Domestic Product (GDP) and foreign exchange earnings superseded those of manufacturing, Agriculture and other sectors as shown below.

**Table 1.1 Key Sectors Supporting Kenya's GDP**

<b>SECTOR</b>	<b>PERCENTAGE CONTRIBUTION</b>
Hotels and Restaurants	14.9%
Wholesale and Retail Trade	10.9%
Transport and Communications	10.8%
Manufacturing	6.9%
Building and Construction	6.3%
Financial intermediation	5.5%
Agriculture and Forestry	5.4%

**Source: Kenya National Bureau of Statistics 2007 Economic Survey.**

Akama, (2007) is in agreement with the KNBS report that tourism superseded manufacturing, Agriculture and many other sectors to remain the leading contributor to Kenya's GDP. The importance of this service sector to the economy can therefore not be taken for granted.

According to the Kenya National Bureau of Statistics (2012) report, earnings from the tourism sector were KShs. 73.7 billion in the year 2010 alone which rose to KShs. 97.9 billion in 2011. Kenya National Bureau of Statistics (KNBS) attributed the increase in earnings to the increase in the number of international tourist arrivals between the year 2010 and 2011. KNBS further revealed that the increase in earnings emanated from promotion of Kenya in new markets, repositioning of the country as a high value destination through brand Kenya initiative and, improved security and infrastructure.

However, Hoque and Adams (2008) are of the view that there are factors that affect earnings of tourism and hospitality organizations. According to the duo, these factors include employees' attitude, their behavior, employee turnover, employee performance appraisal ratings by customers and innovation by individual employees at work.

The key factor which the hospitality and tourism organization had no control over was employee motivation and factors that affect management of employee motivation. The difficulties faced by organization management to control factors that might have affected employee motivation which could eventually affect performance of service organizations seem to be the basis of the contribution fronted. The foregoing arguments was that,

although employees are key to the production and success of tourism facilities, they do not feature in organization performance reports (Hoque and Adams, 2008).

According to Horwitz and Jain (2008), employee motivation has remained a challenge to the hotel management given the various factors within the work environment and outside work that affect employee motivation at work.

Employee motivation is as such, a more important task for management, especially in the hotel and catering industry where members of the workforce are in direct contact with the customer, and that people are part of the finished product which the customer is paying for (Mullins, 2007). Employees have however changed and look for more benefits from work than earlier employees who would content with employment and salary. Crick and Spencer (2011) confirm that employees have indeed changed over time and that the hospitality workers could not rely on past motivators.

According to Horwitz and Jain (2008), factors like the formal, knowledge-based economy, the World Wide Web; and increasing communication that the Internet has made possible, have influenced the changing patterns of employment hence impacting on human resource policies within organizations. The dynamic nature of human beings and their desires that keep changing from one person to another and even within the same person at different times seem to be the source of challenges that face management in employee motivation, (Aamodit, 2010). Unfortunately, most organizations rely on traditional employee motivation policies which are misplaced in view of the workforce today, (Estreicher, 1995).

Kenya's situation is not entirely different from findings established in other parts of the world. Wadongo et al., (2011) claimed that managers in Kenya faced challenges in running institutions and that the source of challenges in management was the failure to correctly recognize "values in human relations competencies"

Responding to the disconnect between management of employee motivation and the socio-economic trends is the prime objective of the study: to examine socio-economic trends as a challenge in management of employee motivation in 3-5 star hotels in Nairobi. A study on socio-economic trends as a challenge in management of employee motivation is thus viable given the conflicting views on the subject that have created room for misunderstanding between management and employees (Blum, 2004). This study recognizes socio-economic trends as a challenge in management of employee motivation locally and internationally. The study has therefore attempted to assess socio-economic trends as a challenge in management of employee motivation in 3-5 star hotels in Nairobi Kenya.

## 1.2 Statement of the Problem

The area of employee motivation continues to attract intellectual inquiry in academic realms given the complex and changing nature of employees' (and even employers') needs (Blum, 2004).

In their quest to maintain service quality and improve performance, hotel managers use various strategies to motivate employees. However, the management rarely conducts assessment to establish the effectiveness of the motivation strategies used; this is so even with the rapidly changing work environment (Blum, 2004). Various issues are noted in the quest for organizations to manage the effects of socio-economic trends (increase in cost of living, need for skill upgrade, need for higher salaries, need for medical screening, social groups at work among others trends) in management of employee motivation.

Employees appear to have changed in response to the advent of the internet, globalization, and rise in the cost of living and lifestyle trends. As such, employees have increased their quest for more training, increased need for medical attention, formed social groups to share issues that affect them, among others (Crick and Spencer, 2011).

Changes in the global human relations policies which appear to have given a new focus on employee's welfare at work might have further created a new paradigm in the employee welfare at the work place (Horwitz and Jain, 2008). Consequently, such changes have had an adverse influence on individual employee value system hence creating new challenges for management in employee motivation. This is of particular

interest to the hospitality industry noting that employees are part of the final product for which the customer pays (Mullins, 2007).

There is therefore need for documentation on effects of socio-economic trends in the management of employee motivation in hotels in Kenya. The information established by this study will enhance service quality hence increase the employee productivity and enable customers get more value for their money. This study therefore sought to investigate the specific areas of socio-economic trends that affected management of employee motivation in the hospitality sector.

### **1.3 Purpose of the study**

The purpose of this study was to examine the effects of socio-economic trends the management of employee motivation in 3-5 star hotels in Nairobi.

### **1.4 General objective of the study.**

Overall, this study examined the effects of socio-economic trends on the management of employee motivation in 3-5 star hotels in Nairobi.

#### **1.4.1 Specific Objectives of the study.**

- i) To examine the prevailing socio-economic trends among employees that have a bearing on employee motivation in 3-5 star hotels in Nairobi.
- ii) To determine the effects of the identified trends on the management of employee motivation.

iii) To establish the managerial response to challenges presented by employee motivation trends in the hospitality industry.

### **1.5 Hypothesis of the study**

1. The prevailing socio-economic trends among employees have a bearing on employee motivation
2. Socio-economic trends have a significant effect in management of Employee motivation.

### **1.6 Significance of the Study**

The findings of this study are significant to the following groups:

- i) The Tourism and hospitality industry.

The findings of this study contribute to a new body of knowledge in the management of employee motivation. The information collected is helpful to the hospitality industry in developing employee management policies that minimize challenges and enhance employee motivation in 3-5 star in Nairobi.

These findings provide information to hospitality stakeholders (ministry of tourism, Kenya Tourism Federation, Kenya Association of Hotel keepers and Caterers, Kenya Tourist Board, Kenya Association of Tour Operators, Kenya Association of Air Operators among others), on the effects of socio-economic trends in management of employee motivation and possible ways of approach to resolving them. The ministry of tourism may hence revisit the policies of employee motivation in the tourism and hospitality sectors in an effort to promote employee motivation hence service quality.

## ii) Academia

The findings of this study contribute to a new body of knowledge in academic research in the area of management of employee motivation. It also opens up new gaps in the area of employee motivation and socio-economic trends that may need further investigation.

## iii) Workers Association

The findings provide information to existing workers unions on the plight needs of hospitality and tourism workers so that they can find ways of solving them.

### **1.7 Delimitations of the study**

The study was carried out in the 3-5 star hotels in Nairobi whereby the respondents were drawn from the management and employees of the 3-5 star hotels in Nairobi. The study was also limited to the co-operation of the hotel management to access the respondents hence data collection.

### **1.8 Limitations of the Study**

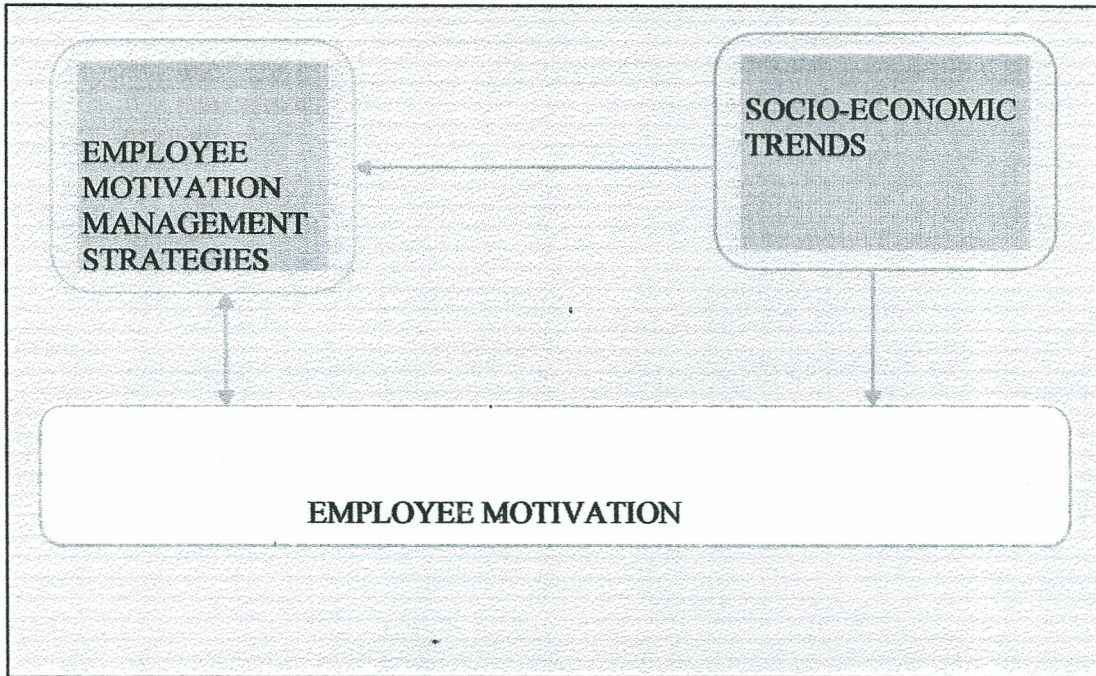
The study was limited to the management and employees of 3-5 star hotels in Nairobi due to financial and time constraints.

### **1.9 Assumptions of the study**

The study assumed that there were effects of socio-economic trends on the management of employee motivation in 3-5 star hotels in Nairobi.

### 1.10 Conceptual Framework

Socio-economic trends had an effect on the management of employee motivation and employee motivation management strategies as shown in Fig.1.1 below;



**Figure 1.1: Conceptual Framework** (Adapted from Employee management and motivation theories (Blum, 2004; Sagimo, 2002).

**KEY: Dependent variable**  **Independent variable**

According to Horwitz and Jain (2008), socio-economic trends may affect employee motivation leading to a shift of focus by employees from work to other needs. This according to the duo, may lead to an increase in the search for alternative sources of income by employees to supplement salary in an effort to meet the day to day needs. As such, employees develop an increased urge for constant knowledge upgrade through part-time or holiday study to get better terms of service, or find better paying opportunities.

Employee motives as a result changed, shifting focus on earning extra money to meet the rising cost of living, emanating from the effects of socio-economic trends on the management of employee motivation.

Effects of socio-economic trends on the management of employee motivation would be further shown through increased need for health screening and fitness facilities at the workplace (Horwitz and Jain, 2008). Increased access to information on international employee practices and human rights that has been made possible by globalization further created a new paradigm in the effect of socio-economic trends in management of employee motivation in the hotel industry in Kenya (Horwitz and Jain, 2008).

The management strategies applied in management of employee motivation in a hotel also determines the level of motivation among employees. The use of inappropriate employee motivation strategies would negatively impact employee motivation.

Employee motivation could also affect employee motivation management strategies whereby strategies not yielding positive effects on employee motivation would be replaced. Employee management strategies and socio-economic trends would therefore have an impact on employee motivation.

### **1.11 Operational definition of terms**

**Employee:** Members of staff not in managerial positions

**Employee Motivation:** The force that drives employees to work the way they do.

**Employee Motivation Management strategies:** Are incentives that hotel management uses to motivate employees.

**Global employee management trends:** Employee friendly management styles.

**Socio-economic trends:** Factors that affect employees at work and day-to-day lives

## **CHAPTER TWO LITERATURE REVIEW**

### **2.1 Introduction**

This chapter is a review of the literature related to the study. It entails management challenges, employee motivation and human needs, socio-economic factors such as the changing values of employees, the changing lifestyle of employees, theories of motivation and management.

### **2.2 Employee Motivation and Human Needs**

The success and survival of an organization depends on how well it relates with the challenges of employee motivation and how it positions itself to the external environment (Baker, 2003).

According to Blum (2004), employee motivation is the force that drives people to achieve certain goals and objectives; that employee motivation is complex and unpredictable. This he argues is evident in the disparity of what motivates individual employees. Socio-economic trends present at work and in the day to day lives of employees, perhaps affected individual employees in different ways determining the level of employee motivation in individual employees.

According to Blum (2004), whereas some employees may be motivated by factors present at the work place, others are motivated by factors that are not part of work. These factors he explains range from family, hobbies, school or any other interests. Socio-economic trends would, as such, play a significant role not only in employee motivation , but, also in management of employee motivation.

(Blum, 2004), is in agreement that drives or motives vary not only from one individual to the next but within the same individual at different times in their career, life and age. He asserts that employees' motives could be easily predicted if the motivators from within and outside that operate in an individual could be known. This study assumes that motivators within and outside work arise from the effect of socio-economic trends in management of employee motivation.

In addition to factors that shape employees motives at the work place, there has been an increasing recognition within the hotel industry of the importance and value of people in the service delivery process. This new venture by hotels has led to suggestions that hotels need to develop better data base of performance relating to key areas such as employee morale and employee satisfaction (Fwaya et al., 2006). This would probably reduce challenges in management of employee motivation, hence, employee motivation.

Berning et al., (2008), on the other hand, is of the view that, for an individual to be motivated, human behavior has to be understood. But he notes that understanding human behavior is difficult given that human behavior keeps changing. Such constant changes in human behavior could be due to the effects of socio-economic trends on human values hence employee motivation.

Drucker (2008) is in agreement that management strategies in organizations should be formulated with "social realities in mind". Drucker's view of organization management in the context of employees has given a new focus on employees, whom he considers

have changed with time and global age. His views that success of an organization depends on whether employees prefer to work for the organization over all opportunities are a reality especially in the hospitality sector. Drucker (2008) asserts that, "today's employees are no longer subordinates but knowledge workers".

Knowledgeable workers according to Drucker, need autonomy and freedom to do their work and be handled as 'assets' rather than a 'cost' and that they are "associates" of management and not "subordinates". Subordinates are non skilled or employees with limited skills and rely on instructions to work, (Drucker, 2008). In the context of this study, social realities which drucker takes note of are socio-economic trends, while, employees being handled as assets and not cost depicts the management style in the hospitality industry.

It is unfortunate that despite the service sector contributing an important part of gross domestic product and employment in most economies, the organization has no control over majority of factors which are key to its performance (Hoque and Adams, 2008). Pritam and Asha (2011) agree that understanding values of employees is relevant in fulfilling work expectations.

Although several studies have investigated management of employee motivation, little is known about the socio-economic trends as a challenge in management of employee motivation in 3-5 star hotels in Nairobi. It is disheartening that, even though employees are part of the final products sold in the hospitality and tourism sectors, they are not

featured in performance reports as key components to the production and success of tourism facilities. Given the importance of the hospitality and tourism sector in Kenya's economy, factors affecting employee motivation management should be examined if the service sector is to continue remaining relevant in Kenya's economy.

### **2.3 Employee Motivation: Implication to Management**

Challenges in management of employee motivation arise when the management of an organization is not accepted by employees; this could, probably, be due to its failure to recognize motives of employees (Berning et al., 2008). Employees motives, according to this study, could easily established, if, management would factor in socio-economic trends in management of employee motivation.

Aamodt (2010) is of the view that, management should change employees' perception of the work environment, so that the perception matches the management's behavioral style. This tactic he explains works well in politics where each candidate tries to convince the voting public that she or he is the best candidate, but, changing the employee's attitudes is an entirely different matter. That it could be more effective to change employees' attitudes towards work by changing the climate, whose approach he says could be more challenging, but the outcome more promising. He further suggests path-goal theory of behavioral leadership style to handle each situation; that is, instrumental, supportive, participative or achievement-oriented approaches which he posits could be useful in handling various situations concerning employees. The participative approach according to this study could be more applicable in management of employee motivation. This is

because the participative approach treats its employees as associates of management by involving employees in decision making process as opposed to instrumental, supportive and achievement oriented approaches (Aamodt, 2010). This could in turn present opportunities for employees to make suggestions on how they could be motivated. The management would as a result, be better placed to mitigate the effects of socio-economic trends in management of employee motivation in the hospitality industry in Kenya.

Porter (2010) is in agreement that management of the human capital in the organization is an important task due to the fact that it will determine how productive the organization would be. He also proposes a more worker friendly, human resource approach i.e. a participative employee management approach. Tilden and Kleiner (2005) also recognize “effective management style” as a vital tool in management of employees whereby “the management of an organization can minimize concerns and capitalize on opportunities.

This study therefore sought to establish the effects of socio-economic trends in management of employee motivation whereby the effects could be contained through a worker friendly management in the hotel industry in Kenya.

#### **2.4 Employee Management and Motivation – Theoretical Underpinning**

A wide range of theories have been documented on employee management and motivation. Employee management theories include: Scientific management by Fredrick W Taylor; the Modified Theory of Management by Likert (1959); Theory X and Y (also referred to as The Human Side of Enterprise) by Douglas Mc Gregor (1960); Leadership

and Organization theory by Tannenbaum (1961); Total Quality Management (TQM) and Theory Z by Ouchi (1981) among others.

Employee motivation theories on the other hand includes Maslow's hierarchy of needs theory (1954); Alderfer's ERG theory (1972); J.M Adam's theory of Equity (1959) and Herzberg's two factor theory (1959) among others. The theories that inform this study are Maslow's hierarchy of needs theory and the Z theory of management

#### **2.4.1 Theory Z management.**

Theory Z management is also referred to as the Japanese management approach. This is a people management approach whereby organizations take its people as the greatest asset (Sagimo, 2002). This enhances the total quality management (TQM) approach which focuses on quality, customer satisfaction and profits, continuous improvement in every process through integral effort of all members of the organization and change of focus.

Sagimo (2002) argues that TQM is not the best approach when dealing with employees because people generally resist change for fear of the unknown and the employees may hence not be motivated. TQM theory works on the principles like those of Management by Objective (MBO), a strategy that is based on results from both workers and managers which are objective oriented within a given time frame. MBO is hence a systematic, formal goal setting and review process which is jointly carried out by all managers (individually and in groups) throughout an organization but is not employee friendly. This is because employees are under constant pressure to be more productive.

Theory Z also improves on the modified theory of management by Likert, managerial Grid theory by Blake and Morton among other management theories. These theories were built on the principle that successful management must involve the process of employee participation.

Theory Z management is also an advancement on the traditional theories of employee management like Scientific management by Fredrick Taylor, also referred to as Taylorism. The scientific theory of management is based on the principle that the manager is perceived by subordinates as an individual whose sole purpose was to expedite the goals of the organization. Such an individual was impersonal and ignored the employee's needs, (Blum, 2004; Berning et al., 2008).

Other attributes of the Z theory of management that make it applicable in management of employee motivation include a lifetime employment, great concern for the individual worker and emphasis on seniority at work. The Z theory is therefore applicable in management of employee motivation due to job security and strong feeling of belonging, confidence and loyalty to the aims and culture of the organization. Application of theory Z in management of employee motivation will hence promote employee motivation hence reducing challenges facing management of employee motivation.

The comparison of employee management by the Z theory and Kenya's situation indicates that there is more to be done in Kenya's organizations if employees are to be motivated. This could in turn increase employee motivation, reduce instability and employee turnover rates which according to salih (2003) characterize employment in the

tourism and hospitality and tourism industry. Salih (2003) asserts that poor human resource practices (i.e poor compensation and long working hours) was the cause of challenges that faced management of employee motivation in the tourism and hospitality industry.

Sagimo (2002) findings are in line with the above argument whereby he reported that Kenyan organizations have poor morale among employees occasioned by their strategy of management by crisis, individual decision making, decisions passed by few selected senior people, decisions initiated from top-down, rush decision making, lack of clear common organization culture, company staff changes, desire for rapid advancement among employees or else turnover, loyalty to the profession and not employer or organization. Other shortcomings of management in Kenya's organizations include appraisal for short term results, promotions that are not only tied to performance but also to social, political party membership, tribe, district and bribes (Sagimo, 2002).

The study adopted theory Z management which is a people management approach whereby organizations take its people as the greatest asset. This type of management according to this study, would curb the effects of socio-economic trends in management of employee motivation hence promote employee motivation which would in turn improve service quality and increased productivity of the hospitality industry in Kenya.

#### **2.4.2 Maslow's Theory.**

Maslow (1954) identifies five levels of needs which are best seen as a hierarchy. People move from lower level needs to higher level needs whereby once the most urgent need has been satisfied, the next level of needs becomes the target until the highest level needs

are met. Once a need has been satisfied, it ceases to be a motivator. The needs that inform an individual's motives as identified by Maslow are physiological, safety, social, esteem and self actualization needs.

First, physiological needs are the most basic human needs which include food, water and comfort. The organization satisfies these needs through salaries. Salaries of hotel workers are described to be among the lowest as compared to other industries, and this may hence be among the sources of challenges facing management of employee motivation, given the rise in the cost of living, (Reichel and Pizam, 2011).

Second, safety needs come second in the hierarchy. These are needs for security and stability which are satisfied through benefits and terms of work. Safety needs in most organizations are neglected and especially in the hotel sector. Hotel employees incur accidents while performing their duties; these range from chefs who accidentally cut themselves to staff in other sections like laundry and service who may slip and suffer broken limbs in the course of work. In most of these instances, the management pays little attention to causes of such accidents or even how the accidents would be reduced in the future.

Third, Social needs are desires for affiliation. They include the need for love, friendship and belonging (Blum, 2004). Team work, parties, sports and celebrations; Care and concern by the management for personal needs can help satisfy social needs. Social needs are important in employee motivation as they enhance loyalty, teamwork and a sense of security among employees. Most organizations according to Maslow tend to ignore social

needs for fear of group hostility. This eventually leads to staff becoming resistant and uncooperative.

Fourth, Esteem needs also known as ego; are needs for autonomy, achievement, confidence, knowledge, self respect, recognition from others and appreciation. Organizations can help employees to achieve esteem needs by matching skills and abilities of employees to the job and the supervisor's appreciation can help achieve esteem needs. In conventional organizational context, especially in the hotel sector, few opportunities are offered for satisfaction of ego needs especially for staff at lower levels of the bureaucratic hierarchy.

Fifth, Self actualization needs, are at the highest level of this hierarchy. They are desires for self fulfillment and the realization of an individual's full potential and continued self improvement. The supervisor can help fulfill self actualization needs by assigning employees tasks that are more challenging. Like ego needs, self actualization needs hardly find expression in many organizational settings, especially in the hotel sector where in most cases the management is rigid and does not offer such opportunities.

Maslow's theory of hierarchy of needs is based on principles that are similar to Alderfer's ERG theory, except that the latter categorizes human needs into three groups; existence relatedness and growth (ERG) instead of ranking. ERG model is based on frustration and regression hypothesis whereby individuals who get frustrated in meeting higher-level needs, resort to the next lower level needs, i.e. if one path is blocked then the individual will regress towards the more easily satisfied needs. According to Blum (2004), Alderfer

identifies chronic needs that persist for long periods and event needs which occur depending on the situation.

Maslow's theory of needs is also a simplified form of Herzberg's two factor theory which is based on the notion that human needs are based on two sources, satisfiers and dissatisfies. Satisfiers are also called motivators, while dissatisfies are those things which result in job dissatisfaction, also called hygiene factors or job context factors. Herzberg's theory received a lot of criticism from other researchers because it concentrated on satisfiers and dissatisfies ignoring higher level needs and other behavioral criteria such performance, absenteeism, labor turnover and even the work itself (Blum, 2004).

The deprivation of low level needs in the hotel industry occasioned by the low social economic nature of employees in the hospitality sector results in difficulties in employees meeting basic needs that are aggravated by the ever rising cost of living and global lifestyle trends (Reichel and Pizam, 2011). This diverts the energy of employees into the struggle to satisfy their needs hence triggering the change in their value system, (Crick and Spencer, 2011). As a result, employees seek for ways of supplementing their income or achieving positions at work which would attract higher salaries: Employees would therefore seek for alternative work or acquire extra training that would enhance opportunities for promotion at their place of work, (Crick and Spencer, 2011).

Maslow's theory of needs has been applied in the study to establish the human needs that influence employee motivation hence affecting employee motivation management in the

tourism and hospitality industry. Theory Z management also referred to as the Japanese management approach has been applied in the study to establish the effect of management on employee motivation. This is a people management approach whereby organizations take its people as the greatest asset and therefore if this management strategy is adopted by hospitality and tourism organizations in Kenya then there will be minimal effect of socio-economic trends on management of employee motivation.

### **2.5 Socio-Economic trends and the changing employee values**

The low social economic nature of hospitality employees may be the cause of challenges facing management of employee motivation in the hospitality industry, (Reichel and Pizam, 2011).

These low Socio-economic level, according to the duo (Reichel and Pizam, 2011) has made it difficult for hotel employees to live an average lifestyle. A study carried out on the US of America hospitality employees indicated that employees at workplaces today have new lifestyles: fitness-in-company, health screening, exercise programming among others things which were noted to be the hallmark of today's hospitality employee (Rocha, 2004).

Globalization has brought information closer to people reducing the world to a global village. Employees can, as such, easily access human rights education and be in touch with international human rights practices (Thompson, 2011). Globalization has further increased job flexibility whereby employees can move between jobs (Wang, 2011).

Little empirical research has dealt with the assumed effect of socio-economic trends on management of employee motivation. Responding to this research gap is the prime objective of the study. First, it identified the key prevailing socio-economic trends among employees that may have a bearing on employee motivation in 3-5 star hotels in Nairobi. Secondly, the study determines the effects of the identified trends on the management of employee motivation. Thirdly, the study establishes the managerial response to the challenges presented by the effects of socio-economic trends in management of employee motivation in the hospitality industry in Kenya.

## 2.6 Research Gaps

From the literature review as well as related studies, there are distinct gaps on effects of socio-economic trends as a challenge in management of employee motivation in the area of hospitality industry in Kenya. These effects partly arise from the dynamic nature of human beings and their desires that keep changing from one person to another and even within the same person at different times of their lives (Debowski, 2006). The socio-economic trends as a challenge in management of employee motivation also arise from the fact that employees have changed and look for more benefits from work than earlier employees who would content with employment and salary. Unfortunately, most organizations rely on traditional employee motivation policies which are misplaced in view of the workforce today (Crick and Spencer, 2011).

Factors like the formal, knowledge-based economy, the World Wide Web, and increasing communication that the Internet has made possible have influenced the changing patterns of employment hence impacting on human resource policies and creating a new paradigm in management of employee motivation within organizations. Employees at workplaces today have new lifestyles: fitness-in-company, health screening, exercise programming among others - the hallmark of today's hospitality employee (Crick and Spencer, 2011).

Globalization has brought information closer to people reducing the world to a global village. Employees can as a result easily access human rights education and be in touch with international human rights practices. Globalization has further increased job

flexibility whereby employees can move between jobs and also attend to other needs like education, health and family with ease (Crick and Spencer, 2011).

Whereas earlier studies focused on motivation and management as separate entities, the current study explores the two variables as a single entity impacted by socio-economic needs. Studies on management of employee motivation are also inadequate and do not necessarily reflect recent dynamics in employees.

The gaps will hence be addressed by the recommendations on how to manage employee motivation in the hospitality industry in order to counter the effects of socio-economic trends on management of employee motivation in work places.

## **CHAPTER THREE RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter entails the research design, location of the study, sample and sampling plan, research instruments, data collection procedures and data analysis.

### **3.2 Study Design**

The study was a cross- section survey research. According to Lindell et al. (2001) "Cross-sectional survey studies of attitude-behavior are appropriate if used with carefully designed questionnaires to increase their precision" pg115. Mugenda (2003) is in agreement that cross-sectional survey research is applicable for collecting data on perceptions, attitudes and behavior or values using questionnaires in studies which involve larger samples.

### **3.3 Variables**

#### **3.3.1 Independent Variables**

The first variable was *Employee Motivation Management Strategies which Influences employee motivation*. This was measured by job satisfaction, (Blum, 2004). This parameter indicated that the effectiveness of *Employee Motivation Management Strategies* being practiced at the 3-5 star hotels in Nairobi. Ineffective *Employee Motivation Management Strategies* indicate a management that could be facing challenges of *Management of Employee Motivation*.

The second variables are *Socio-economic trends which influence employee value system* hence impacting on employee motivation. This was measured by increase in cost of living, grievances, social groups at work, need for flexible working hours, medical needs

,need for rotation at work, strikes, lateness, need for higher salaries, ability to find a job in other parts of the world and employee turnover.

### **3.3.2 Dependent Variable**

Employee motivation is the dependent variable. It entails human needs and working environment influenced by employee management and socio-economic factors. This was measured by parameters such as absence, tardiness, short-time absences, trips to a medical unit and merit rating and employee turnover, Blum (2004). This measurement he asserts, "Predicted that when morale is low, indicators such as absenteeism and lateness tend to be high".

### **3.4 Location of the Study**

This study was carried out in the city of Nairobi. The choice of the location was based on the fact that, in addition to being Kenya's capital city, Nairobi has high education opportunities, access to information and dynamic lifestyle trends.

### **3.5 Sample and Sampling Techniques /Sampling Plan**

#### **3.5.1 Target population**

The target population entailed all employees and management of 3-5 star hotels in Nairobi. According to the United Nations Conference on Trade and Development, UNCTAD (2008), Kenya has a total of 483,000 hotel employees. Currently there are 22, 3-5 star hotels in Nairobi composed of seven (7) five star, eight (8) four star and seven three star hotels as listed in the Kenya Gazette notice No.3976 published in 2003, the latest notice so far and an updated list in ([www.tripadvisor.com](http://www.tripadvisor.com)).

### 3.5.2 Sample size

The Fisher et al. (1983) formula was used to determine the sample size whereby out of 270 hotels in Kenya, 67 hotels are in Nairobi as listed as listed in the Kenya Gazette notice No.3976 published in 2003, the latest notice so far and an updated list in (www.Tripadvisor, n.d). This is 24.8% of the 270 hotels in Kenya. Assuming that the same proportion of 24.8% applies to employees, then this gives a total of 119,784 employees out of 483,000 employees in Kenya, (UNCTAD, 2008).The sample size is thus,  $n_0 = z^2 pq/d^2$  (Fisher, 1983).

Where:  $n_0$ = the desired sample size (if the target population is greater than 10,000),  $Z$ = the standard normal deviation at the required confidence level.

$P$ = the proportion of the target population estimated to have the characteristic being measured whereby  $q= 1-P$ ,  $d^2$ = the level of statistical significance set, a  $Z$  of 1.96, and a statistical significance level of 0.05%.

$$n_0 = (1.96)^2(0.248)(0.852)/(0.05)^2$$

$$n_0 = 324 \text{ Respondents.}$$

### 3.5.3 Sampling Techniques

Stratified Simple Random sampling was adopted in this study. Out of the 22, 3-5 star hotels in Nairobi, 12 hotels were sampled by selecting 50% of each of the 3, 4, and 5 star hotels for equal representation. Respondents were sampled from the seven departments. This entailed the revenue and administrative sections of the hotel whereby revenue section consisted of Front office, House Keeping, Service and Kitchen departments while

the administrative section entailed Human Resource, Marketing and Security departments. This gave a total of 7(seven) departments from which respondents were drawn. 27 (twenty seven) respondents were sampled at each of the 12, 3-5 star hotels whereby (seven) Heads of Department and approximately 3(three) employees were sampled (those on duty on the day of data collection) from each of the seven departments and included in the study.

### **3.6 Research instruments**

Structured and Semi structured questionnaires were used to collect data from respondents. Structured Questionnaires were used to collect data from employees while Semi Structured Questionnaires were used to collect data from Heads of Department.

#### **3.6.1 Pre-testing of research tools**

Expert judgment on the accuracy and applicability of the data collection instruments was sought from the post graduate students and staff at the departments of Tourism and Hospitality.

#### **3.6.2 Internal and external validity**

To ensure content validity, an extensive literature review was conducted to ensure important variables in employee motivation management in the hotel sector were included in the study instruments. The instruments were then reviewed by experts at the departments of Hospitality and Tourism. Corrections and adjustments were then made according to their suggestions. A pretest was then conducted to establish the suitability of the variables that were to be measured.

Based on the inferences of the study, the instruments and variables used in the study had a high degree of validity (0.86) resulting from Acronbach's Alpha factor analysis. This yields a 0.26 random error ( $0.86 \times 0.86 = 0.7396$ ;  $1 - 0.7396 = 0.26$ ) which is relatively low hence the high validity and reliability of the instruments (Tavakol, 2011).

### **3.6.3 Reliability of the instruments**

Using the literature review, a scale was developed to examine the prevailing socio-economic trends among employees that may have had a bearing on employee motivation, effect of the identified trends on the management of employee motivation and the managerial response to challenges presented by employee motivation trends in the hospitality industry. The scale was then pretested at the Hospitality and tourism departments to establish the suitability of the variables that were to be measured.

### **3.7 Data collection procedures**

Data collection exercise was carried out by the principal researcher. Before identifying the respondents, clearance was first sought from the hotel management. The researcher then worked closely with the human resource manager to access the respondents, sample, issue questionnaires to the respondents and collect after filling.

### **3.8 Data Analysis and Presentation**

Upon completion of data collection, data obtained from the field was cleaned and coded by creating categories using numeric values. The coded data was then entered into spreadsheets for final analysis. Descriptive statistics and cross tabulations were used to analyze the quantitative data. Further, inferential statistics was used to infer the findings into the population of the study.

Pearson Product Moment correlation was used to determine the relationship between employee motivation and socio-economic trends and employee motivation management strategies. Inferential statistics were also computed to infer the data into the population. The data was then presented using charts, graphs, means and percentages.

### **3.9 Logistical and Ethical Considerations**

Before conducting the research, clearance was sought from the graduate school of Kenyatta University. Clearance from the 3-5 star hotel administration was obtained before commencing data collection at each hotel. For confidentiality on the part of the participants, identification numbers were given and no names and/or other means of identification were used.

## **CHAPTER 4 FINDINGS AND DISCUSSION**

### **4.1 Introduction**

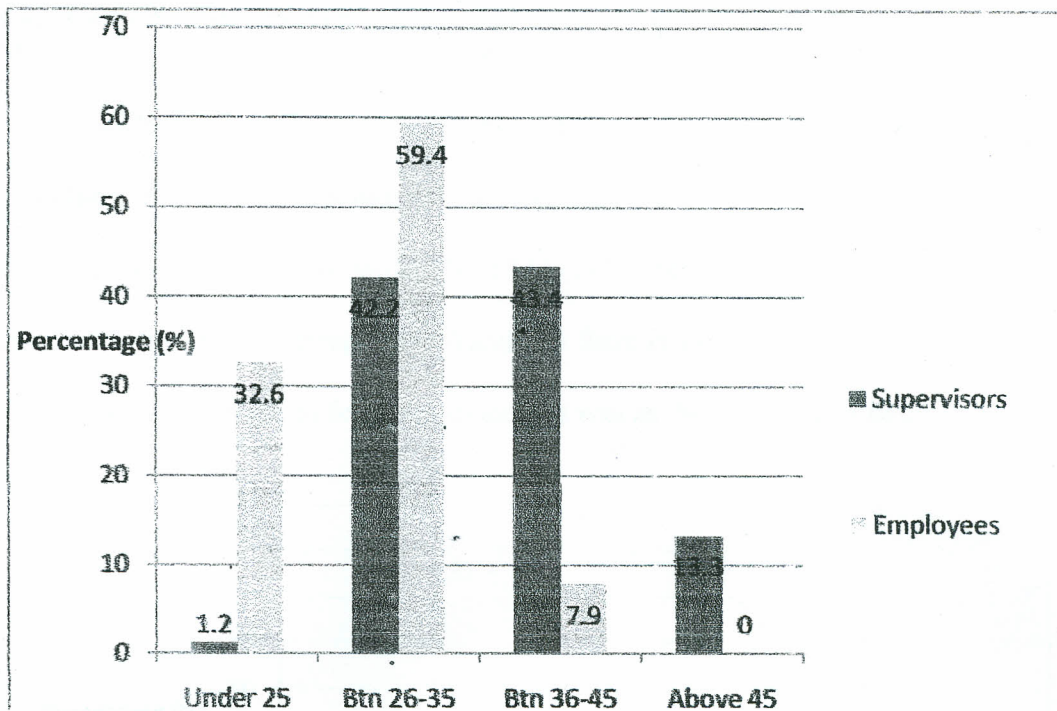
This chapter details presentation and discussion of results of the study. It covers demographic information, prevailing socio-economic trends among employees, effect of the identified trends on the management of employee motivation and managerial response to challenges presented by employee motivation in the hospitality industry. 324 respondents were involved in the study whereby the response rate was 90% (representing 216 out of 240 respondents) from general employees and 92% from supervisors (representing 78 out of 84 respondents). The general response rate was therefore 90.1% representing 292 out of 324 respondents.

### **4.2 Demographic profile of the respondents**

These entailed age, gender and education level, terms of service and length of service of employees and supervisors.

#### **4.2.1 Age of Respondents**

The results of the study indicate that majority (92.1%) of the employees were aged 35 years and below as compared to supervisors who were aged 26-35 (42.2%) and 36-55 (43.4%) years old. The study findings indicate large proportion of young employees as compared to supervisors and that majority of the employees and supervisors were male as shown in Fig. 4.1 below.



**Figure 4.1: Age Distribution among Respondents**

The younger age of employees indicate that they had not worked for long and that the preceding counterparts had left probably due to poor employee motivation. This according to the study could be a search for better opportunities. These findings are in line with Salih (2003) whose study indicated that the tourism and hospitality industry is characterized by instability and high rate of labor turnover. The findings further cite the international Labor Organization (ILO) having indicated the turnover rate for operational employees as 51.7% in the US, 30% in Asia and 425 in the United Kingdom(UK).

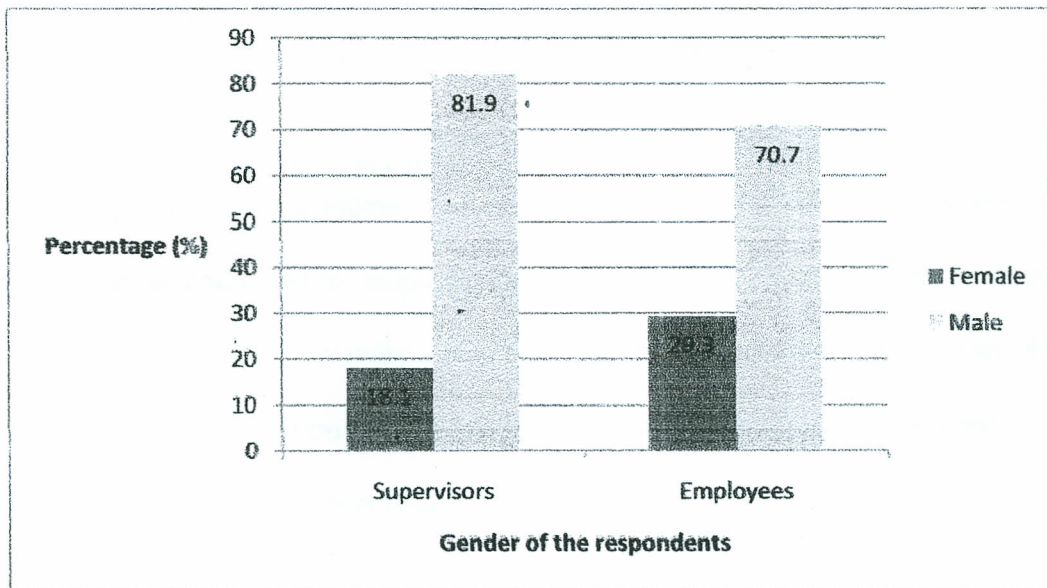
The high proportion of young employees and the short tenure according to this study may imply employee turnover and/ demotivated employees whereby the root course could probably have been the effects of socio-economic trends in management of employee motivation in the hospitality industry in Kenya.

#### 4.2.2 Gender of Respondents

Most of the supervisors were Male (81.9%) compared to 18.1% Females. Employees were 70.7% male and 29.3% Female. The findings may imply that the working conditions in the hospitality industry may not be conducive for female employees.

The findings are consistent with UNCTAD (2010) report that women employees in the hotels in Kenya are underrepresented and that there is a high turnover of employees.

The proportion of male to female respondents was as shown in Fig. 3 below.



**Figure 4.2: Proportion of Male to Female Respondents**

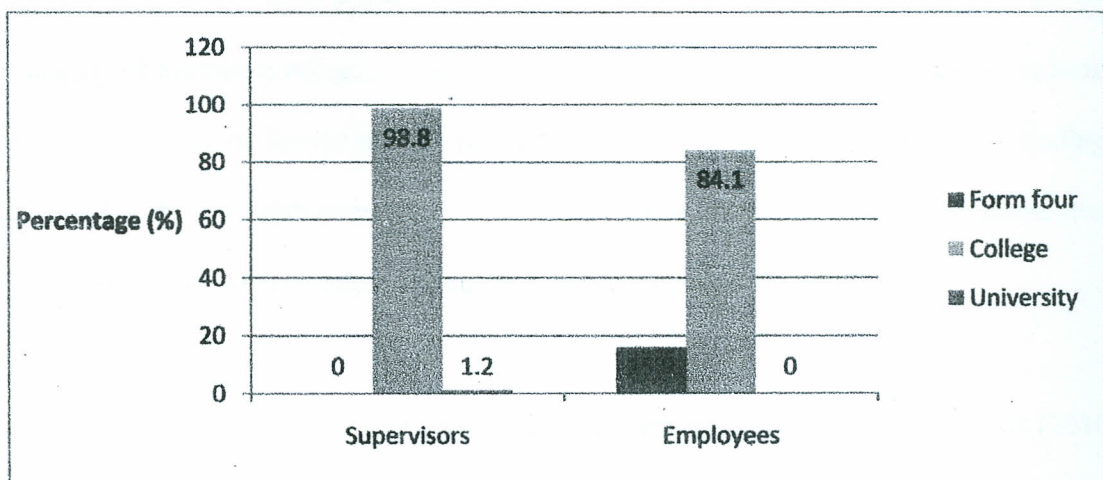
The higher number of male employees (70.7%) and supervisors (81.9%) could be because male employees can work for longer hours and also perform strenuous tasks in areas like the kitchen. This could also be due to the fact that male employees do not go on regular leave like maternity or even permission of absence due to maternal responsibilities.

Salih (2003) is in agreement that, there is a smaller ratio of women in the hospitality and tourism sector in developing countries than in developed countries where the industry had reached maturity. Salih argues that the underrepresentation of women in the tourism and hospitality industry in developing countries is due to cultural reasons where women's role in such societies is seen as mothering, behind the scenes or only slotted for back of the house work, allocated wages which are 20% lower than that of men.

This probably explains the reason as to why the study findings show higher representation among employers and supervisors. This could either imply the impact of culture in employment or immaturity in Kenya's service industry.

#### 4.2.3 Education Level of the Respondents.

Most supervisors had diploma level and with a few having attained university level of education as compared to employees whereby 98.8% of supervisors had college level of education and 1.2% university education as compared to employees whom, 84.1% had college level of education, 15.9% had attained form four education and none had attained university level of education (Fig. 4.3).



**Figure 4.3: Education Level of Respondents**

According to the study, the level of education could determine the terms of service and income of an employee. This could further determine the urge to search for more training and alternative places for employment hence impacting employee motivation management at 3-5 star hotels in Nairobi.

The findings are consistent with the findings of Hanqin and Ellen (2004) that China's hotel and tourism industry faced many human resource challenges ranging from the lack of qualified staff at both operational and managerial levels, high staff turnover rates, the unwillingness of university graduates to enter the industry among other challenges.

In line with the above findings is Salih (2003) who reported that it was commonly held that travel and tourism jobs were considered semi skilled or unskilled, low in social status and of low pay in Oriental countries where Confucianism was still strong and that this acted as a barrier to recruiting highly educated people in the industry. Salih (2003) posits that in Hungary, Poland, Spain, the United Kingdom and Yugoslavia, no travel and tourism job enjoyed high status except hotel and restaurant managers, tour guides and managers of mountain refuge. Salih's arguments that the tourism and hospitality industry has a weak internal labour market seems to fit in well, basing on the study findings (Figure 4.3 above). Salih observes that tourism and hospitality employees are drawn from secondary labour markets such as students, housewives and school leavers.

The low education level of hotel employees was further confirmed by UNCTAD (2010) report that hotels in Kenya employ medium to low skilled employees.

#### 4.2.4 Relationship between Terms of Service \* Length of Service

The study established that employees who were on contract and casual terms stayed in their places of work for shorter periods of time (1-5 years) as compared to permanent employees whom a larger percentage stayed at their work places for 11 years and above (Table 4.1). 86.7% supervisors were on permanent terms whereby 59.5% stayed at their work stations for a period of 5-10 years (Table 4.1 below).

The findings of the study imply that job security could have been the reason that contributed to employees working for shorter length of service at their stations given that job security is basic human need as stated by Maslow's hierarchy of needs theory (1954). This as a result led to employees being in constant search for new employers who would offer better terms of service as indicated by the study whereby most employees were on contract terms and did not stay in their work stations for more than 5 years as opposed to supervisors whose terms were mostly permanent and stayed in their places of work for 11 years and above as shown in Table 4.1 below:

**Table 4.1: Relationship between Terms of Service and length of Service (Employees)**

Length of service	Terms of Service %		
	Permanent	Contract	casual
Less than a year	0	5	2.5
1-5 years	8.3	32.5	2.5
6-10years	3.3	33.8	0
11 years and above	9.2	2.5	0

The findings of the study are also consistent with the International Labor Organization (2001), quoted in Salih (2003) that on average, a quarter of the workforce in the tourism and hospitality industry work on part-time terms in 15 European Union countries. The report also says that 50% of the same cadre of workers was on part-time terms in the United Kingdom, Denmark and Netherlands. Salih argues that it seemed turnover that permeated the tourism and hospitality industry was accepted by both employers and employees where the average job tenure in the US hospitality industry and the United Kingdom was estimated to be 1.5 years and 1.5 to 2 years respectively.

**Table 4.2: Terms \* Length of Service of Supervisors**

Terms of service of employees	Length of service (%)			
	Less than a year	1-5 years	5-10 years	11 years and above
Permanent	3.6	4.8	59.5	11.9
Contract	0	0	19	0

#### **4.3 Conclusion for demographic data**

The findings of the study show a large proportion of young employees compared to supervisors and that majority of the employees and supervisors were male. The younger age of employees and short length of service indicate that they had not worked for long and that the preceding counterparts had left, probably, due to poor terms of service and salary. The effects of socio-economic trends could hence be the factor behind the shorter length of service.

A moderate proportion of respondents had only attained Secondary school level of education (15.9%) while university education was represented by only 1.2% of the respondents. This might imply low to middle skilled employees.

The findings compare well with Salim (2003) report that the tourism hospitality industry is characterized by instability, short job tenure, high proportion of part-time employees and high rate of turnover.

UNCTAD (2010) reports that hotels in Kenya employ medium to low skilled employees and that women are underrepresented. The report also contends that there is a high turnover of employees. This could be an indication of the challenges faced by the hospitality industry in Kenya which probably emanate from the effects of socio-economic trends.

#### **4.3 The prevailing socio-economic trends that may have a bearing on employee motivation.**

This section is in response to the hypothesis that the prevailing socio-economic trends among employees have a bearing on employee motivation.

A t-test was performed to establish the relationship between the prevailing socio-economic trends among employees and employee motivation. Findings of the study confirm the hypothesis that the prevailing socio-economic trends among employees have bearing on employee motivation in 3-5 Star hotels in Nairobi. The results showed that increase in the cost of living (0.000), need for skill upgrade in the hotel sector (0.044) and need for higher salaries (0.005) were the socio-economic trends among employees which had a bearing in management of employee motivation as shown in table 4.3 below:

**Table 4.3: Socio-Economic Trends that have a bearing in Management of Employee Motivation**

Model I	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Increase in cost of living	4.070	1.053		3.866	0.000
Ever changing customer needs	-0.208	0.112	-0.169	-1.865	0.064
Need for skill update in the hotel sector	-0.184	0.091	-0.173	-2.028	0.044
Need for higher salaries	0.201	0.070	0.241	2.863	0.005
Ease of getting a job in other parts of the world	0.036	0.114	0.031	0.315	0.753
Need for fitness e.g gymnasium, sports and games	0.078	0.069	0.117	1.129	0.260
Medical needs	0.025	0.166	0.016	0.151	0.880
Flexible working hours	-0.013	0.063	-0.018	-0.201	0.841
Need for leave and holiday	-0.058	0.110	-0.058	-0.528	0.598
Social groups at work	0.005	0.104	0.004	0.045	0.964
Need for new incentives	-0.044	0.060	-0.060	-0.727	0.468
Terms of work	-0.036	0.151	-0.020	-0.242	0.809
Criteria of promotion	0.028	0.075	0.027	0.371	0.711
Need for rotation at work	-0.036	0.044	-0.082	-0.824	0.411

The significance of increase in cost of living (0.000) in management of employee motivation indicates that increase in cost of living had a bearing on the effectiveness of management of employee motivation (Table 4.3 above). A high cost of living meant demotivated employees with probable consequences of low productivity at their work place. This was perhaps the reason why employees resorted to skills upgrade perhaps aiming at promotion with the attendant higher salaries to mitigate the high cost of living (Table 4.3 above).

These findings are consistent with Kwame and Marshall (2008) who reported that in general, the hotel workers were mostly motivated by higher wages. However, differences

in age, organizational level and number of years in the same position also influenced workers' motivational preferences. The duo suggests that Caribbean hotel managers need to implement creative monetary incentive program for their employees while, at the same time, developing different motivational strategies for different groups of workers. Maslow (1954) affirms that income of employees is relevant in meeting basic human needs of employees.

These findings are in agreement with earlier studies carried out on the US of America hospitality workers whose findings indicated that the low social economic nature of hospitality employees may be the cause of challenges facing management of employee motivation in the hospitality industry, (Reichel and Pizam, 2011). These, they argued, made it difficult for hotel employees to live an average lifestyle.

#### **4.3.1 The prevailing socio-economic trends which did not have a bearing on employee motivation.**

Among the socio-economic trends, there were factors which the study established did not have a bearing in management of employee motivation in the hospitality sector in Kenya. These factors include: Ever changing customer needs (0.064), ease of getting a job in other parts of the world (0.753), need for fitness such as gymnasium, sports and games (0.260), medical needs (0.880), flexible working hours (0.841) need for leave and holiday (0.598), social groups at work (0.964), need for new incentives (0.468), terms of work (0.809) criteria of promotion (0.711) need for rotation at work (0.411) as shown in table 4.3 above.

In line with the above findings, Salitr (2003) reports that employees' focus in the service industry is salary, bonus and fringe benefits.

From the study findings, it is evident that employees' focus is on factors which would enable them to deal with the rising cost of living. The factors according to the study are need for skill upgrade in the hotel sector (0.044) and need for higher salaries (0.005). This implies that employees had shifted their focus from a factor like terms of work which the study established was among the current needs.

The shift in the motives of employees is consistent with Alderfer's ERG theory which is based on frustration and regression hypothesis where individuals who get frustrated in meeting higher-level needs, resort to the next lower level needs, that is, if one path is blocked then the individual will regress towards the more easily satisfied needs (Blum, 2004).

#### **4.4. The effects of the identified trends in management of employee motivation.**

This section is in response to the hypothesis that socio-economic trends have a significant effect on management of Employee motivation.

A correlation test was performed to establish the significance of the identified socio-economic trends in management of employee motivation. The findings of the study showed that when the cost of living went up, it became more difficult to manage employee motivation. Employees mitigated the effects of inadequate motivation by management by gifts (P value 0.038), promotions (P value 0.055) and bonus payments/service charge (P value 0.064). This probably meant that employees would

have extra income to meet their basic needs. This is consistent with Maslow (1954) who affirms that income of employees is relevant in meeting basic human needs of employees.

Employee management strategies that were not effective in mitigating the rise in the cost of living were terms of service (P value 0.064) and paid vacations (P value 0.082). This perhaps meant that when the cost of living went up, the management used of gifts, Promotions and bonus payments/service charge to counter the challenges in management of motivation. Terms of service and paid vacations were not, therefore, applicable tools to mitigate increase in cost of living (Table 4.4 below)

**Table 4.4: Effect of Socio-Economic Trends in Management of Employee Motivation**

Socio-economic trends	Terms of Service (P Value)	Paid vacations (P Value)	Promotions (P Value)	Gifts (P Value)	Bonus Payments (P value)
Increase in cost of living	0.064	0.082	0.055	0.038	0.042
Ever changing customer needs	0.000	0.083	0.298	0.395	0.075
Need for skill update in the hotel sector	0.001	0.024	0.051	0.552	0.005
Need for higher salaries	0.000	0.001	0.656	0.000	0.234
Ease of getting a job in other parts of the world	0.000	0.899	0.880	0.393	0.006
Need for fitness e.g gymnasium, sports and games	0.000	0.042	0.539	0.073	0.134
Medical needs	0.859	0.877	0.945	0.992	0.003
Flexible working hours	.0762	0.291	0.707	0.700	0.047
Need for leave and holiday	.0137	0.077	0.530	0.747	0.074
Social groups at work	.957	0.029	0.922	0.241	0.147
Need for new incentives	0.822	0.016	0.579	0.415	0.081
Terms of work		0.043	0.872	0.269	0.076
Criteria of promotion	0.068	0.773	0.745	0.745	0.054
Need for rotation at work	0.586	0.67	0.012	0.035	0.181

The outcome of using gifts, bonus payments and promotions as employee motivation management strategies as opposed to terms of service negatively affected management of employee motivation. This perhaps meant that employees who were on temporary terms of service were more concerned with terms of service rather than gifts, bonus payments or promotions. The findings imply that employees on temporary terms were more keen on job security and would be better motivated by terms of service than any other incentive.

Terms of service were on the other hand, significant (P value 0.000) in the ever changing customer needs. This probably meant that favorable terms of service placed employee in a better position to try and conform to the ever changing customer needs. Employee motivation management strategies that were not significant in the ever changing customer needs on the other hand entailed bonus payments/service charge (P value 0.075), paid vacations (P value 0.083), promotions (P value 0.298) and gifts (P value 0.395) as shown above in table 4.4.

From the study findings, it is evident that terms of service were a source of employee motivation and that inclusion of terms of service in management of employee motivation strategies would promote motivation and as a result increase productivity in the hospitality industry in Kenya.

Findings on skill upgrade showed that employees were ready to upgrade their skills in the hotel sector if the terms of service were improved (P value 0.001), if they were taken for paid vacations (P value 0.024), if given bonus payments (P value 0.0050 or promoted (0.005). As result, a large proportion of employees irrespective of their terms of service were willing to upgrade their skills given that terms of service or even promotions could

not stop employees from seeking further training (Table 4.4). Given that employees in the hotel sector have low levels of education, it could be the reason why employees have resorted for further training probably to conform to global trends where employees continue to upgrade their education levels.

Another socio-economic factor that had an effect in management of employee motivation was need for higher salaries. A number of employee motivation strategies were significant in triggering the need for higher salaries among employees. These strategies were terms of service (P value 0.000), gifts (P value 0.000) and paid vacations (P value 0.001). Factors that were not significant in the need for higher salaries were promotions (P value 0.656) and bonus payments. Employees whose terms were not favorable (casual and contract) who were not entitled to most benefits other than salary would need higher salaries to cater for other needs which were not catered for by the employer. Gifts and paid vacations on the other hand could trigger the need for higher salaries such that employees felt that instead of gifts or paid vacations, higher salaries would be more reliable. Higher stable salaries would as such motivate employees more than gifts or paid vacations would since a higher salary would counter the effects of the rising cost of living.

Ease of getting a job in other parts of the world, on the other hand, was significantly affected by terms of service (P value 0.000) and bonus payments (P value 0.006). This would have meant that employees' job designation determined the search for a job in other parts of the world or not. Salih (2003) avers that the transient nature of the workforce and a lack of career structure contributes to the instability of the hospitality and tourism industry. He further explains that opportunities in other organizations that

offer better terms was also the reason for high turnover rates. Perhaps, bonus payments/service charge according to the study findings would facilitate employees in their search for a new job in other parts of the world. Factors that were not significant in the ease of getting a job in other parts of the world were gifts (P value 0.393), promotions (P value 0.880) and paid vacations (P value 0.899) as shown above in table 4.4. Gifts, paid vacations and promotions were perhaps not regular and hence not reliable in facilitating ease of getting a job in other parts of the world.

These findings show that most employees were in constant search of a new job in other parts of the world rather than remaining in their current work stations. This implies that the morale of employees was low perhaps due to the socio-economic factors which according to the study were a challenge in management of employee motivation in the hospitality sector in Kenya.

Need for physical fitness such as gymnasium, sports and games was triggered by terms of service (P value 0.000) and paid vacations (P value 0.042). This probably meant that the need for fitness such as gymnasium, sports and games applied to a specific category of employees who were also the most likely group to be awarded paid vacations. Gifts (P value 0.073), bonus payments/service charge (P value 0.134) and promotions (P value 0.539), on the other hand, were not significant in the need for physical fitness. The strategies, gifts, bonus payments/service charge and promotions applied were perhaps generally applicable to most employees whose fears were on other needs like increase in the cost of living among others needs (Table 4.4 above).

The findings further indicated that bonus payments/service charge were significant (P value 0.003) in medical needs. Employees who were not entitled to the medical scheme offered at their workplace would perhaps use their bonus payments/service charge to access medication and hence felt that what they required was a medical scheme rather than bonus payments. A medical scheme would enable employees to use their bonus payments to meet other needs rather than medication.

Factors that were not significant in medical needs included terms of service (P value 0.859), paid vacations (P value 0.877), promotions (P value 0.9450 and gifts (0.992).

The insignificance of terms of service (P value 0.859), paid vacations (P value 0.877), promotions (P value 0.9450 and gifts (0.992) would have meant that employees whose immediate concern was the rising cost of living were in need of bonus payments/service charge and were as a result not as keen on terms of service, paid vacations, promotions or gifts which perhaps were not reliable or would not be available in meeting the medical needs. These findings point at dissatisfaction of employees with what management was doing to motivate them, especially, with regard to socio-economic trends like medical needs which affected them at work and their daily lives.

Bonus payments/service charge had a significant effect (P value 0.047) among employees seeking flexible working hours. The significance of bonus payments/service charge in the need for flexible working hours could perhaps have been to either enable employees to seek for new jobs in other parts of the world or seek further training in the hotel sector. Employees would hence have had free time to use the extra income for seeking jobs in other parts of the world or to seek skill upgrade in the hotel sector (Table 4.4 above).

The findings further indicate that terms of service (P value 0.0762), paid vacations (P value 0.291), promotions (P value 0.707) and gifts (0.700) had no significant effect on the need for flexible working hours among the respondents. Whereas the effect of terms of service on the need for flexible working hours could not be completely ruled out given its P value of 0.0762, other factors like paid vacations (P value 0.291), promotions (P value 0.707) and gifts (0.700) were insignificant. It is logical for employees not to be in need of flexible working hours when they are already on paid vacations. Promoted employees may not need flexible working hours given that they are in new positions which may come with more responsibilities calling for more time to acquaint. Gifts, on the other hand, may have been insignificant given that they may have been irregular and yet flexible working hours should be part of the routine schedule of employees.

Findings on factors that had an effect on the need for leave and holiday among employees established that term of service is the factor that had an effect. Factors that were not significant in the need for leave and holiday included bonus payments (P value 0.074), paid vacations (P value 0.077), promotions (P value 0.530) and gifts (P value 0.747). The significance of terms of service on the need for leave and holiday would have meant that probably the leave and holiday may have only applied to employees who would have been on certain terms of employment. Such a category of employees did not require bonus payment, paid vacations, promotions or gifts to qualify for leave and holiday.

On social groups at work, the factors that triggered employees to form social groups at work were paid vacations (P value 0.029). This may have meant that employees who

were awarded paid vacations had time to bond and continued with the association even after the vacations. This could also perhaps have meant that a small number of employees were sent on paid vacations and hence consisted a minority. Such groups could perhaps be comparable to hospitality industry employees who form unions. Salih (2003), indicates that union membership in the hospitality industry in the UK declined in the 1980s from 6% to 3%, in North America it was 14% and 18% in Australia. He further explained that the reluctance was due to the reluctance of employees (particularly the young, women and minorities) to unionize, fragmentation of the workforce into part-time, internship, the paternalistic management style in the industry, high labour turnover among other explanations.

Factors that were not significant in the need for social groups at work included bonus payments/service charge (P value 0.147), gifts (P value 0.241), promotions (P value, 0.922) and terms of service as shown in table 4.4 above. These factors, according to the study were irrelevant since paid vacations were awarded to employees who were perhaps on terms of service which did not necessarily apply to those who were awarded paid vacations. The latter category of employees did not, therefore, require bonus payments, paid vacations, promotions or gifts to go on leave or holiday. This implies that the motivation of this cadre of employees was also the terms and probably length of service and, therefore, the social group could survive for a long period of time given their tenure.

Other findings on socio-economic trends regarded as challenges in management of employee motivation revolved around the need for new incentives, terms of service,

criteria of promotion and the need for skill upgrading. Findings on effects of socio-economic factors on terms of service in 3-5 star hotels in Nairobi indicated that paid vacation (P value 0.043) was the significant factor in terms of service. This could have meant that employees on certain terms of service are the ones who benefited from terms of employees. There were factors which were not significant in management of employee motivation, this included bonus payments (P value 0.076), gifts (P value 0.269) and promotion (P value 0.872). Bonus payments were significant (P value 0.054) in criteria of promotion. This, perhaps, meant the amount of bonus payment received could have been proportional to the job designation and hence the interest of employees in the criteria of promotion. Factors that were not significant in criteria of promotion were terms of service (P value 0.068), paid vacations (P value 0.773), promotions (P value 0.745) and gifts (P value 0.745).

Promotions (P value 0.012) and gifts (P value 0.035), on the other hand, were significant on the need for rotation. These, according to the study, indicate that promotions and gifts may have increased employees vigour at work hence the need for rotation at work. Factors which had no significant effect in the need for rotation at work included bonus payments/service charge (P value 0.181), terms of service (P value 0.586) and the need for paid vacations (P value 0.670). The employees' interest was, therefore, on extra income. Although bonus payments provided more income, hotel employees might have felt it was always there and hence the need for promotions or gifts for them to readily accept rotation at work. The change in the needs among employees in terms of work rotation is consistent with Alderfers ERG theory of frustration-regression-hypothesis

(Blum, 2004). Since the high salaries were not forthcoming, employees change their interest to promotions and gifts.

#### 4.4.1 Level of Employee Motivation (Employees' Responses)

The findings of the study shows that 3.8 % of the employees were very de-motivated, 65.3 % de-motivated while 29.3 % could not comment on their morale to work; only 1.7% was motivated as shown in Table 4.5 below.

**Table 4.5: Level of Employee Motivation (Employees' Responses)**

	Frequency	Percent	Cumulative Percent
Very de-motivated	9	3.8	3.8
De-motivated	156	65.3	69.0
Neutral	70	29.3	98.3
Motivated	4	1.7	100.0

The level of employee motivation was further indicated by 65.3% of employees who disagreed that they were motivated to work, 56.5% who strongly felt that they did too much for the hotel and did not get what they deserved 55.2% with only 1.7% agreeing to being motivated to work (Table 4.6).

**Table 4.6: Employees' attitude towards Work and Management**

(Key: Strongly disagree= 1 Disagree=2 Neutral =3 Agree= 4 Strongly agree=5)

	% Strongly disagree	% Disagree	% Neutral	% Agree	% Strongly Agree
Wish of getting a job elsewhere	94.1	5.9			
Bosses are overbearing			5.0	33.5	61.5
I don't get what I deserve		3.3	5.0	36.4	55.2
I do too much for the hotel		3.3	6.7	33.3	56.5
More team work		14.2	13.8	65.7	6.3
I always wish to go on strike		21.3	31.8	46.9	
Motivation to work	3.8	65.3	29.3	1.7	
Always wish to be on sick off	2.2	63.5	27.8	1.5	
Do more for the hotel	14.2	76.2	5.4	3.3	8.0
Resigning		1.2	28.2	52.9	17.7

A proportion of 46.9% always wish to go on strike, 52.9% wished to resign. Asked if they could do more for the hotel, 76.2 % of the employees were not ready to do more than what they were already doing for the hotel and surprisingly when asked if they always wished to be on sick off, 63.5% of the respondents disagreed.

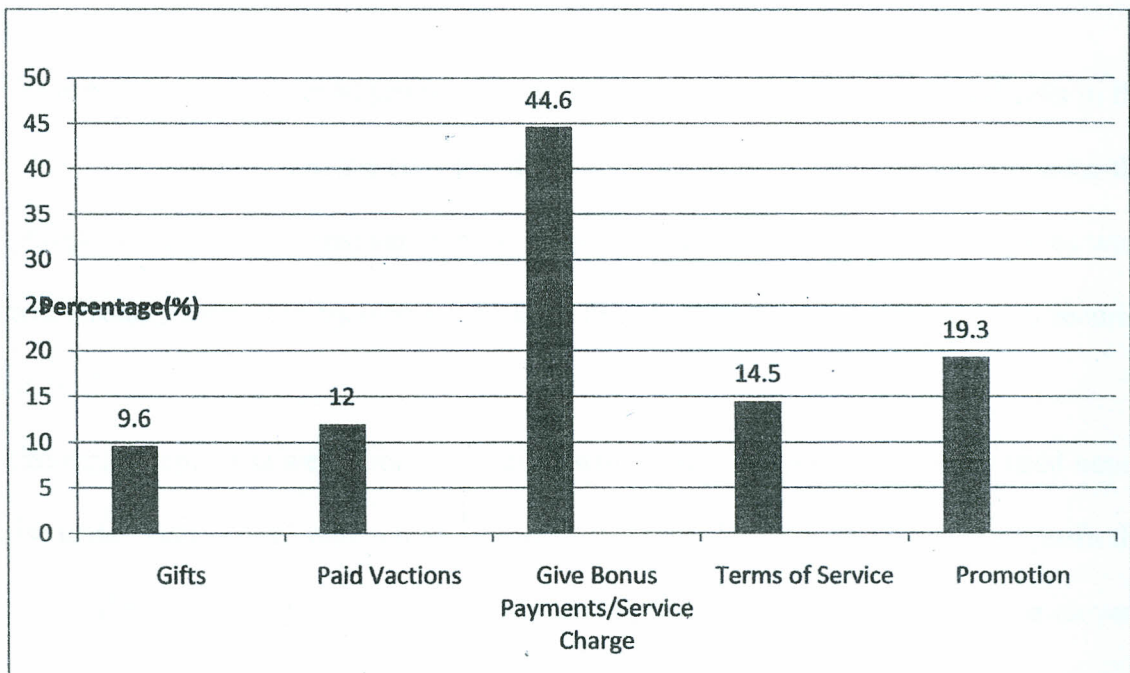
This could have meant that frequent sick offs have negative implications for employees such that even if a large proportion 52.9% wished to resign, frequent sick off was not a good option to stay away from work (Table 4.6). This unlikely finding was further confirmed by 94.1% of the employees who did not wish to get a job elsewhere even when the findings showed that they were neither motivated to work nor ready to do more for the hotel. This, probably, implied that getting a job elsewhere meant in the hotel sector, yet, they had a formed negative opinion of the working conditions. As a result, employees felt that, there was no need of moving from one hotel to the other but to resign (52.9%), hence turnover of employees. Hanqin and Ellen (2004) on China's hotel and tourism industry reported similar findings where the sector faced many human resource challenges among them high staff turnover rates.

Perhaps, the tendency to resign rather than seek other options could have emanated from the fact that employees strongly felt that their bosses were overbearing (61.5%) an indication of an "organization that could have been too rigid hampering complex adaptive behavior which would be reflected on potential turnover of people, work alienation...." (Sousa 2010: 230)

The findings are also in agreement with findings of an earlier study by Berning et al. (2008), which indicated that dissatisfaction of employees with management led to the management being rejected by employees (Table 4.5 and 4.6 ). The study however, in its observations shows that poor approach in employee motivation by management left feeling that they were not motivated to work; management was too overbearing and wished to resign among other negative motives.

#### 4.5 The managerial response to the challenges presented by employee motivation trends in the hospitality industry.

Faced with challenges in employee motivation which emanated from socio-economic trends among other factors, the management put in place various strategies to meet the employee motivational needs. The study established that bonus payment/service charge was the most used strategy with 44.6% as shown in Fig. 4.4 below.



**Figure 4.4: Strategies Used by Management in Employee Motivation**

Promotion (19.3%) as motivation strategy was the second most used strategy after bonus payments. Terms of service (14.5 %) was the third in prevalence in use by management to mitigate the challenges faced by management in employee motivation followed by paid vacations (12%). Gifts (9.6%) were the least used strategy by management in its effort to counter the effects of socio-economic trends in management of employee motivation.

Findings on strategies used in employee motivation from other studies indicate that management had contradicting views on what could motivate employees. According to Salih (2003), managers rank importance of management strategies from job security to money, bonus ,promotion and terms of service in that order. Employees on the other hand rank the factors according to importance with salary taking the first position followed by fringe benefits, terms of service, promotion among other incentives.

The use of bonus payments, promotions, terms of service, paid vacations and gifts in the order of importance given the above findings indicate that management was not using the appropriate strategies in management of employee motivation given that employees were most strongly motivated by interested salary followed by fringe benefits and job security (Salih, 2003).

Although, employees were more concerned with salary, management widely used bonus payments. Bonus payments relieved by employees are based on the amount of profit the hotel makes. This implies that, in times when the sales are not above normal, employees may not be entitled to such a benefit. This probably explains the reason why terms of

service salary and staff development were among the most urgent needs among employees (Figure 4.4 below).

This confirms the findings of the International Labour Organization (2001), cited in Salih (2003) that tourism and hospitality industry is characterized by poor remuneration of employees particularly in the lower and operational levels both in developed and developing countries. That employers illegally underpay their employees with an exception of airline pilots, craftsmen and chefs. Salih argues that even with a few exceptions of developing countries like Hawaii and Sri-lanka where tourism and hospitality employees earn average salaries above some sectors, that tourism and hospitality sector is a low wage, with low productivity, low added value, low skilled employees and reluctance of managers to raise prices by raising labour costs.

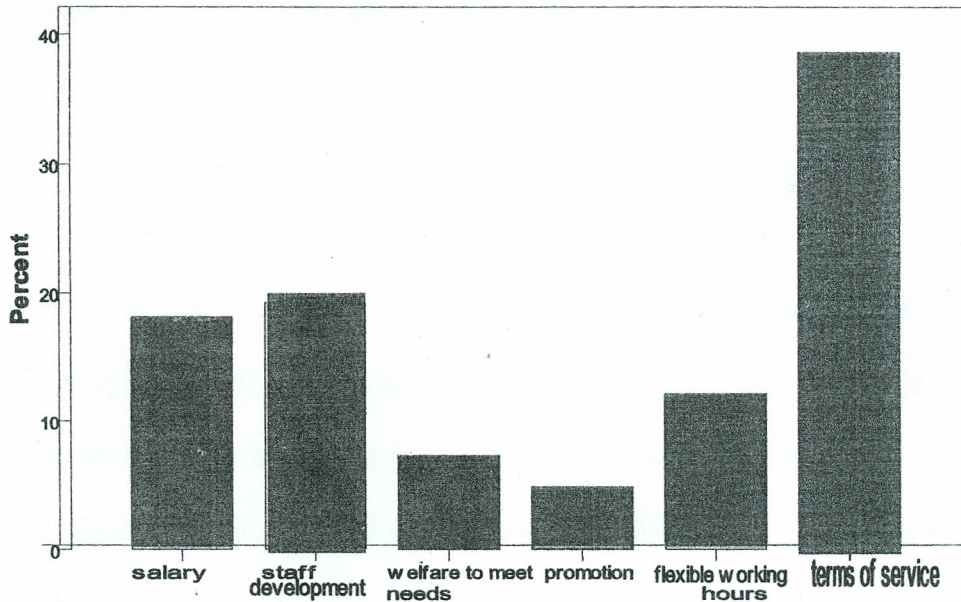
Failure by management to use salary as a strategy to mitigate effects of socio-economic trends in management of employee motivation according to the study findings could perhaps have lead to challenges in management of employee motivation resulting to demotivated employees and high employee turnover rates.

#### **4.5.1 Employee Motivation Needs**

The study established that the main motivation needs for employees were terms of service, staff development and salary as shown in Fig. 4.5. The motivation needs were contrary to the strategies used in management of employee motivation. These included Terms of service, staff development, salary, and flexible working hours are the key

factors that employees felt were the most urgent to be attended to by management(Figure 4.4).

### Motivation Needs



**Figure 4.5: Employee Motivation Needs as Depicted by Management**

The study findings show that salary was among the first three most urgent needs among employees. An appropriate salary according to the study would enable employees to meet their basic needs. Basic human needs also called physiological needs according to Maslow's hierarchy include food, water and comfort. The hotel management would satisfy these needs through salaries. But salaries of hotel workers are described to be among the lowest as compared to other industries, this may hence be among the sources of challenges in management of employee motivation, given the rise in the cost of living, (Reichel and Pizam, 2011).

Staff development was another need that employees felt management should pay attention to. Staff development is upgrading of employees education level. The increase

in cost of living and change in lifestyle trends, according to this study would have led to the need for staff development among employees. Extra training would enhance opportunities for promotion at their place of work, leading to increase in income (Crick and Spencer, 2011; Horwitz et al., 2008). Salih (2003) is in agreement that tourism and hospitality industry is characterized by its outstanding low remuneration.

According to an ILO, (2001) report cited in Salih (2003), truly structure careers in which workers have genuine prospects of career development are not many in the hotel, catering or tourism sector. This implies that a large proportion of employees in the industry stagnate in one position. They, as a result, eventually quit work due to the persistent low income and difficulties to meet their basic needs with the constant increase in cost of living. This is made even worse by the rise in the cost of living among other socio-economic trends.

Welfare to meet employee needs was another need which employees felt should be met by management. Given the lack of communication between management and employees, it would be difficult for management to get involved in employees welfare (Salih, 2003). This may imply that the nature of management in the hospitality industry does not encourage interaction of the employees and the employer hence the need by employees for welfare to meet their needs.

Promotion of employees in the hospitality industry is one of the key areas that is poorly addressed. According to Salih (2003), the hospitality and tourism industry is plagued by low promotional opportunities. Promotion to higher ranks at work would not only increase the income of employees but would also increase employee motivation. The lack

of promotional opportunities would have resulted to the increased need for education upgrade probably to increase the chances of promotion, should such an opportunity arise. Employees, who do not succeed in eventual promotion, fall out. The hospitality and tourism industry according to Salih is the only industry where promotion to retain employees is an exception rather than a rule.

Employees would require flexible working hours given the nature hospitality and tourism jobs which are associated with long unsocial working hours with lack of time for family (Salih, 2003). The flexible working hours for employees would mean time for resting, attending to family or seek further training or find a part-time job to boost their earnings. Temporary employment and high turnover are among other negative attributes, are key hallmarks of the hospitality and tourism industry (Salih, 2003). Safety needs come second in the hierarchy of Maslow's human needs.. These are needs for security and stability which are satisfied through benefits and terms of work. Safety needs in most organizations are neglected and especially in the hotel sector where most of the employees work on temporary terms. This perhaps explains why the most urgent need among employees was terms of service.

The study findings are comparable to the 2001, ILO report cited in Salih (2003) that managers and employees in the tourism and hospitality industry have contradicting views on employees' priority needs. The findings show that, whereas managers rank importance of employee motivation needs from job security to money, bonus, promotion employees on the other hand rank the factors according to importance with salary taking the first

position followed by fringe benefits, terms of service, promotion among other incentives. Failure by management to correctly identify employee motivation needs may have lead to challenges in management of employee motivation

Employees needs, according to this study mainly point at income and probably security. Perhaps, Reichel and Pizam, (2011) may have been right when they indicated that the low social economic nature of hospitality employees may be the cause of challenges facing management of employee motivation in the hospitality industry.

#### **4.5.2 Satisfaction of employees with Strategies used by Management in Employee motivation**

Despite the effort made by management to motivate employees, the study established that strategies used in employee motivation were ineffective as illustrated in table 4.7 below.

**Table 4.7: Satisfaction of employees with Strategies used By Management in Employee Motivation (Employees)**

	Frequency	Valid Percent	Cumulative %
Dissatisfied	71	29.7	29.7
Neutral	70	29.3	59.0
Satisfied	43	18.0	77.0
Very Satisfied	55	23.0	100.0

Most employees were not satisfied with the strategies used by management in employee motivation resulting to 29.7% of employees dissatisfied with the strategies, 29.3% not commenting on the management of employee motivation strategies used to motivate them. This is confirmed by 65.3% of employees who were de-motivated to work, perhaps due to their dissatisfaction with the management in the strategies used in employee motivation. This could be as a result of failure by management to correctly identify

employee motivation needs and apply appropriate strategies in employee motivation as shown in the disparity between the two factors ((Fig.4.4 and Fig.4.5 above).

The findings of this study are not therefore different from earlier findings by Wadongo et al. (2011) which revealed that managers in Kenya face challenges in running institutions and that the source of challenges is failure to correctly recognize “values in human relations competencies” The results further confirm findings of earlier studies which revealed that employee management strategies, global employee management trends and socio-economic factors were among other factors that made it difficult to manage employee motivation (Crick and Spencer, 2011; Horwitz et al., 2008).

#### **4.6 Challenges Faced by management in employee motivation.**

Asked whether they faced challenges in management of employee motivation or not, 45.8 % of the supervisors disagreed that there were challenges in motivating employees, 42.2 % did not know whether there were challenges or not, while on the other hand, 12 % agreed that there were challenges. This is as shown in the table 4.8 below.

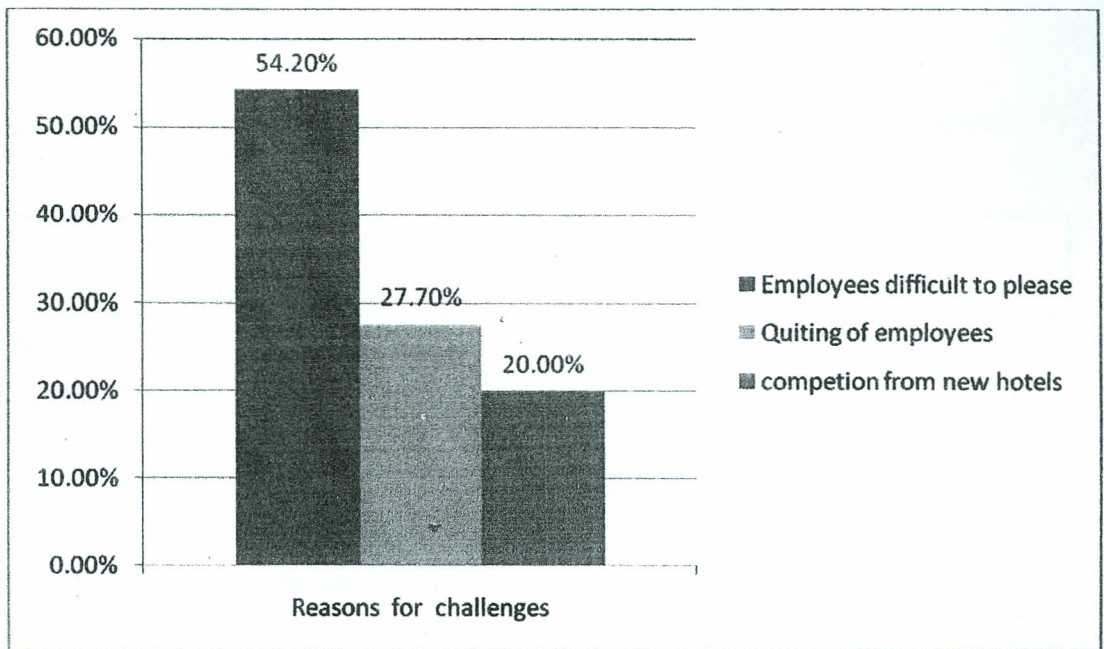
**Table 4.8: Existence of challenges in Employee Motivation (Supervisors)**

	Frequency	Valid %	Cumulative Percent
No	38	45.8	45.8
Don't know	35	42.2	88.0
Yes	10	12	100

A cumulative percentage of 88% of those who did not know and those who agreed indicate that challenge in management of employee motivation in 3-5 star hotels in Nairobi were real. These challenges, according to the findings were as a result of the effect of socio-economic trends in management of employee motivation.

Among the supervisors who acknowledged facing challenges gave various explanations as the causes, whereby 54.2% indicated that employees were fastidious, and 24.7 % blamed it on arbitrary termination of service 20.0% cited competition from new hotels as the source of challenges. Upcoming hotels could perhaps be in touch with the current global employee motivation management strategies and hence viewed by ageing hotels as a threat in the area of employee motivation management (Fig. 4.7 below).

Perhaps the newly established hotels were in touch with global employee motivational strategies and could further have factored in socio-economic trends in management of employee motivation. This findings are in line with findings of an study that revealed that employee management strategies, global employee management trends and socio-economic factors are among other factors that made it difficult to manage employees (Crick and Spencer, 2011; Horwitz et al., 2008).



**Figure 4.6: Reasons for challenges (Supervisors)**

#### **4.7 Employees recommendations on employee motivation management**

When employees were asked whether there were any recommendations they wished to make on management of employee motivation, various recommendations were made as detailed in 4.7.1 below

##### **4.7.1 Suggestions on Changes in Management of employee motivation**

When a question was posed on what needs to be done to improve employee motivation, a high percentage (93.3%) of employees suggested change of employee motivation strategies so as to boost their morale to work. These findings are perhaps an update of earlier findings which indicated that managers in Kenya face challenges in running institutions and that the source of challenges is failure to correctly recognize “values in human relations competencies” (Wadongo et al., 2011).

**Table 4.9: Proportion of Employees who Suggested change in Management of Employee Motivation**

	Frequency	Percent	Cumulative Percent
Yes	223	93.3	93.3
No	16	6.7	100.0

#### 4.7.2 What to change in employee motivation management

A sizeable proportion of employees (29.7%) (Table.4.7) were dissatisfied with how the management motivated them, hence their recommendation for employee motivation strategy change (Table.4.10). The findings show that whereas employees were more concerned with review of terms of service, staff development and salary, management chose to use bonus payments/ service charge to motivate employees.

**Table 4.10: What to change in Management of Employee Motivation**

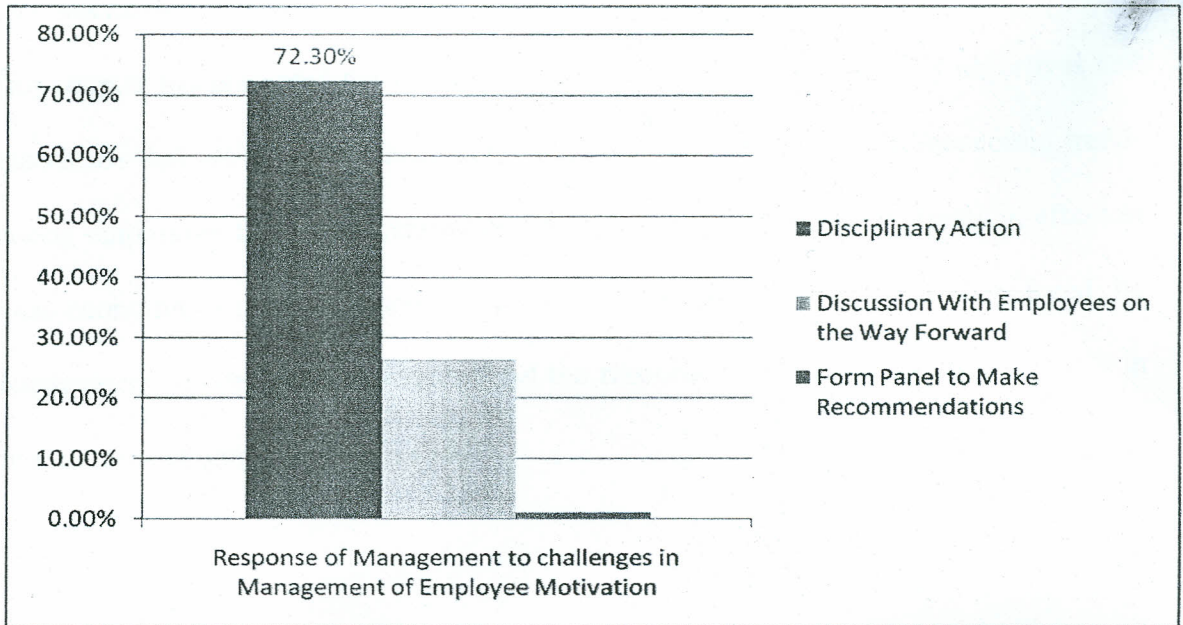
What to change	Frequency	%	Cumulative %
How to motivate	116	48.5	48.5
When to motivate	10	4.2	52.7
Whom to motivate	113	47.3	100.0

#### **4.8 Response of management to challenges in employee motivation.**

Faced with the challenges due to the negative effects in management of employee motivation, the study established that management responded by putting in place various measures. The management's response to the effect of socio-economic trends on management of employee motivation ranged from the use of disciplinary action (72.3%) to discussion with employees on the way forward (26.5%) and forming of a panel to make recommendations (1.2%) as shown in Fig.7 below.

The increased use of punitive measures through use of disciplinary action (72.3%), this indicates that management had failed in its responsibility as a motivator and in its frustration could not discuss with the employees to find a way forward. The option to use punishment could be due to lack of proper employee management skills hence the rigid stand.

The findings are consistent with an earlier study by Sousa (2010), described such system of managed as "...too rigid hampering complex adaptive behavior. ...". Wadongo et al. (2011:56) on "Emerging critical generic managerial competencies: A challenge to hospitality educators in Kenya" results were in agreement to the findings of this study. As the two studies show, managers in Kenya face challenges in running institutions and that the source of challenges is failure to correctly recognize "values in human relations competencies" as shown in fig. 4.7 below:



**Figure 4.7: Response of Management to challenges in Management of Employee Motivation**

The above findings (Figure 4.7) are a further reflection of the interaction of hospitality employees with the employer as reported by the ILO, 2001 report cited in Salih (2003). The findings show that the tourism and hospitality industry employees rarely have a say on issues that concern them; such issues according to the report include pay, working conditions, discipline and dismissal compared to other industries. This perhaps explains the high handedness of the sector, as evidenced by the study findings shown in figure 4.7 above. The report further points at lack of employee involvement, and that where involvement is present; the aim was to improve the day-to-day business operations with a management style that is less consultative and more autocratic.

#### **4.9 Conclusion**

This chapter has presented the findings of the study in line with the study objectives and hypothesis that were broken down into thematic areas notably; Socio-economic trends among employees that had a bearing on Management of employee motivation, effect of socio-economic trends on management employee motivation, challenges faced by management in employee motivation and the response of management to challenges in management of employee motivation.

## **CHAPTER FIVE SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents the summary of the outcome of the study on socio-economic trends as a challenge in management of employee motivation in 3-5 star hotels in Nairobi. It covers summary, conclusions and recommendations on what should be done.

### **5.2 Summary of the Results**

The purpose of the study was to identify effects of socio-economic trends on management of employee motivation in 3-5 star hotels in Nairobi. The study sought to achieve the following objectives: First, to examine the prevailing socio-economic trends among employees that had a bearing on employee motivation in 3-5 star hotels in Nairobi. Secondly, the study sought to determine the effects of the identified trends on the management of employee motivation. Thirdly, the study was to establish the managerial response to challenges presented by employee motivation trends in the hospitality industry.

The study established that the prevailing socio-economic trends among employees that had a bearing on employee motivation confirmed the hypothesis where results showed that increase in the cost of living, need for skill upgrade in the hotel sector and need for higher salaries had a bearing on management of employee motivation in 3-5 star hotels in Nairobi.

Socio-economic trends that did not have a bearing in management of employee motivation in the hospitality sector in Kenya included, ever changing customer needs, ease of getting a job in other parts of the world, need for physical fitness, medical needs, flexible working hours, need for leave and holiday, social groups at work, need for new incentives, terms of work, criteria of promotion and the need for rotation at work.

A correlation test was performed to establish the effect of the identified socio-economic trends in management of employee motivation. The findings of the study failed to reject the hypothesis that socio-economic trends had a significant effect in management of employee motivation in 3-5 star hotels in Nairobi. The findings showed that when the cost of living went up, it became more difficult to manage employee motivation and that strategies that mitigated the effects of cost of living in management of employee motivation were gifts, promotions and bonus payments/service charge. Employees, on the other hand, were ready to upgrade their skills in the hotel sector if the terms of service were improved, were taken for paid vacations, given bonus payments or were promoted. Strategies that had a significant effect in mitigating the need for higher salaries included terms of service, gifts and paid vacations.

According to the findings of the study, socio-economic trends were a challenge in management of employee motivation in the hospitality industry in Kenya. Other challenges entailed employees being difficult to please, arbitrary termination of service and competition from new hotels.

The management's response to the effect of socio-economic trends on management of employee motivation ranged from the use of disciplinary action, discussion with employees on the way forward to forming of a panel to make recommendations.

The increased use of punitive measures as a disciplinary measure implied that management had failed in its responsibility as a motivator and in its frustration could not discuss with the employees to find a way forward. Sousa (2010), described such a punitive system of managed as "...too rigid hampering complex adaptive behavior".

### **5.3 Conclusions**

From the study findings, the following conclusions were drawn:

Increase in the cost of living, need for skill upgrades in the hotel sector and low level salaries are the socio-economic trends that impede on the management of employee motivation in the hospitality industry in Kenya.

Employee motivation management strategies also have an effect on the management of employee motivation the hospitality industry in Kenya.

### **5.4 Recommendations**

The following recommendations and suggestions are made based on the findings of the study.

The hotel management should improve employee remuneration and terms of service particularly from casuals and contracts to permanent. The industry's management should

also create opportunities for capacity building for its employees which may include workshops and seminars.

There is need for establishment of an update consultative system on employee motivation strategies which should be in line with the international practices. This will be useful in mitigating any challenges which may arise from employee motivation criteria in use.

Hotel managers should update their skills on current trends in global human resource management through seminars, workshops and any other mode of training. Such training opportunities for hotel managers may be organised and facilitated by the ministry of tourism.

The hospitality and tourism industry should provide grants to hospitality and tourism employees to facilitate capacity building.

### **5.5 Recommendations for further research**

A study should be conducted on newly established hotels which attract employees from other hotels to establish how they manage employee motivation.

Additional studies should be carried out with similar population in a different location like Mombasa with a larger sample base or even a study that covers all star rated hotels in Kenya. Further research should also be carried out on opportunities in management of employee motivation in the hospitality industry.

## REFERENCES

- Aamodit, G. (2010). *Industrial Organization Psychology*. London: Cecngage.
- Akama, J. S. (1997). Tourism Development in Kenya: Problems and quality Alterations. in *Progress in Tourism and hospitality Researh*.3; 95-105.
- Baker, S. (2003). *New Consumer Marketing*. England: John Willy and Sons.
- Berning, J., Beer, D. A., Toit, D. D., Kriel G., Mouton, J. , Rossouw, D. , Singh, D. (2008). *Focus on Management Principles; a generic approach*. South Africa: Pearl Print.
- Blum, M.L. (2004). *Industrial Psychology: Its Theoretical and Social Foundations*. India: Harper and Row.
- Crick, A.P. and Spencer A. (2011).Customer Service Management and Organizational Culture. In *International Journal of Contemporary Hospitality Management Volume:23 Number:4* pp:463-478 ISSN: 0959-6119
- Debowski, S. (2006). *Knowledge Management*. Australia: John Willy and Sons.
- De Waal.(2007). Is Performance Management applicable in Developing Countries?.in *International Journal of Emerging Markets*, 2007/01.
- Drucker, P.F. (2008).*Management Challenges for the 21<sup>st</sup> Century*. Oxford ;Butterworth-Heinemann,.
- Estreicher, S. (1995). *Labor Law Reform in a World of Competitive Product Markets*. Dept.of Labor; U.S.A,
- Fisher, A.,Laing J. and Stoeckel J. (1983). *Handbook for Family Planning Operations Research Design*. New York: The Population Council.
- Fwaya, E.V.O.; Ayieko, M.A.; Odhumo, E.; & Oketch, R.N. (2006). *The Role of Human resource systems and competitive strategies in hospitality orgonizational performance*. Maseno University, Kenya.
- Hanqin Q. Z., Ellen.W, (2004) "Human resources issues facing the hotel and travel industry in China", in *International Journal of Contemporary Hospitality Management*, Vol. 16 Iss: 7, pp.424 - 428
- Hoque, Z and Adams, C (2008). *Measuring public sector performance: A study of Australian government departments*, CPA Australia, ISBN 978-1-876874-46-9.
- Horwitz, F.,M., Jain, H.C (2008). Managing Human Resources in South Africa: A Multinational Firm Focus, in John J. Lawler, Greg Hundley (ed.) *The Global Diffusion of Human*

*Resource Practices: Institutional and Cultural Limits (Advances in International Management, Volume 21)*. Emerald Group Publishing Limited, pp.89-123. DOI:10.1016/S1571-5027(08)00004-1

- International Labor Organization. (2001). *Human Resources Development, Employment and Globalization in the Hotel Sector: Report for Discussion at the Tripartite Meeting on the Human Resource Development, Employment and Globalization in the Hotel, Catering and Tourism Sector*. International Labor Organization, Geneva.
- Kenya National Bureau of Statistics. (2007). *Economic Survey*. Ministry of Planning, National Development, Kenya.
- Kenya National Bureau of Statistics. (2012). *Vision 2030 Economic Survey 2012 Highlights*; Ministry of Planning, National Development and Vision 2030, Kenya.
- Kenya Tourism Board. (2012). *Yearly Tourism Data*, Kenya Tourism Board, Kenya.
- Lindell, M. K., Whitney, David J. (2001). *Accounting for common method variance in cross-sectional research designs*. Journal of Applied Psychology, Vol 86(1), Feb 2001, 114-121. doi: 10.1037/0021-9010.86.1.114
- Mayaka, M., King. B. (2002). *A Quality Assessment of Education for Kenya Tour Operations Sector, Current Issue in Tourism*, 5(2), 112 – 133
- Maslow, A.(1954). *Motivation and Personality*. New York: Harper.
- Mugenda, O. and Mugenda, A. (2003). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: ACTS Press.
- Mullins, L.J. (2007). *Management and Organizational Behavior* (6<sup>th</sup> edn). Harlow: Pearson Education.
- Pritam, S. Bhandarker, A., Rai, S., Jain, K. A. (2011). *Relationship Between Values and Workplace: An Exploratory Analysis*. In *Facilities Volume 29*, Issue: 11. Emerald Group Publishing Limited pp.499-520 <http://dx.doi.org/10.1108/02632771111157169>
- Porter, M.E. (2010). *Vietnam Competitive Ability*. in *Vietnam Competitiveness Report* pp 29-40 [http://www.isc.hbs.edu/pdf/Vietnam Competitiveness Report 2010 Eng.pdf](http://www.isc.hbs.edu/pdf/Vietnam%20Competitiveness%20Report%202010%20Eng.pdf)
- Republic of Kenya (2005). *Ministry of Tourism and Wildlife, National Tourism Policy*, Nairobi: Government Printer.
- Reichel, A. and Pizam, A. (2011). *Behaviors Linked to High Levels of Hotel Managers' Work-Related Learning*, *International Journal of Hospitality Management*, Vol. 3 No. 3 pp. 123

- Rocha, P.E.R. (2004). Effects of The Globalization on the Workers of the Electronics, in *Globalism/Localism at Work (Research in the Sociology of Work, Volume 13)*, Emerald Group Publishing Limited, pp.125-140. DOI: 10.1016/S0277-2833(04)13007-0
- Sagimo, P. (2002). *Management Dynamics Towards Efficiency, Effectiveness, Competence and Productivity*. Nairobi: East Africa educational Publishers.
- Salih, K.(2003). *Managing Employee Attitudes and Behaviors in the Tourism and Hospitality Industry*. New York: Nova Science Publishers. ISBN 1-59033-630-5.
- Sousa, C.M. (2010). "Knowledge Workers, Servant Leadership and the Search for Meaning in Knowledge-Driven Organizations", in *On the Horizon Vol.18*. No.3.DOI: 10.1108/10748121011072681
- Tavakol, M. (2011) Making Sense of Acronbach's alpha: International journal of Medical Education, ISSN, 2042-6372: DOI: 10, 5116/ ijme .4 dfb.8dfd.
- The Hotels and Restaurants Authority (2003). *The Kenya Gazette: The Republic of Kenya*, Nairobi.
- Thompson, R.J. (2011). Human Rights: The Key to Progressive Cross-Movement Building in the United States: in *The Human Rights Movement Building*
- Tilden, C. and, Kleiner B. H, (2005). Effective Management of State Employees, *Management Research Review Volume: 28*, pp 44-51, UK: Barmarick Publications.ISSN:0140-9174
- United Nations Conference on Trade and Development, (2008). *FDI and Tourism: The Development Dimension: East and Southern Africa* available at <http://www.unctad.org/en/docs/diaeia20086.en.pdf:pg81-8>
- Wadongo, B., Kambona, O., Odhumo, E. , (2011). "Emerging Critical Generic Managerial Competencies: A Challenge to Hospitality Educators in Kenya" .URL: *African Journal of Economic And Management Studies, Vol. 2* Iss: 1, pp.56  
71.DOI:10.1108/20400701111110777
- Wang, J. (2011), Reducing Work–Life Conflict: The Role of Participating in Decision Making, in David Lewin, Bruce E. Kaufman, Paul J. Gollan (ed.) *Advances in Industrial and Labor Relations (Advances in Industrial & Labor Relations, Volume 18)*, Emerald Group Publishing Limited, pp.153-175 DOI 10.1108/S0742-6186(2011)0000018008 (Permanent URL)

**Internet sources**

[www.Tripadvisor.com](http://www.Tripadvisor.com)

<http://emeraldwww.emeraldinsight.com/journals.htm?iss>

[http://www.unctad.org/en/docs/diaaia20086\\_en.pdf.pg81-8](http://www.unctad.org/en/docs/diaaia20086_en.pdf.pg81-8)

United Nations World tourism Organization. (2001). Manila Declaration on world Tourism  
<https://docs.google.com/viewer?a=v&q=cache:dzUhrG6rQGkJ:www.univeur.org/CMS>



## Appendix 2. Budget

Item description	Quantity	Unit Cost	Sub Total in (KSHS)
Concept Paper	3	400	1,200
Proposal writing	3	1,000	3,000
Transport to Libraries		2,000	2,000
Instruments for pre-testing		2,000	1,000
Transport during pre-testing		2,000	4,000
Data collection instruments		2,000	10,000
Data coding ,entry. and analysis			15,000
Telephone (Cell phone& landline	1Month	300	6,000
Transport during data collection	1Month	3,000	90,000
Books		5,000	30,000
Photocopy			10,000
Stationary			10,000
Statistical services			5,000
<b>Total expenditure</b>			<b>KShs.187,000</b>

### Appendix 3. Informed Consent

Dear Respondent,

My name is Wasike Carolyne from Kenyatta University; I am carrying out a research study on effects of socio-economic trends on the Management of Employee motivation in 3-5 star hotels in Nairobi. Apart from the direct academic benefits that are envisaged to accrue from the research findings, the data collected will enable the hospitality industry to review management of employee motivation policies with a view of increasing customer satisfaction and in turn making Kenya an excellent tourist destination. Your responses will be confidential and will be used only for the purpose of the study. The results of the entire study will however be available to any interested respondent. May I issue you the questionnaire now?

Yes

No

(Tick appropriately.)

### Appendix 4.0 Questionnaires

TOPIC: EFFECTS OF SOCIO-ECONOMIC TRENDS ON THE MANAGEMENT OF EMPLOYEE MOTIVATION IN 3-5 STAR HOTELS IN NAIROBI.

#### Appendix 4.1 Structured Questionnaire for Employees

This questionnaire is designed to generate data for a multi-site study that explores EFFECTS OF SOCIO-ECONOMIC TRENDS ON THE MANAGEMENT OF EMPLOYEE MOTIVATION IN 3-5 STAR HOTELS IN NAIROBI.

Your responses will be treated in confidence and used for the purposes of this study only.

#### SECTION A: DEMOGRAPHIC INFORMATION

Tick the appropriate box and / Fill in the Spaces with appropriate information

##### 1. Gender

Male  =0      Female  =1

##### 2. Marital Status

Married  =1      Single  =2      Widowed  =3      Widower  =4

3. Age: Under 25 years  =1      26-35 years =2      36-45 years  =3      46-55 years  =4

##### 4. Terms of Employment

Permanent  =1      Contract  =2      Casual  =3

Other (Please specify) \_\_\_\_\_

##### 5 Education Level

Form four  =1      College  =2      University  =3

Other \_\_\_\_\_

##### 6 Level of Professional Training

Form 4 leaver  =1      Certificate  =2      Diploma  =3      Degree  =4

Other (Specify) \_\_\_\_\_

##### 7 How long have you worked in this hotel

(1) Less than a year       (2) 1-5 years       (3) 5-10 years       (4) 11 years and above  =4

##### 8 Your Department

Department:

(1) Kitchen       (2) Front Office       (3) Service       (4) House Keeping   
 (5) Human Resource       (6) Marketing       (7) Security

## SECTION B: Management of Employee Motivation.

1. To what extent do the following factors affect your morale to work.

Key: Very Insignificant =1 Insignificant =2 Neutral=3 Significant=4 Very Significant =5

	1	2	3	4	5
Increase in cost of living	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ever Changing Customer needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for skill update in the hotel sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for higher salaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of getting a job in other parts of the world	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for fitness e.g. gymnasium ,sports and games	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medical needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible working hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for leave and holiday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social groups at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for new incentives, e.g. transport/housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Terms of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Criteria of Promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need For rotation at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. To what extent do you agree with the following statements (Tick one)

Key: Strongly disagree= 1 Disagree=2 Neutral =3 Agree= 4 Strongly agree=5

	1	2	3	4	5
I am not motivated to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My bosses are too overbearing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel I should do more for the hotel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I do too much for this hotel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel there should be more team work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I always wish to find a job elsewhere	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I always wish to go on strike	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I always wish to resign	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel I don't get what I deserve	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I always wish to be away on sick off	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I always wish to be absent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION C: EMPLOYEE MOTIVATION MANAGEMENT

1. What is management doing to motivate employees in this hotel. (Tick one)

- (1) Issues Gifts  (2) Salary Increment  (3) Take Employees to Paid Vacations/Party   
 (4) Involve Them in Decision Making  (5) Give bonus Payments/Service Charge   
 (6) Staff development

2. Are you satisfied with what management is doing to motivate employees in this hotel?

- (1) Very dissatisfied  (2) Dissatisfied  (3) Satisfied  (4) Very Satisfied

3. Is there any strategy that management uses to motivate employees that you would recommend to be changed?

Yes

No

If Yes, Which one

- (1) How to motivate employees  (2) When to Motivate  whom to motivate  
 Other \_\_\_\_\_

Thank you for your co-operation

## Appendix 4.2 Semi Structured Questionnaire for Supervisors

TOPIC: EFFECTS OF SOCIO-ECONOMIC TRENDS ON THE MANAGEMENT OF EMPLOYEE MOTIVATION IN 3-5 STAR HOTELS IN NAIROBI.

Confidentiality of the information given by respondents in this survey is guaranteed.

### SECTION A: DEMOGRAPHIC INFORMATION

#### 1. Gender

Male  Female

#### 2. Marital status

(1) Married  (2) Single  (3) Widowed  (4) Widower

Age: (1) Below 25 years  (2) 26-35 years  (3) 36-45 years  (4) 46-55 years

#### 3. Terms of employment

(1) Permanent  (2) Contract  (3) Casual

Other (Please specify) \_\_\_\_\_

#### 4. Education Level

(1) Form four  (2) College  (3) University

Other \_\_\_\_\_

#### 5. Level of professional training

(1) Form 4 leaver  (2) Certificate  (3) Diploma  (4) Degree

Other (Specify) \_\_\_\_\_

#### 6. How long have you worked in this hotel

(1) Less than a year  (2) 1-5 years  (3) 5-10 years  (4) 11 years and above

#### 7. Your Department

Department: (1) Kitchen  (2) Front Office  (3) Service  (4) House Keeping

(5) Human Resource  (6) Marketing  (7) Security

### SECTION B: Employee Motivation

#### 1. How would you rate employee motivation in this hotel?

(1) None  (2) Low  (3) Moderate  (4) high  (5) Very High

#### 2. What are the current areas of employee motivation needs in this hotel?

(1) Salary  (2) Staff development   
 (3) Welfare to meet needs  (4) Promotion   
 (5) Flexible working hours  (6) Terms of service

Any other \_\_\_\_\_

**SECTION C: EMPLOYEE MOTIVATION MANAGEMENT STRATEGIES**

1. What strategies does management use to cope with the employee motivation needs in this hotel?

- (1) Issues Gifts
- (2) Salary Increment
- (3) Take Employees to Paid Vacations/Party
- (4) Involve Them in Decision Making
- (5) Give bonus Payments/Service Charge
- 6) Staff development

2. Do you feel the strategy applied by management is sufficient in meeting the current employee motivation needs? (1) Yes  (2) No  (3) Don't Know

Please explain

---

---

---

---

3. Does the management face any challenges in motivating employees in this hotel?.

- (1) Yes
- (2) No
- (3) Don't Know

Please explain your answer

---

---

---

---

4. How does the management approach the challenges it faces in employee motivation,

---

---

---

---

Thank you for your cooperation.

**Appendix 5. List of 3-5 Star Hotels in Nairobi****List of 3-5 Star Hotels in Nairobi (Www.Tripadvisor.Com.)****5 STAR HOTELS IN NAIROBI**

1. TRIBE HOTEL
2. NAIROBI SERENA HOTEL
3. FAIRMONT HOTEL
4. NORFORK HOTEL
5. INTERCONTINENTAL HOTEL
6. PANARI CENTER HOTEL
7. WINSER GOLF HOTEL AND COUNTRY CLUB

**4 STAR HOTELS IN NAIROBI**

1. SANKARA
2. PALACINA RESIDENCE & SUITES HOTEL
3. THE STANLEY HOTEL
4. SAFARI PARK HOTEL
5. OLESERENI HOTEL
6. LAICO REGENCY
7. NAIROBI SAFARI CLUB
8. HILTON HOTEL

**3 STAR HOTELS IN NAIROBI**

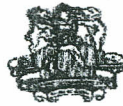
1. CROWN PLAZA HOTEL
2. SOUTHERN SUN
3. MAY FAIR HOTEL
4. PANAFRIC SAROVA HOTEL
5. 680 HOTEL
6. WEST BREEZE HOTEL
7. JACARANDA

### Appendix 5.1 Hotels sampled for the study

Out of 22, 3-5 star hotels in Nairobi, 12 hotels were randomly sampled to participate in the study. This represents 50% of the 22, 3-5 star hotels in Nairobi, (www.Tripadvisor, n.

d). The sampled hotels are as shown below:

Name of Hotel	Classification	Number of employees sampled	Number of Supervisors Sampled	Total
Nairobi Serena Hotel	5 Star	20	7	27
Intercontinental Hotel	5 Star	20	7	27
Panari Sky center Hotel	5 Star	20	7	27
Southern Sun Hotel Nairobi	5 Star	20	7	27
Sankara Hotel Nairobi	4 Star	20	7	27
Palacina Residence & Suites Hotel	4 Star	20	7	27
The Sarova Stanley Hotel Nairobi	4 Star	20	7	27
Ole Sereni Hotel	4 Star	20	7	27
Jacaranda Hotel	3 Star	20	7	27
680 Hotel	3 Star	20	7	27
Panafric Sarova Hotel	3 Star	20	7	27
Crown Plaza Hotel	3 Star	20	7	27
12 Hotels		240	84	



**KENYATTA UNIVERSITY  
GRADUATE SCHOOL**

E-mail: [kubps@yahoo.com](mailto:kubps@yahoo.com)  
[dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)  
 Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100  
 NAIROBI, KENYA  
 Tel. 8710901 Ext. 57530

**Internal Memo**

**FROM:** Dean, Graduate School **DATE:** 9<sup>th</sup> March, 2012  
**TO:** Wasike Carlyne **REF:** H60/OL/11937/08  
 C/o Hospitality Management Dept.

**SUBJECT: APPROVAL OF RESEARCH PROPOSAL**

This is to inform you that Graduate School Board, at its meeting of **1<sup>st</sup> March, 2012**, approved your Research Proposal for the M.Sc Degree entitled **"Challenges Facing Management Of Employee Motivation In 3-5 Star Hotels In Nairobi."**

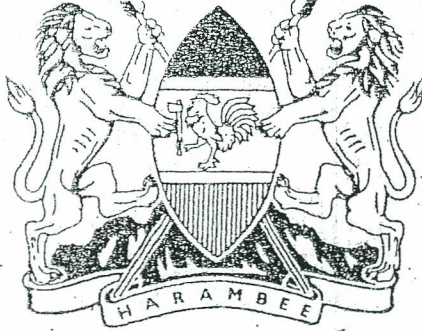
You may now proceed with your data collection.

Thank you.

**JOHN M. ODONGI**  
**FOR: DEAN, GRADUATE SCHOOL**

c.c. Chairman, Hospitality Management Department

JMO/bwk



# THE KENYA GAZETTE

Published by Authority of the Republic of Kenya

(Registered as a Newspaper at the G.P.O.)

Vol. CV—No. 62

NAIROBI, 13th June, 2003

Price Sh. 40

GAZETTE NOTICE NO. 3976

## THE HOTELS AND RESTAURANTS (CLASSIFICATION OF HOTELS AND RESTAURANTS) REGULATIONS, 1988

### CLASSIFICATIONS

IN EXERCISE of the powers conferred by regulations 2 and 7 of the Hotels and Restaurants (Classification of Hotels and Restaurants) Regulations, 1988, the Hotels and Restaurants Authority classifies the hotels and restaurants listed in the schedule in the manner specified.

### SCHEDULE

Name of hotel	Address	No. of beds	Location
<b>TOWN HOTELS</b>			
<i>Five Star:</i>			
Hotel Intercontinental	P.O. Box 30353-00200, Nairobi	770	Nairobi
Grand Regency Hotel	P.O. Box 57549, Nairobi	388	Nairobi
Hilton Hotel	P.O. Box 30624-00100, Nairobi	353	Nairobi
The Norfolk Hotel	P.O. Box 40064	334	Nairobi
Nairobi Serena	P.O. Box 46302, Nairobi	283	Nairobi
The Stanley	P.O. Box 30680, Nairobi	434	Nairobi
Safari Park Hotel	P.O. Box 45038, Nairobi	285	Nairobi
<i>Three Star:</i>			
The Bounty Hotel	P.O. Box 75200, Nairobi	100	Nairobi
Fair View Hotel	P.O. Box 40842, Nairobi	163	Nairobi
Marble Arch Hotel	P. O. Box 12224, Nairobi	77	Nairobi
Landmark Hotel	P. O. Box 14287, Nairobi	242	Nairobi
Holiday Inn	P.O. Box 66807, Nairobi	342	Nairobi
Windsor Golf Country Club	P.O. Box 45587, Nairobi	260	Nairobi
Nairobi Safari Club	P.O. Box 43564, Nairobi	282	Nairobi
Utalii Hotel	P.O. Box 31052, Nairobi	105	Nairobi
Outspan Hotel	P.O. Box 24, Nyeri	90	Nyeri
Ambassadeur Hotel	P.O. Box 30399, Nairobi	190	Nairobi
Sportsman Arms Hotel	P.O. Box 3, Nanyuki	125	Nanyuki
<i>Two Star:</i>			
Panafric Hotel	P.O. Box 30486, Nairobi	46	Nairobi
Silver Springs Hotel	P.O. Box 61367, Nairobi	188	Nairobi
Midland Hotel	P.O. Box 908, Nakuru	65	Nakuru
Tea Hotel	P.O. Box 75, Kericho	77	Kericho
Hotel Sirikwa	P.O. Box 3361, Eldoret	210	Eldoret
Hotel Kunste	P.O. Box 1369, Nakuru	146	Nakuru
Hotel Boulevard	P.O. Box 42831, Nairobi	140	Nairobi
Eel Hotel	P.O. Box 36, Elburgon	78	Elburgon
Six Eighty	P.O. Box 43436, Nairobi	680	Nairobi
Sports View Hotel	P.O. Box 74194, Nairobi	104	Nairobi
Kakamega Golf Hotel	P.O. Box 118, Kakamega	124	Kakamega
Lotus Hotel	P.O. Box 90193, Mombasa	64	Mombasa
Hotel Genevieve	P.O. Box 127, Nakuru	46	Nakuru
Lakeside Tourist Lodge	P.O. Box 894, Naivasha	65	Naivasha

## SCHEDULE—(Contd.)

Name of hotel	Address	No. of beds	Location
Imperial Hotel	P.O. Box 1866, Kisumu	140	Kisumu
Blue Post Hotel	P.O. Box 42, Thika	64	Thika
<i>One Star:</i>			
Asis Hotel	P.O. Box 6184, Eldoret	82	Eldoret
The Lantern	P.O. Box 484, Kitale	24	Kitale
Izaak Walton Inn	P.O. Box 1, Embu	85	Embu
Fig Tree Hotel	P.O. Box 31938, Nairobi	60	Nairobi
Milimani Hotel	P.O. Box 30715, Nairobi	90	Nairobi
Hotel Water Buck	P.O. Box 3327, Nakuru	120	Nakuru
Midwest Hotel	P.O. Box 1175, Kericho	130	Keicho
Hotel Southern Blue	P.O. Box 32056, Nairobi	112	Nairobi
Sunset Hotel	P.O. Box 215, Kisumu	100	Kisumu
Royal Court Hotel	P.O. Box 41247, Mombasa	116	Mombasa
Blue Hut Hotel	P.O. Box 31223, Nairobi	100	Nairobi
Meru Safari Hotel	P.O. Box 6, Meru	54	Meru
Zonic Hotel	P.O. Box 541, Kisii	80	Kisii
Hotel 3 Steers Meru	P.O. Box 155, Meru	60	Meru
Quale Hotel	P.O. Box 83924, Mombasa	66	Mombasa
Karibu Hotels	P.O. Box 41821, Nairobi	72	Nairobi
Park Villa Hotel	P.O. Box 100, Webuye	50	Webuye
Milimani Resort	P.O. Box 2652, Kisumu	60	Kisumu
Garden Hotel	P.O. Box 223, Machakos	118	Machakos

## VACATIONAL HOTELS

<i>Five Star:</i>			
Hemingways Resort	P.O. Box 267, Watamu	154	Malindi
The Whitesands Hotel	P.O. Box 90173, Mombasa	716	Kilifi
<i>Four-Star:</i>			
Severin Sea Lodge	P.O. Box 82169, Mombasa	380	Kilifi
Nyali Beach Hotel	P.O. Box 90581, Mombasa	240	Kilifi
Mombasa Serena Beach Hotel	P.O. Box 90352, Mombasa	348	Kilifi
Indian Ocean Beach Club	P.O. Box 73, Ukunda	200	Kwale
Travellers Tiwi Beach Hotel	P.O. Box 1877, Ukunda	420	Kwale
Club Sun "N" Sand	P.O. Box 2, Kikambala	600	Kilifi
<i>Three Star:</i>			
Lawford's Hotel and Beach Club	P.O. Box 20, Malindi	300	Malindi
Mombasa Beach Hotel	P.O. Box 90414, Mombasa	302	Kilifi
Diani Sea Resort	P.O. Box 37, Ukunda	340	Kwale
L.T.I. Kaskazi Beach	P.O. Box 135, Ukunda	382	Kwale
Diani Reef Grand Hotel	P.O. Box 35, Ukunda	600	Kwale
Baobab Beach Resort	P.O. Box 99527, Mombasa	230	Kwale
Indiana Beach Apt. Hotel	P.O. Box 82662, Mombasa	81	Mombasa
Southern Palms Beach Resort	P.O. Box 363, Ukunda	398	Kwale
Kilifi Baharini Resort	P.O. Box 93, Malindi	54	Malindi
Woburn Residence Club	P.O. Box 33, Malindi	28	Malindi
Reef Hotel	P.O. Box 82234, Mombasa	252	Mombasa
Bahari Beach Hotel	P.O. Box 82662, Mombasa	200	Mombasa
Leisure Lodge Beach and Golf Resort	P.O. Box 84383, Mombasa	506	Kwale
<i>Two Star:</i>			
Neptune Paradise Hotel	P.O. Box 696, Ukunda	516	Kwale
Kasar al Bahir Hotel	P.O. Box 81443, Mombasa	80	Mombasa
Ocean Village Club	P.O. Box 5262, Diani	138	Kwale
Chale Island Paradise	P.O. Box 4, Ukunda	35	Kwale
Baobao Holiday Resort	P.O. Box 99527, Mombasa	100	Kilifi
Papillon Lagoon Reef Hotel	P.O. Box 5292, Ukunda	238	Kwale
Driftwood Beach	P.O. Box 63, Malindi	70	Malindi
Palm Beach Hotel	P.O. Box 81443, Mombasa	400	Mombasa
New Lamu Palace Hotel	P.O. Box 421, Lamu	44	Lamu
Eden Roc Hotel	P.O. Box 350, Malindi	396	Malindi
Diani Sea Lodge	P.O. Box 37, Ukunda	290	Kwale
Dolphine Hotel	P.O. Box 81443, Mombasa	225	Mombasa
Paradise Beach Hotel	P.O. Box 81443, Mombasa	308	Mombasa
Bamburi Beach Hotel	P.O. Box 83966, Malindi	300	Kilifi
Tropical African Dream Village	P.O. Box 68, Malindi	250	Malindi
Scorpio Villas	P.O. Box 368, Mombasa	94	Malindi
Kilifi Bay Beach Hotel	P.O. Box 537, Kilifi	110	Kilifi
Coral Beach Hotel	P.O. Box 81043, Mombasa	380	Mombasa
Malaika Hotel	P.O. Box 81443, Mombasa	184	Mombasa
Neptune Beach Hotel	P.O. Box 83125, Mombasa	156	Kilifi
Le Soleil Beach Club	P.O. Box 84777, Mombasa	100	Kilifi

Name of hotel	Address	No. of beds	Location
Hotel Baracuda	P.O. Box 59, Watamu	99	Malindi
Malindi Beach Club	P.O. Box 68, Malindi	52	Malindi
Blue Bay Village	P.O. Box 162, Watamu	213	Malindi
Karibuni Villas	P.O. Box 840, Malindi	300	Malindi
Coconut Village	P.O. Box 68, Malindi	90	Malindi
Stephanie Sea House	P.O. Box 583, Malindi	100	Malindi
Mwembe Resort	P.O. Box 426, Malindi	60	Malindi
Seahorse M. Club	P.O. Box 81443, Mombasa	80	Kilifi
Domina Palm Tree Club	P.O. Box 1463, Malindi	90	Malindi
Peponi Hotel	P.O. Box 24, Lamu	48	Lamu
Bush Baby Resort	P.O. Box 5760, Malindi	87	Malindi
Giriama Beach Hotels	P.O. Box 86693, Mombasa	184	Mombasa
Acquirius Beach Resort	P.O. Box 96, Watamu	120	Malindi

*One Star:*

Royal Reserve Safari Club	P.O. Box 34190, Nyali	168	Kilifi
Watamu Beach Hotel	P.O. Box 1, Watamu	280	Malindi

LODGES

*Five Star:*

Mara Simba Lodge	P.O. Box 84334, Mombasa	168	Narok
Mpata Safari Club	P.O. Box 58402, Nairobi	46	Narok
Mt. Kenya Safari Club	P.O. Box 35, Nanyuki	230	Nanyuki
Mara Serena Lodge	P.O. Box 48690, Nairobi	148	Narok
Amboseli Serena Safari Lodge	P.O. Box 48690, Nairobi	182	Kajiado

*Four Star:*

Oi Tukai Lodge	P.O. Box 47557, Nairobi	160	Kajiado
Finch Haltons Tented Lodge	P.O. Box 24423, Nairobi	70	Taita/Taveta
Shaba Sarova Lodge	P.O. Box 72493, Nairobi	170	Isiolo
Kichwa Tembo Camp	P.O. Box 74957, Nairobi	80	Narok
Olonana Camp	P.O. Box 59749, Nairobi	32	Narok
Mountain Lodge	P.O. Box 48690, Nairobi	81	Nyeri
The Ark	P.O. Box 449, Nyeri	122	Nyeri

*Three Star:*

Severin Safaris Camp	P.O. Box 82169, Mombasa	50	Taita/Taveta
Mara Sopa Lodge	P.O. Box 72630, Nairobi	200	Narok
Voi Safari Lodge	P.O. Box 565, Voi	104	Voi
Greater Rift Valley Lodges Golf Resort	P.O. Box 227, Naivasha	62	Naivasha
Sweetwaters Tented Camp	P.O. Box 763, Nanyuki	60	Laikipia
Siana Springs Camp	P.O. Box 74888, Nairobi	80	Narok
Samburu Lodge	P.O. Box 47557, Nairobi	120	Samburu
Baringo Island Camp	P.O. Box 1141, Nakuru	51	Baringo
Tree Tops Lodge	P.O. Box 24, Nyeri	100	Nyeri
Samburu Serena Safari Lodge	P.O. Box 48690, Nairobi	124	Samburu
Voyageur Safari Lodge	P.O. Box 74888, Nairobi	165	Narok
Samburu Intrepids	P.O. Box 74888, Nairobi	54	Samburu
Mara Safari Club	P.O. Box 58581, Nairobi	100	Narok
Lake Baringo Country Club	P.O. Box 33, Kampi ya Samaki	96	Baringo
Sarova Lion Hill Lodge	P.O. Box 7094, Nakuru	134	Nakuru
Saltlick Safari Lodge	P.O. Box 30624, Nairobi	192	Taita/Taveta
Taita Hills Safari Lodge	P.O. Box 30624, Nairobi	120	Taita/Taveta
Lake Naivasha Country Club	P.O. Box 15, Naivasha	102	Naivasha
Kilaguni Serena Lodge	P.O. Box 48690, Nairobi	112	Taita/Taveta
Sarova Mara Camp	P.O. Box 855, Narok	155	Narok
Keekorok Lodge	P.O. Box 40075, Nairobi	168	Narok
Lake Nakuru Lodge	P.O. Box 561, Nakuru	140	Nakuru

*Two Star:*

Little Governors Camp	P.O. Box 48217, Nairobi	24	Narok
Voyage Safari Camp Ziwayi	P.O. Box 74888, Nairobi	50	Narok
Rondo Retreat Centre	P.O. Box 2153, Kakamega	35	Kakamega
Lake Elementaita Lodge	P.O. Box 66, Gilgil	70	Gilgil
Amboseli Lodge	P.O. Box 30139, Nairobi	224	Kajiado
Tortilis Camp	P.O. Box 39806, Nairobi	34	Kajiado
Travellers Mwaluganje El. Camp	P.O. Box 87649, Mombasa	40	Kwale
Aberdare Country Club	P.O. Box 449, Nyeri	82	Nyandarua
Safari Gordon Blue	P.O. Box 312, Naivasha	16	Naivasha
Voi Wildlife Lodge	P.O. Box 603, Voi	48	Voi
Naro Moru River Lodge	P.O. Box 18, Naro Moru	133	Laikipia
Shimba Rain Forest	P.O. Box 83, Kwale	62	Kwale
Westermans Safari Camp	P.O. Box 5, Voi	40	Voi
Ngulia Safari Lodge	P.O. Box 42, Mito Andei	104	Taita/Taveta

## SCHEDULE—(Contd.)

Name of hotel	Address	No. of beds	Location
Mara Hipo Tented Camp	P.O. Box 69513, Nairobi	64	Narok
Mara Intrepids Club	P.O. Box 74838, Nairobi	60	Narok
Governors Camp	P.O. Box 48217, Nairobi	66	Narok
Fig Tree Camp	P.O. Box 40683, Nairobi	130	Narok
RESTAURANTS			
<i>Five Star:</i>			
Tamarind Restaurant	P.O. Box 83785, Mombasa		Mombasa
Nairobi Tamarind Restaurant	P.O. Box 74493, Nairobi		Nairobi
The Carnivore Restaurant	P.O. Box 56685, Nairobi		Nairobi
Tratoria Restaurant	P.O. Box 4059, Nairobi		Nairobi
Pavement Restaurant	P.O. Box 72228, Nairobi		Nairobi
The Lord Errol Restaurant	P.O. Box 999, Village Market		Nairobi
Shennai Restaurant	P.O. Box 81676, Mombasa		Mombasa
<i>Four Star:</i>			
Ruddys Restaurant	P.O. Box 26023, Nairobi		Nairobi
Tamambo Restaurant	P.O. Box 1131, Sarit Centre, Nairobi		Nairobi
Minar Restaurant (Argwings Kodhek Road)	P.O. Box 41869, Nairobi		Nairobi
Simba Restaurant (NAS)	P.O. Box 19098, Nairobi		Nairobi
China Jiangsu Restaurant	P.O. Box 66912, Nairobi		Nairobi
China Plate Westlands	P.O. Box 10271, Nairobi		Nairobi
Kengeles-Koinange Street	P.O. Box 25289, Nairobi		Nairobi
Nairobi Mamba Village	P.O. Box 74760, Nairobi		Nairobi
Berbers Oasis Restaurant (Jamhuri Showground)	P.O. Box 57144, Nairobi		Nairobi
Nairobi Nihonjin Club	P.O. Box 47718, Nairobi		Nairobi
Rangers Restaurant	P.O. Box 63539, Nairobi		Nairobi
Tin Tin Restaurant	P.O. Box 58077, Nairobi		Nairobi
Kowloon Restaurant	P.O. Box 22635, Nairobi		Nairobi
Alan Bobies Bistro	P.O. Box 44991, Nairobi		Nairobi
Haandi Restaurant	P.O. Box 13855, Nairobi		Nairobi
<i>Three Star:</i>			
Green Corner Restaurant	P.O. Box 61479, Nairobi		Nairobi
The Porter House	P.O. Box 42023, Nairobi		Nairobi
The Mara Restaurant	P.O. Box 48608, Nairobi		Nairobi
Hongkong Restaurant	P.O. Box 48255, Nairobi		Nairobi
Choma Zone	P.O. Box 49842, Nairobi		Nairobi
Erusha Restaurant	P.O. Box 38965, Nairobi		Nairobi
Moonsoon Ventures	P.O. Box 1108, Sarit Centre		Nairobi
Singh Restaurant	P.O. Box 83860, Nairobi		Mombasa
The Horseman	P.O. Box 24360, Nairobi		Nairobi
Racecourse Restaurant	P.O. Box 40373-00100, Nairobi		Nairobi
Kengeles Restaurant (Nairobi West)	P.O. Box 25282, Nairobi		Nairobi
Churrascos	P.O. Box 54474, Nairobi		Nairobi
Boko Boko Restaurant	P.O. Box 5144, Diani		Kwale
Theos Restaurant	P.O. Box 14427, Westlands		Nairobi
Tanager Bar & Restaurant	P.O. Box 58836, Nairobi		Nairobi
Kengeles (Lavington)	P.O. Box 25289, Nairobi		Nairobi
Hooters Bar & Restaurant	P.O. Box 21915, Nairobi		Nairobi
Red Bull Restaurant	P.O. Box 21915, Nairobi		Nairobi
Stavrose Restaurant	P.O. Box 50449, Nairobi		Nairobi
Garden Square Restaurant	P.O. Box 73489, Nairobi		Nairobi
Conference Caterers	P.O. Box 73487, Nairobi		Nairobi
All Barbour's C. Restaurant	P.O. Box 53, Ukunda		Kwale
Hongkong Chinese-Bamburi	P.O. Box 82881, Mombasa		Mombasa
China Plate Restaurant	P.O. Box 10271, Nairobi		Nairobi
Roro Chinese Restaurant	P.O. Box 689, Village Market		Nairobi
Furusato Japanese Restaurant	P.O. Box 38965, Nairobi		Nairobi
Home Park Caterers	P.O. Box 26035, Nairobi		Nairobi
Yuls Restaurant Aquandrom	P.O. Box 10286, Bamburi		Mombasa
Minar Restaurant (Nyali)	P.O. Box 83167, Mombasa		Mombasa
Mapango Reef Restaurant	P.O. Box 96, Watamu		Malindi
Hunters Steak House	P.O. Box 90574, Mombasa		Mombasa
Minar Restaurant (Loita Street)	P.O. Box 41869, Nairobi		Nairobi
Berbers Oasis Restaurant (Harambee Avenue)	P.O. Box 57144, Nairobi		Nairobi

PROPERTY  
KENYA UTALII COLLEGE  
NAIROBI

REFERENCE ONLY