FACTORS AFFECTING EMPLOYEE MOTIVATION IN THE FAST FOOD INDUSTRY: CASE OF INNSCOR KENYA LIMITED

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

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DECLARATION

I, the undersigned, do solemnly affirm that this report is the work of my original thought and has not been submitted to any other college, institution or university for the attainment of any academic award and any resemblance to it in part or whole is purely coincidental.

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This project has been presented for examination with my approval as the appointed supervisor.

Signed:……………………………………… Date:……………………………
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Signed:……………………………………… Date:……………………………
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ABSTRACT

The main purpose of the study was to investigate the factors affecting employee motivation in the fast food sector. The study specifically aimed to assess the extent to which non-monetary rewards influence employee motivation, to determine the influence of financial benefits on employee motivation and to establish the effect of working conditions on employee motivation.

This study employed descriptive design. The study was conducted within the CBD of Nairobi. According to the Human Resource Manager of Innscor Kenya Ltd there were 337 employees working within Nairobi CBD. These were people best placed to provide the required information. The sampling frames for the study were 337 members. This frame was provided by Innscor Kenya Ltd. Stratified sampling technique was used to select the sample for the general staff while census was used to select both the branch managers as well as the departmental heads were a total of 124 was the studies sample. Primary data was collected using a questionnaire. Data collected was analyzed using descriptive statistics. Data analysis was done using SPSS and Microsoft excels to generate quantitative reports which were presented in the form of tabulations, percentages, mean and standard deviation. The objective of multiple regression analysis predicted the changes in the dependent variable in response to changes in the several independent variables.

The study found that non-monetary incentives moderately affected staff motivation. The study also found that; allowances were offered to a moderate extent, increase in salary was offered to a moderate extent and bonuses were offered to a moderate extent. The study further found that, relations between peers influenced employee motivation to a great extent. The study also found that, personal interest affected employee motivation to a great extent, drive to achieve targets affected employee motivation to a great extent.

The study concluded that there was no fairness in the way non- monetary incentives were offered in the fast foods industry. The study also concludes that allowances, increase in salary and bonuses were inadequately offered in the organization and this had a negative impact on staff motivation. The study further concludes that the working condition at Innscor Kenya Limited was fair.
The study recommends that since career development influenced employees’ motivation, the organization should provide the employees with job specific training. From the findings the study recommends that, financial benefits were inadequately offered in the organization and this had a negative impact on staff motivation thus increments in pay, allowances, compensations and fringe benefits both on periodic basis as well as on special occasions should be provided to the employees to keep them motivated in their work. The study also recommends that employees should be given the opportunity to use a variety of skills, and perform different kinds of work.
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Finally, I would like to acknowledge God Almighty for blessing me with good health throughout this period. All this would not be possible without Him.
DEDICATION

I wish to dedicate this research project to my dearest mother, Rosemary Mumbi Ndirangu, for her inspiration, motivation and support throughout my academic life.
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LIST OF ABBREVIATIONS

NCBD: Nairobi Central Business District
SPSS: Statistical Package for Social Sciences
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

In the recent years, employers have recognized that the success of business is closely influenced by the motivation and professional capacity of their workforces. Accordingly, companies are faced with the challenge of increasing the level of employee commitment, job satisfaction and motivation (Lucas & Diener, 2010). In this regard, it is important for companies to take into consideration the impact of employee needs, morale and expectations and to negotiate appropriate work arrangements for motivating employees as part of performance recognition. According to Hinds (2009) performance in industrial production is generally affected by the manner in which most organizations motivate their employees among other factors. He further argues that human resources are important liabilities in an organization and need to be recognized by the management as useful instruments and hence the need to motivate them.

The precise definition of motivation is elusive since the concept involves numerous characteristics and perceptions of the employee and the current situation. Many contemporary authors have attempted to define the concept of motivation: motivation is concerned with factors that influence people to behave in certain ways; an inner force that impels human beings to behave in a variety of ways; something which impels a person to act, a reason for behavior (Chen & Luo, 2012). For this research, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals. Motivation should not be confused with either validation, optimisms an urge to individual to perform good directed behaviour. Motivation cannot be forced onto an individual as it is an intrinsic desire in a man to achieve the target goal through performance or activity (Moos, 2012).

Motivation can come from the enjoyment of the work and or from the desire to meet certain achievements for example to earn more pay or be promoted at work (Zingheim & Schuster, 2010). In general people’s behaviour is determined by what motivates them. The performance of employees is a product of their abilities, experience and motivation. A talented employee who feels demoralized is unlikely to perform well at work, whereas
motivated employee can often deliver more than what is usually expected of them. Motivating employees have become one of the key successes in many organizations in today’s most competitive condition. It is worth noting that without motivated work force productivity, morale, profits, products, and services delivery suffers. To stay competitive organizations must invest in effective strategies to motivate staff. Different factors motivate individual and teams differently. Some people are motivated by money, others by opportunity by professional development, flexible schedules or a sense of accomplishment (Mosadeghrad, 2008).

Motivation is an imperative matter in most organizations as it is a vital factor in getting employees to increase performance. Chiang and Birtch (2009) mentioned that a key to organization's competitive performance has been the successful motivation of staff. Tutor (2006) agreed that the success of retail firms is dependent on a motivated workforce. Motivation is of interest in the work condition because it influences work performance and productivity. Keeping employees motivated can be done by increasing salaries, benefits or education, but it is important to recognize that individuals are motivated differently and quite often it is complex to know what motivates employees. Most managers do not know what motivates their employees because they do not realize that individuals in the organization have unique motives for working. Therefore, communication is needed on a continuous basis in order to know what motivates employees.

It is the quality of the employee’s workplace condition that most impacts on the level of employee’s motivation and subsequent performance (Simmons, Nelson & Neal, 2011). How well they engage with the organization, especially with their immediate condition, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and, ultimately, how long they stay in the job. Over the last few years, the world of work has changed dramatically due to globalization, with organizations being assessed against international standards and best practices. Consequent to downsizing and expansion, diversification of work-force, new organizational forms and benchmarking, the emphasis upon people has increased.

Organizations, including in retail, have realized that these changes have a profound influence on their performance and the key to quality performance is the organizations’ ability to motivate its people towards desired actions and behaviors. Since organization
has to produce its outcomes through its people there is emphasis on motivation and concern for people through assessment, regular feedback, ongoing support and experience based initiatives (Kreitner & Kinici, 2004). Motivation is important because of its significance as a determinant of performance and its intangible nature. Fast foods companies might perceive motivation as a strategic issue since it impacts directly on organizational cost, productivity and business performance.

The concept of fast food is generally associated with urban development. Fast food restaurants or outlets in the NCBD are either kiosks or elaborate quick service restaurants. The franchise operations have generated restaurant chains that offer standardized meals in the NCBD, for example Innscor Kenya Ltd that owns Galitos, Chicken Inn, Steers (Innscor Kenya Ltd, 2013). On account of popularity of fast food, fast food restaurants are common throughout the NCBD and cater to the dry food demands of the younger generation, extremely tight adult work schedules and distinct ambiance preferences. An overview of the fast food sector in the NCBD highlights the availability of meals that suffice the need to eat amidst tight work schedules. This has offered great respite to parents who shuttle between work and home for major part of the day. Delicacies like fish and chips, vegetarian and non-vegetarian burgers and pizzas are washed down with great relish, with ales and aerated drinks served complimentary at many of these fast food restaurants. Though accompaniments like coleslaw, baked potatoes and mushy peas satisfy the established and widely accepted compulsion for vegetable-intake, the fried foods are becoming addictive, depriving the modern child of a balanced diet. There is no dearth with regards to the variety available at these outlets (Obado, 2011). Most clientele indulge in the semi-dry and dry meals, to avoid interruption while working or to fulfill a family commitment that otherwise require a considerable amount of time to be spent in the kitchen.

The fast food industry thrives on international appeal promoted by niche chains. The development of healthier alternatives to the conventional servings at fast food restaurants resulted in mass promotion of portable foods that were put together by the consumers themselves (Wambua, 2004). At many outlets, the customers saw the food prepared, thus confirming to advertisements that flaunt hygienic standards. Standardized menus, signage and a unique ambiance were flaunted at take-away services and sit-ins in the NCBD. The concept of eat-on-the-go not only eliminated the need for traditional cutlery, but also
enabled customers to indulge in foods that were characteristic of certain cultural or ethnic traditions. The common menus included pizzas, fried chicken, nuggets and tacos, served along with complimentary salads and breads. The fast food restaurants operated out of convenience stores, elaborate restaurants and independent vendors, who popularized chant sales-pitches, standardized cooking, and production methods and easy availability of low-cost delicacies. The fast food restaurants in the NCBD were categorized by the City Council of Nairobi as small, medium or large based on the area size they occupy.

1.2 Statement of the Problem

The success of any organization depends on the ability to provide a motivating condition for its employees. Motivated employees are more productive, happier, and stay with the organization longer (Hersey & Blanchard, 2007). One of the primary tasks a manager faces is to find out what motivates their staff. By understanding employee needs, managers can understand what rewards to use to motivate them. Motivated employees are needed in the rapidly changing workplaces to help organizations survive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions of the management, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employee’s changes constantly. For example, research suggests that as employees’ income increases, money becomes less of a motivator (Entwistle, 2007). Also, as employees get older, interesting work becomes more of a motivator.

There have been several factors affecting the motivation of the employees in many organizations in Kenya (Obado, 2011). Poor remunerations which are not commensurate to the work done, poor working conditions, lack of recognition of the employees, lack of clear career path and advancement of the employees which have been accompanied by lack of training and development coca cola company has not been an exception of these problems.

Various local studies have been done; Das (2006) analyzed factors that influence supervisor motivation in the building and construction industry in Kenya and found that the factors went beyond the monetary inducements to include work conditions, responsibilities assigned and work relationships. Obado (2011) investigated the influence of perceived organizational climate on Kenya’s pharmaceutical sales force motivation,
and found that advancement and growth within the organization was a dominant factor. Wambua (2004) studied factors influencing sales force motivation in insurance companies in Kenya and found that structured incentives, training and development, clear communication, recognition and reward were the outstanding factors. Boen (2006) surveyed the relationship between employee participation in decision-making and motivation in commercial banks in Kenya. The study revealed that involvement in decision-making tended to empower employees and gave was positively related to high motivation levels.

From the researcher’s observation, none of these local studies investigated the factors affecting employee motivation and specifically in fast foods companies. This study therefore aimed to fill the gap by investigating the factors affecting employee motivation in the fast food sector.

1.3 Purpose of Study

The main purpose of the study was to investigate the factors affecting employee motivation in the fast food sector.

1.4. Research Questions

The study specifically aimed to answer:

1.4.1 To what extent do non-monetary incentives influence employee motivation?

1.4.2 How do financial benefits influence employee motivation?

1.4.3 To what extent does working conditions influence employee motivation?

1.5 Importance of the Study

The findings of this study would be beneficial to the following stakeholders;

1.5.1 Government

The government agencies would make use of this study, as it would provide knowledge useful in formulation of policy and a regulatory framework on motivation and management of labour in Kenya.
1.5.2 Fast Foods Management

In particular, the study would be an important reference for the management and staff of fast foods in understanding what factors and how they would influence staff motivation. The suggestions and recommendations from the study would offer valuable input in addressing any gaps and/or issues related to staff workplace motivation in the organizations.

1.5.3 Future Researchers

The study findings would arouse curiosity to researchers and scholar and add more literature on the field of study. Further, the study findings would contribute to the global knowledge on workplace motivation; the study would also identify and suggest areas for further studies.

1.6 Scope of the Study

The study was conducted in Nairobi County. The target population was; top management, middle level management as well as staffs working in the fast foods companies. The study took a period of fourteen days (October 14th to 28th 2014) in order to collect the needed data.

The study was faced by the following limitations; bias from the respondents to simply fill the questionnaires to please the researcher. To counter this challenge the researcher conducted a face to face interaction to clarify the purpose and objective of the study. The other limitation was on looking at the limited time which the researcher had to conduct the study, respondents suspected that the research findings were to be used for other purposes while others delayed the questionnaires because of busy schedules. Here the researcher used covered letter from the university to mitigate the outcome.

1.7 Definition of Terms

1.7.1 Motivation

Motivation is the activation or energization of goal-oriented behavior. It is a set of processes that arouse, direct and maintain human behavior toward attaining a goal. Motivation may be internal or external (Ford, 2009).
1.7.2 Rewards
Monetary and non-monetary incentives that motivate employees to pursue and achieve organization goals (Mitchell & Stewart, 2009). Employees want the rewards to be shared fairly and equitably. Financial compensation is an element, the importance of which increases when the compensation received is not appropriate. Non-monetary incentives can be very important for their long-term effect.

1.7.3 Training and Development
Training deals with providing opportunities for people to progress and develop their careers with an objective of achieving higher performance for both the employee and the organization (Morris, 2004).

1.7.4 Working Conditions
This is the condition under which the employee is working. If a high level of motivation is to be achieved, managers need to focus on relations between peers (Hersey & Blanchard, 2007).

1.7.5 Fast Food
Food, as hamburgers, pizza, or fried chicken, that is prepared in quantity by a standardized method and can be dispensed quickly at inexpensive restaurants for eating there or elsewhere (Herzberg, 1966).

1.7.6 Fast foods franchises
These are outlets which are stands or kiosks, which provide shelter and seating for fast foods customers. Franchise operations are part of restaurant chains which have standardized foodstuffs shipped to each restaurant from central locations (Ali & Ahmed, 2009).

1.8 Chapter Summary
This chapter has outlined the purpose of the study; the research questions focused mainly on the factors affecting employee motivation, the importance of the study was to key stakeholders as well as the scope of the study being fast foods companies. Chapter two contains the literature review where past studies pertinent to the study where the research
questions have been discussed based on the literature available on factors affecting employee motivation globally and locally. Chapter three provides the methodology of the study on how data was collected and analyzed. Chapter four contained a presentation and discussion of the research findings as gathered from the field. Chapter five contains a summary of the findings, conclusions and recommendations for implementation.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviewed significant studies and literature of topics of factors affecting employee motivation. These motivational factors include non-monetary incentives, financial benefits and working conditions.

2.2 Non-Monetary Incentives Influence on Employee Motivation

Non-monetary incentives are the tangible rewards, social practices or job related factors that are used in an organization to motivate employees without direct payment of cash. For the purposes of this study, non-monetary incentives are classified as tangible Non-monetary Incentives, social non-monetary incentives and job related non-monetary incentives. In line with this classification, on-the-job rewards breakdown by Bowen and Radhakrishna (2011). Job related non-monetary incentives have the potential to motivate employees intrinsically. Jobs with variety of tasks, responsibilities, autonomy, flexible working hours, participation in decision making, development opportunities etc. are very important in satisfying employees certain needs and they may lead to a feeling that the job itself is worth exerting more effort without need to any external incentive.

Bowen and Radhakrishna (2011) posit that different individuals have different perceptions of rewards and believe that such factors are the main driving force of satisfaction and that they help boost the employee to work harder and better, due to the motivation that it brings about. Some specific non-monetary incentives are reviewed below.

2.2.1 Job Promotion

A promotion is the advancement of an employee's rank or position in an organizational hierarchy system (Ali & Ahmed, 2009). Promotion may be an employee's reward for good performance that is positive appraisal. Before a company promotes an employee to a particular position it ensures that the person is able to handle the added responsibilities by screening the employee with interviews and tests and giving them training or on-the-job experience. A promotion can involve advancement in terms of designation, salary and
benefits, and in some organizations the type of job activities may change a great deal. A promotion can involve advancement in terms of designation, salary and benefits, and in some organizations the type of job activities may change a great deal. The amount of salary increase associated with a promotion varies a great deal between industries and sectors, and depending on the parts of the hierarchical ladder an employee is moving between (Gutteridge, Leibowitz & Shore, 2013). In some industries or sectors, there may be only a modest increase in salary for promotions; in other fields, a promotion may substantially increase an employee's salary.

The same is true with benefits and other privileges; in some industries, the promotion only changes the title and salary, and there are no additional benefits or privileges (beyond the psycho-social benefits that may accrue to the individual). In some not-for-profit organizations, the values of the organization or the tightness of funding may result in there being only modest salary increases associated with a promotion (Boen, 2006). In other industries, especially in private sector companies, a promotion to senior management may carry a number of benefits, such as stock options, a reserved parking space, a corner office with a secretary, and bonus pay for good performance. The degree to which job activities change varies between industries and sectors. In some fields, even after an employee is promoted, they continue to do similar work.

The differences may be in the complexity of the files that the individual is assigned to or in the sensitivity of the issues that they are asked to deal with. In other fields, when an employee is promoted, their work changes substantially (Maicibi, 2007). Different organizations grant the hiring and promoting managers different levels of discretion to award promotions. In some parts of the private sector, the senior management has a very high level of discretion to award promotions, and they can promote employees without going through much procedures or formalities such as testing, screening, and interviewing (Suk-Hing, 2005). In the public sector and in academia, there are usually many more checks and balances in place to prevent favoritism or bias.

2.2.2 Team Work

This is job enrichment at the group level. It’s to set a goal for a team, and make team members free to determine work assignments, schedules, rest breaks, evaluation parameters, and the like. With this method, one significantly cut back on supervisory
positions, and people will gain leadership and management skills. People should know how well, or poorly, they're performing their jobs. The more control one gives them for evaluating and monitoring their own performance, the more enriched their jobs will be (Pascoe et al. 2002). Rather than having quality control department go around and point out mistakes, consider giving each team responsibility for their own quality control. Workers will receive immediate feedback, and they'll learn to solve problems, take initiative, and make decisions.

The management should allow team members to participate in decision making and get involved in strategic planning. This is an excellent way to communicate to members that their input is important. It can work in any organization - from a very small company, to a large company with a huge hierarchy. When people realize that what they say is valued and makes a difference, they will likely be motivated. Redistribute control and grant more authority to workers for making job-related decisions (Ivancevich et al., 2004). As supervisors delegate more authority and responsibility, team members’ autonomy, accountability, and task identity will increase. Participation is about employees playing a greater part in the decision making process. It is near the concept of employee voice system, which ensures that employees are given the opportunity to influence management decisions and contribute to the improvement of the organizational performance (Oldham, 2007). According to Cole (1998), the purpose of employee’s voice is to articulate dissatisfactions, express collective organization, contribute to management decision making and demonstration of maturity and cooperative relations.

McGregor (1960) held a belief that Theory Y assumptions were more valid that those of Theory X. Therefore he proposed ideas such as participative decision making, responsible and challenging jobs and good group relations as approaches that would maximize an employee’s job motivation. In terms of the Two-Factor Theory, employee involvement programs could provide employees with intrinsic motivation by increasing opportunities for growth, responsibility and involvement in the work itself. Similarly the opportunity to make and implement decisions and seeing them work out, can help satisfy an employee has needs for responsibility, achievement, recognition, growth and enhanced self-esteem. Participation in decision-making process by employees in an organization enhances empowerment and the quality of output. The employees feel part of the organization and
work toward achieving the set goals. According to Loughlin and Barling (2008) working towards the goal is already a motivator.

2.2.3 Fringe Benefits

Employee benefits and earnings form compensation packages available in different combinations and at different levels to occupations located in different labor markets (Boen, 2006). Employee benefit is essential for the development of corporate industrial relations. According to Herzberg’s two-factor theory (motivation and hygiene), an employee benefit programme was a necessary and sufficient working condition. The hygiene factor will affect employee’s work-motivation and thus productivity. In the stimulus-response behavior, employee’s work-motivation, seen as the response, can be analyzed from absence rate, leave rate, quit rate, get-to-work speed and so on. The quality indices include faults and returns; the quantity indices include completion time and the production hygiene factor. This depends on the individual properties of the employee, who is the medium essential for management, and stimulates employees to enhance their work and productivity (Silvestri, 2007).

In addition, Gagne (2009) maintained in his expectation theory that everyone works in expectation of some rewards (both spiritual and material), and welfare is one of them. In other words, the degree of reward influences the quality and quantity of work, and in turn productivity. Therefore it is important to explore how to give the stimulus (welfare) in order to promote work motivation and productivity. According to Maslow’s hierarchy theory (1993) in the, the employee benefit programmes could be classified into four types of welfare demands: physical demands; security demands; social demands; self-actualization demands. First, physical-demand benefit includes loans, dividends, year-end bonuses, savings subsidies, emergency subsidies, individual annual vacations, national holidays, paid leaves, dormitories and housing benefits, meal subsidies and laundry service.

Security-demand benefit includes day-care service, group dependant insurance (life and medical), pension, occupational disease compensations, child-education benefits, discounted goods supply, medical equipment and subsidies, free commuting vehicles, commuter subsidies (Lewis & Goodman, 2004). Third, social-demand benefit includes entertainment equipment and activities (such as clubs and foreign travel), educational
equipment and activities, foreign travel subsidies, counseling measures, maternity and paternity leave. Finally, self-actualization-demand (including self-esteem) benefit includes opportunity and subsidies for further education/training and flexible working time. Benefits are items such as pension, sickness payments and company cars which are additional to earnings; sometimes known as fringe benefits (Masi & Cooke, 2010). Employee benefits are virtually any form of compensation other than direct wages paid to employees. It constitutes a major part of almost any individual’s financial and economic security (Stajkovic & Luthans, 2007).

Employee benefits are commonly used to suggest a peripheral role in the typical pay packet. The substantial growth in the value of most benefits packages over the past ten to twenty years means that the title fringe is no longer appropriate. An increasing proportion of individual remuneration is made up of additional perks, allowances and entitlements which are mostly paid in kind rather than cash. The total value of benefits paid by the employer to employees commonly represents between 20% and 50% of an organizations salary budget, depending on what is included (Smith & Fujita, 2005). Pension alone can easily account for 20 per cent, to which must be added the costs of providing some or all of the following; company cars, sick pay, meals, live-in accommodation, parking facilities, private health insurance, mobile phones, staff discounts, relocation expenses and any holiday or maternity allowances paid in excess of the required statutory maxima (Mitchell & Stewart, 2009).

### 2.2.4 Status, Titles and Recognition

Becoming more aware of one's cognitive decision-making style may also influence self-reflection and self-regulated motivation to care (Armstrong, 2003). As a trait, a person's cognitive style refers to an individual's preferred way of thinking and problem-solving. Cognitive style is stable over time and across situations and has been associated with personality. Kirton's (2003) theory of cognitive style characterizes cognitive decision-making and creativity across a unitary continuum from adaptation to innovation. Individuals who tend to be more adaptive in style concentrate on increasing efficiency and conforming to established rules and authority. These individuals prefer implementing change using existing paradigms. Those who tend to be adaptive prefer working on one task at a time and are less tolerant of ambiguity.
Persons who are innovative in cognitive style tend to generate large numbers of new ideas, operate well in a crisis, engage in more risk-taking, and are multi-taskers (Belle, 2005). Innovators adapt more readily to radical change and are better able to generate new paradigms. As an occupational population, most nurses fall on the adaptive end of the adaptation-innovation continuum. Linking cognitive style theory with personality, innovator is associated with the traits of risk-taking and sensation-seeking, extraversion, openness to experience, conscientiousness, and optimism. Adaptors are linked with lower self-esteem and lower sensing-intuition. In relation to states of being, individuals who are more adaptive in nature have reported significantly higher state anxiety in the context of change within an organization. Although frequently tested, cognitive style has not been associated with the traits of neuroticism, emotional ability, or trait anxiety (Bartol & Locke, 2010).

Individuals who are consistently required to work “outside” their characteristic thinking and problem-solving style must engage in coping behaviours to do so (Osterman, 2010). If these coping behaviours are required for long periods at work, stress increases and, in turn, a risk for work dissatisfaction, lack of motivation and the projected potential for error. Stress that cannot be managed by other means may lead employees to leave a position or even a profession. Individuals of differing styles may also have a difficult time working together on teams, unless assisted in becoming more aware of the opposite problem-solving style preferences and approaches to cognitive decision-making (Ali & Ahmed, 2009).

Acknowledging the far-reaching implications of affect, mood, personality, cognitive style, and cognitive decision-making in relation to motivation and the potential impact upon nurses and patient care delivery is important (Gutteridge et al., 2013). Creating work environments that support manageable patient workloads and levels of complexity is likely to decrease nurses’ emotional stress levels and enhance affective states and traits. Positive affect influences work motivation and nurses’ capacity to effectively engage in knowledge-based decision-making on behalf of patients (Boen, 2006). Supporting nurses and nursing work teams in becoming more aware of their diversity in relation to affect, personality, and cognitive styles may enhance teamwork and open communication in solving complex problems at work. In relation to cognitive and emotionally based motivational factors influencing work performance, self-determination, self-efficacy, and
self-esteem are next discussed since they also serve to support or undermine individual competence at work. These individual differences help drive state and trait level human feelings that sustain meaning and purpose as nurses engage human caring work in increasingly complex environments.

2.2.5 Staff Training

Staff training is an important contributor to individual and group motivation. Appropriate training can increase staff involvement in the organisation, improve communication between peers, facilitate change and be part of an appraisal scheme. Recent research into the cross-sectoral mobility of library and information service professionals indicated that the lack of training opportunities in some sectors was viewed as a major hurdle to career development (Hersey & Blanchard, 2008). Professionals who had little or no opportunity for promotion within their own institution discovered that they lacked the skills required to move to another sector. Such individuals felt that they were stuck in particular posts without any hope of developing their careers. Effective training could minimise this level of de-motivation (Kihara, 2008).

Management of the staff training and development process requires a balance between the aspirations of the individual and the needs of the organisation (Loughlin & Barling, 2008). A significant way of doing this is for managers to discuss career development and training with their staff as part of their annual Individual Performance Review. This process can help to determine the interests and needs of employees, to highlight any staff concerns about work, and to direct staff to appropriate training opportunities.

The positive aspect about staff training is that all members of staff can be involved, regardless of their position (Obado, 2011). This is essential for the success of the organisation and the effectiveness of the library service. For example, the conversion from a manual to a computerised system may seem relatively straightforward for someone who has just graduated from university with recent information and communications technology skills. However a more experienced member of staff may not find this as easy. Training could thus bring staff together, enabling peers to help each other in their progress towards a common goal (Singh, Verbeke & Rhoads, 2006).
Training deals with providing opportunities for people to progress and develop their careers with an objective of achieving higher performance for both the employee and the organization (Armstrong, 2006). There are three stages of career progression- expanding, establishing and maturing. People move through their careers upwards when promoted or by enriching their roles to take on greater responsibilities or by making use of their skills and abilities. Training may likely result to the growth of both the organization and employee. In this regard, training of employees would be an achievement and a motivating factor (Herzberg, 1966).

Training of the employees should be taken by the management it really prepare workers towards higher positions and offers skills to performs duties well. These should be led by a supervisor’s human resource unit with help from specific employees who show a particular strength in the skills taught (Wambua, 2004). The first step in creating a strategy supportive system of rewards and incentives is to define jobs and assignments in terms of results to be accomplished (Ford, 2009). Training the job holder’s attention and energy on what to achieve as opposed to what to do, improves the chances of reaching the agreed objectives. It is flawed thinking to stress duties and activities in job description in the hope that the by-products will be the desired kinds of accomplishment.

2.3 Financial Benefits Influence on Employee Motivation

Recognition and reward plus a sense of achievement are central to the motivation process. Managers need to address the ways in which they reward staff, as each member of staff is different and will react in different ways to reward and recognition. Lucas and Diener (2010) recognise the importance of addressing the individual needs of staff: If the abilities and motives of the people under them are so variable, managers should have the sensitivity and diagnostic ability to be able to sense and appreciate the differences. Rather than regarding the existence of individual differences as a painful truth to be wished away, managers should learn to value differences and to value the diagnostic process which reveals differences. To take advantage of diagnostic insights, managers should be flexible enough and have the interpersonal skills necessary to vary their own behaviour. If the needs and motives of subordinates are different, they should be treated differently (Hinds, 2009).
Consistency and fairness in distribution is important and managers also need to be conscious of de-motivation. This was emphasised by Chen and Luo (2012) when she pointed out that libraries are increasingly becoming “flatter” structures. Above all, reward systems need to be able to motivate, or at least not de-motivate employees when promotion opportunities are fewer.

2.3.1 Compensation

Within a “flat” organisation or structure, recognition is one way to address motivation and managers ought to consider some form of compensation. Compensation can improve levels of motivation but need to be handled effectively. They can be held on a one-to-one basis or as a group, and can aid communication between staff by reflecting on performance and highlighting individual and group needs. Moos (2012) found that good schemes generally: Evaluate staff performance, set goals and objectives, examine compensation and praise and reward achieved objectives (Pitts, 2009).

Frequent recognition may be given in less formal ways. For example, the completion of a task could be rewarded by a “thank you” or a “well done”, a confirming smile, a sense of appreciation (Zingheim & Schuster, 2010). There are many ways of giving compensation, and managers need to discover the ways that individual members of staff like to be rewarded. Although basic, such compensation is important, instilling the employee with a feeling of respect that their work has been appreciated. Furthermore, it can give staff the motivation to improve and, by acknowledging achievement, it will encourage further endeavours. Even if a member of staff has acted incorrectly or at an inappropriate time, compensation and appreciation can help to avoid a possibly de-motivating experience (Lewis & Goodman, 2004).

The conventional view is that a manager’s plan for strategy implementation should incorporate more positive than negative motivational elements because when co-operation is positively enlisted and rewarded, people tend to respond with more enthusiasm and effort (Masi & Cooke, 2010). However, how much of which incentives to use depends on how hard the strategy implementation task will be. A manager has to do more than just talk to everyone about how important strategy implementation is to the organization’s future. Talk, no matter how inspiring, seldom commands peoples best efforts for long. To get employees sustained, energetic commitment, management always
has to be resourceful in designing and using compensation incentives. The more a manager understands what motivates subordinates, and the more he relies on motivation incentives as a tool for implementing strategy, the greater will be the employees’ commitment to carrying out the plans (Mosadeghrad, 2008).

Another way to keep employees focused on strategic objectives and achieving them throughout the organization to reward individuals who achieve targets. For strategy implementers, doing a good job means achieving the agreed on performance targets. Any other standard undermines implementation of the strategic plan and condones diversion of time and energy into activities that do not matter. Pressure to achieve the target and performance should be unrelenting. Chiang and Birtch (2009) have outlined some important guidelines to observe in designing rewards and incentives. These are: The performance pay off must be a major, not minor, piece of the total compensation package; incentives that amount to 20% or more of the total compensation are big attention getters and are capable of driving individuals’ efforts (Tutor, 2006). The incentive plan should extend to all managers and workers, not just being restricted to top management.

The compensation system must be administered with scrupulous care and fairness; if performance standards are set unrealistically higher, or if individual performance evaluations are not accurate, dissatisfaction with the system will overcome any positive benefits. The incentives must be tightly linked to achieving only those performance targets spelled out in the strategic plan as performance indicators based on factors not indicated in the strategic plan may send the wrong signals about the system (Simmons et al., 2011). The performance targets that each individual is expected to achieve should involve outcomes that the individuals can personally affect; the role of incentives is to enhance individual commitment of channel behaviour in beneficial direction. If the measures that are used to judge a person are outside his area of influence, then this role of incentives if not served. Aside from these guidelines, it is hard to prescribe what kinds of incentives and rewards to develop. However, the payoff must be directly attached to performance measurers that indicate the strategy is working and implementations on track. If a company’s strategy is to be a low cost producer, its incentive system must reward performance that towers costs (Stajkovic & Luthans, 2007).
2.3.2 Reward Systems

According to Morris (2004) some of the indicators of successful performance and meeting organizational goals include cultivating a committed labour force: A committed labour force is responsible for creativity and innovation, a characteristic that ensures continued product improvement and development of new products. Employees’ commitment is enhanced more if an attractive reward system is instituted in the organization. Human resources should be seen as an investment and not a cost by organizations for they are accountable for productivity, operating machines and putting into motion all the activities (planning, organizing, staffing, directing and controlling) that make organizations vibrant and successful. Human resource is part of business management and it helps in sourcing for the right rewarding system.

The use of incentives and rewards is the single most powerful tool that management has to win strong employee commitment to carrying out the strategic plan. Failure to use this tool wisely and powerfully, weakness the entire implementation process (Gagne, 2009). Decisions on salary increments, incentive compensation promotions, key assignments etc. are the strategic implementations foremost attention getting, and commitment generating devices. How a manager structures incentives and parcels out rewards signals what kind of behaviour and performance management wants and who is doing a good job. The system of incentives and rewards therefore ends up as the vehicle by which strategy is ratified in form of real commitment (Armstrong, 2003).

2.3.3 Bonuses

Bonuses are the demonstration of appreciation for a level of performance, an achievement or a contribution to an objective. It can be confidential or public, casual or formal. It is always in addition to pay (Mitchell & Stewart, 2009). In addition to reward, employees also need recognition. Individuals like to share their achievements with others and have it recognized and celebrated. When this need is satisfied, it works as an excellent motivator. If employers rely on reward alone to recognize contribution and achievement it is most possible that the employee’s objective will become modified to secure the pay and nothing more and this in turn will lead to a degraded culture of the organization. When used correctly bonus is a cost-effective way of enhancing achievements and enable people to feel involved in the company culture (Smith & Fujita, 2005).
Recognition and celebration do not work as an alternative to a base pay, they are only adders, not replacements for pay. However, together with a solid pay approach, recognition and celebration is an effective way to make rewards communicate effectively. Used properly, these two factors give the company opportunity to communicate the role that employees should play in making the organization a success. When traditional pay solutions fail to acknowledge issues such as business opportunities, organization design and competency, recognition can be a great tool to address them (Hersey & Blanchard, 2007).

An intrinsically motivated individual through given bonus, according to Ford (2009) will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her. An extrinsically motivated person will be committed to the extent that he can gain or receive external rewards for his or her job. He further suggested that for an individual to be motivated in a work situation there must be a need, which the individual would have to perceive a possibility of satisfying through some reward. According to Entwistle (2007), employees who are able to experience and receive recognition for their work are also able to have a better perception of their work, their workplace and the people they work for. Thus, there is a need for the employer to really make an effort in showing the employee that his/her wellbeing is of concern to the organization and the management and that the contribution of the employee towards the organization is highly valued.

2.4 Working Conditions Influence on Employee Motivation

Employee motivation is influenced by the employee, the management and the condition. Motivating the employee is the manager’s job (Wambua, 2004). It is therefore the manager’s job to understand what motivates the employees. Based on Locke and Latham’s integrated model of work motivation, various theories of work/employee motivation will be discussed, including Maslow’s need hierarchy, McClelland’s personality-based approach to employee motivation, Vroom’s theory, Locke and Latham’s goal theory, Bandura’s self-efficacy theory, Weiner’s attribution theory, Herzberg’s job characteristics model, the organisational commitment theory and Adam’s equity theory. These theories attempt to explain employees’ behaviour. They provide understanding to both managers and employees of how to motivate others and/or become more involved in one’s own motivation (Dessler, 2008).
Green’s belief system of motivation, Glanz’s model for motivating employees, Lindner’s approach to understanding employee motivation, and Nelson’s ten ways to motivate today’s employees are some newer approaches to employee motivation. Armstrong (2006) mentions that, all of the above theories have limitations and criticisms. Their three recommendations for possible directions for future research on motivation will also be discussed.

2.4.1 Job Characteristics

Early research into performance at work identified the importance of the social aspects and the influence of workplace colleagues (Singh et al., 2006). If a high level of motivation is to be achieved, managers need to focus on relations between peers. Although library managers may not have the financial resources to take staff on “away days”, good relationships can be achieved through strategies such as effective staff meetings that allow opportunities for discussion and interaction. Teamwork can be especially useful in bringing together the different types of people within a library, such as a library assistant recently appointed and a professional librarian with many years’ experience. Group training and briefing sessions can help to raise self-esteem, confidence and even motivate an employee who is currently de-motivated. The creation of social spaces for shared lunches and breaks where possible, can also make a contribution, even when space is limited. Some managers also encourage social outings and celebrations to further maintain or improve working relationships (Obado, 2011).

In many organisations, those staff who will be most affected by a change of policy are the least likely to be consulted in the development stages. The strategic plans and decisions taken by libraries are essential to their progress and development within their organisational conditions. Involving staff in such processes should increase their confidence and sense of ownership of new policies and changes. This in turn should contribute to their personal and professional motivation. As Das (2006) has argued: Proper communication of strategic awareness can act as a cohesive force and succeed in connecting those with ultimate responsibility for organisations with those who directly implement policies at the sharp end. Involving employees in decision making, especially when the decisions affect them directly, is both respectful and practical. Those closest to the problem typically have the best insight as to what to do (Loughlin & Barling, 2008).
2.4.2 Leadership Style

Leadership has existed for as long as people have interacted, and it is present in all cultures no matter what their economic or social makeup. Leadership is not only a human quality; it is found in primitive forms in many animal species, from low-level vertebrates such as chickens to higher-level primates such as gorillas and whales (Kihara, 2008). Although leadership is an age-old concept, it remains a complex term that researchers and scholars grapple with continuously. One of the main reasons is the extensive number of definitions for this term. In particular, the lack of discernment of when and why certain leader behaviors should be offered has left leadership scholars dissatisfied with many current perspectives and still searching for greater understanding of the relationship between leader behavior and various follower outcomes (Hersey & Blanchard, 2008).

The term leadership means different things to different people. This disagreement stems from the fact that it involves a complex interaction among the leaders, the followers and the situation, leadership definitions are characterized by a rich diversity; they can focus on behavior, on the ability to motivate employees to put in extra effort, on the ability to act as a change agents, on the processes of social influence, on creating compelling visions, or on producing favorable performance outcomes. According to Obado (2011), there are four commonalities among the many definitions of leadership is a process between a leader and followers, leadership involves social influence, leadership occurs at a multiple level in a an organization (at the individual level, the group level and at the organizational level), and leadership focuses on goal accomplishment. Based on these commonalities Kreitner and Kinicki, (2007) define leadership as a process whereby an individual influences a group of individuals to achieve a common goal.

Gurus have entered the very testing arena of business leadership and management, over the last hundred years. Their acceptance, survival and professional longevity have depended up on the ability to add perceived value to the body of knowledge, understanding and evolving best practices that represent state-of-the-art leadership and management (Williams, 2005). In spite of the attention given to leadership and management and the application of these concepts and practices in the public sector, there is little evidence of any examination of how leadership might be affected by growing individualization in society more broadly. Thus the growing concern with individual leaders in organizations, in both the public or commercial sector, has taken place with
little questioning of the fact that leadership is seen largely as residing in particular individuals (Lawler, 2007).

Leadership is very much about doing what is right for the right situation and the people involved in it. Underlying such flexibility and differentiation of the responses, however, must be a consistency of values and ground rules, if the leader’s professional credibility is to remain a crucial source of influence. Credibility, in turn, in the role of a leader, goes beyond professional consistency and competence. Increasingly in today’s world, personal integrity too, is coming to be regarded as a crucial factor, as the triple bottom line of profitability, concern for the condition and, social responsibility, becomes an established business imperative (Lucas & Diener, 2010).

The leadership styles and behaviors fostered and used in organizations have a major impact on the values of the organization and the way it behaves. Leaders play major role in rewards management. They exist to get things done through people, ensuring that tasks are achieved and strategically deliver, but also building and maintaining supportive and constructive relationships between themselves and the employees in the teams or groups. They are there to motivate people and indeed to secure engaged performance. Leaders are the sources of important rewards such as recognition through effective feedback, providing the scope to carry out meaningful work, and providing opportunities for development and learning (Hinds, 2009).

2.4.3 Job Enrichment

Job enrichment is an attempt to motivate employees by giving them the opportunity to use the range of their abilities. It is an idea that was developed by Herzberg (1966). It can be contrasted to job enlargement which simply increases the number of tasks without changing the challenges. As such job enrichment has been described as ‘vertical loading’ of a job, while job enlargement is ‘horizontal loading’. The central focus of job enrichment is giving people more control over their work (lack of control is a key cause of stress, and therefore of unhappiness. Where possible, allow them to take on tasks that are typically done by supervisors (Bowen & Radhakrishna, 2011).

This means that they have more influence over planning, executing, and evaluating the jobs they do. In enriched jobs, people complete activities with increased freedom,
independence, and responsibility (Ali & Ahmed, 2009). They also receive plenty of feedback, so that they can assess and correct their own performance. Some strategies to enrich jobs in the workplace include: People should be given the opportunity to use a variety of skills, and perform different kinds of work. The most common way to do this is through job rotation. Move workers through a variety of jobs that allow them to see different parts of the organization learn different skills and acquire different experiences. This can be very motivating, especially for people in jobs that are very repetitive or that focus on only one or two skills (Gutteridge et al., 2013).

Combined work activities provide a more challenging and complex work assignment. This can significantly increase “task identity” because people see a job through from start to finish (Suk-Hing, 2005). This allows workers to use a wide variety of skills, which can make the work seem more meaningful and important. You can apply this model wherever you have people or groups that typically perform only one part of an overall process. Consider expanding their roles to give them responsibility for the entire process, or for a bigger part of that process.

2.5 Chapter Summary

This study sought to add to the existing knowledge gap of customer satisfaction especially on factors affecting employee motivation. This research established some factors which include; non-monetary incentives, financial benefits and working conditions. The next chapter reviewed the study’s methodology indicating how data was collected and analyzed.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methods, the tools and instruments that were used to carry out the study. The success or failure and the credibility or confidence on the results of this research process depended largely on the methods, techniques, tools and the instruments among other factors.

3.2 Research Design

This was a descriptive study aimed at investigating the factors influencing staff motivation in fast foods in Kenya. According to Cooper and Schindler (2003), a study concerned with finding out who, what, when, where and how of a phenomenon is a descriptive study, which was the concern of this project. Descriptive technique serves a variety of research objective such as descriptions of phenomenon associated with a subject population, estimates of proportions of a population that have these characteristics and discovery of associations among different variables. The dependent variable was employee motivation while the independent variables were non-monetary rewards, financial benefits and working conditions.

3.3 Population and Sampling Design

3.3.1 Population

The study was conducted within the CBD of Nairobi. The Innscor Kenya Ltd, owned various franchises such as Pizza Inn, Galitos, Creamy Inn and Chicken Inn in Kenya, also provide the nation with fast foods. Most of these fast food joints in Kenya were found together within the same location either in the city of Nairobi or at various selected Oil Libya petrol stations and Kenol/ Kobil Petrol stations in Kenya thus providing food on the go for the average consumers. The population of study consisted of branch managers, departmental heads and general staff.
According to the Human Resource Manager of Innscor Kenya Ltd there were 337 employees working within Nairobi CBD. These were the people best placed to provide the required information.

**Table 3.1: Target Population Distribution**

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Branch managers</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Departmental heads</td>
<td>25</td>
<td>7</td>
</tr>
<tr>
<td>General staff</td>
<td>305</td>
<td>91</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>337</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Innscor Kenya Ltd (2014)

### 3.3.2 Sampling Design

#### 3.3.2.1 Sampling Frame

Sampling frame is the list from which the potential respondents are drawn. It is a complete list of all cases in the population from which the same is drawn (Kadam & Bhalero, 2010). In this study the sampling frames were employees who were under long term contract with Innscor Kenya Ltd. The sampling frame for the study was 337 members. This frame was provided by Innscor Kenya Ltd.

#### 3.3.2.2 Sampling Technique

The study grouped the population into three strata i.e. Branch managers, departmental heads and the general staff. Stratified sampling technique was used to select the sample for the general staff while census was used to select both the branch managers as well as the departmental heads. The techniques produced estimates of overall population parameters with greater precision.

#### 3.3.2.3 Sample size

Mugenda and Mugenda (2003) suggest that in descriptive studies thirty percent (30%) of the survey population is representative enough to generalize characteristics being observed. In this study therefore thirty percent of the accessible population constituted the
sample size hence was appropriate for generalizing the findings. The sampling was as shown below:

Table 3.2: Sample Size Distribution

<table>
<thead>
<tr>
<th>Strata</th>
<th>Population</th>
<th>Percentage</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Branch managers</td>
<td>7</td>
<td>100%</td>
<td>7</td>
</tr>
<tr>
<td>Departmental heads</td>
<td>25</td>
<td>100%</td>
<td>25</td>
</tr>
<tr>
<td>General staff</td>
<td>305</td>
<td>30%</td>
<td>92</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>337</strong></td>
<td></td>
<td><strong>124</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

The type of data used in the study was primary data. The studies made use of a questionnaire to enable the researcher obtain direct information from the respondent which could be justified later in the subsequent chapters. Primary data was collected with the help of a structured questionnaire consisting of both open ended and closed questions (see Appendix 1). Part A consists of demographic profiles of the respondents, while part B determined the responses of the employees to the questions directly relating to the study. The questions were presented in the form of statements on a 1-5 Likert scale for respondents to score factors that most impact on their performance.

3.5 Research Procedure

The researcher scheduled appointments with the relevant authorities in order to carry out the interviews. Administration of the questions was done on the basis of drop and pick later method by giving a period of 1 week to fill them in after which the questionnaires were collected. During questionnaire construction, various validity checks were conducted that ensured the instrument measured what it was supposed to measure and performed as it was designed to perform. The validity tests conducted were; content validity, face validity and construct validity.

To ensure content validity, the questionnaire was formulated and operationalized as per the study variables that ensured adequacy and representativeness of the items in each variable in relation to the purpose and objectives of the study. Further, content validity was verified through expert opinions from supervisors and practitioners. Face validity
was achieved where the questionnaire was subjected to expert analysis and opinions from two external experts who thoroughly checked the representativeness of the research instrument at face value with a view to ascertain whether it measured the constructs of the study.

Further the study considered construct validity through restricting the questions to the conceptualization of the variables and ensured that the indicators of each variable fell within the same construct. The purpose of this check was to ensure that each measure adequately assessed the construct it was supposed to assess. The Cronbach’s alpha reliability coefficient test of reliability was employed to test the reliability of the instrument having a reliability of 0.784939 hence reliable.

3.6 Data Analysis Method

This section discusses the techniques that were used to analyze data. Before processing the responses, data preparation was done on the completed questionnaires by editing, coding, entering and cleaning the data. Data collected was analyzed using descriptive statistics. The descriptive statistical tools helped in describing the data and determining the respondents’ degree of agreement with the various statements under each factor. Data analysis was done using SPSS and Microsoft excels to generate quantitative reports which were presented in the form of tables and figures.

The researcher further conducted inferential statistics in order to establish the relationship between the dependent and the independent variables respectively. The researcher applied correlation and regression model to explain the strength and relationship of the dependent variable (employee motivation) on each of the independent variables (non-monetary incentives, financial benefits and working conditions). The regression equation was:

\[ Y = \beta_0 + \beta_1 \chi_1 + \beta_2 \chi_2 + \beta_3 \chi_3 + \ldots + \beta_n \chi_n + \epsilon \]

Where:
- \( Y \) = Dependent Variable
- \( \chi_{1-n} \) = independent variables
- \( \beta_0 \) = the constant
- \( \beta_{1-n} \) = the regression coefficient or change included in \( Y \) by each \( \chi \)
- \( \epsilon \) = error term
\[ Y = \text{Employee motivation} \]
\[ X_1 = \text{Non-monetary incentives} \]
\[ X_2 = \text{Financial benefits} \]
\[ X_3 = \text{Working conditions} \]

3.7 Chapter Summary

The chapter described the methodology that was used in the study. The research design was descriptive in nature. The population was staff working in Innscor Kenya Limited located in CBD Nairobi County. The sample size and the sampling techniques as well as the questionnaire as a primary data collection instrument were described. The next chapter, presents the findings of the research which were collected from the respondents.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

The chapter presents results from data analysis and findings. The purpose of the study was to investigate the extent non-monetary incentives influenced employee motivation, how financial benefits influenced employee motivation and the extent working conditions influenced employee motivation. The research was conducted across Innscor Kenya Limited. The data collected was analyzed using Statistical Packages for Social Sciences (SPSS). Data was collected from eighty six (86) respondents out of the one hundred and one twenty four (124) targeted indicating a 69% response rate. The results and findings were presented as shown below:

4.2 Demographic Background

4.2.1 Respondents Gender

Out of the 86 respondents, 63% of the respondents were female, while 37% percent respondents were male. This shows that both genders were represented in the study however there was gender disparity.

![Gender of Respondents](image)

Figure 4.1 Gender of Respondents

4.2.2 Respondents Level of Education

The study sought to evaluate respondents’ level of education, 37% who were the majority had certificate and diploma, 32% had a secondary certificate, 14% had a primary
certificate, 12% had other certificates, 3% had a bachelor’s degree while 2% had a master’s degree. This indicates that respondents were literate.

Figure 4.2 Level of Education

4.2.3 Respondents Age Bracket

The study aimed at accessing age bracket of the respondents, 48% who were the majority were between 21 and 30 years, 23% were between 31 and 40 years, 19% were below 21 years, 8% were between 41 and 50 years and 2% were over 50 years. This indicates that respondents were in the youthful ages according to the Kenyan Constitution.

Figure 4.3 Age Bracket
4.2.4 Cadre of Staff

The study also aimed to establish respondent’s cadre of staff, 72% who were the majority were in the technical staff, 20% were departmental heads while 8% were branch managers. This indicated that the majority of the respondents were in the general staff.

![Figure 4.4 Cadre of Staff]

4.2.5 Respondents Length of Service

The study also sought to investigate the number of years respondents had continually worked in the organization, 36% who were the majority had worked for a period between 1 to 4 years, 30% had worked for a period between 5 to 10 years, 22% had worked for a period less than one year while 12% had worked for a period over 10 years. The findings are summarized on the pie chart in Figure 4.5.

![Figure 4.5 Length of Service]
4.3 Non-Monetary Incentives

4.3.1 Non-Monetary Incentives on Staff Motivation

On establishing how non-monetary incentives affected staff motivation, the study found that; 45% who were the majority indicated that non-monetary incentives moderately affected staff motivation, 30% indicated that non-monetary incentives highly affected staff motivation, 16% indicated that non-monetary incentives very highly affected staff motivation, 6% indicated that non-monetary incentives lowly affected staff motivation while 3% indicated that non-monetary incentives negligibly affected staff motivation.

Table 4.1 Non-monetary Incentives on Staff Motivation

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high</td>
<td>14</td>
</tr>
<tr>
<td>High</td>
<td>25</td>
</tr>
<tr>
<td>Moderate</td>
<td>39</td>
</tr>
<tr>
<td>Low</td>
<td>5</td>
</tr>
<tr>
<td>Negligible</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>86</td>
</tr>
</tbody>
</table>

4.3.2 Career Development on Commitment

The study also sought to determine the extent to which career developments influenced respondents’ commitment in the fast food industry. According to the findings career training benefited respondents to a great extent as shown by a mean score of 4.12, career advancement was important because of the beneficial outcomes to a great extent as shown by a mean score of 4.01, career advancement improved respondents job performance to a great extent as shown by a mean score of 3.92, career opportunities offered improved respondents personal growth to a great extent as shown by a mean score of 3.88, career advancement improved respondents career prospects to a great extent as shown by a mean score of 3.87 and career advancement was important because of the changing nature of respondents work to a great extent as shown by a mean score of 3.73.
### Table 4.2 Career Development on Commitment

<table>
<thead>
<tr>
<th>Career development and commitment</th>
<th>Mean</th>
<th>Std.dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career training benefits me</td>
<td>4.12</td>
<td>.931</td>
</tr>
<tr>
<td>Career opportunities offered improve my personal growth</td>
<td>3.88</td>
<td>.242</td>
</tr>
<tr>
<td>Career advancement is important because of the beneficial outcomes</td>
<td>4.01</td>
<td>.491</td>
</tr>
<tr>
<td>Career advancement will improve my career prospects</td>
<td>3.87</td>
<td>.572</td>
</tr>
<tr>
<td>Career advancement will improve my job performance</td>
<td>3.92</td>
<td>.886</td>
</tr>
<tr>
<td>Career advancement is important because of the changing nature of my work</td>
<td>3.73</td>
<td>.612</td>
</tr>
</tbody>
</table>

### 4.3.3 Development Opportunities on Commitment

The study aimed at assessing the extent to which development opportunities influenced respondents’ commitment in the fast food industry. According to the respondents; development programs were consistently evaluated to a great extent as shown by a mean score of 3.73, development plans were developed and monitored for all employees to a great extent as shown by a mean score of 3.69, sufficient money was allocated for product and solution training to a moderate extent as shown by a mean score of 3.49, The organization provided respondents with job specific training to a moderate extent as shown by a mean score of 3.41, respondents had the opportunity to be involved in activities that promoted their professional development to a moderate extent as shown by a mean score of 3.36, the organization employees received development opportunities in workplace skills in regular on a regular basis to a moderate extent as shown by a mean score of 3.32, the organization released employees from regular work to attend training and even sponsored them where possible to a moderate extent as shown by a mean score of 3.29 and there was a well-organized training program in the company to a low extent as shown by a mean score of 2.41.
Table 4.3 Development Opportunities on Commitment

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std.dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>This organization provides me with job specific training</td>
<td>3.41</td>
<td>.211</td>
</tr>
<tr>
<td>The organization employees receive development opportunities in workplace</td>
<td>3.32</td>
<td>.973</td>
</tr>
<tr>
<td>skills in regular on a regular basis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sufficient money is allocated for product and solution training</td>
<td>3.49</td>
<td>.450</td>
</tr>
<tr>
<td>I have the opportunity to be involved in activities that promote my</td>
<td>3.36</td>
<td>.762</td>
</tr>
<tr>
<td>professional development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development plans are developed and monitored for all employees</td>
<td>3.69</td>
<td>.391</td>
</tr>
<tr>
<td>Development programs are consistently evaluated</td>
<td>3.73</td>
<td>.524</td>
</tr>
<tr>
<td>The organization releases employees from regular work to attend training</td>
<td>3.29</td>
<td>.192</td>
</tr>
<tr>
<td>and even sponsor them where possible</td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is a well-organized training program in the company</td>
<td>2.41</td>
<td>.712</td>
</tr>
</tbody>
</table>

4.4 Financial Benefits

4.4.1 Financial Benefits Offered

The study sought to evaluate the extent to which financial benefits were offered by the respondents company. Allowances were offered to a moderate extent as shown by a mean score of 3.52, increase in salary was offered to a moderate extent as shown by a mean score of 3.49 and bonuses were offered to a moderate extent as shown by a mean score of 3.21.

Table 4.4 Financial Benefits Offered

<table>
<thead>
<tr>
<th>Responses</th>
<th>Mean</th>
<th>Std.dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allowances</td>
<td>3.52</td>
<td>.539</td>
</tr>
<tr>
<td>Bonuses</td>
<td>3.21</td>
<td>.107</td>
</tr>
<tr>
<td>Increase in salary</td>
<td>3.49</td>
<td>.973</td>
</tr>
</tbody>
</table>

4.4.2 Rewards offered

On evaluating the influence of rewards offered in the fast foods in; acknowledging achievement encouraged further endeavors to a great extent as shown by a mean score of 4.31, the incentive plan be extended to all managers and workers to a great extent as shown by a mean score of 4.15 and the performance pay off were major, not minor, piece of the total compensation package to a great extent as shown by a mean score of 4.09.
Table 4.5 Rewards offered

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std.dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acknowledging achievement encourages further endeavors</td>
<td>4.31</td>
<td>.252</td>
</tr>
<tr>
<td>The performance pay off must be a major, not minor, piece of the total compensation package</td>
<td>4.09</td>
<td>.721</td>
</tr>
<tr>
<td>The incentive plan should be extend to all managers and workers</td>
<td>4.15</td>
<td>.364</td>
</tr>
</tbody>
</table>

4.4.3 Types of Financial Rewards

The study also aimed to ascertain the types of financial rewards that could be used in the respondents company. According to the respondents financial rewards that could be used include; increase in salary, giving of bonuses, commissions, stipend, overtime and gratuity when one got a retirement increased job motivation, attitude and performance of the respondents in the organization.

4.5 Working Conditions

4.5.1 Working Conditions on Employee Motivation

The study aimed to assess how the working conditions influence employee motivation. According to the findings relations between peers influenced employee motivation to a great extent as shown by a mean score of 4.35, clearly set and communicated deadlines influenced employee motivation to a great extent as shown by a mean score of 4.12, effective staff meetings that allowed opportunities for discussion and interaction influenced employee motivation to a great extent as shown by a mean score of 4.07, team work spirit influenced employee motivation to a great extent as shown by a mean score of 4.05, attitude towards work influenced employee motivation to a great extent as shown by a mean score of 4.01, group training and briefing sessions influenced employee motivation to a great extent as shown by a mean score of 3.93, number of hours worked influenced employee motivation to a great extent as shown by a mean score of 3.85, shared lunches and breaks where possible influenced employee motivation to a moderate extent as shown by a mean score of 3.53, social outings and celebrations influenced employee motivation to a moderate extent as shown by a mean score of 3.52 and creation of social spaces influenced employee motivation to a moderate extent as shown by a mean score of 3.49.
Table 4.6 Working Condition on Employee Motivation

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std.dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relations between peers</td>
<td>4.35</td>
<td>.193</td>
</tr>
<tr>
<td>Effective staff meetings that allow opportunities for discussion and interaction.</td>
<td>4.07</td>
<td>.429</td>
</tr>
<tr>
<td>Group training and briefing sessions</td>
<td>3.93</td>
<td>.631</td>
</tr>
<tr>
<td>shared lunches and breaks where possible,</td>
<td>3.53</td>
<td>.374</td>
</tr>
<tr>
<td>Creation of social spaces</td>
<td>3.49</td>
<td>.721</td>
</tr>
<tr>
<td>social outings and celebrations</td>
<td>3.52</td>
<td>.295</td>
</tr>
<tr>
<td>Number of hours worked</td>
<td>3.85</td>
<td>.501</td>
</tr>
<tr>
<td>Team work spirit</td>
<td>4.05</td>
<td>.167</td>
</tr>
<tr>
<td>Clearly set and communicated deadlines</td>
<td>4.12</td>
<td>.910</td>
</tr>
<tr>
<td>Attitude towards work</td>
<td>4.01</td>
<td>.282</td>
</tr>
</tbody>
</table>

4.5.2 Ways of Improving Motivation

The study sought to evaluate ways of improving motivation in the fast food industry. Respondents indicated that, work done should match with remuneration; overtime should be compensated, employees should be sponsored for higher learning as well as frequent training to enhance their performance.

4.6 Employee Motivation

When respondents were asked how employee motivation was influenced in the fast food industry, respondents indicated that; personal interest affected employee motivation to a great extent as shown by a mean score of 4.21, drive to achieve targets affected employee motivation to a great extent as shown by a mean score of 3.93, achievement affected employee motivation to a great extent as shown by a mean score of 3.92, responsibility affected employee motivation to a great extent as shown by a mean score of 3.81, desire fulfillment affected employee motivation to a great extent as shown by a mean score of 3.78, delegation of duties affected employee motivation to a great extent as shown by a mean score of 3.72 and duties assigned affected employee motivation to a great extent as shown by a mean score of 3.66.
Table 4.7 Employee Motivation

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std.dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal interest</td>
<td>4.21</td>
<td>.721</td>
</tr>
<tr>
<td>Desire fulfillment</td>
<td>3.78</td>
<td>.295</td>
</tr>
<tr>
<td>Achievement</td>
<td>3.92</td>
<td>.501</td>
</tr>
<tr>
<td>Responsibility</td>
<td>3.81</td>
<td>.167</td>
</tr>
<tr>
<td>Delegation of duties</td>
<td>3.72</td>
<td>.910</td>
</tr>
<tr>
<td>Duties assigned</td>
<td>3.66</td>
<td>.543</td>
</tr>
<tr>
<td>Drive to achieve targets</td>
<td>3.93</td>
<td>.298</td>
</tr>
</tbody>
</table>

4.7 Regression Analysis of the Findings

The researcher conducted a multiple linear regression analysis so as to determine the relationship between the factors affecting employee motivation in the fast food sector and the three independent factors namely: non-monetary incentives, financial benefits and working conditions.

The regression equation was

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \]

Whereby \( Y \) = Employee motivation in the fast food sector

\( X_1 \) = Non-monetary incentives

\( X_2 \) = Financial benefits

\( X_3 \) = Working conditions

Table 4.8 Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Standard Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.843</td>
<td>0.742</td>
<td>0.724</td>
<td>0.4216</td>
</tr>
</tbody>
</table>

a) Predictors: (Constant), Non-monetary incentives, financial benefits and working conditions.

b) Dependent variable: Employee motivation in the fast food sector

The study used the R square. The R Square is called the coefficient of determination and tells us how the employee motivation in the fast food sector varied with non-monetary incentives, financial benefits and working conditions. The three independent variables that were studied explain 74.2% of the factors affecting employee motivation in the fast
food sector as represented by R Squared (Coefficient of determinant). This therefore means that other factors not studied in this research contribute 25.8% of the factors affecting employee motivation in the fast food sector.

### 4.8 ANOVA

#### Table 4.9 ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>10.63</td>
<td>9</td>
<td>1.302</td>
<td>44.231</td>
<td>.000(a)</td>
</tr>
<tr>
<td>Residual</td>
<td>2.322</td>
<td>76</td>
<td>0.066</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12.952</strong></td>
<td><strong>85</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a) Predictors: (Constant), Non-monetary incentives, financial benefits and working conditions
b) Dependent Variable: Employee motivation in the fast food sector

The study used ANOVA to establish the significance of the regression model from which an f-significance value of p less than 0.05 was established. The model is statistically significant in predicting how non-monetary incentives, financial benefits and working conditions affect employee motivation in the fast food sector. This shows that the regression model has a less than 0.05 likelihood (probability) of giving a wrong prediction. This therefore means that the regression model has a confidence level of above 95% hence high reliability of the results.

#### Table 4.10 Coefficients Results

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>0.135</td>
<td>.163</td>
<td>0.623</td>
<td>.505</td>
</tr>
<tr>
<td>Non-monetary incentives</td>
<td>0.492</td>
<td>.029</td>
<td>.421</td>
<td>7.338</td>
</tr>
<tr>
<td>Financial benefits</td>
<td>0.161</td>
<td>.022</td>
<td>.387</td>
<td>2.626</td>
</tr>
<tr>
<td>Working conditions</td>
<td>0.042</td>
<td>.006</td>
<td>.399</td>
<td>5.726</td>
</tr>
</tbody>
</table>

a) Predictors: (Constant), Non-monetary incentives, financial benefits and working conditions
b) Dependent Variable: Employee motivation in the fast food sector

The established regression equation was

\[ Y = 0.135 + 0.492X_1 + 0.161X_2 + 0.042X_4 + \epsilon \]
The regression equation above has established that holding all factors (Non-monetary incentives, financial benefits and working conditions) constant, factors affecting employee motivation in the fast food sector will be 0.135. The findings presented also shows that taking all other independent variables at zero, a unit increase in non-monetary incentives will lead to a 0.492 increase in the scores of the employee motivation in the fast food sector. A unit increase in financial benefits will lead to a 0.161 increase in employee motivation in the fast food sector. On the other hand and a unit increase in working conditions will lead to a 0.042 increase in the scores of the employee motivation in the fast food sector. This infers that non-monetary incentives influence the employee motivation in the fast food sector most followed by financial benefits and then working conditions. The study also established a significant relationship between employee motivation in the fast food sector and the independent variables; non-monetary incentives (p=0.00<0.05), financial benefits (p=0.036<0.05) and working conditions (p=0.001<0.05) as shown by the p values.

4.9 Non-parametric Correlation

A Spearman correlation is used when one or both of the variables are not assumed to be normally distributed. The values of the variables were converted in ranks and then correlated.

4.9.1 Correlation between Non-Monetary Incentives and Employee Motivation

This section aimed to determine the correlation between non-monetary incentives and employee motivation. The findings in Table 4.11 indicate that there was a strong correlation between motivation and employees having an opportunity to be involved in activities that promote their professional development at (r = 0.311, p<0.01)
Table 4.11 Correlation between Non-monetary Incentives and Employee Motivation

<table>
<thead>
<tr>
<th>Employee motivation</th>
<th>Career training benefits me</th>
<th>Career advancement will improve my career prospects</th>
<th>I have the opportunity to be involved in activities that promote my professional development</th>
<th>The organization employees receive development opportunities in workplace skills in regular on a regular basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>-0.37</td>
<td>-0.226*</td>
<td>-0.216*</td>
<td>-0.311**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.521</td>
<td>0.34</td>
<td>0.27</td>
<td>0.005</td>
</tr>
<tr>
<td>N</td>
<td>86</td>
<td>86</td>
<td>83</td>
<td>86</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).  
*. Correlation is significant at the 0.05 level (2-tailed).

4.9.2 Correlation between Financial Benefits and Employee Motivation

On evaluating the correlation between financial benefits and employee motivation according to the findings in Table 4.12 show that there was a strong correlation between employee motivation and increase in salary as well as allowances at (r = 0.294, and r = 0.178 p<0.01) respectively.

Table 4.12 Correlation between Financial Benefits and Employee Motivation

<table>
<thead>
<tr>
<th>Employee motivation</th>
<th>Allowances</th>
<th>Bonuses</th>
<th>Increase in salary</th>
<th>The incentive plan extend to all managers and workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>-.178**</td>
<td>-.044</td>
<td>.294**</td>
<td>-.117*</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.026</td>
<td>.605</td>
<td>.009</td>
<td>.052</td>
</tr>
<tr>
<td>N</td>
<td>84</td>
<td>86</td>
<td>85</td>
<td>86</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).  
*. Correlation is significant at the 0.05 level (2-tailed).
4.9.3 Correlation between Working Conditions and Employee Motivation

The study aimed at evaluating the correlation between working conditions and employee motivation. According to the findings in Table 4.13, there was a strong correlation between employee motivation and team work spirit at \((r = 0.370, p<0.01)\).

Table 4.13 Correlation between Working Conditions and Employee Motivation

<table>
<thead>
<tr>
<th>Employee motivation</th>
<th>Pearson Correlation</th>
<th>Relations between peers</th>
<th>Effective staff meetings that allow opportunities for discussion and interaction</th>
<th>Number of hours worked</th>
<th>Team work spirit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sig. (2-tailed)</td>
<td>.026</td>
<td>.000</td>
<td>0.270</td>
<td>.432</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>86</td>
<td>86</td>
<td>83</td>
<td>86</td>
<td></td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed).**

*. Correlation is significant at the 0.05 level (2-tailed).

4.10 Chapter Summary

The chapter explains the method followed in data collecting and analyzing for this study. The results of the data analysis are then presented analytically in line with research questions. The analysis aimed at highlighting descriptive characteristics of the data collected as well as establishing statistical relationships between the various variables that would help in understanding the factors affecting employee motivation in the fast food industry. Chapter five presents the findings, conclusion and give recommendations for implementation.
CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The purpose of this study is to investigate the factors affecting employee motivation in the fast food industry. This chapter aims at addressing two major areas. The first being a summary of findings presented in chapter 4 in a manner that answers research questions and secondly to compare these findings with the previous studies as presented in chapter two of this study. It also presents major conclusions and recommendations for further studies.

5.2 Summary

The purpose of this study was to investigate the factors affecting employee motivation in the fast food sector. The study specifically aimed to assess the extent to which non-monetary incentives influence employee motivation, to determine the influence of financial benefits on employee motivation and to establish the effect of working conditions on employee motivation.

This study employed descriptive design. The study was conducted within the CBD of Nairobi. According to the Human Resource Manager of Innscor Kenya Ltd there were 337 employees working within Nairobi CBD. Stratified sampling technique was used to select the sample for the general staff while census was used to select both the branch managers as well as the departmental heads. Primary data was collected using a questionnaire. Data collected was analyzed using descriptive statistics while multiple regression analysis predicted the changes in the dependent variable in response to changes in the several independent variables.

The study found that non-monetary incentives moderately affected staff motivation (45%). It also found that; career training benefited respondents to a great extent (mean score 4.12), career advancement was important because of the beneficial outcomes to a great extent (mean score 4.01), career advancement improved respondents job performance to a great extent (mean score 3.92), career opportunities offered improved respondents personal growth to a great extent (mean score 3.88), career advancement improved respondents career prospects to a great extent (mean score 3.87) and career
advancement was important because of the changing nature of respondents work to a great extent (mean score 3.73).

The study also found that; allowances were offered to a moderate extent (mean score 3.52), increase in salary was offered to a moderate extent (mean score 3.49) and bonuses were offered to a moderate extent (mean score 3.21). It also found that; acknowledging achievement encouraged further endeavors to a great extent (mean score 4.31), the incentive plan be extended to all managers and workers to a great extent (mean score 4.15) and the performance pay off must be a major, not minor, piece of the total compensation package to a great extent (mean score 4.09). It also found that; development programs were consistently evaluated to a great extent (mean score 3.73) and that development plans were developed and monitored for all employees to a great extent (mean score 3.69). It also found that, increase in salary, giving of bonuses, commissions, overtime and gratuity when one got a retirement, were types of financial rewards that could be used in the respondents company to increase job motivation, attitude and performance of the respondents in the organization.

The study further found that, relations between peers influenced employee motivation to a great extent (mean score 4.35), clearly set and communicated deadlines influenced employee motivation to a great extent (mean score 4.12) and effective staff meetings that allowed opportunities for discussion and interaction influenced employee motivation to a great extent (mean score 4.07). It also found that, acknowledging achievement encouraged further endeavors to a great extent (mean score 4.31), the incentive plan be extended to all managers and workers to a great extent (mean score 4.15) and the performance pay off must be a major, not minor, piece of the total compensation package to a great extent (mean score 4.09). It also found that, treating employees with respect, rewarding their efforts, providing them with free lunch and breakfast, providing training programs and sponsoring them where necessary and proving them with leave days to have time to rest were ways of improving motivation in the fast food industry.

The study also found that, personal interest affected employee motivation to a great extent (mean score 4.21), drive to achieve targets affected employee motivation to a great extent (mean score 3.93), achievement affected employee motivation to a great extent (mean score 3.92), responsibility affected employee motivation to a great extent (mean score 3.81), desire fulfillment affected employee motivation to a great extent (mean score
The three independent variables that were studied explain 74.2% of the factors affecting employee motivation in the fast food sector as represented by R Squared (Coefficient of determinant). This therefore means that other factors not studied in this research contribute 25.8% of the factors affecting employee motivation in the fast food sector. The model is statistically significant in predicting how non-monetary incentives, financial benefits and working conditions affect employee motivation in the fast food sector. This shows that the regression model has a less than 0.05 likelihood (probability) of giving a wrong prediction. This therefore means that the regression model had a confidence level of above 95% hence high reliability of the results.

The findings shows that there was a strong correlation between motivation and employees having an opportunity to be involved in activities that promote their professional development at \((r = 0.311, p<0.01)\). There was also strong correlation between employee motivation and increase in salary as well as allowances at \((r = 0.294, \text{ and } r =0.178 \ p<0.01)\) respectively. The findings further show that there was a strong correlation between employee motivation and team work spirit at \((r = 0.370, p<0.01)\).

5.3 Discussion

This section presents the study findings as compared with the findings of other studies presented in the literature review.

5.3.1 Non-monetary Incentives

From the findings majority of the respondents believed that non-monetary incentives moderately affected staff motivation \((45\%)\). This is in line with Bowen and Radhakrishna (2011) who held the view that non-monetary incentives are the main driving force of satisfaction and that they help boost the employee to work harder and better, due to the motivation that it brings about. Pascoe et al. (2002) conducted a research with managers and revealed that recognizing employees assists them to become more productive. According to this study, 69.3% of the respondent managers indicated that providing non-monetary recognition helps more the manager to achieve their organizational goals.
According to the study findings, career training benefited respondents to a great extent (mean score 4.12) and career advancement was important because of the beneficial outcomes to a great extent (mean score 4.01); this findings correlated with Jun et al., (2006) who indicated that employee training provided opportunities to employees to widen their knowledge and abilities for more efficient teamwork and achieved individual development. When workers received self-development training, the level of their job satisfaction was higher than those without such training. According to Kerka (2008), career development was an organized approach used to achieve employee goals with the business needs of the agency workforce development initiatives. According to the author, the purpose of career development was to; enhance each employee’s current job performance, enable individuals to take advantage of future job opportunities and fulfill agencies’ goals for a dynamic and effective workforce.

According to the findings, development programs were consistently evaluated to a great extent (mean score 3.73) and development plans were developed and monitored for all employees to a great extent (mean score 3.69), the findings were similer with Maicibi (2007) as well as Boen (2006) who indicated that the benefits of employee development to an organization included: increasing the employees’ morale since training improved the employees’ confidence and motivation; lowering cost of production through better and economical use of material and equipment thereby reduced and avoided waste. In addition, he observed that training of employees led to a low turnover that came as a result of improved security in the workplace. Training helped improve change management by increasing the understanding and involvement of employees in change management process.

The findings confirm Kerka (2008) who asserts that organizations are faced with a new paradigm characterized by global competition and increasing customer expectations, and public institutions are no exception. Many organizations have to meet these challenges through good governance, which involves implementation of reward systems and other stopgaps that counter factors affecting organizational staff retention. Boen (2006) research shows that satisfied, motivated employees facilitate higher customer satisfaction and in turn positively influence organizational staff retention. Motivation and continued performance is about upholding the values of the organization and thus staff retention should align individual and organizational objectives such that people’s continued stay
leads to achievement of organizational long-term goals. This means giving close attention to how individuals can be best retained through such means as incentives, rewards, leadership and importantly, the work they do and the organizational context within which they carry that work. However this dynamic and reciprocal deal is often violated by management.

5.3.2 Financial Benefits

According to the study findings, allowances were offered to a moderate extent (mean score 3.52) and bonuses were offered to a moderate extent (mean score 3.21). This deferred with Lucas and Diener (2010) who recognized the importance of addressing the individual needs of staff: If the abilities and motives of the people under them were so variable, managers should have the sensitivity and diagnostic ability to be able to sense and appreciate the differences. Rather than regarding the existence of individual differences as a painful truth to be wished away, managers should learn to value differences and to value the diagnostic process which revealed differences. To take advantage of diagnostic insights, managers should be flexible enough and have the interpersonal skills necessary to vary their own behaviour. If the needs and motives of subordinates were different, they should be treated differently. Consistency and fairness in distribution was important and managers also needed to be conscious of de-motivation. The study found that increase in salary was offered to a moderate extent (mean score 3.49) this was emphasized by Chen and Luo (2012) when they pointed out that libraries were increasingly becoming “flatter” structures. Above all, reward systems needed to be able to motivate, or at least not de-motivate employees when promotion opportunities were fewer. Given that employees are insiders, and often seek identification with their employing firm, they differ from the general public (outsiders, and possibly consumers, who are observers of the organization but not a part of its functional core). So employees may react negatively when perceiving a financial benefits injustice because the action implies a misalignment with their values and threatens their psychological needs. Employees may also react, however, with dissonance and make cognitive adjustments to dampen their original evaluation and demonize the organization’s opponents. The findings further confirms that by companies providing employees with a range fixed and variable compensation, which include fixed cash, short term incentives and long term incentives, recognition programmes and the work environments. Guaranteed pay to the employees is essentially a fixed cost to the business, while pay that is variable and
depends on the individual and group performance is essentially related to the business results. This movement in the mix of pay signifies a shift from viewing employee as a cog in the cost wheel to viewing the employees as a group of people who have come together to achieve some common goals.

The study findings indicated that acknowledging achievement encouraged further endeavors to a great extent (mean score 4.31), the incentive plan be extended to all managers and workers to a great extent (mean score of 4.15) and the performance pay off must be a major, not minor, piece of the total compensation package to a great extent (mean score 4.09) showing that rewards acknowledging achievement encouraged employee motivation, this findings collaborated with Entwistle (2007) who held the view that employees who were able to experience and receive recognition for their work were also able to have a better perception of their work, their workplace and the people they work for. Thus, there was need for the employer to really make an effort in showing the employee that his/her wellbeing was of concern to the organization and the management and that the contribution of the employee towards the organization was highly valued.

These findings confirmed the findings of Hinds (2009) who found that rewarding employees is one of the best ways to keep the workforce motivated. It has been found through these studies that connection between rewards, recognition and motivation of employee are strategically significant to the success of an organization. Motivation, thus, is a factor that exerts a driving force on our actions and work. So, rewards both monetary and non-monetary seek to attract people to join an organization and keep them motivated to perform up to high levels. De-motivated employees are likely to put in little or no effort in their jobs, produce low quality work, mostly avoid their workplace and even exit the organization if provided opportunity. On the other hand, employees who are motivated to work are likely to be determinant, innovative and competent. Motivated employees are contented, dedicated and work enthusiastic, resulting in optimum level of employee retention, loyalty and harmony. This contributes significantly to the growth and development of the overall organization. In order to achieve the business goals and the desired work culture, organisations.
5.3.3 Working Conditions

The study findings showed that peers influenced employee motivation to a great extent (mean score of 4.35), effective staff meetings that allowed opportunities for discussion and interaction influenced employee motivation to a great extent (mean score of 4.07). The study findings were similar with Wambua (2009) who assert employee motivation was influenced by the employee, the management and the condition. Motivating the employee was the manager’s job. It was therefore the manager’s job to understand what motivated the employees.

According to the findings clearly set and communicated deadlines and competent management influenced employee motivation to a great extent (mean score of 4.12). Competence management can bring together the talents of the employees and the work to be done. With competence profiles, organizations can define what competencies are needed in order to be successful as an organization. Competence profiles are used to select, appraise, develop, and reward employees (Schoemaker 2003). Through using competence profiles in their selection, appraisal, development, and reward systems, organizations can make their human resource management more competence- (or talent-) based, and hence connect the organizational strategy, through the management of organizational processes, to the talents of its employees.

According to the findings attitude towards work influenced employee motivation to a great extent (mean score of 4.01). These findings were in line with Singh et al., (2006) that being competent in terms of motivating employees concerns every part of an organization. Although the commitment of individuals is essential for ensuring a motivating environment. Motivating working environment cannot be implemented by individuals alone. Organizations need to develop a collective mind that expresses shared values, and coordinated behavior and subordination. Obado (2011) findings also highlight collective mental processes in situations that require continuous operational reliability. In these situations, heedful co-operation between all individuals is necessary in order to prevent accidents as a consequence of unexpected incidents. Such cooperation originates in the process of association between members of a group. Associating within groups consists of contributing, representing, and subordinating. Members of a group determine their actions (contributing) in the light of the joint task (representing) and subservient to their social systems (subordinating).
Working conditions and its surrounding environment is the factor that affects the level of motivation of employee significantly. Mitchell and Stewart (2009) suggest that three motivational factors such as achievement, recognition and work itself cause 88% job satisfaction. According to Maslow's Hierarchy of needs theory, safety and security needs come after fulfilling biological and physiological needs. Appropriate job security assurance, challenging work, work that yields a sense of personal accomplishment, increased responsibility are factors cause motivation. However, good working conditions cannot motivate the employees in themselves, but can determine the employee's performance and productivity.

The regression equation shows that taking all other independent variables at zero, a unit increase in non-monetary incentives will lead to an increase in the scores of the employee motivation in the fast food sector. A unit increase in financial benefits will lead to an increase in employee motivation in the fast food sector. On the other hand and a unit increase in working conditions will lead to an increase in the scores of the employee motivation in the fast food sector. This infers that non-monetary incentives influence the employee motivation in the fast food sector most followed by financial benefits and then working conditions. The study also established a significant relationship between employee motivation in the fast food sector and the independent variables; non-monetary incentives, financial benefits and working conditions as shown by the p values. The findings were similar with Lucas and Diener (2010) and Herzberg (1966) findings in that underlying such flexibility and differentiation of the responses, however, must be a consistency of values and ground rules, if the leader’s professional credibility is to remain a crucial source of influence. There are three stages of career progression expanding, establishing and maturing. People move through their careers upwards when promoted or by enriching their roles to take on greater responsibilities or by making use of their skills and abilities.

5.4 Conclusions

5.4.1 Non-monetary Incentives

The study concluded that there was no fairness in the way non-monetary incentives were offered in the fast foods industry. The findings show that there was a strong correlation between motivation and employees having an opportunity to be involved in activities that
promote their professional development. There were doubts as to whether the current of schemes were viable and the current programmes and policies were not satisfactory. The non monetary incentives were not equally distributed and they mostly favored the senior management more than the support staffs. This was found to be through the current polices set by Innscor Kenya Limited.

5.4.2 Financial Benefits

The study also concludes that allowances, increase in salary and bonuses were inadequately offered in the organization and this had a negative impact on staff motivation. There was a strong correlation between employee motivation and increase in salary as well as allowances. Compensation was based on individuals’ knowledge and skills; that is; employees paid for what they can do or talents, which they have (that can be used successfully to a variety of tasks and situations). Employees prefer to be paid a salary that matches what similar companies pay their employees in the same positions. A comprehensive compensation mix augmented by an effective system of disbursement plays an effective role in attracting the best candidates, shaping employees, behavior and performance outcome, and facilitated retention of talents.

5.4.3 Working Conditions

The study further concludes that the working conditions at Innscor Kenya Limited were fair. There was a strong correlation between employee motivation and team work spirit. This was because the nature of work itself was moderate and employees were provided opportunities to learn new things and grow to moderate. The study also concluded that managers at were efficient. The study also concludes that the measurement of performance is an important motivator especially if payment is dependent upon performance and that performance measurement is seen as a primary means of inducing consistency of decision making and action and also as a means of motivating employees at Innscor Kenya Limited.

The study also concludes that there was a strong correlation between motivation and employees having an opportunity to be involved in activities that promote their professional development. There was a strong correlation between employee motivation and increase in salary as well as allowances and finally there was a strong correlation between employee motivation and team work spirit.
5.5 Recommendations

5.5.1 Recommendations for Application

5.5.1.1 Non-monetary Incentives

The results of this investigation are quite beneficial for managers and policy makers; the study recommends that since career developments influenced employees’ motivation the organization should provide the employees with job specific training. It should ensure employees receive development opportunities in workplace skills in regular on a regular basis. It should also ensure that sufficient money is allocated for product and solution making. It should ensure that employees are involved in activities that promote professional development; they should also ensure that development programs are consistently evaluated and that the organization should release employees from regular work to attend training and even sponsor them where possible.

5.5.1.2 Financial Benefits

From the findings, financial benefits were inadequately offered in the organization and this had a negative impact on staff motivation thus increments in pay, allowances, compensations and fringe benefits both on periodic basis as well as on special occasions should be provided to the employees to keep them motivated in their work. To get employees sustained, energetic commitment, management always has to be resourceful in designing and using incentives. The more a manager understands what motivates subordinates, and the more he relies on motivation incentives as a tool for implementing strategy, the greater will be the employees’ commitment to carrying out the plans. Thus the only dependable way to keep employees at aviation industry focused on strategic objectives and achieving them throughout the organization is to reward individuals who achieve targets and denies rewards to those who do not.

5.5.1.3 Working Conditions

The fast food industry should enhance their working conditions as well as their environments that are directed at strengthening career resilience this will consequently result in a more flexible and adaptable employee, traits that are important for the present employer and for the individual who must eventually consider career change. Career motivation should be encouraged as it reflects in the individual’s career decisions and
behaviours. This will allow the organization to adapt its career systems to changing workforce needs.

Employees should be given the opportunity to use a variety of skills, and perform different kinds of work. The most common way to do this is through job rotation. Move employees through a variety of jobs that allow them to see different parts of the company learn different skills and acquire different experiences. This can be very motivating, especially for employees in jobs that are very repetitive or that focus on only one or two skills.

5.5.2 Recommendations for Further Studies

Since the business condition is dynamic and presents new challenges and opportunities, it will be important to replicate this study after duration of five years and establish the position as at that time. This study should be compared with findings from other sectors in order to establish the similarities and differences that may be evident. This will assist the business sector to benchmark with other sectors. Other research tools should also be used like interview guides as well as focus group discussion in order to compare results.
REFERENCES


Obado P. (2011). Influence of Perceived Organizational Climate on Kenya's Pharmaceutical Sales Force Motivation, Unpublished MBA Project, University of Nairobi


APPENDICES

Appendix I: Questionnaire

Please give answers in the spaces provided and tick (✓) in the box that matches your response to the questions where applicable.

**Section A: DEMOGRAPHIC PROFILE**

1. Gender:
   - Male [ ]
   - Female [ ]

2. Highest level of Education attained?
   - Primary [ ]
   - Secondary [ ]
   - Certificate/Diploma [ ]
   - Bachelors Degree [ ]
   - Masters Degree [ ]
   - Others [ ]

3. What is your age bracket? (Tick as applicable)
   - Below 21 years [ ]
   - 21 - 30 years [ ]
   - 31 – 40 years [ ]
   - 41 – 50 years [ ]
   - Over 50 years [ ]

4. What cadre of staff do you fall under?
   - Branch manager [ ]
   - Departmental head [ ]
   - Technical staff [ ]

5. Length of continuous service with the organization?
   - Less than 1 years [ ]
   - 1- 4 years [ ]
   - 5-10 years [ ]
   - Over 10 years [ ]

**Section B: NON-MONETARY INCENTIVES**

6. In your opinion, how do non monetary benefits affect staff motivation?
   - Very high [ ]
   - High [ ]
   - Moderate [ ]
   - Low [ ]
   - Negligible [ ]
7. To what extent do career developments influence your commitment in the fast food industry? Use 1- Very low extent, 2-Low extent, 3-Moderate extent, 4- Great extent, 5- Very great extent

<table>
<thead>
<tr>
<th>Career development and commitment</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career training benefits me</td>
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<tr>
<td>Career opportunities offered improve my personal growth</td>
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<tr>
<td>Career advancement is important because of the beneficial outcomes</td>
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<tr>
<td>Career advancement will improve my career prospects</td>
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<td></td>
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<tr>
<td>Career advancement will improve my job performance</td>
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<td>Career advancement is important because of the changing nature of my work</td>
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</tbody>
</table>

8. To what extent do development opportunities influence your commitment in the fast food industry? Use 1- Very low extent, 2-Low extent, 3-Moderate extent, 4- Great extent, 5- Very great extent

<table>
<thead>
<tr>
<th>This organization provides me with job specific training</th>
<th>1</th>
<th>2</th>
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</thead>
<tbody>
<tr>
<td>The organization employees receive development opportunities in workplace skills in regular on a regular basis</td>
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<tr>
<td>Sufficient money is allocated for product and solution training</td>
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<tr>
<td>I have the opportunity to be involved in activities that promote my professional development</td>
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<tr>
<td>Development plans are developed and monitored for all employees</td>
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<tr>
<td>Development programs are consistently evaluated</td>
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<tr>
<td>The organization releases employees from regular work to attend training and even sponsor them where possible</td>
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<tr>
<td>There is a well-organized training program in the company</td>
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</table>
**Section C: FINANCIAL BENEFITS**

9. To what extent are the following financial benefits offered by your company? Use 1- Very low extent, 2-Low extent, 3-Moderate extent, 4- Great extent, 5- Very great extent

<table>
<thead>
<tr>
<th>Benefit</th>
<th>1</th>
<th>2</th>
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<tbody>
<tr>
<td>Allowances</td>
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<td>Bonuses</td>
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<tr>
<td>Increase in salary</td>
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</table>

10. To what extent do you agree with the following statements that relate to reward? Use a scale of a-5 where 1=strongly agree and 5= Strongly disagree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
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<tbody>
<tr>
<td>Acknowledging achievement encourages further endeavors</td>
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<tr>
<td>The performance pay off must be a major, not minor, piece of the total compensation package</td>
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<tr>
<td>The incentive plan extend to all managers and workers</td>
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</table>

11. Suggest types of financial rewards that should be used in your company and why?

………………………………………………………………………………………………
………………………………………………………………………………………………

**Section D: WORKING CONDITIONS**

12. To what extent do the following aspects of the working condition influence employee motivation at your company? Use a scale of a-5 where 1= Very great extent and 5= Very low extent.

<table>
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<tr>
<th>Aspect</th>
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<tbody>
<tr>
<td>Relations between peers</td>
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<tr>
<td>Effective staff meetings that allow opportunities for discussion and interaction.</td>
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<tr>
<td>Group training and briefing sessions</td>
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<td>shared lunches and breaks where possible,</td>
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<td>Creation of social spaces</td>
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<td>social outings and celebrations</td>
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<tr>
<td>Number of hours worked</td>
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<tr>
<td>Team work spirit</td>
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<td>Clearly set and communicated deadlines</td>
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<tr>
<td>Attitude towards work</td>
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</table>
13. Kindly suggest ways of improving motivation in the fast food industry
   i.
   ii.
   iii.
   iv.

**Section E: EMPLOYEE MOTIVATION**

14. How would you rate the following as affecting employee motivation?

<table>
<thead>
<tr>
<th></th>
<th>Very high</th>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
<th>Negligible</th>
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</thead>
<tbody>
<tr>
<td>Personal interest</td>
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<tr>
<td>Desire fulfillment</td>
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<tr>
<td>Achievement</td>
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<td>Responsibility</td>
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<tr>
<td>Delegation of duties</td>
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<td>Duties assigned</td>
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<tr>
<td>Drive to achieve targets</td>
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THANK YOU FOR YOUR TIME AND PARTICIPATION