

**INFLUENCE OF JOB LEVEL AND CHRONOLOGICAL AGE ON  
MOTIVATION OF EMPLOYEES AT THE KENYA UTALII HOTEL**

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## DECLARATION

I declare that this project is my original work and has never been submitted for a degree in any other university or college for examination/academic purposes.

Signature:..... Date:.....

**MERCY KITHEKA**

**D61/63966/2011**

## SUPERVISOR'S DECLARATION

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

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

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## **DEDICATION**

I dedicate this project to my loving family and friends.

## **ACKNOWLEDGEMENTS**

First, my sincere gratitude goes to Our Almighty Father who by His grace I was able to do and complete this study.

Second, for the development and production of this work I feel a deep sense of gratitude to my supervisor Prof. Peter K'obonyo for his guidance and supervision.

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## **ABSTRACT**

Motivation is a matter of satisfaction of human needs and unless the need at the lower level is satisfied, the higher order needs would not operate. The Kenya Utalii Hotel is in the hospitality sector which is in service industry. Like any other organization, the Hotel has employees of different ages and experience. These employees are in different levels in job cadres and in terms of career development. Individuals with the same chronological age may differ in terms of health, career stage and family status. The objective of this study was to determine the influence of job level and chronological age on motivation of employees at the Kenya Utalii Hotel.

The study adopted a descriptive research design. Target population comprised all the 127 employees at the Hotel as per the human resource department. A representative sample of 69 (50%) employees was selected using stratified sampling technique for data collection. This study collected primary data using a self administered questionnaire. Descriptive statistics were used to analyze the data obtained. To help generalize the findings the collected data was grouped using percentages and measures of central tendency.

The study concludes that the physical age of an employee affects their productivity to a great extent. The study concludes that employee motivation affects their productivity to very great extent. The study concludes that the job level of an employee affects their productivity to very great extent. The study recommends that older employees should have an advantage in the organization decisions since they have accumulated self-efficacy during their career; they are more aware of their own skills and abilities and should have a greater possibility to choose between task goals or learning goals.

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Motivation refers to forces that energize, direct and sustain person's efforts (Bateman and Zeithaml, 1993). Usually one or more of the following words are included in the definition; desires, wants, wishes, aims, goals, needs, drives, motives and incentives (Luthans and Peterson, 2002). Motivation is a term associated with the forces acting on a person causing him to act in a certain way (Bailey & Clegg, 2008). Therefore, understanding dynamics of motivation is a requisite for identifying what drives people to act in certain ways. Motivation is inferred in terms of behavioural changes brought in by internal or external stimuli deduced with respect to the knowledge work environment. Additionally, an individual's motivation may change based upon certain factors which are identified as the drivers of motivation and can be used to understand what drives motivation among workers.

Aging refers to changes that occur in biological, psychological, and social functioning through time and, therefore, affects each individual at the personal, organizational, and societal level (Sterns and Miklos, 1995). Individuals with the same chronological age may differ in terms of health, career stage and family status. As a consequence, Sterns and Doverspike (1989) distinguish between five different approaches to conceptualize age. Age can be conceptualized in different ways with the most common measure is people's chronological age, where old in reference to work is usually considered to be the age of 40-50 years old and onwards (Cohen, 1993). Sterns and Miklos (1995) argues that aging refers to changes that occur in biological, psychological and social functioning

through time and affects each individual at the personal, organizational and societal level. Individuals with the same chronological age may differ in terms of health, career stage and family status. As a consequence, Sterns and Miklos (1995) distinguished between five different approaches to conceptualize age which includes; Chronological age which refers to the calendar age, Functional age which refers to cognitive abilities and physical health which can vary greatly between persons of the same chronological age, Psychosocial age which refers to the self perception- and the social perception of age which can vary between societies and organizational cultures, Organizational age which refers to tenure, career stage, skill obsolescence and age norms within the company and the life span approach which refers to life stage or family status of an individual. The different conceptualizations of age may affect work motivation in various ways because employee's age measured by the different conceptualizations predicts different work outcomes (Cleveland and Shore, 1992). Work motivation increases with age implying that there exist age-related factors that in sum increase the work motivation of employees in an organization (Lord and Farrington, 2006). Motivation and age are complex constructs, which are both affected by a large number of factors, and tied to different nomological networks (Latham and Pinder, 2005).

Chronological age refers to the number of years a person has lived (Settersten and Mayer, 1997). Settersten and Mayer (1997) add that chronological age is often a poor indicator for biological, social, or psychological age. First, individual development is different for all individuals and age is therefore only a 'rough indicator' for biological, social, and psychological age. Second, age is only meaningful in a relative sense like in comparing an individual's age with others. Finally, age is only meaningful when there is sufficient

background information concerning the cultural and social meaning attached to given chronological ages. Despite these shortcomings of chronological age, it is an indispensable index according to Settersten and Mayer (1997). Most organizational policies are geared to this age concept (Stamov-Roßnagel and Hertel, 2010) and it considers health, job, and qualification-oriented aspects related to age (Rabl, 2010). Moreover, chronological age is highly correlated with other age concepts, such as functional age, psychosocial age, organizational age, and lifespan age (Stamov-Roßnagel and Hertel, 2010).

Workforces are aging around the world. The proportion of workers aged 50 and above is projected to grow rapidly in the future, rising from about 17% in 2005 to 27% in 2050 (UN, 2007). This is attributable to increases in life expectancy, combined with falling birth rates and a drop in early retirements (Grant and Wade-Benzoni, 2009). At the same time, fertility rates have decreased from over 3 children in 1950 to less than 2 children in 2008. Early retirement has also declined; resulting in an increase in the proportion of adults aged 55 to 65 in some form of paid employment rising from 34% in 2001 to 45% in 2008. One of the most pressing challenges for human resource managers will be to find effective strategies for encouraging older workers to remain engaged and active members of the workforce (Barnes-Farrell and Matthews, 2007).

### **1.1.1 Job Level**

Job Level refers to the amount of responsibility, impact, and scope that a job has within a category. Each organization has a predetermined, distinguished and appropriate number of levels within each job family. Job classification or job grading involves raters

categorizing jobs into groups (Settersten and Mayer, 1997). Job description may be used that include information on the presence of those characteristics but the characteristics are not assessed separately when comparing the description with the grade definition. Here each job is measured against a preexisting set of job classes that have been designed to cover the full range of work that would be performed (Grant and Wade-Benzoni, 2009).

Job level is an output on the grading structure in an organization. A grade structure is the sequence of hierarchy of grades, bands or levels which may be divided into jobs or career families on the basis of job evaluation, groups of jobs or roles that are broadly comparable in size and value are placed. It is through the grading structure that the pay structure is determined (Stamov-Roßnagel and Hertel, 2010). Pay structure is the range of base pay that are attached to grades or levels in job or career families and the scope for pay progression related to performance, competence, contribution or service. Base pay level will be influenced by equity and market rate considerations (Grant and Wade-Benzoni, 2009).

### **1.1.2 Chronological Age**

Chronological age refers to the number of years a person has lived and it is used especially in psychometrics as a standard against which certain variables, such as behavior and intelligence, are measured. Chronological which is also called the calendar age may serve as a proxy for age-related processes that can directly or indirectly influence worker outcomes. According to Kooij, De Lange, Jansen, and Dijkers (2008), aging refers to changes that occur in biological, psychological, and social functioning through time and, therefore, affects each individual at the personal, organizational, and

societal level. Individuals with the same chronological age may differ in terms of health, career stage and family status. Cleveland and Shore (1992) found that the employee's age predict different work outcomes. They found that employees who perceived themselves to be older than most of the people in their work group, exhibited more job involvement, job satisfaction and organizational commitment.

Kanfer & Ackerman (2004) argued that one of the key areas for older workers is to find new and meaningful challenges in order to not get bored with their jobs. The reasons why people work may change as they reach middle age. People may strive for a different balance in their lives where the home life is prioritised. The monetary needs can decrease if children become self-supportive. Grand children may invoke an urge for spending more energy on outer work activities. Warr (2001) established that income and promotion opportunities are of greater concern among younger people. This finding was consistent with the findings by Wegge and Haslam (2005.), suggesting that leisure time is valued higher by older workers, influencing their decision to retire.

### **1.1.3 Employee Motivation**

Motivation is an employee's intrinsic enthusiasm about and drives to accomplish activities related to work (Stewart and Brown, 2010). Motivation is that internal drive that causes an individual to decide to take action. An individual's motivation is influenced by biological, intellectual, social and emotional factors. As such, motivation is a complex, not easily defined, intrinsic driving force that can also be influenced by external factors (Dias, 2010). Motivation is the contemporary (immediate) influence on direction, vigor, and persistence of action. Pinder (1998) describes work motivation as a set of

energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration.

Motivation is a term which describes those processes, both instinctive and rational, by which people seek to satisfy the basic drives, perceived needs and personal goals, which trigger human behavior (Cole, 2004). According to Robbins (2005), motivation is the process that account for an individual's intensity, direction and persistence of effort toward attaining a goal. Quite apart from the benefit and moral value of an altruistic approach to treating colleagues as human beings and respecting human dignity in all its forms, research and observations show that well motivated employees are more productive, creative, provide better customer care which may translate to higher profits and customer satisfaction, for profit making and nonprofit making organizations respectively. The inverse also holds true.

Motivation represents those psychological processes that cause the arousal and persistence of voluntary actions that are goal-directed (Kreitner and Kinicki, 2008). Motivation is thus an inner state that energizes and sustains human behaviour to achieve goals. Work motivation is concerned with those attitudes that channel a person's behaviour toward work and away from recreation or other areas of life (Ivancevich, 2010).

#### **1.1.4 The relationship between job level, chronological age and employee motivation**

Motivation and age are complex constructs that are affected by a number of factors, and tied to different nomological networks (Latham and Pinder, 2005). When job level is

linked to chronological age and employee motivation, it becomes even more complex. According to Dias (2010), changes in needs and values during life affect work motivation in a great way. Kauffman (1987) also argued that one of the key areas for older workers is to find new and meaningful challenges in order to not get bored with their jobs. Therefore, chronological age is highly influenced by the job level because it is the job level of the employee that will determine their workloads which combine to make up job motivation. It is through the combination of job level and chronological age that determine what motivates employees.

According to Warr (1992), income and promotion opportunities are of greater concern among younger people while leisure time is valued higher by older workers, influencing their decision to retire. Higgs, Mein, Ferrie, Hyde, and Nazroo (2003) also found a higher value for leisure time among older workers. However, the importance of many job features is stable across different ages.

### **1.1.5 Kenya Utalii Hotel**

Kenya Utalii Hotel (KUH) is a state corporation owned by the Kenya Government through the Ministry of Tourism as a post secondary institution, which is the parent Ministry in the Government. The College is one of the country's institutions of higher learning. The policy making body of the College is the Board of Governors, appointed by the Minister for Tourism and Wildlife. The operations of the College are run by the Principal, who is also the Secretary to the Board assisted by a Management Team, while the Hotel is headed by the General Manager.

Utalii Hotel was established according to latest specifications of the hotel industry and provides the finest example of hotel practice for hotel and tourism students of the adjacent Kenya Utalii College. Utalii Hotel is an application centre that is intended to facilitate practical laboratory for trainees pursuing various courses in Hospitality and Tourism Industry at the Kenya Utalii College. It was the college's mandate to operate the Hotel as a laboratory for both the Students and Industry practitioners. The Hotel also operates as a revenue generation center, contributing to the Colleges recurrent budgetary requirement.

The Hotel is run to the highest professional standards by a dedicated team of industrial professionals, while all students receive a comprehensive training before joining the hotel prior of their placement in the industry. Utalii is conveniently removed from the hustle and bustle of the city of Nairobi. An oasis of spacious grounds and beautiful gardens just 15 minutes from the Central Business District Area (CBDA-Nairobi). We are located on the main Nairobi - Thika Highway (8 km from Nairobi city Center and 24 km from JKIA International airport).

## **1.2 Research Problem**

Motivation is a matter of satisfaction of human needs and unless the need at the lower level is satisfied, the higher order needs would not operate (Latham and Pinder, 2005). Usually monetary rewards change motivation, human behavior and increase their productivity. This however only happens if the selection and training of suitable people are proper for a job (Lord and Farrington, 2006). Employees are motivated by a wide variety of factors not only money, or the desire for satisfaction, but also the need for



achievement and meaning in work (Kanfer & Ackerman, 2000). These wide varieties of job factors do not have the same effect on the satisfaction of employees at all ages. For example, some factors such as payment, working conditions, good supervision, and favorable working relations do not seem to add employees' satisfaction with their jobs (Ford, 2005).

The Kenya Utalii Hotel is in the hospitality sector which is in service industry. Like any other organization, the Hotel has employees of different ages and experience. These employees are in different levels in job cadres and in terms of career development. As such, for the Hotel to deliver quality services to its customers, it is important that it motivates its diverse employees to deliver on the brand promise. Utalii hotel is the flagship of hospitality laboratories with potential venues for accommodation and banquet as the core business. The hotel specializes in occupying strategic community, inner city locations and serving primarily parastatals and clients from government ministries. The hotel range is a three star working on a four star plus category with a high instance of repeat business clients account for 80% of total revenue across the board. Utalii hotel is dependent on annually contracted clients from the government ministries, manufacturing companies and training institutions from universities with guaranteed banquet and accommodation business yearly. This area of business accounts for 90% of the property's revenue. The current market is depressed, due to the economic downturn and restrictions being made on corporate travel within Nairobi as a result of terrorism. This threat critically affects the leisure sector that could be considered as short to medium term, as indications of a return to business travel are observed.

Several studies have looked at the influence of job level, chronological age and motivation in organizations. Stamov-Roßnagel and Biemann (2012) studied ageing and work motivation from a task-level perspective. The study aimed at establishing the position that discrete work tasks, rather than entire jobs, were the most useful level of analysis of age differences in work motivation. The findings indicated that age was positively associated with motivation for generativity-related, but not growth-related tasks. Personal and job resources were positively and differentially related to task-specific motivation. Stamov-Roßnagel and Hertel (2010) did a study on older workers' motivation: against the myth of general decline. The study sought to establish a theory-based and empirically grounded platform to assess age-related changes in work motivation, and to derive motivational interventions in personnel management. The study findings indicated that rather than declining uniformly, older workers' motivation developed in a multidirectional, multilevel way. Motivation decline in certain types of work tasks went with stable motivation and even motivation gains in other tasks as a function of a variety of task characteristics.

Locally, Boen (2006) surveyed the relationship between employee participation in decision-making and motivation in commercial banks in Kenya where it was revealed that involvement in decision-making tended to empower employees and was positively related to high motivation levels. Oluoch (2007) surveyed the relationship between performance appraisal practices, motivation and job satisfaction of employees of commercial banks in Nairobi and found that follow up and application of performance appraisal recommendations tended to motivate and yield greater job satisfaction. Kihara (2008) investigated factors influencing staff motivation in the Teachers Service

Commission of Kenya while Kiilu (2008) studied employee motivation at the Kenya Polytechnic University College. Both studies revealed that motivation went beyond monetary rewards to include advancement, recognition, representation in decision-making and job security. From the above discussion it appears that no study has been done on influence of job level and chronological age on motivation of employees. This study therefore sought to fill this research gap by investigating the influence of job level and chronological age on motivation of employees at the Kenya Utalii Hotel.

### **1.3 Research Objective**

To determine the influence of job level and chronological age on motivation of employees at the Kenya Utalii Hotel

### **1.4 Value of the Study**

This study is of importance to several stakeholders. Key among them is the management of Kenya Utalii Hotel, The policy makers and research and academicians.

The management of the Utalii Hotel benefits from this study as it will provide insights about staff motivation at the institution for different chronological age groups in different job levels. Other state corporations will be able to implement the research recommendations to improve employee motivation and hence reap maximum benefits from their employees' work.

The government agencies would make use of this study, as it provides knowledge useful in formulation of policy and a regulatory framework on motivation and management of labor in Kenya.

Researchers and scholars can use this information to add to their understanding the influence of job level and chronological age on motivation of employees in Kenya. The study will provide foundation and material for further related research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter summarizes the information from other researchers who have carried out research in the same field of study. The specific areas covered here are age and motivation-related factors, intrinsic motivation and age and the concept of aging. The chapter is basically concerned with discussing literature by other scholars on the concept of aging.

#### **2.2 Chronological Age and Motivation**

Aging refers to changes that occur in biological, psychological, and social functioning over time and, therefore, aging affects each individual on personal, organizational, and societal levels (Armstrong-Stassen & Schlosser, 2008). More specifically, according to Kanfer and Ackerman (2004), aging involves four age-related changes; losses, gains, reorganization, and exchange (Warr, 2001). Losses occur, for example, in physical strength and in fluid intelligence, such as working memory, and processing of new information. Gains occur, for example, in crystallized Intelligence, such as general knowledge, vocabulary, and verbal comprehension (Ackerman, 1996). Reorganization refers to the shift in social motives from gaining resources to obtaining affective rewards and supporting one's identity that results from changes in the perception of time (Carstensen, 1995).

Aging refers to all possible changes that occur in biological, psychological, social, and even societal functioning at various points in the life cycle (Balt Riketta, 2008). Although

other important indicators of age may be useful, most organizational studies of age-related influences on work behavior have used chronological age. The use of chronological age also facilitates translation of findings to the organizational environment, where chronological age is the principal indicator of aging in the workplace. Consequently, we focus our review of the literature on the relationships between work-related motives and chronological age. In the following section, we address three issues that provide the foundation for our meta-analytic review. First, we discuss the conceptual rationale for extending our review to include need and value measures as well as motive measures. Second, we discuss the rationale for the taxonomic structure of motives used in the meta-analysis. Third, we present the theoretical rationale for each of our hypotheses about the relationship between age and work-related motive class.

Exchange refers to changes in the levels of certain traits: older individuals are less neurotic, less extrovert, and less open to new experiences, but have higher levels of conscientious and agreeableness than younger individuals (Warr, 2001). At the same time, generativity motives, the importance of protecting the self-image, and emotional regulation increase with age. Considering these age-related changes, Kanfer and Ackerman (2004) noted that chronological, or calendar, age may serve as a proxy for age-related processes that can directly or indirectly influence worker outcomes. Similarly, a number of researchers have suggested that chronological age may be an insufficient operationalization of the age factor in the work setting (Kanfer & Ackerman, 2004; Settersten & Mayer, 1997; Sterns & Miklos, 1995). Sterns and Doverspike (1997) distinguished five different approaches to conceptualizing the aging of workers:

Chronological age which refers to one's calendar age, functional or performance-based age which is related to a worker's performance, and recognizes that there is great variation in individual abilities and functioning at different ages, psychosocial or subjective age which is based on the self and the social perception of age, organizational age referring to the aging of individuals in jobs and organizations, and lifespan age which borrows from a number of the above approaches, but allows for the possibility of behavioral change at any point in the life cycle, resulting for example from unique career and life changes (De Lange *et al.*, 2006; Sterns & Miklos, 1995).

In order to understand the influence of aging, several lifespan theories (Abraham & Hansson, 1995; Robson, Hansson, Abalos, & Booth, 2006) and career development theory are used. Firstly, the lifespan theory of Selection Optimization and Compensation (SOC) (Barnes-Farrell and Matthews, 2007) proposes that, to develop successfully over one's lifespan, an individual should aim to maximize age-related gains and minimize age-related losses. The development regulation processes that aim to do this consist of selecting viable outcomes, optimizing resources to reach those desirable outcomes, and compensating for the loss of outcome-relevant means.

These regulation processes are aimed at different types of life goals to which individuals can allocate their resources; namely, growth, maintenance, and regulation of loss. Since a number of specific losses, related to health for example, occur especially among older workers, SOC theory implies that resources all located to growth will decrease with age, whereas resources for maintenance and regulation of loss will increase with age (Barnes-Farrell and Matthews, 2007). This proposition is supported by Ford (2005), who found

that during young adulthood the dominant goal focus was on optimization (i.e., growth), but that older adults showed a stronger focus on compensation goals directed toward prevention of further resource loss.

One of the most pressing challenges for human resource managers will be to find effective strategies for encouraging older workers to remain engaged and active members of the workforce (Barnes-Farrell & Matthews, 2007). In order to develop an organizational policy and HR practices that meet the needs of this segment of the workforce, one needs to have a clear understanding of the motives of older workers and of the influence of aging. Most organizational scientists agree that needs, motives and values are importantly influenced by adult development and work experiences across the life span. What is less clear, however, is whether and how these determinants of work behavior differ in strength across the life span. One of the earliest systematic attempts to address this question in the organizational literature was provided by Rhodes, in her 1983 review of age-related differences in work attitudes and behavior.

Rhodes (1983) reviewed more than 185 studies in an attempt to examine age related differences in internal work motivation and found only a few relevant studies (Aldag & Brief, 1977; Hall & Mansfeld, 1975; Warr, Cook, & Wall, 1979). These studies reported a positive, albeit weak, relationship between age and internal work motivation. Lord (2004) examined the work motivation of older knowledge workers and found that the primary reasons for older workers to remain active in the workforce are that they enjoy working, derive satisfaction from using their skills, gain a sense of accomplishment from the job they perform, and enjoy the chance to be creative. Rhodes (1983) stated that



security and affiliation need strength tends to increase with age, and that there was some support for a decrease in the strength of self-actualization and growth needs. Rhodes (1983) also reported four studies investigating the relationship between ages and changing work values. Results of these studies indicated that preferences for extrinsic job characteristics, such as good pay, and having friendly co-workers and supervisors increased with age, whereas preferences for opportunities for growth decreased with age.

According to Harrison, Newman & Roth (2006), older workers continue to work because of financial reasons, the work itself, or their traditional work ethic. Several other scholars have reviewed the relationship between chronological age and employee motivation in their work. Luthans and Peterson (2002) found that older kibbutz workers prefer jobs that satisfy higher order needs to jobs offering better physical conditions or convenience. Lord (2002) found that older engineers with insufficient income to retire, work to satisfy the first and second level needs in terms of Maslow's hierarchy ("hygiene factors"), whereas older engineers with sufficient income to retire were primarily motivated by needs that correspond to the third and fourth levels of Maslow's hierarchy ("motivators"). Higgs *et al.* (2003) found that older workers continue to work because of financial reasons, work itself or their traditional work ethic. Older engineers with insufficient income to retire continue to work to satisfy needs on the first and second level of Maslow's hierarchy (physiological and safety needs). Older engineers with sufficient income to retire are motivated by needs that are primarily characterized by the third and fourth levels of Maslow's hierarchy (needs for affection and esteem) (Lord and Farrington, 2002). However, Lord and Farrington(2006) found that younger employees were working to support the basic necessities in life and to maintain safety nets such as

health insurance while the older workers had sufficient outside income and insurance accumulated from previous jobs.

Linz (2004) examined job motivators of Russian workers and found that pay is the most important job motivator for all age groups. Overall, Linz found no major differences in the ranking of job motivators between younger and older respondents, although older workers did place higher value on pay and security and the respect and friendliness of coworkers. Paynter (2004) in a study on the motivational profiles of teachers found that teachers aged 50 and above had significantly higher combined (extrinsic, intrinsic, and moral) motivation scores than teachers aged 20 to 39.

The first foundational issue to be confronted in our analysis of age-related differences in motives pertains to how motives are conceptualized and measured. At the broadest level, motives refer to an individual's propensity or preference for a particular class of outcomes, such as high performance, high pay, and friendly co-workers (Sagie, Elizur, & Koslowsky, 1996). Individual differences in motives are typically assessed by asking persons to indicate the importance or value they attach to attainment of specific work outcomes, such as pay, promotions, and interesting work (Hatrup, Mueller, & Aguirre, 2007). Within individuals, motive structures indicate the relative prominence or salience of different classes of motives. Age-related changes in motive structures are thus reflected in age-related changes in salient or preferred work conditions or job characteristics.

According to Carstensen, Isaacowitz and Charles (1999), the perception of approaching retirement may be characterized by an effort of making experiences more positive. Younger workers may be less concerned with how their employment relationship ends, since they may have opportunities to work in other organizations, compared to older workers who tend to have fewer options for job transfer. Moreover, a perception of older workers, that their current employer will be their last, makes them feel more positive about the employer (Carstensen, 1995). Lifespan psychology explains that older workers are more focused on positive experiences, have better emotion regulation, and have more realistic expectations than younger workers (Carstensen, 1995).

Affective events theory shows that negative events at the workplace are related to decreases in trust, job satisfaction, and commitment (Ricketta, 2008). Young people often enter the workforce with high expectations, but after time they adapt their expectations according to reality. Older workers may have more realistic expectations about what to receive than younger workers (Thomas & Anderson, 1998). Therefore, a psychological contract breach may be less harmful to older workers than to younger workers. Bal, de Lange, Jansen and Van Der Velde (2008) found that organizational commitment was less negatively affected by a contract breach for older employees. However, job satisfaction was more negatively affected by a contract breach.

In summary, their results suggest that when older employees experience contract breach, they become less satisfied with their jobs although their commitment remains. Since older employees may perceive a lower chance of changing jobs Bal *et al.* (2008) suggest that they will feel more committed to the organisation. If they receive satisfaction in life

from external factors they can permit themselves to feel less satisfied with their work in such a situation. The chronological age or situation in life may create a balance in individuals that has an influence on work perceptions. An employee that is committed but not satisfied will likely reflect that in his work motivation. In addition, Bal et al. (2008) observed a difference between chronological age and tenure. While older employees were less satisfied as a consequence of a contract breach, employees with longer tenure were more satisfied. The results imply that it's important to separate tenure from chronological age.

In organizational psychology, individual differences in motives have been measured in a number of ways. Although most motive measures are self-report and thus presume explicit knowledge of preferred work characteristics and outcomes, motives may also arise from non-conscious sources and influence preferences without explicit awareness (Baard, Deci, & Ryan, 2004). Early work motivation theories and research emphasized needs, or the partially non-conscious drivers of preferences for particular job characteristics and work outcomes. However, the self-report measures used to assess work-related needs are closely related and often share item content with measures used to assess consciously-mediated motives and values compare the Growth need strength scale by Hackman and Oldham (1974) and the Minnesota Importance. As such, work-related measures of needs, motives, and values tend to be used interchangeably in the work motivation literature.

Nonetheless, as Baard et al. (2004), Dose (1997), Macnab and Fitzsimmons (1987), Pryor (1982), and others have noted, work-related needs and values can be distinguished

conceptually. In contrast to needs, work values operate as secondary drivers of action that are determined by needs as well as socialization, cognition, and experience (Latham & Pinder, 2005; Steel & Konig, 2006). As such, work values, representing in part the expression of needs, are closely related to but not identical to needs (Ronen, 1994).

One of the most controversial notions about age and work pertains to the popular belief that there is a normative age-related decline in work-related growth motivation and intrinsic motivation. In other words, older workers are less interested in learning and less concerned about job enjoyment than younger workers. Indeed, developmental life span theories, such as SOC theory provide a theoretical account that supports the notion of normative age-related decline in growth related motives over the life course. In SOC theory (Baltes, 1999), successful development is defined as the conjoint maximization of gains and the minimization of losses.

Across the life span, Baltes, (1999) suggest that maximization is achieved by a process of selecting viable outcomes, optimizing resources, and compensating for resource losses. As individuals age, this regulation process will change to accommodate age-related changes in resource gains and losses. Specifically, as individuals enter late adulthood, SOC theory predicts that growth-related work motives aimed at reaching higher levels of functioning will decline and motives related to maintenance and regulation of work-related losses will increase. Research findings by Freund (2006), investigating age-related differences in life goal focus, provide empirical support for this prediction. Freund (2006) found that during young adulthood the dominant goal focus was on optimization, but that older adults showed a stronger focus on compensation goals directed toward prevention

of further resource loss (Ebner ,2006). Consistent findings were also obtained in a cross-sectional study of work-related motives by Kanfer and Ackerman (2000).They found that desire to learn was significantly lower among older adults compared to younger adults.

### **2.3 Chronological Age, Job Level and Motivation**

According to Locke (1996), goals control the intensity, duration and direction of action. In the article “Motivation through conscious goal setting” *Locke (1996) lists relevant findings related to goal theory*. Studies have shown that more difficult goals lead to higher achievements assuming the person is committed and holds the required knowledge to reach the goal. Commitment to the goal is most vital when the goal is specific and difficult. Commitment can be obtained when persons feel the goal is important and achievable. In situations where a person does not have the required ability or skill, a difficult goal actually hinders performance. In such case, a learning goal is more appropriate and facilitates the finding of successful task strategies. In addition to having a direct effect on performance, self-efficacy self-confidence plays a great role in this process (Bandura, 1977).

Self-efficacy is acquired during life and is therefore likely to be higher among older employees suggesting higher goals and better performance. Self-efficacy influences the acceptance and commitment to goals and the response to negative feedback. Feedback is essential to achieving high goals effectively. Goals can be assigned, self set or persons can participate in the goal setting decision. No significant difference in performance has been found between these three approaches (Locke, 1996). Kauffman (1987) however,

argued that older workers should participate in the goal setting process since their personal goals change with age and this must be communicated to managers.

A number of factors suggest that older employees should have an advantage in goal setting. They have accumulated self-efficacy during their career; they are more aware of their own skills and abilities and should have a greater possibility to choose between task goals or learning goals. Noe *et al.* (1990) examined the model proposed by London for understanding career motivation in later career. The model states that career motivation includes three dimensions: career identity, career insight, and career resilience. Career resilience is the extent to which people resist career barriers. It determines a person's persistence in attaining career goals. Noe *et al.* (1990) found that career resilience is significantly higher in the later stages than in the first stages of a career, suggesting higher career motivation in later career stages. In spite of this, several studies have found results that suggest older employees are less successful in goal setting.

According to Hansson *et al.* (1997), the accomplishment of a person's late career goals can result in the detachment from a career. To prevent this and support a worker to remain psychologically young through continued 'becoming', an open career path should be stimulated. Lord and Farrington (2006) found that younger employees are more goal oriented than older employees. Studies have also investigated work motivation from a personality trait framework. Results show that older adults decrease in their achievement oriented motivational strength compared to younger adults which is measured by the personality traits mastery and competitiveness (Heckhausen, 1997; Kanfer & Ackerman, 2000).

Furthermore, Kanfer and Ackerman (2000) found that middle-aged women showed the lowest level of the trait competitiveness compared to middle-aged men and younger women and men. This may have implications for the career development of middle-aged women and implies that more research is needed to investigate gender differences. Psychological aging refers to a shift in the individual's time orientation emphasizing "lifelived from birth" to "life left until death" (Neugarten, 1968). Psychological aging has a number of consequences. When the self perception of age turns to "life left until death" it can affect self-efficacy negatively and negate the more positive effect of accumulating self-efficacy during a person's career.

#### **2.4 Job Level**

Job Level refers to the amount of responsibility, impact, and scope that a job has within a category. Each organization has a predetermined, distinguished and appropriate number of levels within each job family. Job classification or job grading involves raters categorizing jobs into groups (Settersten and Mayer, 1997). These groups are called classes if they contain similar jobs or grades if they contain jobs that are similar in difficulty but otherwise different. It involves slotting jobs into grades by comparing whole job with a scale in form of hierarchy of grades definitions which may be broken down by factors but without numeral value attached. It is based on initial definition of the no and characteristics of the grades into which jobs may be paced (Stamov-Roßnagel and Hertel, 2010). The grade definitions may therefore refer to such characteristics as skill, decision making and responsibility.



Job description may be used that include information on the presence of those characteristics but the characteristics are not assessed separately when comparing the description with the grade definition. Here each job is measured against a preexisting set of job classes that have been designed to cover the full range of work that would be performed (Grant and Wade-Benzoni, 2009). In other words, broad descriptions are designed in advance to reflect the characteristics of the jobs that would be placed at each level in that system. Job classification therefore involves comparing a specific position to the other generic descriptors and deciding what level it fits best.

Job level is an output on the grading structure in an organization. A grade structure is the sequence of hierarchy of grades, bands or levels which may be divided into jobs or career families on the basis of job evaluation, groups of jobs or roles that are broadly comparable in size and value are placed. It is through the grading structure that the pay structure is determined (Stamov-Roßnagel and Hertel, 2010). Pay structure is the range of base pay that are attached to grades or levels in job or career families and the scope for pay progression related to performance, competence, contribution or service. Base pay level will be influenced by equity and market rate considerations (Grant and Wade-Benzoni, 2009).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter sets out various stages and phases that were followed in accomplishing the study. Procedures and techniques that were used in the collection, processing and analysis of data are discussed. Specifically the chapter addresses research design, target population, sampling design, data collection instruments, data collection procedures and data analysis.

#### **3.2 Research Design**

The study adopted a descriptive research design. According to Cooper and Schindler (2003), a descriptive research design is concerned with finding out the what, where and how of a phenomenon. This method is chosen because it best provided information which would otherwise take long to collect if it is collected through observation. Further, the design is suitable for collecting data across many units in the organization at one point in time.

#### **3.3 Population of Study**

This study was conducted at the Utalii Hotel. Target population were all the 127 employees at the Hotel as per the human resource department 31<sup>st</sup> July 2013.

#### **3.4 Sample Design**

A representative sample of 69 (50%) employees were selected using stratified sampling technique based on departments in which they work. Simple random sampling were used

to select employees that participated in the study from each department. There are 13 departments at the hotel as listed in the table 3.1 below.

**TABLE 3.1: Sampling Frame**

SNO	Department	Number of employees	Percentage	Sample No
1	Administration	2	100%	2
2	Audit	1	100%	1
3	Human Resource	3	50%	2
4	Finance and Accounting	7	50%	4
5	Purchasing and procurement	4	50%	2
6	Operations Control	4	50%	2
7	Marketing	2	100%	2
8	House keeping	18	50%	9
9	Stores	4	50%	2
10	Service	27	50%	14
11	Food Production	29	50%	15
12	Transport	7	50%	4
13	Front Office	19	50%	10
	<b>TOTAL</b>	<b>127</b>		<b>69</b>

**Source: Utalii Hotel ( [WWW.UTALIIHOTEL.CO.KE](http://WWW.UTALIIHOTEL.CO.KE)) 2013**

**Note:** All the employees in department with only one or two employee were included in the sample. This applies specifically to administration, audit, and marketing departments. For this reason, the sample size is slightly more than 50%.

### **3.5 Data Collection**

This study collected primary data using a self administered questionnaire. The questionnaire included open and closed ended questions for ease of administration. To enhance quality of data, Likert type questions were provided whereby respondents will be required to indicate the extent to which the statements representing variables applied to the respondent. A five point likert scale was used.

The structured questions was used in an effort to facilitate easier analysis while the unstructured questions was used so as to encourage the respondent to give an in-depth and felt response without feeling held back in revealing of any information. The questionnaire was administered in person to avoid discussion among staff which may jeopardize the whole study. The questionnaire consisted of four parts. Part A will collect biographic data, part B is the data on the chronological age, part C is the data on job level while motivation factors were addressed by part D of the questionnaire.

### **3.6 Validity and Reliability of the Study**

Validity refers to the extent to which an instrument measures what is supposed to measure data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Joppe, 2000). A pilot study was conducted to test the reliability and validity of the research, a pilot test helps to test the reliability and validity of data collection instruments (Orodho, 2003). The content of validity of the data collection instruments was determined through discussing the stated questions in the questionnaires with the industry experts for the pilot. Validity was determined by the use of content validity index (C.V.I). Orodho further noted that C.V.I of between 0.7 and 1 shows the instruments to be valid for the study.

Reliability refers to the consistence, stability, or dependability of the data. Whenever an investigator measures a variable, he or she wants to be sure that the measurement provides dependable and consistent results (cooper & schindler, 2003). To measure reliability of the data collection instruments, an internal consistency technique using Cronbach's alpha was applied to the gathered data. Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability and an alpha coefficient

of 0.60 or higher indicates that the gathered data is reliable as it has a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population (zinbarg, 2005).

### **3.7 Data Analysis**

This study employed descriptive statistics to analyze the data obtained. The editing was done to ensure that the data is free from inconsistencies and incompleteness. After editing, the data was coded by developing a code sheet that was pretested to verify the coded data. To help generalize the findings the collected data was grouped using percentages and measures of central tendency. Descriptive statistics including, cross-tabulation, frequencies and percentages, mean and standard deviation was used for comparison. Chi-Square technique was used to establish association between job level and motivation and between age and motivation.

## **CHAPTER FOUR**

### **DATA ANALYSIS, FINDINGS AND INTERPRETATION**

#### **4.1 Introduction**

This chapter presents data analysis and findings, analysis and interpretation of the study. For the purpose of demonstrating the relationship among the various variables, the data is presented in the form of tables, frequencies and percentages where applicable.

##### **4.1.1 Response Rate**

The study targeted a sample size of 65 respondents from which 57 were filled in and returned the questionnaires making a response rate of 88%. This response rate was excellent and representative and conforms to Mugenda and Mugenda's (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

#### **4.2 Demographic Information**

##### **4.2.1 Gender Composition of the Respondents**

The study sought to establish the gender of the management staff at Barclays Bank of Kenya. The findings are shown in the Table 4.1.

**Table 4.1: Gender Composition of the respondents**

	Frequency	Percentage
Male	29	51%
Female	28	49%
Total	57	100%

The findings presented in Table 4.1 revealed that 51% of respondents were male while 49% were female. This implies that both genders were well represented in the study and that hence the information obtained was reliable and representative.

#### **4.2.2 Departments of the Respondents**

The respondents were asked to indicate their department. The findings are presented in Table 4.2.

**Table 4.2 : Departments of the respondents**

<b>Department</b>	<b>Frequency</b>	<b>Percent</b>
Food Production	13	23%
Service	11	19%
Front Office	8	14%
House keeping	7	12%
Finance and Accounting	3	5%
Transport	3	5%
Administration	2	4%
Human Resource	2	4%
Operations Control	2	4%
Marketing	2	4%
Stores	2	4%
Audit	1	2%
Purchasing and procurement	1	2%
<b>TOTAL</b>	<b>57</b>	<b>100%</b>

**Source: (Author 2013)**

From the findings in table 4.2, it is noted that majority of the respondents were based in food production department at 23% followed by 19% from service department. Front office staff comprised 14% of the respondents while housekeeping was 12%. Finance and accounting and transport were 5% each. Administration, Human Resource, Operations

Control, Marketing and stores departments each had two respondents making up 4%. The department with least respondents was audit and purchasing and procurement which had 1 respondent each making up 2%. These findings show that the respondents in this study were distributed across all departments at Kenya Utalii hotel hence more representative.

#### 4.2.3 Length of Service

Data on the length of service was as presented in Table 4.3:

**Table 4. 3 : Duration of Service**

	<b>Frequency</b>	<b>Percent</b>
0- 5 years	9	16%
6-10 years	27	47%
11-15 years	15	26%
Above 16 Years	6	11%
<b>Total</b>	<b>57</b>	<b>100%</b>

From the study findings presented in the Table 4.3 above, 26% of the respondents indicated that they had worked at Utalii Hotel for between 11-15 years, 47 % of the respondents indicated that they had worked at Utalii Hotel of Kenya for between 6-10 years, 11 % of the respondents indicated that they had worked at Utalii Hotel for above 16 Years while 16 % of the respondents indicated that they had worked at Utalii Hotel for below 5 years. This implies that the respondents had a good understanding and vast experience on the subject being researched on.



### 4.3 Chronological Age

#### 4.3.1 Distribution of the Respondents by Age Bracket

The study sought to find out the age bracket of the respondents. The Table 4.4 below presents the findings.

**Table 4.4 : Distribution of the Respondents by Age Bracket**

	<b>Frequency</b>	<b>Percent</b>
Below 25 years	17	30%
26-30 years	21	37%
31-44 years	11	19%
45 years & above	8	14%
<b>Total</b>	<b>57</b>	<b>100%</b>

From the study findings presented in the Table 4.4 above, majority (37%) of the respondent are between 26-30 year old, 30% of them are below 25 years of age, 19% are between 31-44 years old and 14% of the respondent were 45 year and above. This implies that a large composition of the employees were youths.

#### 4.3.2 Extent to which the physical age of an employee affect their productivity

The study sought to establish the extent to which the physical age of an employee affected their productivity.

**Table 4.5: Physical age of an employee on productivity**

	Frequency	Percent
Very Great Extent	7	12%
Great Extent	19	33%
Moderately Extent	11	19%
Little extent	14	25%
No extent	6	11%
<b>Total</b>	<b>57</b>	<b>100%</b>

The findings presented in the Table 4.5 shows that, 12% of the respondents indicated that the physical age of an employee affects their productivity to very great extent, 33% of them indicated that physical age affected their productivity to great extent, 19% said it the effect was moderate extent, 14% indicated it was to a little extent while as 11% of the respondents indicate that the physical age of an employee affects their productivity to great extent.

#### **4.4 Job Level**

##### **4.4.1 Distribution of the respondents by Job Level**

The study sought to find out the job levels of the respondents in the management organization structure.

**Table 4. 6 : Distribution of the respondents by Job Level**

	Frequency	Percent
Senior management	3	5%
Middle Level Management	9	16%
Lower Management	14	25%
Non Management position	31	54%
<b>Total</b>	<b>57</b>	<b>100%</b>

Table 4.6 shows that, 5% of the respondents are in the senior management, 16% of the respondents are in the middle level management, 25% were in the lower management and 54% were in the non management positions.

#### **4.4.2 Extent to Which the Job Level of an Employee Affect Their Productivity**

The study sought to establish the extent to which the job level of an employee affects their productivity. The results are presented in the Table 4.7 below.

**Table 4.7: Influence of Job Level in Productivity**

	Frequency	Percent
Very Great Extent	13	23%
Great Extent	19	33%
Moderately Extent	7	12%
Little extent	14	25%
No extent	4	7%
Total	57	100%

The data findings above, 23% of the respondents indicated that the job level of an employee affected their productivity to very great extent, 33% suggested that it affected their productivity to great extent, 12% said it was to a moderate extent, 25% indicated it was to a little extent while 7% of the respondents indicated that the job level of an employee affects their productivity to very no extent.

#### **4.5 Motivation**

Respondents' level of Motivation was a key focus of the study. A series of statements were used to represent motivation. These statements were rated by the respondents in a 5-point likert Scale. Means and standard deviation were computed for each statement. The results were captured in Table 4.8 below.

**Table 4. 8 : Statements on Motivation**

<b>Statement</b>	<b>Mean</b>	<b>Std. Dev</b>
1. I am satisfied with my responsibilities at Utalii Hotel	3.52	1.068
2. I am satisfied with the recognition given to me at Utalii Hotel	3.77	1.297
3. I am satisfied with my work at Utalii Hotel	3.70	1.178
4. I am satisfied with my level of career growth at Utalii Hotel	4.01	1.176
5. I am satisfied with the working environment at Utalii Hotel	3.64	1.284
6. I am satisfied with my job security at Utalii Hotel	3.74	1.041
7. I am satisfied with my the company policy on employee management at Utalii Hotel		0.099
8. I am satisfied with the remuneration structure at Utalii Hotel		0.979
<b>Average mean</b>	<b>3.65</b>	<b>0.386</b>

Table 4.8 shows, the findings of the study on motivation. From the findings, respondents agreed they are satisfied with their responsibilities at Utalii Hotel as indicated by a mean of 3.52. On whether they are satisfied with the recognition given to me at Utalii Hotel the respondents agreed as indicated by a mean of 3.77. On if they are satisfied with their work at Utalii Hotel the respondents agreed as indicated by a mean of 3.70, On whether they are satisfied with their level of career growth at Utalii Hotel the respondents disagreed as indicated by a mean of 4.01, On if they are satisfied with their working environment at Utalii Hotel the respondents agreed as indicated by a mean of 3.64. The respondents are satisfied with their job security at Utalii Hotel the respondents by mean of 3.74. On whether they are satisfied with their company policy on employee management at Utalii Hotel the respondents agreed as indicated by a mean of 3.19 and finally asked if they are satisfied with the remuneration structure at Utalii Hotel the

respondents agreed as indicated by a mean of 3.59. The overall employee satisfaction was rated well above average at a mean of 3.65.

#### **4.5.2 Extent to Which Employee Motivation Affect Their Productivity**

The study sought to establish extent to which employee motivation affects their productivity. Table 4.9 below presents the findings.

**Table 4. 9 : Employee Motivation on Their Productivity**

	Frequency	Percent
Very Great Extent	39	68%
Great Extent	11	19%
Moderately Extent	6	11%
Little extent	1	2%
No extent	0	0%
Total	57	100%

The findings in Table 4.9 shows that, 68% of the respondents indicate that employee motivation affects their productivity to very great extent, 19% of them indicate that affects their productivity to great extent, 11% said it was to a moderate extent, 2% indicated it was to a little extent while as 0% of the respondents indicate that employee motivation affects their productivity to very no extent.

#### **4.6 Correlation Analysis**

In order to determine the influence of job level and chronological age on motivation of employees at the Kenya Utalii hotel, the study conducted correlation analysis. The findings were as shown in the table 4.10 below:

**Table 4.10: Pearson correlation Analysis**

	Motivation
Motivation	1
Chronological Age	0.374
	0.0474
Job Level	0.532
	0.005

From the research findings, the study established that there existed a weak positive correlation between chronological age and motivation of employees at the Kenya Utalii Hotel as indicated by a correlation coefficient of 0.374. There is also moderate positive relationship job level and employee motivation at Kenya Utalii Hotel as indicated by correlation coefficient of 0.532. These findings show that these variables were significant as the values of Significance at 95% level of confidence was below the threshold of 0.05.

## **CHAPTER FIVE**

### **SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter provided the summary of the findings from chapter four, and it also gave the conclusions and recommendations of the study based on the objectives of the study. The study sought to determine the influence of job level and chronological age on motivation of employees at the Kenya Utalii Hotel.

#### **5.2 Summary of findings**

The findings revealed that 51% of respondents were male while 49% were females. This implied that there were more male than females. From the study findings, 5% of the respondents were in the senior management and 54% of the respondents were in the non management position. Most of the respondents worked in the administration department as shown by 32% of the respondents, 30% in the operations department. 47% of the respondents indicated that they had worked at Utalii Hotel of Kenya for between 6-10 while 16% of the respondents indicated that they had worked at Utalii Hotel for below 5 years and majority of the respondent were between 26-30 year old.

The study findings revealed that physical age of an employee affected their productivity to great extent as indicated by 33.0% of the respondents, while 25.0% of the respondents indicated that the physical age of an employee affected their productivity to a very little extent. The data findings revealed that job level of an employee affects their productivity to very great extent as shown by 23% of the respondents while as 7% of the respondents indicate that the job level of an employee affects their productivity to very no extent.

From the findings, respondents agreed that they were satisfied with their responsibilities at Utalii Hotel as indicated by a mean of 3.52. On whether the respondents were satisfied with the recognition given to them at Utalii Hotel, the respondents agreed as indicated by a mean of 3.77. On whether they were satisfied with their work at Utalii Hotel, the respondents agreed as indicated by a mean of 3.70. On whether they are satisfied with their level of career growth at Utalii Hotel the respondents disagreed as indicated by a mean of 4.01. Regarding satisfaction with the working environment at Utalii Hotel the respondents agreed that they were satisfied as indicated by a mean of 3.64. On whether they are satisfied with their job security at Utalii Hotel, the respondents agreed as indicated by a mean of 3.74. On whether they are satisfied with their company policy on employee management at Utalii Hotel the respondents agreed as indicated by a mean of 3.19 and finally asked if they are satisfied with the remuneration structure at Utalii Hotel the respondents agreed as indicated by a mean of 3.59.

### **5.3 Discussion**

The study found out that the employee's age predict different work outcomes and that employees who perceived themselves to be older than most of the people in their work group, exhibited more job involvement, job satisfaction and organizational commitment. The findings are consistent to those of Lord and Farrington (2006) who pointed out that work motivation increases with age implying that there exist age-related factors that in sum increase the work motivation of employees in an organization.

The study found out that well motivated employees are more productive, creative; provide better customer care which may translate to higher profits and customer satisfaction, for profit making and nonprofit making organizations respectively. These



findings are in line with those of Kreitner and Kinicki (2008) who stated that motivation is thus an inner state that energizes and sustains human behaviour to achieve goals. Finally the study found out that the job level of an employee affects their productivity to very great extent. According to Stamov-Roßnagel and Hertel (2010) job level involves slotting jobs into grades by comparing whole job with a scale in form of hierarchy of grades definitions which may be broken down by factors but without numeral value attached. It is based on initial definition of the no and characteristics of the grades into which jobs may be paced to improve productivity.

#### **5.4 Conclusion**

From the data findings, the study concludes that the physical age of an employee affects their productivity to a great extent. The study found out that the employee's age predict different work outcomes and that employees who perceived themselves to be older than most of the people in their work group, exhibited more job involvement, job satisfaction and organizational commitment.

The further study concludes that that employee motivation affects their productivity to very great extent research and observations show that well motivated employees are more productive, creative; provide better customer care which may translate to higher profits and customer satisfaction, for profit making and nonprofit making organizations respectively. Finally the study concludes that the job level of an employee affects their productivity to very great extent.

### **5.5 Recommendations**

From the data findings, the study recommends that older employees should have an advantage in the organization decisions since they have accumulated self-efficacy during their career; they are more aware of their own skills and abilities and should have a greater possibility to choose between task goals or learning goals.

### **5.6 Limitations of the Study**

The respondents were reluctant in giving information fearing that the information asked would be used to intimidate them or paint a negative image about them or the company. The researcher handled this problem by carrying an introduction letter from the University and assured the respondents that the information they gave would be treated with confidentiality and was used purely for academic purposes.

The study faced both time and financial limitations. The duration that the study was to be conducted was limited hence exhaustive and extremely comprehensive research could not be carried. The researcher, however, minimized these by conducting the survey at the Institution's headquarter since it was where strategies are made and rolled out to other office that operate on the blue print.

### **5.7 Area for Further Research**

The study recommends that a similar study to be done on influence of job level and chronological age on motivation of employees in other sectors as well as the government sector. This would allow for generalization of the study findings.

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## APPENDICES

### Appendix I: Introductory

Dear Respondent,

My name is Mercy Kitheka, am currently undertaking a research study in partial fulfillment of the requirement of Masters in Business Administration, University of Nairobi. The study is on the **INFLUENCE OF JOB LEVEL AND CHRONOLOGICAL AGE ON MOTIVATION OF EMPLOYEES AT THE KENYA UTALII HOTEL**. Your participation is vital to this study and will enhance the understanding of the role of corporate governance in organization performance.

All questions are equally important to the study and the information collected from the questionnaire will be treated in strict confidence and be used only for this academic purpose, a copy of the findings will be provided on request.

I can be reached on my cell phone, 0727 836 923, in case of any questions or clarification.

I appreciate the time that you will take out of your busy schedule to complete the questionnaire and I thank you most sincerely.

Yours Sincerely,

Mercy Kitheka



## Appendix II: Questionnaire

### SECTION A: BIOGRAPHIC DATA

Please answer the questions by ticking or as appropriate.

1. Your gender:            Male [  ]      Female [  ]
2. The department you are working in now? \_\_\_\_\_  
Administration            [  ]                      Finance / Accounts            [  ]  
Human Resource            [  ]                      IT                                      [  ]  
Operations                    [  ]                      Marketing                        [  ]  
Other (specify).....
3. Years of service/working period at Utalii Hotel (Tick as applicable)  
  
0- 5 years                    [  ]  
6-10 years                   [  ]  
11-15 years                 [  ]  
Above 16 Years            [  ]

### SECTION B: CHRONOLOGICAL AGE

4. Your age falls in which bracket:  
  
(i) Below 25 years                    [  ]  
(ii) 26-30 years                        [  ]  
(iii) 31-44 years                        [  ]  
(iv) 45 years & above                   [  ]
5. To what extent does the physical age of an employee affect their productivity at Kenya Utalii Hotel?  
  
Very great extent                    [  ]  
Great extent                            [  ]  
Moderate extent                        [  ]  
Little extent                            [  ]

No extent [ ]

**SECTION C: JOB LEVEL**

6. What is your designation at Utalii Hotel? \_\_\_\_\_

7. In what level are you in the management organization structure of Utalii Hotel

Senior management [ ]

Middle Level Management [ ]

Lower Management [ ]

Non Management position [ ]

8. To what extent does the job level of an employee affect their productivity at Kenya Utalii Hotel?

Very great extent [ ]

Great extent [ ]

Moderate extent [ ]

Little extent [ ]

No extent [ ]

**SECTION D: MOTIVATION**

Below are various statements on motivation. On a scale of 1-6 (where 1= very strongly disagree, 2= strongly disagree, 3=Disagree, 4= agree and 5= strongly agree) please indicate the extent to which you agree with each statement.

Statement	1	2	3	4	5
9. I am satisfied with my responsibilities at Utalii Hotel					
10. I am satisfied with the recognition given to me at Utalii Hotel					
11. I am satisfied with my work at Utalii Hotel					
12. I am satisfied with my level of career growth at Utalii Hotel					
13. I am satisfied with the working environment at Utalii Hotel					
14. I am satisfied with my job security at Utalii Hotel					

15.I am satisfied with my the company policy on employee management at Utalii Hotel					
16.I am satisfied with the remuneration structure at Utalii Hotel					

17.To what extent does the employee motivation affect productivity at Kenya Utalii Hotel?

- Very great extent            [     ]
- Great extent                [     ]
- Moderate extent           [     ]
- Little extent                [     ]
- No extent                    [     ]