

**INFLUENCE OF EXTRINSIC FACTORS ON EMPLOYEES'
MOTIVATION: A CASE OF CABIN CREW AT KENYA
AIRWAYS LIMITED**

BY

DENNIS MWANGANGI MWILITYA

**A Research Project Report submitted in partial fulfillment of the requirements for the
award of the Degree of Master of Arts in Project Planning and Management of the
University of Nairobi**

2015

DECLARATION

This research project report is my original work and has not been presented for any degree in any other University.

Signature..... Date

Name: Dennis Mwangangi Mwilitya

Reg No: L50/68903/2013

This research project report is submitted for examination with my approval as the university supervisor.

SUPERVISOR:

Signature..... Date

Prof. Christopher Gakuu

Department: Extra Mural Studies

University of Nairobi

DEDICATION

This study is dedicated to my parents, my father Mr. Simon Mwilitya and my mother Mrs. Naomi Musyawa. To my siblings Esther, Lisa, Kevin and Joan. A very special dedication to Kaydence Mwilitya and to all my friends who have helped me throughout this entire period.

ACKNOWLEDGEMENTS

I acknowledge that it has been through the generous dedication and able guidance of my committed supervisor Prof. Christopher Gakuu that this research project report has been accomplished. By equal measure, I recognize the contribution of all my lecturers at the Department of Extra Mural Studies who facilitated the Project Planning and Management Master program. Special thanks to the entire staff at the Extra Mural Department of the University of Nairobi for their support in this endeavor. I thank the University of Nairobi for providing an enabling environment for me to gain academic skills and expand my professional networks. Many thanks to my colleagues and classmates whom we have toiled together and supported each other throughout this undertaking. I thank the Kenya airways limited cabin crew who participated as the respondents in this study.

TABLE OF CONTENT

DECLARATION.....	II
DEDICATION.....	III
TABLE OF CONTENT.....	V
LIST OF FIGURES	VIII
LIST OF TABLES	IX
ABBREVIATIONS AND ACRONYMS.....	XI
ABSTRACT.....	XII
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the study	1
1.2 Statement of the Problem.....	2
1.3 Purpose of the study	3
1.4 Objectives of the study	3
1.5 Research Questions.....	3
1.6 Significance of the study	4
1.7 Delimitations of the study.....	4
1.8 Limitation of the study.....	5
1.9 Assumption of the study	5
1.10 Definition of significant terms	5
1.11 Organization of study	6
CHAPTER TWO: LITERATURE REVIEW.....	8

2.1 Introduction.....	8
2.2 Economic factors and employees’ motivation	8
2.3 Social factors and employees’ motivation	10
2.4 Environmental factors and employees’ motivation	12
2.5 Theoretical frameworks on motivational of employees.....	18
2.6 Conceptual Framework.....	19
2.7 Knowledge Gap	21
2.8 Summary of Literature Review.....	21
CHAPTER THREE: RESEARCH METHODOLOGY	22
3.1 Introduction	22
3.2 Research Design	22
3.3 Target Population	22
3.4 Sample size and sampling procedure.....	22
3.5 Research instrument	24
3.5.1 Pilot testing of the instrument.....	25
3.6. Data collection procedure	26
3.7. Data analysis techniques.....	26
3.8. Ethical considerations.....	27
3.9 Operational definition of the variables of the study.....	27
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION	30
4.1 Introduction	30
4.2 Questionnaire Response Rate	30
4.3 Profiles of the Respondents	30
4.4 Economic factors of motivation.....	33

4.5 Social factors of motivation.....	37
4.6 Environmental factors of motivation	41
4.7 Employees’ motivation.....	45
4.8 Inferential statistics.....	49
4.9 Discussion of the findings	50
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	53
5.1 Introduction	53
5.2 Summary of Findings	53
5.3 Conclusions	55
5.4 Recommendation	57
5.6 Suggestions for Further Research	57
APPENDICES	64
Appendix I: Letter of Transmittal.....	64
Appendix II: Questionnaire	65
Appendix III: Summary Data on Motivational factors	69

LIST OF FIGURES

Figure 1: Conceptual Framework for the employee motivation.....	20
---	----

LIST OF TABLES

Table 3.1: Operational definition of the variables of the study.....	28
Table 4.1: Distribution of Respondents by Gender.....	31
Table 4.2: Distribution of Respondents by Age Group.....	31
Table 4.3: Distribution of Respondents by Marital Status.....	32
Table 4.4: Distribution of Respondents by Level of Education.....	32
Table 4.5: Benefits given to best employees.....	33
Table 4.6: Fabulous vacation policy.....	34
Table 4.7: Satisfactory pay policies.....	35
Table 4.8: Employee receive fair allowances.....	35
Table 4.9: Salary equitable to work output.....	36
Table 4.10: Motivation of employee.....	37
Table 4.11: Employees allowed to join unions.....	38
Table 4.12: KQ provide good support services such as counseling.....	38
Table 4.13: Promotion is on competitive basis.....	39
Table 4.14: Company appreciates employee’s services.....	40
Table 4.15: Employee in good terms with colleagues at KQ.....	40
Table 4.16: There is team work spirit at KQ.....	41
Table 4.17: Work life is of high quality.....	42
Table 4.18: There is commitment and engagement by management.....	42
Table 4.19: Facilities are adequate for all staff.....	43
Table 4.20: Organizational structure is clear and specified.....	44
Table 4.21: Supervisor offer support needed to employees.....	44
Table 4.22: Level of productivity.....	45
Table 4.23: Level of performance.....	46
Table 4.24: Level of punctuality.....	46
Table 4.25: Level of discipline.....	47
Table 4.26: Level of teamwork.....	48

Table 4.27: Level of absenteeism	48
Table 4.28: Chi-sqaure analysis Summary	50

ABBREVIATIONS AND ACRONYMS

CBD:	Central business district
ERG:	Existence, relatedness and growth
GNS:	Growth needs strength
IBM:	International business machines
SACCOS:	Savings and credit co-operative society

ABSTRACT

Several theories have shown that there is a strong positive correlation between intrinsic and extrinsic factors in the motivation of the employees at the work place. Motivated employees are known to be productive and hence promote the performance of the company. This objective of this study was to determine the influence of extrinsic factors; economic, environmental and social factors on the motivation of employees following the case of Kenya Airways. This was a cross sectional case study for Kenya Airways. The study adopted descriptive survey design. Both qualitative and quantitative approaches were used. Employees of Kenya Airways were the respondents in this study. The respondents were assessed using questionnaire having both open and closed ended questions. Using a target population of 4002, a total of 233 employees were sampled for this study. Data collected was cleaned, presented in tables and figures and presented descriptively to represent responses collected in the study. Data analysis was performed using SPSS v21. It was assumed that the respondents used would enable the generalization of the findings to the study populations. Research findings revealed low implementation of the social, economic and environmental factors at Kenya Airways. Inferential statistics revealed a significant association between environmental, social and economic factors to the motivation of employees at the Kenya Airways. It was concluded that the implementation of extrinsic motivation factors in the company would be significant in increasing productivity, teamwork, increase discipline, punctuality and as well as reduce absenteeism in the company. This study is therefore hoped to inform on the policy formulation on employee motivation at Kenya Airways and other companies in Kenya. Moreover, this study is also a contribution to the knowledge, theory and practice on the relationship between social, economic and environmental factors and motivation of the employees in Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Motivation is defined as the physiological deficiency that activates the urge to achieve specific set goals (Luthan, 1998). Motivation is based on the relationships, needs, rewards and other incentives. Motivation is composed of three key interdependent elements; they consist of the needs, drives and incentives (Minner, Ebrahimi and Watchel, 1995). Motivation is also described as the psychological pressure that enhances an employee's level of commitment (Evans, 1986). He also asserts that pressure promote, channels and sustains human behavior in the direction of commitment and goal to be achieved.

Motivation and satisfaction of employees have been reported to be benefiting to a company. It has been associated with a good feeling which drives motivation and performance in a company (Ademoyo, 1999). Secondly, motivation exerts pressure on the personal performance. In addition, motivation is believed to be a rare factor that is short in supply. Therefore, there is always a need to replenish it periodically. It is important for the manager to understand what makes their employees motivated so that they can be able to invent the job descriptions and reward them according to their expectations. This is believed to have a significant impact on the motivation and was also increase the employee's performance (Ademoyo, 1999). The best motivational factors need to be goal directed and within the objectives of an organization (Olajide, 2000).

Understanding the perceptions and expectations of the stakeholders on the services offered by the company is important for the top management of the company. It was govern the development of diverse strategies and policies required to promote motivation of employees and to accommodate the multicultural and multinational perspectives of their brands. It is also

significant in the implementation of the Total Quality control strategy through the targeting of employees (Manville & Ober, 2003).

The major problem facing Kenya Airways is low morale and motivational levels of employees cabin crew staff which extends to the satisfaction of the customers of Kenya Airways Limited. Low motivation level amongst staff is reflected by various factors for example increasing rate of absenteeism, decrease turnover ratio, decreasing team work amongst crew and increasing number of complaints from passengers as suggested by West and Anderson (1996).

Economic factors such as the pay of the employees have been deemed low and unfair with respect to work condition and environment. The company has also opted to use low cadre staff with low technical training and lower pay leading to low motivation of the employees at Kenya airways cabin crew.

Working environment and social factors have also been suggested not to be conducive; Kenya Airways Limited prefers to employ foreign workers to local workers in Kenya leading to poor work relations and communication among the cabin crew staff. This had led to high turnover of cabin crew employees at Kenya airways, many complains of stolen properties by the customers, delays in Kenya airways flight schedules and poor workmanship leading to poor service. As a result, Kenya airways had lost a very high number of customers and the profit margins has also gone down leading to poor performance of Kenya airways airline compared to other Airline companies in Kenya.

This study is interested in establishing the effect of low motivation among the cabin crew employees in Kenya Airways. It was also the interest of this study to understand the environmental, social and economic factors that motivate the employees at Kenya Airways. It was expected that by improving the motivation of the employees, the performance of the company in East and Central Africa was be greatly improved.

1.2 Statement of the Problem

Kenya Airways have had a declining performance with significant losses made in the financial year ending 2014 (Kenya Airways, 2015). Probably, the low motivation of the employees may

be a factor in low performance of the employees leading to loss of potential customers and hence low sales. Kenya airway has faced significant competition from other airlines in East and Central Africa including other international airways such as the Emirates Airlines. Previous studies have reported a possibility of increasing company's profits after reduction of the customer migrations. Employee motivation had been established to be important in increasing the performance of the companies, leading to higher profits, increased number of customers and customer satisfaction. It has been suggested that the social, economic and environmental factors have a role to play in the motivation of the employees. This study was to evaluate the influence of employee motivation in the improvement of the performance of Kenya Airways airline.

1.3 Purpose of the study

The study investigated the influence of extrinsic factors on the motivation of employees using a case of Kenya Airways, Kenya.

1.4 Objectives of the study

The study was guided by the following objectives:

1. To determine the influence of economic factors on level of employee motivation at Kenya Airways Limited.
2. To evaluate the influence of social factors on level of employee motivation at Kenya Airways Limited.
3. To assess the influence of environmental factors on level of employee motivation at Kenya Airways Limited.

1.5 Research Questions

These studies sought to address the following questions:

1. To what extent do the economic factors influence level of motivation of employees at Kenya Airways Limited?
2. In what ways do the social factors influence the level of motivation of the employees at Kenya Airways Limited?
3. In what ways do environmental factors influence the level motivation of employees at Kenya Airways Limited?

1.6 Significance of the study

The economic, social and environmental factors have a significant impact in the motivation of employees in a company. This study of economic, social and environmental factors may provide significant contribution to the knowledge on employee motivation for the case of Kenya Airways. It was also anticipated that this may improve the understanding and application of the knowledge at Kenya Airways limited towards becoming the “Pride of Africa”. It was also hoped that this study would improve the knowledge of the relationship between motivation of employees and performance of organizations which is indicated by customer satisfaction, increase in number of customers, retaining of employees, reduce turn over and increase profits in the company.

This study hoped to provide rich data which could be used by Kenya Airways in mainstreaming the performance of the company through use of relevant and applicable motivation factors which can lead to enhancement of the right behavior. It was also projected that understanding the motivation of the employees may enable Kenya Airways to achieve its strategic goal of customer satisfaction and becoming a number one Airline in Kenya and Africa in service provision.

1.7 Delimitations of the study

This study focused on the external factors that influence the motivation of the employees in an organization. The extrinsic factors to be assessed include the social, economic and environmental factors of motivation.

The rationale in the use of the extrinsic factors was that most of the companies attribute much relevance in the use of the external factors in motivating the employees of an organization more than the intrinsic factors. In addition, it had also been shown that there is a likelihood of increase in performance of the employee with offering of reward and other benefits.

The institutional scope and delimitation was on the influence of extrinsic factors on motivation and employee satisfaction on the performance of employees and customer satisfaction. This study focused on Kenya Airways employees as a case study in Kenya.

The geographical/spatial scope and delimitation of the study was on the employees serving the customers at the Jomo Kenyatta International Airport and employees in the ticketing centers

within the CBD of Nairobi County located at Barclays Plaza. The employees at these two centers made the population for the study.

The scope of time to be used in this study was the last one year of their term of employment. The main rationale behind the study was to appraise the employees in an order to provide useful detail that was to provide significant responses to the research questions and objectives of the study. This also captured the different factors that promote their motivation and satisfaction and other challenges they encounter as employees at Kenya Airways that affect their motivation.

1.8 Limitation of the study

The employees at Kenya Airways were always busy and this study therefore required more time to be able to collect data from the employees who were to be the respondents for the study. The employees at Kenya Airways were also bound by privacy and confidentiality to information pertaining to the company information and therefore limit the accessibility of information for this study. However, this study had introduced the privacy and confidentiality statement together with the questionnaire so as to guarantee the respondents that the study was to be used for academic purposes. It was hoped that this would not be a challenge while requesting for information regarding their perceptions about Kenya Airways limited.

1.9 Assumption of the study

This study assumed that it would be able to access all the cabin crew staff at Kenya Airways within the one week duration over which data collection was to be carried out. In addition, it was assumed that the responses offered by the respondents would be a true reflection of the status of employee motivation at Kenya Airways. This study also assumed that the internal factors were not a major contributing factor to the motivation of the employees at Kenya Airways.

1.10 Definition of significant terms

Cabin Crew: Employees working at an airline whose responsibility is to guide and serve the customers of the airline.

Economic factors: Set of fundamental information that associated with increase in wages, income or remunerations to an employee with monetary influence.

Environmental factors: Elements outside the personality of an individual that influence his personal experiences

Level of Motivation: The general desire or willingness of someone to do something.

Performance: The ability to produce positive results or accomplishment in a company set on known standards such as increase profits, increase customers, and sales etc. It can also be described as the action or process of carrying out or accomplishing an action, task, or function.

Social factors: Experiences that influence an individual's personality, perception, attitudes, thoughts and lifestyle

1.11 Organization of study

This study is organized in five chapters. In the first chapter on introduction to the study, the background of the study and the problem the study seeks to address are examined. The purpose of the study, research objectives and research questions are then examined. This is followed by examining the significance, limitations, delimitations, basic assumptions and definition of significant terms in the study. Chapter two had the introduction to the literature review, the theoretical concept of financial performance and management, and a detailed empirical literature review of the past and present studies done on the financial performance on donor funded projects for both local and international studies and conceptual framework. This chapter was concluded with a brief summary of the literature review that was important for this study in accordance with the objectives for this study.

Chapter three for this study was the research methodology, this section captured the research design, target population, sampling plan, data collection instruments and presentation and analysis.

The chapter four of the study was the data presentation, discussion and interpretation of the empirical findings from the studies and data collection process. This section provided a detailed presentation of the research findings from the study in line with the research objectives and research questions for the study.

Finally, the study would have chapter five that contained the summary of the study, conclusion and recommendations and suggestions for further research. References made in the study are appended in the Reference section of this research project. In addition, authorization letter to

collect data and research instrument are appended in the Appendices section of this research project.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature review captures the theoretical concepts that have been proposed on motivation of the employees. In addition, a detailed empirical literature for this study was performed to capture all the work that has been done on motivation of the employees. This focused on the economic, social and environmental factors and how they contribute to employee motivation and therefore performance. The conceptual framework was provided in this section to capture all the variables that was used for this study. This took into consideration both the international and local studies done and their relevance to this study in Kenya and more specifically Kenya Airways.

2.2 Economic factors and employees' motivation

Jobs satisfaction has often been associated with the benefits received at the work place that have economic value. This includes factors such as remuneration, fringe benefits, bonuses and promotion in position (Ryan and Deci, 2000). They are also determined as an extrinsic factor since they are tangible and observable by others (Bellenger *et al.*, 1984). Promotion and pay when offered to the employees have direct impact on employee job satisfaction. When an employee is underpaid or has a feeling that the pay is not commensurate to the required salary and other benefits with economic value when compared to others in a similar position in the same company or outside. This is one demotivating factor and greatly contributes to employee dissatisfaction leading to poor performance (Rehman *et al.*, 2007).

Research has shown that individual behaviors are driven by factors that can be perceived by an individual and the benefits of that can also be received in return for the actions. The fundamental goals for extrinsically motivating factors have been expressed as reciprocal benefits (Valler and, 2000; Kowal and Fortier, 1999).

An advantage of using reward in an organization is to motivate the individuals to perform the expected desires of the company (Bartol and Locke, 2000). Rewards in an organization can take the form of increments in salary, and bonuses through elements that are not associated with

money such as promotions at the work place and job security (Davenport and Prusak. 1998). There are several international companies that have introduced the use of rewards as a way of motivating and giving encouragement to the employees. For instance, it has been documented that companies like Lotus Development, a subsidiary of IBM, has been shown to base about 25% of performance evaluations of employees working in the customers support department on their ability to share knowledge and their involvement on other activities supporting the sharing on knowledge (Bartol and Srivastava, 2002).

Similarly, Buckman Laboratories also appreciates and recognizes the first 100 knowledge contributors in an annual conference always being held in a resort. It can therefore be suggested that when employees receive rewards in an organization for offering knowledge, it can be used positively in an organization; this would boost their positive attitude towards the organization and also develop better intentions of knowledge sharing and therefore better performance for the organization

This is the process of setting up strategies for rewarding the people fairly, equitably and consistently as determined by the objectives and goals of the organization. Management of the reward entails analysis and control of the employee remuneration and for all the benefits of the employees (Brooks, 2009). The objective of reward management is to create and efficiently operate a reward structure that was used by the organization. This strategy includes creating policies, structures, salaries and payroll administration, executive pay for the senior employees of the company and team reward.

The extrinsic rewards comprise rewards like bonuses, salary raise, gifts, promotions and tangibles rewards (Armstrong, 2007). Reward management can be done with the assessment of the motivational factors by using the motivational theories. They name and analyze the factors that motivate people so that they can improve their performance and improve their efficiency. They also help improve the physiological circumstances of the employees in an organization. Reward management can also be done through the use of job evaluation so that the value of the job can be defined. Decision making is done by the manager to determine the amount and to

whom that should be paid. It also gives the basis for grading, paying and managing jobs. Performance appraisal can also be done to justify the pay of the employee. This also measures the productivity of finding solutions in the order for productivity and the capability of the employees and effectiveness (Armstrong, 2007).

This is the process offsetting up strategies that help in the rewarding the people fairly, equitably and consistently as determined by the objective and the goals of the organization. Management of the reward entails analysis and control of the employee remuneration and for all the benefits of the employees (Brooks, 2009). The objective of reward management is to create and efficiently operate a reward structure that is to be used by the organization. This strategy includes the policies and the structures of an organization, salaries and payroll administration, executive pay for the senior employees of the company and team reward. The rewards can be classified as either intrinsic or extrinsic. The extrinsic rewards comprise rewards like bonuses, salary raise, gifts, promotions and tangibles rewards. Intrinsic rewards include information /feedback, recognition at the work place, relationship with the managers and empowerment (Armstrong, 2007).

Reward management can be done with the assessment of the motivational factors by using the motivational theories. They name and analyze the factors that motivate people so that they can improve their performance and improve their efficiency. They also help improve the physiological circumstances of the employees in an organization. In addition, reward management can be done through the use of job evaluation so that the value of the job can be defined. This enables the managers to make a decision of the amount and to whom that should be paid. It also gives the basis for grading, paying grading and managing jobs. Performance appraisal can also be done to justify pay of the employee. This also measures the productivity of finding solutions in the order for productivity and the capability of the employees and effectiveness. This also helped improve motivation as a motivation tool (Kelly et al., 2011).

2.3 Social factors and employees' motivation

The relations at the work place play a significant role in the motivation of the employees. This is an example of an extrinsic factor for the employee motivation. The extrinsic factor puts pressure,

anxiety, tension on the employees and impacts on their abilities to achieve specific results (Lindenberg, 2001). Most employees are interested in self-autonomy, promotion and other forms of incentives as external factors. However, social factors significantly also contribute to the relationship with the clients they serve, colleagues at the work place, employer and even the management of the company.

Constant communication is required between the stakeholders on job satisfaction. Good social relationship plays a significant role in the motivation of the employees. Studies have shown that social factors have been able to predict beyond the task and knowledge abilities. It was also not correlated to training and compensation (Meyers, 2007). Team work has also been supported by studies done by Jex (2002), suggesting that when an individual works with a team, they develop a positive attitude towards their job would be generated, especially when their work was approved by the surrounding people leading to job satisfaction. There has been a consensus that the social environment has strong influence on employee's attitudes and behaviors.

On the other hand, the interaction of staff in an organization promotes better knowledge exchange association. The nature of the exchange can be economic or social emotional. Economic exchange takes the form of money, goods and services as a form of reward. In addition, a socioeconomic resource entails development of trust, devotion and trust. This ability to develop exchange as a behavior in an organization is known to develop better individuals participating in social exchange (Blau, 1964). It has been demonstrated that the benefits of reciprocity behavior leads to the growth of the sense of mutual indebtedness, which promote feeling of the contributors to always expect help from other employees. As a result, it ensures that there is growth of supportive knowledge and sharing abilities according to the economies of online cooperation as demonstrated by Kollock, (1999).

Research finding on online community shows that knowledge sharing is based on the strong sense of reciprocity (Wasko and Faraj, 2005). Similar studies have also demonstrated that reciprocity can be a strong basis of employee motivation so as to be able to provide knowledge which leads to the development of long term cooperation between the employees and the

employers (Kankanhalli, Tan and Wei, 2005). This boosts the attitude of the employees in sharing knowledge that would promote better relations among the employees in an institution.

2.4 Environmental factors and employees' motivation

The workplace condition is a key factor contributing to an employee behavior or attitude towards a job. Several factors have been suggested to interfere with a good working environment, such as; stress level, leadership and climatic change at the workplace, they interfere with the mood and energy of the employees. It has been shown that employees perform better when in a more conducive work place environment and work conditions (Busch and Bush, 1978). Furthermore, Ritter and Anker (2002) have also illustrated the role of job security and its direct relationship to job satisfaction. Risks subjecting employee to losing his job as a result of the tasks that he does that do not add value to an employee, company, or not recognized employee, would always degenerate to demotivation and psychological stress. This impedes job satisfaction of the employees at the work place.

It has been suggested that employees do work for their social determination, and self-competence. Locke (1976) has defined job satisfaction as pleasurable or promoting positive emotional state which is a product of one job appraisal. Similarly, Spreitzer *et al*, (2005) has also suggested that job satisfaction allows the thriving of a work concept which is a combination of emotions of vigor and enthusiasm. The employees also believe that they benefit through studying and growing leading to personal growth in value. Furthermore, it has been argued by Bakker and Demerouti (2008) by suggesting that it is a positive, fulfillment and a work-related state of mind with unique attributes of vigor, and dedication. This is also characterized by the high states of energy and mental resilience when working. Some of the employees also get motivated through the experience of challenges and significance at the work place. Absorption has been expressed as a key attribute in a fully concentrated and happily satisfied employee engrossed in one's work, they seldom realize time passing by quickly and find it hard to get detached from work (Shirom, 2003).

External factors are not controlled by the feelings of the individual and hence considered to be outside an ideal. Study findings show significant impact of reward and motivation on employees and more especially, in increasing the employee performance which eventually reflects in the organizational performance. An external source of motivation is considered to be in the form of reward, money, coercion, threats, and punishment as a positive motivator. Competition is a major motivational factor since it has also been shown to contribute to increase in the employee performance. Gift vouchers given to employees at the apple Stores and other rewards such as certificates to the employees on their good performance have been known to serve as extrinsic motivators to the employees (Jain, 2005). In some cases, extrinsic factors are also considered to be motivational factors that do not relate to their job descriptions through monetary terms and elevation in grading at the work place. Motivation promotes job satisfaction and increased performance of employees and overall company (Mustafa, 2011).

Research finding has demonstrated that the value of an employee determines the factors that would be considered for their satisfaction at the work place, more especially, the unfulfilled work values that contribute to their satisfaction (Locke (1976). A close relation has also been established between the characteristic of a job and satisfaction in relation to the individual's growth need strength (GNS). This refers to the desire of employees for personal growth and development while at the work place pursuing their career.

Research has demonstrated that employees with higher GNS are wasing to give their contributions on ideas that would put more value on their job. They have also observed that they are mainly interested in taking over tasks that are more challenging and rewarding. GNS employees would also prefer opportunities that are creative and challenging in nature other than a good pay since they are interesting and innovative and want an opportunity that is more creative and challenging to help them grow and meet their career objectives. Furthermore, Higher GNS have more job satisfactions when compared to low GNS employees (Locke, 1976). Giving a low GNS to an employee with a challenging job made them more dissatisfied. Other studies addressing the characteristics factors for challenging and job fulfillment have established

five different factors which include: Task identity, skill variety, task significance, autonomy and finally, feedback as an important factor in motivating the higher GNS employees.

Similar studies have also identified that motivational factors can be positive or negative. For instance, positive motivators have been categorized to include: monetary rewards, bonuses, salary increments and other incentives, while negative motivators includes use of bribes and threats which are considered to be outside the job requirements of the employee. It has been expressed that the employee benefits from his actions.

Research done by Kalleberg (1977) has proposed that employees have greater job satisfaction when they are linked to less employee absence and lower turnover rates which are important to an organizations success. The employees are motivated by several factors such as job enlargement, job rotation and job enrichment. Job enlargement refers to increase in work activities and responsibilities so as to overcome boredom at the place or felt overspecialized in his field of work. Job rotation allows the employees to be introduced to different work areas with different roles and responsibilities in an organization. This enables them to increase their perspective and knowledge of the company (Einhorn & Gallegher, 1976). Job enrichment is used to allow the employee take higher responsibilities and tasks at the work place. This is believed to offer psychological motivation to employees as an endorsement of their capabilities.

Motivational factors are known to be co-dependent. They all rely on the culture, environment, society and awareness. This dependence makes the effectiveness of a certain method of motivation debatable. There is a divergent view that the role of rewards in promoting the productivity is not verifiable. This is despite the massive attribution by management of companies to improvement in production after giving rewards to employees. Production is controlled by many factors including the motivational factors. In this study, the influence of motivation on work performance in an organizational setting was to be identified. It has been shown that most organizations apply the use of extrinsic factors in influencing the motivation of the workers (Vroom, 1964). In addition, he asserts that employees performed even better when their wages are related to performance through an objective criterion that evaluates their

performance and merit; this attaches greater application of extrinsic motivation compared to intrinsic motivation.

There is therefore a very strong connection between work efforts and motivation at the work place; they are synonymous to one another as pointed out in the literature. Work motivation as defined is a set of energetic powers that emanates from within and beyond the individual to display special work related behavior's that provide direction, intensity, and duration (Pinder, 2008). According to Latham (2007), a work motivation directly manifests itself through the work efforts displayed by the individuals at the work place. Hence, it can be concluded that the work effort comes as a critical result of the work motivation which can be expressed in terms of the extent at which the employees were able to be create time and energy to productively exert effort on the tasks discretionarily or allocated at the work place (Kanfer, 1987). This suggests that for better performance to be realized in an organization, better and higher than the standard levels of motivation is required to greatly enhance the productivity levels and more especially with the discretionary work levels. It must be recognized that nobody has the potential of observing the motivation of the individuals but it can be reflected as a stream of behaviour's and hence, the work effort can be used as a key indicator of the work motivation at the work place (Kanfer, 1990).

In studies done by Morris (2009) titled "Employees work motivation and discretionary efforts" with the aim of establishing the impact of discretionary work effort on motivation of employees at the work place. It is known that any work effort that is voluntary is above and beyond what has been set as the minimal requirement and is expected. This study therefore emphasizes on the value of discretionary work effort on the individuals work performance as well on the efficiency and efficacy of organizations. This is also valuable with regard to the optimization of organizational performance on long term competitiveness and sustainability. The organizations need to allow employees to work at their own peak levels and individuals was be required to supply their own discretionary effort to work at their required peak levels. This study has recognized the importance of discretionary work effort in the promotion of organizational performance and effectiveness it brings to the organizational performance.

The study adopted a monetary and non-monetary work environment in determination of discretionary work effort. This study combined the efforts of organizational behavior's and economics in the discussion of value of discretionary efforts at the work place. These studies were conducted in 12 different organizations in local government sectors of Western Australia. The findings of this study showed that non-monetary work environment are common characteristics with common perks and two of the three hypotheses set held the characteristics of the of common Irks. Hence, it showed that the perks, irks, and monetary rewards were so differently related to the different states of the discretionary work efforts. It was concluded that organizations need to maximize on their potential of the human resources managers by addressing the perks, irks and monetary rewards. Training is the most important to both the managers and non-managers in cultivation of the positive interpersonal relationships.

Similar studies also done on motivation and productivity of the employees have shown that motivated employees are more productive, happier and always stayed with the company for a longer period of time. Thomas (2009) has been able to identify the main challenges at the work place and he asserts that identifying what motivates every individual employee and taking into the consideration of the their individual differences. Conceptual theories and frameworks have been defined over the aspects that motivate an individual and the processes involved in motivation. However, there are recent reports which state that the work place motivation theories have not been able to adequately address issues at the work place and in the business environments and hence they have as well failed to provide managers with the required guidance for the managers with the required guidance of management in the contemporary organizations (Steers et al, 2004; Manville & Ober, 2003).

Special reviews by the Harvard business school have shown the significance of work motivation to the management of employee's organization in an organization. However, most of the papers suggest the need for intellectual energy channeled into the formulation of more relevant new theories and models that define work motivations (Manville & Ober, 2003; Locke & Latham, 2004). Locke and Latham as well go ahead to identify that the current theories have limitations and hence the limitation in the understanding of the factors that motivates the employees which

is incomplete in nature, this include the lack of defined definition of the concepts of motivations, inadequate considerations of the relevance of theories, and absence of disciplinary boundaries in the theories. The theories need to be broad in design and application to be useful for managers in their application in the contemporary work place and in business (Locke and Latham, 2004).

Previous studies done on ecological, economic and social sustainability influence in employee motivation showed that these factors vary from one company to the other. It has also been suggested that this may contribute to sustainability of the company's performance. Determining the impact of motivation of employees on the company's sustainability is important. Research finding have showed that economic sustainability is the most basic level of sustainability at the Wagner Solar company; the case under consideration in the study. It however, had its own limitations.

Ecologically, it represented their interest, committed to the mission and vision. Moreover, the ability to socialize people was not important, but was shown to improve communication, information policy and promotion of the company values (Krenz, 2011). Maslow's theory has demonstrated the role of the environment to the work place. It has also been suggested that this can be used to improve the motivation of the employees which boost the performance of the organization. The Maslow's theory of needs postulates that the work environment motivates employees and it can be used to express the behavior of the workers at the work place a, employees strive to be able to satisfy their needs in the hierarchy of the needs orders (Jex & Britt, 2008).

Equity theory has also been shown to be a cognitive process where the employee sought to achieve a balance between the inputs or the efforts at the work place and compare it with the outcomes or the rewards to be received or anticipated by the employee. Reduction in the belief matched the level of compensation. There was also an adjustment on the comparative standards to his personal situation. Similarly, it has been shown that the cognitive power is adjusted according to perception of inputs or the outputs received. This leads to psychological withdrawal from responsibilities by demanding for a raise (Ambrose & Kulik, 1999).

2.5 Theoretical frameworks on motivational of employees

Motivation factors of employees can be characterized as intrinsic and extrinsic factors. Motivational theory assumes that people do things in order to get what they want, this makes them the needs. These developed into a behavior and which can be used to satisfy those needs to bring about the satisfaction of the employees. Motivation theory therefore explains how wants can be met in order to satisfy the needs for employees in an organization. There are several motivational theories that determine the satisfaction and motivation of the employees: Maslow's laws for instance addresses the aspects of self-actualization, it address the aspects of education religions, hobbies, personal growth, personal esteem, sense of belongingness, safety, and physiological needs. In addition, it also proposes that lower needs take priority; they need to be filled before others can be activated. It however, does not reflect the order in which they are supposed to be fulfilled (Kelly and Cole, 2011).

In addition, Alderfer's ERG theory classifies the needs into three different categories that are ordered on the basis of their hierarchy. First is the growth needs such as the development of the competence and realization of the potential within the work environments. Secondly, relatedness needs and finally, needs of existence which includes the physical wellbeing. There is a high level of similarity between Alderfer's ERG theory and Maslow's theory of needs they correspond to a specific order. Moreover, acquired needs theory is also similar to Maslow's and Alderfer's theory; the needs are associated with life experiences such as the need for achievement, affiliation, and power which can be assessed using the thematic powers.

Cognitive Evaluation theory addresses both intrinsic and extrinsic factors as the main factors of motivation. The intrinsic motivators include achievements, responsibilities and competence. Extrinsic factors include pay, promotion, and feedback, working conditions (Armstrong and Stephens, 2005). This are factors that are exists in the environment and are controlled by others. Research has shown that intrinsically motivated individuals perform better since it is for their own satisfaction. On the contrary, extrinsic factors may reduce the intrinsic motivation of an individual. The intrinsic factors are closely related to the Maslow's Theory.

Equity theory has also been proposed, it postulates that it is not the rewards that motivates but the perception. Positive reinforcement has been a strengthening factor in the motivation of the employees. Negative reinforcement on the other hand is the process of having a stressor separated from the behavior (Stredwick, 2005). Punishment comes as a consequence of the behavior

2.6 Conceptual Framework

There are several factors that affect the level of motivation of the employees in an organization. This includes economic factors which is in the form of salary or wages; allowances; pay policy such as pension, medical covers and insurance policies; vacation policy and rewards in the form of benefits such in tickets at half price to specific destination one in a season. In addition, it can also be controlled by the environmental factors such as the nature of the work life in the organization, team work, and availability of facilities such as personally picking employees from their homes, nature of organizational leadership, sharing of knowledge among employees, and the nature of supervision support provided by the organization.

Finally, social factors may also affect the motivation of employees in an organization. This may be in the form of formation and membership to social communities as SACCOS and Unions, provision of support services such as marriage counseling, promotion at the work place, positive reinforcement with good performance, and a cohesive relationship among the employees. All this factors are believed to influence the motivation of the employees at the work place.

Independent Variables

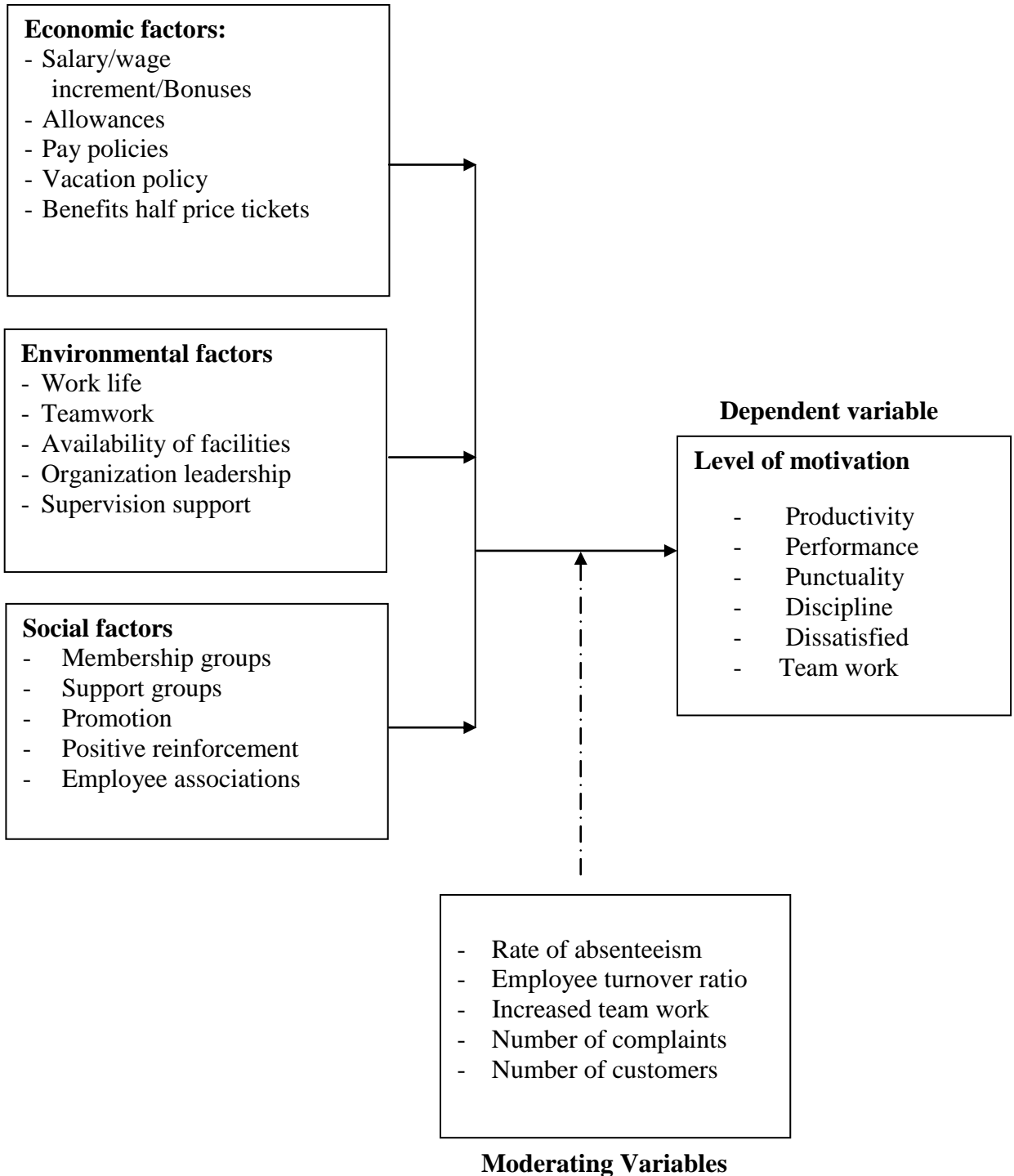


Figure 1: Conceptual Framework

2.7 Knowledge Gap

The influence of motivation of employees has been widely studied in many companies of the world as has been illustrated in this literature review. Many studies have focused on intrinsic motivational factors of employees. However, very few studies have been able to demonstrate the role of extrinsic factors on employee motivation. In fact, no data has been determined for our local companies in Kenya. This study used a case of Kenya Airways; an international company with international presence to determine the influence of extrinsic factors and more specifically; social, economic and environmental factors on employee motivation. Moreover, this study also provided more knowledge on the link between these extrinsic factors and the theory and practice in employee motivation in Kenya.

2.8 Summary of Literature Review

This chapter has addressed the various motivational factors such as cognitive, psychological, social, economic factors for employees. This study has also captured the needs of the employees and how they are related to the job satisfaction. Moreover, the role of the extrinsic motivation factors on job motivation has also been covered in this literature. The link between performance and motivation has also been addressed and how reward can be managed and the techniques that are applicable in the motivation of employees. Evidence of motivation of employees from previous studies has also been provided to indicate the strength of employee motivation to Kenya Airways which is the case of this study. The theoretical framework for this study involved the application of motivational theory including Alderfer's and Maslow's theory. The conceptual framework has also been illustrated in this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology provides the steps adopted by the researcher to logically study a research problem. This chapter discusses the research design, target population, the sample size and sampling technique, research instrument, data collection procedure, data analysis technique, ethical consideration and operationalization of variables..

3.2 Research Design

This study adapted descriptive survey design. Orodho (2004) observes that a descriptive survey involves collecting information about people's attitudes, opinions, and habits on a phenomenon by interviewing or administering a questionnaire to a sample of individuals. This point is espoused by Kothari (2004) who stress that descriptive survey is used to describe characteristics of a population or a phenomenon being studied. It is concerned with finding out who, what, where and how of a phenomenon (Mugenda & Mugenda, 2003). This allowed us to capture the different economic, social and environments factors and how they affect the motivation of the employees.

3.3 Target Population

According to Kenya Airways website, it was anticipated that the total number of employees at Kenya Airways is about 4,002 employees working in Kenya and abroad. This was the total number of employees from the senior to the lowest cadre staff at Kenya Airways. It was therefore a heterogeneous population with unique characteristics for this study. The Sample size to be used for this study was determined from this population. It was assumed that the findings made using the sample was representative of the total population of the study.

3.4 Sample size and sampling procedure

Fisher et al, (1999) formula for sample size determination was adopted;

$$n = \frac{z^2 pq}{e^2}$$

Where:

n=the sample size

z=the standard normal deviation at 95% confidence interval i.e. 1.96

p=expected population correlation coefficient (population effect size)

d= degree of accuracy

Since no studies have been done on these subjects, 50% (large effect size) or 0.5 was used to determine the sample size.

q=1-p

e=level of precision (set at +/-5% or 0.05)

Thus,

$$n = \frac{(1.96)^2 \times 0.5 \times (1-0.5)}{(0.05)^2}$$

$$= 384.16$$

Therefore,

$$n = 384$$

Since the target population was less than 10,000, the sample size was adjusted using the following formula;

$$n_f = N / (1 - N(e)^2)$$

Where;

n_f = Desired sample size when population is less than 10,000

n_e = Desired sample size when population is more than 10,000

N=the estimate of the population size

Hence,

$$n_f = \frac{384}{1 + \frac{384 - 1}{4002}}$$

$$= 350.46$$

Therefore, 350 employees were sampled assumed to be normally distributed.

In consideration of some of the factors influencing the reduction of the sample size, some of the target respondents were on leave, some were off duty and other at work in planes out of the country. Hence, only two thirds of the sample was administered with the questionnaires.

Hence: $2/3$ of 350 = 233

Therefore, a sample size of 233 employees was used for this study.

3.5 Research instrument

Donald & Delno (2006) indicate that both primary and secondary sources of data are permitted in research. The main focus was data obtained from primary sources through a self- structured administered questionnaire which was customized for the research objectives of the study. This is a significant way of collecting perceptions and attitude to work for employees at Kenya Airways as a way of capturing their behavior and factors that can be used to motivate them to increase their work performance. The key respondents were the employees of Kenya Airways.

The questionnaire to be used had specifically set questions that assess the respondents on the different aspects of their motivation as employees. The questionnaire used both open and closed ended questions to attain the research objectives. The significance of the open ended questions enabled the respondents to provide their feedback freely and offer more explanation to support their ideas. The closed ended question included options to be selected as responses in the Likert type data.

A Likert five scale design was used to code the responses of the participants in the study so as to quantify the responses collected from the respondents. The level of their responses w involved: (1) Very High, (2) High, (3) neutral, (4) Low (5) very Low. The main purpose of using this particular method was to enable the collection of quantitative data. This qualitative method highly depends on the access and availability of that particular participant. Stratified sampling technique a specific age, marital status and educational levels was selected for the survey, ranging from 18 – 24, 25-35, 36- 60 years old in order to make sure the outcome of the survey provides proper and unbiased results.

An introduction preceded the questionnaire for this study. The questionnaire was structured into five sections labeled A-E: Section A contained the general bio-data about the respondents; section B captured the economic factors of motivation; section C addressed the social factors of motivation; section D focused on the environmental factors and finally, section E captured the levels of motivation for the employees at Kenya airway's.

3.5.1 Pilot testing of the instrument

This involves checking for the suitability of the questionnaire. The quality of research instrument determines the outcome of the study (Alan & Emma, 2011). This was applied on 10% of the sample size determined for this study. The questionnaires were administered to 23 cabin crew members but not part of the sample. The selected individuals for piloting were expected to respond to the items in the questionnaires. Piloting established whether the instrument was able to measure the construct adequately; established whether the respondents found the items easy to respond to; established whether the instrument was comprehensive enough to elicit the intended information and the level of the respondent; and established whether the time allocated for the data collection was adequate. The respondents in the piloting exercise were not included in the final administration of the questionnaires.

3.5.2. Validity of the instrument

Testing the validity of research instruments helps the researcher to be sure that the items measure the desired constructs. Mugenda & Mugenda (2003) define validity as the accuracy and meaningfulness of the inferences which are based on research results. In other words validity is the degree to which results obtained from the data actually represents the phenomena under study. The instrument for this study was validated through application of content validity, which is determined by expert judgment. Content validity is a matter of judgment by the researcher and professionals, and has no specific formula for determination (Kothari, 2004). Therefore, to test for validity of the research instrument in this study, opinion from three experts was sought. While determining the validity of the items in the research instruments, the advice of three experts was followed as proposed by Kothari (2004).

3.5.3. Reliability of the instrument

Reliability is the degree to which an assessment tool produces stable and consistent results. Orodho (2004) defines reliability as the degree to which the particular measuring procedure gives similar results over a number of repeated trials. To establish the reliability of the instrument, the researcher used the test retest technique for testing for reliability was applied. The test was given to the same study group twice one week apart. Cronbach's Alpha (α) was used to test the reliability of the items in the instrument. Creswell (2012) indicates that a reliable research instrument should have a composite Cronbach Alpha, α of at least 0.7 for all items under study. Thus, reliability coefficient, α , of 0.7 was considered acceptable. The instrument was revised and had a composite α of 0.8945 when going to the field.

3.6. Data collection procedure

A brief introduction was provided at the top of every questionnaire to serve as a guide to respondents on how to answer the questions and give an assurance of confidentiality to the study. The questionnaires were administered to the sample population for the duration of time allowed by the administration. This also qualified for the small number of sample per center as set out in sampling procedure due to time and availability constraints. The people to be interviewed were the employees of Kenya Airways. This enabled this study to determine the factors of employee motivation and challenges they face that influence their performance and therefore understand the reasons for the high number of customer complaints.

3.7. Data analysis techniques

According to (Sharma, 2005) data analysis is the process of collecting, modeling and transforming data in order to highlight useful information, suggesting conclusions and supporting decision making. It involves examining what has been collected in a survey or experiment and making decision and inferences (Donald & Delno, 2006). The data collected through the use of questionnaires was analyzed descriptively. The data was then presented in percentages, frequencies and measures of central tendency.

The simplest way to present data according to Brinker (1988) is in frequencies or percentage tables, which summarizes data about a single variable. Frequencies were converted to percentages so that they could be easier to interpret. In view of the above, the researcher

analyzed the data and represented the findings of the research in percentage, frequency tables. Chi-square analysis was performed for the data for inferential analysis. Chi-square data analysis was used to explain the association the economic, social and environmental factors to the motivation of the employees at Kenya Airways. A Statistical Package (SPSSv18) was used for analysis of data in this study.

3.8. Ethical considerations

In this study, research ethics were considered to avoid any form of harm, suffering or violation. The researcher ensured that research ethics were strictly followed when developing and administering data collection tool and techniques. The researcher obtained a letter from University of Nairobi allowing him to conduct the research. The researcher then sought permission from National Commission for Science, Technology and Innovation (NACOSTI) to conduct the research in Kenya Airways. Permission was sought from the relevant offices at Kenya Airways to collect information from the employees. This clarified the aim of the research and the nature of the study thus improving cooperation from the respondents during data collection.

The respondents were assured of the privacy and confidentiality of any information collected by the study instruments in this research. The study also sought informed consent before they were allowed to participate in the study. The information provided by the respondents was kept confidential as agreed and was only be used for academic purposes only in this study. Further, the researcher committed to make compensations in the event of any damages to the organizations under study or individual respondents, especially reputational related, arising as a result of this research.

3.9 Operational definition of the variables of the study

The operational variables were set on the basis of the research objective of the study. This was also linked to the main concept to be measured and the specific procedure by which they would be measured. In addition, this sections outlined how this section was going to be measured using the social, economic and environmental dimensions and indicators. Both objective measures and subjective measures were applied in order to meet the objective of the study.

Table 3.1: Operational definition of the variables

Objectives	Variables	Indicators	Measurement	Scale	Data collection tool	Data analysis
	Dependent variable: Employees' motivation	Productivity Performance Punctuality Discipline Dissatisfied Team work	What is the level of productivity What is the level of performance What is the level of punctuality What is the level of discipline What is the level of team work What is the level of absenteeism	Ordinal	Questionnaire	Descriptive analysis Chi-square analysis
To determine the influence of economic factors on level of employee motivation at Kenya Airways Limited	Independent variable: Economic factors	Salary/wage increment/Bonuses Allowances Pay policies Vacation policy Benefits half price tickets	The salary/wage is equitable to my work out put Employee receive fair allowances The pay policies are satisfactory The vacation policy is fabulous Benefits are given to best employees The employee is very motivated	Ordinal	Questionnaire	Descriptive analysis Chi-square analysis
To evaluate the influence of social	Independent variable:	Membership groups	The employee is allowed to join unions	Ordinal	Questionnaire	Descriptive analysis

factors on level of employee motivation at Kenya Airways Limited	Social factors	Support groups Promotion Positive reinforcement Employee associations	KQ provide good support services such as counseling Promotion is on competitive basis Company appreciates employees' services The employee is in good terms with the colleagues at KQ			Chi-square analysis
To assess the influence of environmental factors on level of employee motivation at Kenya Airways Limited	Independent variable: Environmental factors	Work life Teamwork Availability of facilities Organization leadership Supervision support	There is team work spirit at KQ Work life is of high quality There is commitment and engagement by management Facilities are adequate for all staff Organizational structure is clear and specified Supervisors offer support needed to employees	Ordinal	Questionnaire	Descriptive analysis Chi-square analysis

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter is on data analysis, presentation and interpretation. The first section in this chapter is on the response rate of the respondents. The second section of this chapter presents the profiles of respondents. The third section in this chapter is on the analysis, presentation and interpretation of the relationships under investigation. The presentation and interpretation was in line with the study's objective. The findings are presented in the form of tables showing frequencies and percentages. Since descriptive research design was used in this study, descriptive analysis was carried out in this chapter. For each research objective, descriptive analysis was first done by use of the percentiles and frequencies.

4.2 Questionnaire Response Rate

A sample size of 233 employees from a research population of 4002 was selected. Out of the 233 questionnaires that were administered, 95 questionnaires were duly filled and returned and therefore regarded as the responsive instrument and formed the basis for data analysis. This formed a questionnaire return rate of 40.77%. Saunders et al. (2003) indicate that 30 to 50 percent response rate is reasonable enough for statistical generalizations.

4.3 Profiles of the Respondents

This section profiles the respondents in respect to gender, age group, level of educational and marital status. Profiling of the respondents was informed by the items in the research instruments used in the study.

4.3.1 Distribution of Respondents by Gender

Data was sought on whether respondents were males or females. The study gave no preferential consideration to none of the gender in the selection of respondents. Respondents were therefore asked to indicate their gender. The responses were as shown in Table 4.1

Table 4.1: Distribution of Respondents by Gender

Gender	Frequency	Percentage
Male	35	36.84
Female	60	63.16
Total	95	100

Table 4.1 indicates that the females were the highest with 63.16% response rate compared to the males with 36.84% response rate. Due to women empowerment policies, more women are being employed to bridge the gap that has previously existed. Moreover, some work are culturally considered feminine explaining the high number of women.

4.3.2 Distribution of Respondents by Age Group

Respondents were asked to indicate their age group in years. Age groups were classified into five categories. The responses were as shown in Table 4.2.

Table 4.2: Distribution of Respondents by Age Group

Age group	Frequency	Percentage
18 – 24 years	12	12.63
25 – 34 years	52	54.74
35 – 44 years	28	29.47
45 – 54 years	3	3.16
Over 55 years	0	0
Total	95	100

The results in Table 4.2 indicate that 3.16% of the respondents were at the age group of 45-54 years, 29.47% for the age group 35-44 years, 54.74% for the age group of 25-34 years and finally 12.63% for the age of 18-24 years of age. Hence, there are more youth in the age of 25-34 years compared to those between 35-44 years. The extreme ages of 18-24 years and above 45 years of age were very few in this study. This shows that all the respondents were 54 years and below thus, all the respondents were productive employees and therefore in respect to employee motivation, age of the respondents would be an insignificant factor.

4.3.3 Distribution of Respondents by Marital Status

Respondents were asked to indicate their marital status. Marital statuses were classified into four categories. The responses were as shown in Table 4.3.

Table 4.3: Distribution of Respondents by Marital Status

Marital status	Frequency	Percentage
Single	48	50.53
Married	39	41.05
Divorced	6	6.32
Widowed	2	2.11
Total	95	100

The results in Table 4.3 indicate that most of the employees are single (50.53%), followed by the group that are married (41.05%). The number of respondents that were divorced and widowed was very few in numbers; 6.32% and 2.11% respectively. 67.37% of the respondents were youths; this explains why the majority of the respondents were single. 32.63% of the respondents were 35 years and above supporting why 41.05% were married given that some youths were also married.

4.2.4 Distribution by level of education

The respondents were asked to indicate their highest level of education. The options that were provided in this item were: high school; diploma; bachelor's degree; and post graduate degree. The responses were as shown in Table 4.4.

Table 4.4: Distribution of Respondents by Level of Education

Highest education level	Frequency	Percentage
High School	0	0
Diploma	13	13.68
Bachelor Degree	64	67.37
Post graduate Degree	18	18.95
Total	95	100

The results in Table 4.4 indicate that most of the employees employed in the cabin crew have qualified education status. Most of the employees had a bachelor’s degree as a level of education (67.37%). The rest had either a diploma at 13.68% or post graduate (18.95%). There was no employee with a basic high school education working as a cabin crew at Kenya airways. The level of education for the respondents was considered important in this study because the respondents were required to fill in the questionnaire individually. Therefore the data collection procedures used in the study were based on the assumption that the respondents were literate and had basic understanding of the importance of research and therefore they would willingly act as the respondents in the study.

4.4 Economic factors of motivation

The study sought to determine the influence of the economic factors on employees’ motivation. The responses are presented in Table 4.5 to Table 4.10.

4.4.1 Benefits given to best employees

The study sought data on whether awarding of benefits in the company is based on performance. The responses were as shown in Table 4.5

Table 4.5: Benefits given to best employees

Employee benefits	Frequency	percentage
Very high	2	2.11
High	5	5.26
Neutral	8	8.42
Low	60	63.16
Very low	20	21.05
Total	95	100

The results in Table 4.5 indicate that benefits are not offered to the best employees as suggested by 63.16% and 21.05% who suggested low and very low ranking scores for the question. Only 2.11% and 5.26% of the respondents indicated that the benefits offered were to the best employees in the company. An even higher number of respondents (8.42%) were neutral to the question. The methods of awarding benefits determine the employee motivation. 84.21% of the

respondents felt that the company do not award benefits based on performance. This is reflected in the low motivation level. Therefore, employees should be given benefits based on performance.

4.4.2 Fabulous vacation policy

The study sought data on whether the vacation policy of the company is fabulous. The responses were as shown in Table 4.6.

Table 4.6: Fabulous vacation policy

Vacation policy	Frequency	percentage
Very high	20	21.05
High	19	20.00
Neutral	42	44.21
Low	4	4.21
Very low	10	10.53
Total	95	100

The results in Table 4.6 indicate that the vacation policy for the respondents was neither high nor low as suggested by 44.21% of the respondents who took a neutral position. However, 21.05% and 20.00% of the respondents indicated that the pay policy was favourable with scores of very high and high respectively. While 4.21% and 10.53% suggested low and very low responses respectively as their responses. 41.05% of the respondents concurred that the vacation policy is fabulous because of wonderful experiences it comes along with. However, 44.21% were unsure given limited number of such vacations. Moreover, 14.74% of the respondents disapproved the vacation policy mainly because of unwanted destination. Therefore, the company should heighten the number of vacation as well as involve the employees indecision making regarding vacations.

4.4.3 Satisfactory pay policies

The study sought data on the pay policies are satisfactory. The responses were as shown in Table 4.7.

Table 4.7: Satisfactory pay policies

Pay policies	Frequency	percentage
Very high	8	8.42
High	13	13.68
Neutral	20	21.05
Low	44	46.32
Very low	10	10.53
Total	95	100

The results in Table 4.7 indicate that majority of respondents were unsatisfied by the pay policies. This is reflected in the low and very low scores of 46.32% and 10.53% respectively. Only a few of the respondents believe that the pay policies are satisfactory with scores of 8.42% and 13.68% for very high and high respectively. The rest (21.05%) took a neutral position on the question. 56.85% felt that pay policies is not satisfactory compared to 22,10% who supported the pay policies. Majority of the respondents feel underpaid compared to the work they do. Therefore, the pay policies should consider all the perimeters to ensure that the employees not only get what they merit but also equitable.

4.4.4 Employee receive fair allowances

The study sought data on whether the employees receive fair allowances. The responses were as shown in Table 4.8.

Table 4.8: Employee receive fair allowances

Fair allowances	Frequency	percentage
Very high	7	7.37
High	17	17.89
Neutral	9	9.47
Low	38	40.00
Very low	24	25.26
Total	160	100

The results in Table 4.8 indicate that there was a high response rate of 40.00% and 25.26% for low and very low allowances compared to 7.37% and 17.89% who suggest that the allowances they receive are very high. Only 9.47% did not know whether to state that the allowances are high or low compared to their work output. This translate to 65.26% of respondents who are dissatisfied by the amount of allowances they received. Therefore, the company should ensure that the employees get fair allowances commensurate to the work output.

4.4.5 Salary equitable to work output

The study sought data on whether the salary/wage is equitable to my work output. The responses were as shown in Table 4.9.

Table 4.9: Salary equitable to work output

Equitable salary	Frequency	percentage
Very high	5	5.26
High	12	12.63
Neutral	6	6.32
Low	49	51.58
Very low	23	24.21
Total	95	100

The results in Table 4.9 indicate that 51.58% of respondents agreed that the wage/salary that they receive in the company is low when compared to the work output they produce in the company. This was also supported by 24.21% of the respondents who suggest that the amount of wages paid to them is very low compared to their work output. However, only 5.26% and 12.63% indicated that their work output was equitable to the wage that they receive compared to 6.32% who were neutral on this question. In total 75.79% of the respondents lamented that the salary they receive is not equitable to their work output. This is associated with poor pay policy, poor policies on awarding on benefits and allowances. Therefore, the company need to review its pay, benefit and allowance policies.

4.4.6 Motivation of employee

The study sought data on whether the employee is very motivated. The responses were as shown in Table 4.10.

Table 4.10: Motivation of employee

Employee motivation	Frequency	percentage
Very high	3	3.16
High	4	4.21
Neutral	8	8.42
Low	10	10.53
Very low	70	73.68
Total	95	100

The results in Table 4.10 indicate that 73.68% and 10.53% for very low and low motivation of respondents respectively. Only 3.16% and 4.21% of the respondents were motivated with scores of very high and high respectively. 8.42% of the respondents were neutral to this question on their level of motivation. It is no doubt that 84.21% of the respondents felt demotivated since they felt that their salary is not equitable to their work output. This is due to poor remuneration policies. This is reflected in low productivity of the employees. Hence, the company must review its remuneration policies to realise positive growth. The other economic factors suggested by the respondents include sponsored tours to recreational places for the best employees of the year.

4.5 Social factors of motivation

The study sought data to determine the influence of social factors on employees' motivation. The responses are presented in Table 4.11 to Table 4.15.

4.5.1 Employees allowed to join unions

The study sought data on whether the employees are allowed to join unions. The study found it important to analyze if the employees are allowed to join unions would influence their motivation. The responses were as shown in Table 4.11.

Table 4.11: Employees allowed to join unions

Joining unions	Frequency	percentage
Very high	30	31.58
High	0	0.00
Neutral	0	0.00
Low	0	0.00
Very low	65	68.42
Total	95	100

The results in Table 4.11 indicate that 68.42% of the respondents felt that they are not allowed to join unions. Yet 31.58% of the respondents suggested that they can join unions as employees of Kenya airways. Given that the employees have limited bargaining power as many of them are not allowed to join unions. This explains why they feel underpaid as the fear airing their grievances for fear of victimization. Thus, the employees are demotivated resulting in poor performance.

4.5.2 KQ provide good support services such as counseling

The study sought data on whether KQ provide good support services such as counseling. The responses were as shown in Table 4.12.

Table 4.12: KQ provide good support services such as counseling

Good support	Frequency	percentage
Very high	10	10.53
High	25	26.32
Neutral	15	15.79
Low	33	34.74
Very low	12	12.63
Total	95	100

The results in Table 4.12 indicate that the employees are also not provided with support services since a high response rate of 34.74% and 12.63% were recorded for low and very low

respectively. This was followed by a response rate of 36.85% for very high and high combined with 10.53% and 26.32% respectively. Only 15.79% of the respondents were neutral in this study suggesting they are not aware of counselling or any other support service offered by the company. With 47.37% lacking social support, many respondents could be emotionally overwhelmed which physically drain them leading to less productivity. Thus, the company must invest in social support to the employees to ease their emotional burdens and to increase productivity by boosting their motivation.

4.5.3 Promotion is on competitive basis

The study sought data on whether Promotion is on competitive basis. The responses were as shown in Table 4.13.

Table 4.13: Promotion is on competitive basis

Competitive promotion	Frequency	percentage
Very high	3	3.16
High	5	5.26
Neutral	7	7.37
Low	35	36.84
Very low	45	47.37
Total	95	100

The results in Table 4.13 suggest that promotion in the company is not on competitive basis. 84.21% of the respondents had a very low and low scores for this study with 36.84% and 47.37% respectively. While very few respondents had very high and low scores of 3.16% and 5.26% respectively. 7.37% of the respondents were neutral in this study. The promotion is based on favours and merit is never considered. Best performing employees are never rewarded with promotion which lowers their productivity as they become demotivated. This results to low productivity of the company.

4.5.4 Company appreciates employee's services

The study sought data on whether the company appreciates the employees' services. The responses were as shown in Table 4.14.

Table 4.14: Company appreciates employee's services

Company appreciation	Frequency	percentage
Very high	20	21.05
High	19	20.00
Neutral	23	24.21
Low	13	13.68
Very low	20	21.05
Total	95	100

The results in Table 4.14 indicate that Kenya Airway's appreciate the employees work since about 41.05% of the employees had very high and high scores of 21.05% and 20.00% respectively. However, 34.73% of the respondents had a very low score suggesting that the employees are not appreciated by Kenya Airways. 24.21% of the employees were neutral to the question of company appreciation. The company appreciate employees as supported by 41.05% of the respondents. However, the procedures for appreciating the employees are obscure as well as the low frequency explaining why 34.73% felt that there is low appreciation of employees. The company need to come with clear guidelines of appreciating the employees.

4.5.5 Employee in good terms with colleagues at KQ

The study sought data on whether the employees have good working relations. The responses were as shown in Table 4.15.

Table 4.15: Employee in good terms with colleagues at KQ

Working relations	Frequency	percentage
Very high	60	63.16
High	12	12.63
Neutral	4	4.21
Low	15	15.79
Very low	4	4.21
Total	95	100

The results in Table 4.15 indicate that the relationship and association between the employees was perfect with a response of 75.79%. Only 20.00% had a low response while 4.21% were neutral in their response. There is enhance communication among the employees due to good working relation. Open communication among the employees boost employees confidence which greatly enhance productivity. Other social factors include team buiding events organized and sponsored by Kenya Airways that would be able to involve the participation of management and employees at the same time. This would allow communication between employees and allow reciprocity. It was also suggested that the company can sponsor the participation of employees in social events. This would motivate the employees and make them feel appreciated in the company.

4.6 Environmental factors of motivation

The study sought data to determine the influence of environmental factors on employees' motivation. The responses are presented in Table 4.16 to Table 4.21.

4.6.1 There is team work spirit at KQ

The study sought data on whether there is team work spirit at KQ. The responses were as shown in Table 4.16.

Table 4.16: There is team work spirit at KQ

Team work	Frequency	percentage
Very high	2	2.11
High	17	17.89
Neutral	40	42.11
Low	5	5.26
Very low	40	42.11
Total	95	100

The results in Table 4.16 indicate that there is weak team work spirit at Kenya Airways as represented by a high score of 42.11% of the very low score for the respondents and a neutral of 42.11% of the respondents. A few of the respondents indicated that there is team work at the work place with 2.11% and 17.89% response rate. Only 5.26% of the respondents suggested that

they team work spirit was very low. There is little interaction among the employees mainly due to the nature of the work the cabin crew do.

4.6.2 Work life is of high quality

The study sought data on whether work life is of high quality. The responses were as shown in Table 4.17.

Table 4.17: Work life is of high quality

Quality work life	Frequency	percentage
Very high	5	5.26
High	26	27.37
Neutral	19	20.00
Low	12	12.63
Very low	33	34.74
Total	95	100

The results in Table 4.17 indicate that the work life quality of the respondents is very low with responses of 12.63% and 34.74% while others suggested that the quality of life is higher with responses of 5.26% and 27.37% for very high and high respectively. Only 20.00% of the responses indicated that they were neutral. Due to job dissatisfaction the The employees are not dedicated and committed to their work. This result in poor quality work and low performance.

4.6.3 There is commitment and engagement by management

The study sought data on whether there is commitment and engagement by management. The responses were as shown in Table 4.18.

Table 4.18: There is commitment and engagement by management

Management commitment	Frequency	percentage
Very high	0	0.00
High	2	2.11
Neutral	5	5.26
Low	40	42.11
Very low	48	50.53
Total	95	100

The results in Table 4.18 indicate that there is very little commitment and engagement by the management at Kenya Airways. There was a very low response of 50.53% followed by a low response of 42.11% for commitment and engagement. Only 2.11% of the respondents indicated a high score for commitment and engagement and 5.26% of the respondents were neutral to the question. The top management rarely engage the employees, this explains why 92.64% of the respondents felt that the management is less concerned. This reduces productivity of the employees as there is lack of urgency and importance is barely discerned.

4.6.4 Facilities are adequate for all staff

The study sought data on whether facilities are adequate for all staff. The responses were as shown in Table 4.19.

Table 4.19: Facilities are adequate for all staff

Adequate facilities	Frequency	percentage
Very high	3	3.16
High	7	7.37
Neutral	29	30.53
Low	21	22.11
Very low	35	36.84
Total	95	100

The results in Table 4.19 indicate that the facilities at the work place are not sufficient for all the employees at the work place following the very low and low response of 36.84% and 22.11% respectively. Many of the staff at Kenya Airways (30.53%) were neutral about the sufficiency of

the facilities while only 3.16% and 7.37% respectively. The facilities facilitate the operations of the employees and improve the employees' performance. Hence, limited facilities limit the realization of the full potential of the employees. Thus, the company should facilities to improve performance.

4.6.5 Organizational structure is clear and specified

The study sought data on whether the organizational structure is clear and specified. The responses were as shown in Table 4.20.

Table 4.20: Organizational structure is clear and specified

Organisational structure	Frequency	percentage
Very high	10	10.53
High	19	20.00
Neutral	26	27.37
Low	38	40.00
Very low	2	2.11
Total	95	100

The results in Table 4.20 indicate that many of the respondents believe that the organizational structure of Kenya airways is not clear since 40.00% of the respondents indicated a low score while only 2.11% had a very low score. Only 30.53% of the respondents indicated confidence with the organisational structure with a scores of 10.53% and 20.00% for very high and high values. 27.37% of the respondents were neutral on this subject. The vague organisation structure of the company makes it vulnerable to miscommunication and competition of interests.

4.6.6 Supervisors offer support needed to employees

The study sought data on whether the supervisors offer support needed to employees. The responses were as shown in Table 4.21.

Table 4.21: Supervisor offer support needed to employees

Supervisor support	Frequency	percentage
Very high	30	31.58
High	29	30.53
Neutral	30	31.58
Low	0	0.00
Very low	6	6.32
Total	95	100

The results in Table 4.21 indicate that the supervisors offered support needed by the employees in the company. About 62% of the employees suggested that the supervisors offers support to employees with scores of very high and high values of 31.58% and 30. 53% respectively. Only 6.32% of the respondents indicated that they had very low score on supervisory support. 31.58% of the respondents were neutral. The supervisors offer a helping hand to the employees whenever their demanded.

4.7 Employees' motivation

The study sought data on employees' motivation. This was done so as to determine influence of extrinsic factors. The responses are presented in Table 4.22 to Table 4.27.

4.7.1 Level of productivity

The study sought data on level of productivity of the employees. The responses were as shown in Table 4.22

Table 4.22: Level of productivity

Level of productivity	Frequency	percentage
Very high	2	2.11
High	16	16.84
Neutral	44	46.32
Low	33	34.74
Very low	10	10.53
Total	95	100

The results in Table 4.22 indicate that many of the respondents are not sure of the level of productivity as suggested by 46.32% of the respondents. However, 18.95% of the respondents suggests that there was some productivity in the company as indicated by 2.11% for very high and 16.84% for high scores respectively. This was contrary to the view of 45.27% of the respondents who hold that the productivity of the company is very low as shown by value of 34.74% for low and 10.53% for very low. Due to low motivation level, it is no surprise that the productivity of the employees is very low and even hard to tell.

4.7.2 Level of performance

The study sought data on level of performance of the employees. The responses were as shown in Table 4.23.

Table 4.23: Level of performance

Level of performance	Frequency	percentage
Very high	8	8.42
High	16	16.84
Neutral	22	23.16
Low	40	42.11
Very low	9	9.47
Total	95	100

The results in Table 4.23 indicate that performance was the lowest in the company with a combined score of 51.58% representing 42.11% for low and 9.47% for very low responses respectively. A few of the respondents suggested that the company had a higher performance as indicated by 8.42% for very high and 16.84% for high level of performance for the company. 23.16% of the respondents were neutral in responding to the level of performance of Kenya Airways. The dissatisfied employees carry out poor quality work. This result into low performance which is reflected in the low work output.

4.7.3 Level of punctuality

The study sought data on level of punctuality of the employees. The responses were as shown in Table 4.24.

Table 4.24: Level of punctuality

Level of punctuality	Frequency	percentage
Very high	36	37.89
High	18	18.95
Neutral	24	25.26
Low	7	7.37
Very low	10	10.53
Total	95	100

The results in Table 4.24 indicate that punctuality in the company was very high with a score of 56.84% combined for high and very high while a combined low response was a total of 17.90% indicating the lack of punctuality among this groups. Only 25.26% of the respondents indicated a neutral position on the level of punctuality in this study. However, the good punctuality is never converted to performance as the employees lack dedication and commitment to their work.

4.7.4 Level of discipline

The study sought data on level of discipline of the employees. The responses were as shown in Table 4.25

Table 4.25: Level of discipline

Level of discipline	Frequency	percentage
Very high	20	21.05
High	27	28.42
Neutral	4	4.21
Low	4	4.21
Very low	40	42.11
Total	95	100

The results in Table 4.25 indicate that discipline at the work place was higher in the company as suggested by the combined high score of 50.47% compared to the combined low response of 46.32%. Only 4.21% of the respondents were neutral for this question. The discipline level is average in the company. However, more needs to be done to instill high level of discipline.

4.7.5 Level of teamwork

The study sought data on level of teamwork of the employees. The responses were as shown in Table 4.26.

Table 4.26: Level of teamwork

Level of teamwork	Frequency	percentage
Very high	4	4.21
High	21	22.11
Neutral	19	20.00
Low	28	29.47
Very low	23	24.21
Total	95	100

The results in Table 4.26 indicate that team work was very poor with a very low score of 53.68%, on the contrary, 26.32% was the combined score for the high score which was far much lower. 20.00% of the respondents were very neutral to teamwork. The employees experience minimal contact among themselves due to the nature of the work. Dissatisfied employees are never dedicated and committed to their work resulting in poor quality work and eventually poor performance.

4.7.6 Level of absenteeism

The study sought data on level of absenteeism of the employees. The responses were as shown in Table 4.27.

Table 4.27: Level of absenteeism

Level of absenteeism	Frequency	percentage
Very high	25	26.32
High	26	27.37
Neutral	15	15.79
Low	19	20.00
Very low	10	10.53
Total	95	100

The results in Table 4.27 indicate that absenteeism among the respondents was average with a high score of 53.69% and a low score on absenteeism with 30.53%. Only 15.79% of the respondents had neutral score for this question in this study. Low motivation breeds dissatisfied employees which leads to high absenteeism. When the company experiences high absenteeism, the performance is generally low.

4.8 Inferential statistics

A chi square analysis of the association between economic factors on motivation of employees revealed that there is a significant relationship between economic factors and motivation of employees at Kenya Airways ($X^2 = 161.52, p > 0.001$). Hence, low economic status in this study was associated with low motivation of the employees at Kenya Airways.

The social factors were also significantly associated with employee motivation ($X^2 = 150.62, p > 0.001$). This suggests that the social factors affecting the employees are associated with the low motivation of the employees at Kenya Airways.

Similarly, the environmental factors are also closely associated with the motivation of the employees at the Kenya Airways ($X^2 = 195.61, p > 0.001$). This indicated that there is an association between the various environmental factors at the work place and the motivation of the employees at the work place in Kenya Airways. This suggests that the prevailing environmental factors at the workplace may be the reason behind the poor motivation of employees at the Kenya Airways.

A chi-square analysis of the various levels of motivation of Kenya Airways on punctuality, performance, productivity and others indicated that there was a close association between this factors and motivation of employees at Kenya Airways ($X^2 = 100.49, p > 0.001$). This suggests that there low level of motivation among employees of various aspects as punctuality, performance, productivity, team work, absenteeism are associated with the low motivation of the employees at Kenya Airways as shown in Table 4.28.

Table 4.28: Chi-square analysis Summary

Measure of motivation	chi-square	DF	significance
Economic factors	161.52	10	$p < 0.001$
Social factors	150.62	8	$p < 0.001$
Environmental factors	195.61	10	$p < 0.001$
Levels of motivation	100.49	10	$p < 0.001$

4.9 Discussion of the findings

The study has found out that the advantage of using reward in an organization is to motivate the individuals to perform the expected desires of the company. This is in agreement with the findings by Bartol and Locke (2000). However, the employees performed even better when their wages are related to performance. This mirrors Vroom (1964) observation compensation should be through an objective criterion that evaluates their performance and merit. The study has also revealed that poor promotions and pay policies lead to low motivation of employees. This espouses the findings of (Rehman *et al* (2007) that promotion and pay when offered to the employees have direct impact on employee job satisfaction.

When the pay is not equitable alongside other fringe benefits the employees become demotivated leading to poor performance. The study has shown extrinsic rewards determine the motivational level of the employees which is agreement with the findings by Armstrong (2007) that extrinsic rewards improve employees performance and efficiency. They also help improve the physiological circumstances of the employees in an organization. As put forward by Mustafa

(2011) motivation promotes job satisfaction and increase performance of employees and overall company.

The study has found out that team work is crucial to employees' motivation as they share and learn from one another which lead to job satisfaction. Thus, the study supports the findings of Jex (2002) that team work enables the employees to develop a positive attitude towards their job leading to job satisfaction. The study has also revealed that low motivation is a contributor to increased absenteeism by the employees. This confirms the findings by Kalleberg (1977) that employees have greater job satisfaction when they are linked to less employee absence.

The study has been shown that employees perform better when in a more conducive work place environment and work conditions which avers the same sentiments as Busch and Bush (1978). The study has further shown that job dissatisfaction leads to poor work quality. This concurs with Latham (2007) that work motivation directly manifests itself through the work efforts displayed by the individuals at the work place. Hence, it can be concluded that the work effort comes as a critical result of the work motivation which can be expressed in terms of the extent at which the employees create time and energy to productively exert effort on the tasks discretionarily or allocated at the work place.

However, it is worth noting that the employees can have high punctuality at work yet little to show for that except poor performance. When the employees are dissatisfied due to low motivation they do poor quality work resulting in poor performance. This suggests that for better performance to be realized in an organization, better and higher than the standard levels of motivation is required to greatly enhance the productivity levels and more especially with the discretionary work levels.

The chi-Square analysis also demonstrated that economic factors are significantly associated with the motivation of employees. Hence, the low scores in the responses suggest low motivation of the employees at Kenya Airways. According to Krenz (2011), economic factors are the most basic level of motivation, in this case of Kenya Airway's; it also serves as a very important

indicator of employee motivation. Economic stability of the employees also determines the sustainability of the company, performance and productivity.

The social factors in this study also showed a significant association with the motivation of the employees at Kenya Airway's ($p < 0.001$). Despite having a low score in this study leading to low motivation of the employees, research findings from a similar study has demonstrated that the ability to socialize people was not important, but was shown to improve communication, information policy and promotion of the company values (Krenz, 2011). The social factors assessed in this study indicated a very low score for scores by respondents for the ability to join labor unions, support from management such as counseling and promotion incentives on competitive basis.

However, many respondents suggested that they are appreciated for service offered by the management and they also have a very good relationship among employees at Kenya Airways. Social factors are known to provide supportive environment and allows sharing of knowledge allowing cooperation (Kollock, 1999). Moreover, it has been shown that sharing only becomes practical with a very strong sense of reciprocity among the employees (Wasko and Faraj, 2005). Reciprocity is a significant element in employee motivation and in promotion of knowledge sharing allowing long term association between employer and employees leading to motivation, low turnover, and retention of employees (Kankanhalli, Tan and Wei, 2005).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents and discusses briefly the summary of findings, then offers a conclusion and recommendations from the findings, and finally gives suggestions for further research.

5.2 Summary of Findings

The study has established that economic, social, and environmental factors affect the motivation of the employees at the work place. An evaluation of the economic factors as suggested by the respondents shows they agree that the salary/wage offered is not commensurate to the work that they do in the company as indicated by 51.58% of the respondents as the mode of the study and a combined low score of 75.79% Vs 17.89% that indicate that the wage was high for the work they do. Similarly, a low versus high allowances was also reported in this study with values of 65.26% Vs 25.26% indicating the low satisfaction and hence motivation of the employees in this study.

They also consider the policy unsatisfactory since a low vote of 56.84% verses a high vote of 22.11% was indicated in this study finding. However, vacation policy was fabulous as represented by a high of 41.05% Vs 14.74 low score. Albeit, even a higher percentage of respondents (44.21%) than both high's and low's combined in this study for this factor reported a neutral score suggesting they were not sure of the benefits of the vacation benefits. The respondents however strongly disagree that the benefits are given fairly to the best employees in the company following the low score of 84.21% vs 7.37% high score combined for very high and high for this question. The same number and percentage of employees suggested that they lack motivation as employees of Kenya Airways.

Social factors on the other hand showed a general low response indicating that it strongly affects the motivation of the employees of Kenya Airways. This section sought to understand the

relationship between joining unions, support services offered to employees by the company, perceptions towards promotions in the company, attitude to appreciations offered by Kenya Airways and the general relationship between the employees at Kenya Airways. It is evident that they are not allowed to join unions as employees at Kenya Airways following a low to high response of 68.42% vs 31.58%.

This is also the same case with the provision of employee support services as counseling which was shown to be low by most of the respondents compared to those that indicated a high with score values of 47.37% vs 36.84%. Promotion is biased as well with a very high group supporting this assertion with values of 84.21% vs 8.42% for low compared to high responses. Their services are appreciated as suggested by 41.05% who reported a high, however, 34.74% disagree with a low score while 24.21% were neutral indicating that probably, the company does not appreciate equally for most of the work performed by the employees of the company. The relationship between the employees is very strong and this is the only positive motivational factors for the employees as suggested by most of the respondents (75.79%). However, this is not a key factor influenced the company.

Environmental factors in the company have also been demonstrated to be a vital element in the motivation of the employees of the company. The environmental factors assessed included team work spirit among employees, quality of work life, commitment of the management, adequacy of facilities, attitude towards the organizational structure, and perception of the supervisory support offered to them. The findings demonstrate that there team work spirit is low indicated by a high number of respondents with a low score when compared to those who suggest they have a high spirit (47.37% vs 20.00%). An even a high number of respondents were neutral (42.11%). Similarly the work life quality of the employees is poor with a low to high respondent's score of 47.37% vs 32.63%.

The absence of commitment and engagement by management is conspicuous with a very variation between the low to high response rate of 92.64% vs 2.11% for low to high in this study. Facilities have also been indicated to be few compared to the staff population as indicated by

58.95% employees with a low value compared to 10.53% who suggest they are sufficient. It also seems that the organizational structure of Kenya Airways is not well understood since a high low score was recorded when compared who said it is clear with a high score (42.11% vs 30.53%). The only positive aspect is that the supervisors are available to offer the support that is needed by the employees at the work place as indicated by a high score of 62.11% vs 6.32 who had a low score indicating poor support services by supervisors.

When assessing the levels of motivation, several parameters were assessed including performance, productivity, punctuality, discipline, team work and absenteeism. It is clear that productivity, performance, team work is very low with a high response rate of low scores when compared to high scores of 45.26% vs 18.95%; 51.58% vs 25.26% and 53.68% vs 26.32% respectively. However, a high scores were record for punctuality, discipline, and absenteeism at Kenya Airways suggesting that the employees are punctual, have exercised a very high level of discipline at the work place, however, there is a very high rate of absenteeism which is an indicators of absence of motivation among the employees. This may be the reason for the poor performance and productivity of the employees at the work place.

The significant values ($p < 0.001$) from chi-square analysis is a positive indicator that the role of the economic, social and environmental factors strongly influence motivation of employees at the work place.

5.3 Conclusions

The finding in this study has shown that there low economic, social and environmental motivation of the employees at the work place. This study therefore has established a close finding that is supported by the motivational theories as addressed in this study. According to the motivational theory, the needs of the employers can be met so as to satisfy the needs of the organization. This can be represented by the theory of needs referred to as the Maslow's theory. It is a self-actualization theory which supposes that personal needs have to be met so as to be able to have a motivated employee at the work place.

The economic factors in this study are therefore believed to promote such elements and hence the low motivation of the employees linked to the low response rate in this study may be associated to the absence of economic factors in the motivation of the employees in this study.

This study has demonstrated that Kenya Airways has not put into consideration the role of environmental factors assessed in this study into consideration as factors that would promote the motivation of employees as suggested by the study findings. Team work, quality of life of employees, commitment by management and facilities were scored low by many of the respondents in this study. Moreover, the organizational structure of the Kenya Airways was not clearly understood by many of the respondents. However, the supervisors offered the support required by all the employees at the work place indicating a good point of motivation. These factors are ecological and similar findings from other studies showed that they represent the interest of the company. Moreover, they also indicate the commitment to the mission, vision and aims of the company. Hence, a low score on these factors indicate poor motivation of the employees. Consequently, it may be directly associated with the failure of Kenya Airways in meeting the mission and vision.

The level of motivation of employees was assessed and evaluated the motivation and factors that promote motivation and whether they can be associated with performance, productivity and discipline, team work and as well absenteeism. The study findings shows poor performance, productivity and team work while punctuality, discipline and absenteeism have high scores in this study. The study demonstrates that productivity is directly related to the motivation of an employee. Motivation at work is directly manifested in the work itself through the work efforts displayed by the individuals at the work place.

Hence, it can be concluded that the work effort comes as a critical result of the work motivation. Moreover, this can be expressed in terms of the extent at which the employees were able to create time and energy to productively exert effort on the tasks discretionarily or allocated at the work place. However, another school of thought holds that productivity is not verifiable. This is despite the massive attribution by management of companies to improvement in production and

performance after giving rewards to employees. It is evident that production is controlled by many factors including the intrinsic and extrinsic motivational factors. In this study, the influence of motivation on work performance, team work, and productivity was absent.

5.4 Recommendation

1. The findings of study suggest that most of the employees lack the motivation to work at Kenya Airway's. The company may therefore need to consider meeting the employees intrinsic and extrinsic factors so that they can be able to meet all the needs of the employees. It is hoped that this was be able to satisfy the employees and hence motivating the employees and promote the improvement of performance, productivity, teamwork, discipline, punctuality and reduce the high levels of absenteeism which affects the performance of Kenya Airways.
2. Kenya Airways may also need to consider changing the culture of the company. The company uses a top bottom kind of management strategy. It is recommended that the company may need to consider using a bottom top organizational management structure so that the employees may be able to understand the clear organizational structure and as well as in the decision making process in the policies of the company. This was allow accessibility to administration by the employees hence raising their issues and hence allowing for motivation of the employees.
3. There is also need to increase the communication between the employees and employer at Kenya Airways. This was able to promote reciprocity among the employees and promote the social growth and development allowing for motivation of the employees at the work place.

5.6 Suggestions for Further Research

1. A study to determine the attitude and perception of the employees at the Kenya Airway's need to be performed to ensure that the challenges facing the employees are assessed to provide information about the challenges facing employees at the Airline.

2. It is also recommended that other theories need to be tested to add to the knowledge and to capture the intrinsic factors of motivation for employees at Kenya Airways. This is because this study focused on the economic, social and environmental factors which are all extrinsic factors of motivation for employees.
3. It is also important to determine the relationship between motivation of the employees and performance of Kenya Airways. This can be evaluated by using financial indicators of performance and motivational indicators in a company.
4. Comparative analysis on companies can also be done to evaluate the repeatability of the findings as made in this study under the same setting of the study on other companies. This will be able to confirm the findings of the link between the economic, social and environmental factors on motivation of employees.
5. There is need to do more studies on the environmental factors on the motivation of the employees at Kenya Airways. There is also very little information on the effect of environment on motivation of employees. This was be significant in the contribution to knowledge, theory and practice to boost the motivation of employees, which is hoped to increase productivity, performance, team work, punctuality, reduce absenteeism and discipline in the company.

REFERENCES

- Adeyemo, D.A. (1999). Relative influence of gender and working experience on job satisfaction of primary school teachers. *The Primary School Educators*, **1**: 86-89
- Ambrose, M & Kulik, C. (1999). Old friends, new faces: Motivation research in the 1990s. *Journal of Management*, **25** (3), 231–92.
- Armstrong, M. (2007). *A handbook of employee reward management and practice* (2nd ed. ed.). Philadelphia:
- Armstrong, M. and Stephens, T. (2005). *A Handbook of Employee Reward Management and Practice*. United Kingdom: Kogan Page Limited.
- Bakker, A.B. and Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, **13**: 209-223
- Bellenger, D., Wilcox, J. & Ingram, T. (1984). An examination of reward preferences for sales managers. *Journal of Personal Selling and Sales Management*, **4**: 1-6.
- Blau, P.M. (1964). *Exchange and power in social life*. New York: John Wiley.
- Brooks, Ian (2009). *Organisational Behaviour* (4th ed). Essex England: Pearson Education Limited. pp. 81–89.
- Busch, P. and Bush, R. (1978). Women Contrasted to men in the industrial sales force: Job satisfaction, values, role clarity, performance and propensity to leave. *Journal of Marketing Research*, **15**: 438 – 448.
- Davenport, T. and Prusak, L. (1998). *Working Knowledge*. Cambridge, MA: Harvard Business School Press.
- Einhorn, H., and Gallagher, W. (1976). Motivation theory and job design. *The Journal of Business*, **49**: 358-373
- Evans, M.G. (1986). Organizational behaviour: The central role of motivation. *Journal of management* **12**: 203-204

- Jain, P. (2005). A comparative analysis of strategic human resource management issues in an organization context. *Library Review*, **54**: 166-179.
- Jex, S. (2002). *Organizational Psychology: A Scientist-Practitioner Approach*. New York, NY: John Wiley & Sons, Inc.
- Kleberg, A., (1977). Work Values and Job Rewards: A Theory of Job Satisfaction. *American Sociological Review*, 42, 124-143.
- Kanfer, R. (1990). Motivation theory and industrial and organizational psychology. In M.D. Dunnette & Hough, L.M (Eds). *Handbook of industrial and organizational Psychology*. (Vol. 1, pp.75-170). CA: Consulting Psychologists Press.
- Kanfer, R. (1987). Task-specific motivation: An integrative approach to issues of measurement mechanisms, processes and determinants. *Journal of Social and clinical psychology*, 5 (2), 237-264.
- Kankanhalli, A., Tan, B.C.Y. and Wei, K.K. (2005). Contributing knowledge to electronic repositories: an empirical investigation, *Management Information Systems Quarterly*, **29**: 113–143
- Kelly, P and Cole, G. A. (2011). *Management Theory and Practice* (7th ed.). Hampshire, United Kingdom: Cengage Learning EMEA
- Kelly, P. and Cole, G. A. (2011). *Management Theory and Practice* (7th ed.). Hampshire, United Kingdom: Cengage Learning EMEA.
- Kenya Airways (2015). Kenya Airways Ltd Summary Audited Group Results for the year Ended 31st March 2014. Retrieved from the web address: [https://www.kenya-airways.com/uploadedfiles/Global/About Kenya Airways/Investor Information/Kenya AirwaysLtdPressAnnouncement.pdf](https://www.kenya-airways.com/uploadedfiles/Global/About%20Kenya%20Airways/Investor%20Information/KenyaAirwaysLtdPressAnnouncement.pdf). Accessed on the 25th March 2015.
- Kollock, P. (1999). The economies of online cooperation: gifts and public goods in Cyberspace. In Smith, M. and Kollock, P. (eds), *Communities in Cyberspace* (New York: Routledge, 220–239.
- Kothari, C.K. (2004). *Research Methodology*. New Delhi. New Age International

- Kowal, J. and Fortier, M.S. (1999). Motivational determinants of flow: contributions from self-determination theory. *Journal of Social Psychology*, **139**: 355–68.
- Krenz, S. (2011). How do ecological, economic and social sustainability influence on employee motivation? A case study of German company in the solar energy sector. Thesis. UMEA University.
- Latham, G. & Pinder, C. (2005). Work motivation theory and research at the dawn of the twenty-first century. *Annual Review of Psychology*, *56*, 485–516
- Latham, G.P (2007). *Work motivation*. Thousands of Oaks: sage Publications.
- Lindenberg, S. (2001), Intrinsic motivation in a new light. *Kyklos*, **54**: 317–342.
- Locke, E. (1976). *The nature and causes of job satisfaction*. Chicago: Rand McNally.
- Locke, E.A. & Latham, G.P. (1990). *A theory of goal setting and task performance*. Englewood Cliffs, NJ: Prentice-Hall
- Locker, E. A & Latham, G.P. (2004). What should we do about motivation theory? Six recommendations for the 21st century. *Academy of management review*, *29*(3), 388-483.
- Luthans, F. (1998). *Organizational behavior*. 8th ed. Boston: Irwin McGraw-Hill.
- Manville, B & Ober, J. (2003). Beyond empowerment: Building a company of citizens. *Harvard Business Reviews*, *81*(1), 48-53.
- Manville, B. and Ober, J. (2003). Beyond empowerment: Building a company of citizens. *Harvard Business Reviews*, **81**: 48-53
- Meyers, L. (2007). Social relationships matter in job satisfaction. *Journal of Applied Psychology*, **38**: 14.
- Miner, J.B., Ebrahimi, B., and Wachtel, J.M. (1995). *How deficiency in management contributes to the United States' competitiveness problem and what can be done about it?* Human Resource Management. Fall, p. 363.

- Morris, J. R (2009). Employee work Motivation and discretionary work effort. Thesis, presented at Brisbane School of Business. PhD
- Mugenda, O., & Mugenda, A. (2003). *Research Methods: Quantitative and qualitative approaches*. Nairobi
- Mustafa, G. (2011). *Research Methods*. London: Prentice Hall.
- Olajide, A. (2000). *Getting the best out of the employees in a developing economy*. A Personnel Psychology Guest Lecture Series. Department of Guidance and Counseling. University of Ibadan, Nigeria.
- Pinder, C. C. (2008). *Work motivation in organizational behavior* (2nd edition). New York: Psychology Press
- Ritter, J.A. and Anker, R. (2002). Good Jobs, bad jobs: Workers evaluation in five countries. *International labor review*, **141**: 332-339
- Ryan, R. M. & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, **55**, 68-78
- Shirom, A, (2003). Feeling Vigorous at Work? The Construct of Vigor and the Study of Positive affect in Organizations. *Research in Organizational Stress and Well-Being*, **3**:135-165.
- Spreitzer, G., Sutcliffe, K., Dutton, J., Sonenshein, S. and Grant, A.M. (2005). A socially embedded model of thriving at work. *Organization Science*, **16**: 537-549.
- Steers, R.M., Mowdays, R.T., & Shapiro, D.L. (2004). The future of work motivation theory. *Academy of management review*, 29(3), 379-387).
- Stredwick, J. (2005). *Introduction to Human Resource Management* (1st ed). Oxford, United Kingdom: Elsevier Butterworth-Heinemann.
- Vallerand R.J. (2000). Deci and Ryan self-determination theory: a view from the hierarchical model of intrinsic and extrinsic motivation. *Psychological Inquiry*, **11**:312–18.
- Vroom, V. H. (1964). *Work Motivation*. New York: John Wiley and Sons.

- Wasko, M.M and Faraj, S. (2005). Why should I share? Examining social capital and knowledge contribution in electronic networks of practice. *Management Information Systems Quarterly*, **29**: 35–57.
- West, M. and Anderson, N. (1996). Innovation in top management teams. *Journal of Applied Psychology*, 81, 680–693.

APPENDICES

Appendix I: Letter of Transmittal

Dear Respondent.

I am a student at the University of Nairobi undertaking a course in Masters in Project Planning and Management I am conducting a research on “*The influence of Extrinsic factors on employees’ motivation: A case of cabin crew at Kenya Airways Limited*”.

I kindly ask you to complete the questionnaire to help me collect the data.

Your information alongside other respondents was be used strictly for academic purpose and your identity was be treated with confidentiality. You do not need to write your name on the questionnaire.

I thank you in advance

Thank you.

Sign. _____

Name: Dennis Mwilitya

Reg No: L50/68903/2013

Appendix II: Questionnaire

SECTION A: BIO-DATA

Instructions: *Kindly tick (√) or write your answer in the space provided*

- 1- Gender:** Male Female
- 2- Age:** 18-24 25– 34 35– 44 45– 54 55 and above
- 3- Marital Status:** Single Married Divorced / widow
- 4- Educational Level:**
 - High school
 - Diploma
 - Bachelor’s degree

SECTION B: ECONOMIC FACTORS

5 Kindly provide your response to the following economic factors on the level on which they influence your motivation (*Kindly tick (√) in the space provided*).

No.	Questions	Very High	High	Neutral	Low	Very Low
1	The salary/wage is equitable to my work out put					
2	I receive fair allowances					
3	The pay policies are satisfactory					
4	The vacation policy is fabulous					
5	Benefits are given to best employees					
6	I am very motivated as an employee					

6 State any other economic factor that is able to motivate you as an employee at Kenya Airways.

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

SECTION C: SOCIAL FACTORS

7 Kindly provide your response to the following social factors on the level on which they influence your motivation (*Kindly tick (√) in the space provided*).

No.	Questions	Very High	High	Neutral	Low	Very Low
1	I am allowed to join unions					
2	Kenya airways provide support services such as counseling					
3	Promotion is on competitive basis					
4	Company appreciates our services					
5	I am in good terms with my colleagues at Kenya airways					
6						

8 State any other social factor that is able to motivate you as an employee at Kenya Airways.

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

SECTION D: ENVIRONMENTAL FACTORS

9 Kindly provide your response to the following environmental factors on the level on which they influence your motivation (*Kindly tick (√) in the space provided*).

No.	Questions	Very High	High	Neutral	Low	Very Low
1	There is team work spirit at Kenya airways					
2	Work life is of high quality.					
3	There is commitment and engagement by management					
4	Facilities are adequate for all staff.					
5	Organizational structure is clear and specified.					
6	Supervisor offer support needed to employees					

10 State any other environmental factor that is able to motivate you as an employee at Kenya Airways.

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

SECTION E: LEVEL OF MOTIVATION

No.	Questions	Very High	High	Neutral	Low	Very Low
1	What is the level of productivity					
2	What is the level of performance					
3	What is the level of punctuality					
4	What is the level of discipline					
5	What is the level of team work					
6	What is the level of absenteeism					

11 State any other factor that serves as a challenge to your motivation as an employee at Kenya Airways.

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

Appendix III: Summary Data on Motivational factors

Section B: ECONOMIC FACTORS						
	Questions	Very High	High	Neutral	Low	Very Low
1	The salary/wage is equitable to my work output	5.26	12.63	6.32	51.58	24.21
2	I receive fair allowances	7.37	17.89	9.47	40.00	25.26
3	The pay policies are satisfactory	8.42	13.68	21.05	46.32	10.53
4	The vacation policy is fabulous	21.05	20.00	44.21	4.21	10.53
5	Benefits are given to best employees	2.11	5.26	8.42	63.16	21.05
6	I am very motivated as an employee	3.16	4.21	8.42	10.53	73.68
Section C: SOCIAL FACTORS						
1	I am allowed to join unions	31.58	0.00	0.00	0.00	68.42
2	Kenya airways provide good support services such as counseling	10.53	26.32	15.79	34.74	12.63
3	Promotion is on competitive basis	3.16	5.26	7.37	36.84	47.37
4	Company appreciates our services	21.05	20.00	24.21	13.68	21.05
5	I am in good terms with my colleagues at Kenya airways	63.16	12.63	4.21	15.79	4.21
Section D: ENVIRONMENTAL FACTORS						
1	There is team work spirit at Kenya airways	2.11	17.89	42.11	5.26	42.11
2	Work life is of high quality	5.26	27.37	20.00	12.63	34.74
3	There is commitment and engagement by management	0.00	2.11	5.26	42.11	50.53
4	Facilities are adequate for all staff.	3.16	7.37	30.53	22.11	36.84
5	Organizational structure is clear and specified.	10.53	20.00	27.37	40.00	2.11

6	Supervisor offer support needed to employees	31.58	30.53	31.58	0.00	6.32
	Section E: LEVEL OF MOTIVATION					
1	What is the level of productivity	2.11	16.84	46.32	34.74	10.53
2	What is the level of performance	8.42	16.84	23.16	42.11	9.47
3	What is the level of punctuality	37.89	18.95	25.26	7.37	10.53
4	What is the level of discipline	21.05	28.42	4.21	4.21	42.11
5	What is the level of team work	4.21	22.11	20.00	29.47	24.21
6	What is the level of absenteeism	26.32	27.37	15.79	20.00	10.53