

**FACTORS INFLUENCING MOTIVATION OF SALES PERSONNEL IN THE
LARGE BEAUTY SALONS IN NAIROBI CITY COUNTY, KENYA**

BY

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DECLARATION

I hereby certify this research project as my original work and has not been presented for examination in any other institution of higher learning.

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D61/67957/2013

This project has been submitted for examination with my approval as university supervisor.

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DEDICATION

I would like to dedicate this work to my lovely young family for their support while mum was away to get an education. All your patience will not go unrewarded. Special dedication to my mum Monica, for love, encouragement and moral support.

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ABSTRACT

The beauty industry in Kenya has been growing in leaps and bounds in the last few decade. The objective of this research was to find out factors that motivate beauty service providers, among large salons in Nairobi City County. This research was informed by motivational theories including Maslow's theory of needs, Herzberg's two factor theory, expectancy theory, goal setting theory and equity theory. A descriptive research design was used for the purpose of this study. The population of the study was 100 large salons in Nairobi City County, with a sample size of 50. Primary data was used for the purpose of this study. This data was collected using semi structured questionnaires. The data was processed and presented in tables and mean scores calculated. According to the findings, the 5 most critical factors that motivate beauty service providers included use of multiple skills, management appreciating good work, team work, clear goals and objectives and fair promotion opportunities. In conclusion, beauty salon service providers are motivated by non-monetary factors including training to acquire multiple skills, recommendations by management, having the objectives of management well known to them and to rise through the ranks at their work places. Major recommendations by this study included changes in the work environment, policy by management, technical and monetary aspects. The research also recommended further studies to be done in this industry, as little is documented. Such a study could also be carried out in other counties in Kenya.

LIST OF ABBREVIATIONS

Kes.....Kenya Shillings

PTY.....Proprietary company

LTD.....Limited

SD.....Strongly Disagree

D.....Disagree

N.....Neutral

A.....Agree

SA.....Strongly Agree

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Motivation in any workplace is a very crucial issue that managers and owners of the businesses must ensure they have cultivated within their workforce. Motivated workers make a more favorable impact on customers and other stakeholders. They are also less resistant to change and require less supervision. An unmotivated workforce could have a negative impact on the business in terms of lower productivity, more accidents, higher rates of absenteeism, more conflict, less readiness to learn or change and more need for supervision. To most sales personnel, selling may be the most fascinating job in the world, but selling can also be frustrating (Kotler, 2012). It is through the sales force, that businesses are able to generate revenue. Sales force requires to be treated diligently, as they will determine the market share that the business gets. They are able to move the market share of a product, depending on how aggressive they are in the market.

According to Kruger (2015), there are a number of motivational theories that have been developed, and three of the best known are by Sigmund Freud, Abraham Maslow and Frederick Herzberg. Freud's theory assumes that the psychological forces shaping people's behavior are largely conscious, and that a person cannot fully understand his or her own motivations. Maslow found out that when a person succeeds to satisfy an important need, he will then try to satisfy the next most important need, meaning that the next most important need will become salient. Herzberg developed a two-factor theory that distinguishes dissatisfiers is factors that cause dissatisfaction, and satisfiers ice factors that cause satisfaction. He found out

that the absence of dissatisfiers is not enough to motivate a purchase, satisfiers must be present

According to the Economic Survey (2010), the beauty industry in Kenya is very vibrant, with people taking a keen interest on how they look. This is because of a growing middle class, urban migration, infrastructure development, the anticipated drop in electricity costs and the ongoing expansion of modern retailing are among the factors that have promoted growth in the industry in recent years. In addition, growing consumer awareness and knowledge of personal grooming continues to drive sales. We have seen a growth in both local and international players entering the market.

1.1.1 The Concept of sales motivation

Motivation has been studied for decades and is typically defined as an individual's willingness to exert effort to achieve the organizational goals while satisfying individual needs (William et al, 2010). This means that both the organization and the individual's needs are met, leading to satisfaction of both. The willingness of an employee to perform a work related task because they want to is regarded as motivation, while if the work is done because they have to, then this is regarded to as movement (Mawoli & Babandako 2011).

A need becomes a motive when it is aroused to a sufficient level of intensity to drive us to act (Kotler, 2012). They observe that motivation has both direction and intensity. Direction will have a sales person select one goal over another and intensity is the measure of vigor with which to pursue the goal. A sales manager needs to motivate

and compensate the sales force (Peter, 2013). These two tasks are major determinants of sales force productivity. Managing people is always a challenge and involves personal interaction with members of the sales force, free flowing information, visiting clients and developing incentive programs through which job promotions and increased earnings can be achieved.

Motivation can be driven both by extrinsic and intrinsic factors. Intrinsic rewards are those that come from within the person of the sales person, while extrinsic factors come from the environment the sales person is working in. Motivational dynamics have changed dramatically to reflect new work requirements and changed worker expectations. One of the biggest changes has been the rise in importance of psychic, or intrinsic rewards, and the decline of material or extrinsic rewards. The proportion of American workers who say that their work is meaningful, allows them discretion, and makes use of their abilities has more than doubled—from less than one third to about two thirds, (Kombo and Tromp, 2006).

Extrinsic rewards, usually financial, are the tangible rewards given to employees by managers, such as pay raises, bonuses, tips and benefits. They are called extrinsic because they are external to the work itself and other people control their size and whether or not they are granted. In contrast, intrinsic rewards are psychological rewards that employees get from doing meaningful work and performing it well. Extrinsic rewards played a dominant role in earlier eras, when work was generally more routine and bureaucratic, and when complying with rules and procedures was paramount. This work offered workers few intrinsic rewards, so that extrinsic rewards

were often the only motivational tools available to organizations (Kotler et al 2010). Extrinsic rewards remain significant for workers, of course. Pay is an important consideration for most workers in accepting a job, and unfair pay can be a strong demotivator. However, after people have taken a job and issues of unfairness have been settled, we find that extrinsic rewards are now less important, as day-to-day motivation is more strongly driven by intrinsic rewards. In most of today's workplaces, workers are asked to self-manage to a significant degree. They are required to use their intelligence and experience to direct their work activities to accomplish important business purposes. Value of the employee is added through innovating, problem solving and improvising to meet the conditions they encounter to meet customers' needs. When value of the employee is added, then the outcome is positive emotional charge. These positive charges are the intrinsic rewards that employees get from work. They are the reinforcements that keep employees actively self-managed and engaged in their work (Chowdhury (2007).

1.1.2 Sales personnel

According to Nzuve (2010), sales personnel are employees who are tasked with getting new clients, retaining old customers, finding and promoting products, and overseeing regular purchases. They can be hourly, salaried or commissioned employees, depending on the business hiring them. The success of a sales personnel is usually measured by the amount of sales he or she is able to make during a given period and how good that person is in persuading individuals to make a purchase. If a salesperson is employed by a company, in some cases compensation can be decreased or increased based on the amount of goods or services sold (Kolko 2014).

1.1.3 The beauty industry in Kenya

Beauty is the quality of being pleasing, especially to look at, or someone or something that gives great pleasure, especially when looking at it. The conception for beauty is used or studied in art, sociology, social psychology, and culture. An entity is considered beautiful if is admired, or possesses features widely attributed to beauty in a particular culture, for perfection. The experience of "beauty" often involves an interpretation of some entity as being in balance and harmony with nature, which may lead to feelings of attraction and emotional well-being (Irene 2005)

According to Stepanie (2004), the beauty industry today encompasses far more than cosmetics and skin care products, though they are still a significant portion of the sector. A wide range of services and products are available to help us put our best face forward, and the beauty industry now also encompasses hair styling and hair removal, nail and tanning salons, massage parlors, shower and shaving products, perfumes, colognes and more. Many people now treat their beauty ritual as an escape from the hustle of the information age, whether it's a few minutes spoiling oneself with a high-end product or a full day at a luxury spa.

Increased spending by women and men on their self to achieve beautiful outcomes, has led to an increase in the number of brands on the Kenyan market. L'Oréal launched the Amla Legend hair products range under its Dark & Lovely brand during 2013, with mass advertising through billboards and television. Some of the leading players in Kenya include L'Oreal EA Limited, Unilever Kenya Limited and Revlon SA (Pty) Ltd, respectively, with value shares of 29%, 17% and 8%, respectively, in

2013. L'Oréal recorded the largest sales value increase during 2013; this can be attributed to its heavy outdoor and in-store marketing campaign that it engaged in that year. There is a growing focus on product development and research, higher spending will be seen in this area, as manufacturers tap into the trend of using natural ingredients in their products, with the aim of growing sales and maintaining customer loyalty.

1.1.3 Large beauty salons in Nairobi County

The beauty industry in Kenya is very dynamic. New technology and practices are being introduced at a fast pace, making it one of the most lucrative businesses to be in. Nairobi County has a number of big establishments that are contributing to the beauty industry in Kenya. The beauty industry has seen many entrants. There are beauty salons of all sizes, some that are at high end market area, in the central business district, and also in residential areas. Some of the investments can run up to millions of dollars in investment. For example, we have Ashley Beauty Salons, whose proprietor, Terry Mungai has invested heavily in the industry. She runs a chain of high end salon and beauty shops, a training institute and a beauty pageant. Ashleys now operates 11 centers in Nairobi and Mombasa.

Another new and upcoming franchise is called Amadiva. This establishment is priding itself in giving people a whole new perspective on going to get hair, nails and facial done. The ambience of the salons is serene, playing carefully curated music playing softly in the background, they assure their clients to leave them feeling pampered and relaxed. Another famous one is Topaz Salon Spa and Babershop. They are a high end

unisex salon, spa and barber shop specializing in beauty, hair and spa services. Other include Urembo, Narcisse, Queens, D`s, Pharouks and Taricous.

1.2 Research problem

Motivation of sales personnel is driven by factors that exist within the sales person, the kind of leadership that they have as well as the environment in which they work. It is a combination of all the above factors, and they depend on how effective each is administered to ensure overall success. The Expectancy Theory by Victor Vroom proposes that a person behaves or acts in a certain way, because they are motivated to select a specific behavior over other, due to what they expect to be the result, and the reward to be received. This means that motivation is closely related to outcome. The outcome can be either positive or negative. A positive outcome will lead to a reward, while a negative outcome will lead to punishment.

The beauty industry in Kenya is become more and more vibrant, attracting both local and international investors. The share of pocket for the players is such that there is guaranteed growth of ones investments in the industry. There is need in the market, with a response to looking well groomed being close the hearts of many Kenyans, both male and female. The beauty industry has provided employment to a big chunk of the Kenyan population, making it their source of livelihood. There is thus need to have a keen interest in the industry that should help to improve it. The international investors would be keen as seeing studies that have been carried out, so that they can base their investments on facts and not on intuition.

Various researches have been done both locally and internationally to study what factors drive motivation of sales person. A research by Wambua (2004) sought to determine what motivates the insurance agents in Kenya. Stephen et al (1980) carried out a study in the Harvard Business Review to explain the most important determinants of motivation. Richard et al (2009) focused on things that motivate the sales force, while that by Watson (2009) sought to assist clients with the design and implementation of incentive compensation programs for sales personnel, sales managers.

This research sought to narrow the scope down to the providers of beauty service providers in Nairobi County, Kenya. From the preliminary studies, there seems to be a scatter on what actually drives the providers. This study sought to give the factors more factual evidence to what drives the beauty sales persons, to continue with their operations.

1.3 Research objective

The objective of the study was to find out factors influencing motivation of sales personal in large beauty salons in Nairobi County

1.4 Value of the study

To academics, the research will contribute immensely to the existing literature on motivation factors in the work place. The findings of this study will go towards filling an existing gap in regard to the factors motivating staff in the beauty industry. There is information out there, but not based on research. This research will provide

information on how the beauty sales person can be motivated, and document the same. This should set a base to further researchers in future to look at this industry as worth being studied. There corporate world has had so many studies done, but little attention has been given to the beauty industry.

To the government, this study will assist to come up with regulations that can improve the working standards of the work force in this industry, especially the workers unions. It will also assist in making policies for the industry. Policies have been missing in the sector as it has for a long time been viewed to be informal. The government can tap into the potential of the industry, and actually start to view is as a source of its revenue due to the number of employees that are actively involved in it

To the practitioners, this study will assist owners of beauty businesses, to known conducive atmosphere that will make their businesses thrive, by ensuring that the findings are implemented. And to the workforce in this industry, newcomers will be able to know the kind of attitude and energy that is required, to ensure maximum reaps and growth of their career paths. To the theory of motivation, we shall be able to decisively make out of the factors that influence the level of motivation, motivation programs and sustaining of a well-motivated sales force, with the beauty industry in mind. In summary, this chapter looks at the background of motivation and how it influences the performance of sales personnel motivation.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter will present literature by various scholars on the factors that influence motivation of sales personnel. The intention is to broaden the understanding of the researcher on the area of motivations

2.2 Theoretical Foundation

Motivation theories can be classified broadly into two different perspectives: Content and Process theories. Content Theories deal with “what” motivates people and it is concerned with individual needs and goals. Maslow, Alderfer, Herzberg and McClelland studied motivation from a “content” perspective. Process Theories deal with the “process” of motivation and is concerned with “how” motivation occurs. Vroom, Porter & Lawler, Adams and Locke studied motivation from a “process” perspective. This study is guided by both content and process theories of motivation (Latham 2007)

2.2.1 Maslow`s hierarchy of needs theory

This theory is based on satisfaction of human needs to achieve motivation. Maslow claimed that needs are universal and the fundamental ones are physiological needs. The rest of the needs were safety, social, esteem and self-actualization. Physiological needs are basic needs i.e. food, shelter and clothing. These needs are met by paying salaries or commissions to ensure sales personnel can live a decent life. Safety needs can be safeguarded by providing benefits e.g. pension schemes. Social needs are those that ensure the personnel belong to a family or group to nature relationships. Here,

employers must ensure good working relationships at work, team work, support groups are formed. Esteem needs will be fulfilled by recognizing value in society which leads to acquiring self-respect and status. The hierarchy of needs theory is structured in a way that once a lower level need has been fulfilled, the individual craves to have a higher need prioritized. Therefore, it is important that owners of such established beauty salons know at what level of the hierarchy the employee are currently and focus on providing opportunities to satisfy those needs at that level or above it (Robbins and Judge 2007).

2.2.2. Herzberg's Two-Factor Theory

This theory is also called the Motivation-Hygiene Theory. It identifies intrinsic factors that contribute to satisfaction and how the work environment can contribute to dissatisfaction of the employee. This was developed when Herzberg was doing research to answer the question “what do people want from their jobs?” (Robbins and Judge, 2007). Motivator factors that he identified as crucial among employees were achievement, recognition, responsibility, work advancement and growth. These motivators lead to greater performance but their presence alone does not guarantee employee productivity. The presence of hygiene factors is not a strong motivator because their motivation effects will not last long. However, if not provided or if wrongly provided, they can be a major cause of dissatisfaction. Managers who want to motivate their employees thus should focus on factors revolving around the actual work or to the benefits that employees can derive from the work (Robbins and Judge, 2007).

2.2.3. Expectancy Theory

This is a mathematical model that focusses not on the needs of a person, but on the outcome based on their effort. This theory was developed by Victor Vroom, and is widely acknowledged descriptions of employees' motivation because most of the evidence supporting the theory. Vroom came up with three variables which he deemed necessary for motivation i.e. valence, instrumentality and expectancy. Valence is the value of the outcome of work, expectancy is ones belief that effort will lead to a particular outcome, and instrumentality is the belief linking one outcome to another. The theory explains that an employee is willing to perform with a high level of effort if they believe that it will lead to desired outcomes (Armstrong, 2006).

2.2.4. Goal Setting Theory

Latham and Locke stated that motivation and performance are higher when individuals are set to achieve specific goals that are difficult but achievable, and when there is feedback on performance. Participation of the employees in the goal setting process is important as a means of getting agreement to the setting of higher goals. Difficult goals must be agreed upon between managers and sales staff and their achievement reinforced by guidance and advice. To sum it all, feedback is vital for motivation enhancement, particularly towards the achievement of even higher goals.

2.2.5. Equity Theory

This theory looks at the fair application of an organization's policies and procedures, that influences the employee's level of motivation. The theory was proposed by J. S. Adams and he reckons that if rewards and punishments are accorded correctly,

employees feel that the company is fair. Equity does not mean equality, but that employees in one organization can compare to their counterparts in another organization in the industry. In a scenario whereby if employees A and B earn the same salary and employee A feels that they do more work than employee B, then employee A will feel that they have been treated inequitably and may result in taking some action to rectify the perceived inequity if the salary is not increased. Possible solutions for employees A are reduce or increase the effort they put in their work, reduce or increase the level of their productivity, distort the perception they have on their performance, distort the perception they have on employee B performance, change the referent they have been comparing themselves to, or choose to resign from the company. Stratheford (2012) declares that distributive justice, which means ensuring equitable allocation of rewards and penalties, is important to employee motivation and involves a system that deals with fair salaries, bonuses, leave of absence, working hours, promotions, transfers, dismissals, training and demotions. This distributive justice has developed into organizational justice, which centers on the overall perception of fairness in the workplace by incorporating what the individual employee perceives as fair.

2.3 Factors influencing motivation of sales personnel

Schultz and Doerr (2014) affirm that factors that influence motivation of sales personnel can be broadly categorized as monetary factors, non-monetary factors and managerial related factors. It is not just the amount of money the sales person gets that will motivate them but also the work environment, work plans, relationship between the sales personnel to the bosses and also to colleagues, career path available to them

among others. Lewis (2013) in his study also found out that there is need for employers to find a need to balance between monetary and non-monetary factors. This is because sometimes, there is more to being in employment than irking a living for oneself and the dependents. Non-monetary factors act to reinforce effects of the monetary factors. They make the work environment worth having, making it easier to concentrate and be more productive.

According to Middleton (2013), the market is a dynamic environment. It is always evolving and for that reason, what worked last decade, may not reflect the true picture of what is happening today. The workforce as well is governed by generational trends and interests, thus the need to get a well-balanced blend of all the factors that will see success to businesses. This is also true in the beauty industry in Kenya, and particularly in large beauty salons. More often than not, a new way of doing things will immerge, governed by changes in technology, quality of products, designs and new discoveries on composition of products.

2.3.1 Monetary Factors influencing motivation of sales personnel

According to Derik (2011), the reward given to the sales personnel is usually a reflection of the amount of money that they generate to the business. This is where we can talk about commissions. This is whereby, a percentage of the total money that the sales person brings in, is given to them as a commission. This is an incentive to most sales personnel, as they know that the more money they make for the business, the more they will take home as a commission. Motivation is the processes, which encourage a person to take action towards a particular goal (Hodgetts and Hegar

2008). The researchers further assert that any study of motivation must focus on both “why” and “how” of what influences peoples` actions. The “how” is covered by the incentive that will entice as individual to perform a certain task, while the “why” ranges from needs, drives, wants and impulses that move a person to act. Improving sales force motivation is important to sales success in an organization, as research has shown that high levels of motivation lead to increased creativity, working smarter, more adaptive selling approaches, increased use of win-win negotiation tactics, higher self-esteem and enhanced relationships.

2.3.2 Non-Monetary factors influencing motivation of sales personnel

According to Stratheford M. (2012), motivating of staff on a less costly program is much easier and will include the everyday things that happen in a workplace. Some of them may include having a flexible time at work, having an impressive dress code, verbal praising among others, awards that could include certification of a specific field of study or practice. Flex Time is as answer to the changing circumstances that employees experience on a regular basis. It might sound obvious to, but employees are not cogs in a machine; they are not programmed to perform a single function at a pre-ordained moment in time. Knowing this is the case, employees can be allowed to arrive at work whenever they please between the hours of 7am and 10am, provided they still work a full eight-hour day. This will allow employees a measure of autonomy and flexibility. A dress code can sometimes make one feel as though you were being pre-punished for something. An employer can decide to be not interested in having employees be inconvenienced, or made uncomfortable, by a dress code. It should be understood that relaxing an office-wide dress code might feel like a

wardrobe malfunction waiting to happen, but this once again comes down to giving employees the benefit of the doubt. In the course of an average day, projects are conceived, tweaked, sent to clients, launched, and followed-up on. Each employee can be heavily invested in their small part of each endeavor. Acknowledging them in front of their co-workers, even if it's just a quick note on the company intranet, is a great way to ensure that they'll live up to their potential again next time – and the time after that (Erbasi & Arat 2012).

Another way to ensure that employees are highly motivated, is thorough training and skills development (Saleem 2011). Training alone is a sure way that ensures employees are confident about what is actually expected of them, according to some set industry standards. Through training, a needs analysis can also be done. This needs analysis will go a long way in ensuring that some of the gaps in the market of even in the beauty profession are identified, and solutions sought out. Such a training program should be also able to give the employees a feel that the employers are committed to bring out the best in their employees. Some of the courses in the beauty industry can be very costly, thus out of reach of most of the people working in the industry. By having management involved in the process of availing such knowledge, the employees will feel that they are actually an investment in the business, thus improving their commitment and in the process, they will be highly motivated.

2.3.3 Managerial related factors influencing motivation of sales personnel

Managerial related factors are more varied and unique than monetary reward and are used to offer major advantages. They help meet a sales person's needs for recognition,

growth and responsibility. According to Kotler et al (2010), then talking about a person being motivated, sales managers are talking about three characteristics of effort i.e. the drive to initiate action on a task, the quality of effort on a task and the persistence to expend effort over a period of time, sufficient to meet or exceed objectives. All these dimensions of effort originate from within the person. Fredrick Herzberg noted that a KITP (kick in the pants) may produce compliance, but it never produces motivation. Such motivation programs have been developed to help keep sales personnel going. A career in sales is one of the most rewarding jobs in the world, but it is also emotionally draining. No organization will thrive without sales of its goods or services, thus the importance of keeping the sales force motivated. Most motivation programs include incentives and rewards given to clients, but this can also include some non-monetary ways of motivation.

Reward and recognition are also factors that must be taken to book, when considering motivation of a workforce. According to Rizwan et al (2010), the workforce is an important component of any business. In fact, a workforce is an investment to the business that should get attention from owners of any business. A job that has been done in an outstanding way, needs to be rewarded and recognized. Rewarding is a way that a business gives back to those who accumulate its sales. In summary, this chapter looked at the theories that support motivation of sales personnel.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives insights into how the study was carried out. The focus here was on research design, the population, sample design, data collection and data analysis techniques that were employed.

3.2 Research Design

Descriptive research design was used to describe the factors affecting motivation in the beauty industry (Kombo and Tromp 2006). A descriptive research design was used as it best suits to obtain information concerning the current state of affairs in the beauty industry, without changing anything from the respondents' responses. Descriptive research design is also more appropriate as it involves description of events in the environment which they occur in a carefully planned way. The factors were used to describe the population. Assumptions were made, that an underlying causal model existed, that was related to the factors that will come out of the study

3.3 Population of the study

Population refers to all the elements of the study or elements that were investigated. The study considered 10 salons and spas in Nairobi County. The total population of the salons considering the permanent staff was 150. This population was obtained from a census the researcher had done by visiting all the salons that were subjected to the study.

3.4 Sample size

Out of the population, the researcher administered the questionnaire to 5 staff at each establishment, giving a total of 50 respondents. (Mugenda and Mugenda, 2003).

3.5 Data Collection

The researcher relied on primary data that was collected during the study. The primary data was collected using a semi structured questionnaire that had both open ended and close ended questions. The researcher was accompanied by two trained research assistants, and together administered the questionnaire through reading out the question and ticking appropriately according to responses received.

3.6 Data Analysis

Once data was collected, it was processed and analyzed to ensure that all the relevant data received was used for making comparisons and analysis. This process included editing, coding, classification and tabulation of collected data so that they were amenable to analysis (Kothari, 2004). Descriptive statistics such as frequencies and percentages were used to analyze the data. The results were presented in tables. These would assist the researcher in explaining the conclusion of the quantitative data in line with the objective of the study to the readers. In summary, this chapter looked at the way the research will be carried out.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis, findings, interpretation and presentation in the large beauty salons in Nairobi City County, Kenya. It gives an indication of the response to the objective of this research. A total of fifty (50) respondents were interviewed by the researcher relative to the study specific aspects in the interview guide. Thus the response rate was at 100%. The researcher worked with 2 research assistants, who were trained on how to administer the questionnaire. The administration of the questionnaire was through the researcher or assistant reading out the questions, and filling in the response as the respondents gave them. This ensured minimum delays in getting the questionnaires back, and also the information being captured more correctly.

4.2 Demographic information of the Respondents

The study targeted respondents in collecting the data within major salons in Nairobi City County. The researcher had proposed to interview 50 respondents and we got a good response from all the targeted responses

4.2.1 Gender

The respondents were asked to indicate their gender. The findings are contained in Table 4.2.1

Table 4.2.1 Gender

| Gender | Number | Percentage |
|---------------|---------------|-------------------|
| Male | 12 | 24 |
| Female | 38 | 76 |
| Total | 50 | 100 |

(Source: research data 2015)

From findings, more women practice in this industry than men. Out of the sample size of 50, females were 76% while males were 24%. In each of the salons visited, none lacked a male member of staff. This industry has largely been dominated by the female gender, because the stereotype has been that hair is something for the female gender only. The trend is changing though, with more and more males visiting the salons for beauty services, thus opening up the floor to have also male beauty service providers.

4.2.2 Age Bracket

The respondents were asked to indicate their age. This was presented in a range of 6 years

Table 4.2.2 Age Bracket

| Age | Number | Percentage |
|--------------|---------------|-------------------|
| 18-24 | 10 | 20 |
| 25-29 | 15 | 30 |
| 30-35 | 18 | 36 |
| 36-40 | 4 | 8 |
| Above 41 | 3 | 6 |
| Total | 50 | 100 |

(Source: research data 2015)

From the findings, the age group 30-35 years had the highest number of respondents at 36%. The ages were divided into 5 groups. For age group 18-24 years, with 20% of the respondents. For age group 25-29 years, there were 30% respondents. For age group 36-40 years, the respondents were 8% and for the age group above 41 years, there were 6% respondents. This means that age that had the highest number of people was between ages 30-35 years. The researcher learnt that by the time the respondents were of this age, they mostly have established their own businesses that they go to manage. By this age, most of the members of staff are also having children in upper primary school education, owing to the fact that this business does not require a long training period.

4.2.3 Experience in the beauty industry

The respondents were asked to indicate their experience in the beauty industry. The findings are in Table 4.2.3.

Table 4.2.3 Experience in the beauty industry in years

| Years | Number | Percentage |
|-------------------|---------------|-------------------|
| Less than 1 year | 5 | 10 |
| 1-3 Years | 10 | 20 |
| 4-6 Years | 26 | 52 |
| More than 6 years | 9 | 18 |
| Total | 50 | 100 |

(Source: research data 2015)

From the findings, the highest number came at between ages 4-6 years at 52% of the respondents. For those who had practiced for less than one year, had 10% of the respondents. For those who had practiced for between 1-3 years, there were 20% of the respondents. The respondents who had done the practice for more than 6 years, the researcher got 18% of the total respondents. It seems that the pick years for the service in the large beauty salons that operate in Nairobi City County are those who have been there for between 4-6 years. Then the number drops to 18% for above that number of years. This again brings out the fact that by this age, the providers leave the establishments to go and pursue solo careers in the same industry.

4.2.4 Terms of payment

The researcher also sought to find out the payment terms that the beauty service providers were currently on. The findings are represented on Table 4.2.4

Table 4.2.4 Terms of payment

| Terms of payment | Number | Percentage |
|-------------------------|---------------|-------------------|
| Pure wage | 6 | 12 |
| Salary + Bonus | 11 | 22 |
| Commission only | 8 | 16 |
| Salary + Commission | 21 | 42 |
| Base Pay + Commission | 4 | 8 |
| Total | 50 | 100 |

(Source: research data 2015)

From Table 4.2.4, the beauty providers with the highest number were those in the salary and commission kind of payment at 42%. The researcher also got 22% of the respondents were on salary and bonus kind of payment. The bonus was anchored on the performance for the month or year. At the end of a profitable period, the business owners would declare a bonus to be paid out to the providers. This mostly happened at the end of the year, and also considered a motivation factors to make the providers to want to stay till the end of the bonus period. There was also those paid purely on commission only. This was 16% of the respondents. This was a pure strategy to motivate the providers to work harder, as the payment mode is based on the amount of service they gave to clients. Thus considered a fair payment plan. 42% of the respondents were paid a salary and commission. This was the highest number in the study. This seemed to be the sure way to ensure that staff turnover rate remained minimal. The providers were assured of a good monthly income and thus, it would be easy to plan their budget, as they mostly have families to take care of. The salary also depended on the work specialization they had and the number of years they had on

experience. The last category was that of those paid on base pay and commission with 8% of the respondents being in this category.

4.2.5 Current monthly income

The researcher sought to find out how much income the beauty service providers were getting in a month. The findings are represented in Table 4.2.5 below.

Table 4.2.5 Current monthly income

| Kes. | Number | Percentage |
|------------------|---------------|-------------------|
| Less than 10,000 | 5 | 10 |
| 10,001-30,000 | 7 | 14 |
| 30,001-50,000 | 9 | 18 |
| 50,001-70,000 | 18 | 36 |
| Above 70,001 | 11 | 22 |
| Total | 50 | 100 |

(Source: research data 2015)

The researcher was able to classify the amount of money that the providers earned per month, with the highest number of respondents earning between Kes. 50,001-Kes. 70,000 at 36% For amounts less than Kes. 10,000, which is slightly lower than the recommended minimum wage in Kenya, we had 10% of the respondent. The next category was those earning between Kes. 10,001 and Kes. 30,000 14% of the respondents. The next category was those earning Kes. 30,001-Kes. 50,000. The number here was 18% of the respondents. Above Kes. 70,000 each category had 22% of the respondents.

4.2.6 Desired Monthly Income

The researcher sought to find out, how much money the respondents would have wanted to earn. The findings are represented in table 4.2.6.

Table 4.2.6 Desired Monthly Income

| Kes. | Number | Percentage |
|------------------|---------------|-------------------|
| Less than 10,000 | 0 | 0 |
| 10,001-30,000 | 6 | 12 |
| 30,001-50,000 | 9 | 18 |
| 50,001-70,000 | 8 | 16 |
| Above 70,000 | 27 | 54 |
| Total | 50 | 100 |

(Source: research data 2015)

The Kes. 70,000 and above category, there were 54% of the respondent, representing the highest number. There was a trend that every category wanted to move a notch higher in the category of the income they were in currently. None of the respondents desired to be in the less than Kes. 10,000 category. For Kes. 10,001-Kes. 30,000, 12% of the respondents desired to be in this category. For Kes. 30,001-Kes. 50,000 there were 18% of the respondents who wanted to be in this category. For Kes. 50,001-Kes. 70,000 there were 16% of the respondents who wanted to be in this category.

4.2.7 Alternative sources of income

The researcher sought to find out if the beauty service providers concentrated on this particular job they currently had, or were involved in other business that provided other income. The findings are represented in Table 4.2.7

Table 4.2.7 Alternative sources of income

| Other Source of income | Number | Percentage |
|-------------------------------|---------------|-------------------|
| Yes | 21 | 42 |
| No | 29 | 58 |
| Total | 50 | 100 |

(Source: research data 2015)

There was an overall amount of respondents who had other sources of income. . Those who purely relied on the income from the beauty salons they worked for were 58% of the respondents. This implies that the most number of the beauty service providers concentrated on their jobs and got enough out of it for their livelihoods. Those who did the side businesses were 42% of the respondents. They hoped that soon the side businesses would give them enough money for them to quit employment and concentrate fully on it. They found it necessary to substitute for their income, which they found to be not sufficient. Most of that side business was mostly a beauty shop, or a salon in their residential areas. Others sold ladies clothing and accessories.

4.3 Indicators of employee motivation

Several indicators were identified to try and measure how the beauty service providers were committed to their work. The findings are represented in Table 4.3 below

Table 4.3 Indicators of employee motivation

| Indicator | Mean Score |
|--|-------------------|
| Reporting to work on time | 3.8 |
| Leaving work on time | 2.92 |
| Being absent from work | 1.72 |
| Finishing work within stipulated time | 3.62 |
| Achieving customer expectation | 4.16 |
| Offering suggestion to management | 3.54 |
| Involvement in conflict with coworkers | 1.88 |
| Look forward to go to work | 3.34 |
| Disagreement on resource sharing | 1.86 |

(Source: research data 2015)

The indicator that was highest to ascertain their level of motivation was achieving customers' expectations with mean score of 4.16. This means that very often the beauty service providers ensured that customers were happy with their services. Next came the indicators on how often they reported to work on time. The mean score here was 3.8. This means that very often the beauty service providers ensured that customers were happy with their services. The next indicator was finishing work within stipulated time with a mean score of 3.62. This implies that often and very often, the work that was to be done was finished within the stipulated time. . This means that very often the beauty service providers ensured that customers were happy with their services. Another indicator was leaving work on time. The mean score here was 2.92. This means that there were moderate to less often responses to this indicator. This is a good sign of the level of motivation among the staff. Absence from work was another indicator of motivation that we tested. The mean score here

was 1.72. More than half of the respondents were less often absent from work. This means that there was a deliberate strife by the beauty service providers to ensure that their clients walked out of the salon looking there best. .

Another indicator that was investigated was how often the beauty providers were comfortable offering suggestions to management. This indicator got a mean score of 3.54, meaning that the beauty service providers where very often and often comfortable offering suggestions to management. Another measure was how often the beauty providers were involved in conflict with other co-workers. Here the mean score was 1.88. This means that there was actually not often and less often incidences of conflict with coworkers. Another measure was how much the providers looked forward to the next day of work. The mean score here was 3.34. This means that the beauty service providers very often and often looked forward to going to work the following working day. Another indicator was how often the beauty service providers were involved in disagreement with coworkers on sharing resources. The mean score here was 1.86, meaning that they were less often and not often involved in disagreements on resource sharing.

4.4 Factors influencing motivation of beauty service providers

In this section, the researcher sought to look at various factors that influence motivation of employees. There were two broad categories that were identified namely monetary and non-monetary aspects of motivation. The findings are represented in Table 4.4.

Table 4.4 Factors influencing motivation of beauty service providers

| Factor | Mean Score |
|--------------------------------------|-------------------|
| Non-monetary factors | |
| Clear career path | 3.54 |
| Management appreciated good work | 4.04 |
| Use of multiple skills | 4.12 |
| Training and skills development | 3.6 |
| Job security | 3.56 |
| Clear goals and objectives | 3.82 |
| Employee involvement in goal setting | 3.6 |
| Health and safety | 3.58 |
| Performance appraisal | 3.56 |
| Feedback system | 3.6 |
| Opportunities to make decisions | 3.6 |
| Team work in the work place | 3.96 |
| Promotion prospects | 3.62 |
| Fair promotion opportunities | 3.7 |
| Creativity at work | 3.38 |
| Good working environment | 3.8 |
| Monetary factors | |
| Current salary is competitive | 3.3 |
| Attractive allowances | 3.48 |
| Medical and health cover | 3.44 |

(Source: research data 2015)

According to findings on Table 4.4 above, the factor with the highest mean score was whether utilization of multiple skills at their job was important. The mean score here

was 4.12. The beauty service providers agreed and strongly agreed that the use of multiple skills was important to their level of motivation. The next high mean score was that the researcher looked at having management appreciate the good work that the service providers were doing. The mean score was 4.04. This meant that the beauty service providers agreed and strongly agreed that this is a factor that was important to their level of motivation.

Another factor that the researcher tested was how team work in the work place was motivating them. The mean score was 3.96. The beauty service providers strongly agreed that team work was a factor they needed so much at their establishments. Another factor was having a clear career path in the salon where they work. The mean score here was 3.54. This means that for most of the beauty service providers agreed that this was an important factor in ensuring they were motivated.

Training and skills development is also one of the factors that influences motivation that was examined. The mean score here was 3.68. This means that on average training and skills development was important to the beauty service providers. Motivation was high when they felt that they were equipped with necessary knowledge to do their job. Job security is the next factor that the researcher looked at in the study. It was clear that this was an important factor that influences motivation of beauty service providers. The results were a mean score of 3.56. This means that the beauty service providers strongly agreed and agreed about the importance of job securing as a factor of motivation.

The other factor examined was having clear goals and objectives at their work place. The mean score here was 3.82. This means that the respondents agreed and strongly agreed that clear goals and objectives were a source of motivation for the providers of beauty services. A small number of the respondents felt that they strongly disagreed and disagreed that clear goals and objectives were important. Another factor looked at was employee involvement in the process of goal setting. Most of the respondents felt that it was a process that they would like to be involved in. the mean score here was 3.6. Most of the respondents agreed and strongly agreed that involvement in the goal setting process was important to them. A few were neutral about the process, wanting not to fall heavily on one side.

A healthy and safe working environment was the next factor that was tested. The mean score here was 3.58. The respondents agreed and strongly agreed that health and safety at their workplaces was very important. This was a sign of safety in the work place. Every workplace requires an effective performance appraisal system. The mean score here was 3.56. This means that the respondents agreed and strongly agreed that an effective performance appraisal was important at the work place.

The other factor examined was an effective feedback system. The mean score here was 3.6, meaning that most of the respondents agreed and strongly agreed that a feedback system that has an up to down and down to up kind of movement was a source of motivation to them. Another motivation factor that the researcher looked at was opportunities to make decisions. The mean score was 3.6. The respondents

agreed and strongly agreed that they felt that they wanted to be given an opportunity to make decisions respectively. Only few of the respondents strongly disagreed that they need to have the opportunity to make decisions, with these responds not wanting to be left on their own to choose a path and walk it. They mostly thought that the owners of the businesses should do all the thinking, and that they should follow instructions only. Promotion prospects was another factor that was tested as a factor influencing motivation of beauty service providers. The mean score here was 3.62, meaning that the respondents agreed and strongly agreed that promotion prospects were important to their motivation respectively.

Closely connected to promotion prospects is fair promotion opportunities in the work place. This factor had a mean score of 3.7, meaning that the respondents agreed and strongly agreed that fair promotion opportunities where a factor that motivated them respectively. Creativity is the next factor that the researcher looked into. This was a factor whose results could easily be seen to actually be in one that influences motivation of the beauty service providers. The mean score was 3.38.

Another factor that was examined was good working environment. The mean score was 3.8, meaning that the beauty service providers agreed and strongly agreed that a good working environment was important to them. The second category of factors were monetary factors that influence motivation of beauty salon providers. One specific factor was that their current salary is competitive. The mean score was 3.3. Another factor considered was attractive allowances. t the importance of attractive allowances on their motivation respectively. The mean score was 3.48. The last but

not least factor that was tested was how a health and medical cover helped to motivate the respondents. The mean score was 3.44.

4.5 Aspects that need change in the salon

This was an open ended question posed to the respondents. The researcher sought to find out what aspects of their working environment would they wish to see changed. The reactions that this question could be clustered into changes in policy, environmental, managerial, monetary and technical issues. Finding were represented in Table 4.5 below

Table 4.5 Aspects that need change in the salon

| Aspect | Number | Percentage |
|---------------|---------------|-------------------|
| Policy | 13 | 26 |
| Environment | 16 | 32 |
| Managerial | 10 | 20 |
| Monetary | 3 | 6 |
| Technical | 8 | 16 |
| Total | 50 | 100 |

(Source: research data 2015)

The highest factor the respondents wanted to see changed was the working environment. They wished to see more cleanliness, more space at their workplaces, facilities at the salons to get better. They also wanted private working space, safe and healthy working conditions, neatness and tidiness in the workplace, an attractive work place with minimum noise, a larger working area to minimize congestion, the general location of the salon to be strategic, security of the workers to be guaranteed.

The other changes that the beauty service providers deemed needed change at their workplaces was policy. Policy issues that came out included changes in goals and expectations, the decision making process, and also terms of payment.

The other changes that they deemed important were managerial including job security, appreciation of good work done, their contribution being sought in the goal setting process, team work in the workplace, medical and health cover, more employees to be hired for reduction of workload for the existing staff, availability of refreshments, promotion prospects,

Factors related to technical including better working tools that were keeping pace with technology changes in the beauty industry through training and skills development. They also wanted such machines and equipment that made work easier to be provided by the management of such salons.

The least factor that came out as important was monetary factors. Only a few asked to have immediate pay hikes. Others wanted to have better terms of commission structures that were more attractive.

4.6 Factors energizing respondents every morning to work

The researcher sought to find out what really motivated the beauty service providers to wake up and come to work every morning. The findings were represented in table 4.6 below.

Table 4.6 Factors energizing respondents every morning to work

| Motivation factor | Number | Percentage |
|--------------------------|---------------|-------------------|
| Monetary | 22 | 29 |
| Environmental | 14 | 18 |
| Managerial | 9 | 12 |
| Career | 22 | 29 |
| Family | 10 | 12 |
| Total | 77 | 100 |

(Source: research data 2015)

Monetary factors came first, with most of them saying that the money they earned helped to make their day to day lives more manageable. Others included a good commission structure that existed at their work place. Next came growth in their careers. Specifically what came out included challenges posed by fellow workers, passion for what their job, to gain a promotion, increased productivity, fulfillment of goals set, medical and health covers that they got for themselves as well as their families, relationships that they had built with specific clients they handled frequently, self-fulfillment.

Environmental sources of energy came next including clean and serene working environments, Family motivation came next including ability to achieve and meet daily expenses, self-drive for better life. Last but not least was managerial motivators including a very understanding management team, involvement in the decision making process, skills and experience that the providers were gaining at their work place. In summary, this chapter looked at the findings of the research, and presenting it in a way that was easy to make conclusions.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the major findings of the study. In addition, this chapter provides the conclusions of the study, the limitations of the study, suggestions for further research and recommendations. Primary data was used to determine the results and finding of the study.

5.2 Summary of the findings

The study sought to find out factors that motivate beauty service providers at major salons in Nairobi City County. It came to the attention of the researcher that environmental factors come top in ensuring motivation of the providers. Monetary factors did not feature at the top of their minds. This says a lot about what owners of beauty salons should lay emphasis on. Technical knowledge is also very important to them, as the industry has changes in trends and products happening every so often, the beauty providers are motivated by being abreast.

5.3 Conclusion

We have more of the female gender practicing in this industry than males. This has been a stereotype that it is only an industry for the female gender. This trend is changing, with more males joining in. in fact, I found a number of male customers going to the beauty salons frequently for different procedures including hair, skin and nail care. The males are also specializing in the beauty procedures as well. Looking at the age of most of the beauty service providers, it peaked at the age between 30-35

years. Most of them at this age would leave employment to start their private practices. Again, the length of time that they stayed employed reached peak at between 4-6 years. At this number of years, they have gained a lot of experience in the practice. But they appreciated that the process of setting up private practice is not easy, as the salon capital required is very high. They then sometimes have to look for employment at other salons that will offer them higher salaries and allowances schemes.

Looking at the payment terms, most of the beauty service providers seem to like where they are provided with a basic salary, and then get a commission according to the amount of work they do. This is the most appropriate payment term to put in place. Still looking at the money factor, the most providers get an income of between Kes. 30,000 and Kes. 50,000, and as thus, they desire to move to the next cluster of Kes. 70,000 at the top. In order to ensure that their families lived well, they had side businesses that were mostly salons, beauty and hair product shops as well as selling clothes, makeup and shoes.

Taking a look at the factors influencing motivation of the beauty service providers, it was clear that they were actually highly motivated as some of the factors that got most prominent were actually signs of a motivated workforce. The reporting time was very often and often observed. The time they left work was mostly dependent on what time they had completed their work. Absence from work was actually something that happened less often. One beauty service providers called her place of work her money tree. Being away for a day had adverse effects on how much money she took home,

thus would make sure she was at work daily. They actually looked forward to next duty time.

Very often, they achieved customer expectations. Achievement of customer expectations came with several rewards, for example having some of the customers give tips, giving referrals of the professionals to other potential customers and ensuring that the commissions they made their pay cheque better at the end of the month. The beauty service providers mostly were at peace giving suggestions to management. This was a high level of relationship that has been built between the providers and management. This made the providers feel to be part and parcel of the salon they work for. It becomes a booster of their motivation as a feeling of a family away from home is replicated at their work place. There was a ripple effect even in the relationships that they had with coworkers on resource sharing. Boundaries were clear and responsibilities well defined to ensure that there was orderliness in the work place. The incidences of conflict were very few and far apart. There were internal organizations of the providers, who came through for each other when need arises.

Factors that motivated the beauty service providers were broadly grouped into monetary and non-monetary factors. Most of them agreed that a clear career path in the company was important to them. They needed to know what is ahead of them in their career path. This factor is closely related to having fair promotion prospects. There were positions like team leaders, departmental heads as well as managers. The beauty service providers wanted to raise in seniority through the ranks of the different salons they worked for.

It was also clear that a management that appreciated the good work that the beauty providers did was a sure motivation factor. The need to recognize those who go out of their work to ensure that the clients came back over and over again was very important to them. It is through such repeat business that the client-service provider relationship was built. This made sure that there was a constant flow of income from these clients. Job security was also top of mind of the beauty service providers.

The beauty service providers also noted that they wanted jobs that utilizes multiple skills. There was need to make sure that they could do hair, skin and beauty for their clients. They wanted to be a one stop shop for their clients, to ensure that all the services clients needed were available under one roof, and if possible from one provider.

They also wanted to have clear objectives and goals set out for them. They would let the researcher know that they already like their jobs, and only needed to know what management wanted to be delivered. They yearned for more independence at their work places. They felt that the results in terms of client satisfaction and the monetary rewards in place, were always at the top or their head for the work to be done in a coherent way. This factor was closely related to the beauty service providers being involved in the goal setting process. They felt that they interacted very closely with the clients, and that they had a say in how the businesses should run to ensure that the clients' inputs were taken into consideration to ensure success and continuity of such businesses.

The beauty service providers also welcomed a performance appraisal that was effective. They wanted to have their work evaluated and feedback given on the same. This was very important to them, as they felt that this was a measure that they could use to measure their progress and eventually, their chances of a promotion. At most of the salons visited, the managers and team leaders were actually enjoying good salaries, and also got a say in the way the salons were run.

Team work within the work place was another factor that they deemed very important. In fact, there exists small groups that assist each other, especially at times of need, and such groups worked to strengthen the unity of such beauty providers. This is a factor that baffled the researcher at how much support it got. The team work spirit came through especially when team members were faced with different difficult situations. Monetary aspects that were supported to be factors that motivated the beauty service providers included having a competitive current salary, having attractive allowances and having a medical and health cover. The health cover did not exist at most of the salons the researcher visited, but they deemed this as an important factor. This is the main reason why the informal groups existed. They came together when faced with medical bills of members, and did fund raisers for each other. They even covered spouses and children of the members.

5.4 Recommendations for policy and practice

The study established that aspects of the working environment that the beauty service providers deemed needed to change included changes in environment, policy, managerial, technical and monetary aspects in that order. Thus for anyone who

wanted to venture into the beauty industry, they needed to know that the environmental factors were very important to them. Some of these factors included a serene environment, cleanliness, comfort, adequate working space. They also wanted policy to change so that new demands from clients were incorporated. They also wanted management to have a listening ear close to them.

The technical know-how of the clients was also very important for purposes of keeping abreast with any technological advancements that were available in the market. Any new skills that were found would have to be available to them. The large beauty salons in Nairobi, also attracted expatriates working in the country. They could be coming from countries with such advanced technologies, thus the need to provide the same locally as well.

The other factor to put top of mind are that they wanted management to recognize their need to engage with their families every so often. One of the salons where the female service providers were very enthusiastic was where a mothers room was available to them. They felt that management cared about nursing mothers and thus made a provision for their privacy when they needed to express milk and even breastfeed, where the kids could come to work.

5.5 Limitations of the study

The beauty service providers are very busy and work odd hours, and thus the researcher experienced long waits for the respondents to settle down to take the questionnaires. The challenge was overcome by giving the questionnaires at the right

time for appropriate responses and an extended duration to fill in coupled with telephone and email follow ups. At some instances, the respondents were reluctant to give information, due to negative perceptions associated with such studies. The challenge was minimized by targeting more respondents above the set number, increasing the probability of responses.

Some of the respondents were skeptical to give our information. This is because they thought this could be a ploy by their management to seek information about how they felt about their job. This challenge was reduced by the researcher identifying herself as an independent researcher and having no links to the management of the salons, and that the information they gave would be treated confidentially and it was to be used purely for academic purposes.

5.6 Recommendations for further research

This study was able to get respondents only from some of the major salons in Nairobi City County. This sector is however much larger. This warrants the need for more studies which would then net in more respondents from the other middle and small size salons. This industry is always budding and expanding in leaps and bounds. Thus there is still so much to find out about the industry.

Further there are specific aspects that can be scrutinized in depth, for example to role of unity and small groups that have been formed in the salons that help to build financial stability for the members. Such informal groups are a big motivation factor, and some have money running into hundreds of thousands revolving around them.

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APPENDIX 1

Section A: Participant's Profile

1. Gender

| | |
|------|--------|
| Male | Female |
| | |

2. How old are you?

| | | | | |
|-------|-------|-------|-------|-------------------|
| 18-24 | 25-29 | 30-35 | 36-40 | Above 41 Years |
| | | | | |

3. How long have you practiced in the beauty industry?

| | | | |
|---------------------|-----------|-----------|-------------------|
| Less than 1 Year | 1-3 Years | 4-6 Years | More than 6 Years |
| | | | |

4. What terms of payment are you on currently?

| | | | | |
|-----------|------------------|--------------------|-----------------------|-------------------------|
| Pure Wage | Salary+ bonus | Commission only | Salary+ Commission | Base pay+ Commission |
| | | | | |

5. What is the range of your current monthly income?

| | | | | |
|---------------------|---------------|---------------|---------------|--------------|
| Less than 10,000 | 10,001-30,000 | 30,001-50,000 | 50,001-70,000 | Above 70,000 |
| | | | | |

| | | | | |
|--|--|--|--|--|
| | | | | |
|--|--|--|--|--|

6. How much is your desired monthly income?

| | | | | |
|---------------------|---------------|---------------|---------------|--------------|
| Less than 10,000 | 10,001-30,000 | 30,001-50,000 | 50,001-70,000 | Above 70,000 |
| | | | | |

7. Do you have other sources of income

| | |
|-----|----|
| Yes | No |
| | |

Section B: Factors influencing motivation

8. The concepts below describe various indicators of employee motivation.

| KEY: NO=NOT OFTEN; LO LESS OFTEN; M=MODERATELY; O=OFTEN; VO=VERY OFTEN | | | | | | |
|---|---------------------------------------|------------|------------|------------|------------|------------|
| S/No | Concept | NO | LO | M | O | VO |
| | | (1) | (2) | (3) | (4) | (5) |
| 8.1 | Reporting to work on time | | | | | |
| 8.2 | Leaving work on time | | | | | |
| 8.3 | Being absent from work | | | | | |
| 8.4 | Finishing work within stipulated time | | | | | |
| 8.5 | Achieving customers expectation | | | | | |

| | | | | | | |
|-----|---|--|--|--|--|--|
| | | | | | | |
| 8.6 | Being comfortable offering suggestions to management | | | | | |
| 8.7 | Being involved in conflict with other co-workers | | | | | |
| 8.8 | Look forward to next reporting time to work | | | | | |
| 8.9 | Being involved in disagreement with co-workers on sharing resources | | | | | |

9. The statements below describe various factors that influence employee motivation. Rate each statement by putting a tick in the appropriate box corresponding with your level of satisfaction with how management provides each of the factors.

| KEY: SD=STRONGLY DISAGREE; D=DISAGREE; N=NEUTRAL; A=AGREE; SA=STRONGLY AGREE | | | | | | |
|---|----------------------------------|-------------------------|------------------------|------------------------|------------------------|-------------------------|
| S/No | Statement | SD (1) | D (2) | N (3) | A (4) | SA (5) |
| Non-Monetary Aspects | | | | | | |
| 9.1 | Clear career path in the company | | | | | |
| 9.2 | Management appreciates good work | | | | | |
| 9.3 | Job utilizes multiple skills | | | | | |
| 9.4 | Training and skills development | | | | | |
| 9.5 | Job security | | | | | |
| 9.6 | Clear objectives and goals | | | | | |

| | | | | | | |
|-------------------------|---|--|--|--|--|--|
| 9.7 | Employee involvement in goal setting | | | | | |
| 9.8 | Safe and healthy working conditions | | | | | |
| 9.9 | Performance appraisal that is effective | | | | | |
| 9.10 | Effective feedback system | | | | | |
| 9.11 | Opportunities to make decisions | | | | | |
| 9.12 | Team work in the work place | | | | | |
| 9.13 | Promotion prospects | | | | | |
| 9.14 | Fair promotion opportunities | | | | | |
| 9.15 | Creativity in work execution | | | | | |
| 9.16 | Good working environment | | | | | |
| Monetary Aspects | | | | | | |
| 9.17 | Current salary is competitive | | | | | |
| 9.18 | Attractive allowances | | | | | |
| 9.19 | Medical and health cover | | | | | |
| | | | | | | |

Others

10. What aspects of your working environment would you wish to see changed?

11. Which 3 factors motivate you to wake up every morning energized to come to work?

Thank you for your time completing this questionnaire.

APPENDIX 2

LIST OF MAJOR SALONS IN NAIROBI CITY COUNTY

Barber-Q

Beauty Quest

Blessings Hair Salon

Crucial Cut Barbers

Danielle's Hair Design

Ellison's Hair, Beauty and Executive Barbershop

Fine Touch Salon and Barber Shop

Full Beauty Parlour

Gabbian Beauty Point

Head to Toe Salon

Jawknee Dreadlocks Clinic

Joy's Salon

Jugi Salon

L'Africaine Hair Design

Leo Salon and Barber

Lifestyle Salon and Barbers

Loreal Beauty Salon

Lush Beauty Parlour

Milele executive salon and barber

Mirigold Salon

Moments salon and Barber shop

Neet Training College

P&C Salon
Platinum Salon and Beauty Parlour
Ruthie's Salon
Salon Malibu
Sheez @ New York
Sprouts Kids Salon & Barbershop
Styles of Tomorrow
Taji
Tawis Beauty Salon
AJP Holistic Consultancy
Alison Caroline Institute
Ayush Ayurveda and Yoga Holistic Centre
Chic Cosmetics
Creative Salon
Daysprings Institute for Beauty
Double Touch Salon
First Choice Hair Salon & Beauty Parlour
Forever Living Products
Here's How... Naturally
Hilda's Salon
Lord's Parlour
New York Beauty Parlour
Pims Salon
Salma Hair Salon

Timeless College

Vision Beauty Parlour and Hair Clinic

Zoya Kenya

Zuberi Slim Therapy

D`s

Pharouks

Amadiva

Topaz Salon Spa and Barbershop

Urembo

Narcisse

Queens

Taricous.,