

**JOB PERFORMANCE OF GENERATION Y EMPLOYEES IN SELECTED
HOTELS IN KISUMU CITY, KENYA**

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**RESEARCH THESIS SUBMITTED TO SCHOOL OF TOURISM, HOSPITALITY
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DECLARATION

Declaration by Candidate

This thesis is my original work and has not been presented for any degree in any other University. No part of this research may be reproduced without prior permission of the author and/or Moi University.



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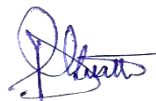
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DEDICATION

This research thesis is dedicated to my family who believed in me and allowed me to further my studies. Their continued encouragement, support and counsel enabled me to do my best.

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To all of you, I say Thank You so much and may God bless you abundantly!

ABSTRACT

Generation Y, the newest and the youngest member in the workforce all over the world are making their presence felt and causing business to re-think their working practices. Despite many theoretical and empirical studies on millennial, there has not been much research done on factors affecting generation Y job performance. Nonetheless, each generation of employees bring new expectations and values to the workplace. Two thirds of Kenyans in formal employment and aged below 30 years are not satisfied with their jobs and are not willing to stay in the same job for more than a couple of years. This scenario has resulted into an increase in the cost of recruitment for organizations, a condition expected to continue as more of generation Y enter into the workplace. The hotel sector employs a bulk of generation Y and therefore faces the risk of increased labor turnover and reduced performance. The purpose of this study was therefore to establish factors affecting job performance of generation Y employees in selected hotels in Kisumu City. Specifically, the study sought to determine the effect of organization culture, the abilities and motivation of generation Y employees on job performance. The study was informed by McGregor's theory X and Y and Herzberg two-factor theory. The research adopted descriptive research designs. The study target population comprised of 108 generation Y employees from 12 purposively selected hotels. In total, 85 randomly selected employees from the 12 hotels participated in the study. Questionnaires were used to collect primary data, which was analyzed using both descriptive and inferential statistics. From the model, ($R^2 = .852$) showing that factors account for 85.2% variation in job performance of Generation Y employees. The research findings revealed that generation Y abilities ($\beta = 0.379$, $p = 0.000$), motivation ($\beta = 0.281$, $p = 0.000$) and organization culture ($\beta = 0.327$, $p = 0.000$) positively affect job performance. The study concludes that generation Y abilities, motivation and organization culture are significant predictors of job performance. Thus there is need for hotels' management to devise strategies to improve generation Y employees' abilities, motivation and organization factors in order to enhance job performance. A further study is required to establish other factors that explain 14.8% variance in generation Y job performance.

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ACRONYMS AND ABBREVIATIONS

EI	-	Emotional Intelligence
FFM	-	Five-Factor Model
GEN	-	Generation
HR	-	Human Resource
HRM	-	Human Resource Management
JD	-	Job Description
JDI	-	Job Description Index
RBV	-	Resource-Based View
SPSS	-	Statistical Package for Social Sciences

OPERATIONAL DEFINITION OF KEY TERMS

Employees' Ability: refers to employees' capability or power to do something physically or mentally in a hotel.

Generation Y: Also known as, Millennials refer to persons born between 1980 and 2000 working in a hotel possessing certain behavior not part of historical experiences (William, 2008; Tay, 2011; Zemke *et al.*, 2000).

Motivation: is a goal-directed behavior and one that satisfies an employee or a person's needs in hotel environment

Job performance: is the proficiency with which employees perform activities that are formally recognized as part of their jobs and activities that contribute to the hotel's technical goals (Thomas, 2004).

Organizational culture is a set of values that helps organizational members know that which traits are acceptable and is unacceptable within the organization (Ojo, 2010).

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter discusses the background of the study, statement of the problem that provides brief statement on the aim of the study. The chapter further presents the objectives of the study, the research hypotheses, and justification of the study, scope, limitations and significance of the study.

1.1 Background of the Study

In today's competitive global business environment, organizations are able to survive and compete mainly due to effective human resource management. The successfulness of an organization is very much depended on the performance of employees. Employee performance according to (Campbell *et.al.*, 1993) is defined as actions and behaviors individuals carry out which are linked to company's goals. It is considered as one of the important factors in maintaining the effectiveness and efficiency of organization as well as the efforts to make sure the organization become competitiveness in the market level.

Organizations cannot be formed without the existence of the employees. For that reason, managers have to determine the causes or factors that can lead to deterioration of employees' performance. In other words, if an individual performs according to the expected standards, then organizational performance will be enhanced and improved (Chegini 2010). It is, therefore, logical that job performance is an extremely important criterion that relates to organizational outcomes and success. Given the importance of employee job performance, management has to carry out an in-depth analysis of their employees and find out the determinant factors that will increase high employee job performance.

External forces and internal forces can affect employees' job performance. The external forces that can influence the employees' performance can be technological changes, working environment, competition and so on. On the other hand, the internal forces are motivation, ability, skills and knowledge. Therefore, it is significant to understand external forces as well as internal forces, which can lead to the performance of employees. Motivation is the internal psychological forces that drive to the changes of employee behavior and lead to the effectiveness of performance. Motivation is a continual process that needs to be sustained and developed due to individual and organizational factors tends to change over time (Schein, 1980).

Bell (2008) points that with the twenty-first century moving forward, organizations are experiencing four or more generations working together in the workplace, which was never experienced before. The reason behind the simultaneous presence of all these generations in the workplace is importantly due to increased longevity and working beyond the retirement age. Based on this perspective, companies will have to adjust their human resource functions according to the diverse and changing needs and expectations of these generations (Hankin, 2005).

Organizational culture has been identified as one of the essential factors that affect the efficiency and productivity of a firm (Alas, Kraus & Niglas 2009). Organizational culture has the potential to enhance organizational performance, employee job satisfaction, and the sense of certainty about problem solving (Kotter, 2012), while Lunenberg (2011), agree that organizational culture also affect the organizational effectiveness. For millennials, leaders and culture are supportive when they promote a collaborative and inclusive environment in which employees can see the impact of their work, understand the value they bring to the

organization, and are recognized for their efforts (Christie & Stephanie, 2015). Millennials prefer an inclusive culture that leverages every individual's passion, commitment, innovation, and elevates employee engagement, empowerment, and authenticity (Tulgan, 2009).

According to Morgeson, Klinger and Hemingway (2005), employee ability may be a requirement for certain types of extra role behaviors, and limitations in capabilities will result in job incumbent limiting how they define their roles. The individual's ability level reflects a person's history of prior success on the job. Therefore, higher-level ability of individuals is likely to perform more tasks, which can improve their job performance. Millennials' values have changed compared to the generations before them, and they are not willing to persevere with an employer if they are not able to the way to success. Employers need to be aware of workers' preferences and the ability to accommodate work arrangements when possible (Arms & Bercik, 2015). Members of the millennial generation are not going to wait for advancement opportunities if there are other ways to overcome obstacles to achieve their goal. Generation Y members entering the workforce present different opportunities and challenges to organizations. Members of the Generation Y cohort want to be part of an energetic and innovative organization that values their opinion (Lowe, Levitt, & Wilson, 2011).

Research conducted by the Chartered Institute of Personnel Development (CIPD, 2012) in the United Kingdom shows that 50% of Generation Y workers who join an organization leave within three years. Ernst and Young released a research in 2013 that showed a significant shift in generation Y and X moving into management roles in the past five years. By comparison, from 2003 to 2008, 12% gen Y, 30% Gen X and 23% of boomers moved into

management (Ernst & Young, 2013). Workers below the age of 34 dominate the South African workforce (Statistics South Africa, 2011). In Kenya, Gen Y is the group who were born around the time of the coup. The defining events over the past decade for this Generation have been multi-party elections, the NARC government, post-election violence, the coalition government and the referendum. They are also the group that has seen the rise of corruption within the country.

A survey conducted by PWC's Kenya found that 66% of employers' report that generation Y makes up between 25% and 75% of their workforces indicating that gen Y are not just the next generation of employees, but the next generation of consumers who will ultimately determine whether future businesses will succeed or fail (CIPD, 2009). Many organizations have laid off several workers in most parts of the world. Generation Y is the upcoming generation of people that will have real impact on business as many of them have joined the workforce and still more are to come (Tile, 2010). For years, employers have been aware of employee engagement and retention issues in their workplaces, which generally affect performance of staff. As the Baby Boomers retire and the generation Y enter the workforce, this massive demographic shift is causing big problems for even the most successful companies (Sujansky & Ferri-Reed, 2009). Each generation has its own characteristics, core values and attitudes, strengths, and weaknesses. Therefore, understanding the reasons of why employees cannot perform well or can present well at the workplace is very crucial.

1.2 Statement of the problem

Nowadays, competitions among businesses have become strong. The competitiveness has caused organizations to face many challenges in terms of utilizing work force. Job performance among employees is one of the important elements to determine the

successfulness of the organization. If employees perform well on their job, work progress can be enhanced; productivity of organization can be increased as well as profits can be gained rapidly. Motivation is vital to enhance and drive the interest of employees to do something or accomplish the organizational goals. With high level of motivation, employees will put their efforts in completing their job and thus performance level will be increased as well as work progress can be enhanced.

Besides, ability of employees will affect job performance of employees. If the employee does not have sufficient ability and competencies to perform during the job, he or she cannot achieve the expected level of performance. Although employees may have high motivation level, they still cannot perform well during their job if they do not have sufficient abilities or skills that are required in performing the job. Other several environment factors can influence job performance of employees such as hygiene of workplace, working environment, competitors, and organizational policies and so on.

In the Price Waterhouse Coopers, twelfth Annual Global Chief Executive Officers Survey (2009), 61% of the chief executive officers admitted that recruiting and integrating younger employees is a challenge. The survey findings reported that it has become more evident that this younger generation is not clearly understood. Besides, 66% of the respondents of the PricewaterhouseCoopers (2009) National Human Survey reported that 'Generation-Y' employees already make up between 25% and 75% of the work force.

Kenya is a developing country, which has the competitive advantage of the young workforce. Two thirds of Kenyans in formal employment aged below thirty-five are not satisfied with

their jobs. These young people, also known as ‘Generation-Y’, are giving employers sleepless nights since a majority are not willing to stay in the same job for more than a couple of years. As a result, the cost of recruitment for companies has risen and will continue to rise as more of ‘Generation-Y’ enters the work force (Synovate, 2011).

The performance of the employees plays an important role in determining the profitability of the hotels, as the employees are one of the most vital assets of the hotels. This is because the hotel industry is manpower-intensive industry for which it needs to emphasize on the performance of the employees and should respond appropriately. Further, the performance of the employees is crucial in the hotel industry as the guests have direct interaction with the employees and thus employees that are responsible for satisfying the guests. Due to "the individual employee is the basic building block of the organization", managers have to understand and figure out the factors that can affect performance at the workplace so that they manage to enhance generation Y job performance. It is with this background information that influenced to undertake a study to determine factors affecting the millennial generation employees in hotels in Kisumu City.

1.3 General Objective

The general objective of the study was to use selected hotels in Kisumu city to establish the factors affecting job performance of generation Y employees in hotel industry.

1.3.1 Specific objectives to the study

The specific objectives of the study were:

- i. To establish the extent to which the abilities of generation Y employees affect their job performance.
- ii. To determine the extent to which motivation affects performance of generation Y employees in the hotel sector.
- iii. To find out the effect of organizational culture on job performance of generation Y employees in the hotel sector.

1.4 Research hypotheses

The research hypotheses of the study were:

- i. **H₀₁**: There is no significant effect of abilities on job performance of generation y employees in the hotel sector.
- ii. **H₀₂**: There is no significant effect of motivation on job performance of generation y employees in the hotel sector.
- iii. **H₀₃**: There is no significant effect of organization culture on job performance of generation Y employees in the hotel sector.

1.5 Justification of the study

Aruna and Anitha (2015) noted that common motivators such as career development, job satisfaction, style of management, nature of working style, and work environment play a role in the retention of Generation Y members. Knowledge about Generation Y about what affects job performance of generation Y is lacking. A Deloitte survey from 2016 indicated that 57% of millennial employees are likely to leave their current position by 2020. (The 2016 Denoitte, 2016). This statement may be a concern for executive team members who manage Generation Y employees due to the high cost of attrition in the service industry. The findings of the study encapsulated the mission of social change by providing ways to decrease Generation Y employees' attrition rate through motivation strategies that increase

satisfaction. Losing Generation Y employees is a concern due to the cost associated with attrition and the ways retention can improve in a service organization.

Generation Y make up a large proportion of those currently working in the Tourism and Hospitality Industry (TAI). Approximately 30 percent of its employees are aged between 18 and 24 years of age, compared to a Kenyan overall average of 22 percent. Nearly half (45 percent) of the 15 to 24 years old in the Tourism and Hospitality industry are employed as casuals (Kenyan Bureau of Statistics, 2008). With such a high proportion of the work force falling in this bracket, the interest in 'Generation-Y' cannot be considered as a passing fad. This is because 'Generation-Y' individuals are not just the next generation of employees, but also the next generation of consumers who will ultimately determine whether businesses will succeed or fail. Job performance of 'Generation-Y' is a significant challenge for human resource management strategies and therefore needs to be addressed.

Like other organizations worldwide, hospitality and tourism industry in Kenya are experiencing a shift towards generation Y replacing the older generation. Understanding how to work with 'Generation-Y' employees is an opportunity to make the transition of employees in hospitality organizations smoother and easier for all involved. It is a chance to determine what does and what does not work for 'Generation-Y'. Therefore, this study sought to investigate the factors affecting job performance of generation Y employees in selected hotels within Kisumu city.

1.6 Significance of the Study

This study will be useful to the hotel industry as it can provide insights on what performance factors are driving the dynamic generation Y and consequently it may lead other hospitality sectors to do their own research. This can also enable key players in the industry make

informed decisions when they are managing generation Y and therefore possibly create policies that will enable them deliver results at the same time effectively manage this group of people.

The study will be beneficial to policy makers in government especially the ministry of Tourism and Ministry of Education. Through gaining an understanding of generation Y, this study will yield information that can enable the tertiary institutions to possibly change the school's curriculums so that they can churn out graduates who are equipped with certain skills sets and competencies that make them competitive in the job market. The study will be valuable to researchers and academics as it will provide valuable information relating to the motivational factors of generation Y that will enable the researchers and academicians to build on this and carry out other research on other factors affecting job performance of generation Y employees.

1.7 Limitations of the study

Information was a major limitation since the individual respondents may have been hesitant to reveal the information on their perception of effectiveness of motivation programs for Generation Y employees in the Hotel for fear of victimization. However, to alleviate this, the researcher assured the respondents of anonymity and confidentiality of the responses they gave. The study was limited to the effects on job performance of generation Y employees, Motivation, employees' ability and organization culture within the context of the hotel industry in Kisumu and does not look at employees in other sectorial organizations. Since the study targeted only Generation Y employees and did not include views of other generations in the work force, there were possible problems of biasness. However, this problem was

alleviated by the fact that data was collected from different restaurants and the respondents were assured that the data collected would only be used for academic purposes only.

1.8 Scope of the study

The study was confined to twelve selected hotels within the city of Kisumu. The study was conducted with great emphasis on factors affecting job performance of generation Y employees in the hotel industry. The study population comprised of operational employees working in the core departments in the hotels namely; front office, housekeeping, food and beverage service and food and beverage production). The study used both descriptive and explanatory design to collect data. Questionnaires were the main method used to collect data. The period of data collection was in September 2015 to April 2016.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This section reviews literature related to the current study. Holloway defined literature review as an overview of literature in general for the topic under review. It shows the pool of knowledge built on what other researchers have done in the topic of study and enables researcher to establish knowledge gap. This chapter comprises the review of past studies on performance, motivation, ability and organization culture.

2.1 Concept of Employee Job Performance

Employee productivity is measured by how much of something an employee has produced. This is quantified by incorporating indicators on evaluations that focus on capturing measurable data. Productivity-related indicators may examine the quantity of projects that an employee has versus what the production outcomes are (DeWitt 2010). DeWitt (2010) goes on to affirm that decision-making as an indicator of performance shows how well an employee is able to judge a given work situation and respond to it.

Further, Macleod and Brady (2008) on the other hand, refer to the concept as the ability of the employee to manage his time and allocate resources effectively. How to gauge this will differ from one organization to another. Robertson *et al.*, (2012) assert that some businesses look for quick decision-making, the ability to make snap judgments with limited information, while others prefer employees to think carefully and research before responding to customers or project activities.

Whichever kind of organization, whether a manufacturing or service industry, an organization will require its employees to be timely (Macleod & Brady 2008). This is examined by an employee's efficiency scores based on what the expected timeliness

outcomes were. Macleod and Brady (2008) admit that if the objective of an employee is to complete a project in two months, but it takes them four months to complete it, this will serve as an indication to their supervisor that something went awry.

Employees in a company, which, in essence, is a service industry, will have to be timely in delivering their reports, getting back to clients and keeping them informed of the new products. Otherwise, the company runs a risk of losing to its competitors. In a work scenario, employees share information with their coworkers, customers and the employer. This is made possible using reports, email, phone conversations and face-to-face discussions. The better employees can communicate, the more efficiently they can do their job and the better decisions everyone around them can make.

All the employees need this skill, but especially those who are in direct contact with customers, at the customer service desk, for instance (Macey *et al* 2009). According to Robertson *et al* (2012), job skills include all abilities and skills that the employee needs to successfully work at his current position. Different jobs require different skills specific to them. For example, an IT person will require knowledge of computer software to be able to do his/her work, the same to accounting, sales, customer care, graphic design and so on. Again, this will be needed in a hotel because, like all other organizations, it is made up of different departments.

Another aspect that can be observed as a measurement of employees' job performance is their consistency. According to Runny (2007), employees' consistency can be gauged by looking at how they demonstrate their ethical business practices, like not stealing the employer's time, and if they are working in the accounts department, how trustworthy they are. Consistency on the side of employees is certainly a positive trait. Here we are looking at how

consistent they are with their values, how much innovation, planning and organizational skills an employee displays plus how much initiative an employee has toward meeting required goals. Once all these are consistent, an employee is rated to be a high performer. Consistency indicators, affirms Runny (2007), help supervisors determine the level of an employee's integrity and credibility. To apply this to our case study, where customers are investing their money with the company. Therefore, there should be a high standard of ethical practices among the employees as they deal with customers.

Teamwork is usually considered as an important factor especially in the workplace. Job performance in terms of teamwork can be gauged on how successfully an employee works with others to achieve desired results. (Macleod & Brandy (2008) This ability, assert Blois, Cook and HunSaker (2007) can be easily assessed on how an employee communicates with his/her coworkers; this can be seen on how one expresses their ideas and information appropriately and with efficiency. A good employee demonstrates great ability in teamwork during scenarios of conflict resolution. Robertson *et al* (2012) concur by saying that, if an employee has what it takes, they should be able to express different points of view in a non-threatening way, having knowledge about when it is appropriate to compromise and when it is important to take a stand. As a committed team member, an employee should maintain a high level of character and a professional attitude with an ability to conform and promote the company standards of conduct. Lastly, they should be people who are self-motivated and strive to learn to improve and take on responsibilities (Robertson *et al* 2012).

2.2 Generation Y Employees

Besides being known as Generation Y and millennials, other names for Generation Y members include nexters, Generation www, Generation E, and echo boomers (Dimitriou & Blum, 2015; Friedell, Puskala, & Villa, 2011; Zopiatis, Kapardis, & Varnavas, 2012). Other

terms used to describe Generation Y members include lazy, impatient, self-entitled and wanting to be a part of something meaningful (Deepthi & Baral, 2013; Zopiatis *et al.*, 2012). They can also be categorized as team players, ambitious, tech-savvy, and multitaskers (Beekman, 2011).

The universally recognizable names are Generation Y and millennials. There is evidence that Generation Y is different from past generations regarding their values, economies of scale, and ways they meet the work demands of their employer (Helms, 2014). Generation Y members possess qualities that can be beneficial or detrimental depending on the organizational setting. To understand Generation Y characteristics and their application, it is important to understand past generations. Four generations are in the workforce. Members of the four generations are the silent generation, baby boomers, Generation X, and Generation Y.

Members of Generation Y have experienced many things for the first time, including being the first generation to have access to the Internet during their early youth. The millennials grew up during a time of economic prosperity and built strong bonds with their parents (Holt, Marques, & Way, 2012). The millennial generation is the first generation to adopt social media as the primary way to connect and acquire information from others, which changed the dynamics of communication (Paulin, Ferguson, Jost, & Fallu, 2014). The constructs of social media have presented new challenges that no previous generation members have faced while affecting their social well-being. The millennials are also the inaugural generation for adapting to the use of computers on a consistent basis, which provided them with confidence to communicate using technology on a social media platform (Kapoor & Solomon, 2011).

Millennials' relationship with technology is the most conspicuous difference between millennials and the previous generations (Eastman, Lyer, Liao-Troth, Williams, & Griffin, 2014; Farrell & Hurt, 2014). Prior to Generation Y, people communicated face-to-face rather than electronically. Members of the millennial generation have views that are different from past generations because of the advancements made in technology and the widespread incorporation of technology into their daily lives. The considerable amount of diversity between the four current generation cohorts is likely to continue in the future, although very few members of the silent generation remain in the workforce. The terms Generation Y and millennials are interchangeable throughout this research. This generation has experienced a different upbringing than their predecessors due to the many technological advancements (Eastman *et al.*, 2014; Festing & Schafer, 2014). The years following millennials' birth were a technological revolution, unlike what members of Generation X experienced in their early adolescent years.

The Generation Y cohort has demonstrated competitive tendencies among peers. Millennials desire achievement, happiness, and fulfillment, and they believe they can achieve these in the workplace (Farrell & Hurt, 2014). They are a self-confident group and are sure of their competence because they have grown up in a structured environment (Goudreau, 2013). Millennials' confidence, which comes from their upbringing in an everyone-wins culture, can cause some social concerns when nothing goes according to plan. Millennials understand the difference in finding value in the workplace compared to previous generations.

Cross-generational survey data supported a description of millennials as increasingly materialistic and extrinsic while placing a high value on image and money (Paulin *et al.*, 2014). Strauss and Howe predicted that millennials would become a more socially

conservative, community-involved group compared to previous generations (as cited in Taylor, 2014). Millennials tend to respect authority without questioning their leadership (Lancaster & Stillman, 2002). With the family being such a large part of millennial children's growth, they have a significant amount of respect.

In many cases, families continue to protect millennials from failure by providing constant support, which can be a concern when millennials first face challenging situations. The members of the Generation Y cohort have mastered the ability to multitask, and many of them believe they can handle more than one job at once. Millennials posited that by continuing to job hop, they will not remain static in their career progression. They believe they will continue to acquire different skills for advancement while having 15 to 20 jobs during their professional life span (Meister, 2012a).

According to research from the Bureau of Labor Statistics, millennials change jobs every 1.8 years (Ware, 2014). In many cases, millennials do not feel that they need to pay their societal dues, as they expect others to hand them status rather than having to achieve the status within an organization (Meister, 2012a). Not all the data collected indicated that millennials do not need to work their way up with an organization, but the majority of the data searched had similar suggestions.

Members of the Generation Y cohort find transparency in an organization and positive attributes when they share information about the organization through ensuring open communication, providing feedback, and involving employees in the decision-making process when applicable. Members of Generation Y need flexibility and constant feedback (Kauri, 2013; Solnet & Kralj, 2011). If millennials are learning new skills, regardless of the

tenure of the job, they will likely continue to demand additional promotions and increased compensation because of their work experiences and newfound knowledge.

Members of the millennial generation grew up with protective parents who helped enforce their confidence by creating self-confidence and urging them to pursue their dreams (Rikleen, 2014). Therefore, if millennials see their organization as transparent and leadership as significant resources for advancement, then they will likely see the value of staying with the organization for a prolonged period. Retaining employees within the Generation Y community will be difficult due to their dissatisfaction with their organization and their supervisors.

With Generation X members starting a tradition of job-hopping, there is now little loyalty to organizations among members of Generation (Ghovwen, Balogun, & Olowokere, 2014). Organizational leaders encourage managers to find enthusiastic, young, promising employees who challenge the inflexibility of the standard workday, dress codes, and employee–supervisor relationships (Dimitriou & Blum, 2015). Members of Generation X and millennials have lost their faith in the organizations that employ them and have put their trust in their individual bosses. Dissatisfaction with their bosses is the top reason members of the younger generations terminate their employment prematurely. Generation Y employees desire to work for the right leader or they will change jobs (Marston, 2007).

The baby boomers believed in rising to the top of their respective organization and climbing the corporate ladder. Promotional opportunities were important to the members of the baby boom generation, as their plan was to develop employment stability, settle down, and raise a family. This idea is contrary to millennials' beliefs, as they take nothing for granted (Meister, 2012a). Members of the millennial cohort demand opportunities from their work environment and will leave their organization if they do not feel satisfied with their career progression

within the organization. Generation Y members want to learn new skills and need regular feedback, which is critical to their personal and professional development.

Members of Generation Y are quick learners and have the capability to acclimate to modern technology improvements while incorporating them into their daily lives (Dimitriou & Blum, 2015). They are willing to sacrifice a long-term position to learn valuable skills that will enhance their career opportunities. To succeed, millennials need to know that the organization supports their goals. An indicator for the success of an organization is the ability to retain valuable employees. With Generation X leading the way in job transfers, the millennials have begun to follow. Unlike the baby boomers, who would spend a career with the same employer, Generation Y members want to know how they can advance and how organizational leaders decide salaries. Millennials value mission-driven organizations whose leaders appreciate their contributions (Saratovsky & Feldmann, 2013). A significant obstacle for organizational leaders to overcome is what methods will result in the positive retention of Generation Y members. Employee turnover is an expensive and time-consuming endeavor. A cautious estimation of the cost of turnover is 30% of a yearly salary, and as high as 250% for hard-to-replace positions (Hester, 2013).

As companies are responsible for 50% of all turnover, organizational leaders must look at the competence and expertise leaving the organization (Lancaster & Stillman, 2002). As mentioned previously, employees leave their direct supervisor, not the organization, for other opportunities. Supervisors must have outstanding skills to be able to communicate and connect with the Generation Y talent. Improving supervisory skills will reduce the cost of training, improve productivity, and retain talented employees within an organization. A critical skill for retaining Generation Y members is the ability to help engagement between the organization, supervision, and employee. Human resource personnel and traditional

media outlets have criticized this generation because of how parents raised their Generation Y children (Kellison, Yu Kyoum, & Magnusen, 2013). Generation Y members hold values that are similar to those held by traditionalists, such as being patriotic, valuing home and family, and having a sense of morality.

Millennials desire a high level of pay and status while putting forth minimal effort, which has led to characterizing them as high maintenance or needy. Millennials dislike micromanagement and desire immediate feedback on their performance. Millennials respond well to a coaching management style while they develop skills to keep them up-to-date (Lowe *et al.*, 2011). They demand freedom and flexibility that allow them to act as equals to their supervisors while valuing organizations that offer less restrictive schedules and flextime (Kellison *et al.*, 2013). Increasing millennials' skills is not the same as providing them an increased workload that they do not find challenging. The influencers in millennials' lives who have a can-do attitude have driven the millennials to succeed. Generation Y members prefer their leaders to treat them as partners in the organization through a flat hierarchy (Kellison *et al.*, 2013; Lowe *et al.*, 2011). With the right mentoring, millennials can possess the ability and attitude to succeed at a high level. To engage Generation Y members properly, managers will need to forego the boss mentality to practice mentoring and coaching. Organizational leaders motivate millennials by providing the tools to help them become more productive and creatives.

According to NAS Recruitment Innovation (2014), Generation Y members look for organizations to provide several tools for engagement: (a) clearly stated goals, (b) frequent contact with supervision, (c) challenges, (d) regular feedback, (e) opportunities to work in

teams, (f) seeing work make a difference, and (g) receiving pay for what they do and not for how long it takes them. Many Generation Y members see challenges as motivation for increased performance. Millennials also hope to have a positive influence on the organization and make a positive change in the world (Holt *et al.*, 2012). Millennials have grown up achieving awards for participation, and they enjoy being part of a group that is successful. The millennial cohort requires a certain amount of collaboration that is imperative for the team, as they have experienced a team atmosphere since their early childhood years, and this is vital to their success.

Generation Y members are different from members of previous cohorts; as various incentives motivate them. According to Hewlett, Sumberg, and Sherbin (2009), the best types of rewards and compensation include (a) working with great employees, (b) accommodating work arrangements, (c) achieving advancement opportunities, (d) receiving recognition from senior management within the organization, and (e) having opportunities for new experiences and challenges. Millennials want to work for a company that has values similar to their own. In addition to what is listed above, employers must listen to their employees and provide them the chance to contribute and communicate the company's mission and values (Kilber *et al.*, 2014). The key to millennializing an organization's workforce is to inspire employees to deliver their best while being innovative (Ferri-Reed, 2014b). Researchers have discovered that members of Generation Y want to be part of the decision-making process as much as possible. Millennials always worked together in teams growing up, so they believe that they are good collaborators and can contribute to an organization's success.

2.2.1 Millennials and the Hospitality Industry

The hospitality industry, in particular, has high rates of turnover due to demanding hours and challenges with work-family balance (Brown *et al.*, 2015; Dimitrov, 2012). Millennials are reputed to have lower organizational commitment versus previous generations, which is a concern when paired with the high turnover rate of the hospitality industry (Brown *et al.*, 2015). More specifically, Brown *et al.* (2015) identified that the priority that Millennials place on work-life balance creates a greater risk for turnover in the hospitality field. Rosa and Hastings (2016) found that hospitality managers were challenged by requests for time off from millennial employees who were attempting to pursue work-life balance.

Lu and Gursoy (2013) discovered that Millennials in the hospitality industry experienced emotional exhaustion earlier and require more interim rewards than Boomers. Once exhausted, Millennials were much more likely to experience job dissatisfaction and turnover intention compared to Boomers (Lu & Gursoy, 2013). Interestingly, the differences in attitudes between Millennials and Gen-Xers or Boomers and Gen-Xers was not as significant, which implied that Millennials may be experiencing more job dissatisfaction if they are reporting directly to a Boomer (Lu & Gursoy, 2013). In contrast, Chi *et al.* (2013) found that millennial hospitality employees felt disconnected from and discriminated against by both older generations. Gursoy *et al.* (2013) and Park and Gursoy (2012) studied the engagement of hospitality workers by exploring multigenerational conflict based on work values. The findings indicated that Boomers valued work centrality, Gen Xers valued work-life balance and power, and Millennials valued work-life balance, recognition, noncompliance, and leadership (Gursoy *et al.*, 2013).

Boomers are patient and value authority and hierarchy while Millennials are impatient and want to question authority and status quo (Gursoy *et al.*, 2013). Likewise, Park and Gursoy (2012) found that Millennials were more likely to experience turnover intention, but that once engaged, Millennials were more dedicated to their jobs compared to older generations. Despite the high priority to avoid employee burnout, reducing hospitality job demand is not feasible, and managers should strive to increase job resources, such as work-life balance (Lu & Gursoy, 2013).

In addition, Chi *et al.* (2013) recommended that hospitality leaders explore ways to reduce hierarchy and address the power imbalance between Millennials and older generations. Park and Gursoy (2012) suggested that hospitality HR leaders consider ways to increase engagement in ways suitable for each generation. They also cautioned that Millennials are likely to call out poor HR practices, but that this could be an opportunity for organizational improvement (Park & Gursoy, 2012). This study measured the level of employee job performance by considering performance indicators like the employee's level of communication skills, teamwork, productivity and timeliness.

The aspects of interest were to examine if the employees perform their work to the expected standards, how the organization examines the quantity of projects that the employee has against what the production outcome is. This study was also interested in how timely employees are with their duties and how well they are able to manage their time and allocate the resources provided. For those who deal with customers directly particularly at the customer care desk, this study sought to find out how well they served the customers. The level of employee's integrity and credibility among other ethical practices were also of interest to the study.

2.3 Employee Motivation and Job Performance

Individuals who have a proper understanding of employee motivation can secure relationships within the workforce. Employee motivation first appeared in the 4th century B.C., when hedonism was a driving force for behavior (Korzynski, 2013). Motivation alludes to the inner motivation coming from within a person with characteristics such as intensity, persistence, and proper direction to achieve explicit goals that are not due to natural ability (Purohit & Bandyopadhyay, 2014).

According to Vroom (1964), the further motivated individuals are, the more likely their performance is to improve. Work is a psychological process that maintains, energizes, and directs action toward a particular work function (Purohit & Bandyopadhyay, 2014). Elias *et al.* (2012) noted, “Work motivation is a set of energetic forces that originate both within as well as beyond an individual’s being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration” (p. 456). Individuals have different trigger points that assist in determining level of motivation.

Motivational tools will be successful if a person is willing to listen. Understanding human motivation has been a formidable problem for centuries, as some of the most influential thinkers, such as Adam Smith, Aristotle, Abraham Maslow, and Sigmund Freud, have struggled to understand it (Nohria, Groysberg, & Lee, 2008). In the early 1900s, Frederick Taylor founded scientific management, which played a role in the experimental process of breaking down simple tasks to enhance productivity (Nohria *et al.*, 2008). The idea behind scientific management was to motivate employees by establishing simpler tasks that would generate work motivation. The system of motivation involves a connection between rewarding employees and production achieved, which includes a subjective evaluation of the employee by measuring the productivity evaluation of the performance reward (Muscalu &

Muntean, 2013). However, further research demonstrated a disconnection exists between early work motivation literature and later knowledge.

Mayo managed the experimental process at the Hawthorne plant of the Western Electric Company. The reason for the experiment was to observe the lighting and its effect on employee productivity. The results of the research were perplexing because production went up in the experimental room as well as the control room when the lighting increased. The Hawthorne experiment was notable as being a part of the most remarkable paradigm shift in history due to the relationship with scientific management and human relations. The opposite also occurred: when the lighting decreased, the production of the employees still increased (Hassard, 2012). The researchers concluded that the increased attention toward the workers at the Hawthorne plant affected workers' progress, regardless of the elements.

Mayo understood that two concerns occurred during the initial experiment: the experimenter effect and the social effect. The experimenter effect was a perception that management cared about the employees by making changes to enhance the employees' well-being (Hassard, 2012). The outcome of the Hawthorne study was the Hawthorne effect, which indicated that social relations, not the physical environment, shaped organizational outcomes while influencing the social relations movement in the workforce (Zhong & House, 2012). The social effect developed due to separation from others that allowed individuals to advance camaraderie among peers to improve work performance.

Human resource personnel have embraced and adopted philosophies targeting and creating learning organizations (Casad, 2012). Ongoing systematic attempts to motivate employees by manipulating the motivation factors have been unsuccessful. When employees become bored or disengaged, something is lacking in their job (Van der Heijden, Schepers, & Nijssen, 2012). One of the best opportunities to improve jobs and make them more appealing is to

distribute or add duties to employees to energize them by focusing on their strengths (Levoy, 2014). It is important to provide capable individuals a chance to grow. Managers have learned through trial and error that they have to manage the Generation Y cohort differently. Tulgan (2013) noted that management needs to plug into the enthusiasm and excitement that millennials bring on the first day of work or they are at risk of turning a good hire into a bad one. This practice will assist in promoting individuals to continue with the same motivation when they were initially hired. It is imperative to turn every demand and request into opportunities to earn performance- based rewards and to go the extra mile (Tulgan, 2013). Outstanding employees operate at peak performance, demonstrate engagement, and possess significant energy levels (Levoy, 2014). Employees who satisfy these elements experience the essence of job enrichment.

The availability of motivational concepts has expanded over the years. Most motivational employee concepts emerged in the 20th century and affected the way leaders manage their employees. Nohria *et al.* (2008) illustrated a reproduction of employee motivation that included specifics for motivation. The model of employee motivation consists of four components: commitment, satisfaction, engagement, and intention to quit or stay with the organization. The morale of an employee is an imperative criterion associated with motivation that links the employee's perception concerning the job and the organization (Islam & Ali, 2013).

To increase motivation, organizational leaders need to satisfy all four drivers by developing an organizational culture to provide best practices for mutual collaboration, sharing, and reliance. With members of the new millennial generation in key leadership positions, numerous changes are occurring. These changes are materializing because this generation is so different from previous generations. A direct manager is necessary to foster a highly

motivating environment by offering recognition, praise, and encouragement of teamwork (Korzynski, 2013). Leaders will need to adjust how they manage and lead the new technological generation. The key to managing is to understand that individuals comprehend the world differently according to their perceptions (Kilber *et al.*, 2014). It is imperative to pay particular attention to the preferred communication requirements to communicate and motivate employees through creative tools to retain them.

The need for employee motivation has increased with millennials entering the workforce. Organizational leaders are paying attention to the managers managing this group because peers see millennials as disloyal, needy, casual, and having a sense of entitlement (Moss & Martins, 2014; C. Thompson & Gregory, 2012). Comprehension is the answer for managers to be able to motivate and retain the millennial workforce through all the challenges that the millennials present. Millennials' commitment and retention relate to a healthy relationship with their immediate managers (C. Thompson & Gregory, 2012). If leaders plan for their companies to flourish in the future, managers will need to implement new leadership and management styles that relate to young employees' work capabilities, beginning with timely feedback. Emotional intelligence is an aspect of the human persona that enables individuals to make rational decisions.

Effective leaders can capitalize on emotional intelligence to motivate others by controlling their emotions and using this power to motivate employees (Sand, Cangemi, & Ingram, 2011). According to a survey in 1996, employees have a different perception of what is important to employees versus what employers believe (Sand *et al.*, 2011). Researchers ranked items between 1 and 10 for importance, where a full appreciation of work was rated first for millennial employees and eighth for management. Supervisors concluded good

wages were the most important criterion for employees, but the employees ranked good wages fifth.

Employees rated being sympathetic to understanding personal problems as third, and employers thought employees would rate it ninth (Sand *et al.*, 2011). A disconnect existed between what company leaders viewed as important and what made employees happy. Leaders should understand that money is not a key motivator for individuals to excel in their career. The measurement helped facilitate the notion that generations' perceptions have changed. Finding common ground to inspire others to fulfill their goals by desiring to accomplish them capitalizes on the power of motivation. Effective leaders and motivators can use these talents to motivate and retain others. Leaders have the responsibility to attain goals for the viability of the organization by meeting or exceeding the competition. The leaders must create a culture that promotes motivation and will help individuals to feel inspired to help accomplish the goals set forth (Sand *et al.*, 2011). Developing a culture will assist in promoting an environment that offers inspiration and motivation.

Creating a harmonious work atmosphere can be more important than compensation through motivation, optimism while hoping to engage millennial employees in exceeding their capabilities. The lack of emotional awareness by a person in leadership can cause unnecessary conflict and be a de-motivator (Sand *et al.*, 2011). Effective leadership is vital to lead an organization through difficult times while motivating others to achieve the objectives needed for success. Leaders are likely to be more successful when they can promote a balanced culture while being able to manage emotions. There is no shortage of quotations or ideas for motivation.

President Dwight D. Eisenhower stated, "Motivation is the art of getting people to do what you want them to do because they want to do it" (Hauser, 2014, p. 246). The concept of

motivation is necessary and evokes individuals to carry out a series of activities to appease them (Achim, Dragolea, & Balan, 2013). Tulgan (2009) posited that the self-esteem movement and Generation Y's vulnerability to new ventures have chipped away the motivation for millennials. Generation Y members enjoy being in a safe environment where someone is keeping track of their accomplishments and they enjoy receiving credit for their achievements.

Millennials want to negotiate small rewards that continue to provide them with the motivation to win because they want more of everything. Researchers have noted the greatest motivators are not monetary rewards. However, the perception of achievement, recognition, responsibility, fame, and pleasure from challenges and social interactions are important (Dimitriou & Blum, 2015). Part of employee motivation that Tulgan (2009) discussed is a point system that motivates Generation Y members to finish projects while meeting high-quality standards to receive rewards according to the total points they accrue.

Leaders of organizations understand that it requires more resources to motivate the members of Generation Y. Growing up in a different era that consistently promoted positive inspiration to succeed puts organization leaders in a precarious position when reviewing the millennial generation because the members of Generation Y have rarely experienced loss or faced punishment for their failures. These are some of the effective ways one can use to improve morale and productivity within an organization. There are various programmes that are perceived to motivate Generation Y employees in a work situation. These programmes according to Mullins (2002) are two folds: extrinsic motivational programmes and intrinsic motivational programmes.

Intrinsic motivational programmes offer psychological rewards. They focus on encouraging employees' specific types of behavior, so that appropriate behaviors can be maintained and repeated. Intrinsic motivators include; job redesign, teamwork and participation, career change, incentives and feedback, recognition and staff training. On the other hand, extrinsic motivation programmes offers tangible rewards to the employees. These includes; promotion, salary/pay, fringe benefits and work environment. Fredrick Herzberg developed a theory of motivation that highlighted the role of job satisfaction in determining worker motivation (Riggio, 2014). He proposed that the determinants of job satisfaction were different from those of job dissatisfaction. The factors giving rise to satisfaction were called motivators (e.g. recognition, responsibility and achievement), while those giving rise to dissatisfaction were called hygiene factors (e.g. salary, company policy and working conditions) (Cole and Kelly, 2011). Motivators are things that lead employees to be satisfied, motivated by their jobs, and have to do with job content, they are inherent in the work itself: Their presence results in job satisfaction and motivation, but their absence results only in neutrality (Levy, 2013).

Motivators include intrinsic factors such as possibility for promotion, demanding work, recognition, achievement and responsibility (Stanley, 2012). Motivator factors operate only to increase job satisfaction (Hansen, Smith & Hansen, 2012). Hygiene factors are related to the context in which people perform their jobs e.g. supervisory problems, relations, low salary, administrative practices, poor working conditions and unfavorable company policies. The presence of hygiene results in job dissatisfaction, but their absence leads not to job satisfaction or motivation-only to neutrality (Chung, 2013).

Hygiene factors, also called dissatisfies, operate only to decrease job satisfaction or create job dissatisfaction (Hansen, Smith & Hansen, 2012). The reverse of job satisfaction is not job

dissatisfaction but instead, lack of job satisfaction; and similarly, the reverse of dissatisfaction is not job satisfaction, but lack of job dissatisfaction (Giancola, 2011). The literature reviewed have shown that Generation Y craves feedback and guidance. They appreciate being kept in the loop and often need frequent praise and reassurance. Millennials may benefit greatly from mentors who can help guide and develop their talents. This is where the boomers come in handy because (thought mostly retired), they have something to offer and see-mentoring millennials is one way they can continue to contribute to the workforce. The current study was seeking to establish the extent of motivation of generation Y on job performance.

2.3.1 Intrinsic Motivation Programmes

An employee should be given a greater variety of tasks to perform that are not necessarily more challenging which should make the work more interesting to motivate him or her. The management should ensure job enrichment, which involves employee being given a wider range of more interesting and challenging tasks surrounding a complete unit of work to give a greater sense of achievement. Cole (2002) has described job enrichment as the vertical extension of job responsibilities, which result to increased job satisfaction. Job enrichment could be through job re-design with intention to reverse the effects of tasks that are repetitive requiring little autonomy. Some of these effects are boredom, lack of flexibility, and employee dissatisfaction. Mullins (2002) explains that job enrichment arose from Herzberg's two-factor theory attempts to enrich the job by incorporating motivating or growth facts like increased responsibilities and involvement, opportunities for advancement and the sense of achievement, with an aim of giving the person greater autonomy and authority over planning, execution and control of their own work. It provides a person with a more meaningful and

challenging job. (Armstrong 2006) notes that job enrichment provides the employee with variety, decision- making, responsibility and control in carrying out the work and the worker can identify a series of tasks or activities that will determine the product.

In contrast, job enlargement is the horizontal extension of jobs that is to add extra tasks of the same level as before (Cole 2002). It involves increasing the scope of the job and the range of tasks carried out by a person. Employers must use tact when using job enlargement as a motivator because it may not improve intrinsic satisfaction if it is taken to mean increased number of boring tasks. The aim would be to increase a worker's cycle of operation and give a variety of challenging tasks.

Job rotation can also be considered as an intrinsic motivator. It involves moving a person from one job to another to add variety and help remove boredom, in the short term. Although this may lead to acquisition of additional skills, it may not develop the level of skills. It can be used as a formal training or a means of helping a worker identify with a completed service or product. People should be given the opportunity to use a variety of skills, and perform different kinds of work. The most common way to do this is through job rotation. Move workers through a variety of jobs that allow them to see different parts of the organization learn different skills and acquire different experiences (Robbins, 2005). This can be very motivating, especially for people in jobs that are very repetitive or that focus on only one or two skills.

Employees are motivated by teamwork and direction as long as there is flexibility to get work done. Teamwork provides job enrichment at the group level. It has to set a goal for a team, and make team members free to determine work assignments, schedules, rest break and

evaluation parameters. With this method, one significantly cut back on supervisory positions and people gain leadership and management skills. People should know how well, or poorly, they are performing their jobs. The more control one gives them for evaluating and monitoring their own performance, the more enriched their jobs will be (Cole, 2002). Rather than having quality control department go around and point out mistakes, managers may consider giving each team responsibility for their own quality control. Workers will receive immediate feedback, and they will learn to solve problems, take initiative, and make decisions.

Heathfield (2000) suggests that career change is an essential element of future career patterns and is likely to motivate employee to work harder to achieve development in career. This allows the organization to adapt its career systems to changing workforce needs. Career development activities that are directed at strengthening career resilience result in a more flexible and adaptable employee, traits that are important for the present employer and for the individual who must eventually consider career change. Therefore, organization should endeavor to develop its employees' career wise through developmental training, promotion and helping employees enroll for other courses that may result to career growth of the employees. Employees feel more valued when incentives and feedback are given throughout the year. Hammill, (2005) notes that organization should have in place recognition systems in place for the employees. Hammill indicates that there are many no cost recognition that can be used to motivate employees like supervisors thanking or congratulating the employee in person for outstanding performance; nominate employees to participate mentorship programs; posting inspirational messages around the office and ask staff how they want to be recognized.

Further, Goff & Longenecker, (2000) noted that there is other low-cost recognition method that can serve to motivate the employees. They include; implementing a peer recognition program in staff meetings by utilizing nomination sheets that serve to nominate employees for their work based on the department's values/vision/mission; create bulletin board space to laud employees publicly; treat the employee to coffee or soda and a chat; celebrate the completion of projects; develop a departmental recognition program; leaving a note in the person's work area or sending an employee to a seminar related to his/her career goals.

Olajide (2000) highlights that no matter how automated an organization, high productivity depends on the level of motivation and the effectiveness of the workforce; staff training is an indispensable strategy for motivating workers. The organization must have good training programme. This will give the employees opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task. Staff training is an important contributor to individual and group motivation. Appropriate training can increase staff involvement in the organization, improve communication between peers, facilitate change and be part of an appraisal scheme (Hammill, 2005). In an ideal world, training and skill profiling must be relevant and responsive to changing organizational needs. This would suppose a systematic assessment of current and projected needs and training strategies, which permit a timely response.

According to Wood (2001), training and personnel development has long been seen as a way not only to ensure highly skilled employees but also to increase self-esteem, commitment and motivation and embed a learning culture. This training needs to focus on the process of managing, motivating and evaluating employee performance (Goff and Longenecker, 2000). Training should be focused on helping the employee perform their tasks with ease. Wood (2001) noted that when employees are faced with hard tasks, their morale is killed and their

performance is lowered. Once the employee has been through the necessary training, periodic refresher courses should be required to help them maintain necessary skills in performance assessment. In addition, to motivate employees to an outstanding performance in the organization, training should include how to set objectives, how to keep accurate records, and how to communicate all aspects of performance.

2.3.2 Extrinsic Motivation Programmes

The desire to be promoted and earn enhanced pay may also motivate employees. To use salaries as a motivator effectively, personnel managers must consider four major components of a salary structures. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that the prevailing pay in other organization or establishments is taken into consideration in determining the pay structure of their organization (Strempele, 2003).

Promotion refers to the advancement of an employee's rank or position in an organizational hierarchy system (Robbins, 2005). Promotion may be an employee's reward for good performance, i.e., positive appraisal. Before a company promotes an employee to a particular position, it ensures that the person is able to handle the added responsibilities by screening the employee with interviews and tests and giving them training or on-the-job experience. A promotion can involve advancement in terms of designation, salary and benefits, and in some organizations, the type of job activities may change a great deal.

Another extrinsic motivation programmes is salary. Akintoye (2000) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success. Katz, in Sinclair, *et al.*, (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance.

Another way of motivating employees is through offering fringe benefits. According to O'Rand (2006), employee benefit is essential for the development of corporate industrial relations. Fringe benefits are found to motivate the employees as it makes the employees feel that the employer cares about them. These benefits are items such as pension, sickness payments, company cars etc., which are additional to earnings; sometimes known as fringe benefits (Cole, 2002). An increasing proportion of individual remuneration is made up of additional perks, allowances and entitlements which are mostly paid in kind rather than cash. common form of fringe benefits includes; company cars, sick pay, meals, live-in accommodation, parking facilities, private health insurance, mobile phones, staff discounts, relocation expenses and any holiday or maternity allowances paid in excess of the required statutory maxima (Stempel, 2003).

The employee work environment influences employees' motivation. The idea that poor work conditions are compensated for by higher pay does not accord with the reality of the labour market. Research suggests that as employees get older, interesting work becomes more of a motivator. In a research carried out by Maja and Valdete, (2007) it was found that there are several overlapping work environment factors that determine and influence motivation in the end. Accordingly, (Mullins 2004) notes that managers need to redesign jobs to provide opportunities for individual achievement, recognition, responsibility, advancement and personal growth. The three HR practices that, together, build enthusiastic work environment, are equity/fairness where people want to be treated fairly at work, achievement where people want to do important useful work and be recognized for this and camaraderie where people want to enjoy good relationships with their co-workers. Many, maybe most, people start a new job with high levels of motivation and enthusiasm, and they generally want to enjoy what they do. He argues that this natural state of motivation is then reduced, over time by bad practices and poor conditions within the company (Sinclair, *et al.*, 2005).

Employee motivation affects productivity, and part of manager's job is to channel subordinates' motivation towards the accomplishment of the organization's vision or goals (Bhuvanaiah & Raya, 2015). Companies need to ensure that their generation Y employees' forces are highly productive and motivated. As a result, they try to improve the productivity of their sales force through better selection, training, motivation and compensation. Motivation is central to any discussion of work behavior because it is believed that it has a direct link to good work performance; it is assumed that the motivated worker is the productive worker (Riggio, 2014).

Motivation and learning theories suggest that pay should be based on performance (Georges & Jones, 2013). However, having highly motivated workers does not automatically lead to

high levels of productivity-the work dynamic is more complex than that (Riggio, 2014). Therefore, a manager must approach a productivity problem very carefully-a detailed assessment of all other variables that can affect productivity must first be undertaken (Aguinis, 2012). The adoption of a performance management system can be seen as an attempt to integrate HRM processes with strategy (Cole & Kelly, 2011). Appraisals are used to ensure an individual's performance is contributing to business goals and managers are encouraged to combine the perspectives of several models to create a complete motivational environment for their employees (Newstrom 2011; Riggio, 2014).

Ongoing systematic attempts to motivate employees by manipulating the motivation factors have been unsuccessful. When employees become bored or disengaged, something is lacking in their job (Van der Heijden, Schepers, & Nijssen, 2012). One of the best opportunities to improve jobs and make them more appealing is to distribute or add duties to employees to energize them by focusing on their strengths (Levoy, 2014). It is important to provide capable individuals a chance to grow. Managers have learned through trial and error that they have to manage the Generation Y cohort differently.

Tulgan (2013) noted that management needs to plug into the enthusiasm and excitement that millennials bring on the first day of work or they are at risk of turning a good hire into a bad one. This practice will assist in promoting individuals to continue with the same motivation when they were initially hired. It is imperative to turn every demand and request into opportunities to earn performance-based rewards and to go the extra mile (Tulgan, 2013). Outstanding employees operate at peak performance, demonstrate engagement, and possess significant energy levels (Levoy, 2014). Employees who satisfy these elements experience the essence of job enrichment. The availability of motivational concepts has expanded over

the years. Most motivational employee concepts emerged in the 20th century and affected the way leaders manage their employees.

Further Nohria *et al.* (2008) illustrated a reproduction of employee motivation that included specifics for motivation. The model of employee motivation consists of four components: commitment, satisfaction, engagement, and intention to quit or stay with the organization. The morale of an employee is an imperative criterion associated with motivation that links the employee's perception concerning the job and the organization (Islam & Ali, 2013). To increase motivation, organizational leaders need to satisfy all four drivers by developing an organizational culture to provide best practices for mutual collaboration, sharing, and reliance. These changes are materializing because this generation is so different from previous generations.

A direct manager is necessary to foster a highly motivating environment by offering recognition, praise, and encouragement of teamwork (Korzynski, 2013). Leaders will need to adjust how they manage and lead the new technological generation. The key to managing is to understand that individuals comprehend the world differently according to their perceptions (Kilber *et al.*, 2014). It is imperative to pay particular attention to the preferred communication requirements to communicate and motivate employees through creative tools to retain them. The need for employee motivation has increased with millennials entering the workforce.

Organizational leaders are paying attention to the managers managing this group because peers see millennials as disloyal, needy, casual, and having a sense of entitlement (Moss & Martins, 2014; Thompson & Gregory, 2012). Comprehension is the answer for managers to be able to motivate and retain the millennial workforce through all the challenges that the millennials present. Millennials' commitment and retention relate to a healthy relationship

with their immediate managers (Thompson & Gregory, 2012). If leaders plan for their companies to flourish in the future, managers will need to implement new leadership and management styles that relate to young employees' work capabilities, beginning with timely feedback. Emotional intelligence is an aspect of the human persona that enables individuals to make rational decisions.

Effective leaders can capitalize on emotional intelligence to motivate others by controlling their emotions and using this power to motivate employees (Sand, Cangemi, & Ingram, 2011). According to a survey in 1996, employees have a different perception of what is important to employees versus what employers believe (Sand *et al.*, 2011). Researchers ranked items between 1 and 10 for importance, where a full appreciation of work was rated first for millennial employees and eighth for management. Supervisors concluded good wages were the most important criterion for employees, but the employees ranked good wages fifth. Employees rated being sympathetic to understanding personal problems as third, and employers thought employees would rate it ninth (Sand *et al.*, 2011).

A disconnect existed between what company leaders viewed as important and what made employees happy. Leaders should understand that money is not a key motivator for individuals to excel in their career. The measurement helped facilitate the notion that generations' perceptions have changed. Finding common ground to inspire others to fulfill their goals by desiring to accomplish them capitalizes on the power of motivation. Effective leaders and motivators can use these talents to motivate and retain others. Leaders have the responsibility to attain goals for the viability of the organization by meeting or exceeding the competition. The leaders must create a culture that promotes motivation and will help individuals to feel inspired to help accomplish the goals set forth (Sand *et al.*, 2011).

Developing a culture will assist in promoting an environment that offers inspiration and motivation. Creating a harmonious work atmosphere can be more important than compensation through motivation, optimism while hoping to engage millennial employees in exceeding their capabilities. The lack of emotional awareness by a person in leadership can cause unnecessary conflict and be a de-motivator (Sand *et al.*, 2011). Effective leadership is vital to lead an organization through difficult times while motivating others to achieve the objectives needed for success. Leaders are likely to be more successful when they can promote a balanced culture while being able to manage emotions. There is no shortage of quotations or ideas for motivation. President Dwight D. Eisenhower stated, “Motivation is the art of getting people to do what you want them to do because they want to do it” (Hauser, 2014, p. 246).

The concept of motivation is necessary and evokes individuals to carry out a series of activities to appease them (Achim, Dragolea, & Balan, 2013). Tulgan (2009) posited that the self-esteem movement and Generation Y’s vulnerability to new ventures have chipped away the motivation for millennials. Generation Y members enjoy being in a safe environment where someone is keeping track of their accomplishments and they enjoy receiving credit for their achievements. Millennials want to negotiate small rewards that continue to provide them with the motivation to win because they want more of everything. Researchers have noted the greatest motivators are not monetary rewards. However, the perception of achievement, recognition, responsibility, fame, and pleasure from challenges and social interactions are important (Dimitriou & Blum, 2015).

Part of employee motivation that Tulgan (2009) discussed is a point system that motivates Generation Y members to finish projects while meeting high-quality standards to receive rewards according to the total points they accrue. Leaders of organizations understand that it requires more resources to motivate the members of Generation Y. Growing up in a different era that consistently promoted positive inspiration to succeed puts organization leaders in a precarious position when reviewing the millennial generation because the members of Generation Y have rarely experienced loss or faced punishment for their failures. Mugambi (2008) conducted a study to establish determinants of motivation levels among the parastatal sector employees, in the study; Mugambi established that the need to achieve high organization performance dictated the motivational levels. Murey (2007) did an investigation on the effect of remuneration on Motivation and performance of employees and found out that money is a significant motivational strategy.

Further, Kinoti (2012) conducted a study to establish perceived relationship between motivation practices and employee productivity in Kenya Commercial Bank (KCB) limited, to this end Kinoti indicated that motivated employee achieved better performances as it enhances employee productivity. Kamau (2011) carried out a study on employee perceptions of factors affecting their performance on job contact center and noted that engaging the workforce and measuring their perceptions of performance, identifying the overarching factors and addressing the most significant factors lead to a motivated workforce. On the other hand, Kiguru (2010) did a study of hotels in hospitality industry in Nairobi to establish adoption of learning organization concept.

2.4 Organizational Culture and Employee Job Performance

Organizational culture affects organizational life in such a way as it influences every aspect of the organization. This leads to disturbance of the productivity level of the organization,

since it influences employee's behavior to work, as it is the input of the employees to the organization that determines the organizational productivity level (Ojo, 2012). Organizational culture may affect the productivity, performance commitment, self-confidence and ethical behavior. He further stated that organizational culture is one of the factors that influence employees' work behavior.

According to Ojo (2012), organizational culture has been seen as a form or way a given group has developed, revealed or developed in carrying out a particular task or solving a particular problem effectively in learning at the organization. It can be seen that this is the ways of employees or group have practiced. Organization culture is a set of values that helps organizational members know that which traits are acceptable and is unacceptable within the organization (Ojo, 2010). Sun (2008) defined organizational culture as typical characteristics of the organization or can be explained as the right way in which things are done or problems should be understood in the organization. Sun (2008) also defined that it was rooted values and belief that shared by personnel in an organization.

Nagel (2006) stated that, organizational culture is a common perception held by the organization's members, which also means that it is a system of shared meaning. It is important to the organization because it contributes to organizational goals and is closely related to many managerial areas such as communication, decision-making process, effectiveness, leadership, and human resource management (Choi *et al*, 2010). According to Khanifah *et al.*, (2012), due to the strong and effect of organizational culture on organization staffs' behavior and deeds, organizational culture plays a significant role in internally controlled staffs' behavior, and at the same time able to stop corruption. They also found significant relationship between Hofstede's organizational culture variables of power distance, individualism and avoiding uncertainty and organizational corruption.

According to Jaskyte (2004), the learning experiences of group members evolves as new beliefs, values, and assumptions are brought into the organization by the new members and leaders. The leaders will motivate the group members toward achieving the mission of the organization. When new employees join an organization, they can reject the existing culture by introducing some competing values, which may tilt the existing culture if the group accepts the values (Ashforth & Anad, 2003; Beugré, 2010).

Organizational culture being the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace (Schein, 2011). Socialization and training, rites and rituals, communication network and symbols were the medium of culture transferred to an organization's members, which becomes organizational culture. Organizational culture has four functions: gives members a sense of identity, increases their commitment, reinforces organizational values, and serves as a control mechanism for shaping behavior (Nelson & Quick, 2011).

Organizational culture has the potential to enhance organizational performance, employee job satisfaction, and the sense of certainty about problem solving (Kotter, 2012) while Lunenberg (2011), agree that organizational culture also affect the organizational effectiveness. Diversity develops creativity, encourages the search for novel information and perspectives, leading to better decision-making and problem solving. It improves the bottom line of companies and lead to unrestrained discoveries (John, 2016). Millennials focus primarily and extensively on teaming, respecting a culture of connectivity, and using collaborative tools to drive business sustainability. Millennials are characterized by more than just their age, embrace diversity more than previous generations and are more global-centric. As a group, they are more racially and ethnically diverse than any previous generation (Tulgan, 2009). They value self-expression and artistic pursuits.

For millennials, diversity and inclusion have a great impact on creativity, innovation, engagement, and business profitability (Camille & Nicole, 2011). Millennials are much more concerned with cognitive diversity, or diversity of thoughts, ideas, and philosophies, and in solving business problems through a culture of collaboration. For millennials, inclusion isn't just about getting people of different creeds in a room (Christie & Stephanie, 2015), it is about connecting these individuals, forming teams on which everyone has a contribution, and capitalizing on a variety of perspectives in order to make a stronger business impact (Ann, 2016).

Organizational conflict may befall parties due to contradictory emotions about certain issues, limited resources, incompatible ideologies, different ideals, lack of proper communication, and workplace practices (Leila, Messarra, & Abdul, 2016). When communication goes awry and cues are misread, it is easy for shared values to manifest in different and inconsistent ways (Carless & Wintle, 2007). Shaped by significant events, societal tendencies, and their organizations culture, each generation develops its own unique perspective of what constitutes right and wrong behavior on the job. Businesses are not powerless against the forces of generational change and challenges faced by less experienced workers, they are just rigid and do not want to change to accommodate the millennials (Jacqueline, 2014).

According to Ndwiga (2012) organizational culture is akin to the foundation of a house. It is what gives identity to the organization (Cheung, Wong and Wu 2011). Some have described organizational culture as a shared mental model or the social glue that holds an organization together (Toarmina, 2009). Ndwiga (2012) however, notes that unfortunately, many organizations spend a lot of money on hardware rather than investing in creating a high-performance culture, which is basically the software that drives the business. According to McNeal (2010) an organizational culture is manifested in the values, beliefs, and expectations

that leaders preach and practice; in employees attitudes and behavior; in ethical guidelines, in operating policies and in the stories people repeat about events in the organizations.

Organizations known for strong culture sustain it, as each successive generation of leaders and followers embraces and passes it on to the next, through mechanisms such as stories, artifacts, rituals, slogans, symbols and special ceremonies, as cited above. These mechanisms reproduce as well as reinforce the accepted culture (Dacin, Munir and Tracey 2010). According to Wines and Hamilton (2009), strong cultures make up the cultural DNA that gives organizations and individuals their identities. Eric *et al.* (2009) states that while millennials would not wish to work in a highly regimented and controlled environment, they understand the need accountability for actions and performance. Levels of job satisfaction are as equally high as elsewhere, where this is a feature of an organization's culture, while loyalty is similarly unaffected by holding people to account (Bannon, Ford, & Meltzer, 2011).

Employers need to meet individuals' expectations of the workplace. The millennials view traditional approaches to the workplace as tedious, since they could have most likely performed the task more quickly and with less effort. These generational preferences can affect work dynamics and hinder the productivity and effectiveness, which is why it is important for managers to integrate processes that enhance generational differences into their strategic plan (Cahill & Sedrak, 2012). There should be a change of systems, processes and a change in organizational culture in the workplace to accommodate this generation, who will form a bigger percentage of the workforce. Organizations need to have proper communication channel that allows for instantaneous feedback on millennial performance. How employees interact among themselves and how they behave in formal and informal meetings encourages high performance. The literature reviewed did not have this aspect of

culture as a way of improving employee job performance; this study, therefore, sought to fill these gaps.

2.5 Employees' Ability and employee job performance

Ability is capability or power to do something physically or mentally. According to Thomas (1960), ability is defined as probability of completing a given task successfully. Employees' abilities can divide to cognitive ability and emotional intelligence ability. According to Lowery, Beadles and Krilowicz (2004), cognitive ability is the mental process of knowing, including aspects such as awareness, perception, reasoning, knowledge, and judgment.

Cognitive ability and personality will reflect motivation and since performance thought to be a multiplicative function of ability and motivation, they found strong support for moderating effect of cognitive ability in relation between performances. According to Shaffer and Shaffer (2005), emotional intelligence is the ability to perceive emotions, to access and generate emotion to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth. Emotional intelligence greatly influences employees' job performance because their emotion can affect the working behaviors.

Besides, individuals with higher levels of ability are likely to receive the high expectations from their supervisors (Morgeson *et al.*, 2005). Thus, self-fulfilling prophecies of capable employees will consistent with supervisor's expectation and eventually lead to high performance. The capabilities of the employees such as cognitive ability can directly influence the job performance because some of the specific tasks require certain level of skill to perform. Thus, the employees who are possess better skills at the technical aspects of work are most likely to perform better because they have a better understanding of the specific tasks associated with the job (Morgeson *et al.*, 2005).

Further, the high ability employees are the essential for organizational success, particularly in highly competitive and dynamic environments. This is because they are able to do more things and perform efficiency and effectively in their job (Morgeson *et al.*, 2005). According to Shaffer and Shaffer (2005), emotional intelligence ability has direct effect on task and contextual performance. The task performance refers to behaviors that directly linked with completion of the job. Furthermore, we will expect strong social nature of emotional intelligence to interact with positive personality traits and this positive trait able to improve the job performance. Hence, Emotional Intelligence has the potential to be a strong predictor of performance (Shaffer & Shaffer, 2005).

According to Shaffer and Shaffer (2005), Emotional Intelligence (EI) is important in enhancing the effects of friendliness on both task and contextual performance. Their research found that individuals with high levels of EI displayed higher task performance than those with medium or low EI abilities because they able to better regulate themselves so that they will not abreact their negative emotion to the jobs. In accordance with relevant literature review, employee's ability has positive relationship to job performance (Lowery, Beadles and Krilowicz, 2004; Shaffer & Shaffer, 2005). In order to enhance the service quality as well as customer service, the organizations need to focus on the employee management and skills development. There are several ways to develop the knowledge and skills of the employees to serve better products and quality service to the customers.

Open communication further helps the employees to identify the organizational issues (Molina-Azorín, *et al.* 2015). Sharing information through communication is effective way to develop own skills for serving better quality and satisfying the customers. The organizations need to encourage the creative ideas of the employees and provide a freedom to work. This will help to develop own skills and ways to improve the customers service. Innovations and

technological advancement helps the employees to adopt new changes and utilize innovations for improving own working efficiency and overall organizational performance (Kim & Lee, 2013).

Training program provides a scope to the employees to improve own knowledge and skills for improving own efficiency. As stated by Chen (2013), the organizational training is effective to provide proper information about the price and quality of the products, ways to serve the customers, and interact with the customers for having good understanding about their taste and preferences. The training program within the organization also provides a scope to participate in a team and interact with others in order to develop own knowledge. Thus, training is important for serving quality products to the customers. Constant feedback for the managers is required to monitor the performance of the employees.

The performance feedback and the strategy of performance related pay and incentives further motivate the employees to improve own efficiency such that they can satisfy the customers. Hanzae & Mirvaisi (2013) suggested that, this working practice, experience helps the employees to develop problem-solving skills, and it is effective for the hotel industry to solve the customer's issues as per the changing needs of them. Personal experience and interaction help the employees to resolve the customer's issues and satisfy them by providing efficient service. Thus, the management of the employees under hotel industry and develop their skills are required to serve better quality products. There are influential role of the skills and knowledge of the employees on the performance of the employees to enhance service quality and satisfy the customers.

The service quality of the organization depends on the performance of the employees as the employees play a crucial role in delivering quality products and service to the consumers according to their needs and preferences. According to Pereira-Moliner *et al.* (2012), reliability,

responsiveness, empathy, tangible products and assurance helps the employee to perform well such that they can satisfy the customers. Thus, the employees' performance plays a crucial role in delivering quality service to the consumers. The efficient working practices help the employees to understand the perception of the customers about the products and services of the organization.

On the other hand, working with others or in a team is necessary to improve working efficiency of the employees and it has great impact on the service quality of the hotel industry. Working with others also helps the employees to resolve cross-cultural issues within the organization and deliver quality service to the customers as per their needs.

Performance related pay, appraisal, respect, open communication and cooperation among the team members help to motivate the employees where the employees are motivated to perform better to get additional pay. Karatepe (2013) argued that, the service quality depends on the employee's performance and their way of communication for understanding the customer's perception. Thus, in order to provide quality service, it is important to have efficient employees who are able to handle the customers and help them to resolve their issues. Chiang and Hsieh (2012) opined that, open communication between the customer and the employees help the customers to express their views and help the employees to serve better quality service by understanding their actual requirements.

Based on previous review of employee's ability-performance model, we proposed that employee's ability has positive relationship with job performance. Cognitive ability can affect job performance because even though an employee is willing to do the task given, but without cognitive abilities to process and utilize the information, he/she still unable to complete the task with good result. Besides, if an employee does not possesses certain job-related skill especially technical skill, he/she also unable to perform the related tasks because they do not understand the criteria of those tasks.

2.6. Theoretical Framework

2.6.1 McGregor's theory X and Y

This research was based on the McGregor's theory X and Y. McGregor formulated theory X and Y suggesting two aspects of human behavior at work: one, which is negative called theory X and the other positive, called theory Y. According to theory X and Y, the perception of managers on the nature of individuals is based on various assumptions about employee motivation (Strauss, 2002). Theory X assumes that an average intrinsically does not like work and tries to escape it whenever possible.

Since Employee does not like work, he must be persuaded, compelled or warned with punishment so as to achieve organizational goals. The managers subject the employees to strict supervision and adopt a dictatorial style. This means that according to theory X, the management approach towards employees needs to be autocratic and directive (Strauss, 2002). This reflects the traditional hierarchical job satisfaction with strict understanding of each employee's position and role in a company. Theory Y in contrast allows for a more decentralized approach and participative management. Based on this argument, management for millennial generation moves towards theory Y approaches (Strauss, 2002).

Companies need to work the only problem is keeping them engaged with their work as they constantly want to try something new and develop. This engages for personal development that is beneficial to the company but only as long as the employee remains with them. Theory Y implies that managers should create and encourage a conducive work environment, which provides opportunities to employees to take initiative and self-direction. The theory searches and discovers ways in which an employee can make significant contributions in an organization. It harmonizes and matches employees' needs and aspirations. Therefore, the

study was based on this theory as they all agree that the nature of individuals is based on various assumptions about employee motivation.

2.6.2 Herzberg's Two-Factor Theory

The two-factor model theory was composed by Frederick Herzberg in 1957, by examining what affects satisfaction and dissatisfaction of accountants and engineers in their offices. The aim of his research was to find the core of what causes motivation in employees to perform in certain ways and what dissatisfies them, in order to improve the performance of an organization (Armstrong, 2007). During that research, employees were able to report good and bad instances at work. Through the employees' testimonials, Herzberg concluded that the good instances at work are triggered by several factors that were named motivators or satisfiers and the bad instances were affected by different factors that are known as dissatisfies or hygiene factors (Armstrong, 2007).

According to Herzberg, the motivator factors are the job content factors that include achievement, recognition, work itself, responsibility, advancement and possibility of growth. The second set of factors, known as hygiene factors are the 'job context' factors, which include company policy, supervision, relationship with supervision, work conditions, relationship with peers, salary, personal life, relationship with subordinates, status, and job security (Herzberg's Two-Factor Theory, 2017). The two sets of factors, hygiene and motivators, or otherwise known as extrinsic and intrinsic respectively, have a reverted relationship. The intrinsic motivators include the intangible emotional needs that when they exist, they are generating motivation that leads to satisfaction as they are related to what and how employees are doing at work, for example as in what responsibilities they have and what are their goals that they aim to achieve.

Extrinsic factors on the other hand, include more tangible, basic needs that employees have less control over as they are related more to the environment of the work rather than the work itself and are able to create the feeling of dissatisfaction when they do not exist (Riley, 2005). However, the study showed that the two set of factors are not connected in other means, since when the extrinsic factors are satisfied they do not motivate or bring satisfaction to an employee, they prevent the feeling of dissatisfaction and equally, when the intrinsic factors are not satisfied they do not cause dissatisfaction, they eliminate motivation and ultimately the feeling of satisfaction. In other words, as satisfaction and dissatisfaction are controlled by different factors the opposite of satisfaction is no satisfaction, while the opposite of dissatisfaction is the absence of dissatisfaction (Herzberg's Two-Factor Theory, 2017).

The essential understanding of Herzberg's two-factor theory is the distinct correlation between individuals in the workplace feeling satisfied or unsatisfied and the ways the two are synonymous with the terms hygiene and motivation factors. The terms two-factor theory, motivation–hygiene theory, and Herzberg's motivation theory are interchangeable. Herzberg developed the theory that work motivation entails two elements, intrinsic and extrinsic motivation, that affect employees' productivity because of their satisfaction (Damij, Levnajic, Rejec, & Sukland, 2015). The following job aspects can lead to dissatisfaction: job security, the status of an employee, procedures, regulations, salary, and working conditions (Kulchmanov & Kaliannan, 2014).

The hygiene factors are imperative to the viability of the job and to an individual's perception. The second factor is intrinsic motivation, which will help satisfy employees when their job meets needs such as achievement, advancement, responsibility, and work and growth opportunities (Kulchmanov & Kaliannan, 2014). When these motivation factors are

present, then employees experience motivation and encouragement to exceed production requirements, which leads to personal self-development (Kulchmanov & Kaliannan, 2014).

The underlying success in motivation is inducing people to perform things that they may not do without extra incentive. Organizational leaders need to be aware of job dissatisfaction that can alienate employees and need to find ways to help with job satisfaction and to know how motivation is essential to the organization's success. Herzberg incorporated the motivation to work and ways such motivation affected employees in the workforce. In the *Motivation to Work*, Herzberg solicited 203 managers and other professionals to answer a series of questions about when they felt satisfied and dissatisfied with their jobs (Smith & Shields, 2013). Interviewers identified two major factors affecting dissatisfaction and satisfaction: motivation and hygiene. The factors served to elevate the idea that each factor is a key determinant in how any employee views work.

Researchers have supported the idea that motivation factors closely relate to job satisfaction. Herzberg noted that a work-related role and the competence to achieve one's need for self-actualization would affect job satisfaction (Smith & Shields, 2013). The definition of satisfaction is "a positive emotional state resulting from the appraisal of one's job or job experience" (D. Liu, Mitchell, Lee, Holtom, & Hinkin, 2012, p. 1362). Herzberg urged organizational leaders to enrich employees' jobs to enhance their satisfaction in their job (Islam & Ali, 2013). Herzberg was a pioneer in understanding employee satisfaction. Psychological growth is an integral part of individuals learning and creating the ability to succeed in their chosen professions.

Herzberg (1974) posited there are two types of achievement: satisfaction with motivator forces and satisfaction with hygiene factors. Herzberg also documented that all motivator

factors involve psychological growth and hygiene factors include psychological and physical pain avoidance. The six stages of psychological growth are (a) knowing more, (b) understanding, (c) effectiveness in ambiguity, (d) real growth, and (e) creativity (Herzberg, 1974). Herzberg had valid points that generated interest and additional studies to investigate job satisfaction and job dissatisfaction that may be advantageous to millennials as they enter the workforce.

The ensuing argument is that it is counterproductive to use hygiene factors as a motivator. Herzberg initially developed the theory to explain sources of dissatisfaction and satisfaction in the workplace in a variety of fields (R. Lacey, Kennett-Hensel, & Manolis, 2015). Ngima and Kyongo (2013) noted leaders should not use hygiene factors to motivate employees and then expect them not to feel bored with their work. If leaders cannot make a job enjoyable through job enrichment, then it is reasonable to use bonuses, bribes, and reward contingencies to motivate employees (Ngima & Kyongo, 2013).

According to Lacey *et al.* (2015), when hygiene factors are sufficient, they may appease employees but not satisfy them. However, when hygiene factors are inadequate, employees feel dissatisfied. There are better ways to motivate employees than monetarily. Managers should not attempt to motivate employees by offering a bonus, better pay, or benefits when they can offer interesting work, better training, and more responsibility (Herzberg, 1974). The important distinction is that hygiene factors contribute to dissatisfaction, not satisfaction, whereas motivator factors contribute to satisfaction, not dissatisfaction (Tuch & Hornbaek, 2015). The motivational factors listed below can help employees to have a positive work experience and a positive attitude to be successful in their organization. Hygiene and motivation have a distinct relationship that can be mutually beneficial when understood.

The two-factor hygiene–motivation theory consists of characteristics that lead to dissatisfaction and willingness to withdraw from an employer. Therefore, when pay is not satisfactory, employees are likely to find different work (Johnson & Ng, 2015; Kultalahti & Viitala, 2014). When salary increases, then millennials are less likely to terminate employment with their current organization, and they are not likely to leave if the organizations continue to invest into the employee. According to the two-factor theory, millennials are highly sensitive about pay, so if the pay seems comparable to their peers, they are likely to stay (Johnson & Ng, 2015). Maslow’s hierarchy of needs and Herzberg’s two-factor theory comprise the motivation aspects for millennials.

However, the generational theory includes the ability to understand and explain the differences in each generation. There are many commonalities between Maslow’s hierarchy of needs and Herzberg’s two-factor theory. Maslow suggested that managers should assign particular needs to various levels of achievement, which drives behaviors associated with work attitudes, whereas Herzberg asserted that an individual’s desires that affect work attitudes can be extrinsically and intrinsically motivated (Udechukwu, 2009).

Unlike Maslow’s theory, Herzberg’s motivation–hygiene theory indicated that job dissatisfaction and job satisfaction are the results of different causes. Dissatisfaction is the outcome of hygiene factors, and happiness depends on the motivator (Damij *et al.*, 2015). When hygiene factors are absent or inadequate, then employee satisfaction is likely low. Although the theory has been applied in many cases which has resulted in improving the overall performance of the organizations, it does present certain limitations and implications that are important to consider.

In regards to the limitations that occur in this motivational theory, it is considered that it overlooks situational variables and that the reliability of the results is uncertain since the

research method has been criticized as being biased. Furthermore, the theory has received criticisms from other academics due to the lack of proof that the productivity of the employees is improved with higher levels of satisfaction and lower levels of dissatisfaction (Herzberg's Theory, 2017). Lastly, the implications that rise from Herzberg's Two Factor theory is that the management of an organization should focus on the competency to keep the hygiene factors of an employee fulfilled in the aim of avoiding an increase of dissatisfaction, plus it sure reassures the intrinsic factors by creating such rewarding systems and challenges to the employees to keep them motivated (Herzberg's Theory, 2017).

2.7 Conceptual framework

This study was based on conceptual relationship between the independent and dependent variables where job performance of Generation Y employees is itemized as dependent variable and ability, motivation and organization culture was itemized as independent variable. The diagrammatic relationship between the variables is summarized in the figure below.

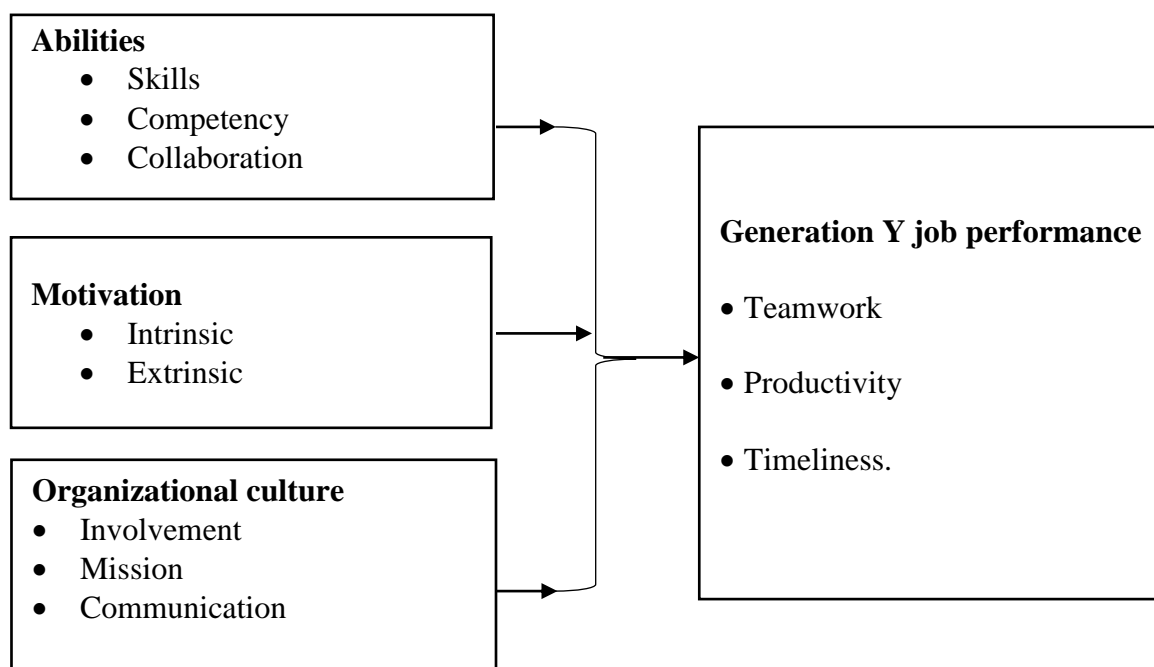


Figure 1 Conceptual Framework

2.8. Research Gap

Job performance is considered the backbone of every organization, hence the reason why a good amount of time and resources have been invested in carrying out research in this field. Employee job performance is measured using the Key Performance Indicators (KPIs). Some of the factors considered when measuring employee job performance are; level of productivity, the ability to clearly define solutions, timeliness, competency, teamwork and efficiency among others. Key performance indicators are helpful in that they give managers rubrics to use in analyzing employees and creating plans for improvement and problem solving.

The gap in research indicated that information about the effects of motivation on Generation Y leaders and the unique effects of the rate of attrition among Generation Y leaders is inadequate. The predominant focus of my study is to help identify key attributes of Generation Y leaders. The qualitative phenomenological study served to close the gap in the research and develop a better understanding about how corporate leaders might employ motivation strategies to increase the satisfaction of Generation Y leaders and therefore decrease their attrition.

Organizational culture is the key to enhancing organizational performance. The reason is that, like performance, it has attracted significant interest in both the academic and business world. Organizational culture manifests itself in the employees, in the leaders, and in the policies of an organization. Strong organizational culture, therefore, can only be attained and sustained by improving the performance of the employees. The literature reviewed did not have this

aspect of culture as a way of improving employee job performance; this study, therefore, sought to fill these gaps. Although many studies have been done on the factors affecting job performance of employees, most of them concentrated on the developed countries and very little research has been done in the developing countries specifically on the African continent.

In the same way, most of these studies have concentrated on manufacturing companies and the government sector and little has been done in the hotel industry, which is a very important sector of the economic growth. Kisumu is one of the fastest growing towns in Kenya and it is attracting more investors from all over the world with the devolved system of governance. Very little is documented specifically in the Hotel industry in Kisumu City in Kisumu County, to ascertain the factors affecting job performance of employees in the hotel sector specifically the generation y employees and therefore, this study seeks to fill the above-mentioned gap.

CHAPTER THREE

RESEARCH AND METHODOLOGY

3.0. Overview

This chapter presents the research methodology that was adopted and followed by the researcher in the process of conducting the study and therefore, it focused on the following: research design, population and sampling design (population, sampling design, sampling frame, sampling technique, and sample size), data collection methods, research procedures and data analysis methods.

3.1 Research Design

This study adopted both descriptive and explorative survey research design. Research design is the way a study is planned and conducted. It entails choosing the subjects who participate in the study. The best research design depends on the research question as well as the orientation of the researcher. The descriptive survey is chosen because it investigates the status and nature of the phenomena. According to Kothari (2003) descriptive survey research, design is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals. Descriptive survey research describes data and characteristics about the population or phenomenon being studied. According to Coopers and Schindler (2004), descriptive studies are more formalized and typically structured with clearly stated hypotheses or investigative questions.

3.3 Study Area

The research was undertaken in Kisumu City. It lies in a down warped part of the low land surrounding the Nyanza Gulf, at the tip of East Kisumu are the Kano plains occasionally broken low ridges and rivers (map attached in appendix iv). There are notable physical

features such as the escarpments in the North, East and South. The city is situated on the shores of Lake Victoria. The shoreline is 90 km long and has more than 17 beaches all of which are fish landing bays.

The Kisumu port has been stimulated by the transformation of business and trade, as well as the shipment of goods destined for Uganda, Tanzania, Rwanda, Burundi and Congo. Kisumu City is strategically linked by road, air and water transport and is the main entry point to the rest of the region falling under the Western Tourism Circuit. The international airport, reforms in the sugar industry, improved roads and the expected realization of the East Africa Community with its free movement of goods and people could all combine to give Kisumu a new lease of life.

The mean annual rainfall varies with attitude and proximity to the highlands along Nandi escarpment and Tinderet. Kisumu has a mean annual rainfall of 1280mm. it has two rainy seasons with long rains occurring in April and May, while the short rains occur in August and September. During the short rains, the average annual rainfall ranges between 450mm and 600mm. The main food crops grown here include maize, beans, finger millet, sorghum and sugarcane. Significant fishing activities take place in Lake Victoria.

3.4 Target population

Population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate (Babbie, 2002). The population of this study consisted of 108 employees who worked at the selected hotels. The 12 selected hotels were obtained from records of Kisumu Hotel Owners Association (Attached in appendix ii: list of selected hotels in Kisumu City). The information of number of unit of the population (108) was obtained by pre-visiting specific hotels.

3.5 Sample Size and Sampling Procedures

Samples size was drawn from a population of 108 employees from 12 selected hotels. The confidence level for this study was set at 95% with an error of 0.05. The sample size of the study was determined by use of Yamane's (1967) formula, which is presented as follows;

$$n = \frac{N}{1+Ne^2}$$

Where n=the sample size

N= the size of population

e =the error of 5 percent

The sample size computation was:

$$N=108$$

$$E=0.05$$

$$n = \frac{108}{1+108(0.05^2)}$$

$$n =85$$

The 12 hotels population was divided proportionally to obtain a sample size that represent equal representation (see appendix iii). Simple random sampling technique was then employed.

Sampling means selecting a given number of subjects from a defined population as representative of that population (Orodho, 2008). The study used simple random sampling technique to select employees. This allowed equal representation of all individuals in the defined population to be selected as a part of the sample (Kombo & Tromp, 2006). This is important as it helps to reduce biases that may arise. The sampling technique gave each respondent in the population an equal probability of getting into the sample.

3.6. Research Instruments

The data collection instrument used was a self - administered structured questionnaire, which was developed by the researcher based on the research questions. The questionnaire was then pilot tested with 8 respondents from the core department of the hotel (Housekeeping, Food and Beverage production, Food and Beverage service and Front Office) from White Castle Motel in Eldoret. Problems that arose during pilot testing of the data collection instruments were resolved through adjustments based on these problems, before administering it to the overall study sample. When the revision of the instruments was made, the study sample was subjected to the instrument used to collect the data. Finally, drop, pick later, and follow-ups through reminders and telephone calls were adopted to improve rate of responses.

3.7 Validity of Research Instrument

According to (Paton, 2002) validity is quality attributed to proposition or measures of the degree to which they conform to establish knowledge or truth. During questionnaire development, various validity checks were conducted. Validity is the extent to which a construct measures what it is supposed to measure (Hair *et al.*, 2007). There are three important approaches to assessing measurement validity: content validity (also referred to as face validity), construct validity and criterion validity. The study utilized content and construct validities.

Content validity is the most important validity test (Hair *et al.*, 2007). It was based on the extent to which a measurement reflects the specific intended domain of content. Validity is not quantified using statistical methods, meaning that validity is a qualitative measure. To ensure content validity, discussions was held with experts during the questionnaire formulation stage to ensure that the measure includes an adequate and representative set of items that tap the content.

The content validity of the instrument was determined using expert judgment.. The content validity of the instrument was determined in two ways; firstly, the researcher did discuss the items in the instrument with the supervisors, colleagues and other lecturers. The advice in the form of suggestions, clarifications, among other inputs gave a pointer on the validity of the research instruments. Secondly, content validity was determined through piloting, whereby the responses obtained from the pilot test was checked against the research objectives.

3.8 Reliability of Research Instrument

According to Neuman (2000), reliability is a measure of the degree to which a research instrument yields consistent results after repeated trials. Reliability is a quality attributed to proposition or measures to the degree to which they produce consistent results. An attitude scale is considered reliable, for instance, to the degree to which the same respondents or very similar respondents receive the same or very similar score upon repeated testing.

In order to test the reliability of the instrument to be used in the study, the test- retest method was used. The questionnaire was administered during the pilot study. Cronbach's Coefficient Alpha was used to determine the reliability of the research instrument. A reliability coefficient of 0.7 and above was assumed to reflect the internal reliability of the instruments (Fraenkel & Wallen, 2000). The entire questionnaire deemed as reliable after several typographical errors and omissions detected are corrected in the instrument confirming that it was sufficient to be used in the main study.

3.9 Data collection Procedures

Before actual data collection, exercise takes place the researcher undertook a preliminary survey in the other sectors of manufacturing nature, to familiarize with the study areas and

make appointment with the identified persons. The permission was sought from the Moi University to collect the data. The permit was then be presented to the managers of the hotels who then give a go ahead. The researcher proceed to these firms with the documents to collect data by distributing the questionnaires as well as conducting personal interviews.

3.10 Data Analysis Methods

After collecting and screening the data from the field, they were coded using numeric values with help of Statistical Package for Social Sciences (SPSS) software. Coded data was analyzed using the same software using descriptive statistics and inferential statistics. The cross tabulations, frequency distributions, and percentages all of which are descriptive statistics were used to analyze key assessment variables and measures of central tendencies such as means and standard deviations. Inferentially the correlation and multiple regression models were used to provide the most accurate interpretation of the independent variables with regression showing the goodness of the fit of the model and Pearson correlation helped to check correlation of different variables being studied.

The multiple regression models were used estimate the causal relationships between stock beta and other chosen variables is as indicated below;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \dots \dots \dots \text{Equation 3.1}$$

Where

Y= Job performance of generation Y employee (dependent variable)

β_1, β_2 and β_3 = are regression coefficients or change induced in Y by each X.

X_1 = Employee Ability

X_2 = Motivation factors

X_3 = Organizational Structure

ε = error term

3.10.1 Assumption of Multiple Regression model

The assumptions of multiple regressions identified as of primary concern in the research included; linearity, homoscedasticity, normality, and collinearity. **Normality** assumption is based on the shape of normal distribution and gives the researcher knowledge about what values to expect (Keith, 2006). The researcher was tested this assumption through several pieces of information: visual inspection of data plots, skew, kurtosis, and P-Plots (Osborne & Waters, 2002). Normality was further checked through histograms of the standardized residuals.

Linearity was established using multiple regression to estimate the relationship between dependent and independent variables when the relationship is linear in nature (Osborne & Waters, 2002). Examination of the residual plots showing the standardized residuals vs. the predicted values was useful in detecting violations in linearity (Stevens, 2009). Residual plots showing the standardized residuals and the predicted values was used to establish linearity.

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). This means that the study assumed that errors are spread out consistently between the variables (Keith, 2006). Homoscedasticity was checked using visual examination of a plot of the standardized residuals by the regression standardized predicted value (Osborne & Waters, 2002). The results showed whether standardized residuals concentrated in the center (around 0) and whether their distribution rectangular. Multicollinearity occurs when several independent variables correlate at high levels with one another, or when one independent variable is a near linear combination of

other independent variables (Keith, 2006). Statistical software packages include collinearity diagnostics that measure the degree to which each variable is independent of other independent variables. Tolerance and VIF statistics were used to carry out the diagnosis. Small values for tolerance and large VIF values show the presence of multicollinearity (Keith, 2006).

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0. Introduction

This chapter presents the data, analyses the data and interprets the information from the findings which was collected through the questionnaire in order to provide a real picture about the factors affecting job performance of generation Y employees in selected hotels Kisumu city, Kenya. This chapter present an analysis of the data gathered using the tools discussed in the previous chapter. The Statistical Package for Social Scientists (SPSS) 21.0 for windows was used to derive the descriptive and inferential statistics relevant to this study. The chapter focuses on the analysis and interpretation of the study findings. The results of the data analysis are reported systematically in four phases.

4.1. Response rate and missing data

The data contained responses from the respondents' questionnaire for the employees. A total of 85 questionnaires were returned out of the 85 that were given out. This indicated 100% response rate.

4.2. Background information

The study data was analyzed by use of descriptive frequency and percentages. The study findings were as indicated in the table 1.

Table 1 Background Information

Descriptive Analysis of the employees		Frequency	Percent
Gender	Male	35	41.2
	Female	50	58.8
	Total	85	100
Age bracket	18 - 20	6	7.1
	21 – 25	52	61.2
	26 – 30	12	14.1
	31 – 35	8	9.4
	36 – 40	7	8.2
	Above 41	-	-
	Total	85	100
Education Level	Certificate	10	11.8
	Diploma	49	54.7
	Undergraduate	21	24.7
	Masters	4	4.7
	Others	1	1.1
	Total	85	100
Marital status	Single	62	73
	Married	20	24.5
	Divorced	2	2.4
	Widow	-	-
	Separated	1	1.1
	Total	85	100
Personal income	Less than Ksh.5,999	1	1.1
	Ksh.5,000- Ksh.9,999	8	9.4
	Ksh.10,000-Ksh.14,999	19	22.4
	Ksh.15,000-Ksh.19,999	30	35.3
	Ksh.20,000-ksh.25,999	12	14.1
	Ksh.26,000-Ksh.29,999	8	9.4
	Ksh.30,000-Ksh.34,999	4	4.7
	Ksh.35,000 & Above	3	3.5
	Total	85	100
Year of Experience	Less than 5 years	44	50.6
	Between 5 Years to 7 Years	18	21.2
	Between 8 Years to 10 Years	11	12.9
	Between 10 Years to 15 Years	8	9.4
	Above 15 years	4	4.7
	Total	85	100

Table 1 shows that 41.2% of the sample employees are males and 58.8% of the sample employees are females, which reflects that there's no balance between both respondents but all genders are well represented, this indicates that the hospitality industry prefers hiring female employees rather than male employees. In addition, the table can be interpreted that female employees are slightly more than male because more are trained in the hospitality industry and therefore they seek jobs more than males who are not more in the field of the hospitality industry. In addition, it reflects that the hospitality industry in Kenya is well placed to the right group. In addition, it reflects a cultural issue that the hospitality and tourism industries prefer to employ women, and it can be because of the nature of the core business of those organizations. Therefore, female employees have better opportunities to work in these organizations.

The results show that 6.9% of the responses were of the age bracket 18 to 20 years, 61.2% of the responses were of the age bracket 21 to 25 years, 14.1% of the responses were of the age bracket 26 to 30 years, 8.2% of the responses were of the age bracket 31 to 35 years, 8.2% of the responses were of the age bracket 36 to 40 years and there were no responses on age 41 years and above. This reveals that the majority of the responses were aged 21 to 25 years with a 61.2% response rate. All the age brackets were well represented to provide satisfying information.

The results indicate that 11.8% (10) of the responses were from secondary school leavers (KCSE Holders), 57.7% (49) of the responses were Diploma holders, 24.7% (21) of the responses were bachelor's degree holders, while 4.7% (4) of the responses were postgraduates with masters' degrees and 1.1% (1) of the responses did not have any certificate. This implies that the responses from the respondents were reliable to the study. The reason is that the hospitality industry considers hiring employees from various levels of academic

background. Therefore, it represents a good image and appreciation of Kenyan academic system.

Further, the results indicate that 73.0% (62) of the responses in marital status were single, 24.5% (20) of the responses in marital status were married, 2.4% (2) of the responses in marital status was divorced while widowed/widower were not there and 1.1% (1) of the responses in marital status was separated. This sample includes individuals with a range of marital status including singles (73.0%), married (24.5%), widowed (0%), separated (2.4%) and divorced (1.1%). It is evident from the table that the majority of the respondents are singles (73.0%) followed by married (24.5%). It is apparent from the findings that majority of the respondents are singles and therefore the level of responsibility can be assumed to be quite low. As well it can be interpreted that the singles are majority compared to married employees since they have skills and they are very productive.

The results indicate that 0.2% (1) of the responses earn less than Ksh 5000.00, 9.4% (8) of the responses earn between Ksh 5000.00 to Ksh 9000.00, 22.4% (19) of the responses earn between Ksh 10000.00 to Ksh 14000.00, 35.3% (30) of the responses earn Ksh 15000.00 to Ksh 19000.00, 14.1%(12) of the responses earn Ksh 20000.00 to Ksh 24000.00, 9.4% (8) of the responses earn Ksh 25000.00 to Ksh 29000.00, 5.9%(5) of the responses earn Ksh 30000.00 to Ksh 34000.00 while 3.5% (3) of the responses earn Ksh 35000.00 and above. This indicates that employees were paid according to the level of education attained. Employees with master's holders are paid the highest compared to the form four leavers.

The results finally show that 50.6% (43) of the respondents have less than 5 years of work experience; 21.2% (18) of the respondents have between 5 to 7 years of work experience; 12.9% (11) of the respondents between 8 years to 10 years of work experience; 9.4% (8) of the respondents have Between 10 Years to 15 Years of work experience and 4.9% (4) of the

respondents have above 15 years of work experience. This indicates that about 50% of the respondents are highly experienced employees having been working for more than 5 Years while 50% Of the employees have been working for less than 5 Years.

4.3 Job Performance of Generation Y Employees

In the study, the job performance was the dependent variable in the current study. The respondents were requested to indicate their opinions with regard to their performance measurement on a five point Likert scale and the findings are presented in Table 2. The findings revealed that most of the respondents agreed (mean =4.06) that they perform my work to the expected standards, while some disagreed and most of them agreed (Mean=3.95) that they have the required skills to perform their task while some agreed that they get back to customers as soon as possible and keep them informed of the new products (mean=3.93). Moreover, employees (mean=3.76) agreed that they timely with serving customers and majority agreed (mean=3.93) that they get back to customers as soon as possible and keep them informed of the new products.

On the statement that the required level of motivation to perform the task with minimum will and efforts majority of respondents were undecided (mean=3.34) and (3.38) decided that they able to make snap judgments with limited information. Further, (3.52) agreed that they do their research before responding to customers, while majority agreed that they think carefully before responding to customers and project activities as reflected by a mean of 3.50. Some of the employees (mean=3.00) were undecided that they have a complete knowledge and understanding of their tasks.

Table 2 Job Performance of Generation Y Employees

	Mean	Std. Deviation	Skewness	Kurtosis
The better an employee can communicate the better they can perform their jobs well.	3.5569	1.28206	-.637	-.769
I have a complete knowledge and understanding of my tasks.	2.9959	1.00812	-.305	-1.402
I have the required skills to perform my task.	3.9472	.48787	-.770	3.566
I have the required level of motivation to perform the task with minimum will and efforts.	3.3374	1.07475	.408	-1.092
I perform my work to the expected standards.	4.0650	.64826	-.063	-.610
I am able to manage my time effectively.	3.4512	1.02003	.308	-1.058
I am able to make snap judgments with limited information.	3.3780	.96857	.403	-.812
I think carefully before responding to customers and project activities.	3.4959	.75457	-1.854	3.662
I do my research before responding to customers	3.5244	.53967	.138	-1.084
I am timely with serving customers.	3.7561	.74331	.427	-1.086
I get back to customers as soon as possible and keep them informed of the new products.	3.9268	.65988	.079	-.695
Mean	3.3968	1.20282	.063	3.393

From the analysis of the means, it can also be noted that the means of all the items used to measure Job Performance of Generation Y Employees are in the range of 3.0 to 4.07 as shown in Table 2. This implies that the items used were appropriate in measuring the variable since most of the respondents are all in agreement with the statements given. The standard deviation similarly ranged between 0.4 and 1.3 with only one item having a standard deviation of 1.2 meaning that the responses were not much dispersed from the expected feedback.

The study sought to find out whether respondents were satisfied with their performance in the organization.

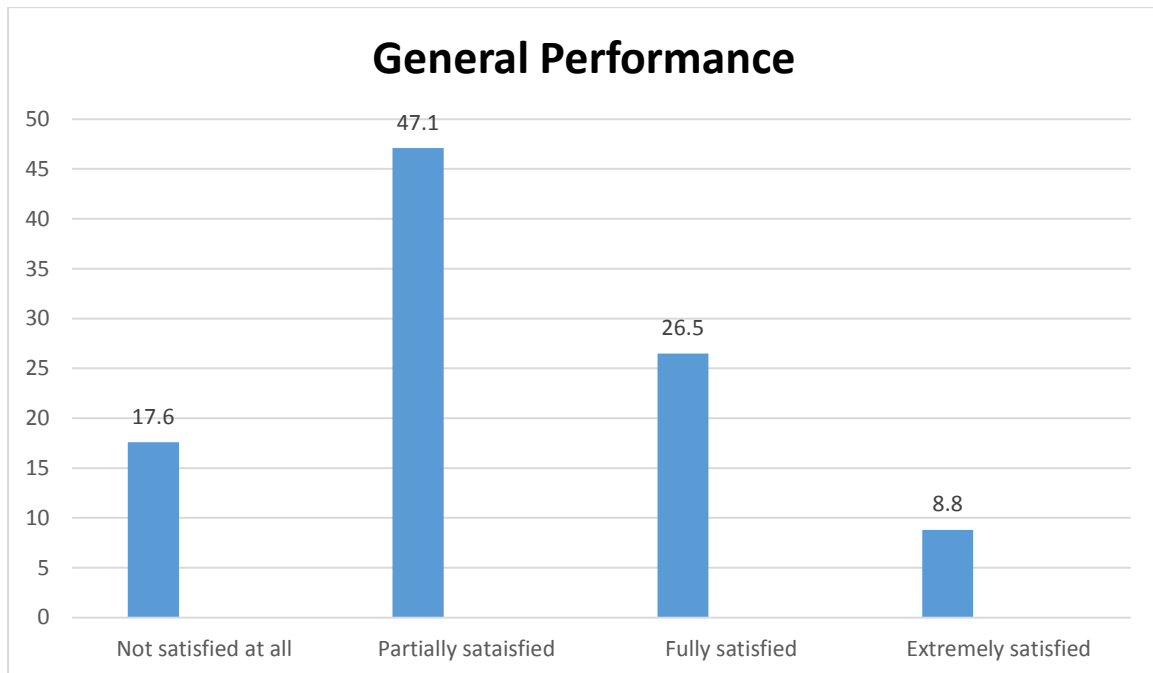


Figure 2 Satisfaction with performance in the organization

Researcher (2016)

From the findings, 47.1% of them indicated that they are partially satisfied with their performance in the organization, 26.5% of them indicated that they are fully satisfied with their performance, 17.1% of them indicated that they are not satisfied at all with their performance while 8.8% of them indicated that they are extremely satisfied with their performance in the organization. Job performance is a very critical factor in every organization. It is the basis of the success of an organization, which, in all aspects, is dependent on individual employee performance (Chegini 2010). Macey *et al* (2009) asserted that in a work scenario, employees share information with their co-workers, customers and employer. The better an employee can communicate, the more efficiently they can do their

job and the better decisions everyone around them can make. All the employees need this skill, but above all, those who are in direct contact with the customers, especially at the customer service desk. According to Pereira-Moliner *et al.* (2012), reliability, responsiveness, empathy, tangible products and assurance helps the employee to perform well such that they can satisfy the customers. Thus, the employees' performance plays a crucial role in delivering quality service to the consumers. It is the responsibility of the employees to address the requirements and taste of the consumers and it is necessary to perform well for increasing overall efficiency in the hotel sector.

4.4 Employee's ability and job performance of Generation Y Employees

The first objective of the study sought to find out the influence of employee's ability on job performance of Generation Y Employees. Study respondents were asked to indicate on a five-point Likert scale their level of agreement on several statements describing the employee's ability of Generation Y Employees as shown in Table 3.

Table 3 Ability of Generation Y Employees

	Mean	Std. Deviation	Skewness	Kurtosis
I am always prepared to handle problem solutions.	2.9959	1.00812	-.305	-1.402
I am always prepared to handle supervisor's problems.	3.6341	.82579	.770	-1.097
I feel comfortable collaborating with my coworkers.	3.7561	.74331	.427	-1.086
I understand my role at the hotel.	3.9268	.65988	.079	-.695
I believe communication across department is efficient.	3.8902	.63899	.099	-.566
I criticize constructively and address problems.	3.9553	.67766	.054	-.808
I have a deep-rooted understanding of the functions of my organization	3.9715	1.05134	-.474	-1.139
Mean	3.73	.39235	-.171	.336

Most of them agreed that always prepared to handle supervisor's problems with mean of (3.6). Results of the study findings showed that most of the respondents always prepared to

handle problem solutions as shown by a mean of 3.0. The respondents agreed that believe communication across department is efficient (3.89), while some (3.96) agreed that criticize constructively and address problems and (3.76) agreed that they feel comfortable collaborating with my coworkers.

The respondents agreed that they have a deep-rooted understanding of the functions of my organization as indicated by a mean of 3.97. From the study means of the 7 items, it can be noted that all the means fall within the range of 3.0 and 4.0 with an overall mean of 3.73. This implies that majority of the respondents agreed with the statements hence implying that the items well captured the employee's ability on job performance of Generation Y Employees. Moreover, the standard deviation also falls within the range of 0.64 and 1.5 meaning that the responses are not very much dispersed from each other. This implies that overall the strategies employed influenced the employee's ability on job performance of Generation Y Employees.

The study sought to find out the extent to which respondents are satisfied with abilities they possess. Findings were presented in figure 3. From the findings, 41.2% of them indicated that they are moderately satisfied with abilities they possess, 32.4% of them indicated that they are to a low extent satisfied with abilities they possess, they are to a high extent satisfied with abilities they possess while 5.9% of them indicated that they are satisfied with abilities they possess to a very low extent.

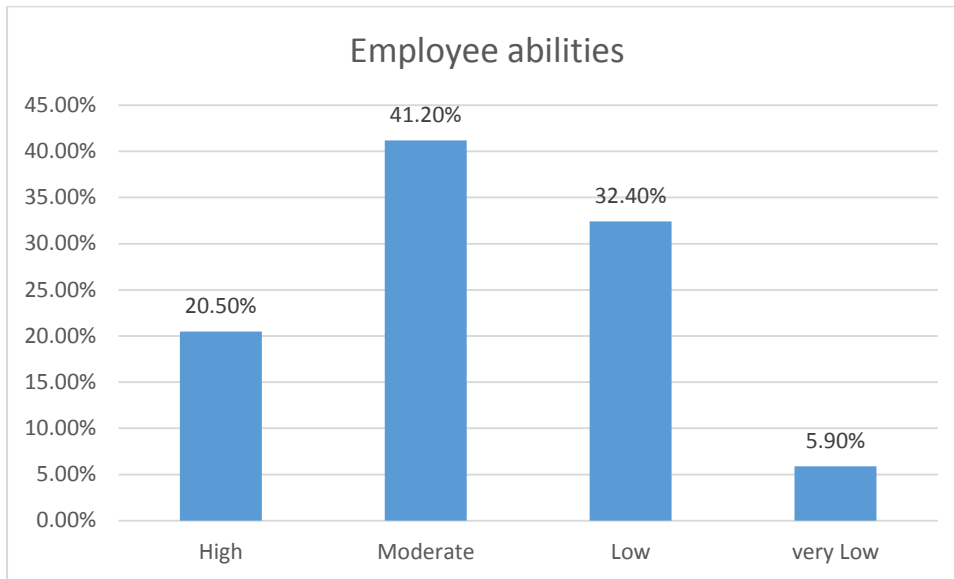


Figure 3 Respondents satisfaction with abilities they possess

Researcher (2016)

This agree with Parker, Morgeson & Klinger, (2005) that effective performance requires employees who are sufficiently confident in their abilities. The individual's ability level reflects a person's history of prior success on the job. Besides, individuals with higher levels of ability are likely to receive the high expectations from their supervisors (Morgeson *et al.*, 2005). Therefore, higher-level ability of individuals is likely to perform more tasks, which can improve their job performance.

This agree with Hanzaee & Mirvaisi (2013) that, this working practice and experience helps the employees to develop problem solving skills and it is effective for the hotel industry to solve the customer's issues as per the changing needs of them. Thus, the management of the employees under hotel industry and develop their skills are required to serve better quality products. There are influential role of the skills and knowledge of the employees on the performance of the employees to enhance service quality and satisfy the customers. Karatepe (2013) argued that, the service quality depends on the employee's performance and their way of communication for understanding the customer's perception. Thus, in order to provide quality

service, it is important to have efficient employees who are able to handle the customers and help them to resolve their issues. Chiang and Hsieh (2012) opined that, open communication between the customer and the employees help the customers to express their views and help the employees to serve better quality service by understanding their actual requirements.

4.5 Motivation and job performance of Generation Y Employees

The second objective of the study sought to find out the influence of motivation on job performance of Generation Y Employees. Study respondents were asked to indicate on a five-point Likert scale their level of agreement on several statements describing the motivation of Generation Y Employees as shown in Table 4. The study findings showed that most of the respondents agreed that promotion increases employee's morale as their hard work is rewarded and hotel offers me fringe benefits as shown by a mean of 4.23. Promotion in the organization offers advancement in terms of designation, salary and benefits, and change in type of job activities as indicated by a mean of 3.45.

Moreover, most of the respondents undecided that the organization encourages teamwork and employee participation as a way of motivating the employees and job redesign to cater for Generation Y job demands as accounted for by a mean of 2.5. The respondents undecided that teamwork enhances feedback and therefore a faster way of correcting mistakes as indicated by a mean of 3.29.

Table 4 Motivation of Generation Y Employees

	Mean	Std. Dev	Skewness	Kurtosis
Promotion increases employee's morale as their hard work is rewarded	4.2195	.66439	-.278	-.771
Promotion in the organization offers advancement in terms of designation, salary and benefits, and change in type of job activities	3.4593	1.37484	-.575	-.990
The organization encourages teamwork and employee participation as a way of motivating the employees	2.5285	1.14874	.769	-.413
Teamwork enhances feedback and therefore a faster way of correcting mistakes	3.2846	1.08059	-.861	.306
The management ensure employee motivation through allowing employees to participate in decision making	3.7764	.53720	-.128	-.181
Career development motivates employees as they strive to progress	2.9959	1.00812	-.305	-1.402
Career development lead to more adaptable employee thereby opening up the horizons for the employees	3.9472	.48787	-.770	3.566
Recognition motivates employees in an organization as the employee's feels appreciated.	3.3374	1.07475	.408	-1.092
Managers develop a departmental recognition program	4.0650	.64826	-.063	-.610
Outstanding employees are sent to a seminar related to their career goals	3.4512	1.02003	.308	-1.058
Supervisors post inspirational messages around the office	3.3780	.96857	.403	-.812
Managers nominates employees to participate in mentoring program	3.4959	.75457	-1.854	3.662
The organization offers rewards for employee with outstanding performance	3.5244	.53967	.138	-1.084
Staff training is an important contributor to individual and group motivation	3.7764	.53720	-.128	-.181
Training motivates employees and there by increases staff involvement in the organization.	2.9959	1.00812	-.305	-1.402
Training improve communication between peers and thus acts a motivation tool	3.9390	.48691	-.796	3.531
Training motivates employees as it ensures that employees perform their jobs with ease	3.8455	.59292	.056	-.286
Job Rotation to reduce boredom and monotony	3.4593	1.37484	-.575	-.990
Job redesign to cater for Generation Y job demands	2.5285	1.14874	.769	-.413
Job enrichment to reduce boredom and increase flexibility	3.2846	1.08059	-.861	.306
The hotel offers me fringe benefits	4.2195	.66439	-.278	-.771
Our employer gives enough salary	3.1545	1.15375	.514	-1.199
We have a conducive work environment/ conditions of work	3.2846	1.20895	.346	-1.445
We have a job security	3.9309	.84714	-.477	-.337
Mean	3.5877	.73443	.439	-.585

The respondents agree that management ensure employee motivation through allowing employees to participate in decision making as indicated by a mean of 3.78. However, most of the respondents undecided that career development motivates employees as they strive to progress and training motivates employees and there by increases staff involvement in the organization as accounted for by a mean of 3.00. Career development lead to more adaptable employee thereby opening up the horizons for the employees as indicated by a mean of 3.94. Respondents undecided that recognition motivates employees in an organization as the employee's feels appreciated (mean of 3.34) and some agreed (mean =3.45) that the outstanding employees are sent to a seminar related to their career goals and managers nominates employees to participate in mentoring program.

Majority of respondents (4.06) agreed that managers develop a departmental recognition program, (3.38) of the respondents agreed that supervisors post inspirational messages around the office. Also (3.52) agreed that their organization offers rewards for employee with outstanding performance and (3.78) agreed that staff training is an important contributor to individual and group motivation. The results further showed that (3.94) of the respondents agreed that they training improve communication between peers and thus acts a motivation tool and had a job security. Finally, they agreed (3.28) that Job enrichment to reduce boredom and increase flexibility and have a conducive work environment/ conditions of work.

From the study, the means of the 25 items explaining motivation, it was noted that all the means fall within the range of 3.0 and 4.2 with an overall mean of 3.6. This implies that majority of the respondents agreed with the statements hence implying that the items well captured the element of employee motivation. Moreover, the standard deviation also falls within the range of 0.48 and -1.3 meaning that the responses are not very much dispersed from each other.

The study sought to establish the impact of motivation on performance. Figure 4 are the study findings.

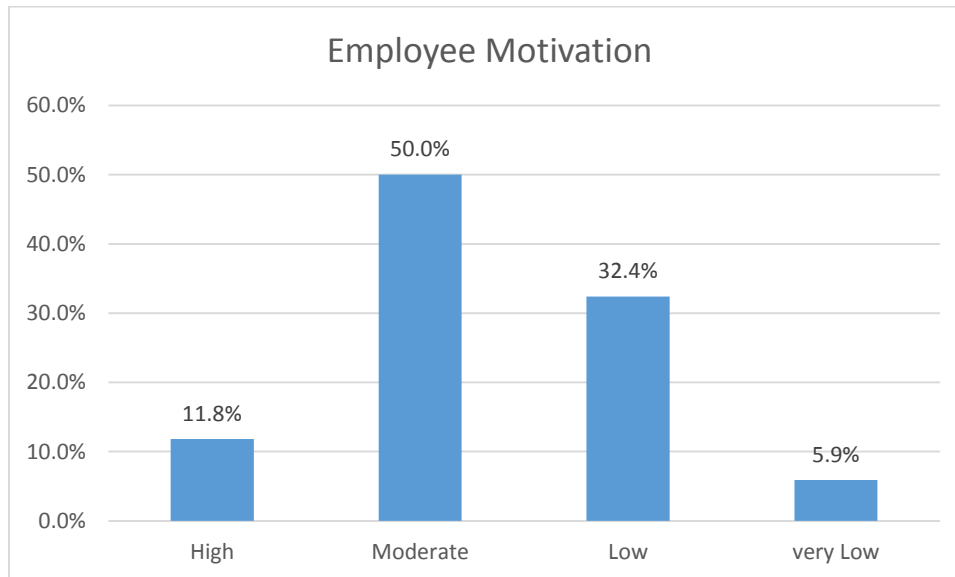


Figure 4 Respondents' rating of the motivation levels

Researcher (2016)

The study sought to find out the respondents' rating of the motivation levels in the organization. From the findings, 50% of them rated motivation in the organization to a moderate extent, 32.4% of them rated motivation in the organization to a low extent, 11.8% of them rated motivation in the organization to a high extent while 5.9% of them rated motivation in the organization to be very low.

The study found out that career development serves to strengthen career resilience among the employees. Further, it was established that Hotels encourages Generation Y to partake developmental training. These findings concurs with Heathfield (2000) who indicated that career development activities are directed at strengthening career resilience which is an essential element of future career patterns and is likely to motivate employees to work harder to achieve development in career. The study further established that recognition motivates employees in an organization as the employees feel appreciated. The research findings are in

line with Hammill (2005) that employees feel more valued when incentives and feedback are given throughout the year.

According to the study, training motivates employees as it ensures that employees perform their jobs with ease. The study has also indicated that training ensures highly skilled employees with increased self-esteem, commitment and motivation. These findings concurs with Olajide (2000) who highlights that high productivity in an organization depends on the level of motivation and the effectiveness of the workforce and therefore staff training comes at the centre of motivating workers. Further, Wood (2001) highlighted that training and personnel development serves to increase self-esteem, commitment and motivation of employees.

The study also indicates that job design enhances Generation Y employees' motivation. This finding concurs with Cole (2002) who described job enrichment as the vertical extension of job responsibilities, which result to increased job satisfaction, and thus enhances motivation. Job enrichment could be through job re-design with intention to reverse the effects of tasks that are repetitive requiring little autonomy, which could result to boredom, lack of flexibility, and employee dissatisfaction.

The study established that promotion increases employees' morale as their hard work is rewarded. In addition, promotion was established by the study to offer advancement in terms of designation, salary and benefits, and change in type of job activities in the organization. These study findings are in line with Robbins (2005) who indicated that promotion could involve advancement in terms of designation, salary and benefits, and in some organizations, the type of job activities may change a great deal.

The study established that teamwork and employee participation serves as a way of motivating Generation Y employees. It was further established by the study that the

management in Hotels ensured employee motivation by allowing Generation Y employees to participate in decision making thus giving them an opportunity to influence management decisions. The results are in line with Cole (2002) who indicated that employees are motivated by teamwork and direction as long as there is flexibility to get work done. Further, the employees are motivated when they are allowed to participate in decision-making and get involved in strategic planning.

Pay/ salary were found by the study to be very effective in motivating Generation Y employees. This is in line with Akintoye (2000) assertion that money remains the most significant motivational strategy and many managers use money to reward or punish workers. Also, conducive work environment and unified working culture that ensures equity among employees were found to be effective in motivating Generation Y employees which concurs with findings by Maja and Valdete (2007) who indicated that Employees' motivation is influenced by the employee work environment. Fringe benefits were also established to be very effective in motivating employees in Generation Y. O'Rand (2006) noted that fringe benefits are essential for the development of corporate industrial relations. O'Rand further highlighted that fringe benefits are found to motivate the employees as it makes the employees feel that the employer cares about them.

4.6 Organization culture on job performance of Generation Y Employees

The third objective of the study sought to find out the influence of organization culture on job performance of Generation Y Employees. Study respondents were asked to indicate on a five-point Likert scale their level of agreement on several statements describing the organization culture in relation to job performance of Generation Y Employees as shown in

Table 5.

Table 5 Organization culture

	Mean	Std. Deviation	Skewness	Kurtosis
Most employees are highly involved in their work	3.5569	1.28206	-.637	-.769
People work like they are part of a team	2.9959	1.00812	-.305	-1.402
There is continuous investment in the skills of employees	3.9472	.48787	-.770	3.566
Our strategic direction is clear to me	3.3374	1.07475	.408	-1.092
There is widespread agreement about goals	4.0650	.64826	-.063	-.610
We have a shared vision of what the organization will be in the future	3.4512	1.02003	.308	-1.058
The leaders and managers practice what they preach	3.3780	.96857	.403	-.812
There is a clear agreement about the right way and the wrong way of doing things	3.4959	.75457	-1.854	3.662
It is easy to coordinate projects across different parts of the organization	3.5244	.53967	.138	-1.084
The way things are done is very flexible and easy to change	3.7561	.74331	.427	-1.086
Customer input directly influences our decisions	3.9268	.65988	.079	-.695
Mean	3.3968	1.20282	.063	3.393

The findings revealed that most of the respondents agreed (mean =4.06) that there is widespread agreement about goals, while some disagreed and most of them agreed (Mean=3.95) that they there is continuous investment in the skills of employees. On the statement that their strategic direction is clear to me majority of respondents agreed (mean=3.34), while some agreed that they emphasize on marketing specialty product (mean=3.94) and (3.38) agreed that they leaders and managers practice what they preach.

Further, (3.52) agreed that they are easy to coordinate projects across different parts of the organization, while majority agreed that they is a clear agreement about the right way and the wrong way of doing things as reflected by a mean of 3.49 and some agreed that shared vision of what the organization will be in the future (3.45). Moreover, employees (mean=3.76)

agreed that the way things are done is very flexible and easy to change and majority agreed (mean=3.93) that the customer input directly influences our decisions.

From the analysis of the means, it can also be noted that the means of all the items used to measure organization culture are in the range of 3.0 to 4.07 as shown in Table 4.5. The mean of 11 statements representing organization culture had an overall mean of 3.4. This implies that the items used were appropriate in measuring the variable since most of the respondents are all in agreement with the statements given. The standard deviation similarly ranged between 0.4 and 1.3 with only one item having a standard deviation of 1.2 meaning that the responses were not much dispersed from the expected feedback.

The findings were in agreement with Ojo (2012) that organizational culture is one of the factors that influence employees' work behaviour. It agrees with Ojo (2012), that organizational culture has been seen as a form or way a given group has developed, revealed or developed in carrying out a particular task or solving a particular problem effectively in learning at the organization. Nagel (2006) stated that, organizational culture is a common perception held by the organization's members, which also means that it is a system of shared meaning. It is important to the organization because it contributes to organizational goals and is closely related to many managerial areas such as communication, decision-making process, effectiveness, leadership, and human resource management (Choi *et al*, 2010).

Also it agrees with Khanifah *et al* (2012), that due to the strong effect of organizational culture on organization staffs' behavior and deeds, organizational culture plays a significant role in internally controlled staffs' behavior, and at the same time able to stop corruption. Organizational culture being the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace (Schein, 2011). Organizational

culture has four functions: gives members a sense of identity, increases their commitment, reinforces organizational values, and serves as a control mechanism for shaping behavior (Nelson & Quick, 2011). Organizational culture has the potential to enhance organizational performance, employee job satisfaction, and the sense of certainty about problem solving (Kotter, 2012) while Lunenberg (2011), agree that organizational culture also affect the organizational effectiveness.

4.7 Correlation Analysis on study Variables

The researcher run the correlation matrix in order to check whether there was association between variables. To achieve this Pearson's correlation was carried out and was appropriate because all the variables were in interval scale. Correlation coefficient shows the magnitude and direction of the relationship between the study variables. Table 6 showed correlation between the study variables. The findings of the correlation analysis indicated that there is a positive correlation between employee ability and job performance of Generation Y employees ($r=0.226$, $p=0.004$). Therefore, an increase in employee ability increased the job performance of Generation Y employees.

Results of the study also showed that there is a significant positive correlation between organization culture and job performance of Generation Y employees ($r= 0. 466$, $p=0.042$), implying an increase in organization culture improved the job performance of Generation Y employees. The findings of the correlation analysis indicated that there is a positive correlation between motivation and job performance of Generation Y employees ($r=0.891$, $p=0.004$). Therefore, an increase in motivation increased the job performance of Generation Y employees.

Table 6 Correlation Analysis of the Variables

		Job Performance	Abilit y	Organizati on culture	Motiva tion
Job Performanc e	Pearson Correlation	1	.226*	.466**	.891**
	Sig. (2-tailed)		.037	.000	.000
Ability	Pearson Correlation	.226*	1	-.490**	.112
	Sig. (2-tailed)	.037		.000	.307
Organizatio n culture	Pearson Correlation	.466**	-.490**	1	.423**
	Sig. (2-tailed)	.000	.000		.000
Motivation	Pearson Correlation	.891**	.112	.423**	1
	Sig. (2-tailed)	.000	.307	.000	

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

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

c. Listwise N=85

4.8 Regression Analysis

A multiple regression model was used to explore the relationship between factors (ability, motivation and organization culture) on job performance of Generation Y employees. The R^2 represented the measure of variability in job performance of Generation Y employees that the predictors are accounted for. From the model, ($R^2 = .852$) showing that factors account for 85.2% variation in job performance of Generation Y employees. The predictors used in the model captured the variation in the job performance of Generation Y employees. The change statistics were used to test whether the change in adjusted R^2 is significant using the F-ratio as shown in Table 6. The model caused adjusted R^2 to change from zero to .852 and this change gave rise to an F- ratio of 161.76, which is significant at a probability of .05.

Table 7: Overall model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics F Change	df1	df2	Sig. F Change
1	.926 ^a	.857	.852	.17756	.857	161.756	3	81	.000

a. Predictors: (Constant), Organization culture, Motivation, Ability

The analysis of variance was used to test whether the model could significantly fit in predicting the outcome than using the mean as shown in (Table 7). The regression model with the predictor was significant ($F=161.76$, p value =0.001) shows that there is a significant relationship between the factors and job performance of Generation Y employees. Thus, reject the null hypothesis that there is no significant relationship between factors and job performance of Generation Y employees.

Table 8: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.299	3	5.100	161.756	.000 ^b
	Residual	2.554	81	.032		
	Total	17.852	84			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Organization culture, Motivation, Ability

4.8.1 Regression Coefficients

In addition, the β coefficients for factors as independent variable were generated from the model, in order to test the hypotheses of the study. The t-test was used as a measure to identify whether the factors as predictor is making a significant contribution to the model. Table 8 gave the estimates of β -value and the contribution of each predictor to the model. The β -value for ability, motivation and organization culture had a positive coefficient, depicting

positive relationship with job performance of Generation Y employees as summarized in the model as:

$$Y = -.149 + 0.379X_1 + 0.281X_2 + .327X_3 + \varepsilon \dots\dots\dots \text{Equation 4.1}$$

Where: Y = Performance, X₁ = Ability, X₂ = Motivation, X₃ = Organization culture, ε = error term

From the findings, the t-test associated with β-values was significant and the factors as the predictor was making a significant contribution to the model. The coefficients results showed that the predicted parameter in relation to the independent factors was significant.

The study hypothesized that there was no significant relationship between ability and job performance of Generation Y employees. The study findings depicted that there was a positive significant relationship between employee ability and job performance of Generation Y employees (β₁=0.379 and p value<0.05). Since the p value was less than 0.05, the null hypothesis (**H₀₁**) was rejected. Therefore, we can conclude that employee ability led to an increase in job performance of Generation Y employees in hotels. Therefore, rise in employee ability led to an increase in job performance of Generation Y employees.

Table 9 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Correlations		
	B	Std. Error				Zero-order	Partial	Part
1 (Constant)	-.149	.389		-.384	.702			
Ability	.379	.069	.290	5.508	.000	.226	.522	.231
Motivation	.281	.020	.732	4.429	.000	.891	.848	.606
Organization culture	.327	.063	.299	5.165	.000	.466	.498	.217

a. Dependent Variable: Job Performance

This finding agrees with Robertson, *et al* (2012), who confirms this principle by saying that job skills include all abilities and skill that the employee needs to successfully work at his current position. These study findings support the views of Macleod and Brady (2008) who referred to the concept of employee performance as the ability of the employee to manage his time and allocate resources effectively. This study has showed that knowledge and understanding of tasks are correlated with required skills to perform tasks, judging a given work situation and responding to the work, time management and resource allocation and careful thinking and responding to customers. DeWitt (2010) affirmed this by saying that decision-making as an indicator of performance shows how well an employee is able to judge a given work situation and respond to it. How to gauge this will differ from one organization to another. Robertson *et al* (2012) assert that some businesses look for quick decision-making, the ability to make snap judgments with limited information, while others prefer employees to think carefully and research before responding to customers or project activities.

The study also hypothesized that there was no significant relationship between employee motivation and job performance of Generation Y employees. The findings showed that there was a positive significant relationship between employee motivation and job performance of Generation Y employees ($\beta_3=0.281$ and $p \text{ value} < 0.05$). Since the p value was less than 0.05, the null hypothesis (**H₀₂**) was rejected. Therefore, we can conclude that employee motivation led to an increase in job performance of Generation Y employees in hotels. Therefore, increment in motivation led to a rise in job performance of Generation Y employees. The results are in line with Cole (2002) who indicated that employees are motivated by teamwork and direction as long as there is flexibility to get work done. Further, the study findings

concur with Cole indications that employees are motivated when they are allowed to participate in decision-making and get involved in strategic planning.

The study hypothesized that there was no significant relationship between organization culture of projects and job performance of Generation Y employees. The findings indicated that there was a positive significant relationship between organization culture and job performance of Generation Y employees ($\beta_2=0.327$ and $p \text{ value}<0.05$). Since the p value was less than 0.05, the null hypothesis (**H₀₃**) was rejected. Therefore, we can conclude that good organization culture led to an increase in job performance of Generation Y employees in hotels.

An increase in organization culture leads to a rise in job performance of Generation Y employees. The findings agree with Martins and Terblanche, (2003) that organizational culture plays an indirect role in influencing behavior by using reasonable managerial tools, such as strategic direction, goals, tasks, technology, structure, communication, decision-making, cooperation and interpersonal relationships, and so forth, which are all designed to do things. Organizations known for strong culture sustain it, as each successive generation of leaders and followers embraces and passes it on to the next. According to Wines and Hamilton (2009), strong cultures make up the cultural DNA that gives organizations and individuals their identities.

Achua and Lussier (2013) affirm this by saying that organizations with high performing cultures see their employees as their number one asset. Zhang, Li and Pan (2009) assert that organizations that uphold an involvement culture emphasize the input and participation of its members. These organizations, therefore, make their members become highly concerned about organizational immediate interests and increase the cohesion, so they can easily reach

agreement on existing challenges. The employee ability had the most significant positive relationship with job performance of Generation Y employees ($\beta=0.379$). The second most significant influence on job performance of Generation Y employees was organization culture ($\beta=0.327$). Moreover, motivation had the least significant positive relationship with job performance of Generation Y employees ($\beta=0.281$).

CHAPTER FIVE SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter provides the summary of the findings from chapter four, and it gives the conclusions and recommendations of the study based on the objectives of the study. The objectives of this study establish factors affecting job performance of generation Y employees in selected hotels in Kisumu City.

5.1. Summary of the Findings

The study aimed at establishing factors affecting job performance of generation Y employees in selected hotels in Kisumu City.

5.1.1 Employee's ability and job performance of Generation Y Employees

The first objective of the study sought to find out the influence of employee's ability on job performance of Generation Y Employees. The findings indicated that the hotel employees were prepared to handle supervisor's problems, believe communication across department is efficient, criticize constructively, address problems, and feel comfortable collaborating with my coworkers. Sometimes prepared to handle problem solutions. The findings indicated that the employees had a deep-rooted understanding of the functions of the organization. The findings indicated that the individual's ability level reflects a person's history of prior success on the job. Therefore, higher-level ability of individuals is likely to perform more tasks, which can improve their job performance. The experience helps the employees to develop problem-solving skills and it is effective for the hotel industry to solve the customer's issues as per the changing needs of them. Thus, the management of the employees under hotel industry and

develop their skills are required to serve better quality products. It is important to have efficient employees who are able to handle the customers and help them to resolve their issues.

The findings of the correlation analysis indicated that there is a positive correlation between employee ability and job performance of Generation Y employees ($r=0.226$, $p=0.004$). Therefore, an increase in employee ability increased the job performance of Generation Y employees. The study findings depicted that there was a positive significant relationship between employee ability and job performance of Generation Y employees ($\beta_1=0.379$ and p value <0.05). Since the p value was less than 0.05, the null hypothesis (H_{01}) was rejected. Therefore, we can conclude that employee ability led to an increase in job performance of Generation Y employees in hotels. Therefore, rise in employee ability led to an increase in job performance of Generation Y employees. This study has showed that knowledge and understanding of tasks are correlated with required skills to perform tasks, judging a given work situation and responding to the work, time management and resource allocation and careful thinking and responding to customers. The ability to make snap judgments with limited information, while others prefer employees to think carefully and research before responding to customers or project activities.

5.1.2 Motivation and job performance of Generation Y Employees

The second objective of the study sought to find out the influence of motivation on job performance of Generation Y Employees. The study findings showed that most of the respondents agreed that promotion increases employee's morale as their hard work is rewarded and hotel offers me fringe benefits. Promotion in the hotel offers advancement in terms of designation, salary and benefits, and change in type of job activities. The

organization encourages teamwork and employee participation as a way of motivating the employees and job redesign to cater for Generation Y job demands.

The management ensure employee motivation through allowing employees to participate in decision-making. The career development sometimes motivates employees as they strive to progress and training motivates employees and there by increases staff involvement in the organization. Career development lead to more adaptable employee thereby opening up the horizons for the employees. The recognition motivates employees in the hotel as the employee's feels appreciated. The outstanding employees are sent to a seminar related to their career goals and managers nominates employees to participate in mentoring program. The managers develop a departmental recognition program, supervisors' post inspirational messages around the office. The hotel offers rewards for employee with outstanding performance and staff training is an important contributor to individual and group motivation. The training improve communication between peers, thus acts a motivation tool, and had a job security. Job enrichment reduce boredom, increase flexibility, and have a conducive work environment / conditions of work.

The study found out that career development serves to strengthen career resilience among the employees. Further, it was established that Hotels encourages Generation Y to partake developmental training. The career development activities are directed at strengthening career resilience, which is an essential element of future career patterns and is likely to motivate employees to work harder to achieve development in career. The study further established that recognition motivates employees in an organization as the employees feel appreciated.

According to the study, training motivates employees as it ensures that employees perform their jobs with ease. The study has also indicated that training ensures highly skilled employees with increased self-esteem, commitment and motivation. Job enrichment could be

through job re-design with intention to reverse the effects of tasks that are repetitive requiring little autonomy, which could result to boredom, lack of flexibility, and employee dissatisfaction. The study established that promotion increases employees' morale as their hard work is rewarded. In addition, promotion was established by the study to offer advancement in terms of designation, salary and benefits, and change in type of job activities in the organization.

The findings of the correlation analysis indicated that there is a positive correlation between motivation and job performance of Generation Y employees ($r=0.891$, $p=0.004$). Increase in motivation increased the job performance of Generation Y employees. The study also hypothesized that there was no significant relationship between employee motivation and job performance of Generation Y employees. The findings showed that there was a positive significant relationship between employee motivation and job performance of Generation Y employees ($\beta_3=0.281$ and $p \text{ value} < 0.05$). The null hypothesis (**H₀₂**) was rejected. Therefore, we can conclude that employee motivation led to an increase in job performance of Generation Y employees in hotels. Therefore, increment in motivation led to a rise in job performance of Generation Y employees. Employees are motivated by teamwork and direction as long as there is flexibility to get work done.

5.1.3 Organization culture on job performance of Generation Y Employees

The third objective of the study sought to find out the influence of organization culture on job performance of Generation Y Employees. From the findings, there was a widespread agreement about goals and continuous investment in the skills of employees. Employees strategic direction is clear and emphasize on marketing specialty product and leaders and managers practice what they preach. Employees were easy to coordinate projects across

different parts of the organization, there is a clear agreement about the right way, and the wrong way of doing things as reflected. The shared vision of what the organization will be in the future. The way things are done is very flexible and easy to change and customer input directly influences our decisions.

The organizational culture has been seen as a form or way a given group has developed, revealed or developed in carrying out a particular task or solving a particular problem effectively in learning. It is important to the organization because it contributes to organizational goals and is closely related to many managerial areas such as communication, decision-making process, effectiveness, leadership, and human resource management. Organizational culture has the potential to enhance organizational performance, employee job satisfaction, and the sense of certainty about problem solving. Results of the study also showed that there is a significant positive correlation between organization culture and job performance of Generation Y employees ($r= 0.466$, $p=0.042$), implying an increase in organization culture improved the job performance of Generation Y employees.

The study hypothesized that there was no significant relationship between organization culture of projects and job performance of Generation Y employees. The findings indicated that there was a positive significant relationship between organization culture and job performance of Generation Y employees ($\beta_2=0.327$ and $p \text{ value}<0.05$). Since the p value was less than 0.05, the null hypothesis (**H₀₃**) was rejected. An increase in organization culture leads to a rise in job performance of Generation Y employees. Organizations known for strong culture sustain it, as each successive generation of leaders and followers embraces and passes it on to the next. From the model, ($R^2 = .852$) showing that factors account for 85.2% variation in job performance of Generation Y employees. The predictors used in the model captured the variation in the job performance of Generation Y employees.

5.2. Conclusion

The hotel employees were prepared to handle supervisor's problems, believe communication across department is efficient, criticize constructively and address problems and feel comfortable collaborating with my coworkers. The employees had a deep-rooted understanding of the functions of the organization. The individual's ability level reflects a person's history of prior success on the job. A higher-level ability of individuals is likely to perform more tasks, which can improve their job performance. The experience helps the employees to develop problem-solving skills and solve the customer's issues as per the changing needs of them. The management of the employees under hotel industry and develop their skills are required to serve better quality products. The employee ability led to an increase in job performance of Generation Y employees in hotels.

Promotion in the hotel offers advancement in terms of designation, salary and benefits, and change in type of job activities. The hotel encourages teamwork and employee participation as a way of motivating the employees and job redesign to cater for Generation Y job demands. The teamwork enhances feedback and therefore a faster way of correcting mistakes. Career development lead to more adaptable employee thereby opening up the horizons for the employees. The recognition motivates employees in the hotel, as the employee's feels appreciated. The managers develop a departmental recognition program, supervisors' post inspirational messages around the office. The hotel offers rewards for employee with outstanding performance and staff training is an important contributor to individual and group motivation. Job enrichment reduce boredom, increase flexibility, and have a conducive work environment / conditions of work. There was a positive significant relationship between employee motivation and job performance of Generation Y employees. An increment in motivation led to a rise in job performance of Generation Y employees.

Employees are motivated by teamwork and direction as long as there is flexibility to get work done.

There was a widespread agreement about goals and continuous investment in the skills of employees. Employees were easy to coordinate projects across different parts of the organization, there was a clear agreement about the right way, and the wrong way of doing things as reflected. The shared vision of what the organization will be in the future. The organizational culture has been seen as a form or way a given group has developed, revealed or developed in carrying out a particular task or solving a particular problem effectively in learning. Organizational culture has the potential to enhance organizational performance, employee job satisfaction, and the sense of certainty about problem solving. An increase in organization culture leads to a rise in job performance of Generation Y employees.

5.3. Recommendations

The hotel management should carry out regular appraisals to determine the performance of its employees; the organization can take the said opportunity to address the shortfalls and help the employees unleash their full potentials. Similarly, the hotels can invest in generation-Y capacity development through training and retreats. This will certainly boost the employee's performance. A successful hotel must review its working environment and ascertain the employee job performance periodically. This will be important in reviewing its performance and also give awards like the best employee of the month, and celebrate employee's achievements.

The study further recommends the organization to motivate its employees to a great extent as motivation was directly proportional to job productivity; this could be through rewarding good performance, offering incentives, offering competitive salaries, provide adequate working conditions, enhance Job security and adopt long term appraisal to motivate its

employees The study recommends therefore that Hotels should reinforce the supply of motivation factors towards Generation Y in order to stimulate their satisfaction by reviewing all their motivation programmes. Promotions should be done on basis of merit so as to motivate the Generation Y employees to work hard to earn the promotion. Further, Hotels should ensure Generation Y employees are involved in decision making so as to allow them to influence decisions that affect them and thus Generation Y employees with career development opportunities and offer them recognition so that the employees feel appreciated. In addition, the study recommends that Generation Y employees should be offered training to develop their skill to tackle jobs with ease.

It also recommends that the hotel should formulate policies that stipulate compensation and reward for the employees to boost their morale for enhanced performance. Further, the management should offer commensurate pay to work done. The study also recommends that the management should provide a conducive environment free from physical and emotional harm. The study further recommends that organizations should create a positive work environment that is socially friendly. By applying the result found in the study, organizations will have a human capital advantage over their competitors in the Generation Y workforce and this will help to retain this productive generation for longer.

5.4. Recommendations for further studies

This study investigated the factors that affect job performance generation y employees in selected hotels in Kisumu City. To this end therefore, a study should be staged on to find out if the same findings hold for other sectors and establish other factors affecting job performance of generation Y employees. The data was collected from selected Hotels in Kisumu City and the findings may not be the same in other service industries like banking and Insurance Companies.

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APPENDICES

APPENDIX I: INFORMED CONSENT LETTER

Dear Sir/Madam

RE: REQUEST FOR YOUR PARTICIPATION IN THE RESEARCH STUDY

I am a student at Moi University pursuing a Master's degree in Tourism Management. In fulfillment of the requirement for the degree, I am required to conduct a research in regards to my topic of interest. Therefore, this study is geared towards finding out factors that affect generation y employee job performance in selected hotels. This study is beneficial to the hotel, the hotel industry, scholars and the employees.

I therefore, humbly request you to take your time to complete the attached questionnaire. The information that you provide remains confidential and is sought exclusively for Academic purposes only

Yours Sincerely

Masters Student

APPENDIX II
QUESTIONNAIRES

Questionnaire Number.....

Date of interview.....

SECTION A: PERSONAL DATA

1. Gender Male Female

2. Age

18 – 20 21 – 25

26 – 30 31 – 35

36 – 40 Above41

3. Marital status

Single Married

Widowed Separated

Divorced

4. What is your highest level of Education?

Secondary Diploma

Bachelors Master Degree

Others

5. What is your income per month?

Less than KSH.5, 000

KSH.5, 000- KSH.9, 999

KSH.10, 000- KSH. 14,999

KSH.15, 000- KSH.19, 999

KSH.20, 000- KSH.25, 999

KSH.26, 000- KSH.29, 999

KSH.30, 000- KSH.34, 999

KSH.35, 000 & above

6. How long have you worked for the organization?

Years of Experience	Tick
Less than 5 years	
From 5 - less than 7 years	
From 7 - less than 10 years	
From 10–less than 15 years	
From 15 years – above	

7. Are you satisfied with your job performances? (a) Not satisfied [] (b) partially satisfied [] (c) Satisfied [] (d) Very Satisfied []

8. Is that position a result of your performance? a) Yes [] (b) No []

SECTION B: EFFECT OF ABILITIES ON PERFORMANCE

9. On a scale of 1 to 5, where 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree and 5 = strongly agree, kindly indicate your level of agreement with the following statement that are related to effect of employee abilities on job performance of generation Y employees.

	SD	D	UD	A	SA
I am always prepared to handle problem solutions.					
I am always prepared to handle supervisor's problems.					
I feel comfortable collaborating with my coworkers.					
I understand my role at the hotel.					

I believe communication across department is efficient.					
I criticize constructively and address problems.					
I have a deep-rooted understanding of the functions of my organization					

SECTION C: MOTIVATION AND PERFORMANCE

On a scale of 1 to 5, where 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree and 5 = strongly agree, kindly indicate your level of agreement with the following statement that are related to employee motivators for generation Y employees.

Promotion increases employee’s morale as their hard work is rewarded					
Promotion in the organization offers advancement in terms of designation, salary and benefits, and change in type of job activities					
The organization encourages teamwork and employee participation as a way of motivating the employees					
Teamwork enhances feedback and therefore a faster way of correcting mistakes					
The management ensure employee motivation through allowing employees to participate in decision making					
Career development motivates employees as they strive to progress					
Career development lead to more adaptable employee thereby opening up the horizons for the employees					
Recognition motivates employees in an organization as the employee’s feels appreciated.					
Managers develop a departmental recognition program					
Outstanding employees are sent to a seminar related to their career goals					
Supervisors post inspirational messages around the office					
Managers nominates employees to participate in mentoring program					
The organization offers rewards for employee with outstanding performance					
Staff training is an important contributor to individual and group motivation					
Training motivates employees and there by increases staff involvement in the organization.					
Training improve communication between peers and thus acts a motivation tool					

Training motivates employees as it ensures that employees perform their jobs with ease					
Job Rotation to reduce boredom and monotony					
Job redesign to cater for Generation Y job demands					
Job enrichment to reduce boredom and increase flexibility					
The hotel offers me fringe benefits					
Our employer gives enough salary					
We have a conducive work environment/ conditions of work					
We have a job security					

SECTION D: ORGANIZATIONAL CULTURE AND EMPLOYEE PERFORMANCE

14. On a scale of 1 to 5, where 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree and 5 = strongly agree, kindly indicate your level of agreement with the following statement that are related to organization culture and job performance for generation Y employees.

	SD	D	UD	A	SA
Most employees are highly involved in their work					
People work like they are part of a team					
There is continuous investment in the skills of employees					
Our strategic direction is clear to me					
There is widespread agreement about goals					
We have a shared vision of what the organization will be in the future					
The leaders and managers practice what they preach					
There is a clear agreement about the right way and the wrong way of doing things					
It is easy to coordinate projects across different parts of the organization					
The way things are done is very flexible and easy to change					
Customer input directly influences our decisions					
We view failure as an opportunity for learning and improvement					

SECTION E: EMPLOYEE JOB PERFORMANCE

This section is meant to rate the level of employee job performance in your organization considering performance indicators like communication skills, teamwork, productivity and timeliness. Kindly circle/tick (against) the number that best represents your views on the given statements. On a scale of 1-5 where **1 – Strongly Disagree 2-Disagree 3-Uncertain 4-Agree 5- Strongly Agree** rank the following areas as per your organization.

	SD	D	UD	A	SA
The better an employee can communicate the better they can perform their jobs well.					
I have a complete knowledge and understanding of my tasks.					
I have the required skills to perform my task.					
I have the required level of motivation to perform the task with minimum will and efforts.					
I perform my work to the expected standards.					
I am able to manage my time effectively.					
I am able to make snap judgments with limited information.					
I think carefully before responding to customers and project activities.					
I do my research before responding to customers					
I am timely with serving customers.					
I get back to customers as soon as possible and keep them informed of the new products.					

APPENDIX III: LIST OF HOTELS IN KISUMU CITY

Name of the hotel	Population	Sample size
Parkview Hotel	11	$11/108 * 85 = 9$
Wigot Gardens	8	$8/108 * 85 = 6$
Acacia Hotel Premier	10	$10/108 * 85 = 8$
New Kisumu Hotel (Maseno University)	12	$12/108 * 85 = 9$
Imperial Hotel	13	$13/108 * 85 = 10$
Royal City Hotel	8	$8/108 * 85 = 6$
Mamba Hotel	7	$7/108 * 85 = 6$
Jumuia Hotel (Guest House)	8	$8/108 * 85 = 6$
Sunset Hotel	9	$9/108 * 85 = 7$
Sovereign Hotel	7	$7/108 * 85 = 6$
The Vic Hotel	8	$8/108 * 85 = 6$
Imperial Hotel Express	7	$7/108 * 85 = 6$
Total	108	85

Source: Kisumu Hotel Owners Association Records (2016)

APPENDIX IV: KISUMU COUNTY

