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By Dr. Bitok Kipkosgei
Kenyatta University

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Keywords: *extrinsic motivations; career sustainability; tour company; travel agent; employment security.*

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Relationship between Extrinsic Motivations and Career Sustainability among Travel and Tour Company Employees

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I. Introduction

Career sustainability requires a lifetime strategy of updating one's career (Kibui, 2015). A good career is versatile and illustrates continuous learning, security of employment and pleasant fit with aptitudes and competencies (Valcour, 2013). It ordinarily refers to managing one's own career in an organization setting.

Extrinsic motivation is as a result of influences that are outside of the individual's environment (Anjana, 2016). In most cases, extrinsic motivations (or hygiene factors) are always in use to achieve outcomes that an individual wouldn't get from intrinsic motivation. According to the findings of George & Jones (2012), extrinsically motivated employees derive their motivation when they get positive reinforces or appraisal given by other people, or by factors like promotion or their salary at the end of the month.

Author: Kenyatta University. e-mails: bitok.kipkosgei@ku.ac.ke, kipsabi02@gmail.com

The dynamics of work in Kenya appears that there are shifts in forms of employment as characterized by expanded casualization of work, outsourcing of employment, transitory subcontracting and contract engagement (Omolo, 2012). A study on financial and social upgrading globally shows that most women are in job-segregated sets in tour-operating workplaces and are not driver or guides who have the opportunity to have some of the best wages with tips (Christian, 2012). The tour organizations took advantage of work codes that divide workers between permanent, contract and casual. Most corporations use varied labour methods, alongside stratified benefits. Various tour operators primarily had permanent staff, with the exception of some few casuals. The fact that staff with high potential tend to be career-minded is vital for organizations to form worker values that support career sustainability.

II. Statement of the Problem

Sustainable careers, those focusing on individuals' continuing employability in jobs that facilitate their personal development over time, have been the underlying ideology of careers research for many years (Lawrence, 2015). Career opportunities and limitations have transformed dramatically, and these changes support the need for making this philosophy explicit. Extrinsic rewards remain significant for employees, although their effect on career sustainability, especially among the tours and travel company employees, is still missing in research. Pay is a necessity for most employees in accepting a job, and unfair pay is often an enormous de-motivator. It limits discretionary effort, a big indicator that could affect career sustainability levels. Nonetheless, after employees have settled in their workplaces and aspects of unfairness have been settled, extrinsic rewards become less important, as day-to-day motivation is more strongly driven by intrinsic rewards (Thomas, 2009). This study, therefore, sought to measure the relationship between employee extrinsic motivations and career sustainability within the domains of the tours and travel companies in Kenya.

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III. Literature Review

a) Career Sustainability

For the last twenty years, the subject of sustainability has been an indispensable and worthy objective for organizations after obtaining plenty of enthusiasm from the domains of scholarly and business worlds (Spreitzer, Porath and Gibson, 2012). Ahmad and Azumah (2012) noted that many employees were willing to continue staying in the organization if proper career advancement opportunities are in provision. In different dimensions, staff who relish long-term careers execute work that maximizes their skills and challenges them to develop new ones. In line with Kimani and Waithaka (2013), the present staff are acutely aware of their careers than ever and demands for individual growth and advancement, thus growing high potential individuals presents one of the strategies by firms to beat their competitive constraints. The expansion of new career has underscored the necessity for employees to be upset about vocation improvement and employability (Chitalu, 2011). Creating worker abilities in an information-based economy forms a critical portion of organization competencies.

b) Extrinsic Motivations

Extrinsic motivation refers to the accomplishment of activity with a specific end goal to accomplish the desired result and originates from impacts outside of the individual (Wikipremed, 2016). The research done by Omotayo *et al*. (2014) found out that compensation and promotion have positive critical implications on employee retention, while relationships and connections negatively affect employee work satisfaction. This study, therefore, suggests that the willingness of employees to stay in an organization arises from external motivation factors such as physical environment, job security, promotion, supervision, policies, salary and benefits, status, personal life, and co-workers.

Work environment conditions can affect worker morale either positively or negatively (Edem *et al*., 2017). The working environment condition assumes an essential part in the productivity and performance of a worker, as depicted by the facility environment such as noise levels, ventilation conditions, and state of the furniture. The promotion has turned out to be outstanding way of motivating workers besides the fact that if ineffectively handled, it will drive skilled laborers somewhere else (Ke *et al*., 2015). In any case, companies can keep workers motivated even when there are few promotions to be handed out. An exhaustive employee retention policy assumes an essential part in both pulling in and holding key workers, and also in lessening turnover and its related costs (Juneja, 2018). The significance of compensation and benefits in worker retention depends to some degree on the sort of employment and industry (Bean, 2018). High salary levels and benefits pull in and hold high-quality employees; thus these components are specific to worker retention at any organization.

Reasonable treatment by a supervisor is the most critical determinant of retention (Kurtesis, 2017; SHRM, 2012; Gallup, 1999). An exploration report done by SHRM's (2012) demonstrates that a large portion of the workers respect the connection they have with their immediate supervisor and senior managers as an essential component in their work satisfaction. Work-life balance is tied in with finding the correct harmony amongst work and life, and about feeling good with both work and family responsibilities (Agha *et al*., 2017). Work-life adjust is the harmony between three segments, in particular, paid work, individual time and unpaid work. Service jobs are seen as low in social status (Lu and Adler, 2009). There are numerous reasons why workers leave, for example, low wages, low economic wellbeing, and perceived hard work. It is necessary for government organizations at a national and county level to implement successful and sector-based measures to pull in, prepare, hold and develop talent to address the requirements and challenges of the tourism business.

On a day-to-day basis, many employees rely on coworkers to succeed in their jobs (Bernthal and Wellins, 2001). The relationship with coworkers also can affect their desire to stay with their organization. A desire to stay rises significantly when senior administration attempts to satisfy the requirements of the workers and gives some assurance of occupation advancement or security. Ahlawat (2015) conducted a study at Delhi and Mumbai metropolitan cities of India to ascertain employee satisfaction levels relating to job security and duration of work in top travel companies of India. Employees of Make My Trip, Thomas Cook, Cox & King, Yatra, and SOTC were contacted and interviewed in detail. The findings indicate that job security level at Mumbai and Delhi is satisfactory among travel companies' employees.

c) Theoretical Perspective

This study has a base on two theories within the limits of employee retention and career sustainability. They comprise Self-Concept Theory and Fredrick Herzberg's Two Factor Theory. Self-concept is a glaring feature of Super's theory (Super, 1990), and the implementation of one's interests, values, and skills in a work role is instrumental in vocational development and satisfaction. The degree of satisfaction people attain from the work role is, according to Super, proportional to the degree to which they have been successful in their endeavor to implement self-concepts.

Herzberg's Two Factor Theory of motivation identifies two sets of items specifically: hygiene or maintenance factors and motivating or satisfier factors

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influencing the attitudes of a person towards work (Herzberg, Mausner, and Snyderman, 1959). Herzberg's hygiene factors, that he named as dissatisfiers as a rule do not contribute a lot to work fulfillment as their essence simply averts disappointment, however, it's not motivating to workers. These variables are external in nature and are known with the work conditions in which they are performed. Notwithstanding, dynamic variables likewise named as satisfiers are thought of as powers of employment fulfillment. In this study, extrinsic and intrinsic motivations are perceived to have a long-lasting influence on career sustainability in the tours and travel companies. Since the time of the industrial revolution, work fulfillment or dissatisfaction is an indicator of employee retention (Msengeti and Obwogi, 2015) and particularly useful for understanding the desire for intra-organizational and inter-organizational employee retention.

IV. Methodology

The use of mixed methods design in this study depicts combination of at least one qualitative and one quantitative research component (Schoonenboom and Burke, 2017). Mixed methods research design in gathering data possesses a better description of the relative characteristics of the general *population.* The qualitative design complement the quantitative method in the design, hence enable the researcher to address research questions of all types (such as what, why and how).

This is a study in Mombasa County, located in the South Eastern part of the Coastal region of Kenya, an important regional tourism center considered as a regional cultural and economic hub (Mombasa County Government, 2015). Given its significance in the tourism industry, the county has attracted several tourism investors, including numerous tours and travel companies. The data is from the tours and travel company employees, comprising of 121 tour operator companies and 40 travel agent companies registered in Mombasa County. The study population is made up 2800 employees composed of 736 marketing officers, 160 finance officers, 1536 driver guides, 368 operations officers, and 161 human resource managers.

To determine the sample size ratio from the number of tour and travel companies in Mombasa County, the study adopted Yamane's (1967) formula. At 95% confidence level, P = 0.05, the following formula is used to calculate the sample size:

$$n = \frac{N}{1 + N(e)^2}$$

Where; n = the sample size, ε= the acceptance sampling error, N = the population size.

$$n = \frac{2800}{1+2800\,(0.05)^2} = 350 \text{ respondents}$$

From a total population of 2800 employees in the travel and tour companies in Mombasa County, this study used proportionate sampling of 12.5% (350/2800x100= 12.5%) to select respondents comprised of 20 finance officers, 92 marketing officers, 46 operations officers, and 192 driver or tour guides formed the sample size.

The study uses interview schedules and questionnaires in collecting data. Sample respondents fill questionnaires, which provide greater anonymity for the respondents and improve the reliability of responses particularly when the title under study is personal or sensitive (Phellas, Bloch, and Seale, 2011). The research questionnaires contain closed and open ended questions. Using interviews enables the human resource managers in each of the travel and tour firms identified to provide data for research. It enables the researcher to explore deeper to get more understanding of the employees' information on extrinsic motivations and career sustainability. The study screens data before analysis for missing values, accuracy, and checking univariate and multivariate outliers. Four questionnaires are not included in the analysis because of incompleteness in filling and therefore three hundred and forty-six (346) questionnaires in use give a response rate of 98.9%. The researcher personally interviews all the 20 human resource manager respondents and ensures all the research questions have answers.

The study calculates reliability of Cronbach's coefficients to increase internal consistency among the variables under consideration. The variables include career sustainability (0.771) and extrinsic motivation (0.851). According to Sauro, (2012), there is an assumption that the instruments are reliable as all the variables have a reliability coefficient over 0.67. This study uses descriptive statistics to quantitatively summarize the study sample and measures of *central tendency* like *mean.* Content analysis is useful with qualitative data, where the researcher organizes, classifies and codes in themes for quick interpretation. To test the significant relationships between career sustainability and extrinsic motivation, Pearson correlation and multivariate regression analysis are integral since the assumptions are satisfied (Field, 2009), that data is on interval scale, the distributions is normal, and multivariate relationship exists. The regression model is: $Y = \beta_0 + \beta_1 X_1 + \varepsilon$. Where: Y=Career Sustainability; β_0=Regression Constant; β_1=Coefficient of the independent variable; X_1=Extrinsic motivation; and ε=Error term.

V. Findings and Discussion

a) Career Sustainability

The analysis of the dependent variable, career sustainability, uses descriptive statistics such as percentage, frequency, mean, and standard deviation.

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The likert scale response items are treated as *interval* data and measures a latent variable. The sum of statement responses after performing the factor analysis create a performance score and subject to inferential analysis.

Majority of the respondents 152 (40.0%) acknowledge their satisfaction with the success they achieve in their career, (43) 11.3% disagree, and (93) 24.5% undecided, as shown in Table 1. A mean of 3.63 and standard deviation of 1.04 supports this finding. On satisfaction with the progress employees have made towards meeting their overall career goals 171 (45.0%) agree, (37) 9.7% disagree, and (100) 26.3% undecided. A mean of 3.62 and standard deviation of 0.97 support this outcome. Most of the respondents 159 (41.8%) agree with satisfaction with the progress made towards meeting their goals for income, (39) 10.3% disagree, and (109) 28.7% are undecided. This is reinforced by a mean of 3.65 and standard deviation of 0.93 supports. Most of the respondents have satisfaction with progress made toward meeting goals for income at tour and travel firms.

Table 1: Career Sustainability Factors

	Strongly disagree		Disagree		Neutral		Agree		Strongly agree			
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Mean	SD
I have satisfaction with the success I have in my career.	12	3.2	43	11.3	93	24.5	152	40.0	80	21.1	3.63	1.04
I have satisfaction with my progress to meet my overall career goals.	10	2.6	37	9.7	100	26.3	171	45.0	62	16.3	3.62	0.97
I have satisfaction with the progress to meet my goals for income.	5	1.3	39	10.3	109	28.7	159	41.8	68	17.9	3.65	0.93
I have satisfaction with progress I make toward meeting my goals for advancement.	10	2.6	42	11.1	109	28.7	160	42.1	59	15.5	3.58	0.97
I have satisfaction with the progress I make toward meeting my goals for advancement of new skills	27	7.1	40	10.5	110	28.9	135	35.5	68	17.9	3.48	1.11

The findings indicate that career sustainability at tour and travel firms influences the satisfaction of employees with success they have achieve in their career, income, advancement, meeting their overall career goals, and new skills. This outcome concurs with Vos and Van der Heijden, (2015) that employees who enjoy sustainable careers do work that utilizes their competencies fully and challenges them to acquire new ones.

The data in Table 2 indicate the interview schedules human resource managers recognizing that employees in the tours and travel companies have satisfaction on the success they achieve in their careers, which inspires them to stay longer in the sector. The employees also have satisfaction on their goals for the development of new skills, ready to acquire more skills to enhance their career sustainability, and expand work performance.

Table 2: Career Sustainability Factors from Interview Schedules

Career Sustainability Factors	Count (N= 20)
Achieved success	7
Goals for development of new skills	5
Overall career goals	3
Goals for advancement	3
Goals for income	2

b) Relationship between Extrinsic Motivations on Career Sustainability

Pearson moment correlation in Table 3 describes the influence of extrinsic motivations statements on career sustainability. There is a positive significant relationship between physical surroundings of workplace, like facilities or location [$r = 0.248$, $n = 346$, $p<0.05$], transparent promotion opportunities [$r = 0.216$, $n = 346$, $p<0.05$], work that gives a good status in the society [$r = 0.271$, $n = 346$, $p<0.05$], company policies [$r = 0.282$, $n = 346$, $p<0.05$], treatment by supervisor [$r = .308$, $n = 346$, $p<.05$], work interference with personal life [$r =0.337$, $n = 346$, $p<0.05$], salary and benefits [$r = 0.290$, $n = 346$, $p<0.05$], working relationships with supervisors, peers and subordinates [$r = 0.652$, $n = 346$, $p<0.05$], sense of job security within job position or organization [$r =0.766$, $n = 346$, $p<.05$], and career sustainability.

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Table 3: Correlation of Extrinsic Motivations and Career Sustainability

		Career Sustainability
Physical surroundings of the workplace, like facilities or location	Pearson Correlation	.248*
	Sig. (2-tailed)	.000
Transparent promotion opportunities	Pearson Correlation	.216*
	Sig. (2-tailed)	.000
Company policies	Pearson Correlation	.282*
	Sig. (2-tailed)	.000
Salary and benefits	Pearson Correlation	.290*
	Sig. (2-tailed)	.000
Treatment by supervisor	Pearson Correlation	.308*
	Sig. (2-tailed)	.000
Work interference with personal life	Pearson Correlation	.337*
	Sig. (2-tailed)	.000
Work that gives a good status in society	Pearson Correlation	.271*
	Sig. (2-tailed)	.000
Sense of job security within a job position or organization	Pearson Correlation	.766*
	Sig. (2-tailed)	.000
Working relationships with supervisors, peers, and subordinates	Pearson Correlation	.652*
	Sig. (2-tailed)	.000

**. Correlation significance at the 0.05 level (2-tailed). N=346*

There is a positive relationship between extrinsic motivations and career sustainability [r = .615, *n* = 346, p<.05] as shown in Table 4. The findings from the interview schedules indicated that extrinsic motivation factors with major contributions to career sustainability included the good working relationships with bosses, employment security, as well as salary and medical schemes. It implies that employees can highly sustain their careers in an organization that promises them job security, as well as support and good working relationships with their supervisors. This study finding supports that of SHRM (2018) that the majority of employees perceive their relationship with their immediate supervisor and senior management to be very critical to their job satisfaction. Precisely, they would want to feel respected and to have a mutual trust between themselves and senior management or their bosses.

Table 4: Correlation of Extrinsic Motivations on Career Sustainability

		Career Sustainability
Career sustainability	Pearson Correlation	1
	Sig. (2-tailed)	
Extrinsic motivations	Pearson Correlation	.615*
	Sig. (2-tailed)	.000

**. Correlation significance at the 0.05 level (2-tailed). N=346*

A multivariate regression model was used to predict career sustainability in the study. The prediction was carried out based on the independent variable extrinsic motivations. Table 5 indicates the R^2 value representing the measure of variability in career sustainability among selected tours and travel companies that utilize extrinsic motivations.

Table 5: Regression of Extrinsic Motivations and Career Sustainability

R	R^2	Adjusted R^2	Std. Error of Estimate	Change Statistics				
				R^2 Change	F Change	df1	df2	Sig. F Change
.615[a]	.378	.376	.789780	.378	229.61	1	378	.000

a. *Predictors: (Constant), Z score (extrinsic)*
b. *Dependent Variable: Z score (sustainability)*

From the model, (R^2 = 0.378) shows that all the predictors account for 37.8% variation in career sustainability. The model indicates adjusted R^2 change from zero to 0.378 and this variation gave rise to an F-ratio of 229.61, which is significant at a probability of 0.05.

The F-ratio was 229.61 and significant (P<0.05), as presented in Table 6. The model

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significantly enhanced the ability to predict career sustainability. Thus, the model significantly leads to rejection of the null hypothesis, indicating no significant relationship between extrinsic factors and career sustainability in tours and travel companies.

Table 6: ANOVA on Extrinsic Motivations

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	143.221	1	143.221	229.612	.000[b]
Residual	235.779	378	.624		
Total	379.000	379			

a. *Predictors: (Constant), Z score (extrinsic)*
b. *Dependent Variable: Z score(sustainability)*

From the study, the β coefficients for the independent variable arises from the model and paramount for to checking hypotheses under the study. The *t*-test identifies whether the predictor is making a significant impact on the model. Table 7 displays the estimates of β value and gives the impact of the predictor on the model. The β value explains the relationship between career sustainability and the extrinsic motivations.

Table 7: Coefficients of Extrinsic Motivations and Career Sustainability

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.027 E-013	.041		.000	1.000
	Extrinsic	.615	.041	.615	15.153	.000

a. *Dependent Variable: Career sustainability*

The positive β values indicate the positive relationship that exists between the predictor and the outcome. The β value for extrinsic variable had a positive coefficient, thus positive relationship with career sustainability among selected tours and travel companies as summarized in the model as:

$$Y = 1.027E\text{-}013 + .615X_2 + \varepsilon 2$$

Where: Y = career sustainability, X_2 = extrinsic and ε2 = error term

From the findings, the t-test associated with β values was significant, and therefore, extrinsic motivation predictor was making a significant contribution to the model. The coefficients showed that predicted career sustainability was significant. From the findings $\beta_2 = 0.615$ ($p < 0.05$) implies that the null hypothesis (Ho_2) stating that there is no significant relationship between extrinsic factors and career sustainability in tours and travel companies is rejected and the alternative hypothesis accepted that there was indeed a relationship between extrinsic subvariables and career sustainability in travel and tour firms. The findings agree with Wikipremed, (2016) that extrinsic motivation alludes to the execution of an action keeping in mind the end goal to accomplish a coveted result. The study findings also concur with those of Vasquez (2014) that when senior management endeavors to fulfill the needs of their workers and provide some assurance of job advancement or security, the desire to stay, including sustainability of their career, increases significantly.

VI. Conclusion and Recommendations

A correlation between the extrinsic motivations and career sustainability supported the qualitative findings that: sense of job security within job position or organization; and the working relationships with supervisors, peers, and subordinates were the main factors that could contribute to increased career sustainability among employees in the tours and travel companies. It signifies that tours and travel companies employees should encourage good employee-employer working relationships and appreciate employee job security to improve career sustainability among the employees. Extrinsic motivations that are effective for career sustainability among employees should include and not be limited to establishing; a sense of job security within job position or organization, the working relationships with supervisors or peers, and subordinates.

This study recommends that the government, through its Tourism Regulatory Authority (TRA) with adequate information for the formulation of policies that would encourage career sustainability among employees in the travel and tour companies. The government can take appropriate measures in terms of examining workplace efforts to increase extrinsic motivations, career sustainability, passion, and productivity in the long-term. The tour and travel firms should also communicate and leverage on good working relationships between employees and the supervisors of the organization in order to foster and reap more benefits from employee career sustainability.

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