



# Influence of employee Intrinsic Motivations on career sustainability in the Travel Agency and Tour Operator companies in Mombasa County, Kenya

Dr. Bitok Kipkosgei\*

Department of Hospitality and Tourism Management  
Kenyatta University, Kenya  
Email: kipsabi02@gmail.com

Dr. Esther Kagure Munyiri

Department of Hospitality and Tourism Management  
Kenyatta University, Kenya

Dr. Alice Mueni Nzioka

Department of Hospitality and Tourism Management  
Machakos University, Kenya

Corresponding author\*

## Abstract

This paper aims to move the research field on sustainable careers forward by analyzing the relationship between employee intrinsic motivation and career sustainability among tours and travel companies in Mombasa County, Kenya. Employees with high intrinsic motivations can experience higher career sustainability. However, tours and travel organizations are facing a challenge in holding their intrinsically motivated employees in order to keep trend with the current competition. The study elaborates on core theoretical frameworks useful in understanding of what intrinsic motivation factors contribute to career sustainability. The findings are of particular interest to the public and private sector analysts as it will assist them to monitor accurately the tourism labour market situation using a mixed methods research. A pre-test of the study was carried out through administering questionnaires to ten employees with four human resource managers participating in semi-structured interview schedules. Data collection comprised of interview schedules to twenty human resource managers and administering questionnaires to three hundred and fifty respondents, where three hundred and forty-six (346) fully filled questionnaires were analyzed. The results from this study have shown that intrinsic motivational factors are significantly related to career sustainability among employees in the tours and travel sector. This indicates that for career sustainability to be realized more, employees should be given freedom to make decisions and provided with work tasks that are interesting and challenging to them. Finally, the paper proposes a research agenda that is hoped to spur scholars to examine the topic in more detail in future empirical work.

**Keywords:** Career sustainability, career, employee, intrinsic motivations, travel sector

## Introduction

A reasonable career is adaptable and dynamic; it demonstrates continuous learning, occasional restoration, the security that originates from employability, and a nice fit with skills and aptitudes (Valcour, 2013). It normally alludes to dealing with one's career in between extra or intra-



hierarchical organizational setting. Career sustainability needs a progression of exercises or the on-going lifetime procedure of upgrading one's career (Kibui, 2015). It incorporates preparing on new aptitudes, moving to higher employment obligations, changing a career inside a similar organization or moving to another organization. Thus, employees may stay in the organization just if the business allows them to sustain their potential.

Intrinsic motivation is essential in services industries due to the fact it is a “vital source of money for an organization’s survival and success” (Low & Robertson, 2006). For instance, giving praise and recognition makes employees experience respected and appreciated and will therefore produce suitable outcomes in their jobs. While intrinsic motivation generally comes from within a person, peer groups have the capacity to create a workplace that leads personnel to be intrinsically encouraged and enjoy intrinsic rewards (Zeiger, 2019). Thus, employees will be more committed to careers or corporations that care for their needs and their well-being, it provides employees a feeling of ownership into what they do. The intrinsic motivation factors (motivators) are regarded as job content material elements and outline matters that are executed by personnel in their work (Bergström & Martínez, 2016).

The intrinsic motivation factors (motivators) are considered as job content factors and outline things that are done by employees in their work (Bergström & Martínez, 2016). Intrinsic motivations are believed to have an influence on career sustainability. The intrinsic rewards (or motivators) are strong predictors of retention (Thomas, 2009). In addition, intrinsic rewards are a rather sustainable and healthy source of employee motivation. Workers that have high levels of reward encounter more positive sentiments and more positive ones at work. Their activity fulfillment is higher, they have less pressure indications, and will probably feel that they are growing professionally, thus can best build their careers sustainably within an organization (McKinney, 2018). In spite of these benefits, nonetheless, most of the managers belittle the significance of intrinsic rewards, and keep on treating money related rewards as the fundamental factor in inspiring their employees.

While travel and tourism employment in Africa is likely to grow by 2.3% annually for the next decade and reach 2.9% of total employment by 2022, the industry faces numerous investment and infrastructure challenges in the region. In addition, dynamics of employment in Kenya has shown that there have been shifts in forms of employment as characterized by increased casualization of work, outsourcing of jobs, temporary and subcontracting employment and contract engagement (Omolo, 2012). The County Government of Mombasa (2014) indicated that in its economic projection of 2012, the county had a labour force of 65.24 % of the entire county population, literacy level of 86.2%, and tourism contributed to 68% of the wage employment. Therefore, this study was designed to analyze the influence of employee intrinsic motivations on career sustainability in the travel agency and tour operator firms in Mombasa County, Kenya.

### **Statement of the Problem**

There has been much research among Westerners documenting how intrinsic motivation may be related to optimal cognitive and socio-emotional functioning, and what factors may foster or hinder intrinsic motivation (Deci & Ryan, 2015). However, scanty information is available on the linkage between employee intrinsic motivation and career sustainability, especially in the Kenyan context. What determines intrinsic motivation and how intrinsic motivation can be enhanced remain two hot topics in current motivation research (Nafcha et al., 2016, Oudeyer et al., 2016). Yet, the vast majority of extant studies investigating the correlates of intrinsic



motivation have been used in the medical fields. Therefore, intrinsic benefits and their underpinnings remain less well understood in the tourism field, moreso in relation to career sustainability. The analysis of findings from this study was meant to provide more knowledge on the relationship between employee intrinsic motivations and career sustainability in the travel and tour firms.

## **Literature Review**

### **Career Sustainability**

Crafting a sustainable career is an interactive process that relies on facilitative interactions between the individual employee and others in the organization, including managers and human resource professionals (Vos & Van der Heijden, 2015). In other words, employees who enjoy sustainable careers execute work that maximizes their skills and challenges them to develop new ones.

According to Erdogan and Bauer (2005), career satisfaction gauges the degree to which an individual trusts his professional advancement is harmonious with his own particular objectives, qualities, and inclinations. For the employees, the key predictors of their career sustainability comprise of the belief that their organization appreciated their input and was devoted to them, and having a company that believes in work-life balance too (Pande, 2011). It was also found that the major indicators of their career sustainability were their perceptions of the efforts of their organization to maintain its workers and offers an opportunity for one to continue to learn and grow.

For the last 20 years, the topic of sustainability has been as an indispensable long term objective for organizations after getting a lot of enthusiasm from the domains of both the scholarly world and business (Spreitzer, Porath & Gibson, 2012). Unlike the prior generations, current workforce takes the responsibility for their own professions and cannot depend much on permanent employment in one organization (Pendo, 2011). According to a survey done in 2011 that involved over 2800 executives and managers from 113 nations, Knut *et al.* (2012) found out that 67 percent of respondents viewed sustainability as a critical matter especially for those organizations seeking to be competitive in current marketplace and that 70 percent of organizations perceive the element of sustainability as a major element of their management agendas. Nevertheless, career sustainability among employees especially those in the tours and travel companies, is still undervalued in the policy and strategy discussions.

### **Intrinsic Motivations**

According to Beer and Walton (2014), intrinsic rewards arise from doing the task itself and may incorporate the fulfillment of achievement or a feeling of influence. Ng'ethe, Namusonge and Iravo (2012) noticed that employees will probably stay with an organization in the event that they trust their managers to demonstrate interest and care for them; if they are aware of what is anticipated from them; if they are given a responsibility that fits their abilities; and if they get recognition and constant positive feedback. The intrinsic factors of interest in this study comprised of recognition, achievement, advancement, growth, responsibility, and job challenge.

Companies that persistently recognize their employees' efforts enjoy a 31% decrease in workers turnover rate (Son, 2016). Schramm (2017) mentioned that as corporations step up their efforts to maintain on to their best talent, worker recognition strategies are evolving apace.



Indeed, thanking and acknowledging personnel can assist human resource departments remedy various issues. This may be a motive as to why 81% of agencies use attention in one way or another. Three out of five businesses (60 %) stated their program was once tied to their organization's core values, up from 50 percent in 2012 and most human resource experts said their organization's attention practices had a fantastic consequence on retention as good as on engagement, subculture and worker satisfaction.

Besides, organization management ought to consider that commendation and special cards to say thanks for a job well done, can be incorporated into the performance rewards framework, as certain employees put a premium on words. In a 2009 overview by McKinsey and Company, non-monetary incentives were appraised as more intense motivators than money related incentives, with top three non-monetary motivators being applause and commendation from immediate supervisor, consideration from leaders, and chances to lead activities or teams (Plum, 2014). Along these lines, commendation and praise must be the major focal point of non-money related motivations for workers.

In the event that promotion openings are rare, or there's a possibility their occupation could be abolished, workers will normally begin looking somewhere else (Garfinkle, 2017). The direction the organization is going will likewise impact employees' choice to stay or leave. According to an investigation by LinkedIn's Talent Trends between January and March of 2016 with over 26,000 experts, it can be seen that 25% of experts today have their eye on a promotion and they would prefer not to leave their company; rather, they need to stick around and climb the positions. Keeping top workers cheerful after they miss out on promotion is an imperative part of safeguarding an organization's most essential resource, its high-performing talent, and it is one that many firms ignore. Research also demonstrates that missing out on promotion is the reason that 24% of workers say they're available to occupations somewhere else (Wharton, 2013).

A key section of recruiting and holding great people is providing real studying opportunities to them, which facilitates their professional growth (Barry, 2015). The recipe for engaged employees is to construct a sturdy business culture, make investments in career transformation, and grant personnel with learning opportunities to be successful where studying can't simply be an afterthought, it should be a core focal point of any sturdy organization (Florentine, 2018). A learning-focused company doesn't simply preserve periodic learning events or workshops separate from the everyday work, however rather, gaining knowledge is incorporated in each assignment or project, and employees are encouraged to dive in and examine by doing.

Providing workers with the autonomy to make their own decisions in an organization promotes innovation, creativity and overall satisfaction and likewise gives them the chance to demonstrate their abilities and add their very own style to organization activities and decisions (Solar, 2017). Giving workers the chance to take a dynamic part in deciding and molding the way they volunteer their time enhances engagement if done appropriately, it's the kind of flexibility that can enable an organization to hold the best individuals and their ideas. Essentially, employees gain authority and flexibility required to adjust immediately to circumstances, responding with better services and encounters for the clients (FESPA, 2018).

Challenging an interesting work in a critical way is an important aspect for keeping great employees and also pulling them into the company (Lucas, 2017). Employers can make work interesting and challenging when they enable their workers to conduct meetings, deal with a financial plan or utilize judgment and settle on choices in inventive ways. Carter (2017)



investigation on employee engagement and loyalty demonstrated that 33% of experts indicated that they were bored and needed another challenge as their inspiration for proceeding onward to another job.

### **Theoretical Perspective**

Among the numerous theories of career choice and improvement, the theory by Super has gotten much consideration within the USA as well as in other parts of the world. Super (1969, 1980, 1990) recommended that career choice and improvement is basically a process of creating and actualizing a person's self-concept. Concurring with Super (1990), self-concept may be a item of complex interactions among a number of components, comprising physical and mental development, individual encounters, and characteristics of the environment.

Building on Super's (1990) idea that self-concept hypothesis was basically an individual construct theory, Savickas (2002) took a constructivist point of view and hypothesized that the method of career construction is basically that of creating and actualizing professional self-concepts in work roles. Be that as it may, self-concept is not static and would proceed to advance as the individual experiences progressive involvement and advances through the development stages. Life and work fulfillment is a continuous process of executing the advancing self-concept through work and other life roles.

Intrinsic motivation theories comprise self-determination theory and interests (Eccles & Wigfield, 2002). Self-determinations theory is a theoretical approach that specifies conditions leading to intrinsic motivation. Intrinsic motivation is promoted when people feel competent, self-determined (autonomy), and experience a sense of relatedness (Graham & Weiner, 2012). Intrinsic motivation is based in people's inward inclination to be proactive, to associate with the world in an endeavor to have an impact and to feel a sense of achievement.

Without a doubt, when individuals are at their most beneficial, they are inquisitive, energetic to take on challenges, partial to novelty, engaged mentally in stimulating tasks, and prepared to learn. These are all manifestations of intrinsic motivation and they are critical for ideal advancement over the life expectancy. Edward Deci and Richard Ryan have maintained that there are three principal mental needs—the needs for competence, independence, and relatedness—which are important for all human beings and must be fulfilled for them to develop and work optimally.

Another characterization that has been broadly utilized in the discussions of intrinsic motivation is that being intrinsically persuaded for an action includes doing an action since individuals discover the action interesting (Schiefele, 2009). The idea is that individuals do not require a reinforcement or remuneration in case the action itself interests them. In this way, the concept of "interest" has been considered central to intrinsic inspiration. Utilizing the concept of interest indicates that intrinsic motivation exists owing to the connection between people and the performance of an activity. Therefore, an individual is intrinsically motivated for an activity and not others, and not everybody is intrinsically motivated for any specific activity. Or maybe, a person is naturally propelled for a task to the degree that he or she finds the assignment interesting, and individuals vary within the degree to which they discover and find an activity interesting.



## Methodology

The study was part of a research thesis “Employee Retention Factors on Career Sustainability in Travel and Tour Companies in Mombasa County, Kenya.” Among the study the objectives was to examine the relationship between employee intrinsic motivations and career sustainability in the travel and tour companies. Administratively, the county has Mombasa city as its capital and is divided into four districts namely: Mombasa Island (Mvita), Kisauni, Changamwe, and Likoni. Mombasa County was chosen for this study because it is an important regional tourism center with numerous tour and travel firms (Mombasa County Government, 2015). Although these businesses have an increased potential to provide employment and pull labour from other regions, limited research is available on employee intrinsic motivations and career sustainability in the travel and tour firms.

A mixed methods design was utilized in this study and is characterized by the combination of at least one qualitative and one quantitative research component. The design was appropriate to this study since it sought for associations with certain occurrences, outcomes and types of behavior thus a number of variables could be analyzed effectively using surveys (Sincero, 2015). The design denotes quantitative research approach regarded as involving quantification during the collection and analysis of data (Addae & Quan-Baffour, 2015), and qualitative research approach seen as a strategy that puts much emphasis on words rather than quantification during collection and analysis of data. The study adopted a rationalist approach which centers around the epistemological status of sense data (empirical) and the primacy of reason (theoretical) respectively (Markie, 2012).

The independent sub-variables tested against the dependent variable in the research hypotheses included: recognition; achievement; advancement; growth; responsibility; and job challenge. The dependent variable, career sustainability, was influenced by manipulation of the independent variable. The reliabilities related with career sustainability in the study include: made progress, general career objectives, objectives for headway, objectives for money, and objectives for improvement of new aptitudes (Spurk, Abele & Volmer, 2015).

The statistics of the travel and tour firm employees, who were the respondents, were obtained from 121 tour operator companies and 40 travel agent companies registered in Mombasa County (TRA, 2015). The study population was made up 2800 employees comprised of 160 finance officers, 736 marketing officers, 368 operations officers, and 1536 driver guides. The target population also comprised 161 human resource managers.

Stratified random sampling method was used because it gave each respondent a chance of being included in the sample (Singh & Masuku, 2014). This method was appropriate as each individual respondent was picked altogether by chance and every individual from the populace had an equivalent chance of being incorporated into the study. In order to determine the sample size proportions from the number of travel and tour companies in Mombasa County, the study adopted Yamane’s (1967) formula. At 95% confidence level,  $P = 0.05$ , the sample size was

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

computed as hereunder:



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

$$n = \frac{2800}{1 + 2800(0.05)^2}$$

= 350 employee respondents

From the target population of 161 human resource managers, a representative sample of 20 respondents was selected using stratified random sampling from the 121 tour companies and 40 travel agent companies in Mombasa County. The criterion for the selection of the human resource managers was from the role they play in handling human resource issues in the organizations.

Questionnaires were administered to the sampled employee respondents from travel and tour firms within Mombasa County. Questionnaires were mainly useful when undertaking a research with geographically spread populations (Phellas, Bloch, & Seale, 2011). The research questionnaires contained closed and open ended questions about the demographic situation and employee retention attributes of the respondents. Interviews were conducted to obtain data from the human resource managers in each of the travel and tour firms identified for research. It enabled the researcher to dig deep in order to get better understanding of the employees' opinions of employee retention and their situations.

A pre-test of the study was conducted through questionnaire administration to ten employees and semi-structured interview schedules on four human resource managers in two travel agency firms and two tour operator firms selected randomly within Mombasa County. The pre-test sample was not part of the study sample and minor revisions to the data collection instruments were made. The interview schedule and questionnaire were developed through consultation and assistance from the supervisors, colleagues and specialist in employee motivation and career sustainability to improve validity of the instrument.

Cronbach's alpha was used to measure reliability of the questionnaires, which is a measure of internal reliability and ranges from 0 (poor reliability) to 1 (perfect reliability). In practice, anything above a 0.67 is considered sufficiently reliable (Sauro, 2012). The reliability of Cronbach's coefficients were calculated to maximize internal consistency among the variable considered. The variables included intrinsic motivation (0.775) and career sustainability (0.771). According to Sauro (2012) it is assumed that the instruments were reliable since all the variables had a reliability coefficient of 0.67 and above. The overall Cronbach's alpha for all the variables was 0.916 and the questionnaires were believed to be reliable instrument enough to be used in this study.

Content analysis was also used to analyze data from the interview schedules and open-ended questions. Pearson correlation analysis was used to determine inter-relationships between variables while multiple regression analysis was utilized for measurement of independent and dependent variables. The multivariate regression analysis and Pearson correlation was used since the assumptions met were that data was on interval scale, a multivariate relationship existed, and the distributions was normal (Field, 2009). The researcher used regression analysis as it is a statistical technique for analyzing the relationships between the employee retention and the career sustainability.



The regression model was:

$$Y = \beta_0 + \beta_1 X_1 + \epsilon \dots \dots \dots \text{Model}$$

Where:

Y=Career Sustainability

$\beta_0$ =Regression Constant

$\beta_1$ =Coefficient of intrinsic motivation

$X_1$ =Intrinsic motivation

$\epsilon$ =Error term

## Findings and Discussion

### *Response rate*

The data was screened prior to analysis for accuracy, missing values and identifying univariate and multivariate outliers. Four questionnaires were not filled completely by the respondents and therefore three hundred and forty-six (346) questionnaires were analyzed giving a response rate of 98.9%. The researcher personally conducted the interviews and managed to interview all the 20 human resource manager respondents while ensuring all the research questions were answered.

The dependent variable in the study was career sustainability and it was analyzed using descriptive statistics such as frequency, percentage, mean and standard deviation. When the responses of Likert scaled items were summed, they were treated as interval data measuring a latent variable. The statement responses were summed after performing the factor analysis to create a performance score and subjected to inferential analysis.

### *Career sustainability*

Most of the respondents 152 (40.0%) agreed that they were satisfied with the success they have achieved in their career, (43) 11.3% disagreed and (93) 24.5% undecided as shown in Table 1. This was supported by a mean of 3.63 and standard deviation of 1.04. On their satisfaction with the progress they have made toward meeting their overall career goals 171 (45.0%) agreed, (37) 9.7% disagreed and (100) 26.3% were undecided. This was supported by a mean of 3.62 and standard deviation of 0.97. Most of the respondents 159 (41.8%) agreed that they were satisfied with the progress made towards meeting their goals for income, (39) 10.3% disagreed and (109) 28.7% were undecided. This was supported by a mean of 3.65 and standard deviation of 0.93. Most of the respondents were satisfied with progress made toward meeting goals for income at tour and travel firms. On their satisfaction with the progress made toward meeting goals for their advancement, (160) 42.1% agreed, (42) 11.1% disagreed, and (109) 28.7% were undecided. Most of the respondents (135) 35.5% agreed that they were satisfied with the progress made toward meeting goals for advancement of new skills, (40)





10.5% disagreed and 28.9% were undecided. This was supported by a mean of 3.48 and standard deviation of 1.11.

**Table 1: Career Sustainability Factors**

	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Mean	SD
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%		
I am satisfied with the success I have achieved in my career.	12	3.2	43	11.3	93	24.5	152	40.0	80	21.1	3.63	1.04
I am satisfied with the progress I have made toward meeting my overall career goals.	10	2.6	37	9.7	100	26.3	171	45.0	62	16.3	3.62	0.97
I am satisfied with the progress I have made toward meeting my goals for income.	5	1.3	39	10.3	109	28.7	159	41.8	68	17.9	3.65	0.93
I am satisfied with the progress I have made 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 am satisfied with the progress I have made 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 data from the interview schedules in Table 2 indicates that the human resource managers recognize employees in the tours and travel companies were satisfied of the success they had achieved in their careers, which propels them to stay more in the sector. The employees were also found out to be satisfied of their goals for development of new skills and were ready to acquire more skills that would enhance their career sustainability through improved 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

The findings indicated that career sustainability at tour and travel firms had made the employees satisfied with the success they have achieved in their career, meeting their overall career goals, income, advancement and new skills. This finding agrees with Vos and Van der Heijden, (2015) that people who enjoy sustainable careers perform work that makes full use of their skills and challenges them to develop new ones.



### **Relationship between Intrinsic Motivations and Career Sustainability**

The objective and hypothesis sought to examine the relationship between intrinsic motivations and career sustainability in the travel and tour companies. The objective was established using descriptive statistics which involved the use of frequency, percentage, mean and standard deviation and descriptive statistics. The hypothesis was tested using multivariate regression.

#### **Descriptive Analysis of Intrinsic Motivations**

Most of the respondents 41.6% (144) agreed that recognition and acknowledgment for a job well done was moderately influential, with 3.8% (13) not influential and 19.7% (68) neutral (Table 3). This was supported by a mean of 3.85 and standard deviation of 1.03. Majority of the respondents 40.5% (140) agreed that high commendation for achieving or completing a task before the deadline was moderately influential at tours and travel companies, 2.3% (8) as not influential and 23.1% (80) were neutral. Most of the respondents 35.5% (123) agreed that there is a possibility of getting promotion was moderately influential, 1.2% (4) not influential and 20.8% (72) were neutral. This was supported by a mean of 3.98 and standard deviation of 0.97.

On the opportunity to learn a new skill or trade, 46.0% (159) agreed that it was moderately influential, and 40.5% (140) agreed that the freedom to make and implement own decisions was moderately influential. Most of the respondents 40.2% (139) agreed that challenging and interesting job tasks was moderately influential, with 3.2% (11) not influential and 6.9% (24) neutral.

**Table 3: Descriptive Analysis of Employee Intrinsic Motivation Factors**

Statement	Not Influential		Less Influential		Neutral		Moderately influential		Extremely influential		Mean	SD
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%		
Recognition and acknowledgment	13	3.8	22	6.4	68	19.7	144	41.6	99	28.6	3.85	1.03
Commendation for achieving	8	2.3	18	5.2	80	23.1	140	40.5	100	28.9	3.88	0.96
Promotion possibility	4	1.2	23	6.6	72	20.8	123	35.5	124	35.8	3.98	0.97
New skill or trade opportunity	10	2.9	8	2.3	65	18.8	159	46.0	104	30.1	3.98	0.92
Freedom to make own decisions	12	3.5	26	7.5	74	21.4	140	40.5	94	27.2	3.80	1.03
Challenging/interesting job tasks	11	3.2	24	6.9	66	19.1	139	40.2	106	30.6	3.88	1.02

Most of the employees agreed that there was recognition and acknowledgment for a job well done, high recommendation for achieving or completing a task before the deadline and a possibility of getting promotion. Also, there was an opportunity among them to learn a new skill or trade, had freedom to make and implement own decisions and performed interesting job tasks.

Content analysis was carried out on the data derived from the interview schedules among the human resource managers in the tours and travel companies. Borg and Gall (1989) proposed that a coding system should be used to classify information and then a frequency count be carried out for the occurrences of each category before interpreting the data. After the above



considerations, responses from the interviews were classified by themes and attributes of the messages from each participant was performed to summarize the results as shown in Table 4.

The findings from interview schedules indicated that employees had freedom to work without interference were appreciated and given commendations or praised for excelling in their tasks. These comprised some of the common intrinsic factors that were commonly used by the human resource managers in the retention of employees in the tours and travel companies. The human resource managers also utilized other internal motivations factors including possibilities of getting promotion, as well as offering opportunities for learning through seminars and scholarships.

**Table 4: Employee Intrinsic Motivation Factors from Interview Schedules**

Intrinsic motivation factor	Count (N= 20)
Work without interference/ Responsibility	5
Achievement/commendation	5
Job challenge	4
Recognition	3
Advancement/Promotion	2
Growth	1

One human resource manager in Travel Agency G said “We do appreciate our employees. We have a small budget to go out and have some team building for my great team each year, such as through participating in games, watching a movie or whatever...”

The analysis of the interview schedules in this study supports the strong evidence from the findings of Msengeti and Obwogi (2015) that non-money related rewards have a great deal of effect on worker retention when contrasted with the customary monetary rewards. This requires the tours and travel companies to try broadening the range of the rewards they can give their employees and abstain from concentrating on financial rewards alone.

### **Correlations between Intrinsic Motivations and Career Sustainability**

Pearson moment correlation was used to analyze the influence of intrinsic motivations statements on career sustainability. In Table 5, there was a positive significant relationship between recognition and acknowledgment [ $r = .175$ ,  $n = 346$ ,  $p < .05$ ], high commendation for achieving [ $r = .284$ ,  $n = 346$ ,  $p < .05$ ], possibility of getting promotion [ $r = .286$ ,  $n = 346$ ,  $p < .05$ ], opportunity to learn a new skill or trade [ $r = .251$ ,  $n = 346$ ,  $p < .05$ ], freedom to make and implement own decisions [ $r = .641$ ,  $n = 346$ ,  $p < .05$ ] and challenging and interesting job tasks [ $r = .572$ ,  $n = 346$ ,  $p < .05$ ] and career sustainability.

This indicated that recognition and acknowledgment, high commendation for achieving, possibility of getting promotion, opportunity to learn a new skill or trade, freedom to make and implement own decisions and challenging and interesting job tasks as constructs of intrinsic motivation influenced career sustainability of the employees in tours and travel companies.



**Table 5: Correlation between Intrinsic Motivation Constructs and Career Sustainability**

Statements		Career Sustainability
Recognition and acknowledgment	Pearson Correlation	.175*
	Sig. (2-tailed)	.001
High commendation for achieving	Pearson Correlation	.284*
	Sig. (2-tailed)	.000
Possibility of getting promotion	Pearson Correlation	.286*
	Sig. (2-tailed)	.000
Opportunity to learn a new skill or trade	Pearson Correlation	.251*
	Sig. (2-tailed)	.000
Freedom to make and implement own decisions	Pearson Correlation	.641*
	Sig. (2-tailed)	.000
Challenging and interesting job tasks	Pearson Correlation	.572*
	Sig. (2-tailed)	.000

\*. Correlation is significant at the 0.05 level (2-tailed). N=346

Overall the constructs of intrinsic motivation were computed to get a score that was used to predict the combined contribution in career sustainability of the employees in tours and travel firms. There was a positive relationship between intrinsic motivations and career sustainability [ $r = .651, n = 346, p < .05$ ]. This indicated a positive correlation exist between intrinsic motivations and career sustainability in tour and travel firms.

Using the mixed methods approach, an interpretation of both the quantitative and qualitative information was done. The findings from interview schedules indicated in Table 6 that tours and travel company employees had freedom to work without interference, were appreciated and given commendations or praised for excelling in their tasks. Additional evidence is also provided through a correlation between the intrinsic motivations and career sustainability, that career sustainability can be achieved when employees are given freedom to make and implement own decisions, and challenging and interesting job tasks. This indicates that career sustainability in the tours and travel companies can be realized more when employees are given freedom to make decisions as well as provided with work tasks that are interesting and challenging to them.

This study agrees with Sandhya and Kumar (2011) that the tours and travel organizations retain their employees due to challenging work assignments and freedom to work. It also indicates that career sustainability can be achieved through offering opportunities for promotion, providing interesting and challenging work tasks and often giving commendations when they achieve or complete tasks in time.

**Table 6: Correlation between Intrinsic Motivations And Career Sustainability**

		Career sustainability
Career sustainability	Pearson Correlation	1
	Sig. (2-tailed)	
Intrinsic motivations	Pearson Correlation	.651*
	Sig. (2-tailed)	.000

\*. Correlation is significant at the 0.05 level (2-tailed). N=346

The more the tour firms embrace intrinsic motivations the higher the career sustainability improved. This agrees with Urdzikova and Kiss (2009) that change in motivation expands the proficiency of the company objectives. It likewise concurs with (Sandhya and Kumar, 2011) that organizations hold their employees because of organization brand, world-wide career openings, hard-working attitudes, challenging work assignments and flexibility to work. This also concurs



with Bernard and Appoloni (2014) that there is a solid positive connection between intrinsic inspiration and career sustainability.

### Regression of Intrinsic Motivation Factors and Career Sustainability

The study used multivariate regression model to explore the relationship between intrinsic motivations and career sustainability. It was used to predict career sustainability in the study. The study also carried out the prediction basing on the effect of the independent variable intrinsic motivations in four firms as presented in Table 7.

**Table 7: Regression of Intrinsic Motivations and Career Sustainability**

R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate	Change Statistics					
				R <sup>2</sup> Change	F Change	df1	df2	Sig. Change	F
.651 <sup>a</sup>	.424	.423	.75970531	.424	278.673	1	378	.000	

a. Predictors: (Constant), Zscore (intrinsic) b. Dependent Variable: Zscore (sustainability)

The R<sup>2</sup> represented the measure of variability in career sustainability among selected four firms that had adopted intrinsic motivations is accounted for by the predictor. From the model, (R<sup>2</sup> = 0.424) shows that all the predictors account for 42.4% variation in career sustainability. The predictors used in the model have captured the variation in the career sustainability in tours and travel companies. The change statistics were used to test whether the change in adjusted R<sup>2</sup> is significant using the F-ratio. The model caused adjusted R<sup>2</sup> to change from zero to 0.424 and this change gave rise to an F- ratio of 278.67, which is significant at a probability of 0.05.

### Analysis of Variance on Intrinsic Motivations and Career Sustainability

The study used analysis of variance to test if the model is fit in estimating the outcome than using the mean as presented in Table 8. The regression model considerably improved the ability to predict the career sustainability. The F- ratio was 278.67 and significant (P<.05). The model was significant leading to rejection of the null hypotheses (H<sub>01</sub>) that there is no significant relationship between intrinsic factors and career sustainability in tours and travel companies

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	160.836	1	160.836	278.673	.000 <sup>b</sup>
Residual	218.164	378	.577		
Total	379.000	379			

a. Dependent Variable: Zscore (sustainability) b. Predictors: (Constant), Zscore (intrinsic)

### Coefficients of Intrinsic Motivations and Career Sustainability

In addition, the β coefficients for independent variable were produced from the model, so as to test the hypothesis of the study where the t-test was used as a measure to ascertain if the



predictors were making a significant contribution to the model. Table 9 shows the estimates of  $\beta$ -value and gives the contribution of the predictor to the model.

**Table 9: Intrinsic Motivations and Career Sustainability Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.023 E-013	.039		.000	1.000
Intrinsic)	.651	.039	.651	16.693	.000

a. Dependent Variable: Career sustainability

The  $\beta$ -value for intrinsic motivation had positive coefficient, depicting positive relationship with career sustainability as summarized in the model as:

$$Y = 1.023E-013 + .651X_1 + \epsilon_1 \dots$$

Where: Y = career sustainability,  $Z_1$  = intrinsic motivation,  $\epsilon_1$  = error term

From the findings the t-test associated with  $\beta$ -values was significant and the intrinsic motivation as the predictor was making a significant contribution to the model. The coefficients results showed that the predicted parameter in relation to the independent factor was significant;  $\beta_1 = 651$  ( $P < 0.05$ ) which implies that we reject the null hypothesis ( $H_{01}$ ) stating that there is no significant relationship between intrinsic motivation and career sustainability in tour and travel firms. This indicates that for each increase in intrinsic motivation, there is 0.651 times rise in career sustainability tour and travel firms. Also, the effect of intrinsic motivation as indicated by the t-test value = 16.69 which denotes that the standard error related with the parameter is over 16.7 times that of the error associated with it.

The findings agree with Thomas (2009) that the intrinsic rewards or motivators are strong predictors of retention. The intrinsic rewards are also a relatively healthy and sustainable source of motivation for employees. This study finding also supported Dam, Vuuren and Kemps, (2016), a Sustainable Employment Model (SEM) analysis, which revealed that intrinsic job value was strongly and positively related with sustainable employment for employees of all ages.

## Conclusion

The findings from both interview schedules to the human resource managers and questionnaires to the employees indicated that tours and travel company employees had freedom to work without interference, were appreciated and given commendations or praised for excelling in their tasks, and had challenging and interesting job tasks. This indicates that for career sustainability to be realized further, employees should be given freedom to make decisions and provided with work tasks that are interesting and challenging to them. Although commendations have a positive relationship with career sustainability, the study findings suggests that the travel and tour companies seem to assume or rarely use this approach.

The results from this study have shown that intrinsic motivational factors are significantly related to career sustainability among employees in the tours and travel sector. The results are consistent with Herzberg's theory (Herzberg *et al.*, 1959) that intrinsic factors have a greater influence on career sustainability than extrinsic factors. The tours and travel company employees can sustain their careers when they receive more intrinsic motivations such



commendations from their managers, and when their supervisors and employers provide them with challenging work tasks on an ongoing basis.

## Recommendations

For practice, this study recommends that employees should be ready to undertake challenging and innovative assignments to qualify them to be promoted through the management and operation levels in their organizations. Employees can be strengthened when they are delegated with work that matches their strengths including work related to technology and online digital skill-sets, especially in the advent of the Fourth Industrial Revolution.

It is recommended that further research be undertaken to compare how intrinsic motivations affect career sustainability in all the sectors of the tourism industry. There is need to understand the contribution of terms of employment, especially whether engaging employees on part-time, contract or full time have an influence on career sustainability in the tours and travel sector.

## References

- Addae, D. & Quan-Baffour, K. B. (2015). The Place of Mixed Methods Research in the Field of Adult Education: Design Options, Prospects and Challenges, *International Journal of Education and Research*, 3(7), 151.
- Bergström, E. & Martínez, M.G. (2016). The Influence of Intrinsic and Extrinsic Motivation on Employee Engagement. *A Qualitative Study of the Perceptions of Managers In Public and Private Sector Organizations*. Umea School of Business and Economics.
- Borg, W.R. & Gall, M.A (1989). *Educational Research: An Introduction*, 5th Ed. New York: Longman.
- Deci, E.L. (2017) *Reference Module in Neuroscience and Biobehavioral Psychology*. Available online at <https://www.elsevier.com/solutions/sciencedirect/content/reference-modules/neuroscience-and-biobehavioral-psychology-module>
- Deci, E.L. & Ryan, R.M. (2015). *International Encyclopedia of the Social & Behavioral Sciences* Second Edition, Elsevier: USA.
- Erdogan, B. & Bauer, T.N. (2005). Enhancing the Career Benefits of Proactive Personality: The Role of Fit with Jobs and Organizations. *Personnel Psychology*, 58, 859-891.
- Kibui, A. W. (2015). *Effect of Talent Management on Employees Retention in Kenya's State Corporations*. Jomo Kenyatta University of Agriculture And Technology.
- Knut Haanaes, M.R., von Velken, I., Audretsch, M., Kiron, D. & Kruschwitz, N. (2012). Sustainability nears a tipping point. *MIT Sloan Management Review*, 53, 69.
- Low, K. C. & Robertson, R. W. (2006). Not for Bread Alone—Motivation Among Hospital. *Public Organization Review* , 6 (2), 155-166.
- Markie, P. (2012). *Rationalism vs. Empiricism*. The Stanford Encyclopedia of Philosophy. Stanford University.



Mombasa County Government (2015). *First County Integrated Development Plan 2013-2017. A Globally Competitive and Prosperous Kenya.*

Msengeti, D. M. & Obwogi, D. (2015). Effects of Pay and Work Environment on Employee Mobility: A Study of Hotel Industry in Mombasa County. *International Journal of Scientific and Research Publications*, 5(4).

Phellas, C N. Bloch, A. & Seale, C (2011). Structured Methods: *Interviews, Questionnaires and Observation*; Retrieved March 4, 2017, Available online at <http://11-Seale-4312-CH-11-Part 2.indd 184>.

Porath, C., Spreitzer, G.M., Gibson, C. & Stevens, F. (2012). Thriving at work: Toward its Measurement, Construct Validation, And Theoretical Refinement. *Journal of Organizational Behavior*, 33(2), 250-271.

Sauro, J. (2012). *8 Advantages of Standardized Usability Questionnaires*. Retrieved March 4, 2016, Available online at <https://measuringu.com/standardized-usability>.

Sincero, S. M. (2015). *Advantages and Disadvantages of Surveys*. Retrieved March 4, 2016, from <https://explorable.com/advantages-and-disadvantages-of-surveys>.

Singh, A. & Masuku, M. (2014). Sampling Techniques & Determination of Sample Size in Applied Statistics Research: an Overview. *Ijcem.Co.UK*, II(11), 1-22.

Spurk, D., Abele, A. E. & Volmer, J. (2015). *The Career Satisfaction Scale in Context: A Test for Measurement Invariance Across Four Occupational Groups*. 23(2), 191-209.

Thomas, K. (2009). The Four Intrinsic Rewards that Drive Employee Engagement. *Ivey Business Journal*. Retrieved March 4, 2016, from <http://iveybusinessjournal.com/publication/the-four-intrinsic-rewards-that-drive-employee-engagement>.

Valcour, M. (2013). Career planning: Craft a Sustainable Career. *Harvard Business Review*. Retrieved March 4, 2016, from <https://hbr.org/2013/07/craft-a-sustainable-career>.

Van Dam, K., Van Vuuren, T. & Kemps, S. (2016). Sustainable employment: the importance of intrinsically valuable work and an age-supportive climate. *The International Journal of Human Resource Management*, 6:1-24.

Vos, D. A. & Van der Heijden, B. I. J. M. (2015). Handbook of Research on Sustainable Careers. *Business and Economics*. ISBN=1782547037.

Yamane, T. (1967). *Statistics, An Introductory Analysis*, 2nd Ed., New York: Harper and Row.

Zeiger, S. (2019) *What Are Some Suggestions for an Intrinsic Reward for Workers?* <https://smallbusiness.chron.com/suggestions-intrinsic-reward-workers-22737.html>