

**FACTORS INFLUENCING MOTIVATION OF EMPLOYEES IN KENYA COUNTY  
GOVERNMENTS (A CASE STUDY OF NAKURU COUNTY GOVERNMENT HEAD  
OFFICE)**

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## DECLARATION

This research project is my original work and has not been presented for the award of a diploma or degree in any other university or for any other award.

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## Approval

This project report has been submitted for examination with my approval as the university supervisors.

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## **DEDICATION**

I dedicate this research work to my dear wife, Chepwogen L. Maritim, for her continuous support and encouragement throughout the entire period of my studies.

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## ABSTRACT

It is a fact that success in every organization depends on the quality of its human resources both skilled and unskilled labor. Studies have shown that in today's competitive business environment, success is increasingly a function of effective human resources management. In the recent past Nakuru County Government faced performance issues. The employees joined forces with the members of county assembly in calling for the Governor's resignation. This shows dissatisfaction on the part of employees towards the management. Such management problems can be solved if good management programs are initiated and employees motivated appropriately. It is in light of this that the research sought to investigate the effect of motivation on employees' performance at Nakuru County Government. The specific objectives were: to establish the influence of positive reinforcement on employee motivation at the Nakuru County Government, to identify how fair treatment of employees affects employee motivation, to determine the impact of performance based reward on employee motivation, and to establish the influence of effective discipline and punishment on employee motivation at the Nakuru County Government. This research adopted the case study design targeting 92 management and staff members at the Nakuru County Government that were drawn using simple random sampling. The questionnaires were used as instruments of data collection. Data was analyzed in using both descriptive and inferential statistical methods. Inferential statistics involving correlations and regression analysis were done to determine the relationship between the dependent variable (motivation) and the independent variables. The findings revealed positive reinforcement had the most significant effect on employee motivation at the Nakuru County Government ( $\beta = 0.405$ ,  $p < .05$ ). Fair treatment of employees also significantly affected employee motivation at the organization ( $\beta = 0.267$ ,  $p < .05$ ) as the second most important factor. Other findings revealed that a significant relationship exists between performance based reward and employee motivation ( $\beta = 0.185$ ,  $p < .05$ ), however, effective discipline and punishment did not significantly promote employee motivation at the Nakuru County Government ( $\beta = 0.127$ ;  $p = .200$ ). The study recommends that; the county government management should be more consultative when engaging the staff in order to make them more confident in their work and foster good relations with the management and each other; employees should be involved more in the decision making in order to give them a better perspective of their work and organization; more allocations for financial resources for employee training and motivation to enable them to be more productive and eager to continue serving. Finally, it is important that the organization devise other objective approaches to disciplinary issues. More studies should be done on; factors influencing role conflicts in the county governments and the effects of provision of social amenities on the motivation of state employees.

*Keywords: Motivation, Dissatisfaction, Employee performance*

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

It is evident that managers need to motivate employees to obtain the desirable results for the organization. And it can be stated that there is consensus about the facts that motivation is an individual phenomenon, it is described as being intentional, it is multifaceted and that the purpose of motivational theories is to predict behavior. It seems that Herzberg and Maslow were among the first researchers at this topic and their theories are still being used today. Since these theories clarify the concept of motivation and they are useful for the separation of motivation in intrinsic and extrinsic motivation (Najali, et. al. 2010).

In order to improve performance, most organizations have come up with performance management schemes. Some have started allowing employees to take part in these schemes while others have not. Even to those who have allowed employees to participate, the degree and forms of participation differ from organization to another. Inceoglu et. al. (2012) note that boredom and frustration at work is often the result of employee's lack of involvement with the company's goals and a feeling that their ideas are not wanted or listened to. For the employer, staff turnover increases as employees walk out of the door for the interesting jobs. There's also a negative impact on the level of customer service and quality which are both key areas of success in today's competitive environment. There's therefore the need to carry out this study that will yield empirical information on employee motivation in performance management to determine how employees have been motivated in ensuring better performance in organizations.

It is a fact that success in every organization depends on the quality of its human resources both skilled and unskilled labor which is perhaps the most intangible aspect of the organization, hence the most important. All these things plants, machinery and financing cannot generate income without manpower. Studies have shown that in today's competitive business environment, success is increasingly a function of effective human resources management (Mondy, 2008). It is therefore necessary to have a workforce that is motivated to yield high performance and productivity towards achieving the organizational goals and objectives.

Irrespective of the industry within which an organization operates, the concept of motivation cannot be looked down upon. With this regard banking being a service industry and therefore having direct contact with customers, the presence or absence of employees' motivation can have immediate telling effect on the customer (thus either delighting the customer or otherwise) which eventually results in customer retention and profitability. It is one of the driving forces that have direct impact on the business productivity. The critical workforce management challenges of the immediate future driven by corporate re-engineering and restructuring efforts, loyalty concerns and fierce competition for key talents are closely linked to the emerging issues of employees' commitment and productivity (Mondy, 2008).

The role of management therefore in all these is paramount. This is because management plays significant and unique role in terms of leadership drive and direction. This role can be considerably a kind of catalyst, able to tap and awaken each employee's unique talents and convert them to performance. However, it is only through varied organizational strategies that a manager will be able to trigger his/ her employee's hidden talents which are highly important in the productivity and

performance of the organization. These strategies can be external and internal to employees and one of these strategies employed by managers is motivation.

Motivation approaches definitely satisfy the needs of the employees and in return, the employee repays it through their hard work. Identifying the needs and answering it is the most basic approach of every organization to earn the commitment of the employees. With a well motivated workforce, an employee's performance can be manifested on the organizational effectiveness, which allows the individuals to focus on the development of their work, in terms of behavior, skills and knowledge, ethics and effectiveness. It has been noted that motivation tends to energize the workforce which can result in their expected job (Bassett, et. al., 2005).

A well motivated staff will deliver satisfactorily to exceed the expectation of customers and this will intend to attract and retain customers so as to meet the ultimate objective (profitability). However, this is not the case in most organizations. Arguably, it can be said that no employees would resist higher pay or an increase in salary since it would offer him /her an opportunity to do a lot of things such as paying his/her utility bills, paying school fees, buying clothes, cars, land and so forth (Boachie-Mensah & Dogbe, 2011). Because salaries are generally low in Ghana, some of the employers erroneously feel that once their staffs are given higher salaries, every other thing would naturally follow (Dartey-Baah & Amoako, 2011). Abraham Maslow the father of motivation (1954) holds the view that "unsatisfied needs serve as a motivation for individual or group of people". He identified five (5) factors in a hierarchy of needs which are physiological need, safety needs, social needs, esteem needs and self actualization. And when a need is satisfied, he says it does not serve as a motivation again and for that individual it is the next need that matters.

## **1.2 Statement of the Problem**

Recognition of the efficient use of the human resources for business success together with advances in social democracy has given rise to employee motivation in organizational performance. Human needs are insatiable for this reason they always struggle for new things in life so that we can live a comfortable life. In the recent past Nakuru County Government faced performance issues. The employees joined forces with the members of county assembly in calling for the Governor's resignation. This shows dissatisfaction on the part of employees towards the management. This is bound to affect their performance and lead to poor service delivery. Such management problems can be solved if good performance programs are initiated and employees motivated appropriately (Shahid, 2009). However, though studies discuss various aspects and benefits of employee motivation, little exists in terms of the effects of positive reinforcement, fair treatment, performance based reward systems and effective discipline and punishment on employee motivation in emerging public sector organizations. It is in light of this that the research sought to investigate the factors that influence the motivation of employees at the Nakuru County Government.

## **1.3 Research Objectives**

### **1.3.1 General objective**

To establish the factors influencing motivation of employees in Kenya County governments

focusing on Nakuru County government.

### **1.3.2 Specific objectives**

- i. To establish the influence of positive reinforcement on employee motivation at the Nakuru County Government.

- ii. To identify how fair treatment of employees affects employee motivation at the Nakuru County Government.
- iii. To determine the impact of performance based reward on employee motivation at the Nakuru County Government.
- iv. To establish the influence of effective discipline and punishment on employee motivation at the Nakuru County Government.

#### **1.4 Research Hypotheses**

**H01:** There is no significant relationship between positive reinforcement and employee motivation at the Nakuru County Government.

**H02:** There is no significant relationship between fair treatment of employees and their motivation at the Nakuru County Government.

**H03:** There is no significant relationship between performance based reward and employee motivation at the Nakuru County Government.

**H04:** There is no significant relationship between effective discipline and punishment and employee motivation at the Nakuru County Government.

#### **1.5 Scope of the study**

The study was confined only to factors influencing motivation of employees in Kenya County governments and was carried out at the Nakuru County Government offices. The focus was on 120 employees from various departments of Nakuru County Government offices.

#### **1.6 Limitations and Delimitations of the Study**

This study was restricted to Nakuru County and other county governments were not covered; hence, the outcome may not give a conclusive picture of all the county governments in the country. However, this limitation was addressed using

appropriate sampling techniques and instrumentation. Some of the respondents were also reluctant to reveal information on issues deemed controversial such as competence of staff in terms of educational qualifications. However, the challenge was overcome by assuring them that the study was purely for academic purposes and the guarantee of the confidentiality of the information given.

### **1.7 Significance of the Study**

The information obtained will guide future organizations policy makers on the implementation of employee motivation programs in their specific organizations.

It will assist them in making decisions on how far to allow employee motivation in performance management of their organizations. It will also assist Nakuru county office to make a decision on whether to increase or reduce the level of employee motivation in their performance management programs.

The aim of every organization is to outweigh its competitors in terms of rendering better service to its customers to enable the company sustain in the market. The company cannot do without having well motivated employees who can help the organization to achieve its aims and objectives.

The county gaining more knowledge about motivation and its effect on the performance will devise concrete strategies to keep their employees and also make them happy both at home and at work. This research is going to help the employees to render good and quality service to their valued customers. The customers will remain loyal to the county office employees since they render good and quality service to them. This is also going to help management by way of getting a good image and increasing productivity. It is also anticipated that the findings of the study will pave way for the authorities of Nakuru county to accept the factors that influence



managerial behavior and its impact on employees towards organizational performance. Finally, the results of the study will throw more light on factors that serve as satisfiers or dissatisfies to employees. It will serve as a blue print for determining what actually motivates and boosts morale of workers and managerial behaviors required to yield optimum performance.

## **1.8: Definition of Operational Terms**

**County Government** – in this study, a county government is one of the 47 members of the devolved system of governance in Kenya that came into existence in the year 2013 under the new constitution is now in place. Each county given autonomy to run its development agenda (Institute of Economic Affairs, 2014)

**Discipline-** in this study, discipline refers to a system of rules of conduct or method of practice meant to encourage proper employee conduct at the workplace (Hall, 2013)

**Employee motivation** – in this study, employee motivation is the deliberate actions taken by the management to inspire employee action toward a desired goal, purpose and direction in this case performance and behavior (Bassett & Lloyd, 2005).

**Fair treatment-** in this study, fair treatment of employees entails ability to make judgments free from discrimination or dishonesty on matters relating to the employees in the workplace (Battaglio & Condrey, 2009).

**Performance based reward** – in this study, performance-based pay (PBP) is a compensation scheme that links employee performance with pay. It can also be defined as a system of remuneration in which an individual's increase in salary is solely or mainly dependent on his/her appraisal or merit rating (Swabe, 1989).

**Positive reinforcement-** in this study, positive reinforcement is a motivational technique meant to elicit and to strengthen new behaviors by adding rewards and incentives instead of eliminating benefits (Catania, 2001).

**Punishment-** in this study, punishment is a penalty that is imposed on an employee for an infraction of the rules of the work in the organization (Hassan, 2009).

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter summarizes the information from other researchers who have carried out their research in the same field of study. The specific areas covered here are the theoretical review, empirical review, conclusion and conceptual framework.

#### **2.2 Theoretical Framework**

This section reviews theories pertinent to the research problem. In particular it looks into the Herzberg's two-factor theory, Transactional marketing theories and Relationship marketing theory.

##### **2.2.1 Herzberg Two Factor Model**

Frederick Herzberg's two-factor theory, also known as the motivation-hygiene theory or intrinsic/extrinsic motivation, concludes that while there are certain factors in the workplace that cause job satisfaction, a separate set of factors can cause dissatisfaction. The factors that motivate people can change over their lifetime, but "respect for me as a person" is one of the top motivating factors at any stage of life. According to Herzberg, intrinsic motivators such as challenging work, recognition, and responsibility produce employee satisfaction, while extrinsic hygiene factors, including status, job security, salary, and fringe benefits – if absent – produce dissatisfaction (Bassett & Lloyd, 2005). If the management wishes to increase satisfaction on the job, it should be concerned with the nature of the work itself – the opportunities it presents employees for gaining status, assuming responsibility, and achieving self-realization. If, on the other hand, management wishes to reduce dissatisfaction, then it must focus on the job environment – policies, procedures,

supervision, and working conditions. To ensure a satisfied and productive workforce, managers must give attention to both sets of job factors.

According to Dartey-Baah and Amoako (2011), the hygiene factors comprise factors that meet the physiological, safety and love needs in the Maslow’s hierarchy of needs. These are conditions that revolve around the job, but are not directly related to the job. They include; supervision, job security, pays, and work conditions among others. According to this model, meeting these conditions does not lead to motivation, but rather ensure that job dissatisfaction does not occur. Motivation factors are intrinsic to the job and cannot be sparked through extrinsic motivation techniques. These are psychological needs to achieve and grow and are fulfilled by activities that cause one to grow. These include achievement and advancement. Dartey-Baah and Amoako (2011) study in Ghana found that most labor issues in the country reported to the National Labor Commission (NLC) bordered on salaries and wages. The two attributed those two factors to the unfavorable economic conditions and high cost of living in the country. The government’s decision to increase employee pay, a hygiene factor, increased their motivation. In the present study the two-factor theory will help explain how the interrelations of the two sets of factors lead to employee motivation in the public sector.

The two-factor theory is summarized in Table 2.1.

**Table 2. 1: : Factors leading to satisfaction and dissatisfaction**

<b>Factors leading to dissatisfaction</b>	<b>Factors leading to satisfaction</b>
Company policy	Achievement
Supervision	Recognition
Relationship with Boss	Work itself
Work conditions	Responsibility
Salary	Advancement
Relationship with peer	Growth

Source: Herzberg, (1959)

### **2.2.2 Reinforcement Theory**

The reinforcement theory was advanced by B.F. Skinner in 1953. Skinner defined reinforcers according to the change in response strength (response rate) rather than to more subjective criteria, such as what is pleasurable or valuable to someone. Accordingly, activities, foods or items considered pleasant or enjoyable may not necessarily be reinforcing (because they produce no increase in the response preceding them). Stimuli, settings, and activities only fit the definition of reinforcers if the behavior that immediately precedes the potential reinforcer increases in similar situations in the future; for example, a child who receives a cookie when he or she asks for one. If the frequency of "cookie-requesting behavior" increases, the cookie can be seen as reinforcing "cookie-requesting behavior". If however, "cookie-requesting behavior" does not increase the cookie cannot be considered reinforcing.

In behavioral psychology, reinforcement is a consequence that will strengthen an organism's future behavior whenever that behavior is preceded by a specific antecedent stimulus. This strengthening effect may be measured as a higher frequency of behavior (e.g., pulling a lever more frequently), longer duration (e.g., pulling a lever for longer periods of time), greater magnitude (e.g., pulling a lever with greater force), or shorter latency (e.g., pulling a lever more quickly following the antecedent stimulus). Although in many cases a reinforcing stimulus is a rewarding stimulus which is "valued" or "liked" by the individual (e.g., money received from a slot machine, the taste of the treat, the euphoria produced by an addictive drug), this is not a requirement. Indeed, reinforcement does not even require an individual to consciously perceive an effect elicited by the stimulus (Winkielman, Berridge & Wilbarger 2005). Furthermore, stimuli that are "rewarding" or "liked" are not always reinforcing: if an individual eats at a fast food restaurant (response) and likes the taste

of the food (stimulus), but believes it is bad for their health, they may not eat it again and thus it was not reinforcing in that condition. Thus, reinforcement occurs only if there is an observable strengthening in behavior. In most cases reinforcement refers to an enhancement of behavior but this term may also refer to an enhancement of memory. One example of this effect is called post-training reinforcement where a stimulus (e.g. food) given shortly after a training session enhances the learning (Mondadori, Waser & Huston, 2005). This stimulus can also be an emotional one. A good example is that many people can explain in detail where they were when they found out the World Trade Center was attacked (White & Gottfried, 2011; White, 2011). Reinforcement is an important part of operant or instrumental conditioning. In the present study, this theory will give insight into how certain behaviors in the workplace are reinforced using certain motivational approaches like incentives.

### **2.2.3 Equity Theory**

Equity theory is a theory that attempts to explain relational satisfaction in terms of perceptions of fair/unfair distributions of resources within interpersonal relationships. Considered to be one of the justice theories, equity theory was first developed in 1963 by John Stacey Adams. He was a workplace and behavioral psychologist, who asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others (Leventhal, 1980). The belief is that people value fair treatment which causes them to be motivated to keep the fairness maintained within the relationships of their co-workers and the organization. The structure of equity in the workplace is based on the ratio of inputs to outcomes (Colquitt, Greenberg & Zapata-Phelan, 2005). Inputs are the contributions made by the employee for the organization.

Equity theory proposes that individuals who perceive themselves as either under-rewarded or over-rewarded will experience distress, and that this distress leads to efforts to restore equity within the relationship. It focuses on determining whether the distribution of resources is fair to both relational partners. Equity is measured by comparing the ratios of contributions and benefits of each person within the relationship. Leventhal (1980) described six criteria for creating fair procedures in an organization. He proposed that procedures and policies should be: consistently applied to everyone in the organization; free from bias; accurate; correctable; representative of all concerns; based on prevailing ethics.

#### **2.2.4 Expectancy theory**

According to Vroom's Expectancy Theory, an employee will work smarter and/or harder if he believes his additional efforts will lead to valued rewards. Expectancy theory has been shown to have useful applications in designing a reward system. If policies are consistently, clearly and fairly implemented, then the instrumentality would be high. If the rewards are substantial enough to be meaningful to an employee, then the valence would be also considered high. A precursor to motivation is that the employee finds the reward(s) attractive. In some instances, the reward or outcome might inadvertently be unattractive, such as increased workload or demanding travel that may come with a promotion (Vroom, 1964).

Expectancy theory posits employee satisfaction to be an outcome of performance rather than the cause of performance. However, if a pattern is established whereas an employee understands his performance will lead to certain desired rewards, an employee's motivation can be strengthened based on anticipation. If the employees foresee a high probability that they can successfully carry out a desired behavior, and

that their behavior will lead to a valued outcome, then they will direct their efforts toward that end. Expectancy theory has been shown to have greater validity in research in within-subject designs rather than between-subjects designs. That is, it is more useful in predicting how an employee might choose among competing choices for their time and energy, rather than predicting the choices two different employees might make (Horsoo, 2010).

### **2.2.5 Goal-setting Theory**

An employer can design task-related goals for their employees that are: attainable; specific; appropriately difficult, feedback providing in hopes of rousing tunnel vision focus in the employees. The following S.M.A.R.T criterion is also suggested:

Letter	Major Term	Minor Terms
S	Specific	Significant, Stretching, Simple
M	Measurable	Meaningful, Motivational, Manageable
A	Attainable	Appropriate, Achievable, Agreed, Assignable, Actionable, Ambitious, Aligned, Aspirational, Acceptable, Action-focused
R	Relevant	Results-oriented, Realistic, Resourced, Resonant
T	Timely	Time-oriented, Time framed, Timed, Time-based, Timeboxed, Time-bound, Time-Specific, Timetabled, Time limited, Trackable, Tangible

Locke suggested several reasons why goals are motivating: they direct attention, lead to task persistence and the development of task strategies for accomplishing the goal. In order for a goal to be motivating, the employee or work group must first accept the goal. While difficult goals can be more motivating, a goal still needs to appear achievable, which in turn will lead to greater goal acceptance. The person or group should have the necessary skills and resources to achieve the goal, or goal acceptance



could be negatively impacted. Specific goals that set a performance expectation are more motivating than those that are vague. Similarly, more proximal goals have greater motivation impact than those that are very long range or distal goals (Ofoegbu, 2010).

## **2.3 Empirical Review**

### **2.3.1 Positive Reinforcement in the Workplace and Employee Motivation**

According to Catania (2001), positive reinforcement is a motivational technique meant to elicit and to strengthen new behaviors by adding rewards and incentives instead of eliminating benefits. This technique can be applied in workplace through provision of fringe benefits, promotion opportunities and pay. According to Gohari, Ahmadloo, Boroujeni and Hosseinipour (2013,) rewards can be classified into two categories which are intrinsic and extrinsic. Intrinsic reward refers to something intangible such as praise and acknowledgement while extrinsic reward is salary, promotion, freedom in office and job security. Both types of rewards are closely associated with staffs' accomplishments within an organization (Zani, Rahim, Junos, Samanol and Ahmad, 2011)

In operant conditioning, positive reinforcement involves the addition of a reinforcing stimulus following a behavior that makes it more likely that the behavior will occur again in the future. When a favorable outcome, event, or reward occurs after an action, then that particular response or behavior will be strengthened (Hall, 2013). The use of this theory in influencing behavior was advanced by Skinner (1963) when he introduced the reinforcement theory, also known as learning theory. It refers to the stimuli used to produce desired behaviors with different occurrences and schedules (Skinner, 1963). Motivational theorists have since adopted it for employee motivation in the workplace.

There are many different types of reinforcers that can be used to increase behaviors, but it is important to note that the type of reinforcer used depends upon the individual and the situation (Folger & Cropanzano, 1998). While gold stars and tokens might be very effective reinforcement for a second-grader, they are not going to have the same effect with a high school or college student. Natural reinforcers are those that occur directly as a result of the behavior. For example, a girl studies hard, pays attention in class, and does her homework. As a result, she gets excellent grades. Token reinforcers are points or tokens that are awarded for performing certain actions. These tokens can then be exchanged for something of value (Pinder, 2008). Social reinforcers involve expressing approval of a behavior, such as a teacher, parent, or employer saying or writing "Good job" or "Excellent work." Tangible reinforcers involve the presentation of an actual, physical reward such as candy, treats, toys, money, and other desired objects (Cho & Ringquist, 2010). While these types of rewards can be powerfully motivating, they should be used sparingly and with caution.

When used correctly, positive reinforcement can be very effective. According to a behavioral guidelines checklist published by Utah State University, positive reinforcement is most effective when it occurs immediately after the behavior (Deckers, 2010). The guidelines also recommend the reinforcement should be presented enthusiastically and should occur frequently. The shorter the amount of time between a behavior and the presentation of positive reinforcement, the stronger the connection will be. If a long period of time elapses between the behavior and the reinforcement, the weaker the connection will be (Jabeen, 2011). It also becomes more likely that an intervening behavior might accidentally be reinforced. In addition

to the type of reinforcement used, the presentation schedule can also play a role in the strength of the response.

### **2.3.2 Fair Treatment of Employees and Employee Motivation**

Justice is a term that often is bandied or interchangeably used with fairness by social scientists (Hassan, 2009). It is a core principle upon which legal and political institutions are designed and operate in the United States. Fairness also is fundamental to the administration of government agencies (Battaglio & Condrey, 2009). Hassan (2009) observes that although fairness is critical to effective human resource management, little effort has been made to assess the role fairness plays in facilitating positive and preventing negative employee outcomes in government agencies. Fairness in the workplace is premise about which most of the industrial actions are based. Existing civil service procedures concerning the selection, evaluation, promotion, and termination of employees in government agencies largely are guided by principles of fairness (Rubin, 2009). Nevertheless, little is known about the role, if any, that fairness plays in facilitating positive outcomes and preventing negative consequences in government agencies.

Fair treatment can be an effective mechanism for lowering professional employees' intention to leave their current agency. Several previous studies have found a negative relation between perceptions of procedural and distributive justice and federal employees' turnover intention (Rubin 2009). Organizational justice generally is conceptualized in terms of employees' perceptions of fairness in their workplaces (Colquitt, Greenberg & Zapata-Phelan 2005). Organizational justice is a multidimensional construct that consists primarily of two components—distributive and procedural justice. While distributive justice refers to fairness in the allocation of

organizational rewards and resources among employees (Adams 1965; Homans 1961), procedural justice concerns the fairness of formal policies and procedures used in making those allocation decisions (Leventhal, 1980; Lind & Tyler, 1988). Moreover, an additional component of organizational justice known as interactional justice has been proposed recently, that is, the quality of interpersonal treatment employees receive from authorities during the implementation of formal procedures (Bies 2000).

Justice serves a normative function in government agencies by providing legitimacy to decisions made by government authorities (Rubin, 2009). Justice also is critical for effectively managing employees in government agencies. It is a guiding principle for cooperative social actions in the workplace (Hassan,2009). Individuals care deeply about how they are treated in their workplaces, and their perceptions of organizational justice may largely influence the nature of their relationship with and feelings about their organizations (Folger & Cropanzano, 1998). Previous research has shown that perceptions of organizational justice are important predictors of job satisfaction, organizational commitment, turnover intention, job performance, and organizational citizenship behaviors (Colquitt *et al.*, 2001; Cohen-Charash & Spector, 2001).

Despite its relevance, organizational justice has not received substantial attention in public administration scholarship. Further, although the larger community of organizational researchers already has engaged in considerable study of organizational justice, only a small amount of that work has been completed in government agencies (Alexander & Ruderman, 1987). The limited amount of research that has been completed in public sector settings has provided some evidence about the importance of fairness in managing employees in government agencies. For

instance, Choi (2010) and Rubin (2009) have found that federal employees' perceptions of procedural and distributive fairness are closely related to their job satisfaction, trust in management, and turnover intention. In another recent study, Hassan and Rohrbaugh (2009) have shown that the perception of organizational justice is an important predictor of organizational commitment of employees in state agencies. Further, Kurland and Egan (1999) have found that procedural and distributive justice perceptions are positively linked with local government employees' satisfaction with their supervisors. These findings indicate that employees in all levels of government value fair treatment, but they do not explain how fairness perceptions lead to such outcomes.

### **2.3.3 Performance Based Reward and Employee Motivation**

Performance-based pay (PBP) is a compensation scheme that links employee performance with pay. It can be defined as a system of remuneration in which an individual's increase in salary is solely or mainly dependent on his/her appraisal or merit rating (Swabe, 1989). Armstrong (2005) defines it more comprehensively as the process of providing a financial reward to an individual which is linked directly to individual, group or organizational performance. But Schuler (1998) maintains that PBP is not limited to financial rewards, and that non-financial rewards, such as recognition, can also constitute pay for performance. The basic reasons for PBP are performance enhancement for competitive advantage and equity (Milkovich & Newman, 1996). In this regard, Beardwell and Holden (1995) identify several specific reasons for which managers may introduce PBP. These include: help in recruitment and selection; facilitate change in organizational culture; weaken trade union power; increased role of the line manager; greater financial control and value for money; ability to reward and recognize performance; and encouragement to flexibility.

PBP can be divided into two main categories: merit pay and incentive pay. Schuler submits that merit pay relates compensation to management's assessment of the individual employee's performance; the increment earned (PBP) and the total becomes the employee's new basic pay. Incentive pay, on the other hand, relates compensation more to performance criteria, such as return on investment, volume of goods produced or sold, earning or share. While essentially one type of merit pay exists, there are a wide variety of incentive pay plans. Beardwell and Holden (1995) have broadly categorized incentive pay systems into three: individual bonus schemes; collective bonus schemes; and collective bonus schemes based on profit generated. The focus in this study is on merit pay, the effect of which is reviewed next.

In furtherance to assessing whether PBP affects individual and organisational performance, researchers also have considered its effects on several intermediate outcomes, particularly employee perceptions (Egger-Peitler, Hammerschmid, and Meyer, 2007; Heneman and Young, 1991). Researchers have focused on perceptions integral to the success of pay programmes from a motivational perspective and at attitudes towards programme implementation. In regard to employee perceptions about variables, such as expectancy, instrumentality, and valence (drawn from expectancy theory), researchers have found mixed results. In studies in which goals were clear, compensation was adequate, and a significant amount of support for merit pay plans existed, PBP resulted in positive outcomes (Perry et al., 2009). In many cases, however, the underlying foundation of expectancy theory failed to materialize. Some researchers found that respondents perceived little relationship between performance and compensation (Daley, 1987), that few believed higher pay would materialize (Pearce, Stevenson, and Perry, 1985), and that financial incentives were

too small to be valued (Heinrich, 2007). Other researchers found that a lack of financial motivation existed in pay-for-performance systems (Dowling & Richardson, 1997) and that distaste existed among employees for the divisive side effects among employees that merit pay could produce (Marsden, 2004). Employees consider compensation as a return for services rendered. They see it as a reflection of their personal worth in terms of skills and abilities, as well as the education and training they have acquired. Managers, however, view compensation from two perspectives: as a major expense and as a possible influence on employee attitudes and behaviours through compensation-based motivational strategies. This potential to influence employees' work attitudes and behaviour, and, subsequently, the productivity and effectiveness of the organisation, is another reason why many people believe that pay decisions can become a source of competitive advantage (Milkovich, 1998).

Linking pay to performance is something employers increasingly seek to achieve. Jobs with performance related pay (PRP) attract workers of higher ability and induce workers to provide greater effort (Booth & Frank, 1999). In Africa in particular, employees have for a long time been awarded financially on the basis of their entry qualifications and the perceived value of their job analysis and evaluation. For example, Fosh (1990), in her studies on attitudes to income inequalities in East Africa, found that differences in paper qualifications were the most cited reason for pay differentials. In addition, the design and operation of payment systems have been based upon custom and practice, as well as collective bargaining and characteristics of the labour market.

An exploratory case study carried out by Boachie-Mensah and Dogbe (2011) on performance-based pay as a motivational tool for achieving organisational

performance study revealed that the effect of performance-based pay on employee performance is minimal; and the motivational effect of merit pay is often blunted by biased performance appraisal. Ahindo (2008) did a survey of factors affecting motivation of health workers in government health facilities in Thika district. The study established that majority of the health workers were demotivated with respect to satisfaction of needs factors and job enrichment factors. About fifty percent of the health workers were motivated with respect to goal setting factors. Health workers suggested that their salaries and allowances should be increased, working conditions improved, bed capacity increased in hospitals, all essential drugs be provided, and promotions be done on merit. They further suggested that employees should be sponsored for further studies and good work recognized in order to improve their motivation.

#### **2.3.4 Effective Discipline and Punishment and Employee Motivation**

Discipline in the workplace is the means by which supervisory personnel correct behavioural deficiencies and ensure adherence to established company rules. The purpose of discipline is correct behaviour (Hall, 2013). It is not designed to punish or embarrass an employee. Often, a positive approach may solve the problem without having to discipline. However, if unacceptable behaviour is a persistent problem or if the employee is involved in a misconduct that cannot be tolerated, management may use discipline to correct the behaviour. In general, discipline should be restricted to the issuing of letters of warning, letters of suspensions, or actual termination (Schultz & Schultz, 2010). Employers should refrain from “disciplining” employees by such methods as altering work schedules, assigning an employee to do unpleasant work, or denying vacation requests. Examples of misconduct which could result in discipline are: excessive tardiness, failure to notify of an absence, insubordination, rude or



abusive language in the workplace, failure to follow “departmental rules or policies “, i.e., not wearing safety equipment, not following correct cash handling procedures, dishonesty and theft (Hassan, 2009). Of course, discipline may be required for a number of other misconducts, however, the question that needs to be asked is if the Employer has “just cause” to impose a form of discipline.

Even though the process may occur over a long period of time and may include a number of events, the process has two stages: *The investigation stage and the Discipline stage*. The investigation stage is perhaps the most important part of the discipline process (Mondadori *et al.*, 2005). Discipline cases are often won or lost based upon the amount of effort put into the investigation. At this stage the manager should be gathering facts and evidence to confirm what took place. This evidence might include witness statements, a report from a private investigator, documentary evidence, interviewing witnesses to the incident, and most important of all, interviewing the employee involved in the misconduct (Catania, 2001). The employee interview is the key to the investigation, and it should play a major role in management’s decision to issue discipline. Even when there is overwhelming evidence of an employee’s guilt, it is still essential to interview the employee (Alexander & Ruderman, 1987). An employee involved in misconduct should be provided with an opportunity to explain themselves.

Concerning the discipline stage, once management has heard the employee’s explanation in the interview, verified the facts and gathered all the evidence, the decision to discipline can be made. Ideally, the decision should be made after discussions with other people in management, and talking about the specifics of the case with the Human Resources Department (Colquitt *et al.*, 2005). The basis for

discipline should also take into account, the factors discussed in the section on “just cause”, i.e., the employee’s past record, the severity of the incident, was the employee provoked. Ideally, discipline will not be issued “verbally” to an employee. Discipline should be issued in writing to an employee and only after the investigation and interviews have taken place.

Discipline in the workplace should be viewed as a way to correct problem behaviours or performance issues. It should not be viewed simply as a way to punish employees. Supervisors and other persons in authority should be aware that the object of disciplinary action is to correct the problem, action, or behaviour, not the person (Folger & Cropanzano, 1998). Unfortunately, in some workplaces discipline can take an extreme form. This can include physical (corporal) punishment and mental, psychological, or sexual abuse. Examples of unreasonable practices that have been documented in workplaces include: being forced to do push-ups or run laps; standing in the sun for extended periods; being beaten or hit over the head; threats of violence; sexual or racial harassment; or withholding of wages, food or services (Hall, 2013). These and similar actions are considered to be violations of basic human dignity and human rights. Disciplinary measures, if required, should be applied consistently and fairly among all employees. Supervisors, and contractors such as security forces, should be trained in how to appropriately manage any disciplinary issues (Colquitt, Greenberg & Zapata-Phelan, 2005). Disciplinary measures should not include compulsory labor as a punishment for participating in a strike.

All workers should be reinstated after a strike (absent serious misconduct or criminal acts). Deducting more wages than those corresponding to the days lost during a strike, terminating workers, failing to renew workers' contracts, reducing benefits or

seniority, and imposing heavier workloads all would be considered punishment (Catania, 2001). When subject to disciplinary action, workers should have access to the details of the allegations and have the right to respond to and/or appeal any disciplinary decisions without any negative consequences in return. Security guards and the military should not be allowed to take part in disciplining the workforce. Their role must be clearly limited to safeguarding the premises and the personnel and product located in the premises (Choi, 2011). Where disciplinary procedures take place at a workplace, it is essential to put grievance procedures in place. These should permit workers to report unfair treatment to someone other than their supervisor. Employers should ensure that no worker is excluded from participation in grievance procedures

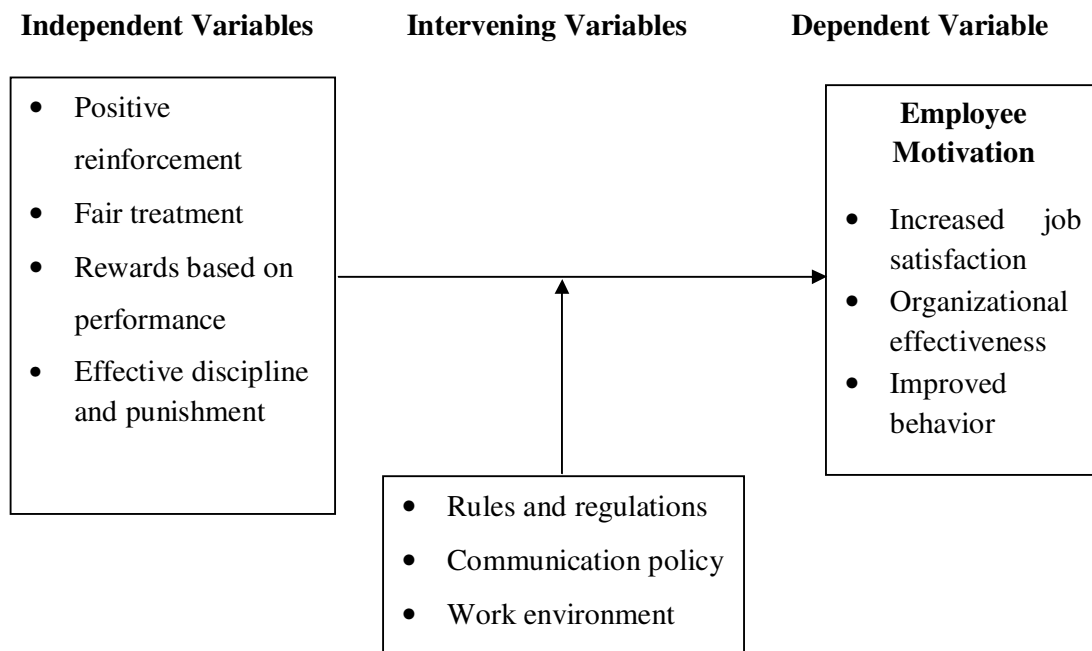
Therefore all communication regarding grievance mechanisms should be available in languages that all workers understand. Translators should be employed where necessary. The procedures need to establish confidentiality and anonymity, so as to respect employee privacy and protect against possible retaliation (Folger & Cropanzano, 1998). Workers should be able to be accompanied by a fellow worker or union official during formal processes. It is important to establish that workers who do report problems or abuses should not suffer negative consequences.

#### **2.4 Gaps in Literature Review**

Earlier researches could not succeed in establishing a positive correlation between employee motivation and performance. Most of these research findings indicate that high job morale lead to an increased effort for more effective work performance (Guajardo, 2011). Most of these studies have been carried out either in education settings (secondary schools and universities) or among factory workers. An employee

achieves a high performance because certain characteristics are provided at the job and he has the ability to reach that performance. From the resulting high performance the employee derives internal satisfaction and is motivated to perform well in the future (Najafi, Hamidi, Vatankhah, & Purnajaf, 2010). However, though the literature discusses various aspects and benefits of employee motivation from theoretical and conceptual perspectives, little exists empirically in terms of the effects of positive reinforcement, fair treatment, performance based reward systems and effective discipline and punishment on employee motivation in emerging public sector organizations.

## 2.5 Conceptual Framework



**Figure 2. 1: Conceptual Framework**

Source: Researcher (2014)

Ability in turn depends on education, experience and training and its improvement is slow and a long process. On the other hand motivation can be improve quickly. There

are many options and initiated manager may not even know where to start. As a guideline, there are broadly seven strategies for motivation.

Essentially, there is a gap between an individual's actual state and some desired state where by the manager tries to reduce this gap. Motivation is a means to reduce this gap. It involves getting the members of the group to pull weight effectively, to give their loyalty to the group, to carry out properly the purpose of the organization. The following results may be expected if the employees are properly motivated: The employees will be better satisfied if the management provides them with opportunities to fulfill their physiological and psychological needs. The workers will cooperate voluntarily with management and will contribute their maximum towards the goals of the organization; Employees will intend to be efficient as possible by improving upon their skills and knowledge so that they are able to contribute to the progress of the organization; The rate of labor turnover and absenteeism among employees will be low; There will be good human relations in the organization as friction among the employees themselves and between employees and management will decrease; The number of complaint and grievances will come down and accident will also be low, and; There will be increase in the quantity and quality of product. Wastage and scrap will be less. Better quality of products will also increase the public image of the organization (Shahid, 2009).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the methodology and the procedure that was used to obtain research data. It outlines the research design, target population, respondents, data collection procedures, sample design, sample size and procedure, data collection instruments, reliability and validity of the study instruments and data collection procedures and data analysis.

#### **3.2 Research Design**

The study adopted the case study research design which is a descriptive type of study. According to Yin (2009) a case study research method is an empirical inquiry that investigates a contemporary phenomenon within its real-life situation and context; when the boundaries between phenomena are not clearly evident; and in which multiple sources of evidence are used. Mugenda and Mugenda (2003) points out that case study research excels at bringing us to an understanding of a complex issue or object and can extend experience or add strength to what is already known through previous research. Case study research design emphasizes detailed contextual analysis of a limited number of events or conditions and their relationships (Orodho, 2003).

#### **3.3 Target Population**

With a population of 1,603,325 (2009 census) Nakuru is the fourth largest county in Kenya after Nairobi, Kakamega and Kiambu in that order in terms of population. Nakuru County has an area of 2,325.8 km<sup>2</sup>. Nakuru County is home to Lake Nakuru and Lake Naivasha some of the Rift Valley soda lakes. Lake Nakuru is best known for its thousands, sometimes millions of flamingoes nesting along the shores. The surface

of the shallow lake is often hardly recognizable due to the continually shifting mass of pink. The number of flamingoes on the lake varies with water and food conditions and the best vantage point is from Baboon cliff. Also of interest, an area of 188 km around the lake fenced off is a sanctuary to protect Rothschild giraffe and black rhinos. Other sites of interest around Nakuru include Menengai Crater, an extinct volcano 2,490m (8,167 ft) high that is the second largest surviving volcanic crater in the world. Also in Nakuru is Hyrax Hill Prehistoric Site, discovered by the Leakey's in 1926, considered a major Neolithic and Iron Age site. The adjoining museum features finds from various nearby excavations (Nakuru County 2014).

A study population is a study of a group of individuals taken from the general population who share a common characteristic Mugenda and Mugenda, (2003). The study targeted 120 management, middle level and junior staff based at the Nakuru county headquarters. These were spread across the headquarters as shown in Table 3.1

**Table 3. 1: Staff population**

<b>Rank Of Staff</b>	<b>Number</b>
Management	30
Mid-level staff	30
Junior staff	60
<b>Total</b>	<b>120</b>

**Source: Nakuru County (2014)**

### **3.4 Sampling Procedure**

The study employed proportionate stratified random sampling to select samples to participate in the study. Burns and Grove, (2003) refer to sampling as a process of selecting a group of people, events or behavior with which to conduct a study. Based on the target population size of 120, a sample size of 92 was obtained using

simplified formula delivered by Yamane (1967) for proportions where confidence level is 95% and  $P \geq 0.5$  are assumed

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

Where: n = Sample size; N = Population size; e = Margin of error.

$$n = \frac{120}{1 + 120(0.05)^2} = 92$$

This agrees with the sample size table by Krejcie and Morgan (2000) - See Appendix

2. The sample size was then stratified proportionately according to each stratum using the formula:

$$\left(\frac{n}{N}\right) N_i$$

Where: n = sample size; N = Total Population.;  $N_i$  = Population of each stratum.

**Table 3. 2: Sample Size**

Strata	Total Population	Sample Size
Management	30	23
Mid-level staff	30	23
Junior staff	60	46
<b>Total</b>	<b>120</b>	<b>92</b>

### 3.5 Methods of Data Collection

The study utilized primary data and these were collected using questionnaires as used in various previous research projects (Lumpkin and Dess, 2001). A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. The study considered questionnaires for they have advantages over other types of research instruments in



that they are cheap, do not require as much effort from the questioner as verbal or telephone surveys, and often have standardized answers that make it simple to compile data. The questionnaires were designed to include closed ended questions to give respondents easy time while filling the questionnaire. In addition, closed ended questions facilitated easy analysis and presentation of data. A 5 point Linkert scale where 1 represents the least important response and 5 represents the most important response was employed.

### **3.6 Reliability and Validity of Data Tools**

Reliability is the measure of the degree to which a research yields consistent results or data after repeated trials. It is the degree of consistency that the research instruments or procedures demonstrate. It is qualified by taking several measurements on the same subjects. Poor reliability degrades the precision of a single measurement and reduces the ability to track changes in measurement in a study, Orodho (2004). The reliability of data collection instruments was also determined from the results of the pilot study carried out in Narok County government but this was not part of the actual population of the study. The Cronbach's coefficient alpha was applied on the results obtained to determine how items correlate among them in the same instrument. A Cronbach's coefficient alpha value of  $\alpha = 0.863$  was obtained and this indicated that there was very high consistency among the items in the research instruments and this, therefore, could result in very reliable findings.

Validity on the other hand refers to whether an instrument actually measures what it is supposed to measure, given the context in which it is applied. In order to ascertain content and face validity, the questionnaires and interviews were presented to the lecturers in the University for scrutiny and advice. The contents and impressions of

the instruments were improved based on the lecturer's advice and comments. The questionnaire was constructed in a way that it related to each research question. That ensured that all research questions were covered. The questionnaire used in this study were given to independent experts to evaluate it for face and content validity as well as for conceptual clarity and investigative bias.

### **3.7 Data Collection Procedure**

This process of data collection began by receiving authorization and introduction letters to permit distribution of questionnaires to the staff of the county. Here the Kabarak University and the management of Nakuru County are pivotal. Once the permission is granted, the researcher arranged to visit the Nakuru County headquarters for familiarization purposes and to seek permission from the administration/management concerning the intended date of data collection within their premises. When their participation was confirmed, a date was set and appointment booked with the respondents. The respondents were given time to respond to all the items in the questionnaires. Then the questionnaires were collected after a week for perusal, analysis, interpretation and recording of the findings in frequency distribution tables. At this stage the researcher adhered to the ethical considerations and assured the respondents of confidentiality.

### **3.8 Data Analysis and Presentations**

The researcher used the computer software Statistical Package for Social Scientists (SPSS) version 20 to conduct initial data analysis using simple descriptive statistical measures such as, frequencies and percentages to give glimpse of the general trend. However, correlation analysis was used to determine the nature of the relationship between variables at a generally accepted conventional significant level of  $P=0.05$ ,

Sekaran (2003). Multiple regression analysis was applied to analyze the relationship between a single dependent variable and each of the independent variables respectively, Hair *et al*(*all names*), (2005). The study also utilized the variable inflation factor (VIF) to handle the issue of multicollinearity. The beta ( $\beta$ ) coefficients for each independent variable were generated from the model. The multiple linear regression model was assumed to hold under:

$$Y = \alpha_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: Alpha  $\alpha_0$  is the constant,

Betas  $\beta_1, \beta_2, \dots, \beta_n$  are the regression coefficients of the independent variables respectively with  $\varepsilon$  representing the error term.

Y = Employee Motivation

X<sub>1</sub> = Positive reinforcement

X<sub>2</sub> = Treating people fairly

X<sub>3</sub> = Rewards based on performance

X<sub>4</sub> = Effective discipline and punishment

The error  $\varepsilon$  term is a random variable with a mean of zero, which captures those variables that cannot be quantified.

## CHAPTER FOUR

### RESULTS AND DISCUSSIONS

#### 4.1 Introduction

This chapter presents results arising from the analysis of data collected using questionnaires. The data collected was analysed using descriptive and inferential statistical methods for each variable and the findings presented in tabular summaries, and their implications discussed.

##### 4.1.1 Questionnaire Response Rate

Table 4.1 gives the response rate of the questionnaires.

**Table 4. 1: Response Rate**

<b>No. of questionnaires Returned</b>	<b>Target No. of respondents</b>	<b>Response Rate (%)</b>
80	92	87

A response rate of 87% resulted from the personally administered method that allowed the respondent to fill the questionnaire as the researcher waited. 12 of 92 questionnaires were either not returned or were found to be unusable for the study; hence, their results were not included in the findings.

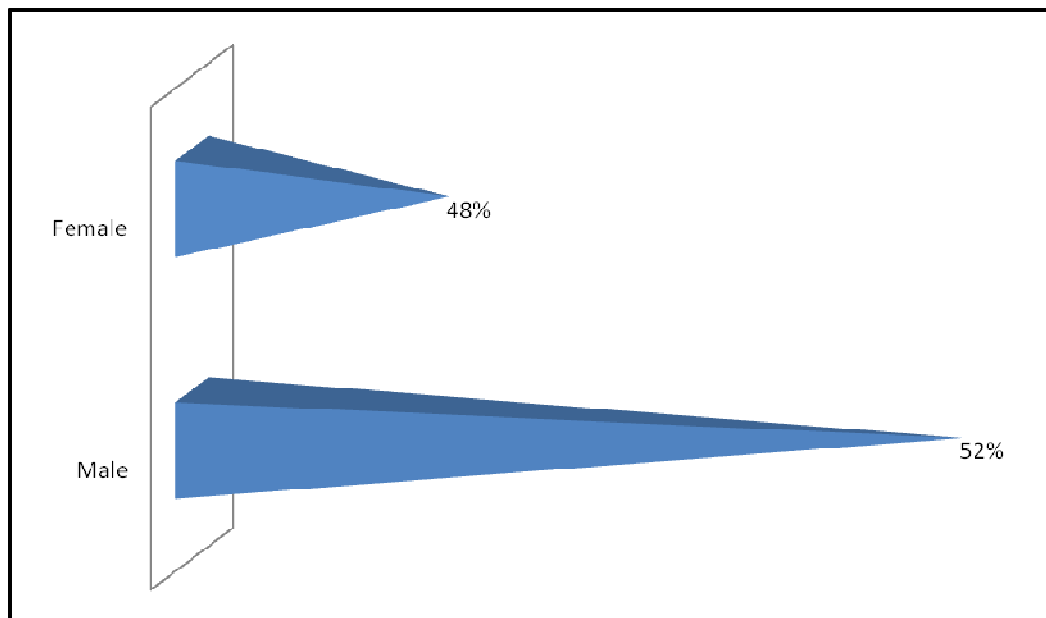
#### 4.2 Descriptive Statistics

This section presents the results of the descriptive statistical analyses of the data and their interpretations. The descriptive statistics used are the frequency and percentages. The descriptive statistics helped to show the basic features of the study.

#### 4.2.1 General Information

The study first sought to describe the general information of the respondents in order to give some basic insight into subject of study. The characteristics considered in the study were; gender,

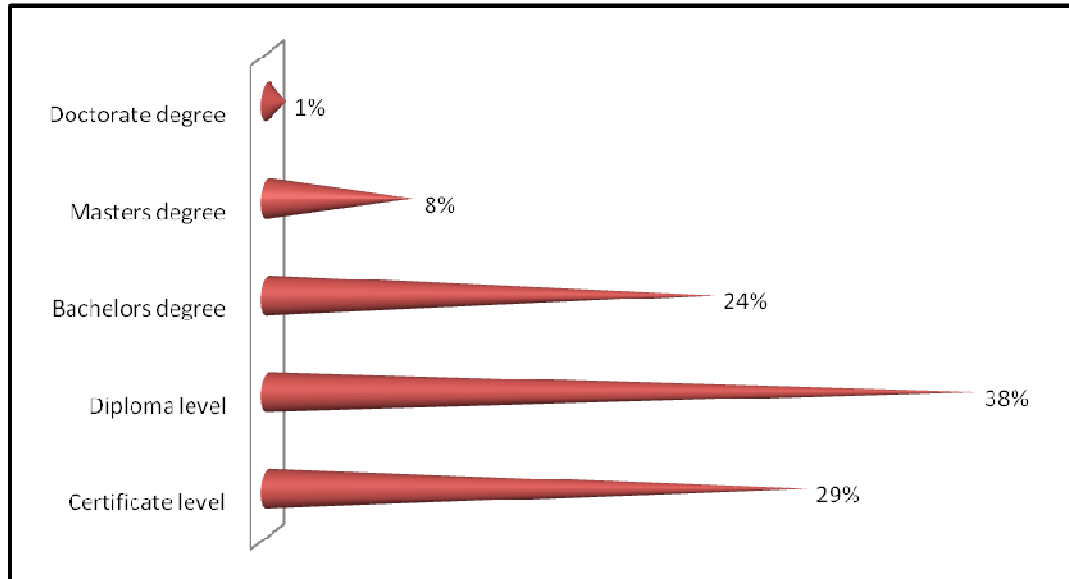
experience in the civil service and highest academic qualification. The findings are summarized in Figures 2, 3 and 4 and discussed



**Figure 4. 1: Gender of the Respondents**

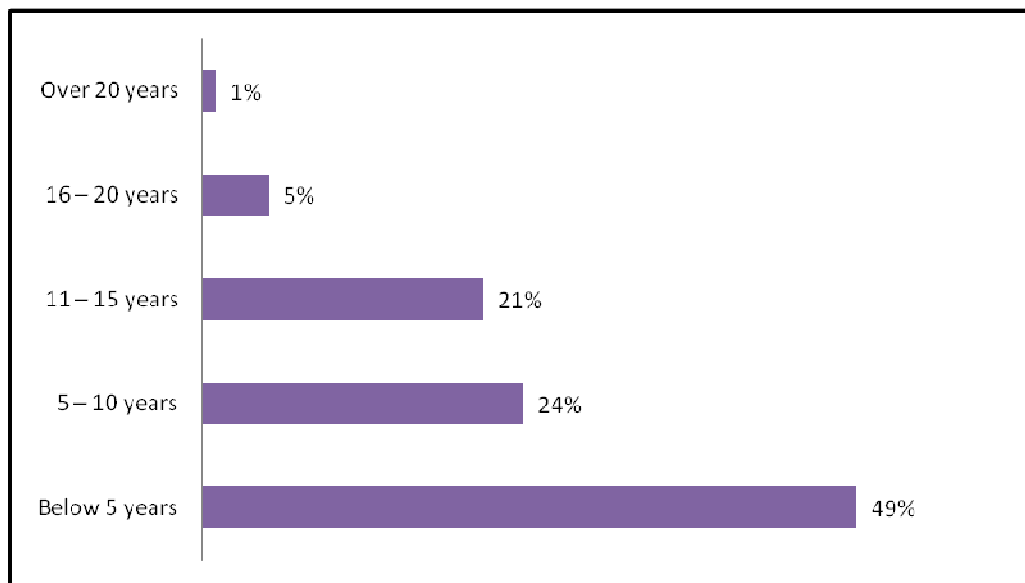
The study found out that there were still a near gender parity in the county government although there were slightly more male employees (52%) than female employees as indicated in Figure 2. This shows that as much as the recommended gender representation was evident in the sector there was still need for gender equality as it was important in implementing the objectives of the organization as it influenced perceptions and cooperation.

The study also sought to ascertain the levels of education of the respondents. The results are presented in Figure 3.



**Figure 4. 2: Highest level of Education of the Respondents**

As indicated by the findings in Figure 3, majority (38%) of the respondents had diploma level of education. However, there were a considerable number of employees of the County government who had university education. This suggests that their recruitment was very competitive. The work experience of the respondents was also established and the results given in Figure 4.



**Figure 4. 3: Work Experience of the Respondents**

#### 4.2.2 Positive reinforcement and employee motivation

The study first sought to establish the influence of positive reinforcement on employee motivation at the Nakuru County Government. This objective was realized by asking the respondents to rate extent to which certain measures describing positive reinforcement are used by the Nakuru County Government to promote employee motivation. In particular, they were asked if; increased authority, monetary reward for job well done, increased responsibilities, non- monetary rewards and supervisory support promoted employee motivation in their organization. The data on this objective was rated on a five point lickert scale ranging from 1= strongly disagree to 5 = strongly agree. The results are summarized in Table 4.2 and discussed as follows;

**Table 4. 2: Positive reinforcement and employee motivation**

<b>Positive Reinforcement</b>	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	$\chi^2$	P- value
Increased authority	10(12.5)	17(21.3)	9(11.3)	43(53.8)	1(1.3)	104.983	0.000
Monetary reward for job well done	0	38(47.5)	6(7.5)	32(40)	4(5.0)	92.412	0.002
Increased responsibilities	2(2.5)	44(55.0)	2(2.5)	32(40.0)	0	86.307	0.006
Non- monetary rewards	7(8.8)	42(52.5)	9(11.3)	22(27.5)	0	103.838	0.000
Supervisory support	2(2.5)	39(48.8)	4(5.0)	32(40.0)	3(3.8)	109.239	0.000

The results in Table 4.2 evidently suggest that there was increased authority was not used extensively as a means of positive reinforcement (55.1%) among the employees. However, monetary rewards were given for jobs well done (47.5%). For most respondents, increased responsibilities (57.5%) and non-monetary rewards (61.3%) were used to reinforce their commitment to purpose in the institution. Supervisory support (51.3%) was also used as a means of positive reinforcement. Hence, it can be

deduced that the institution used a combination of intrinsic and extrinsic rewards to motivate the employees although most of the focus was on intrinsic rewards.

#### 4.2.3 Fair treatment of employees and employee motivation

The study also sought to identify how fair treatment of employees affects employee motivation at the Nakuru County Government. In order to achieve this objective, the respondents were asked to rate extent to which certain approaches to fair treatment of employees were used by the Nakuru County Government to promote employee motivation. The statements describing these approaches were whether; recognition by the administration, advancement opportunities, staff relationship with administration, job security and involvement in decision making were used to promote employee motivation. The data on this objective was rated on a five point lickert scale ranging from 1= strongly disagree to 5 = strongly agree. The results are summarized in Table 4.3 and discussed as follows;

**Table 4. 3: Fair treatment of employees and employee motivation**

<b>Treating People Fairly</b>	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	$\chi^2$	P-value
Recognition by the administration	14(17)	30(37.5)	10(12.6)	25(31)	21(17)	96.896	0.001
Advancement opportunities	4(5.0)	32(40.0)	6(7.5)	38(47.5)	0	74.261	0.002
Staff relationship with administration	10(12.5)	17(21.3)	9(11.3)	43(53.8)	1(1.3)	78.004	0.028
Job security	15(19)	21(26)	4(5)	26(32)	14(18)	105.633	0
Involvement in decision making	7(8.8)	42(52.5)	9(11.3)	22(27.5)	0	94.555	0.001

Regarding the fair treatment of employees in the workplace, the results in Table 4.3 suggest that most (54.5%) of the employees felt that they were recognized by the administration. However, there was a feeling that the organization did not provide a



lot of advancement opportunities (47.5%). It is also evident that staff relationship with administration was not satisfactory (55.1%) although most felt that the organization offered them some degree of job security (51%). Most (52.5%) of the respondents also said that they were not involved in decision making. These findings generally suggest that much as the employees felt recognized by the institution, they still had issues with the administration regarding their engagement.

#### 4.2.4 Performance based reward and employee motivation

Determining the impact of performance based reward on employee motivation at the Nakuru County Government was the third objective of the study. To achieve this objective, the respondents were asked to respond to certain statements describing how performance based reward was used to promote employee motivation in their organization. The statements posed were whether; rewards based on performance, assigning challenging tasks, opportunities for attending seminars & workshops, sponsored tours, increased salary and increased allowances promoted employee motivation at their government. The data on this objective was rated on a five point Lickert scale ranging from 1= strongly disagree to 5 = strongly agree. The results are summarized in Table 4.4 and discussed as follows;

**Table 4. 4:** Performance based reward and employee motivation

<b>Rewards based on Performance</b>	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	$\chi^2$	P- value
Assigning challenging tasks	2(2.5)	39(48.8)	4(5.0)	32(40.0)	3(3.8)	137.015	0.000
Opportunities for attending seminars & workshops	7(8.8)	29(36)	9(11)	34(42.5)	21(26)	124.697	0.000
Sponsored tours	14(11)	25(31)	10(12.6)	30(37.5)	21(17)	96.164	0.001
Increased salary	15(19)	21(26)	4(5)	26(32)	14(18)	122.177	0.000
Increased allowances	13(16)	24(30)	10(12.6)	28(35)	19(24)	105.189	0.000

The results in Table 4.4 suggest that the organization management did assign challenging tasks to the respondents as a way of gauging their productivity (51.3%). This was later used as a basis for rewarding them based on their performance. Opportunities for attending seminars & workshops though were not many in the organization (46.5%). It was presumed that most of the employees were competitively recruited and there were not many specialized tasks as yet in the organization. The organization, however, appeared not to have elaborate plans for employee training due to its budget and as such it limited sponsored tours as indicated by majority (54.5%) of the respondents. For most (50%) respondents, the organization had not increased their salaries and also not increased their allowances (55%). These findings imply that the organization had not fully bought into the concept of using extrinsic rewards to motivate performance.

#### **4.2.5 Effective discipline and punishment and employee motivation**

It was also imperative to establish the influence of effective discipline and punishment on employee motivation at the Nakuru County Government; this was the fourth objective of the study. In order to realize this objective, the respondents were asked whether; withdrawal of privileges, guidance and counseling sessions, presence of disciplinary committee, opportunity to be heard and opportunity to appeal were used by their organization to promote employee motivation. The data on this objective was rated on a five point lickert scale ranging from 1= strongly disagree to 5 = strongly agree. The results are summarized in Table 4.5 and discussed as follows;

**Table 4. 5: Effective discipline and punishment and employee motivation**

<b>Effective Discipline and Punishment</b>	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	$\chi^2$	P- value
Withdrawal of privileges	15(19)	26(32)	4(5)	21(26)	14(18)	136.822	0.000
Guidance and counseling sessions	13(16)	24(30)	10(12.6)	28(35)	19(24)	125.619	0.000
Presence of disciplinary committee	7(8.8)	29(36)	9(11)	34(42.5)	21(26)	135.788	0.000
Opportunity to be heard	7(8.8)	42(52.5)	9(11.3)	22(27.5)	0	152.079	0.000
There is opportunity to appeal	14(17)	30(37.5)	10(12.6)	25(31)	21(17)	129.419	0.000

It is evident from the results in Table 4.5 that the organization at times withdrew the privileges of employees as a disciplinary measure (51%). However, other approaches such as guidance and counseling sessions (59%) and the presence of a disciplinary committee (62%) were not extensively used to encourage discipline among the employees. This could have resulted from the fact that serious disciplinary cases were few and spaced in between. The organization though entitled every employee with an opportunity to be heard in matters of discipline (61.3%) and even gave them an is opportunity to appeal disciplinary decisions (56.3%). On the whole the employee respondents rated discipline and punishment in the organization as below average possibly because most of them had not had any disciplinary issues and rarely encountered such circumstances.

#### **4.2.6 Employee motivation at the Nakuru County Government**

Finally, the study sought to assess the level of employee motivation at the Nakuru County Government. This was the dependent variable and was measured by asking the respondents to what extent they agreed with certain statements regarding their

motivation by the Nakuru County Government. The data on this objective was rated on a five point lickert scale ranging from 1= strongly disagree to 5 = strongly agree.

The results are summarized in Table 4.6 and discussed .

**Table 4. 6: Employee motivation at the Nakuru County Government**

<b>Employee motivation</b>	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	$\chi^2$	P- value
I am fully satisfied with the working conditions at my place of work	13(16)	24(30)	10(12.6)	28(35)	19(24)	158.514	0.000
Generally, staff at Nakuru County Government are well compensated for their work	9(11.2)	14(17)	10(12.6)	32(40)	15(18.6)	118.208	0.000
The salaries and other rewards offered at Nakuru County Government improves my productivity	7(8.8)	19(23.8)	9(11)	34(42.5)	11(13.8)	146.217	0.000
The handling of staff at Nakuru County Government improves behavior at work	4(5.0)	32(40.0)	6(7.5)	38(47.5)	0	156.639	0.000

The results in Table 4.6 suggest that most (59%) of the employees were not fully satisfied with the working conditions at their place of work. Majority (58.6%) generally felt that staffs were not well compensated citing that the salaries and other rewards offered did little to improve their productivity (56.3%). In addition there was a feeling among most (47.5%) of the respondents that the handling of staff in their organization did not contribute much to the improvement of their behavior at work. On the whole the employee respondents expressed dissatisfaction with the level of motivation among the staff in the organization.

### 4.3 Inferential statistics

This section presents the results of the correlation and regression analysis done in the study to evaluate the relationships between the dependent and independent variables.

Pearson's product-moment correlation was used as well as multiple regressions.

#### 4.3.1 Correlation Analysis

Correlation analysis was used to determine both the significance and degree of association of the variables and also predict the level of variation in the dependent variable caused by the independent variables. The correlation technique is used to analyze the degree of relationship between two variables. The results of the correlation analysis are summarized in Table 4.7

**Table 4. 7: Summary of Correlations**

		Positive reinforcement	Fair treatment	Rewards based on performance	Discipline and punishment	Employee motivation
Positive reinforcement	Pearson Correlation	1				
	Sig. (2-tailed)	0.000				
Fair treatment	Pearson Correlation	.184**	1			
	Sig. (2-tailed)	0.005				
Rewards based on performance	Pearson Correlation	0.004	.106	1		
	Sig. (2-tailed)	0.000	0.058			
Discipline and punishment	Pearson Correlation	.136	.216	.299**	1	
	Sig. (2-tailed)	0.015	0.138	0.001		
Employee motivation	Pearson Correlation	.504**	.338**	0.424	.427	1
	Sig. (2-tailed)	0.000	0.001	0.000	0.200	

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

The first correlation was done to determine whether positive reinforcement significantly promoted employee motivation at the Nakuru County Government shows that it was indeed significant ( $r = 0.504$ ,  $p < 0.05$ ). The Pearson's product moment coefficient of correlation  $r = 0.504$  is high suggesting that positive reinforcement strongly promoted employee motivation at the Nakuru County Government.

The study also sought to determine whether fair treatment of employees had significant affects on the promotion of employee motivation at the Nakuru County Government. The correlation analysis in Table 4.7 indicates that a significant relationship indeed exists ( $r = 0.338$ ,  $p < 0.05$ ). The Pearson's product moment coefficient of correlation  $r = 0.338$  suggests that a moderate relationship exists between the variables. This rather implies that there the employees expected fair treatment at work and most were experiencing the same.

It was also important to determine whether there was a significant relationship between rewards based on performance and the promotion of employee motivation at the Nakuru County Government. The correlation analysis in Table 4.8 indicates that a significant relationship indeed exists ( $r = 0.424$ ,  $p < 0.05$ ) suggesting that rewards based on performance had a strong influence on the promotion of employee motivation in the organization.

A correlation analysis on whether discipline and punishment significantly influenced the promotion of employee motivation at the Nakuru County Government shows a significant relationship exists ( $r = 0.427$ ,  $p = 0.200$ ). The Pearson's product moment coefficient of correlation is was insignificant and suggests that the finding was due to

chance. This finding indicates that discipline and punishment did not have a prominent role in the promotion of employee motivation in the organization.

### 4.3.2 Regression Analysis

Multivariate regression analysis was used to determine the significance of the relationship between the dependent variable and all the independent variables pooled together. This analysis was used to determine; how do the independent variables influence the dependent variable collectively; the extent to which each independent variable affect the dependent variable in such a collective set-up, and; which were the more significant factors. The results are given in the model summary in Table 4.8

**Table 4. 8: Multiple linear regression analysis model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			
1	0.611 <sup>a</sup>	0.373	0.36	t	Sig.	Collinearity Statistics	VIF
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta			Tolerance	
(Constant)	3.235	1.126		2.874	0.01		
Positive reinforcement	0.696	0.085	0.41	8.188	0.00	0.95	1.05
Fair treatment	0.559	0.301	0.27	1.857	0.00	0.864	1.16
Performance based rewards	0.193	0.054	0.19	3.546	0.00	0.824	1.21
Discipline and punishment	0.255	0.06	0.13	4.27	0.06	0.806	1.24
Source of difference	Sum of squares	Df	Mean square	F <sub>o</sub>	Sig.		
Regression	329.467	4	82.4	8.841	0.000 <sup>a</sup>		
Residuals	708.052	76	9.32				
Total	1037.52	80					

a. Predictors: (Constant), Employee motivation

b. Predictors: (Constant), Positive reinforcement, Fair treatment, Rewards based on performance, Discipline and punishment

The results in Table 4.8 show that the value obtained for R, which is the model correlation coefficient was  $r = 0.611$  which was higher than any zero order value in

the table. This indicates that the model improved when more variables were incorporated when trying to analyze the effects of motivation on employee performance at the Nakuru County government. The r square value of,  $r = 0.373$ , also indicates that the multiple linear regression model could explain for approximately 37.3 % of the variations in employee motivation in Nakuru County government. Consequently, the intervening variables could explain upto 62.7% of the variations in employee motivation not shown in the model. To answer the question about which of the independent variables is more important in influencing employee motivation in the organization, the beta value was used.

The results in Table 4.8 also indicate that the most important effect of factor in the employee motivation in the organization was positive reinforcement ( $\beta = 0.405$ ) followed by fair treatment of employees and performance based rewards discipline in that order. The beta values for these variables  $\beta = 0.267$  and  $\beta = 0.185$  respectively indicate that the dependent variable employee motivation in the organization would change by a corresponding number of standard deviations when the respective independent variables change by one standard deviation. Discipline and punishment though was not significant to the findings owing to the less severity of the disciplinary cases in the organization. The variance inflation factor (VIF) values for all the variables was also below 2.5 implying that multicolleniariry did not have a significant effect in the regression model. Therefore, positive reinforcement, fair treatment and rewards based on performance are factors are seen to promote employee motivation in the Nakuru County government positively.

The results of the ANOVA performed on the independent and dependent variables are summarized in Table 4.8 indicate that there is a significant difference between means



of motivational factors and employee motivation in Nakuru County government. ( $F_o = 8.841 > F_c = 2.37; \alpha < 0.05; df = 4, 76; p = 0.000$ ). This finding confirms the finding suggested by Table 4.9. The study therefore establishes that positive reinforcement, fair treatment and rewards based on performance were all factors affecting the motivation of employees in the county government. All the null hypotheses are therefore rejected. This means that all these factors made a notable difference in the financial factors in the motivation of employees in the county government and needed to be emphasized.

#### **4.4 Test of Hypothesis**

The first objective of this study sought to establish the influence of positive reinforcement on employee motivation at the Nakuru County Government. This objective was analyzed under the hypothesis **H0<sub>1</sub>: Positive reinforcement does not significantly influence employee motivation at the Nakuru County Government.** Regression results also revealed that there was an existing linear relationship between the two variables ( $\beta = 0.405, p < .05$ ). This result led to the rejection of the null hypothesis suggesting that positive reinforcement had no effect on employee motivation at the Nakuru County Government. The findings generally imply that the employees responded well to positive reinforcement at their workplace and it must, therefore, be taken into account when contemplating motivational strategies in an organization. These results agree with Catania (2001) who opined that positive reinforcement is a motivational technique meant to elicit and to strengthen new behaviors by adding rewards and incentives instead of eliminating benefits. According to Hall (2013), when a favorable outcome, event, or reward occurs after an action, then that particular response or behavior will be strengthened. Gohari et al., (2013) further classified rewards into two categories which are intrinsic and extrinsic.

Intrinsic reward refers to something intangible such as praise and acknowledgement while extrinsic reward is salary, promotion, freedom in office and job security.

The second objective sought to identify how fair treatment of employees affects employee motivation at the Nakuru County Government and was analyzed under the hypothesis **H0<sub>2</sub>: There is no significant relationship between fair treatment of employees and their motivation at the Nakuru County Government.** The regression results show that a significant relationship exists between the two variables, hence leading to the rejection of the null hypothesis. Multiple regression results ( $\beta = 0.267$ ,  $p < .05$ ) revealed that it was the second most important factor as per the study. The finding suggest that more employees were aware of their rights in the workplace and as such expected to be treated fairly though it is also quite apparent that the management in place was sensitive to the need to treat the employees equitably. These findings concur with those of Kurland and Egan (1999) who found that procedural and distributive justice perceptions are positively linked with local government employees' satisfaction with their supervisors. These findings indicate that employees in all levels of government value fair treatment, but they do not explain how fairness perceptions lead to such outcomes. Rubin (2009) also found that federal employees' perceptions of procedural and distributive fairness are closely related to their job satisfaction, trust in management, and turnover intention. Similarly, Hassan and Rohrbaugh (2009) argue that the perception of organizational justice is an important predictor of organizational commitment of employees in state agencies.

The third objective of the study sought to determine the impact of performance based reward on employee motivation at the Nakuru County Government. This was

analyzed under the hypothesis **H0<sub>3</sub>: Performance based rewards do not significantly influence between and employee motivation at the Nakuru County Government.** The regression results show that a significant relationship exists between the two variables ( $\beta = 0.185$ ,  $p < .05$ ), hence leading to the rejection of the null hypothesis. This finding suggests that performance based rewards were not being used extensively to promote employee motivation in the organization despite their considerable importance. These findings agree with those of Boachie-Mensah and Dogbe (2011) whose study revealed that the effect of performance-based pay on employee performance is minimal; and the motivational effect of merit pay is often blunted by biased performance appraisal. Booth and Frank(1999) link pay to performance as something employers increasingly seek to achieve. They argued that jobs with performance related pay (PRP) attract workers of higher ability and induce workers to provide greater effort. However, according to Fosh (1990) studies on attitudes to income inequalities in East Africa, the differences in paper qualifications were the most cited reason for pay differentials. In addition, the design and operation of payment systems have been based upon custom and practice, as well as collective bargaining and characteristics of the labour market.

Finally, the study also sought to establish the influence of effective discipline and punishment on employee motivation at the Nakuru County Government. The relationship was tested under the hypothesis **H0<sub>4</sub>: Effective discipline and punishment does not significantly contribute to employee motivation at the Nakuru County Government.** Regression results yielded Beta values,  $\beta = 0.127$ ;  $p = .062$ , that was not significantly higher than the critical p-value. This result suggests that the influence of discipline and punishment on employee motivation was insignificant possibly because there were few disciplinary cases in the organization

that had been dealt with directly by the management. Thus the null hypothesis was accepted. These findings reflect the views of Adeyemi (2008) that disciplinary measures, if required, should be applied consistently and fairly among all employees. According to Catania (2001), when subject to disciplinary action, workers should have access to the details of the allegations and have the right to respond to and/or appeal any disciplinary decisions without any negative consequences in return. However, disciplinary measures should not include compulsory labor as a punishment for participating in a strike and security guards and the military should not be allowed to take part in disciplining the workforce. Their role must be clearly limited to safeguarding the premises and the personnel and product located in the premises. However, Choi (2011) objected to this arguing that supervisors, and contractors such as security forces, should be trained in how to appropriately manage any disciplinary issues.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter provides a detailed summary of the major findings of the actual study; it then draws conclusions and discusses implications emanating from these findings. Finally, it makes some recommendations and suggestions on areas of further study. The main aim of the study was to investigate the effect of motivation on employees' performance at Nakuru County Government. The specific objectives were: to establish the influence of positive reinforcement on employee motivation at the Nakuru County Government, to identify how fair treatment of employees affects employee motivation, to determine the impact of performance based reward on employee motivation, and to establish the influence of effective discipline and punishment on employee motivation at the Nakuru County Government.

#### **5.2 Summary of Major Findings**

The findings reveal that all the variables combined can explain approximately 37.3% of the variations in employee motivation in Nakuru County government while 62.7% may be attributed to other factors not explained by the model or the variables.

The results on the influence of positive reinforcement on employee motivation at the county government reveal that it was the most significant factor of motivation. This meant that the members of the organization found it relatively easy to subscribe to it as compared to other forms of motivation. It was evident, though, that the institution used a combination of intrinsic and extrinsic rewards to motivate the employees although most of the focus was on intrinsic rewards.

Regarding the fair treatment of employees in the workplace, it emerged from the results that much as the employees felt recognized by the institution, they still had issues with the administration regarding their engagement. However, this was the second most important variable of the study and was explained by the fact that most employees were aware their right to fair treatment in the organization especially since it was a public sector organization.

The results on rewards based on performance reveal that it significantly contributed to employee motivation in the organization. However, it was evident that the organization was not keen in using extrinsic rewards to motivate performance. For instance it did not to have elaborate plans for employee training and adequately compensating the employees.

Effective discipline and punishment as an approach to employee motivation in the organization emerged as the least significant factor. The employee respondents rated discipline and punishment in the organization as below average possibly because most of them had not had any disciplinary issues and rarely encountered such circumstances. This was indicated by the finding that most felt that the disciplinary committee was seldom used in the organization.

### **5.3 Conclusions**

The study concludes that all the various elements of employee motivation assessed in the study were found to be significantly affected by the certain management factors in Nakuru County Government. The positive linear associations between each independent variable under study showed that indeed employee motivation at work could be modified by the development and implementation of better motivational strategies. However, the effects on these elements were more pronounced for some

than for others. While performance based rewards and discipline and punishment were found to have strong correlations with employee motivation, they were relatively low when compared with positive reinforcement and fair treatment of employees and posted the least explained variance. This scenario may be explained by an existent lack of support from the management in that particular area and the fact that performance related rewards and disciplinary measures required more resources and given the budgetary constraints, they were not readily implemented unless there was more incentive to do so. Hence, three of the four variables under investigation were indeed factors contributing significantly to employee motivation in the Nakuru County Government and may override other aspects of employee motivation.

#### **5.4 Recommendations**

In the light of the foregoing findings, the study recommends that;

The county government management should be more consultative when engaging the staff in order to make them more confident in their work and foster good relations with the management and each other.

As much as the workers were aware of their rights in the organization, they should be involved more in the decision making in order to give them a better perspective of their work and organization.

During budgeting the management ought to allocate more financial resources for employee training and motivation to enable them to be more productive and eager to continue serving.

Finally, it is important that the organization devise other approaches to disciplinary issues. Objectivity in approach towards work should be emphasized so as to enable the employees to be more focused on their jobs and avoid errant behavior at work.

### **5.5 Recommendations for further studies**

More studies should be done on; factors influencing role conflicts in the county governments and the effects of provision of social amenities on the motivation of state employees.



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## Appendix 1: Research Questionnaire for County Staff

The purpose of this questionnaire is to determine the factors influencing motivation of workers in Nakuru County. All information will be treated with utmost confidentiality during and after the study.

### Part A: General Information

1. Please indicate your gender

Male

Female

2. Please indicate your experience in the civil service

a) Below 5 years

b) 5 – 10 years

c) 11 – 15 years

d) 16 – 20 years

e) Over 20 years

3. What is your highest academic qualification

(a) Certificate level

(b) Diploma level

(c) Bachelors degree

(d) Masters degree

(e) Doctorate degree

(f) Any other, please specify .....

4. What is your rank

(a) .....

(b) .....



**SECTION B: Use of positive reinforcement on employees at the Nakuru County Government**

In this section the study is interested in your view on the use of positive reinforcement on employee in your organization. Answer by marking in the appropriate category that best fits your opinion. The categories are:

1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Our management uses increased authority on the employees					
Monetary rewards are given to employees for job well done in our organization					
Increased responsibilities are given for performing employees					
Non- monetary rewards are also given to our employees to encourage them to perform better					
Supervisory support is given when necessary to staff members especially when solving problems or doing challenging assignments					

**SECTION C: Fair treatment of employees at the Nakuru County Government**

In this section the study is interested in your view of fair treatment of employees in your organization. Answer by marking in the appropriate category that best fits your opinion. The categories are:

1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Our administration makes every effort to recognize the efforts of the individual employees					
There are adequate advancement opportunities for all employees in our organization					
Staff relationship with administration is good					
Most employees are continuing to work with our organization because it offers job security					
From time to time, our staff members often find themselves major involved in decision making in the organization					

**SECTION D: Use of performance based reward on employees at the Nakuru County Government**

In this section the study is interested in your views on the performance based rewards in your organization. Answer by marking in the appropriate category that best fits your opinion. The categories are:

1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Employees are often assigned challenging tasks in order to gauge their productivity in our organization					
Our organization facilitates employees with opportunities for attending seminars & workshops in order to improve their skills					
Sponsored tours are often used to expose our employees to other organizations and also for bonding					
Our organization increases the salary of highly performing employees					
They also increase allowances when they want us to improve our performance					

**SECTION E: Use of effective discipline and punishment on employees at the Nakuru County Government**

In this section the study is interested in your views on the use of effective discipline and punishment on employees in your organization. Answer by marking in the appropriate category that best fits your opinion. The categories are:

1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Withdrawal of privileges are used on staff in our organization often on disciplinary matters					
The approach of guidance and counseling is used in our organization to encourage discipline among employees					
There is a well instituted disciplinary committee that determines how best to punish errant employees					
In every disciplinary matter, the employees are given the opportunity to be heard					
There is opportunity to appeal disciplinary decisions such as punishments					

**SECTION F: Levels of employee motivation at the Nakuru County Government**

In this section the study is interested in your views on the employees levels of employee motivation in your organization. Answer by marking in the appropriate category that best fits your opinion. The categories are:

1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
I am fully satisfied with the working conditions at my place of work					
Generally, staff at Nakuru County Government are well compensated for their work					
The salaries and other rewards offered at Nakuru County Government improves my productivity					
The handling of staff at Nakuru County Government improves behavior at work					

*Thank you very much for your cooperation  
- Be Blessed-*

## Appendix 2: Sample Size Table

Table for Determining Random Sample Size from a Given Population

(Confidence level 95%; Margin of error + or - 5%)

N - n	N - n	N - n	N - n	N - n
10 - 10	100 - 80	280 - 162	800 - 260	2800 - 338
15 - 14	110 - 86	290 - 165	850 - 265	3000 - 341
20 - 19	120 - 92	300 - 169	900 - 269	3500 - 346
25 - 24	130 - 97	320 - 175	950 - 274	4000 - 351
30 - 28	140 - 103	340 - 181	1000 - 278	4500 - 354
35 - 32	150 - 108	360 - 186	1100 - 285	5000 - 357
40 - 36	160 - 113	380 - 191	1200 - 291	6000 - 361
45 - 40	170 - 118	400 - 196	1300 - 297	7000 - 364
50 - 44	180 - 123	420 - 201	1400 - 302	8000 - 367
55 - 48	190 - 127	440 - 205	1500 - 306	9000 - 368
60 - 52	200 - 132	460 - 210	1600 - 310	10000 - 370
65 - 56	210 - 136	480 - 241	1700 - 313	15000 - 375
70 - 59	220 - 140	500 - 217	1800 - 317	20000 - 377
75 - 63	230 - 144	550 - 226	1900 - 320	30000 - 379
80 - 66	240 - 148	600 - 234	2000 - 322	40000 - 380
85 - 70	250 - 152	650 - 242	2200 - 327	50000 - 381
90 - 73	260 - 155	700 - 248	2400 - 331	75000 - 382
95 - 76	270 - 159	750 - 254	2600 - 335	100000 - 384

Source: (Krejcie & Morgan, 2000)