



**INFLUENCE OF EMPLOYEES MOTIVATION ON ORGANIZATIONAL PERFORMANCE IN GOVERNMENT
MINISTRIES IN KENYA: A CASE OF MINISTRY OF AGRICULTURE, LIVESTOCK AND FISHERIES**

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ABSTRACT

The success of any organization depends on the ability of managers to provide a motivating environment for its employees. The challenge for managers today is to keep the staff motivated and performing well in the workplace. The manager has to know the behaviour of each employee and what might motivate each one individually. By understanding employees' needs, managers can understand what rewards to use to motivate them. The goal of most companies is to benefit from positive employee behaviour in the workplace by promoting a win-win situation for both the company and workers. The purpose of this study was to evaluate the extent to which motivation affects employee's productivity in the Ministry of Agriculture Livestock and Fisheries, Kenya. Specifically it focused on the effects of career development, training opportunities, compensation and performance appraisal on Organizational performance in the Kenyan Government Ministries. This study was conducted on the Ministry of Agriculture technical staff, whose deployment is nationwide, and has the responsibility of delivering the agricultural extension service, to the largely small scale and pastoralist farming population of the country. The study was descriptive as the respondents only described the phenomena, but was not involved in any manipulation of the variables. The target population constituted 150 technical staffs at the headquarters. Samples of 110 Ministry of agriculture technical staff were selected based on simple random sampling method. Primary data was collected using a structured questionnaire. The questionnaire contained both open and closed ended questions so as to pick the open views of the respondents, yet confining them within the objectives of the study. A pilot study of 11 questionnaires was conducted to detect the correctness and the freedom from error of the questionnaire as well as the ability to collect the purported information. The data was analyzed using the SPSS package Version 22.0. Simple descriptive statistics was used to illustrate the various qualitative and quantitative factors that were conceptualized to influence the performance of the technical staff. The results were tabulated in form of frequency tables, pie charts and bar-graphs to capture the number of responses to a particular variable in each determination. Further, the study adopted correlation and regression analysis at 5% level of significance to determine strength and direction of the relationship of the variables under study. The analysis showed that employee training had the strongest positive (Pearson correlation coefficient =.851) influence on organizational performance. In addition, employee compensation, career development and performance appraisals are positively correlated to organizational performance (Pearson correlation coefficient =.753, .644 and .525).The study established that the management of the organization did not properly plan and manage career programs for employees who work in different job categories. The training they receive has not improved their commitment to the organization and affected their job performance. The study also recommends that performance appraisals should help to identify the weak areas of employees so that feedback would help them to improve their performances. Therefore, a similar study could be done with a different organization as a case study. Also, different variables could be chosen that are different from the ones used in this study for the generalization of the findings of this study.

Key Words: *Employee Motivation, Organizational Performance*

CHAPTER ONE

INTRODUCTION

This chapter aims at providing sufficient information for better understanding of the study. It examines the global contest and then narrows down to the issues that the study will address. The chapter provides the background information, statement of the problem, research objectives and research questions that underpin the study, significance, scope and limitations of the study.

Background of the study

The notion that people are motivated to work in the public service as a result of a desire to serve or to have a positive impact on society is a long-standing one and maintaining a motivated workforce is critical to achieving the objectives of reform. In organizations where extrinsic motivations, such as pay, are being reduced, it is critical that public service managers are aware of the importance of fostering and supporting the intrinsic motivations of employees, and are skilled at doing so. Against a backdrop of global recession, many governments are increasingly seeking to reform their public service, reducing cost and increasing efficiency and effectiveness in the delivery of services. These changes are necessary. However, this report cautions against ignoring or minimizing the negative impact on employee motivation and engagement of changes to terms and conditions and ways of working. In circumstances where extrinsic motivations are significantly constrained or even reduced, as is the case currently in the Irish public service, it is critical that managers are very aware of the importance of fostering and supporting the intrinsic motivations of employees (O’Riordan, 2013).

According to Boyle (2012), there is a strong and prevalent perception that the reform and contraction of the magnitude being experienced by

the Irish public service, in conjunction with the perceived scapegoating of the public service, is taking its toll on employee morale and engagement. Given that many people are attracted to public service work by their motivation to serve and make a positive difference in others’ lives, it is essential that what is referred to as ‘the line of sight’ between their values and the task they are required to fulfil in the organization is not lost. While clearly this is more feasible in service delivery work, showing all employees how their contribution matters to the overall objectives of the organization is critical to maintaining their sense of motivation.

People are motivated by many different considerations to work for and in government. As noted by Perry and Hondeghem (2008), the public sector has traditionally offered some strong extrinsic motivators that might attract people, such as security of tenure, career and development opportunities and the pension system. In addition Vandenabeele (2008) has also identified ‘quality of life’ as an attraction of public sector work, with people having the impression that the public sector affords better flexibilities for those combining work with family or other commitments. In comments by Perry and Hondeghem (2008), public service motivation may be conceived ‘as a type of motivation in the public sector, but it does not cover all motives in the public sector and it may transcend the public sector, that is, characterize motivations in other arenas of society that involve pursuit of public good.

According to Vandenabeele (2008), perhaps more significantly, it has been suggested that the public service values which inform the measurement scale may differ depending on geographic, historic, political and institutional context. This has led to further variations, for instance, it was appropriate to add a further dimension – democratic governance – when measuring public service motivation, in order

to capture public values or principles of public service considered appropriate in their context, such as 'equality', 'permanence' and 'accountability'. Subsequently other scholars have added other dimensions to reflect the specific values guiding the administrative work, which may be country specific (Giague et al, 2012).

Global Perspective of Employee Motivation

According to Maurer (2001) rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement (Jun et al., 2006). Kalimullah Khan conducted a study in which he examined the relationship between rewards and employee motivation in commercial banks of Pakistan. The results showed that recognition correlates significantly with organizational performance (Kalimullah et al, 2010).

In Nigeria, interest in effective use of rewards to influence workers performance to motivate them began in the 1970's. So many people have carried out researches in this area, some of which are Oloko (2003), Kayode (2003), Nwachukwu (2004), Meyer and Nguyen (2005) and Egwurudi (2008). The performance of workers has become important due to the increase concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. This attitude is also a social concern and is very important to identify problems that are obtained in industrial setting due to nonchalant attitudes of managers to manage their workers by rewarding them well to maximize their productivity.

Local Perspective of Organizational performance

Soon after Kenya attained political independence in 1963, Government embarked on the formulation of

a policy on how to accelerate national economic and social development that culminated in the publication of the Sessional Paper No 1 of 1965. During the process of implementation of the policy, there was realization that there were very few indigenous Kenyans at that time with requisite skills and entrepreneurship knowledge to steer the economic growth and undertake the difficult task of nation building. There was also the added fear of market failure as at the lowest level of economic development by then. The markets existed in their imperfect rudimental form that could not be relied upon for efficient allocation of resources. Thus the government was the only institution that had to create and nurture the market to safeguard indigenous Kenyans who had not been exposed to money market from exploitation by foreign investors (Ojiambo, 2009).

The Kenya Government therefore decided to participate in commercial and economic activities on behalf of the indigenous Kenyans by investing in public enterprises. The result is that the public enterprises sector grew rapidly with government investment in all sectors of the economy and broadly resulting in the state dominance of the state in the various sectors of the economy. The establishment of state corporations was driven by a national desire to accelerate economic and social development, redress regional economic imbalances, increase citizens' participation in the economy, promote indigenous entrepreneurship and investments through joint ventures and facilitate in the transfer of technology (<http://www.pc.go.ke/index.php?option=com>).

The overall success of an organization in achieving its strategic objectives relies heavily on the performance level of employees. Organizational performance is a function of ability and motivation, where ability is comprised of the skills, training and

resources required for performing a task and motivation is described as an inner force that drives individual to act towards something. According to Flippo (2001) Organizational performance in institutions results in a more motivated work force that has the drive for higher productivity, quality, quantity, commitment and drive. He also concurs with Mondy (2007) who was of the opinion that it results in more positive approaches and benefits than other managerial perspectives.

According to Ouchi(2001),organizations would be more effective, efficient, flexible, committed and profitable as a result of an emphasis on trust, which goes hand in hand with productivity; less hierarchical and bureaucratic structure; a high level of worker involvement; all of which would create an employee and organization management.

According to Huczynski& Buchanan (2007) Motivation is a combination of goals towards which human behaviour is directed; the process through which those goals are pursued and achieved and the social factors involved. It is a process that starts with physiological or psychological deficiency or need that activates behaviour ora drive that is aimed at a goal or incentive.

According to Chintallo&Mahadeo (2013), motivation is the most important matter for every organization public or a private sector. For the success of any organization motivation play an important role. All organizations encounters the matter of motivation whether they are in the public or private sector According to Chaudhary& Sharma (2012) basically motivation word is derived from "Motive". The meaning of "motive" is needs, wants, and the desire of the persons. So that "employees motivation mean the process in which organization inspiring our employee with the shape of rewards, bonus etc. for achieving the organizational goals.

According to Azar&Shafighi (2013), organizations can easily change their material, needs, goods and services to other organization, or to other countries. However the only one resource which is not easily exchangeable is human resources hence human resources is the very important or most competitive assets of any organization that cannot be exchangeable. In addition motivation is main factor that affect the human resources of the organization. The organization should be motivating their employees for the best performance or for achieving the organizational goals. Muogbo (2013) added that Attractive Salaries or pays also a Valuable tool and play an important role to increase employee's performance and also increase the productivity of an organization.

According to Iqbalet *al.* (2012), Employee's motivation and their ability collectively participate into employee's performance and in their difficult tasks given by the manger are to purpose get maximum productivity. Managers should motivate their employees so as to get things done through them without asking them to do so. Motivation creates a productive employee who saves time and effort. Managers who can motivate employees assist the organization by improving employee retention and reinforcing positive behaviours and consequently, their enduring ability to motivate workers to achieve the highest result determines the success of a business.

Statement of the Problem

Performance of organization and employee motivation has been the focus of intensive research effort in recent times. How well an organization motivates its workers in order to achieve their mission and vision is of paramount concern. Employees in both public and private sector organization are becoming increasingly aware that motivation increases productivity (Lienert, 2006).

The performance in the government ministries has been noted to be a big challenge and below the expectations and lead to strained national budget without equivalent results (Prajapati, 2009; Muthaura, 2007; GOK, 2005). In response, the government has been undertaking a number of reforms to address the situation in the last two decades. Such reforms include; Freezing of Employment and Structural Adjustment Program (SAP) in the early 1990s, Voluntary Early Retirement (VER), Retrenchment Program in the mid-1990s early 2000s and introduction of Integrated Payroll and Personnel Database (IPPD), Salary Review and Strategies for uprooting corruption from the public service (DPM, 2010) among others.

A study conducted by Mwititi (2007) on the Role of Welfare Services in Motivation of Staff in Kenyan Parastatals established that service delivery in Nairobi is marred by allegations of under-performance and inefficiency. Mwititi reports long queues and constant teachers' complaints of ineptitude and poor services at the government ministries. By any standards, the number of complaints viz-a-vis the cases handled in government ministries annually is too high. But as Lienert (2006) notes, performance is closely related to motivation in any organization yet the link between motivation and organizational performance has received very little empirical testing (Piccolo and Colquitt, 2006).

Locally, studies on reward include Njoroge (2012) who studied the relationship between reward systems and employee motivation amongst the civil service employees of the Kenyan 208 (Nyandema & Were). The results of the study showed that rewards given to civil servants affected the employee level of motivation and resulted in improved performance of the Ministry but not necessarily in individual employee performance in the public sector. Mutua

(2011) also studied the relationship between reward management and employee motivation in a State Corporation; the National Hospital Insurance Fund. The findings of the study showed that as a State Corporation it followed the guidelines set by the public sector compensation regulations. The regulations did not provide for other forms of non-financial rewards, which resulted in significant levels of demotivation amongst staff at the National Hospital Insurance Fund. This study therefore, sought to establish influence of employee motivation and its impact on organizational performance in government ministries in Kenya looking at the case of ministry of agriculture, livestock and fisheries.

General Objective

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The purpose of this study was to establish the influence of employees' motivation on organizational performance in Government Ministries in Kenya.

Specific Objectives

The specific objectives of the study were to:

- I. Examine the effects of career development on organizational performance in Government Ministries in Kenya.
- II. Determine the effects of employee training on organizational performance in Government Ministries in Kenya.
- III. Identify the effects of compensation of employees on organizational performance in Government Ministries in Kenya.
- IV. To examine the effects of performance appraisal on organizational performance in Government Ministries in Kenya.

Research Questions

The study sought to be guided by the following research questions:

- I. What is the effect of career development on organizational performance in Government Ministries in Kenya?
- II. To what extent does employee training affect organizational performance in Government Ministries in Kenya?
- III. What is the effect of compensation of employees on organizational performance in Government Ministries in Kenya?
- IV. How does performance appraisal affect organizational performance in Government Ministries in Kenya?

Justification of the Study

The study findings offered valuable insights to the Ministry of Agriculture, private organizations and other government organizations. It gave recommendations about current status of staff motivation which could form the basis of instituting measure for necessary improvement in terms of productivity. In addition other researchers in related field might find this work to be very valuable in arousing their interest for instituting a survey on aspects of staff productivity in the entire public service of the country.

The findings from this study could help to highlight those areas where there are problems among staff and thus could be of great benefit to the Accounting Officer of the Ministry and the policy makers. On the other hand the results of this study could hopefully be significant in the sense that it would enable both the Management and the labour union to better understand how the various motivational factors could be harnessed to inspire staff to increase and sustain productivity. Consequently the findings from this study could help to further highlight the likely problems of frustrations and how motivation can be

used to either reduce or eliminate these problems amongst staff of the Ministry.

Scope of the Study

The scope of this study was the Ministry of Agriculture, Livestock and Fisheries technical staff, whose deployment is nationwide, and has the responsibility of delivering the agricultural extension service, to the largely small scale and pastoralist farming population of the country. However this study focused only on those who were working within the Nairobi County. The efficiency of this service was assessed in terms of the level of knowledge, skills and technological transfer to the farming community and how this translates into the ministry's realization of its annual targets. These targets include increased farm yields, enhanced food security, improved incomes, creation of jobs along the supply chain as well as creation of reliable markets.

The study was confined to the analysis of the staff motivational measures currently being practiced in the Ministry of Agriculture and how these measures have impacted on the productivity of the extension staff. These include both monetary and non-monetary approaches that are listed below: Schemes of Service; Operational infrastructure (transport, office space, ICT, field equipment's, field allowances, etc); Professional Affiliation; Staff Performance Appraisals and feedback; Job security; Employee appreciation, recognition and acknowledgement; Training opportunities; Promotions. The study was anchored on the incentive theory of motivation, humanistic theories of Motivation, instinct theory of motivation, the arousal theory of motivation, and drive theory of motivation.

Limitations of the study

The respondents from key informants of the Ministry of Agriculture were not willing to reveal a true picture of the effects of motivation on staff productivity. However the researcher created a rapport with the respondents through a research authorization letter from the university. In addition the information being sought from the respondents was sensitive and the respondents feared to disclose all the information for fear of the reaction from the Management. To control for this the researcher sought express permission to conduct the study from the Public Service Chief Officer.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents a literature review by various writers related to effects of motivation on employees' productivity, recognition, job security, remuneration in terms of financial and non-financial incentives, training and development of staff and attainment of corporate objectives. It touches on writings by various authors on areas of importance, relevance, and problems of motivation in relation to productivity and suggestions for improving the same to be an effective tool for managing employees' productivity and performance to facilitate the attainment of the organizational objectives

Theoretical Review

This is the relevant information from other writers that is of importance to this current study. Theoretical review of literature includes the theories upon which the concept of the current study is built. This section examines relevant theories to the study variables. According to Kombo

and Tromp (2009), a theoretical framework is a collection of interrelated ideas based on theories. It is a reasoned set of prepositions derived from and supported by data or evidence and it accounts for or explains phenomena and attempts to clarify why things are the way they are based on theories. A theory is defined as a reasoned statement which is supported by evidence, meant to explain phenomena (Kombo and Tromp, 2009). It is a systematic explanation of the relationship among phenomena. Mugenda (2008) defines a theory as a framework of explaining phenomena by stating constructs and the laws that inter-relate these constructs to each other.

According to Butkus & Green (1999), the word motivation is derived from the word motivate which means to move, or to act to satisfy a need or want. Any consideration, idea or object prompting the individual to act or move to do what needs to be accomplished is what motivation is. Motivation may therefore be defined as a willingness to exert effort to achieve a goal or objective for rewards. Internal forces that affect a person's voluntary choice of behavior include: Direction: is directed by goals; Intensity: is the amount of effort allocated Persistence: is the amount of time that effort is exerted.

Incentive Theory of Motivation

There are a many different reasons why people do things. Sometimes they are motivated to act because of internal desires and wishes, but at other times their behaviors are driven by a desire for external rewards. The incentive theory is one of the major theories of motivation and suggests that behavior is motivated by a desire for reinforcement or incentives (Franzoi, 2011). According to this view, people are pulled toward behaviors that offer positive incentives and pushed away from behaviors associated with negative incentives. In other words,

differences in behavior from one person to another or from one situation to another can be traced to the incentives available and the value a person places on those incentives at the time (Bernstein, 2011). People are motivated to do things because of external rewards (Rehman1 & Haider, 2013).

Incentive theories emerged in the 1940s and 1950s. Incentive theories proposed that behavior is motivated by the "pull" of external goals, such as rewards, money, or recognition. It's easy to think of many situations in which a particular goal, such as a promotion at work, can serve as an external incentive that helps activate particular behaviors (Hockenbury & Hockenbury, 2003).

According to Wong, (2012), incentive theory suggests that we are pulled into action by outside incentives. One can liken incentive theory to operant conditioning, where behaviors are performed in order to either gain reinforcement or avoid punishment. Incentive theory states that your actions are directed toward gaining rewards. Some of the excellent external reward is money that motivates behavior. In many cases, these external rewards can motivate you to do things that you might otherwise avoid such as chores, work, and other tasks you might find unpleasant.

According to Bernstein (2011), obviously, not all incentives are created equal and the rewards that you find motivating might not be enough to inspire another person to take action. Physiological, social, and cognitive factors can all play a role in what incentives you find motivating. For instance, one may be more likely to be motivated by food when actually hungry versus when one is full. A teenage boy might be motivated to clean his room by the promise of a coveted video game, while another person would find such a game completely unappealing.

According to Franzoi, the value of an incentive can change over time and in different situations, For instance, gaining praise from parents may have positive incentive value for one in some situations, but not in others. Incentives can be used to get people to engage in certain behaviors, but they can also be used to get people to stop performing certain actions. Incentives only become powerful if the individual places importance on the reward, and rewards have to be obtainable in order to be motivating. For example, a student will not be motivated to earn a top grade on an exam if the assignment is so difficult that it is not realistically achievable.

Theory of Maslow's Hierarchy of Needs

Maslow's hierarchy of needs is a theory in psychology proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation" in Psychological Review. Maslow subsequently extended the idea to include his observations of humans' innate curiosity. Maslow used the terms "physiological", "safety", "belongingness" and "love", "esteem", "self-actualization" and "self-transcendence" to describe the pattern that human motivations generally move through.

According to Chaudhary & Sharma (2012), hierarchy of needs is often portrayed in the shape of a pyramid with the largest, most fundamental levels of needs at the bottom and the need for self-actualization at the top. The most fundamental and basic four layers of the pyramid contain what Maslow called "deficiency needs" or "d-needs": esteem, friendship and love, security, and physical needs. If these "deficiency needs" are not met – with the exception of the most fundamental (physiological) need – there may not be a physical indication, but the individual will feel anxious and tense. Maslow's theory suggests that the most basic level of needs must be met before the individual will strongly

desire (or focus motivation upon) the secondary or higher level needs.

The human mind and brain are complex and have parallel processes running at the same time, thus many different motivations from various levels of Maslow's hierarchy can occur at the same time. Maslow stated that a certain need "dominates" the human organism. Thus Maslow acknowledged the likelihood that the different levels of motivation could occur at any time in the human mind, but he focused on identifying the basic types of motivation and the order in which they should be met.

According to Chaudhary & Sharma, (2012), Physiological needs are the physical requirements for human survival. If these requirements are not met, the human body cannot function properly and will ultimately fail. Physiological needs are thought to be the most important; they should be met first. Air, water, and food are metabolic requirements for survival in all animals, including humans. Clothing and shelter provide necessary protection from the elements. While maintaining an adequate birth rate shapes the intensity of the human sexual instinct, sexual competition may also shape said instinct.

According to Mittelman (1991), with their physical needs relatively satisfied, the individual's safety needs take precedence and dominate behavior. In the absence of physical safety – due to war, natural disaster, family violence, childhood abuse, etc. – people may (re-)experience post-traumatic stress disorder or transgenerational trauma. In the absence of economic safety – due to economic crisis and lack of work opportunities – these safety needs manifest themselves in ways such as a preference for job security, grievance procedures for protecting the individual from unilateral authority, savings accounts, insurance policies, reasonable disability accommodations, etc. This level is more likely to be

found in children because they generally have a greater need to feel safe.

Mittelman (1991) added that after physiological and safety needs are fulfilled, the third level of human needs is interpersonal and involves feelings of belongingness. This need is especially strong in childhood and can override the need for safety as witnessed in children who cling to abusive parents. Deficiencies within this level of Maslow's hierarchy – due to hospitalism, neglect, shunning, ostracism, among others, can impact the individual's ability to form and maintain emotionally significant relationships in general, such as: Friendship, Intimacy Family. According to Maslow, humans need to feel a sense of belonging and acceptance among their social groups, regardless whether these groups are large or small.

All humans have a need to feel respected; this includes the need to have self-esteem and self-respect. Esteem presents the typical human desire to be accepted and valued by others. People often engage in a profession or hobby to gain recognition. These activities give the person a sense of contribution or value. Low self-esteem or an inferiority complex may result from imbalances during this level in the hierarchy. People with low self-esteem often need respect from others; they may feel the need to seek fame or glory. Psychological imbalances such as depression can hinder the person from obtaining a higher level of self-esteem or self-respect. Most people have a need for stable self-respect and self-esteem. (Chaudhary & Sharma, 2012).

Maslow noted two versions of esteem needs: a "lower" version and a "higher" version. According to Kremer, William Kremer; Hammond, Claudia (2013), what a man can be, he must be. This quotation forms the basis of the perceived need for self-actualization. This level of need refers to what a

person's full potential is and the realization of that potential. Maslow describes this level as the desire to accomplish everything that one can, to become the most that one can be. Individuals may perceive or focus on this need very specifically. Maslow believed that to understand this level of need, the person must not only achieve the previous needs, but master them. Kremer, et al., (2013) added Self-Transcendence, that the self only finds its actualization in giving itself to some higher goal outside oneself, in altruism and spirituality.

ERG Theory

ERG theory, developed by Clayton Alderfer, is a modification of Maslow's hierarchy of needs. Instead of the five needs that are hierarchically organized; Alderfer proposed that basic human needs may be grouped under three categories, Existence, Relatedness, and Growth. The theory's name is based on the first letter of each need, (Greenberg, 2000). Existence: Refers to our concern with basic material existence motivators. Physiological and safety needs (such as hunger, thirst and safe condition). Relatedness: Refers to the motivation we have for maintaining interpersonal relationships. Social and external esteem needs (such as involvement with family, friends, co-workers and employers).

Growth: Refers to an intrinsic desire for personal development. Internal esteem and self-actualization need such as the desire to be creative, productive and to complete meaningful tasks. The implication of this theory is that we need to recognize the multiple needs that may be driving individuals at a given point to understand their behavior and properly motivate them.

Two-Factor Theory of Fredrick Herzburg

The two-factor theory of motivation includes hygiene factors and motivators. The theory explains

the factors that motivate individuals through identifying and satisfying their individual needs, desires and the aims pursued to satisfy these desires. Herzberg labeled factors causing dissatisfaction of workers as "hygiene" factors, and factors that causing satisfaction of workers as "motivator" factors (Mcshane et al, 2005).

Hygiene factors-This included company policies, supervision, working conditions, salary, and safety and security on the job. Examples would be when people felt they weren't paid enough, didn't like their supervisors, were not happy about their working conditions or were insecure in their jobs. However, if they felt that the maintenance factors were satisfactory, that is, their pay and other working conditions were good; they only maintained current levels of production and efficiency.

Motivator factors - They are factors that are intrinsic to the job, such as achievement recognition, interesting work, increased responsibilities, and advancement and growth opportunities. Achievement – personal accomplishment or the feeling of having done a job well. Recognition – being recognized for the efforts and accomplishments of the work by receiving a company rewards, promotion or salary increase. Participation – being involved in some responsibility of the work like making decisions and suggestions for the organization. Growth – challenge of the job itself and the change to learn skills, acquire knowledge, and achieve development and advancement.

According to Herzberg's research, motivators are the conditions that truly encourage employees to try harder. Focusing on hygiene factors will not be enough, and managers should also enrich jobs by giving employees opportunities for challenging work, greater responsibilities, advancement

opportunities, and a job where their subordinates can feel successful, (Cameron et al., 2001). In applying Herzberg's Two-Factor Theory to create a high level of performance certain measures must be adopted by management such as job enrichment or restructuring the job to make it more interesting and challenging to the worker. This application of job enrichment is popular because it can easily be adopted by all levels of management, payoffs can be realized in a relatively short time span, and it can be measured in specific terms. These two separate needs are the need to avoid unpleasantness and discomfort and, at the other end of the motivational scale, the need for personal development. A shortage of the factors that positively encourage employees (motivating factors) will cause employees to focus on non-job related ones (Frederick Herzberg, 2011).

Instinct Theory of Motivation

This theory proposes that organisms engage in certain behaviors because they lead to success in terms of natural selection it casts motivation as essentially intrinsic and biologically based (Melucci, 2010). According to instinct theory, people are motivated to behave in certain ways because they are evolutionarily programmed to do so. According to the instinct theory of motivation, all organisms are born with innate biological tendencies that help them survive. This theory suggests that all behaviors are driven by instincts. Instincts are goal-directed and innate patterns of behavior that are not the result of learning or experience. For example, infants have an inborn rooting reflex that helps them seek out a nipple and obtain nourishment, while birds have an inborn need to build a nest or migrate during the winter.

To qualify as an instinct, a complex behavior must have a fixed pattern throughout a species and be unlearned. Such behaviors are common in other

species. Human behavior, too, exhibits certain unlearned fixed patterns, including infants' innate reflexes for rooting and sucking. Most psychologists, though, view human behavior as directed by both physiological needs and psychological wants (Myers, 2011).

The Arousal Theory of Motivation

Arousal theory offers an alternative to drive theory's explanation of the intensive aspects of behaviour. Arousal is inferred from physiological indicators such as changes in heart rate, pulse, muscle activity or electrical conductance of the skin. The arousal theory of motivation suggests that people are driven to perform actions in order to maintain an optimum level of physiological arousal. What exactly is the optimal level of motivation? Well, it varies from one individual to the next (Merrick & Lou Maher, 2014).

According to the arousal theory of motivation, when our arousal levels drop below our individually mandated optimal levels, we seek out stimulation to elevate them. For example, if our levels drop too low we might seek stimulation by going out to a night club with friends. If these levels become too elevated and we become overstimulated, we might be motivated to select a relaxing activity such as going for a walk or taking a nap.

Optimal arousal levels vary from one person to the next. One person might have very low arousal needs, while another individual might require very high levels. The person with low arousal needs might be motivated to pursue simple activities such as crocheting or watching a movie in order to maintain their arousal levels. The individual with the high arousal needs, on the other hand, might need to seek out risky or thrilling activities such as motorcycle racing or sky diving in order to maintain the ideal levels (Silvia, 2005).

Arousal theory shares some commonalities with drive-reduction theory, but instead of focusing on reducing tension, arousal theory suggests that we are motivated to maintain an ideal level of arousal. One of the assertions of the arousal theory of motivation is that our levels of arousal have an influence on our performance. For instance, most students have experienced this phenomenon when taking final exams. Increased arousal can lead to better test performance by helping you stay alert, focused, and attentive.

Drive Theory of Motivation

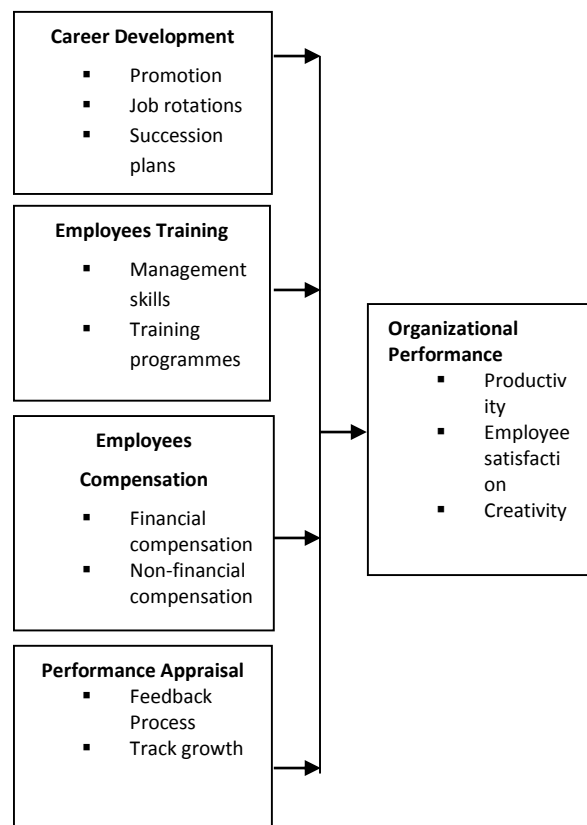
In this theory people are motivated to take certain actions in order to reduce the internal tension that is caused by unmet needs. Drive theory is based on the principle that organisms are born with certain psychological needs and that a negative state of tension is created when these needs are not satisfied. When a need is satisfied, drive is reduced and the organism returns to a state of homeostasis and relaxation. In this theory, drive tends to increase over time and operates on a feedback control system, much like a thermostat (Bernstein, 2011).

According to Rehman1 & Haider (2013), in 1927 Sigmund Freud said that a drive theory was what was lacking most in psychoanalysis. He was opposed to systematics in psychology, rejecting it as a form of paranoia, and instead classified drives with dichotomies.

Conceptual Framework

Kaplan, (2002) defines conceptual framework as a researcher’s own position on the problem and gives direction to the study. A Conceptual frame work is a hypothesized model identifying the concepts under study and their relationships. According to Mugenda and Mugenda (2003), the purpose of a conceptual framework is to help the reader to quickly see the

proposed relationship between the independent and dependent variables. Mathieson et al (2011) defined a conceptual framework as a virtual or written product, one that explains, either graphically or in narrative form, the main things to be studied- the key factors, concepts, or variables and the presumed relationships among them. Conceptual framework, according to educational researcher Stratman& Roth (2013), are structured from a set of broad ideas and theories that help a researcher to properly identify the problem they are looking at, frame their questions and find suitable literature. Most academic research uses a conceptual framework at the outset because it helps the researcher to clarify his research question and aim. This study adopted a conceptual framework to describe the relationship between the employees motivation and organizational performance The conceptual framework for the study is shown in Figure 2.1.



Independent Variables Dependent variable

Figure 2.1: Conceptual Framework

Career Development

Career development programmes provide stimulation and fulfilment at various phases of employee development, detecting capacity in advance and granting prospects for learning. In the workplace the career programme is a vital human resource development and management function. It enables the Human Resource Managers, managers, and their stakeholders to work together to plan, organize, formalize, lead, and monitor career programmes to develop not only employees' jobs but the whole stage, process, attitude, behavior and state of affairs relating to employees' work life (Ismail, Daud & Madrah, 2011).

The management often designs and administers career programmes that enable employees who work in different job groups to match their interests and capabilities with current and future organizational opportunities and changes; effort that can motivate employees to maintain and support organizational strategy (Baruch, 2004). Career development also enables the organization to achieve a balance between the individual's career needs and the organization's workforce requirement (Lips-Wiersma & Hall, 2007).

Workplace career programmes entails career planning and career management. Career planning is the process of identifying career options and preferences, setting up development objectives, and establishing action plans to help employees match their interests and capabilities with organizational opportunities (Puah & Ananthram, 2006). On the other hand Career management is usually talent management, in which management

monitors the implementation of career programmes in order to ease employees' adaptation to rapid organizational changes such as a turbulent working environment, job instability and insecurity, flexible work practice, and multiskilling (Ready & Conger, 2007). Consequently the ability of employees to adapt to these organizational changes may enhance employees' progression of their career ladders in organizations (Adekola, 2011).

According to Yu, (2011), the ability of management to properly plan and manage career programmes for employees who work in different job categories may have a significant impact on employee outcomes, especially job satisfaction. This means that career programmes affect the attitude towards work-related extrinsic and intrinsic job facets. With employees' high satisfaction experienced with their jobs, this may create a pleasurable or emotional state and a positive reaction in organizations resulting from their appraisal of their jobs (McShane & Glinow, 2005).

According to Yu (2011), a thorough analysis of the workplace career programme reveals that the effect of career planning and management on job satisfaction is indirectly influenced by how far employees feel appreciated with the different kinds of career development activities implemented by management to manage their talents and enhance their career paths' progression.

Some important career development activities implemented by management include training programmes, succession plans, counselling sessions, and job rotations. If employees view such career development activities as useful in enhancing their necessary knowledge, up to-date skills, latest abilities, and positive attitudes, this can motivate them to improve job performance, adding value to current and future jobs. It may also induce feelings of fulfillment and life span well-being. Career

planning, career management, perceived career development support, and job satisfaction are distinct but highly interrelated concepts. The readiness of management to properly plan and adequately manage career programmes may assist employees in developing their career paths and as a consequence lead to enhanced job satisfaction in organizations (Ismail, Madrah, Aminudin & Ismail, 2013). Ismail et al., (2013) adds that many scholars argue that perceived career development support has been given less emphasis.

Employees Training

Training practices used by organizations may have an effect, direct or indirect on both employee motivation and organizational commitment (Meyer and Allen, 1991). According to Chiaburu & Tekleab (2005) in business world, employee's skills which are necessary to do their job are only possible through training. Most of the companies train their employees in such a manner that would help them to sustain throughout their careers. This kind of training can lead to high levels of motivation and commitment by the employees, who actually see the opportunity they are given.

According to Chen, Chang & Yeh (2004), training is related to the skills deemed necessary by the management of an organization that must be acquired by the members of that organization, in order to improve the probability of achievement of its goals. Training offered to employees, may help them reduce their anxiety or frustration, brought on by work demands, that they are not familiar with, and they are lacking the skills to handle effectively. Further Rowden and Conine (2005) argues that trained employees will better satisfy the needs of their customers.

According to Tsai, Yen, Huang, and Huang (2007), employees committed to learning showed a higher

level of job satisfaction with a positive effect on their performance. Konings & Vanormelingen (2009) added that training has been an important variable in increasing organizational productivity and is a fundamental and effectual instrument in successful accomplishment of the firm's goals and objectives, resulting in higher productivity. But there is one important thing which is to be taken into account, training leads to productivity if the unobserved heterogeneity and potential endogeneity is controlled.

Employees Compensation

According to Sopiah (2013), one way used by management to improve the performance, to motivate and to increase employees' job satisfaction is through compensation. Simamora (2004) adds that compensation in the form of financial is important for the employees, because with the compensation they can directly fulfil their needs, especially the needs of physiology. However, the employees must also hope that it receives compensation in accordance with the sacrifice that has been given in the form of nonfinancial also very important for the employees especially for their career development. Performance will be well when the employees are paid or the salary is in accordance with the agreements.

To improve the performance of employees was not only through financial compensation alone but also through non-financial compensation. In Maslow's theory of motivation by the Sopiah (2013) that financial compensation is only effective to improve the performance, especially for employees who are new to the work and the employees received a lower level. Non-financial compensation in the form of awards for their work performance, providing the opportunity for self-actualization, etc. In detail, no financial compensation is comprised of: (a) Employment. Non-financial compensation from the

challenging work tasks interesting, responsibility, and recognition. These employees tend to prefer jobs that provide an opportunity to assess their ability to work and challenge in work (b) Work Environment.

Rao (1996) adds that there are some things that can make employees more willing to perform the work, namely: (1) The employees will work hard if they felt needed by the organization (2) The employee would have worked better if they are clear about what is expected of them and if they occasionally authorized to change those expectations (3) The employees will work better if they feel that the organization provides opportunities for the achievement of their work to be appreciated and rewarded (4) The employees will work if they know that the organization provides opportunities to develop and as far as possible to use their abilities and (5) The employees would have worked better if they are trusted and treated with respect.

According to Sophia (2013), one way used by management to improve the performance, to motivate and to increase employees' job satisfaction is through compensation, which basically, is something that employees received as remuneration for their work. However according to Simamora (2004), compensation in the form of financial is important for the employees, because with the compensation they can directly fulfil their physiological needs. The employees must also receive compensation in accordance with the sacrifice that has been given in the form of nonfinancial especially for their career development.

According Hasibuan (2003), job satisfaction is the emotional attitude of fun and loves his job; reflected by the morale, discipline and work performance. Job satisfaction enjoyed outside the job is the

satisfaction employees enjoyed outside of work with the amount of remuneration to be received and the results of its work. Thus employees who prefer to enjoy job satisfaction outside demand more remuneration than the performance of its duties.

According to As'adGhiselliand Brown (2008), five factors that lead to job satisfaction are position, rank, age, Financial Assurance and social security, and quality control. Often in ways that are taken to improve the management of Organizational performance by increasing salaries or wages of labor is a key factor to achieve job satisfaction. However a high salary is not always the main factor to achieve job satisfaction. In addition a lot of companies that have provided relatively high salaries, but there are many employees who are dissatisfied and unhappy with their jobs. Salary only give temporary satisfaction because satisfaction with salary is influenced by the needs and value of the person concerned. However, for new employees or at a low level of compensation influence on job satisfaction is very important that in turn will improve Organizational performance.

According to Sophia (2013) nonfinancial compensation comprises the challenging work tasks interesting, responsibility, and recognition. The employees tend to prefer jobs that provide an opportunity to assess their ability to work and challenge in work. Others are work environment such as social status may be, the pride of the employees and a pleasant working environment. Awards, respect for employees is meant, for the employee to work towards achieving maximum results as expected; given for the success of employees who can develop the power of creativity to the task of a good job, then the company should reward the achievements of employees. There is also promotion as it is human nature thatin general

they require a change for the better, more advanced than the current position obtained.

Performance Appraisal

Performance appraisal is a continuous, distinct and formal management function that assesses an employee's performance during a specified period of time (Spears & Gregoire, 2007). It is a process involving formal written evaluation of work performance, verbal interview, and informal, unscheduled feedback throughout the appraisal period (Painter, 2003). The primary goals of conducting an appraisal are to provide feedback to the employee, measure Organizational performance, track growth, identify areas for further improvement, and provide suggestions for meeting operational goals and standards. Results of performance appraisals also provide a basis for personnel decisions such as job assignments, salary recommendations, promotions, disciplinary actions, and organizational rewards (Chandra, 2006). Organizational performance appraisals can assist in identifying training needs and facilitate communication between employees and supervisors (Hansen, 2005). Competent work performance depends on employees having the requisite knowledge, skills, and attitudes. In the absence of a structured system of appraisal, work performance will be judged informally and arbitrarily. Thus, a structured appraisal system facilitates fair, defensible, and accurate evaluation (Neuhauser, 2005).

According to Appelbaum, Bailey, Berg and Kalleberg (2000) HPWSs are designed to be matched with organizational strategies that concentrate on cost cutting and competitive product pricing and varied by sector and business strategy in different work environment settings. The HPWSs are a broader aspect of human resource management system that focuses on the importance of multiple practices.

These have significant impact on employees' performance.

According to Wright and Boswell (2002), the HPWSs can be seen as a means to enhance employees' knowledge, skills and abilities, decrease staff turnover and improve sales performance, market value and profitability level. Competencies improvement, commitment and motivation enhancement, and employee participation in the decision making process. HPWSs systems comprise of staff selection, training, performance appraisal, reward and compensation, teamwork and communication; HRM practices, which affect employees' performance by enhancing their knowledge, skills, behaviors and commitment, and empowering them to make a decision while performing their job. The HRM practices yield employee capabilities that, in turn, positively influence organizational performance. It is viewed as a means to develop and sustain the organizational core competencies that are necessary in the implementation of organizational strategy. Firms captivate their inimitable potential by managing its people effectively in securing competitive advantage to stay robust in the fierce market competition.

Organizational Performance

Organizational performance' is a surprisingly open question with few studies using consistent definitions and measures (Kirby, 2005). Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Richard, Devinney, Yip and Johnson (2009) organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c)

shareholder return (total shareholder return, economic value added).

Performance is referred to as being about doing the work, as well as being about the results achieved. It can be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of an organization, customer satisfaction and economic contributions (UN, 2003).

Organizations have an important role in our daily lives and therefore, Continuous performance is the focus successful organizations represent a key ingredient for developing nations. Continuous performance is the focus of any organization because only through performance organizations are able to grow and progress. Thus, organizational performance is one of the most important variables in the management research and arguably the most important indicator of the organizational performance. In the '50s organizational performance was defined as the extent to which organizations, viewed as a social system fulfilled their objectives (Reeve & Jang, 2006). Performance evaluation during this time was focused on work, people and organizational structure.

According to Kaplan & Norton, (1992), later in the 60s and 70s, organizations begun to explore new ways to evaluate their performance so performance was defined as an organization's ability to exploit its environment for accessing and using the limited resources. The years 80s and 90s were marked by the realization that the identification of organizational objectives was more complex than initially considered. Managers began to understand that an organization is successful if it accomplishes its goals (effectiveness) using a minimum of resources (efficiency). Thus, organizational theories that followed supported the idea of an organization

that achieves its performance objectives based on the constraints imposed by the limited resources

Lebans and Euske (2006) provide a set of definitions to illustrate the concept of organizational performance: Performance is a set of financial and non-financial indicators which offer information on the degree of achievement of objectives and results; Performance is dynamic, requiring judgment and interpretation; Performance may be illustrated by using a causal model that describes how current actions may affect future results; Performance may be understood differently depending on the person involved in the assessment of the organizational performance; To define the concept of performance is necessary to know its elements characteristic to each area of responsibility; To report an organization's performance level, it is necessary to be able to quantify the results. Nohria, Joyce & Roberson (2003) asserted that there are others who have suggested that the leadership is a key element that ensures the connection between the success factors of an organization. In addition is innovation and development. The innovative capacity of organizations is a dimension less surprised in organizational diagnostic models although there are numerous studies that have been focused on identifying impact of the innovative capacity on performance (Kotler, 2003).

Empirical Review

The study conducted by Benjamin R et.al. (2012). Muneeb Ahmad et al (2012) entitled Causes on Increasing Demand of Outsourcing Employees and Its Impact on Pakistan Business, the results showed no positive effect of financial compensation on Organizational performance. Compensation system also has potential as one of the most important means of influencing satisfaction levels and forms of behavior. However, many organizations overlook potential by a perception that "compensation is no

more than a cost that must be minimized". Another study also conducted Muneeb Ahmad et.al (2012) with the title Causes on Increasing Demand of Employees Outsourcing and its Impact on Pakistan Business, it showed a positive effect of nonfinancial compensation toward employees' performance.

Ismail (2012) High-Performance Work Systems (HPWSs) impacts on employee outcomes and firm performance. These high-performance work systems consisting of a range of innovative and interactive human resource management (HRM) practices or bundles of HRM practices designed to improve firm performance are also known as "high-involvement management" and "high-commitment management". Researchers have found that there is a positive link between HPWSs and organizational performance based on improvements in firms' current and potential employees' knowledge, skills and abilities (KSAs), motivation and commitment, eventually producing high quality employees

Sophia (2013) adds that performance will be well when the employees are paid or the salary is in accordance with the agreements. This is consistent with a recent study conducted by Benjamin et.al. (2012) that, the financial compensation is very influential on the performance of outsourcing. This effect is more common in lower-level employees and employees who had joined. However in another study by Muneeb Ahmad et al (2012), the results showed no positive effect of financial compensation on Organizational performance. Compensation system also has potential as one of the most important means of influencing satisfaction levels and forms of behavior. However, many organizations overlook potential by a perception that compensation is no more than a cost that must be minimized. Without realizing some organizations that ignore the potential importance and have perception mistakenly put the system precisely as a

means of improving behavior is not productive or counter-productive. The logic of employees with higher compensation and other support factors of job satisfaction will have a high level of job satisfaction, thereby affecting the behavior so that it will automatically affect the high level of discipline as well (Benjamin R et.al., 2012)

Critique of Existing Literature

This is the analytical review of literature that indicates the critical analysis to show the gaps that the research should address and fill. In the reviewed literature, the management often designs and administers career programmes that enable employees who work in different job groups to match their interests and capabilities with current and future organizational opportunities and changes; effort that can motivate employees to maintain and support organizational strategy (Baruch, 2004). It is however not for the employees to match their interest to the job, but the management has the obligation to match. The organization is the one to ensure that based on the talent and the capabilities of the employees that they are given the task and the assignments that they are able to excel in.

According to Adekola (2011) the ability of employees to adapt to these organizational changes may enhance employees' progression of their career ladders in organizations. The organization however may not capacitate the employees to adapt to the changes, but they are naturally expected to adapt as the organization positions itself within the environment.

According to Yu (2011), a thorough analysis of the workplace career programme reveals that the effect of career planning and management on job satisfaction is indirectly influenced by how far employees feel appreciated with the different kinds

of career development activities implemented by management. This needs to be accepted with caution because if career progression is about creating a feeling in the employees, then it may not be very objective for organizational performance.

In the literature reviewed, Tsai, Yen, Huang, and Huang (2007), indicated that employees committed to learning showed a higher level of job satisfaction with a positive effect on their performance. It could also be possible that the commitment of those who are good at learning is due to the joy derived from exploration. However if this does not add up to increased productivity in the organization, then employee satisfaction will not be beneficial to the achievement of organizational objectives.

In the literature, according to Vanormelingen (2009), training has been an important variable in increasing organizational productivity and is a fundamental and effectual instrument in successful accomplishment of the firm's goals and objectives, resulting in higher productivity. But there is one important thing which is to be taken into account, training leads to productivity if the unobserved heterogeneity and potential endogeneity is controlled.

According to the reviewed literature, Simamora (2004) emphasizes that the employees must also hope that it receives compensation in accordance with the sacrifice that has been given in the form of nonfinancial also very important for the employees especially for their career development. However, many organizations overlook potential by a perception that "compensation is no more than a cost that must be minimized". The organizations need to understand that remuneration is not just a cost but an expense, which is warranted by the revenues generated. If the organizations fear to expend, then it will shy from revenues.

According to Sopiah (2013) that financial compensation is only effective to improve the performance, especially for employees who are new to the work and the employees received a lower level. However it is known that earning more money cannot get any receiver to diminishing returns level. This means that money will have influence to all both new and old employees. Thus financial and non-financial compensation should be done simultaneously as there is not required change over from either.

According to Chandra (2006), the primary goals of conducting an appraisal are to provide feedback to the employee, measure Organizational performance, track growth, identify areas for further improvement, and provide suggestions for meeting operational goals and standards. Results of performance appraisals also provide a basis for personnel decisions such as job assignments, salary recommendations, promotions, disciplinary actions, and organizational rewards. Performance appraisal is important in this case, but should always answer to increased morale for performance towards achieving organizational objectives. It could seem that performance appraisal is a precursor for formulation of the mode of motivation, and thus it is a tool and not means of improving productivity.

These high-performance work systems consisting of a range of innovative and interactive human resource management (HRM) practices or bundles of HRM practices designed to improve firm performance are also known as "high-involvement management" and "high-commitment management". It is worth noting that some of the employees may be involved only at low levels depending on their capacities. High involvement is therefore done with care as the employees must be in perfect knowledge of the decision to be made and have the capacity to contribute to it.

Wright & Boswell (2002), the HPWSs can be seen as a means to enhance employees' knowledge, skills and abilities, decrease staff turnover and improve sales performance, market value and profitability level. Competencies improvement, commitment and motivation enhancement, and employee participation in the decision making process. Involving employees is therefore not just to make them productive but also to make them feel useful.

Chapter Summary

Motivation is all based on understanding the needs in the employees. As proposed by Alderfer, there are basic human needs that are grouped under, Existence, Relatedness, and Growth. These are important to be fulfilled for motivation. Herzberg added the two-factor theory of motivation includes hygiene factors and motivators. Hygiene" factors, and factors that causing satisfaction of workers as "motivator" factors, while motivator factors are factors that are intrinsic to the job, such as achievement recognition, interesting work, increased responsibilities, and advancement and growth opportunities. A psychologist David McClelland proposed the Three Needs Theory; a motivational model that attempts to explain how the needs for achievement, power, and affiliation affect the actions of people from a managerial context. These would help understand the nature of motivation needed. In addition Chaudhary and Sharma (2012) designed the hierarchy of needs which is often portrayed in the shape of a pyramid with the largest, most fundamental levels of needs at the bottom and the need for self-actualization at the top.

For employees to be motivated, career development programmes provide stimulation and fulfilment at various phases of employee development, detecting capacity in advance and granting prospects for learning. In the workplace the

career programme is a vital human resource development and management function. In addition training practices used by organizations may have an effect, direct or indirect on both employee motivation and organizational commitment. In business world, employee's skills which are necessary to do their job are only possible through training. Most of the companies train their employees in such a manner that would help them to sustain throughout their careers. Sopiah (2013), added that one way used by management to improve the performance, to motivate and to increase employees' job satisfaction is through compensation. Compensation in the form of financial is important for the employees, because with the compensation they can directly fulfil their needs, especially the needs of physiology.

It is important to have performance appraisal as a continuous, distinct and formal management function that assesses an employee's performance during a specified period of time. This could take form of involving formal written evaluation of work performance, verbal interview, and informal, unscheduled feedback throughout the appraisal period. The aim of conducting an appraisal is to provide feedback to the employee, measure Organizational performance, track growth, identify areas for further improvement, and provide suggestions for meeting operational goals and standards.

Research Gap

It is not for the employees to match their interest to the job, but the management has the obligation to match. The organization ensures that the talent and the capabilities of the employees are fitting the job. The organization may not capacitate the employees to adapt to the changes, but they are naturally expected to adapt as the organization positions itself within the environment. There is need to be

cautious as career progression creates a good feeling in employees and not necessarily supporting the organizational objectives.

It could also be possible that the commitment of those who are good at learning is due to the joy derived from exploration. However if this does not add up to increased productivity in the organization, then employee satisfaction will not be beneficial to the achievement of organizational objectives.

The organizations need to understand that remuneration is not just a cost but an expense, which is warranted by the revenues generated. If the organizations fear to expend, then it will shy from revenues. Earning more money cannot get any receiver to diminishing returns level. This means that money will have influence to all both new and old employees. Thus financial and non-financial compensation should be done simultaneously as there is not required change over from either.

It could seem that performance appraisal is a precursor for formulation of the mode of motivation, and thus it is a tool and not means of improving productivity. High involvement must be done with care as the employees must be in perfect knowledge of the decision to be made and have the capacity to contribute to it. Involving employees is not just to make them productive but also to make them feel useful.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This section describes the systematic approach to the study and how information for the study was gathered and analyzed. It indicates the study area,

research design, target population, sampling method and design, data collection instrument, data analysis and presentation. Both primary and secondary data sources were used to generate information for the study.

Research Design

According to Creswell (2008), a research design is a framework for collecting and utilizing sets of data that aims to produce logical and appropriate findings with great accuracy, and that aim to adequately and reasonably rest a research hypothesis. According to Kombo and Tromp (2006), the research design can be regarded as an arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance with the research purpose.

The study was descriptive as the respondents only described the phenomena, but was not involved in any manipulation of the variables. It focused on in-depth understanding of motivation in one department and therefore was secondarily a case study, thus the research design was a descriptive case study. The data provided through this design sought to assess the extent to which motivation affects employee's productivity in the Ministry of Agriculture, Livestock and Fisheries.

A descriptive study is one in which information is collected without changing the environment i.e., nothing is manipulated. Descriptive studies are also conducted to demonstrate associations or relationships between things in the world around you. Descriptive studies are usually the best methods for collecting information that will demonstrate relationships and describe the world as it exists (Shields & Rangarjan, 2013).

Descriptive studies can answer questions such as "what is" or "what was." Experiments can typically answer "why" or "how." Descriptive research is used

to describe characteristics of a population or phenomenon being studied. It does not answer questions about how/when/why the characteristics occurred. Rather it addresses the "what" question (what are the characteristics of the population or situation being studied?).

Target Population

Target population is the entire group a researcher is interested in; the group about which the researcher wishes to draw conclusions (Mugenda & Mugenda, 2003). The study covered the Ministry of Agriculture, Livestock and Fisheries Headquarters in Nairobi, about half a kilometer (Km) from the central business district (CBD) of the Capital Hill area. The choice of the Ministry is because extension service is extensively implemented nationwide covering all categories of farmers both small and large scale. The target population constituted the technical staff working at the ministry of agriculture headquarters who were considered and taken as the targeted population for this study. The population of technical staff at the headquarters is 150.

Table 3.1: Target Population

Category	Population	Percentage
Animal Husbandry	25	16.67%
Fish Farming	15	10.00%
Food Security	61	40.67%
Kenya Agricultural Research Institute	37	24.67%
Marketing	12	8.00%
Total	150	100

Sample Size

A sample of 110 Ministry of Agriculture technical staff was selected based on stratified sampling method. Their numbers were determined and written on papers. Under blind fold, the papers were selected on draws without replacement. All the 110 selected were part of the sample. According to

Yamane’s formula (Yamane, 1967) $n = \frac{N}{1 + N(e)^2}$, n is the sample size, N is the target population and e is the level of precision. In this study e is 0.05 as the level of confidence is 95%. Thus $150 \div 1 + 150 (0.05)^2 = 110$ Participants. This means that it was representative enough to generate acceptable information.

Table 3.2: Sample Distribution

Stratum	Population	Sample Size
Animal Husbandry	25	18
Fish Farming	15	11
Food Security	61	45
Kenya Agricultural Research Institute	37	27
Marketing	12	9
Total	150	110

Data Collection instrument and Method

Primary data was collected using a structured questionnaire. The questionnaire contained both open and closed ended questions so as to pick the views of the respondents, yet confining them within the objectives of the study. The questionnaires were issued by hand delivery through a research assistant who was inducted into data collection and familiarized with the data collection instrument and method. The questionnaires were attached to an introduction letter detailing the essence of the data collection. The study also used secondary sources of data that were generated from published documents and the Internet that have been captured under literature review.

Pilot Study

Gerson & Horowitz (2002) indicated that a pilot test is conducted to detect weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample. According to (Orodho, 2003), a pilot study is conducted when a questionnaire is given to just a few people with an

intention of pre-testing the questions. Pilot test is an activity that assists the research in determining if there are flaws, limitations, or other weaknesses within the interview design and allows him or her to make necessary revisions prior to the implementation of the study (Orodho, 2003). A pilot study was undertaken on at least 11 respondents to test the reliability and validity of the questionnaire. The purpose of a pilot test was to test the reliability and validity of the questionnaire and enable the researcher to amend the questionnaire as appropriate so as to capture data accurately. It is supported by (Neumann, 2006) who recommends that a pilot test of 10% of the sample size can be used. Due to the heterogeneity of the sample size, the study adopted a stratified sampling technique. A stratified sampling technique allows generalizability to a smaller population with statistically determinable margin of errors (Creswell, 2003).

Reliability of the instrument

Reliability is the consistency of measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects (Cronbach, 1951). A measure is considered reliable if a person's score on the same test given twice is similar. It is important to remember that reliability is not measured, it is estimated. Reliability does not, however, imply validity because while a scale may be measuring something consistently, it may not necessarily be what it is supposed to be measuring. The researcher used the most common internal consistency measure known as Cronbach's alpha (α). It indicates the extent to which a set of test items can be treated as measuring a single latent variable (Cronbach, 1951). The recommended value of 0.7 was used as a cut-off of reliabilities. It's a general form of the Kuder-Richardson (K-R) 20 formulas used to assess internal

consistency of an instrument based on split-half reliabilities of data from all possible halves of the instrument. Cronbach's alpha is usually interpreted as the mean of all possible split-half coefficients. It reduces time required to compute a reliability coefficient in other methods (Cronbach's 1971). The Kuder-Richardson (K-R) 20 formula is as below:

$$KR_{20} = \frac{(K)(S^2 - \sum s^2)}{(S^2)(K-1)}$$

Where KR_{20} Reliability coefficient of internal consistency

K Number of items used to measure the concept

S^2 Variance of all scores

s^2 Variance of individual items.

Test for reliability was done through the Cronbach's α (alpha) coefficient of internal consistency. Cronbach's alpha is an unbiased estimate of the generalizability, and is a measure of how well the sum score on the selected items capture the expected score in the entire domain, when that domain is heterogeneous. The level of alpha that was accepted if its value ranged from 0.6 to 0.9 as $0.6 \leq \alpha < 0.7$ is acceptable, $0.7 \leq \alpha < 0.9$ is good and $\alpha \geq 0.9$ is excellent. The theoretical value of alpha varies from zero to 1, since it is the ratio of two variances. However, only positive values make sense. Higher values of alpha are more desirable (Ritter, 2010).

Validity of the research Instrument

On the other hand validity is the accuracy and meaningfulness of inferences which are based on the research results. In essence this means the degree to which results obtained from the analysis will represent the phenomenon being studied (Mugenda & Mugenda, 2008). According to Patton

(2002) validity is the strength of the conclusions, inferences or propositions. It is the best available approximation to the truth or falsity of a given inference, proposition or conclusion.

Data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Creswell, 2003). The research adopted content validity which refers to the extent to which a measuring instrument provides adequate coverage of the topic under study. The content validity was achieved by subjecting the data collection instruments to an evaluation group of entrepreneurship management experts who provided their comments and relevance of each item of the instruments and the experts indicated whether the item was relevant or not.. The content validity formula by Amin (2005) was used in this study. The formula is; Content Validity Index = (No. of judges declaring item valid) / (Total no. of items). It is recommended that instruments used in research should have CVI of about 0.78 or higher and three or more experts could be considered evidence of good content validity (Amin, 2005).

Data Analysis and Presentation

Burns and Grove (2003) define data analysis as a mechanism for reducing and organizing data to produce findings that require interpretation by the researcher. The data collected was quantitative and qualitative. Once the questionnaires were received they were coded and edited for completeness and consistency. Data analysis entailed editing, coding and tabulation of data collected into manageable summaries (Mugenda & Mugenda, 2003).

An Analysis of Variance (ANOVA) was used to measure statistically the significance in predicting how social networks, entrepreneurial skills, technological innovation and financial accessibility and Performance of Small and micro enterprises.

The test of significance involved the use of squared moment correlation coefficient, the R square, as a measure of significance. The coefficient is a standard measure of an assumed linear relationship between variables. A coefficient of value between (+ve) 0.5 and (-ve) 0.5 or higher indicates a strong relationship and by extension a significant variable in influencing the trend of the dependent variable at 5% level of significance.

To ensure easy analysis, the questionnaires were coded according to each variable of the study to ensure accuracy during analysis. Quantitative data was analyzed by employing descriptive statistics and inferential analysis using statistical package for social science (SPSS) version 21 and excel. This technique gave simple summaries about the sample data and present quantitative descriptions in a manageable form (Orodho, 2003). Together with simple graphics analysis, descriptive statistics formed the basis of virtually every quantitative analysis to data, (Kothari, 2005).

To quantify the strength and direction of the relationship between the variables, the study used Karl Pearson's coefficient of correlation, Cooper & Schindler (2003). The Pearson product-moment correlation coefficient measure the strength of a linear association between two variables, Kothari(2004) The Pearson correlation coefficient, r , can take a range of values from +1 to -1. A value of 0 indicates that there is no association between the two variables. A value greater than 0 indicates a positive association, that is, as the value of one variable increases so does the value of the other variable (Creswell, 2003). A value less than 0 indicates a negative association, that is, as the value of one variable increases the value of the other variable decreases. The correlation is significant at the 0.05 level for 2-tailed, Kothari (2010).

The study further adopted multiple regression model at 5% level of significance to establish the strength and direction of the relationship between the independent variables (X_1 is career development, X_2 is Employee compensation, X_3 is Performance appraisal and X_4 is Employee Training) and the dependent variable (Organizational Performance). Organizational performance was regressed against the four independent variables and the equation was expressed as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where: Y= Dependent Variable (Organizational Performance); X_1 -n= Independent Variables (X_1 is career development, X_2 is Employee compensation, X_3 is Performance appraisal and X_4 is Employee Training)

β_0 = the constant; β_1 -n= the regression coefficient or change included in Y by each X

X_1 = Career development

X_2 = Employee compensation

X_3 = Performance appraisal

X_4 = Employee Training

e= Error term.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This study sought to evaluate the extent to which motivation of employees affects organizational performance in the Ministry of Agriculture, Livestock and Fisheries. This chapter endeavored to present, interpret and discuss the findings of the study. The findings were presented according to the research objectives that were formulated in Chapter One. The data was collected from the field by use of

questionnaires. The collected data was sorted so as to remove the incompleteness and to facilitate coding. The data was then keyed into SPSS version 22.0 for analysis and was then presented by use of frequencies and percentages, through tables and figures.

Response rate

The research sought to establish the response rate of the study population. A total of 110 questionnaires were issued to the respondents for filling out of which 93 questionnaires were received. Therefore, the response rate was calculated at 84.55%. According to Mugenda and Mugenda (2008), a response rate of 50% is acceptable for analysis. A response rate of over half is good while over 70% is very good (AAPOR, 2011). Chen (1996) argues that the larger the response rate, the smaller the non-response error. The response rate was considered excellent at 84.55% and therefore it was sufficient for analysis. This high response rate can be attributed to the data collection procedures, where the researcher pre-notified the potential participants and applied the drop and pick method where the questionnaires were picked at a later date to allow the respondents ample time to fill the questionnaires. The response rate was therefore adequate for the study to make relevant conclusions basing on the responses.

Table 4.1: Response Rate

	Questionnaires Administered	Questionnaires filled & Returned	Percentage
Respondents	110	93	84.55

Reliability Test

Reliability of the questionnaire was sought by the researcher and the results of the reliability tests were laid on Table 4.2. The analysis was done and organized in terms of the variables of the research. From the table, all the variables had high Cronbach

Alpha which indicates higher levels of internal consistency. According to Zikmund, et al.,(2010), a Cronbach Alpha of above 0.7 is considered adequate for a newly developed tool in non-clinical studies. It can therefore be noted that, the coefficients were adequate and therefore the internal consistency of the questionnaire as a whole was sufficient.

Table 4.2: Reliability Test

Variables	Cronbach's Alpha	Items
Career Development	0.708	5
Training	0.735	4
Compensation	0.722	3
Performance appraisals	0.741	6

Background information of the respondents

The study sought to find the background information of the respondents. The findings were presented and discussed under the sections that follow.

Gender of the respondents

The study sought to find the gender representation of the respondents. From the results shown in Figure 4.1, there are more male respondents as compared to the female respondents with 58.06% of the respondents being male and 41.94% being female. This implies there were more male than female respondents though with less disparity meaning that there is gender balance among the employees in the organization. Carter and Shaw (2007) found that organizations with gender balance were motivated to perform better towards organization goal as women and men compete favorably to deliver on their assignments.

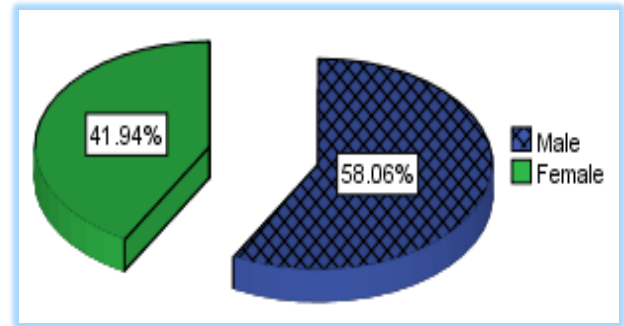


Figure 4.1: Gender of the respondents

Number of years worked in the department

The researcher sought to establish the number of years that the respondents had worked in the department. From the sampled employees in the organization, the results showed that 49.46% of the respondents had worked between 5-10 years in the department, 33.33% had worked for less than 5 years and 17.20% had worked for 10 years and above, as shown in Figure 4.2. The findings collaborate MCclartyet al, (2012) observation that the longer employees stick with their organization the more they demonstrated an explicit motivation that was not for financial gain but a wish to make a difference. This meant that they would invest time and effort to make sure they succeed. It may also imply that work related experiences are important in developing motivation for organizational performance. The study therefore observes that the respondents are experienced people who are in their respective departments for the long haul. Longevity at the organization therefore becomes a trait that ensures continuity and perpetuation of the vision of an organization. Organizational performance would ordinarily thrive under such circumstances where their management remains focused in realizing both their objectives and economic outcomes.

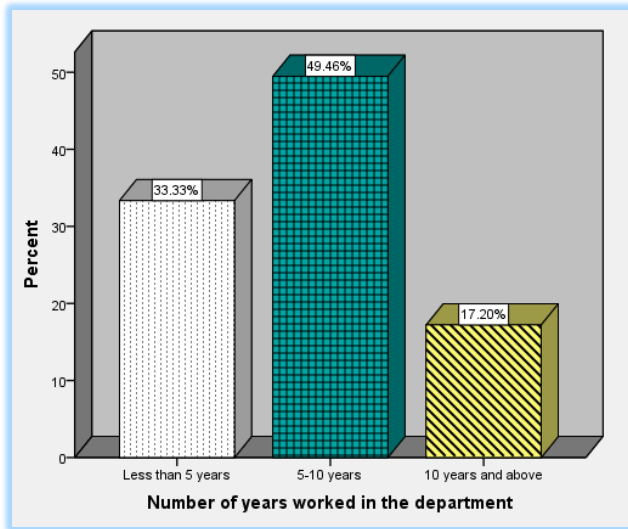


Figure 4.2: Number of years the respondents had worked in the department

Career Development

The study sought to find out whether the career development programs had any influence on the decision to continue working in the organization. The following are the findings from the sampled population.

Presence of career development programme in the organization

The researcher asked the respondents if there was career development programme in their organizations. From the Figure 4.3, 97.85% of the respondents reported that there was a career development programmes in the organization while only 2.15% said their organizations did not have any career development programmes. According to Ismail, Daud and Madrah (2011), the career development programme is a vital human resource development and management function in the workplace. It enables the Human Resource Managers, Managers, and their stakeholders to work together to plan, organize, formalize, lead, and monitor career programmes to develop not only employees' jobs but the whole stage, process,

attitude, behavior and state of affairs relating to employees' work life.

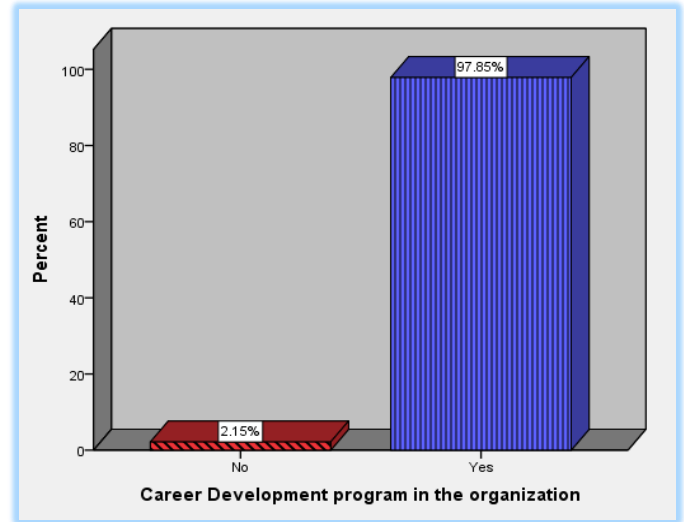


Figure 3.3: Presence of career development programme in the organization

Balance between individual career goals and organization workforce requirement

When asked to what extent they felt the career development program enabled the organization to achieve a balance between the individual's career needs and the organization's workforce requirement. From Figure 4.4, over half (55.91%) of the respondents indicated that it was to a large extent that the career development programs enabled achieve a balance, 33.33% said to a very large extent, 6.45% said to a small extent and 4.30% said to no extent at all. The findings of this study confirmed those by Lips-Wiersma and Hall (2007) who found that career development also enables the organization to achieve a balance between the individual's career needs and the organization's workforce requirement.

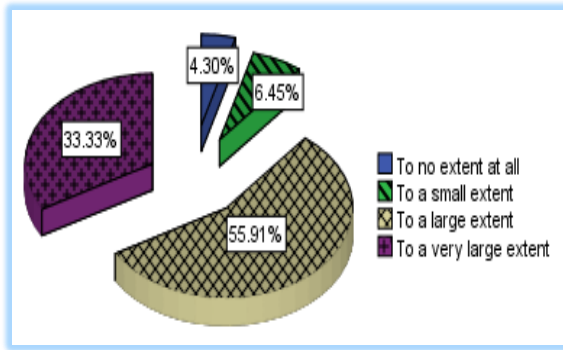


Figure 4.4: Balance between career goals and organization workforce requirement

Elements of Career Development

The study sought to find the descriptive statistics for statements concerning career development in their organizations. A table 4.3 show that 46.02% of the respondents agreed that the management of the organization properly plans and manages career programs for employees who work in different job categories. In a similar study Yu, (2011), observed that the ability of management to properly plan and manage career programmes for employees who work in different job categories may have a significant impact on employee outcomes, especially job satisfaction. Regarding the ability to adapt to departmental changes, 49.5% of the respondents agreed to have the ability to adapt while 28.0% strongly agreed to the same. A majority (38.7%) of the respondents strongly agreed, and another 38.7% agreed to feeling appreciated with the different career development activities implemented by management. This finding was in line with that of Yu (2011), that the effect of career planning and management on job satisfaction is indirectly influenced by how far employees feel appreciated with the different kinds of career development activities implemented by management to manage their talents and enhance their career paths' progression.

Further, 44.1% of the respondents agreed to the statement that Career developments enable match interests of different job groups to current and future organizational opportunities. These findings confirmed those of Baruch(2004) who argued that the management often designs and administers career programmes that enable employees who work in different job groups to match their interests and capabilities with current and future organizational opportunities and changes; effort that can motivate employees to maintain and support organizational strategy. When asked if career programs administered in the organization assists employees in developing their career paths, 26% of the respondents agreed that the organization assists employees to develop their career paths. In a similar research, Ismail, Madrah, Aminudinand Ismail (2013) found out that the readiness of management to properly plan and adequately manage career programmes may assist employees in developing their career paths and as a consequence lead to enhanced job satisfaction in organizations.

Table 4.3: Elements of career development

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Management properly plans and manages career programs for employees who work in different job categories.	3.2%	4.3%	23.7%	46.2%	22.6%
Employees have the ability to adopt to changes in the department.	0.0%	3.2%	19.4%	49.5%	28.0%

Employees feel appreciated with different career development activities.	1.1%	2.2%	19.4%	38.7%	38.7%
Career developments enable match interests of different job groups to current and future organizational opportunities.	1.1%	5.4%	33.3%	44.1%	16.1%
Career programmes administered in our organization assists employees in developing their career paths	18.3%	18.3%	23.7%	25.8%	14.0%

Training

Training of employees plays a paramount role in determining the success of any organization. Therefore the researcher sought to find out the training the employees have had and how it affects their performance. The results were presented and discussed in the following sections.

Ways the training had been conducted in the organization

The study sought to establish the ways in which the training had been conducted in the organization. According to Figure 4.5, majority (53.76%) of the respondents said the organization does in-house trainings, 23.66% said the organization does outside work station trainings, 17.20% said the organization

does government training colleges and 5.38% said the organization does attachments as a form of training. Meyer and Allen, (1991) argued that training practices used by organizations may have an effect, direct or indirect on both employee motivation and organizational commitment.

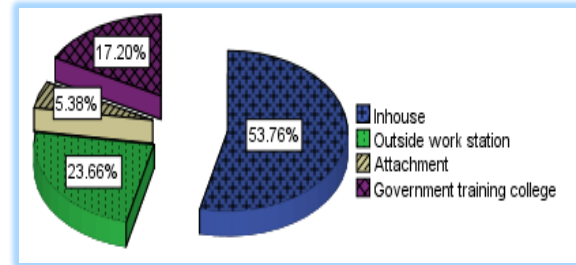


Figure 4.5: Ways the training is conducted in the organization

Statements relating to training on organizational performance

The study sought the opinions of the respondents on the training offered by the organization. From the findings presented in Table 4.4, 29.0% of the respondents said to a large extent that training offered by the organization has enabled them to acquire requisite skills to do their job. The findings confirm those of Chiaburu and Tekleab (2005) who found that in business world, employee’s skills which are necessary to do their job are only possible through training. A 37.6% of the respondents said to a moderate extent the management organizes trainings in the areas it considers necessary for the employees to acquire skills for the achievement of organizational goals. This finding was in line with that of Chen, Chang and Yeh (2004), who argued that training is related to the skills deemed necessary by the management of an organization that must be acquired by the members of that organization, in order to improve the probability of achievement of its goals.

Further, a majority (38.7%) of the respondents said to a large extent the training they receive has

improved their commitment to the organization and positively affected their job performance. Tsai, Yen, Huang and Huang (2007), found out that employees committed to learning showed a higher level of job satisfaction with a positive effect on their performance. Additionally, 34.4% of the respondents said to a moderate extent their customers moderately felt satisfied, as a result of the training the respondents received, a finding that confirmed a study finding by Rowden and Conine (2005) who argue that trained employees will better satisfy the needs of their customers.

Table 4.4: Statements relating to training on organizational performance

	To no extent at all	To a very little extent	To a moderate extent	To a large extent	To a very large extent
Training offered by the organization has enabled me to acquire requisite skills to do my job.	15.1%	18.3%	24.7%	29.0%	12.9%
The management organizes a training in the areas it considers necessary for the employees to acquire skills for the achievement of organization goals.	12.9%	14.0%	37.6%	28.0%	7.5%
The training I receive has improved my commitment to the organization and has positively affected my job performance.	10.8%	8.6%	30.1%	38.7%	11.8%

As a result of the training we receive, our customers feel more satisfied

11.8%	22.6%	34.4%	22.6%	8.6%
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Compensation

The study further sought to find out information regarding the compensation of the employees in the organization with the aim of deducing its effects on the employees' performance. The following were the findings.

Extent of satisfaction with the current remuneration

The researcher sought to find out the extent of satisfaction that the respondents had regarding their compensation by the organization. The findings were summarized in Figure 4.6. From the figure, over half (55.91%) of the respondents were satisfied to a moderate extent, 10.75% were satisfied to a large extent, 17.20% were satisfied to a very little extent while 16.13% were not satisfied at all with their current remuneration plan. Sopiah (2013) argued that, one way used by management to improve the performance, to motivate and to increase employees' job satisfaction is through compensation.

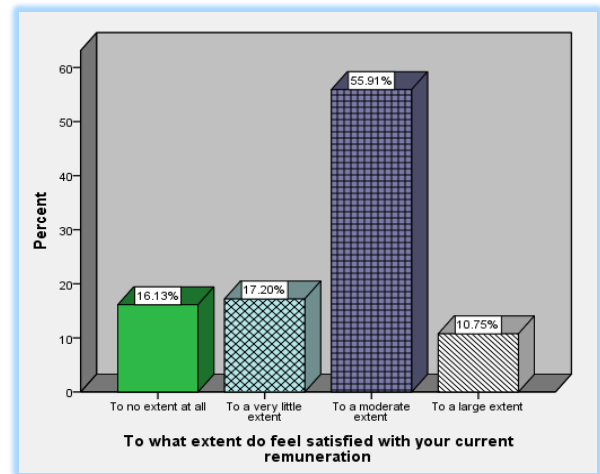


Figure 4.6: Extent the respondents are satisfied with their current remuneration

Statements on compensation

The study sought to ascertain the opinions of the respondents on compensation. The findings were summarized in Table 4.5. The table shows that a majority (41.9%) remained neutral on their organization remunerates adequately and therefore the employees are able to cater for their individual needs. In a similar study, Simamora (2004) proposed that compensation in the form of financial is important for the employees, because with the compensation they can directly fulfil their needs, especially the needs of physiology. A further majority of 31.2% agreed that their organization pays salaries as per the agreements with individual employees. The finding confirms a finding by Sophia (2013) that, performance will be well when the employees are paid or the salary is in accordance with the agreements. A 30.1% of the respondents had a neutral opinion regarding the statement that their organization offers rewards and recognition to better performing employees. As'ad, Ghiselli and Brown (2008), proposed five factors that lead to job satisfaction namely; position, rank, age, Financial Assurance and social security, and quality control.

Table 4.5: Elements of compensation on organizational performance

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Our organization remunerates adequately and therefore we are able to cater for our individual needs	9.7%	26.9%	41.9%	18.3%	3.2%

Our organization pays salaries as per the agreements with individual employees	5.4%	20.4%	23.7%	31.2%	19.4%
Our organization offers rewards and recognition to better performing employees	18.3%	15.1%	30.1%	24.7%	11.8%

Performance appraisals

Information regarding the performance appraisals by the organization was also sought out and the following were the findings.

Opinion of the respondents regarding Performance Appraisals

The researcher sought the opinion of the respondents regarding the performance appraisals in Ministry of Agriculture, Livestock and Fisheries. From Table 4.6 a bigger percentage (31.2%) of the respondents strongly disagreed that the primary goal of conducting an appraisal was to provide feedback to the technical staff. A 29.0% of the respondents agreed that, performance appraisal measure the performance and track growth of technical staff. According to Chandra (2006), the primary goals of conducting an appraisal are to provide feedback to the employee, measure Organizational performance, track growth, identify areas for further improvement, and provide suggestions for meeting operational goals and standards. He further argued that, results of performance appraisals also provide a basis for personnel decisions such as job assignments, salary recommendations, promotions, disciplinary actions, and organizational rewards.

A majority (36.6%) agreed that performance appraisal identified areas for further improvement and provided suggestions for meeting operational goals and standards for the technical staff. This finding confirmed that by Hansen(2005) who proposed that organizational performance appraisals can assist in identifying training needs and facilitate communication between employees and supervisors. Further, 39.8% agreed that performance appraisal increased productivity of the technical staff, and 45.2% agreed that performance appraisal created a feeling of usefulness among the technical staff. The findings are in line with those of Wright and Boswell (2002), who observed that the HPWSs can be seen as a means to enhance employees' knowledge, skills and abilities, decrease staff turnover and improve sales performance, market value and profitability level. A majority (33.3%) were of indifferent opinion on performance appraisal is a precursor for formulation of the mode of motivation and thus it is a tool and not means of improving productivity among the technical staff.

Table 4.6: Elements of Performance Appraisals on organizational performance

	Strongly disagree	Disagree	Indifferent	Agree	Strongly agree
The primary goals of conducting an appraisal are to provide feedback to the technical staff.	31.2%	12.9%	20.4%	28.0%	7.5%
Performance appraisal measures the performance and track growth of technical staff.	9.7%	19.4%	22.6%	29.0%	19.4%

Performance appraisals identify areas for further improvement and provide suggestions for meeting operational goals and standards for the technical staff.	2.2%	15.1%	25.8%	36.6%	20.4%
Performance appraisal increase productivity of the technical staff.	2.2%	15.1%	33.3%	39.8%	9.7%
Performance appraisal creates a feeling of usefulness among the technical staff.	4.3%	10.8%	32.3%	45.2%	7.5%
Performance appraisal is a precursor for formulation of the mode of motivation and thus it is a tool and not means of improving productivity among the technical staff.	8.6%	12.9%	39.8%	33.3%	5.4%

Organizational Performance

The study sought to establish the extent to which respondents agreed with the statements relating organizational performance in the study area. A scale of 1-5 was used. The scores “Strongly disagree”

and “Disagree” were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq \text{Disagree} \leq 2.5$). The scores of ‘Neutral’ were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq \text{Neutral} \leq 3.5$). The score of “Agree” and “Strongly agree” were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq \text{Agree} \leq 5.0$). The results were presented in mean and standard deviation. The mean was generated from SPSS version 21 and is as illustrated in Table 4.7. The results were presented in mean and standard deviation.

From the research findings, majority of the respondents disagreed the primary goals of conducting an appraisal are to provide feedback to the staff as shown by a mean of 1.93. The respondents agreed that good remuneration increases employee productivity thus organizational performance as shown by a mean of 4.51. The respondents agreed that rewards and recognition are essential factors in enhancing employee job satisfaction thus organizational performance as shown by a mean of 2.87. The respondents agreed that employee training enhances creativity in an organization thus organizational performance as shown by a mean of 4.17, agreed that Performance appraisal create a feeling of usefulness among the technical staff as shown by a mean of 1.93 and respondents were neutral disagreed that Performance appraisal is a precursor for formulation of the mode of motivation and thus it is a tool and not means of improving productivity among the technical staff as shown by a mean of 4.51. The findings are in agreement with literature review by Myers (2011) who stated organizational performance can be enhanced by rewards, recognition, employee training.

Table 4.7: Elements relating to organizational performance

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std deviation
The primary goals of conducting an appraisal are to provide feedback to the to enhance organizational performance	45%	13%	20%	10%	12%	1.93	0.45
Good remuneration increases employee productivity thus organizational performance	3%	10%	13%	72%	2%	4.51	0.34
Rewards and recognition are essential factors in enhancing employee job satisfaction thus organizational performance	2%	2%	24%	12%	60%	4.17	0.34
Employee training enhances creativity in an organization thus organizational performance	3%	10%	13%	72%	1.98	4.01	0.34
Performance appraisal create a feeling of usefulness among the technical staff	45%	13%	20%	10%	12%	1.93	0.45
Performance appraisal is a precursor for formulation of the mode of motivation and thus it is a tool and not means of improving productivity among the staff	3%	10%	13%	72%	2%	4.51	0.34

Inferential statistics

Correlation analysis

To quantify the strength and direction of the relationship between the variables, the study used Karl Pearson’s coefficient of correlation, Cooper & Schindler (2003). The Pearson product-moment correlation coefficient measure the strength of a linear association between two variables, Kothari (2004) The Pearson correlation coefficient, r, can take a range of values from +1 to -1. A value of 0 indicates that there is no association between the

two variables. A value greater than 0 indicates a positive association, that is, as the value of one variable increases so does the value of the other variable (Creswell, 2003). A value less than 0 indicates a negative association, that is, as the value of one variable increases the value of the other variable decreases. The correlation is significant at the 0.05 level for 2-tailed, Kothari (2010).

According to the findings in Table 4.8, there is a positive relationship between organizational performance and career development (0.776), employee compensation (0.785), performance appraisals (0.673) and employee training of magnitude 0.883. It was established that all the independent variables had a significant p-value ($p < 0.05$) at 95% confidence level. The significance values for relationship between organizational performance and career development, employee compensation, performance appraisals and employee training were 0.026, 0.013, 0.033 and 0.002 respectively. This implies that employee training was the most significant factor. The correlation matrix implies that the independent variables are very crucial determinants of organizational performance as shown by their strong and positive relationship with the dependent variable; organizational performance. The findings are in line with Kinte (2004), who indicated that in light of this, it is vital for firms to develop or adopt an effective management practices associated with career development, employee compensation, performance appraisals and employee training to enhance and also creating enabling working environment to facilitate performance of an organization

Table 4.8: Correlation analysis

	Organizational performance	Career development	Employee compensation	Performance appraisals	Employee training
Organizational performance	R = 1.000 Sig. (2-tailed) = N =				
Career development	R = .776 Sig. (2-tailed) = .026 N = 93	R = 1.000			
Employee compensation	R = .785 Sig. (2-tailed) = .013 N = 93	R = .414 Sig. (2-tailed) = .004 N = 93	R = 1.000		
Performance appraisals	R = .673 Sig. (2-tailed) = .033 N = 93	R = .445 Sig. (2-tailed) = .033 N = 93	R = .331 Sig. (2-tailed) = .020 N = 102	R = 1.000	
Employee training	R = .883 Sig. (2-tailed) = .002 N = 93	R = .251 Sig. (2-tailed) = .024 N = 93	R = .216 Sig. (2-tailed) = .044 N = 93	R = .302 Sig. (2-tailed) = .002 N = 102	R = 1.000

Multiple Regression Analysis

The study adopted a multiple regression analysis so as to establish the performance of Ministry of Agriculture Livestock and Fisheries. The study applied SPSS version 21 to code, enter and compute the measurements of the multiple regression. According to Green & Salkind (2003) regression analysis is a statistics process of estimating the relationship between variables. Regression analysis helps in generating equation that describes the statistics relationship between one or more predictor variables and the response variable. The results are shown in Table 4.8.

Table 4.9 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801 ^a	.642	.120	.202

- a. Predictors: (Constant), Career development, Employee compensation, Performance appraisals and Employee training

R is the correlation coefficient which shows the relationship between the study variables, from the findings shown in the Table 4.9 is notable that there exists strong positive relationship between the study variables as shown by 0.801. The coefficient of determination (R^2) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (Organizational performance) that is explained by all four independent variables (Career development, Employee compensation, Performance appraisals and Employee training). According to the four independent variables studied, they explain only 64.20% of the organizational performance as represented by adjusted R^2 . This therefore means that other factors not studied in this research contribute 35.80% of the organizational performance. Therefore, a further study should be conducted to investigate the other factors that influence the organizational performance. This implies that these variables are very significant therefore need to be considered in any effort to boost organizational performance in Kenya. The study therefore identifies variables as critical determinants of organizational performance.

Analysis of Variance (ANOVA)

Table 4.10: Analysis of Variance^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.654	4	1.4135	29.635	.029 ^b
	Residual	4.247	88	.0483		
	Total	9.901	92			

- a. Dependent Variable: Organizational Performance
- b. Predictors: (Constant), Career development, Employee compensation, Performance appraisals and Employee training
- c. Critical value: 11.746

From the ANOVA statics Table 4.10, the study established the regression model had a significance level of 0.29% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value ($29.635 > 11.746$) an indication that the set of independent variables; career development, employee compensation, performance appraisals and employee training influence organizational performance. The significance value was less than 0.05 indicating that the model was significant.

Regression Coefficients

Table 4.11: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	5.578	2.065		2.339	.001
	Career development	.644	.485	.002	2.455	.035
	Employee compensation	.753	.156	.235	3.366	.022
	Performance appraisals	.525	.487	.015	2.211	.043
	Employee training	.851	.336	.309	2.269	.001

- a. Dependent Variable: Organizational Performance

The general form of the equation was $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$ Where

Y= Organizational Performance; β_0 = Constant Term; β_1 , β_2 , and β_3 = Beta coefficients; $X_1=$

Career development; X₂= Employee compensation; X₃= Performance appraisals; X₄ = Employee training and ϵ = Error term. The model equation would be; $Y=5.578 + 0.644X_1 + 0.753X_2 + 0.525X_3 + 0.851X_4$. The Organizational performance = $5.578 + (0.644 \times \text{Career development}) + (0.753 \times \text{Employee compensation}) + (0.525 \times \text{Performance appraisals}) + (0.851 \times \text{Employee training})$. From above regression equation; the study found out that when all independent variables are kept constant at zero, the organizational performance will be at 5.578. At one unit change in career development will lead to 0.644 increases in organizational performance. Also a one unit change in employee compensation will lead to 0.753 increases in the organizational performance. Further, a one unit change in Performance appraisals will lead to 0.525 increases in the organizational performance and one unit change in employee training will lead to 0.851 increases in organizational performance. This concludes that employee training contributes more to organizational performance.

To test for the statistical significance of each of the independent variables, it was necessary to test at 5% level of significance and the p-values from the table 4.9 shows that the employee training had a 0.001; career development showed a 0.035 level of significance, employee compensation showed a 0.022 level of significance and performance appraisals had a 0.043 level of significance; a t-values were greater than 2. Therefore, the most significant factor is employee training.

CHAPTER FIVE

SUMMARY OF THE FINDINGS AND CONCLUSIONS OF THE STUDY

Introduction

The researcher sought to evaluate the extent to which motivation of employees affects organizational performance in the Ministry of Agriculture, Livestock and Fisheries. This chapter strives to present the summary of the findings, the conclusions of the study and the recommendations of the study. The summary of the findings and the conclusions are organized in terms of the objectives that were formulated in chapter one of the study.

Summary of the findings

Career development

The first objective of the study was to examine the effect of career development among the employees on performance of the Ministry of Agriculture, Livestock and Fisheries in Kenya. From the findings, a majority of the respondents reported that there was a career development programmes in the organization. The study also findings showed that over half of the respondents indicated that to a large extent career development program enabled the organization to achieve a balance between the individual's career needs and the organization's workforce requirement .From the descriptive statistics, the researcher found out that a majority of the respondents agreed that the management of the organization properly plans and manages career programs for employees who work in different job categories. Regarding the ability to adapt to departmental changes, a majority of the respondents agreed to have the ability to adapt. A majority strongly agreed to feeling appreciated with the different career development activities implemented by management. Further, a majority

agreed to the statement that Career developments enable match interests of different job groups to current and future organizational opportunities. When asked if career programs administered in the organization assists employees in developing their career paths, a majority of the respondents agreed that the organization assists employees to develop their career paths

Employee Training

In the second objective, the study sought to determine the impact of training opportunities for employees on the performance of the Ministry of Agriculture, Livestock and Fisheries in Kenya. The study established that majority of the organizations do in-house trainings. From the descriptive statistics, a good number of the respondents said to a large extent that training offered by the organization has enabled them to acquire requisite skills to do their job. A majority said to a moderate extent the management organizes trainings in the areas it considers necessary for the employees to acquire skills for the achievement of organizational goals. Further, a majority of the respondents said to a large extent the training they receive has improved their commitment to the organization and positively affected their job performance. Additionally, bigger percentage of the respondents said to a moderate extent their customers moderately felt satisfied, as a result of the training the respondents received, a finding that confirmed a study finding by Rowden and Conine (2005) who argue that trained employees will better satisfy the needs of their customers.

Compensation of Employees

The third objective of the study was to assess the effect of compensation of employees on the performance of the Ministry of Agriculture,

Livestock and Fisheries in Kenya. The study ascertained that a majority agreed that their organization pays salaries as per the agreements with individual employees. Further, the researcher found out that a majority remained neutral on their organization remunerates adequately and therefore the employees are able to cater for their individual needs. A majority agreed that their organization pays salaries as per the agreements with individual employees. A small majority had a neutral opinion regarding the statement that their organization offers rewards and recognition to better performing employees.

Performance Appraisal

In the fourth objective the researcher sought to examine the effect of performance appraisal for employees on performance of the Ministry of Agriculture, Livestock and Fisheries in Kenya. A majority of the respondents agreed that, performance appraisal measure the performance and track growth of technical staff. A majority agreed that performance appraisal identified areas for further improvement and provided suggestions for meeting operational goals and standards for the technical staff. Further, a small majority agreed that performance appraisal increased productivity of the technical staff, and a majority agreed that performance appraisal created a feeling of usefulness among the technical staff

Conclusions of the study

The study established that a career development affects organizational development. The study also found out that career development program enabled the organization to achieve a balance between the individual's career needs and the organization's workforce requirement .The researcher found out the management of the organization did not properly plan and manage

career programs for employees who work in different job categories

Additionally, the study established that majority of the organizations do not do in-house trainings. The training offered by the organization has not enabled them to acquire requisite skills to do their job. The management organizes trainings in the areas it considers necessary for the employees to acquire skills for the achievement of organizational goals. The training they receive has not improved their commitment to the organization and affected their job performance.

Further, the study ascertained that their organization does not remunerate adequately and therefore the employees are not able to cater for their individual needs. A majority agreed that their organization pays salaries as per the agreements with individual employees and organization offers rewards and recognition to better performing employees. The performance appraisal identified areas for further improvement and provided suggestions for meeting operational goals and standards for the technical staff. The performance appraisal increased productivity of the technical staff and created a feeling of usefulness among the technical staff

Recommendations

The findings of the study indicated that career developments programmes were a necessity for organizations. Therefore, the researcher recommends that career developments programmes be started in all organization especially new organizations as this was found by scholars to develop not only employees' jobs but the whole stage, process, attitude, behavior and state of affairs especially those relating to employees' work life.

From the researcher conclusion that the training that employees receive helps improve their commitment to the organization and also positively affect the performance, the researcher therefore recommends that, organizations should look to include training of employees as way to improve their performances. Also, to ensure that the training is effective, the management should focus it on areas it feels will help achieve organizational goals and objectives.

Compensation was also found to contribute to positive performance of the organization. Therefore, the study recommends that employees' salary should be according to their level of performance and the skills they possess that are unique. Promotion and rewards should also be included as a way of motivating the employees in the organization.

The study also recommends that performance appraisals should help to identify the weak areas of employees so that feedback would help them to improve their performances. The management should help to make it unbiased so that promotion and rewards would be genuine and hence motivate employees to work harder. This way organization will earn improved performances.

Recommendation for further research

This study sought to establish the influence of motivation of employees on organizational performance in Kenya with a case of Ministry of Agriculture, Livestock and Fisheries. Therefore, a similar study could be done with a different organization as a case study. Also, different variables could be chosen that are different from the ones used in this study.

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