

**FACTORS INFLUENCING EMPLOYEE MOTIVATION AND ITS IMPACT ON  
EMPLOYEE PERFORMANCE: A CASE OF AMREF HEALTH AFRICA IN  
KENYA**

**BY**

**CAROLINE NJAMBI**

**UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA**

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**BY**

**CAROLINE NJAMBI GICHURE**

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Fulfillment of the Requirement for the Degree of Masters in Business  
Administration (MBA)**

**UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA**

**SUMMER 2014**

## STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other College, Institution or University other than the United States International University-Africa for Academic Credit.

**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
Caroline Njambi, ID: 628542

This Project has been presented for Examination with my Approval as the appointed Supervisor.

**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
Stephen M. Nyambegera, PhD

**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
Dean, Chandaria School of Business

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## **ABSTRACT**

The purpose of the study was to determine the factors that influence employee motivation in Kenyan Organizations. The study was guided by the following research questions:(i) What are the extrinsic factors that influence the level of employee motivation in Amref Health Africa in Kenya? (ii) What are the intrinsic factors that influence the level of employee motivation in Amref Health Africa in Kenya? (iii) What impact does employee motivation have on the level of employee performance at Amref Health Africa in Kenya?

A descriptive research design was adopted, with Amref Health Africa in Kenya being the focus organization. The populations for the study were employees of Amref Health Africa in Kenya since this is the organization under study. The study population comprised a total of 412 employees from various functions. Stratified random sampling technique was used to draw a sample size of 96 respondents. The data collection instrument was a tailor-made structured questionnaire developed by the researcher, specifically for this study. A set of descriptive statistics including bar graphs and frequency tables were used to present the results of the study. Correlations among the variables were calculated using Statistical Package for Social Scientists (SPSS) version 21.

The key findings of the study were that the extrinsic factors affect the achievement aspects of employee motivation and the affiliation motivation as well as the competence motivation. These extrinsic factors include, work condition, pay, fringe benefits and the work environment among others. Furthermore, the extrinsic factors are fundamental in influencing the employee to strive at achieving the set goals by efficiently performing the necessary tasks.

The study also identified several intrinsic factors that influence employee motivation. These included employee achievements, recognition, work itself, responsibility and advancement, salary structure, the level to which the employees feel appreciated, and the employee perception of their jobs among other factors. The study also found that motivation of employee's impacts on the employee performance in the organization which performs a psychological function as well as an instrumental function for the organization. The study also found that motivated workers have the potential to establish a positive work environment which further inspires the level employee commitment to the organization and ultimately enhances productivity.

The major conclusions are that employee motivation is a highly sensitive concept which is affected by a multiplicity of factors. Some of these factors are extrinsic in that they emerge from within the organization and are an external imposition on the employee. The study also asserts that the issue of motivation as personal or inherent factor in an employee predisposes and employee to develop a certain mind set regarding their jobs.

The study recommended that the organization should acknowledge and exploit the extrinsic factors in their human resource management practices particularly in the strategic human resource management to ensure that the employees are well motivated to perform their tasks. In addition, the organization should include such extrinsic factors as encouraging employee involvement in the decision making and innovation, and increase the opportunities for the personal growth for the employees among other practices that can positively influence the intrinsic factors and facilitate the establishment of high levels of employee motivation. Furthermore, the organization and the general management should consider implementing policies and practices that positively affect employee motivation. And lastly, that the future researchers should conduct more study on the issue of employee motivation in order to facilitate the understanding of this intricate concept.

## **ACKNOWLEDGEMENTS**

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Without your prayers, support, encouragement, guidance and patience this study would not have been completed. Thank you all for believing in me and supporting my efforts to accomplish my dream. God bless you all!

## **DEDICATION**

It is with great humility that I dedicate this work to my late papa and family without whose prayers and support I would not have made it this far.



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## **CHAPTER ONE**

### **1.0 INTRODUCTION**

#### **1.1 Background of the Study**

Mudor and Tookon (2011) contend that every organization desires to be successful as much as current environment is very competitive. Organizations irrespective of size and market strive to retain the best employees, acknowledging their important role and influence on organizational effectiveness. In order to overcome challenges, organizations should create a strong and positive relationship with its employees, direct them towards task fulfillment and ensure they have job satisfaction (Fisher, 2012).

In order to achieve their goals and objectives, organizations develop strategies to compete in highly competitive markets and to increase their performance. Nevertheless, just a few organizations consider the human capital as being their main asset, capable of leading them to success or if not managed properly can lead to failure of the organization and high staff turnover (Fisher, 2012).

According to Ran (2009), employers are faced with the task of motivating employees and creating high job satisfaction among their staff. Developing programs and policies that embrace job satisfaction and serve to motivate employees takes time and money. When the employer understands the benefits of motivation in the workplace, then the investment in employee-related policies can be easily justified. If the employees are not satisfied with their jobs and not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success.

People have different needs that are continuously competing with each other and vary with an individual. Each person has a different mixture and strength of needs, as some people are driven by achievement while others are focusing on security. If the managers/supervisors are able to understand, predict and control employee behavior, they should also know what the employees want from their jobs. For that reason, it is essential for a manager/supervisor to understand what really motivates employees without making an assumption (Gurland and Lam, 2008).

Motivation as stated by Ran (2009) is generally defined as the process that accounts for an individual's intensity, direction, and persistence of effort toward attaining a goal. It

was also described by Elliot and Zahn (2008) as the strength and course of behavior, these three concepts can be referred to as how hard be the individuals' efforts and for how long are they maintained. In certain instances, motivation can serve as the explanation and the prediction of behavior of a particular individual's work performance. Motivation refers to "the reasons underlying behavior" (Guay, 2010). Intrinsic motivation is motivation that is animated by personal enjoyment, interest, or pleasure. Intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifest in behaviors such as play, exploration, and challenge seeking that people often do for external rewards. Researchers often contrast intrinsic motivation with extrinsic motivation, which is motivation governed by reinforcement contingencies (Irons and Buskist, 2008).

Customarily, educators consider intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation (Irons and Buskist, 2008). In comparison to financial resources, human resources have the capability to create competitive advantage for their organizations. Normally, employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development and so on, but this paper focuses only on employee motivation, as it has been shown to influence to a significant degree the organizational performance.

As Kalimullah (2010) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that course. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them (Santrock, 2009).

The Herzberg, Mausner and Snyderman (1959) research examined the relationship between motivation and productivity among 200 engineers and accountants. The result of the research was Herzberg's motivation-hygiene theory of motivation, which suggests that certain factors (motivator factors) lead to job satisfaction, whereas others (hygiene factors) prevent dissatisfaction but cannot engender satisfaction. Motivator factors are factors that are intrinsic to the job, such as the content of the work itself and the availability of opportunities for responsibility, advancement and recognition for achievement (Santrock, 2009).

Hygiene factors are extrinsic to the job and relate to the environment in which the job is performed. Such factors include the organization's policy and administration, working conditions, salary, supervision and interpersonal relations. Herzberg argued that the extrinsic aspects of work (the hygiene factors) could not provide a source of motivation for employees but could, if 'bad', provide a source of dissatisfaction and thus demoralize employees. Hygiene factors should be seen as the prerequisite to allow the motivating factors to influence employee's motivation (Sheldon and Filak, 2008).

In a situation where there were 'good' hygiene factors, the employee would be in a state of 'no dissatisfaction'. The motivator factors, which Herzberg (1959) described as "complex factors leading to this sense of personal growth and self-actualization", would then reflect employee motivation hence increase job satisfaction and productivity. As a consequence, in order to motivate workers towards higher productivity, "while it is important to ensure that the hygiene factors are correct", the manager must manipulate the motivators by attending to job-content issues for example job-enrichment (Sisk, 2009).

From the criticism of Herzberg and from the work of Goldthorpe, it has been noted that no one theory, be it human relations or scientific management, is likely to apply universally. Different socio-economic groups appear to attach different meanings to, or have different orientations towards work. Different groups of individuals may have different attitudes and opinions towards the same. They are also likely to react differently towards management policies (Latham and Locke, 2007). At the same time as well-meaning 'human relations' policies on the part of management may appeal to certain groups of workers, they may create feelings of unwelcome paternalism and claustrophobia in others (Latham and Locke, 2007). A model of worker motivation should therefore be able to differentiate between different types of worker and treat the wants, expectations and attitudes towards work as 'culturally determined variables, not psychological constants' (Irons and Buskist, 2008).

Even though a lot of research has been written on motivation, this subject is not clearly understood and more often than not poorly practiced. To well comprehend how motivation can impact on employee's performance, one must identify with human nature. In as much as motivation impacts on employee performance, there is need to blend the appropriate motivational tools with effective management and leadership to achieve this goal (Sullivan, 2009).

Even though the fact that motivation is very important to determine employee's ability, so are other factors such as the resources given to an employee to perform his or her job. For this reason, successful work performance can arise from a variety of motives. For instance, two people doing similar jobs may both be successful for different reasons. One salesperson may be motivated by the commission earned on sales, while the other may be more concerned about achieving sales targets. This creates a fine distinction in the subject matter because motivation to enhance performance varies from person to person and from organization to organization (Daft, 2009).

Amref Health Africa in Kenya was officially founded in 1957 to deliver mobile health services and to provide mission hospitals with surgical support. A medical radio network was developed to coordinate the service, and provide communication. In the early 1960s, ground-based mobile medical services were added, along with 'flight clinics' for the under-served and remote areas in Kajiado and Narok districts of Kenya.

In 1975, training and education for rural health workers were already a major part of Amref Health Africa in Kenya's efforts including the development of health learning materials. By late 1970s, Amref Health Africa in Kenya continued providing mobile clinical and maternal child/health (MCH) services. It also started to focus on community-based health care (CBHC) and training community health workers to deliver primary health care as well as technical support units for CBHC, MCH, family planning and environmental health (Amref, 2014).

During the 1980s, Amref Health Africa in Kenya moved into community health development, closer collaboration with the ministry of health in the region, and cooperation with international aid agencies. This set the organization's course for the 1980s and beyond. Greater emphasis was given to strengthening health systems and staff development, with special attention to health needs identified by communities themselves. Amref Health Africa in Kenya staff gained experience in planning and the management of health services at a national level – expertise that has since been shared in-house with health ministries (the first was Uganda), (Amref, 2014).

In the early 1990s Amref Health Africa in Kenya established a unique year-long training course in community health. The 1990s also saw Amref Health Africa in Kenya's work expand to include disease control initiatives, focusing on malaria, HIV/AIDS and TB. At some stage in the mid 1990s, Amref Health Africa in Kenya increased its focus on



HIV/AIDS as it looked set to undo much of the progress made in health during the 20th century, and become a major burden to health systems in poor countries. In recent years, Amref Health Africa in Kenya has highlighted the fact that despite huge investments by donors in health products and delivery of health services, a large percentage of Africans still have limited access to sufficient and quality health care. The organization has a very diverse workforce and views employee motivation as very critical in order to attain maximum performance. It is therefore this organization that the study is going to focus in order to determine what factors motivate the employees and the impact of motivation on the employee performance (Amref, 2014).

## **1.2 Statement of the Problem**

Employee motivation is a topic that has received very significant attention by managers and researchers alike (Gautam, Mandal and Dalal, 2006). It is acknowledged with certainty that no organization may possibly thrive without their employees. Employees are the main reason any organization might have the potential to keep in existence for a long time. Similarly to Amref Health Africa in Kenya, employees are the ones who play the major roles and make significant contributions to the organization. Well motivated employees would influence the efficiency of the organization and could lead to achieving the organization's vision and goals (Hussin, 2011).

Previous studies on employee motivation mainly focused on the factors that contributed to it being attained. On the other hand, not much research on its impact towards performance was made (Dinler, 2008). Studies on employee motivation have been carried out over the years but they are largely based on the western organizations and very few studies on motivation have been done in African organizations/companies let alone particularly Kenya. An example of such studies is one carried out by Grant, Fried, and Juillerat in 2010 on bankers in the UK. This brings about a great gap that needs to be filled with tremendous research considering the fact that employees in different environments and who are affiliated to different cultures cannot attain motivation from the same factors.

There has been a great challenge on the part of managers in Amref Health Africa in Kenya on determining how exactly they can attain maximum motivation for their employees whom they believe would go a very long way to improve on the organizational performance. Many managers have tried to attain motivation of their employees by trying

to use methods that were successful in other areas around the world and have desolately been disappointed, but the reason is simply because this research was not directly relevant to their own employees. It is for that reason that this research intend to fill in the knowledge gap.

### **1.3 Purpose of the Study**

The purpose of the study was to determine the factors influencing employee motivation and how it impacts on employee performance at Amref Health Africa in Kenya.

### **1.4 Research Questions**

The following research questions guided this study

1.4.1 What are the intrinsic factors that influence employee motivation at Amref Health Africa in Kenya?

14.2 What are the extrinsic factors that influence employee motivation at Amref Health Africa in Kenya?

1.4.3 What impact does employee motivation have on employee performance at Amref Health Africa in Kenya?

### **1.5 Significance of the Study**

#### **1.5.1 Organizational Leaders in Kenya**

The findings of this study would be important to various managers especially in Amref Health Africa in Kenya and would help them understand employee behavior better. The findings would also assist the leaders in any other organization at large that face the dilemma of understanding how to motivate their employees.

#### **1.5.2 Scholars**

The findings of this study would benefit scholars as it is a contribution to the body of knowledge in this broad and yet not fully exploited area of human resource management as well as social sciences. This would help to enhance understanding and development of relevant theories as well as extensive areas of interest.

### **1.5.3 Trade Unions**

The findings of this study would also be of significance to the trade unions in Kenya. This is in such a way that the study would help in restructuring the objectives of the unions and help them to realize exactly what conditions are relevant and how they can work towards ensuring employees are motivated at their work places.

### **1.6 Focus of the Study**

The study was carried out in Kenya, which is an economy where not a lot of research on employee motivation has been carried out. The Organization where the case study was carried out is Amref Health Africa in Kenya. The population comprises a total of 412 employees. The sample of the study comprises a total of 96 respondents from various departments of the organization which include; Human Resources, Communication, Finance, Programmes, Administration and Procurement. The researcher took four weeks to collect data.

### **1.7 Definition of Terms**

#### **1.7.1 Employee Motivation**

Motivation as stated by Ran (2009) is generally defined as the process that accounts for an individual's passion, direction, and determination of effort toward attaining a goal. It was also described by Elliot and Zahn (2008) as the strength and direction of behavior.

#### **1.7.2 Organizational Effectiveness**

The coming together of people to formulate independent business identity for some specific purpose is commonly known as organization. Getting desired outcome within defined resources is treated as effectiveness. Organizational effectiveness is therefore an impression of how capable a group of people are in accomplishing the results the organization aims to generate (Oluseyi and Ayo, 2009).

#### **1.7.3 Employee Turnover**

According to Society for Human Resource Management (2012), employee turnover is defined as the rate at which employees enter and leave a company in a given fiscal year. Regardless of the health of the economy, turnover is an important metric for HR professionals because it allows them to focus not only on retaining their best current workforce but also on planning for the future.

#### **1.7.4 Employee Absenteeism**

The term absenteeism refers to failure to report to work. The definition itself tells the failure of the organization process, if the employee fails to follow the set of rules and standards of the organization. Absenteeism is a type of spontaneous action which threatens the organization to fall in danger as it leads to the disruption of the daily processes. Absenteeism converts the organization into a deviant work place behavior (Swarnalatha and Sureshkrishna, 2013).

#### **1.8 Chapter Summary**

This chapter has provided a focus into the background of the problem, the problem statement, the purpose of the study, the research questions, and the importance of the study, the scope of the study and the definition of terms. In the next chapter, the researcher has reviewed the literature based on the factors that influenced employee motivation and how it impacts performance and thereafter looked at the research methodology that was adopted in Chapter three. In Chapter four the researcher made a summary of the results and findings of the study. And in Chapter five conclusion and recommendations of the study are provided.

## **CHAPTER TWO**

### **2.0 LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter seeks to present a review of relevant theoretical and empirical literature in relation to the research questions being analyzed, that is, (i) What are the extrinsic factors that influence the level of employee motivation in an organization?, (ii) What are the intrinsic factors that influence the level of employee motivation in an organization?, (iii) What is the impact of employee motivation on his/her performance in the organization?

#### **2.2 Extrinsic Factors that Influence Employee Motivation**

Extrinsic motivation, on the other hand, refers to tangible rewards such as pay, fringe benefits, work environment, work conditions, and job security. Extrinsic motives cannot only be satisfied by the work itself. That means pleasure comes from something the task leads to, such as money. As according to (Kalimullah *et al*, 2010) the effects of work, as well as its contributing factors are also of importance for the need satisfaction. As a result, work is seen as a means to pursue other motives.

##### **2.2.1 Monetary Compensation/ Salaries**

No one works for free, nor should they. Employees want to earn reasonable salary/payment and employees desire their employers to feel that is what they are getting. Money is the fundamental inducement, no other incentive or motivational technique comes even close to it with respect to its influential value. It has the supremacy to magnetize, retain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Abadi, *etal.*, 2011).

Research has suggested that reward causes motivation of the employee which directly influences performance of the employee (Kalimullah, *et al.*, 2010). Rewards are management tools that hopefully contribute to firm's effectiveness by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees. To use salaries as a motivator

effectively, managers must consider salary structures which should include the importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions etc (Rukhmani *et al* 2010).

### **2.2.2 Leadership**

Leadership is about influencing people to do things the right way. To achieve that you need people to follow and to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated. Theories imply that leader and followers raise one another to higher levels of morality and motivation. Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes in management (Rukhman, 2010).

### **2.2.3 Job Enrichment**

Job enrichment is a job redesign technique that allows employees to have autonomy on how they perform their own tasks, giving them more responsibility. As an alternative to job specialization, companies/organizations using job enrichment may experience positive outcomes such as increased motivation, reduced turnover, increased productivity, and reduced absences. This may be because employees who have the authority and responsibility over their own work can be more efficient, eliminate unnecessary tasks, take shortcuts, and overall increase their own performance.

At the same time, there is some evidence that job enrichment may sometimes cause employees to be dissatisfied. The reason may be that employees who are given additional autonomy and responsibility may expect greater levels of pay or other types of compensation, and if this expectation is not met, they may feel frustrated. One more thing to remember is that job enrichment may not be suitable for all employees. Not all employees desire to have control over how they work, and if they do not have this desire, they may feel dissatisfied in an enriched job (Whittaker, 2008).

### **2.2.4 Information Availability and Communication**

Managers can stimulate motivation by giving relevant information and making it readily available to the employees. To this researcher it seems that there is no known organization in which people do not usually feel there should be improvement in the way departments

communicate, cooperate, and collaborate with one another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another hence lifting up each other's self-confidence (Chiang and Jang, 2008).

### **2.2.5 Work Environment**

Employee level of motivation is also influenced by the quality of the working environment both its physical attributes and the degree to which it provides meaningful work. While a comfortable physical environment is correlated with employee motivation, the relationship is not merely as strong as the relationship between motivation and managerial behavior (Yazdani *et al* 2011).

Work environment plays an essential role since it influences employee motivation. Employees are concerned with a comfortable physical work environment that will ultimately provide extra optimistic level of motivation. Lack of favorable working conditions, amongst other things, can affect badly on the employee's mental and physical well-being. According to Arnold and Feldman (1996) factors such as working hours, temperature, ventilation, noise, hygiene, lighting, and resources are all part of working conditions.

Negative performance will be provoked by poor working conditions since employees job demand mentally and physically tranquility (Irons and Buskist, 2008). Moreover, they warned that if working conditions are two extreme ends i.e. either too favorable or too extreme, this could be taken for granted or ignored by most employees. Furthermore, when employees feel that management does not appreciate or acknowledge their efforts or work done they may use poor working conditions as an excuse to get back at management (Whittaker, 2008).

### **2.2.6 Good Managerial Relations**

A good managerial relation is an important factor in fostering employee motivation. Those who act to maintain good relations with their employees exhibit the following behaviors: help with job related problems, awareness of employee difficulties, good communication, and regular feed-back about the performance so that employees always know where they stand. Employees want to have input into decisions that affect them, to feel important and appreciated. They want to be informed and involved at work place. When a job brings

recognition and respect, employees are motivated with it. This is an easy condition to create with feedback (Tella, 2007).

The evidence that “good management” plays a part in affecting employee motivation puts a responsibility on both the managers and the supervisors in the organization. Management needs information on employee motivation in order to make sound decisions, both in preventing and solving employee problems. A typical method used is employee motivation surveys, also known as a morale, opinion, attitude, or quality-of-work-life survey. An employee motivation survey is a procedure by which employees report their feelings towards their jobs and work environment. Individual responses are then combined and analyzed (Yazdani *et al* 2011).

### **2.2.7 Promotion Opportunities**

Promotional opportunities affect employee motivation considerably. The desire for promotion is generally strong among employees as it involves change in job content, pay, responsibility, independence and status among others. An average employee in a typical government organization can hope to get two or three promotions in his entire service, though chances of promotions are better in private sector. It is no surprise that the employees take promotion as the ultimate achievement in their career and when it is realized, he/she feels extremely satisfied (Turkyilmaz *et al*, 2011).

If an organization provides employees the necessary factors for promotion such as facilities, ability and skills, then employees will be automatically motivated and satisfied. Promotion and satisfaction have a direct relationship. Naveed and Bushra (2011) indicated that Maslow's hierarchy of need theory also described that when esteem needs (autonomy, power, recognition and status) of people are fulfilled, they will be more satisfied with their job. Herzberg theory of motivation states what employees demand from their job. The need theory indicates that there is a need of achievement and need for power in people. People will be more satisfied and motivated when their needs are fulfilled (Ramasodi, 2010).

### **2.2.8 Work Group**

The work group does serve as source of motivation to individual employees. It does so primarily by providing group members with opportunities for interaction with each other. It



is well known that for many employees work fills the need for social interaction. The work group is even stronger source of motivation when members have similar attitudes and values as it causes less friction on a day-to-day basis. Co-workers with similar attitudes and values can also provide some confirmation of a person's self-concept (Oluseyi and Ayo, 2009).

### **2.2.9 Nature of Job**

Many years of research in different organizations and jobs have shown that nature of job itself becomes a dominant factor of job employee motivation when employees assess different aspects of their work, like supervision, growth opportunities, salaries, and colleagues and so on. When the job performed by an employee is perceived to be important, this will increase motivation level. Work challenges let employees utilize their skills, knowledge and intelligence to deal with complexities involved in their job. There is a negative association between intelligence and motivation when complications in jobs are persistent because most of the jobs are not challenging or interesting, hence if the job doesn't have the perceived element of interest it may possibly bring demotivation among intelligent employees (Mehmood, Irum, Ahmed and Sultana, 2012).

### **2.2.10 Co-Workers**

A co-worker is a person who holds a position or rank similar to that of an employee in the same company/organization. Co-workers are a distinct part of the working environment, and employees are expected to work harmoniously with other employees (Iqbal, 2010). People seek friendly, warm and cooperative relationships with others, not only for what these relationships produce in the immediate present, but also for what they provide in those times of need, such as social support.

Bagraim, Cunningham, Potgieter and Viedge (2007) suggest that employees should be technically, emotionally and socially supportive of one another. Harmonious interactions between an individual and their fellow employees, as well as relations between other fellow employees with each other, have a positive influence on an individual's level of organizational commitment and motivation (Iqbal 2010). Pleasant associations with co-workers have been found to have a positive influence on an individual's level of motivation (Ladebo, Awotunde and AbdulSalaam-Saghir, 2008).

## **2.3 Intrinsic Factors that Influence Employee Motivation**

Intrinsic motivation is the desire of an individual to perform his/her work well, in order to achieve the satisfaction of intrinsic needs. In other words, an individual performs a task in order to achieve certain types of internal states, which he/she experiences as intrinsic motivation relates to psychological rewards such as the recognition of a task completed. External rewards such as food, money, praise, and so on, are not the main reason for a person to engage in activities. Intrinsic motives can be satisfied by the work itself. In other words, the task itself is the main source of motivation, since it provides interest, stimulation, challenges, and opportunities for personal growth and achievement to the individual. Intrinsically motivated behavior is the one that is determined by an individual's need for feeling competent and self determining. On the one hand, a person will seek out challenges that allow him/her to behave in ways that provide him/her with a sense of competence and self-determination (Matthew et al 2009).

### **2.3.1 Recognition and Employee Motivation**

According to Maurer (Kalimullah et al, 2010) 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 study focused on four types of rewards of which one was recognition which he tested through Pearson correlation. The results showed that recognition correlates significantly (0.65) with employee work motivation (Kalimullah *et al*, 2010).

A study was conducted in Pakistan to examine the job satisfaction among bank employees in Punjab. A structured questionnaire survey was used and data was gathered from four bank's employees. The value of correlation coefficient for recognition was (0.251) which shows that its relationship with job satisfaction is positive. Job satisfaction is directly associated with internal work motivation of employees that enhances as the satisfaction of employees increases (Salman *et al*, 2010). That is why a study says that deficiency of appropriate recognition and rewarding reduces employees work motivation and job satisfaction. Hence, administration of organizations and institutions should build up the arrangement for giving that rewards and recognition to enhance employee job satisfaction and motivational level (Turkyilmaz *et al*, 2011).

### **2.3.2 Skill Variety**

This is the extent to which a particular job requires a variety of employee competencies to carry it out (Jackson, 2011). For example, lower skill selection exists when an assembly-line employee performs the same two tasks over and over again. The more skill involved, the more meaningful the work becomes for an employee. Döckel, Basson and Coetzee (2006) suggest that one way that employees may develop a sense of competency is by working in a job with high skill diversity. Skill variety relates to feelings of belonging, as well as a sense of attachment to the organization. Mathis and Jackson (2011), however, warn that skill variety should not to be confused with multitasking, which is doing several tasks at the same time, for instance, with computers, telephones, other devices, and personal organizers.

### **2.3.3 Trust**

Trust is defined as the perception of one about others, decision to act based on communication, behavior and their decision. If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees' motivation. It can make intrapersonal and interpersonal effects and influence on the relations inside and out the organization (Annamalai, Abdullah and Alasidiyeen, 2010).

### **2.3.4 Fairness of Treatment**

Kalpana (2013) claimed that in evaluating fairness, individuals first assess the ratio of their contribution (input) to the resulting economic or social compensation (output) and then compare the ratio with that of referent others. Receiving comparatively both too much (over-compensation) and too little (under-compensation) is evaluated as unfair, according to equity theory. Accordingly, individuals try to reduce the unfairness by altering input (e.g. working less) or output (e.g. stealing from the company). The main drawback for organizational behavior researchers was that equity theory does not provide specific predictions about people's reactions to inequity. This limitation of equity theory promoted the shift of prominence in organizational justice research towards procedural justice (Kalpana, 2013).

### **2.3.5 Total Life Space**

The idea of “total life space” is a new concept for human resource managers, growing in

importance as the number of employees grow. Employees want to be able to balance the demands of work and home. To do this, they want their managers to expect a reasonable amount of work, but not so much that the job interferes with personal life (Kalimullah et al, 2010).

### **2.3.6 Meaningful Work**

Meaningful work is considered as a very important factor when it comes to intrinsic employee motivation. These days, employees want to be engaged in qualitative work. Employees want their work to be meaningful to them. Meaningful work is an emerging factor for valued outcomes of organizations. Meaningful work is an important issue and is valuable for both employee and employer. There are some other factors rather than money which an employee may want to share with their community and home members. Such factors include sense of achievement and feeling of accomplishment of some tasks. This meaningful work is considered as a dividend to the employee (Pocock, 2006).

Outcomes, task distinctiveness and meaningful work are important for such people who have the desire for achievement. Employee motivation cannot be separate from demand of meaningful work. It is the duty of managers to make work meaningful for their employees so that they can be motivated with their job and due to this, employees will show a positive response in the organization. Success, achievement and status are included in the meaningful work experiences (Yaseen, 2013).

### **2.3.7 Training and Development**

Training provides chances to employees' growth and enhances their knowledge and skills for effective development (Kabir, 2011). Trained workers are more motivated with their job as compared to untrained employees (Abdullah and Djebavni, 2011). These training programs positively raise employees' advancement that is good for competencies (Hunjra et al., 2010). By getting these training programs employees are able to get self assured, evolution of career, and have positive thought for their organizations/companies (Kabir, 2011). The aim of these training and management programs is to amend employees' skills and organization potentialities (Hunjra, Chani, Aslam, Azam and Rehman, 2010).

### **2.3.8 Responsibility**

According to Lai (2011), employee participation may enhance motivation and job satisfaction through power sharing, and increased responsibility. Employee participation can provide individuals an opportunity to make key managerial decisions that have an impact on other employees, thus increasing job satisfaction and performance. Herzberg's two-factor theory suggests that intrinsic work factors such as responsibility held by employee and skills development may increase job satisfaction. Increased work responsibility may be related to many factors suggested in the two-factor model as recognition and interpersonal relationships have implications for individuals' identity (Lai, 2011).

### **2.3.9 Empowerment and Employee Motivation**

Employee empowerment and participation consists of contribution of employees in management and decision making associated to policies, objectives and strategies of the organization. Empowerment results in motivating employees that leads to constant expansion and organizational growth. Empowerment directs faster decision of customer troubles for the reason that employees did not fritter away time referring customer objections to managers. Increased self-sufficiency enhances work productivity, amplifies employees' wisdom of self-efficacy and their motivation to get upon and complete certain tasks. Managers should regard employees in decision-making procedures (Mani, V, 2010).

Amin (2010) believed that empowerment creates motivation and energy in workforce to do their work efficiently and effectively. Together the job characteristics of career revamp and employee empowerment are imperative characteristics in giving greater employee dedication and trustworthiness toward the organization and increased level of motivation. Participative decision making is a set of planned procedures for systematizing individual sovereignty and autonomy in the perspective of faction accountability and associated to system-wide control.

Employee participation and empowerment not only direct to efficiency, effectiveness and innovation but they also boost employee fulfillment, work motivation and trust in the organization. John Baldoni in his book 'Great motivation Secrets of Great Leaders', has discussed that empowerment and recognition encourages and motivates people to work. He elaborates it that empowerment grants people with responsibility and ability to act as it puts people in control of their own destinies. Also he wrote that it's fundamental to our humanity

that everyone needs to be recognized about how and what work they have done and next time they do it more efficiently for the sake of more recognition (Khan, 2010).

### **2.3.10 Task Significance**

Task significance is the extent to which an employee perceives the job he or she is performing as having a substantial impact on the lives of other people, whether those people are within or outside the organization (Lunenburg and Ornstein, 2008). Most people work to earn a living, but also because of the other satisfactions that come with the job, such as doing something meaningful.

## **2.4 Impact of Employee Motivation on Employee Performance**

### **2.4.1. Employee Motivation and Absenteeism**

Various studies have attempted to examine the relationship between employee motivation and absenteeism. Absenteeism as absence is commonly viewed as one of the means of withdrawal from stressful work situations. According to Luthans (1995), research has generally revealed a consistent inverse relationship between motivation and absenteeism, for instance when motivation is high, absenteeism tends to be low and when motivation is low, absenteeism tends to be high. Even though this correlation has been found to be rather moderate, the underlying assumption is that absence is at least in part, the result of dissatisfaction on the job (Anderson, 2004).

Absenteeism has long been considered a significant and pervasive problem in industry. As a result, theories have been developed and numerous studies conducted to identify the causes of absenteeism. Probably one of the most common theories is the notion that absenteeism is caused by employees avoiding a painful or dissatisfying work situation. Although it is recognized that absenteeism may be caused by the employee's inability to come to work, motivation to attend work is assumed to be a major factor determining how often an employee is absent. To many in the world of work, absenteeism is one of those stubborn problems for which there is no clear culprit and no easy cure (Obasan, 2011).

Furthermore, as a general phenomenon it does not discriminate against individuals on the basis of sex, race and religion. Obasan (2011) postulates that “employers have the right to expect good attendance from their employees as employment is a contract between two

consenting parties”. According to Vlosky and Aguilar (2009) absenteeism can be very costly to organizations and enormous savings can be realized through effective management of nonattendance at work. Besides the cost implications, absenteeism is influenced by dozens of interrelated factors which make it even more difficult to “quantify, qualify or rectify”. One of these factors which have been cited by different researchers is an employee’s level of job motivation in the workplace.

In conjunction with this, George and Jones (2002) maintain that many researchers have studied the relationship between absenteeism and motivation in an attempt to discover ways to reduce absenteeism.” Early motivation research has emphasized the underlying assumption that lack of employee motivation represents the primary cause of absenteeism (Vlosky and Aguilar, 2009). Kalpana (2013) proposes that employee attendance is based on an employee’s motivation to attend as well as their ability to attend.

#### **2.4.2 Employee Motivation and Productivity**

According Wentzel and Wigfield (2009), the relationship between employee motivation and productivity is not definitely established. The consensus, however, is that in the long-run motivation leads to increased productivity. The strongest implication of much of the research is that the two variables, motivation and performance, are relatively independent of each other. There seems to be at least two possible reasons for this. The first is that in many jobs variations in motivation cannot lead to variations in productivity. Secondly, even when correlations do appear, the associations may be spurious, since both may be associated with other factor. In other words, motivation and productivity may be well largely separate casual paths: one set of factors (e.g. investment in technology) determines productivity and another set (e.g. perceived equity of rewards) produces job-satisfaction (Westover, 2010).

There are some conditions under which high productivity more clearly leads to motivation. One condition is that the employees perceive that intrinsic and extrinsic rewards are contingent upon their productivity. The second condition is that the extrinsic rewards (pay for example) be distributed equitably. Inequitable distribution fails to convince the employees close correlations between hard work and rewards (Muhammad and Wajidi, 2013).

Efficiency increases as an organization finds new ways to use fewer resources to produce its output. In a business environment, productivity improvement is essential for long-run success.

Through gains in efficiency managers can reduce costs, save scarce resources, and enhance profits. In turn, improved profits allow an organization to provide better pay, benefits, and working conditions. The result can be a higher quality of work employees, who are more likely to be motivated towards further improvement in productivity. (Wentzel and Wigfield, 2009).

### **2.4.3 Employee Motivation and Employee Turnover**

Turnover is process in which employees leave the organization and have to be replaced. Like absenteeism, turnover is related to employee motivation. Turnover occurs when employees leave an organization and have to be replaced. Excessive turnover can be a very costly problem, one with a major impact on productivity. But cost is not the only reason turnover is important. Lengthy training times, interrupted schedules, additional overtime, mistakes and not having knowledgeable employees in place are some of the frustrations associated with excessive turnover (Westover, 2010).

High employee turnover is of considerable concern for employers because it disrupts normal operations, causes morale problems for that stick on, and increases the cost involved in selecting and training replacements. The employer does whatever possible to minimize turnover by making employees feel motivated on their jobs. The withdrawal behavior of employees is modified by certain factors. Loyalty to the organization is one such. According to Van and Adonisi (2008), some employees cannot imagine themselves working elsewhere, however demotivated they are in their present job. Availability of other places of employment also influences turnover.

#### **2.4.3.1 Types of Turnover**

There are two types of turnover. Turnover often is classified as voluntary or involuntary. The involuntary turnover occurs when an employee is fired. Voluntary turnover occurs when an employee leaves by choice and can be caused by many factors. Causes include lack of challenge, better opportunity elsewhere, pay, supervision, geography, and pressure. Certainly, not all turnovers are negative. Some workforce losses are quite desirable, especially if those workers who leave are lower performing, less reliable individuals (Westover, 2010).

### **2.4.4 Job Satisfaction and Safety**

Poor safety practices are a negative consequence of low motivation level. When people are



discouraged about their jobs, organizations and supervisors, they are more predisposed to experience accidents. An underlying reason for such accidents is that discouragement may take one's attention away from the task at hand. Inattention leads directly to accidents. For example, many hand injuries from power tools can be attributed to the operator not paying cautious concentration (Wentzel and Wigfield, 2009).

#### **2.4.5 Employee Motivation and Job Stress**

According to Van and Adonisi (2008) Job stress is the body's response to any job-related factor that threatens to disturb the person's equilibrium. In the process of experiencing stress, the employee's inner state changes thus prolonged stress can cause the employee serious ailments such as heart disease, ulcer, blurred vision, lower back pain, dermatitis, and muscle aches. Persistent job-dissatisfaction is powerful source of job stress .The employee may see no satisfactory short term solution to evading this type of stress. Westover (2010) suggests that an employee trapped in a demotivating job may withdraw by such means as high absenteeism and tardiness; or the employee may quit. Employees under prolonged stress stemming from lack of motivation often consume too much alcohol, tobacco, and drugs. These employees are costly to the management in terms of time lost due to frequent absences and increased payments towards medical compensation (Westover, 2010).

#### **2.4.6 Employee Motivation and Unionization**

It is proved that lack of employee motivation is a major cause for unionization. Demotivation and dissatisfaction with wages, job security, fringe benefits, chances for promotion and treatment by supervisors are reasons, which make employees, join unions. Another aspect is that job-dissatisfaction and lack of motivation can have an impact on the tendency to take action within the union, such as filing grievances or striking (Muhammad and Wajidi , 2013).

#### **2.4.7 Other Effects on Motivation**

In additions to the above, it has been claimed that motivated employees tend to have better mental and physical health and learn new job related tasks more quickly. All these considered by practicing managers and organizational behavior researchers, they would agree that employee motivation is important to an organization. Critics however, point out this is pure assumption because there is so much we do not know about the positive effects of motivation. On the other hand, when employee motivation is low, there seems to be negative effects on

the organization that have been documented. So if only from the standpoint of viewing employee motivation as a minimum requirement or point of departure, it is of value to the organization's overall health and effectiveness and is deserving of study and application in the field of organizational behavior (Van and Adonisi, 2008).

## **2.5 Chapter Summary**

This chapter has presented a review of pertinent literature of employee motivation in organizations. Arising from this review, various researched theories have been presented. It is therefore important for this research to provide empirical evidence of these theories. Research in this area will provide more knowledge on the extent to which these theories are relatable to Kenyan organizations and with Amref Health Africa in Kenya as a case study. The next chapter will present imperative research methods that will be used to conduct this research.

## **CHAPTER THREE**

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the research methodology that was used to conduct this study thus, it focused on the following: research design, population and sampling techniques, data collection methods, research procedures, and data analysis methods.

#### **3.2 Research Design**

The research design that was used for the study was a descriptive research design. Research design can have a number of classifications which could incorporate the degree to which the research question has been crystallized, the method of data collection, the ability of the researcher to produce effects in the variables which are being studied, the purpose of the study being carried out, the time dimension, the focus of the study and also the research environment. A descriptive study collects data in order to answer questions about current status of the subject or topic of study. The classification of the particular research design for this study is the purpose of the study. We have three options under this which include; Reporting study, Descriptive study, and Causal study and these can be said to be either causal-explanatory study or causal-predictive study. The researcher believed that a descriptive research design was appropriate for this study because this study was concerned with finding out what the factors are, that influence motivation of employees and how motivation affects the employee performance in the organization.

#### **3.3 Population and Sampling Design**

##### **3.3.1 Population**

The study population comprised a total of 412 employees of Amref Health Africa in Kenya from various organizational departments. The study population refers to the total collection of elements which one would like to study or make inferences. The population aspect however refers to the individual participant or object on which the measurement is taken. It is the unit of study (Cooper and Schindler, 2011).

##### **3.3.2 Sampling Design**

Sampling refers to the process by which part of the population is selected and conclusions are drawn about the entire population (Cooper and Schindler, 2001). The quality of a study is

often better with sampling than with a census ‘‘Sampling possesses the possibility of a better interviewing (testing), more thorough investigation of missing, wrong or suspicious information, better supervision and better processing than is possible with complete coverage’’ (Deming, 1990, p. 26).

**Table 3.1: Population Distribution**

| No           | Department                    | Population Characteristics | Total Population | Percentage of Entire Population |
|--------------|-------------------------------|----------------------------|------------------|---------------------------------|
| 1            | Human Resources               | Managers                   | 1                | 0.24                            |
|              |                               | Non-Managers               | 2                | 0.49                            |
| 2            | Adminstration and Procurement | Managers                   | 1                | 0.24                            |
|              |                               | Non-Managers               | 29               | 7.04                            |
| 3            | Communications                | Managers                   | 1                | 0.24                            |
|              |                               | Non-Managers               | 2                | 0.49                            |
| 4            | Finance                       | Managers                   | 1                | 0.24                            |
|              |                               | Non-Managers               | 11               | 2.67                            |
| 5            | Programmes                    | Managers                   | 6                | 1.46                            |
|              |                               | Non-Managers               | 358              | 86.89                           |
| <b>TOTAL</b> |                               |                            | <b>412</b>       | <b>100</b>                      |

(Source: Amref, 2014)

### 3.3.2.1 Sampling Frame

The sampling frame for this study consisted of 412 employees from various departments of Amref Health Africa in Kenya. The list from which the sample was drawn was obtained from the human resource department of Amref Health Africa in Kenya. Sampling frame refers to the list of elements from which the sample is actually drawn, and is closely related to the population (Cooper and Schindler, 2001). According to Cooper and Schindler (2011) it is a complete and correct list of population members only. However, it is important to note that the sampling frame often differs from the theoretical population because of errors and omissions. It is therefore a matter of judgment when it comes to exactly how much inaccuracy

one can accept while choosing a sampling frame.

### **3.3.2.2 Sampling Technique**

The stratified random sampling technique was used in the selection of sample elements (top management personnel) from the sampling frame. The population can be segregated into several mutually exclusive sub populations, or strata, the process by which the sample is constrained to include fundamentals from each of the segments is referred to as stratified random sampling. Stratified random sampling has three main benefits, it: increases a sample's statistical efficiency, provides adequate data for analyzing the various subpopulations and enables different research methods and procedures to be used in different strata (Cooper and Schindler, 2001).

The study population was segmented on the basis of various departments of Amref Health Africa in Kenya and comprised: Finance, Communication, Programmes, Human Resources and Administration and Procurement. This ensured representation across the various departments. Proportionate stratified sampling approach was used.

### **3.3.2.3 Sample Size**

This refers to the number of elements selected from a given population. “How large a sample should be is a function of the variation in the population parameters under study and the estimating precision needed by the researcher. Some of the principles which influence sample size comprise: the greater the dispersion or variance within the population, the larger the sample must be to provide estimation precision, the greater the desired precision of the estimate, the larger the sample must be, the narrower the interval range, the larger the sample must be, the higher the confidence level in the estimate, the larger the sample must be, the greater the number of subgroups of interest within a sample, the greater the sample size must be, as each sub group must meet minimum sample size requirements, and if the calculated sample size exceeds five percent of the population, sample size may be reduced without sacrificing precision” (Cooper and Schindler, 2001, p. 172). According to Saunders, Lewis and Thornhill (2009) sample size can be calculated by the following formula;

$$n = p\% * q\% * (2 / e\%)^2$$

Considering a worst case scenario where p is 50% at a 95% level of confidence, and within an error of  $\pm 10$ .

$$n = 50 * 50 * (1.96 / 10)^2 = 96 \text{ employees.}$$

However, they further suggest that if the population is less than 1000, then the sample size can be adjusted without affecting accuracy using this formula;

$$n = n / (1) + (n / N)$$

The adjusted minimum sample size was therefore 96 respondents. This is the total sample that was considered while collecting the data. Table 3.2 is indicative of the sample size distribution.

**Table 3.2: Sample Size Distribution**

| No           | Department                     | Population Characteristics | Total Population | Percentage of Entire Population | Sample population |
|--------------|--------------------------------|----------------------------|------------------|---------------------------------|-------------------|
| 1            | Human Resources                | Managers                   | 1                | 0.2                             | 0                 |
|              |                                | Non-Managers               | 2                | 0.5                             | 0                 |
| 2            | Programmes                     | Managers                   | 6                | 1.5                             | 1                 |
|              |                                | Non-Managers               | 347              | 83                              | 83                |
| 3            | Administration and procurement | Managers                   | 1                | 0.2                             | 0                 |
|              |                                | Non-Managers               | 29               | 7.0                             | 7                 |
| 4            | Finance                        | Managers                   | 1                | 0.2                             | 0                 |
|              |                                | Non-Managers               | 22               | 2.9                             | 5                 |
| 5            | Communications                 | Managers                   | 1                | 0.2                             | 0                 |
|              |                                | Non-Managers               | 2                | 0.5                             | 0                 |
| <b>TOTAL</b> |                                |                            | <b>412</b>       | <b>96</b>                       | <b>96</b>         |

(Source: Amref, 2014)

### 3.4 Reliability

The Cronbach Alpha method of internal consistency was used to compute the reliability of the measures of the variables of the study using the various questionnaire items administered to respondents. Cronbach's alpha of well above 0.7 implies that the instruments were sufficiently reliable for the measurement. The Alpha coefficients for the variables (Extrinsic factors, Intrinsic factors and Impact of employee motivation) are shown in Table 3.4

**Table 3.3: Reliability Coefficients**

| <b>Variable/Construct description</b> | <b>Coefficient Alpha Reliability</b> |
|---------------------------------------|--------------------------------------|
| Extrinsic factors                     | 0.809                                |
| Intrinsic factors                     | 0.861                                |
| Impact of employee motivation         | 0.602                                |

### **3.5 Data Collection Methods**

Cooper and Schindler (2011) state that data collection methods refer to the process of gathering data after the researcher has identified the types of information needed which is; the investigative questions the researcher must answer, and has also identified the desired data type (nominal, ordinal, interval, or ratio) for each of these questions and also ascertained the characteristics of the sample unit that is, whether a participant can articulate his or her ideas, thoughts, and experiences. This study focused on the use of primary data which was collected from the target sample. A structured questionnaire was used to collect the data. The data collection instrument for the study was developed based on literature from various scholars on the subject of factors that influence employee motivation and its impact on employee performance in the organization.

The questionnaire was divided into four sections: The first part was designed to analyze demographic data, which focused on collecting the respondent's personality characteristics deemed to contribute to the factors that influence employee motivation and how it impacts on the employee performance. The second part looked at extrinsic factors that influence the level of employee motivation at Amref Health Africa in Kenya. This section consisted of questions that were based on the identified extrinsic factors studied in the literature review with an aim of determining if they apply to Amref Health Africa in Kenya. There were five multiple choice options for each question, representing five levels of preference; Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree.

The third part of the questionnaire looked at the intrinsic factors that influence the level of employee job satisfaction at Amref Health Africa in Kenya. Five multiple choice options for each question was adopted, representing five levels of preference; Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. The fourth part of the questionnaire assessed

the impact of employee motivation on his/her performance at Amref Health Africa in Kenya. This section consisted of questions with five multiple choice options for each question, representing five levels of preference; Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. A pilot study was conducted to test the validity and reliability of the questionnaires. The results of the pilot study were however not included in the final report.

### **3.6 Research Procedures**

A tailor-made structured questionnaire was developed by the researcher, specifically for this study. The data collection method that was used is a structured questionnaire and more specifically, a self-administered structured questionnaire was used. The data collection instrument (structured questionnaire) was pilot tested with 10 respondents representing the various functions or divisions in Amref Health Africa in Kenya. The problems encountered during piloting testing of the data collection instrument were addressed by making necessary adjustments to the questionnaire before administering it on the whole study sample. After revision of the data collection instrument, the whole study sample was subjected to the data collection instrument. A number of methods were used to improve returns (response rate) such as drop and pick later method and following up through reminders via telephone and email.

### **3.7 Data Analysis Methods**

It has been determined that managers need information and not simply raw data. Researchers generate information by analyzing data after its collection. The purpose of data analysis is to reduce accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques (Cooper and Schindler 2011). Descriptive analysis was used to determine the proportions and frequency of the variables. Correlation test was used to draw inferences about the population from the sample and Statistical Package for Social Scientists (SPSS) version 21 was used to facilitate the data analysis. The results were presented in form of tables and graphs.

### **3.8 Chapter Summary**

This chapter has presented the research methodology that was used in analyzing the research questions. The study population consisted of 412 employees at Amref Health Africa in Kenya. The sample size for this study was 96 respondents. The study relied entirely on primary data which was collected from the respondents (Amref Health Africa in Kenya employees) using a



structured questionnaire. The structured questionnaire was pilot tested on 10 respondents representing various functions or departments in the organization (Amref Health Africa in Kenya). Descriptive analysis and correlation test were used to analyze the results of the study. The results and findings of this study are presented in chapter four.

## **CHAPTER FOUR**

### **4.0 RESULTS AND FINDINGS**

#### **4.1 Introduction**

This chapter discusses the results of the findings of the data analyzed from the questionnaires. The data was analyzed based on the research objectives and questionnaire items using a statistical tool, to generate frequency distribution tables, means, charts, graphs and the results of analysis presented.

#### **4.2 Response Rate**

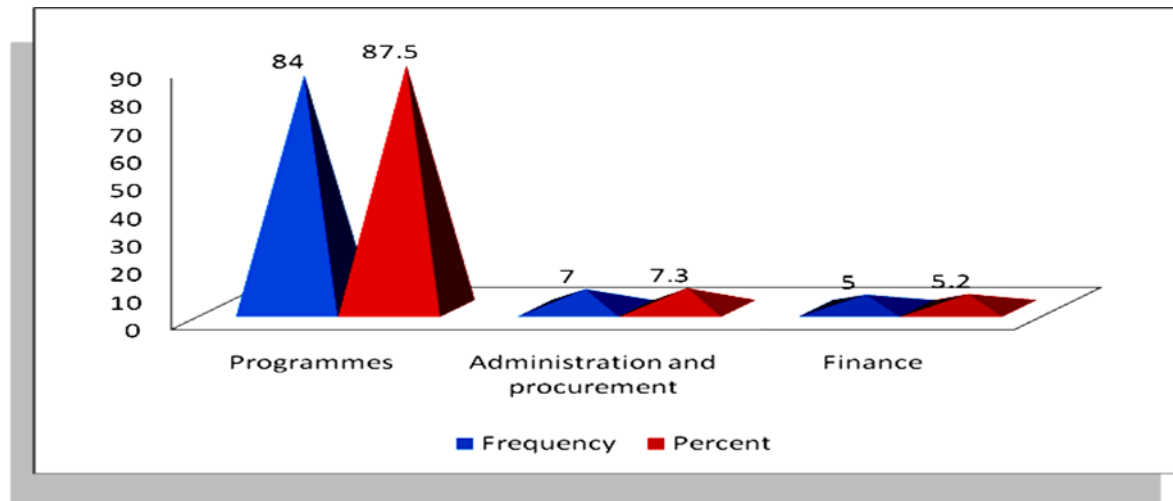
Koltler (1997) defines the response rate as the extent to which the final set of data includes all sample members and it is calculated as from the number of people with whom interviews are completed divided by the total number of people in the entire sample, including those who refused to participate and those who were unavailable. A sample size of 96 respondents from the 96 questionnaires issued, all of them were returned dully filled giving a proportion of 100% which was as a result of close follow up of the respondents.

#### **4.3 General Information**

In section I of the questionnaire, the researcher asked the respondents some of the basic information in order to establish the grounds for the study. The following are some the results that were obtained with regard to the general information.

##### **4.3.1 The Classification of Respondents by Department**

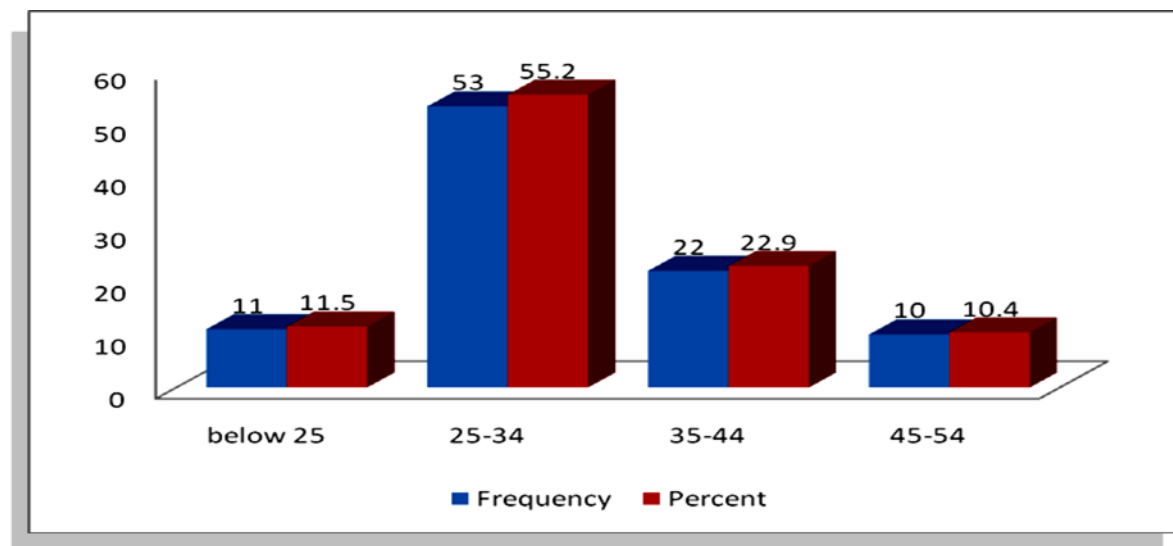
Figure 4.1 is indicative of the results which were determined when the respondents were asked to indicate the departments in which they belonged within the organization. Eight-seven-point-five percent of the respondents ( $n = 84$ ) indicated that they belonged to the programs department. Seven-point-three percent of the respondents ( $n = 7$ ) indicated that they were in the administrations and procurement department while the rest, 5.2% ( $n = 5$ ) indicated that they were in the finance department.



**Figure 4.1: The Classification of Respondents by Department**

#### 4.3.2 Classification of Respondents by Age Group

Figure 4.2 shows the results that were obtained when the respondents were classified by age. Eleven respondents (11.5%) indicated that they were aged below 25 years while 53 respondents (55.2%) indicated that they were aged between 25 and 34 years. Twenty-two respondents (22.9%) indicated that they aged between 35 and 44 years while the rest of the respondents, 10 in number indicated that they were aged between 45 and 54 years.



**Figure 4.2: Classification of Respondent by Age Group**

#### 4.3.3 Classification of Respondent by Gender

The researcher also asked the respondents to indicate their gender. Table 4.4 is indicative of the results which were obtained. Sixty-point-four (n = 58) of the respondents indicated that they were males. The rest of the respondents, making up 39.6% (n = 38) indicated that they

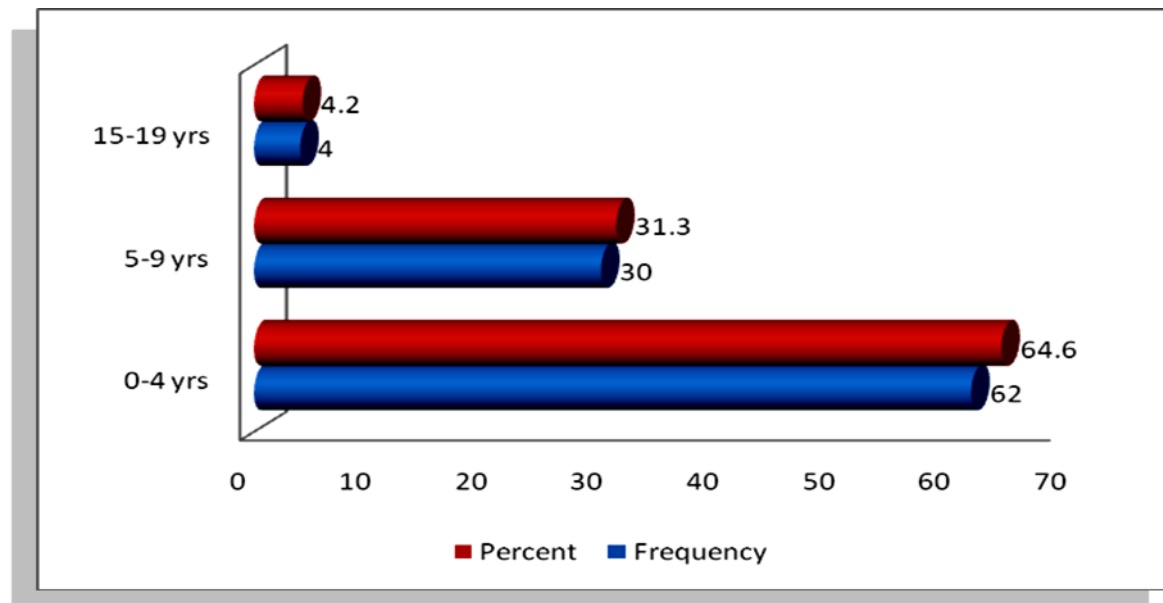
were females.

**Table 4.4: Classification of Respondents Gender**

| Gender       | Frequency | Percent    |
|--------------|-----------|------------|
| Male         | 58        | 60.4       |
| Female       | 38        | 39.6       |
| <b>Total</b> | <b>96</b> | <b>100</b> |

#### 4.3.4 Classification of the Respondents by Tenure in the Organization

Figure 4.3 shows the results that were derived when the respondents were classified by their tenure or years that they had worked in the organization. Four respondents (4.2%) indicated that they had worked in the organization for between 15 and 19 years. Thirty respondents (31.3%) indicated that they had worked in the organization for between 5 and 9 years. The rest of the respondents totaling to 62 individuals (64.6%) indicated that they had worked in the organization for between 0 and 4 years.



**Figure 4.3: Classification of the Respondent by Tenure in the Organization**

#### 4.3.5 Classification of the Respondents by Educational Background

Table 4.5 is a tabular representation of the results that were obtained when the respondents were classified by their educational background. From the study it was found that 32.3% of the respondents (n = 31) indicated that they possessed an undergraduate degree. Twenty-six percent of the respondents (n = 25) indicated that they held a MBA degree while 25% (n =24)

indicated that they held other graduate degrees. Ten-point-four percent of the respondents (n = 10) indicated that they had a post-graduate degree while the rest, comprising of 6.3% of the respondents (n = 6) indicated that they possessed other professional qualifications.

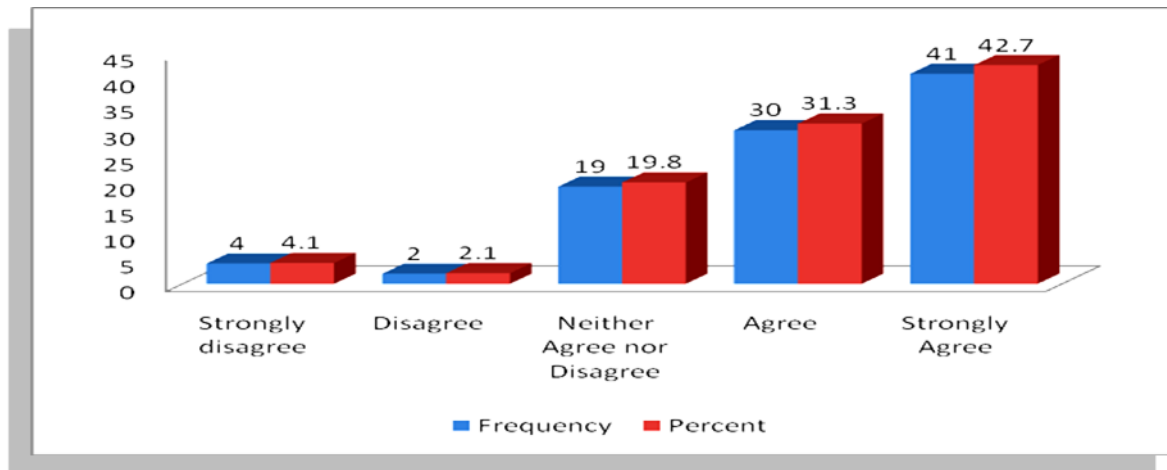
**Table 4.5: Classification of the Respondents by Educational Background**

| <b>Educational Background</b> | <b>Frequency</b> | <b>Percent</b> |
|-------------------------------|------------------|----------------|
| Undergraduate                 | 31               | 32.3           |
| Graduate(MBA degree)          | 25               | 26             |
| Graduate(Other degree)        | 24               | 25             |
| Post-graduate                 | 10               | 10.4           |
| Professional qualifications   | 6                | 6.3            |
| <b>Total</b>                  | <b>96</b>        | <b>100</b>     |

#### **4.4 Extrinsic Factors that Influence Employee Motivation**

##### **4.4.1 Monetary Compensation/Salary Structure Influences Motivation**

Figure 4.4 shows the results that were obtained when the respondents were asked to indicate their level of agreement with the assertion that monetary compensation or salary structure influenced the employee's motivation levels. Four respondents (4.1%) and 2 respondents (2.1%) indicated that they strongly disagree and disagree respectively that monetary compensation or salary structure influenced the employee's motivation levels. Nineteen respondents (19.8%) indicated that they neither agreed nor disagree that monetary compensation or salary structure influenced the employee's motivation levels. The rest of the respondents comprising of 30 respondents (31.3%) and 41 respondents (42.7%) indicated that they agree and strongly agree respectively that monetary compensation or salary structure influenced the employee's motivation levels.



**Figure 4.4: Monetary Compensation/Salary Structure Influence Motivation**

#### 4.4.2 The Leadership Style Influences on Employee Motivation

Table 4.6 shows the results which were obtained when the respondents were asked to indicate if they agreed that the leadership style within the organization affects employee motivation levels. Four-point-two percent (n = 4) indicate that they strongly disagreed that the leadership style within the organization affects employee motivation levels. Six-point-three percent of the respondents (n = 6) were noncommittal and indicated that they neither agreed nor disagree that the leadership style within the organization affects employee motivation levels. On the other hand, 51% of the respondents (n = 49) and 38.5% of the respondents (n = 37) indicated that the leadership style within the organization affects employee motivation levels.

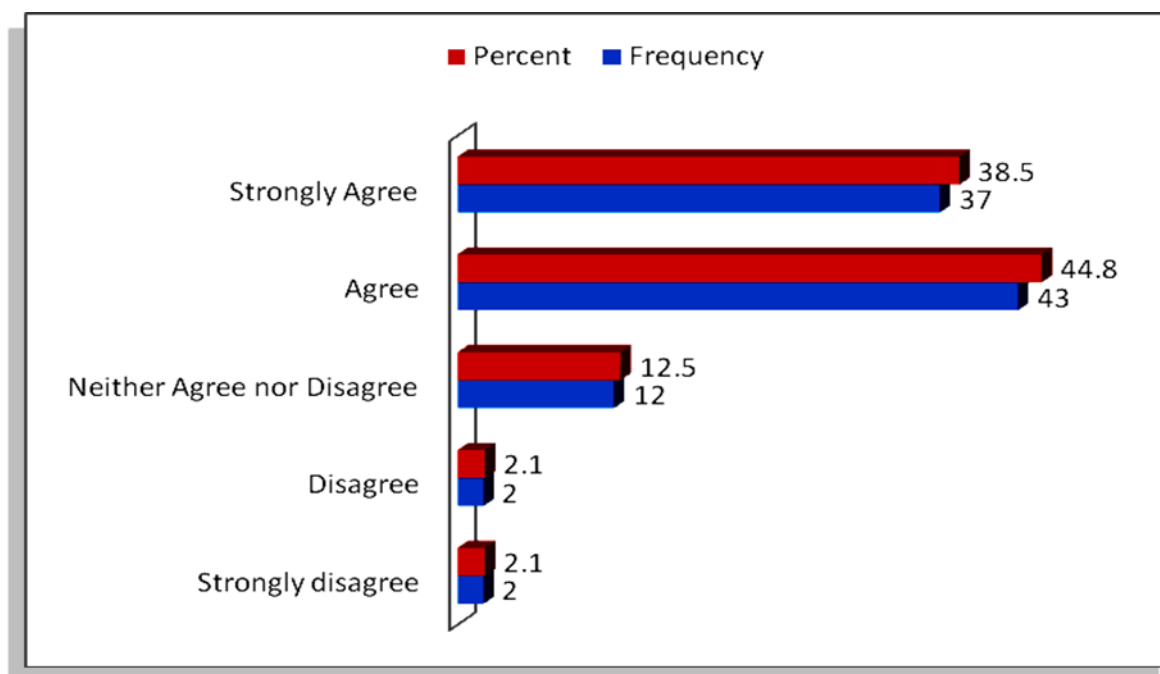
**Table 4.6: The Leadership Style Influences Employee Motivation**

| Level of Agreement         | Frequency | Percent    |
|----------------------------|-----------|------------|
| Strongly Disagree          | 4         | 4.2        |
| Neither Agree nor Disagree | 6         | 6.3        |
| Agree                      | 49        | 51         |
| Strongly Agree             | 37        | 38.5       |
| <b>Total</b>               | <b>96</b> | <b>100</b> |

#### 4.4.3 Job Enrichment by the Organization Influences Motivation

The respondents were also asked to indicate their level of agreement or disagreement with the notion that the degree of job enrichment by the organization influences motivation. Thirty-

eighty respondents (38.5%) and 43 respondents (44.8%) answered that they strongly agreed and agreed respectively that the degree of job enrichment by the organization influences motivation. Twelve respondents (12.5%) were noncommittal and indicated that they neither agreed nor disagreed. The rest of the respondents including 2 respondents (2.1%) and another 2 respondents (2.1%) answered that they disagreed and strongly disagreed respectively that the degree of job enrichment by the organization influences motivation.



**Figure 4.5: Job Enrichment by the Organization Influences Motivation**

#### **4.4.4 Organizational Information Management Influences Motivation**

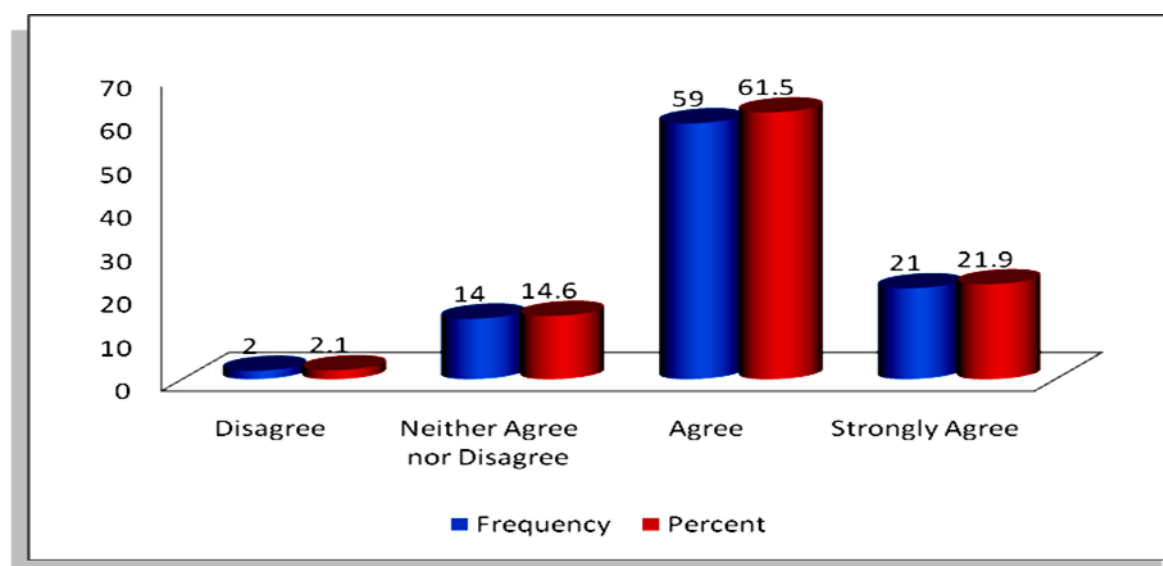
Table 4.7 is tabular presentation of the results which were obtained when the respondents were asked whether they agreed that the management of information within the organization did influence motivation. Two-point-one percent of the respondents ( $n = 2$ ) indicated that they strongly disagreed that the management of information within the organization did influence motivation. Ten-point-four percent of the respondents ( $n = 10$ ) indicated that they neither agreed nor disagreed. On the contrary, 67.7% of the respondents ( $n = 65$ ) and 19.8% of the respondents ( $n = 19$ ) indicated that they agreed and strongly agreed respectively that the management of information within the organization did influence motivation.

**Table 4.7: Organizational Information Management Influences Motivation**

| Level of Agreement         | Frequency | Percent    |
|----------------------------|-----------|------------|
| Strongly disagree          | 2         | 2.1        |
| Neither Agree nor Disagree | 10        | 10.4       |
| Agree                      | 65        | 67.7       |
| Strongly Agree             | 19        | 19.8       |
| <b>Total</b>               | <b>96</b> | <b>100</b> |

#### 4.4.5 The Quality of the Work Environment Influences Motivation

Figure 4.6 is a figurative representation of the results which were obtained when the respondents were asked to show if they thought that the quality of the work environment influenced motivation. Two respondents (2.1%) indicated that they disagreed that the quality of the work environment influenced motivation. Fourteen respondents (14.6%) were noncommittal and indicated that they neither agreed nor disagreed that the quality of the work environment influenced motivation. On the other hand a higher proportion of the respondents, 59 respondents (61.5%) indicated that they agreed that the quality of the work environment influenced motivation. The rest of the respondents totaling 21 (21.9%) indicated that they strongly agreed that the quality of the work environment influenced motivation.

**Figure 4.6: The Quality of the Work Environment Influences Motivation**



#### 4.4.6 Effective Dissemination of Information Influences Motivation

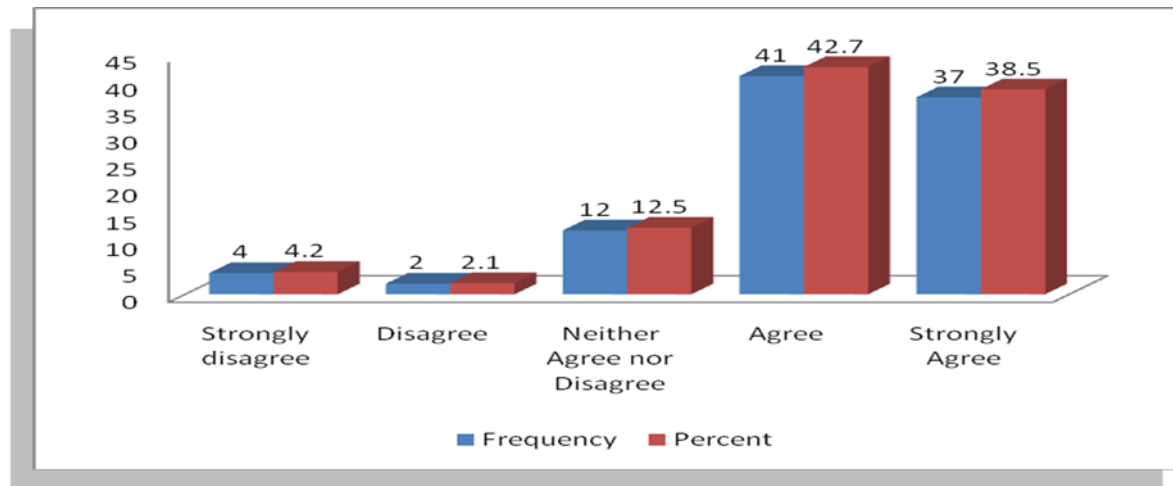
The researcher asked the respondents if they agreed that effective dissemination of information within the organization influenced their level of motivation. Table 4.8 shows the results which were obtained. Two-point-one percent of the respondents (n = 2) indicated that they strongly disagreed that effective dissemination of information within the organization influenced their level of motivation. Ten-point-four percent of the respondents indicated that they neither agreed nor disagreed that effective dissemination of information within the organization influenced their level of motivation. Sixty-seven-point-seven percent of the respondents (n = 65) and 19.8% (n = 19) indicated that they agreed and strongly agreed respectively that effective dissemination of information within the organization influenced their level of motivation.

**Table 4.8: Effective Dissemination of Information Influences Motivation**

| <b>Level of Agreement</b>  | <b>Frequency</b> | <b>Percent</b> |
|----------------------------|------------------|----------------|
| Strongly Disagree          | 2                | 2.1            |
| Neither Agree nor Disagree | 10               | 10.4           |
| Agree                      | 65               | 67.7           |
| Strongly Agree             | 19               | 19.8           |
| <b>Total</b>               | <b>96</b>        | <b>100</b>     |

#### 4.4.7 The Employee-Management Relationship Influences Motivation

Figure 4.7 shows the results which were obtained when the respondents were asked to indicate whether they thought that employee-management relationship influenced motivation. Four respondents (4.2%) and 2 respondents (2.1%) indicated that they strongly disagreed and disagreed respectively that employee-management relationship influenced motivation. Twelve respondents (12.5%) were noncommittal indicating that they neither agreed nor disagreed that employee-management relationship influenced motivation. Forty-one respondents (42.7%) and 37 respondents (38.5%) indicated that they agreed and strongly agreed respectively that employee-management relationship influenced motivation.



**Figure 4.7: Employee-Management Relationship Influences Motivation**

#### **4.4.8 Availability of Promotion Opportunities Influences Employee Motivation**

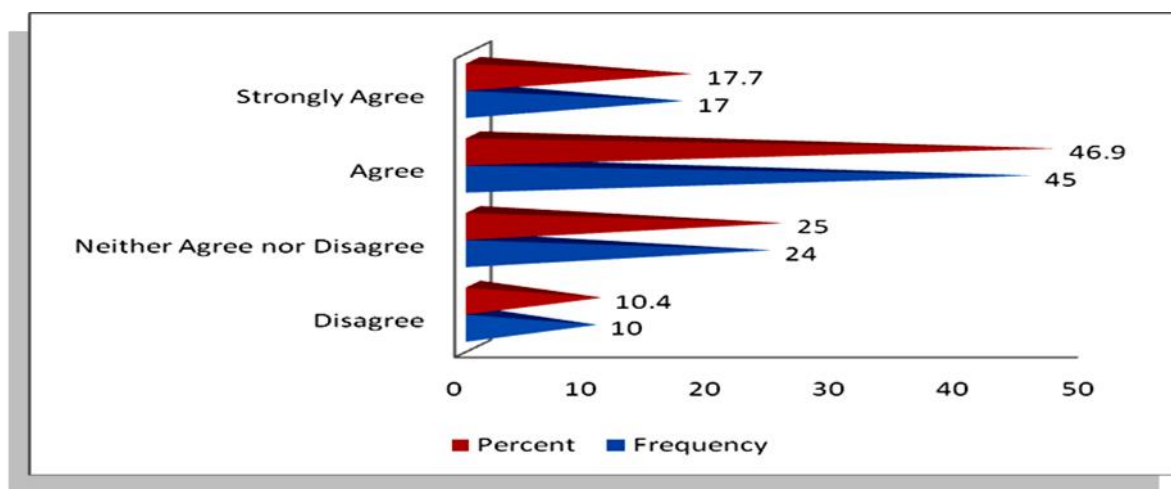
Table 4.9 shows the results that were obtained when the respondents were asked their level of agreement or disagreement with the assertion that the availability of promotion opportunities within the organization influenced the level of their motivation as employees. Eight-point-three percent of the respondents ( $n = 8$ ) indicated that they disagreed that the availability of promotion opportunities within the organization influenced the level of their motivation as employees. Twenty-five-percent of the respondents ( $n = 24$ ) indicated that they neither agreed nor disagreed that the availability of promotion opportunities within the organization influenced the level of their motivation as employees. On the contrary, 16.7% of the respondents ( $n = 16$ ) and 50% of the respondents ( $n = 48$ ) indicated that they agreed and strongly agreed respectively that the availability of promotion opportunities within the organization influenced the level of their motivation as employees.

**Table 4.9: Availability of Promotion Opportunities Influences Employee Motivation**

| Level of Agreement         | Frequency | Percent    |
|----------------------------|-----------|------------|
| Disagree                   | 8         | 8.3        |
| Neither Agree nor Disagree | 24        | 25         |
| Agree                      | 16        | 16.7       |
| Strongly Agree             | 48        | 50         |
| <b>Total</b>               | <b>96</b> | <b>100</b> |

#### 4.4.9 Co-Workers Influence Employee Job motivation

Figure 4.8 shows the results which were derived when the respondents were asked to indicated whether they agreed or disagreed that co-workers influenced the level of job motivation. Seventeen respondents (17.7%) indicated that they strongly agreed while 45 respondents (46.9%) indicated that they agreed that co-workers influenced the level of job motivation. Twenty-four respondents (25%) indicated that they neither agreed nor disagreed that co-workers influenced the level of job motivation.. The rest of the respondents totaling to 10 individuals indicated that they disagree that co-workers influenced the level of job motivation.



**Figure 4.8: Co-Workers Influence Employee Job Motivation**

#### 4.4.10 Employee Motivation is Influenced by the Nature of Job that they do

The respondents were asked whether they thought that employee motivation was influenced by the nature of jobs that the employees do. Table 4.10 is a tabular representation of these results. Four-point-two percent of the respondents ( $n = 4$ ) answered that they disagreed. Fourteen-point-six percent of the respondents ( $n = 14$ ) indicated that they neither agreed nor disagreed that employee motivation was influenced by the nature of jobs that the employees do. Fifty-nine-point-four percent of the respondents ( $n = 57$ ) and 21.8% of the respondents ( $n = 21$ ) indicated that they agreed and strongly agreed respectively that employee motivation was influenced by the nature of jobs that the employees do.

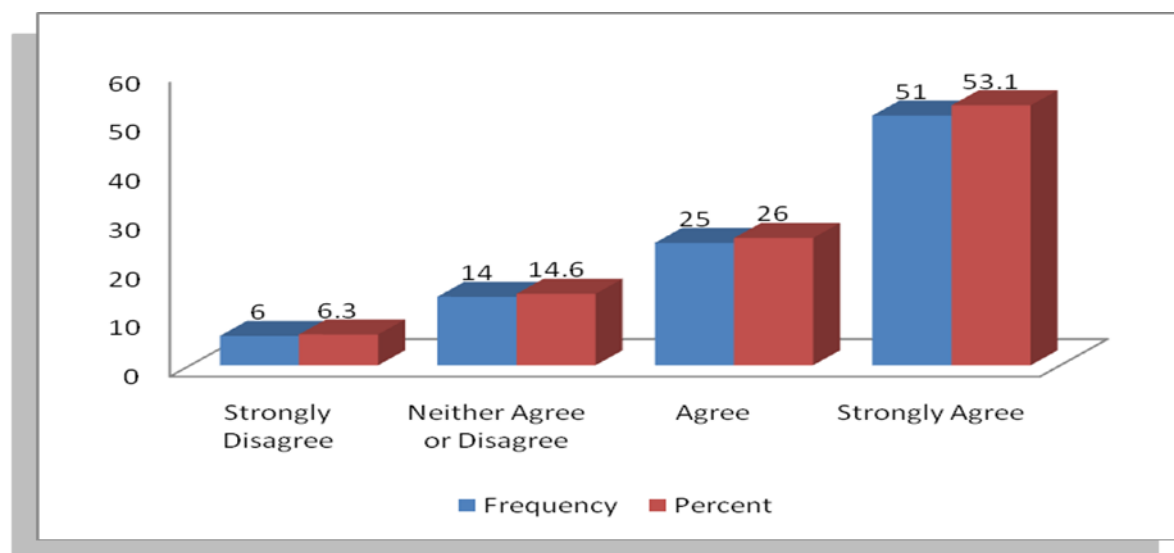
**Table 4.10: Employee Motivation is influenced by the Nature of Job that they do**

| Level of Agreement         | Frequency | Percent    |
|----------------------------|-----------|------------|
| Strongly Disagree          | 4         | 4.2        |
| Neither Agree nor Disagree | 14        | 14.6       |
| Agree                      | 57        | 59.4       |
| Strongly Agree             | 21        | 21.8       |
| <b>Total</b>               | <b>96</b> | <b>100</b> |

## **4.5 Intrinsic Factors that Influence Employee Motivation**

### **4.4.1 Appreciation by the Organization Influences Job Motivation**

Figure 4.9 shows the results that were obtained when the respondents were asked to indicate whether they agreed that the appreciation of employees by the organization had an impact on job satisfaction. Six respondents (6.3%) indicated that they strongly disagreed that the appreciation of employees by the organization had an impact on job satisfaction. Those who indicated that they neither agreed nor disagreed that the appreciation of employees by the organization had an impact on job satisfaction were 14 respondents (14.6%). Twenty-six respondents (25%) and 51 respondents (53.1%) indicated that they agreed and strongly agreed respectively that the appreciation of employees by the organization had an impact on job satisfaction.



**Figure 4.9: Appreciation by the Organization Influences Job Motivation**

#### 4.4.2 Skill Requirement Impacts on Employee Job Motivation

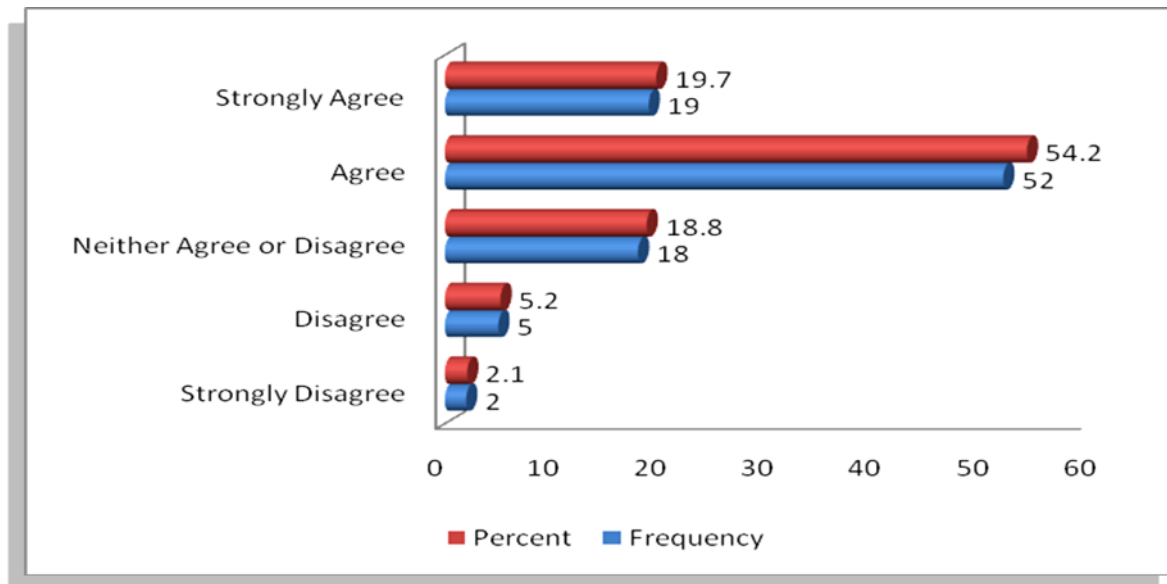
Table 4.11 shows the results that were obtained when the respondents were asked to indicate whether they thought that the degree of skill requirements had an impact on employee job motivation. The study found that 2.1% of the respondents (n = 2) and 7.3% of the respondents (n = 7) indicated that they strongly disagreed and disagreed respectively the degree of skill requirements had an impact on employee job motivation. Fourteen-point-six percent of the respondents (n = 14) indicated that they neither agreed nor disagreed that the degree of skill requirements had an impact on employee job motivation. The rest of the respondents comprising of 69.7% of the respondents (n = 67) and 6.3% of the respondents (n = 6) indicated that they agreed and strongly agreed respectively that the degree of skill requirements had an impact on employee job motivation.

**Table 4.11: Skill Requirement Impacts on Employee Job Motivation**

| <b>Level of Agreement</b> | <b>Frequency</b> | <b>Percent</b> |
|---------------------------|------------------|----------------|
| Strongly Disagree         | 2                | 2.1            |
| Disagree                  | 7                | 7.3            |
| Neither Agree or Disagree | 14               | 14.6           |
| Agree                     | 67               | 69.7           |
| Strongly Agree            | 6                | 6.3            |
| <b>Total</b>              | <b>96</b>        | <b>100</b>     |

#### 4.4.3 Influence of the Employee View of the Job Influences Motivation

Figure 4.10 shows the results that were obtained when the respondents were asked to indicated whether they agreed or disagreed that the way in which the employees viewed their jobs influenced their level of motivation. It was found that 19 respondents (19.7%) indicated that they strongly agreed that the way in which the employees viewed their jobs influenced their level of motivation. Fifty-two respondents (54.2%) indicated that they agreed that the way in which the employees viewed their jobs influenced their level of motivation. Eighteen respondents (18.8%) indicated that they neither agreed nor disagreed that the way in which the employees viewed their jobs influenced their level of motivation. However, 5 respondents (5.2%) and 2 respondents (2.1%) indicated they disagreed and strongly disagreed respectively that the way in which the employees viewed their jobs influenced their level of motivation.



**Figure 4.10: Influence of the Employee View of the Job Influences Motivation**

#### 4.4.4 Trust Exhibited at the Workplace Influences Job Motivation

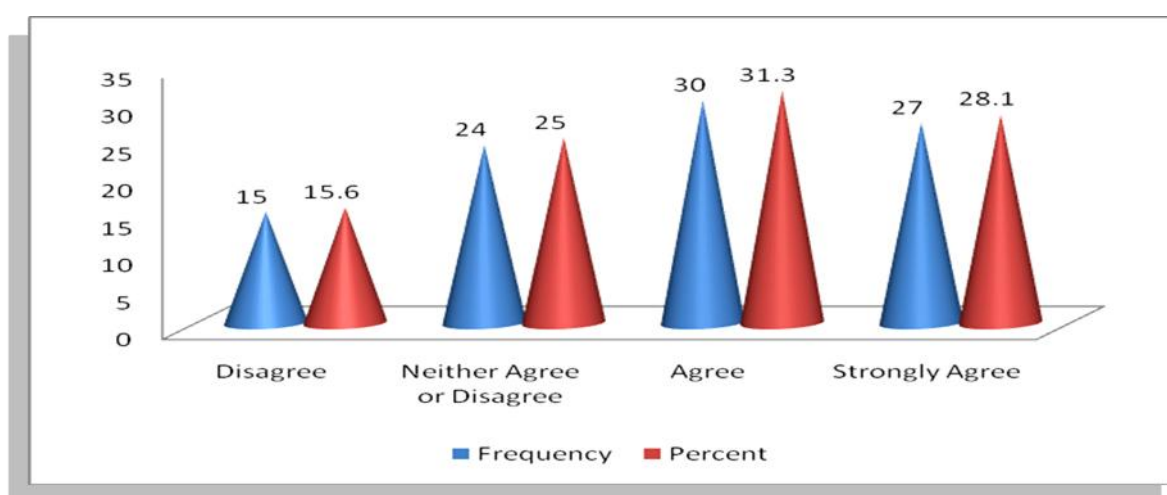
Table 4.12 shows the results that were obtained when the respondents were to indicate if they thought that the degree of trust that is exhibited at the workplace in influences their perception of motivation. Two-point-one of percent of the respondents ( $n = 2$ ) indicated that they strongly disagree while 7.3% indicated that they disagree that the degree of trust that is exhibited at the workplace in influences their perception of motivation. Twenty-point-eight percent of the respondents indicated that they neither agreed nor disagreed that the degree of trust that is exhibited at the workplace in influences their perception of motivation. The rest of the respondents comprising of 54.2% ( $n = 52$ ) and 15.6% ( $n = 15$ ) indicated that they agreed and strongly agreed respectively.

**Table 4.12: Trust Exhibited at the Workplace Influences Job Motivation**

| Level of Agreement        | Frequency | Percent    |
|---------------------------|-----------|------------|
| Strongly Disagree         | 2         | 2.1        |
| Disagree                  | 7         | 7.3        |
| Neither Agree or Disagree | 20        | 20.8       |
| Agree                     | 52        | 54.2       |
| Strongly Agree            | 15        | 15.6       |
| <b>Total</b>              | <b>96</b> | <b>100</b> |

#### 4.4.5 Constant Feedback on Employee Performance Influences Motivation

The respondents were asked whether they agreed or disagreed that the constant feedback on employee performance influences motivation. Fifteen respondents (15.6%) indicated that they disagreed that the constant feedback on employee performance influences motivation. Twenty-four respondents (24%) indicated that they neither agreed nor disagreed that the constant feedback on employee performance influences motivation. Of rest of the respondents, 30 respondents (31.3%) and 27 respondents (28.1%) indicated that they agreed and strongly agree respectively that the constant feedback on employee performance influences motivation. Figure 4.11 is a figurative representation of these findings.



**Figure 4.11: Constant Feedback on Employee Performance Influences Motivation**

#### 4.4.6 Employee Responsibilities Impact on Overall Motivation

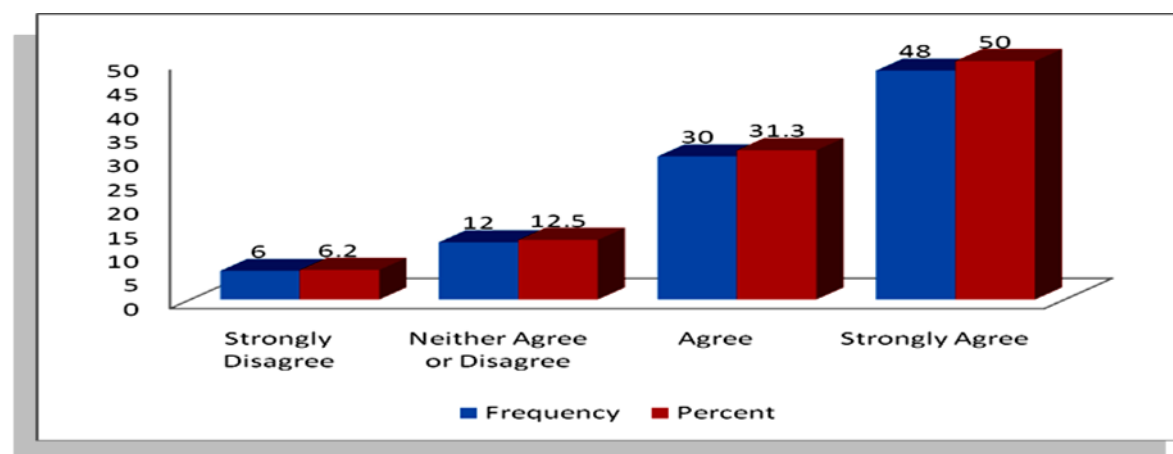
Table 4.13 shows the respondents responses when the researcher asked them if they agreed that the level of employee responsibilities within the organization impacted on their overall motivation. Four-point-two percent of the respondents ( $n = 4$ ) and 8.3% of the respondents ( $n = 8$ ) indicated that they strongly disagreed and disagreed respectively that the level of employee responsibilities within the organization impacted on their overall motivation. Twenty-seven-point-one percent of the respondents ( $n = 26$ ) were noncommittal and indicated that they neither agreed nor disagreed that the level of employee responsibilities within the organization impacted on their overall motivation. On the contrary, 40.6% of the respondents ( $n = 39$ ) and 19.8% of the respondents ( $n = 19$ ) indicated that they agree and strongly agree respectively that the level of employee responsibilities within the organization impacted on their overall motivation.

**Table 4.13: Employee Responsibilities Impact on Overall Motivation**

| Level of Agreement        | Frequency | Percent    |
|---------------------------|-----------|------------|
| Strongly Disagree         | 4         | 4.2        |
| Disagree                  | 8         | 8.3        |
| Neither Agree or Disagree | 26        | 27.1       |
| Agree                     | 39        | 40.6       |
| Strongly Agree            | 19        | 19.8       |
| <b>Total</b>              | <b>96</b> | <b>100</b> |

#### 4.4.7 Fairness in Treatment of Employees Influences Job Motivation

Figure 4.12 shows the findings when the respondents were asked to indicate whether they thought that the level of fairness in treatment of employees influences job motivation. Six respondents (6.2%) indicated that they strongly disagreed that the level of fairness in treatment of employees influences job motivation. Twelve respondents (12.5%) indicated that they neither agreed nor disagreed that the level of fairness in treatment of employees influences job motivation. Thirty respondents (31.1%) and 48 respondents (50%) indicated that they agreed and strongly disagreed respectively that the level of fairness in treatment of employees influences job motivation.

**Figure 4.12: Fairness in Treatment of Employees Influences Job Motivation**

#### 4.4.8 Employee Perception on Skill Development Influences Motivation

The respondents were also asked to indicate whether they shared in the opinion that employee



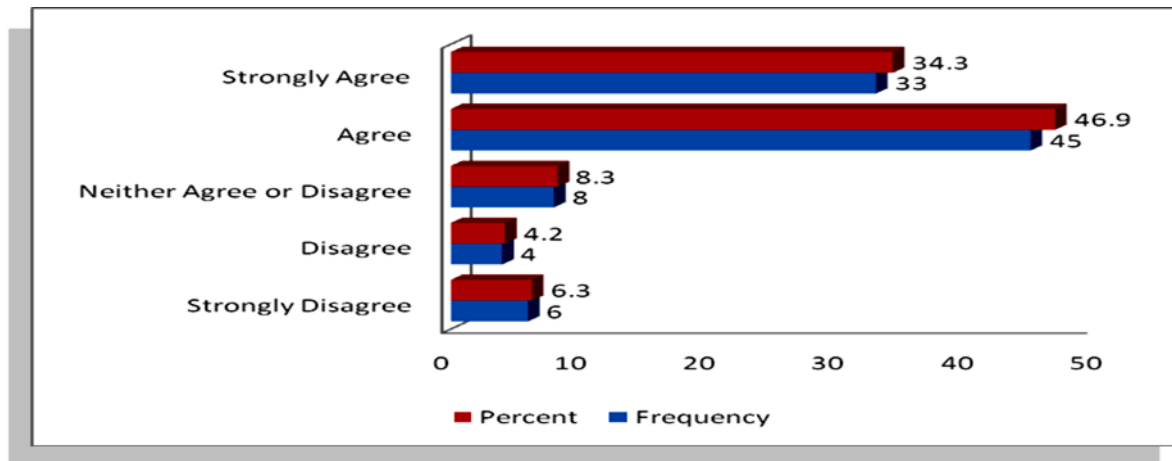
perception on skill development influenced motivation. Seven-point-three percent of the respondents (n=7) indicated that they disagreed. Twenty-point-eight percent of the respondents (n=20) indicated that they neither agreed nor disagreed. Thirty-nine-point-six percent of the respondents (n=38) indicated that they agreed that employee perception on skill development influenced motivation. Thirty-two-point-three percent of the respondents (n=31) indicated that they strongly agreed that employee perception on skill development influenced motivation.

**Table 4.14: Employee Perception on Skill Development Influences Motivation**

| <b>Level of Agreement</b> | <b>Frequency</b> | <b>Percent</b> |
|---------------------------|------------------|----------------|
| Disagree                  | 7                | 7.3            |
| Neither Agree or Disagree | 20               | 20.8           |
| Agree                     | 38               | 39.6           |
| Strongly Agree            | 31               | 32.3           |
| <b>Total</b>              | <b>96</b>        | <b>100</b>     |

#### **4.4.9 Perception about Contributing to Firm's Growth Influences Motivation**

The researcher inquired from the respondents whether they agreed that they got motivated whenever they felt that they contributed to the growth of the organization. Thirty-three respondents (34.3%) and 45 respondents (46.9%) indicated that they strongly agreed and agreed respectively that they got motivated whenever they felt that they contributed to the growth of the organization. Eight respondents indicated that they neither agreed nor disagreed that they got motivated whenever they felt that they contributed to the growth of the organization. On the contrary, 4 respondents (4.2%) and 6 respondents (6.3%) indicated that they disagreed and strongly disagreed respectively that they got motivated whenever they felt that they contributed to the growth of the organization. Figure 4.13 is indicative of these results.



**Figure 4.13: Perception about Contributing to Firm's Growth Influences Motivation**

#### **4.4.10 Employee Empowerment and Autonomy Influences Motivation**

Table 4.15 shows the results that were asked if the level of employee empowerment and autonomy influenced motivation. Four-point-two percent of the respondents (n=4) indicated that they strongly disagreed that the level of employee empowerment and autonomy influenced motivation. Six-point-three percent of the respondents (n=6) indicated that they disagreed that the level of employee empowerment and autonomy influenced motivation. Eighteen-point-eight percent of the respondents (n=18) indicated that they neither agreed nor disagreed that the level of employee empowerment and autonomy influenced motivation. Forty-point-six percent of the respondents (n=45) and 24% of the respondents (n=23) indicated that they agreed and strongly agreed that the level of employee empowerment and autonomy influenced motivation.

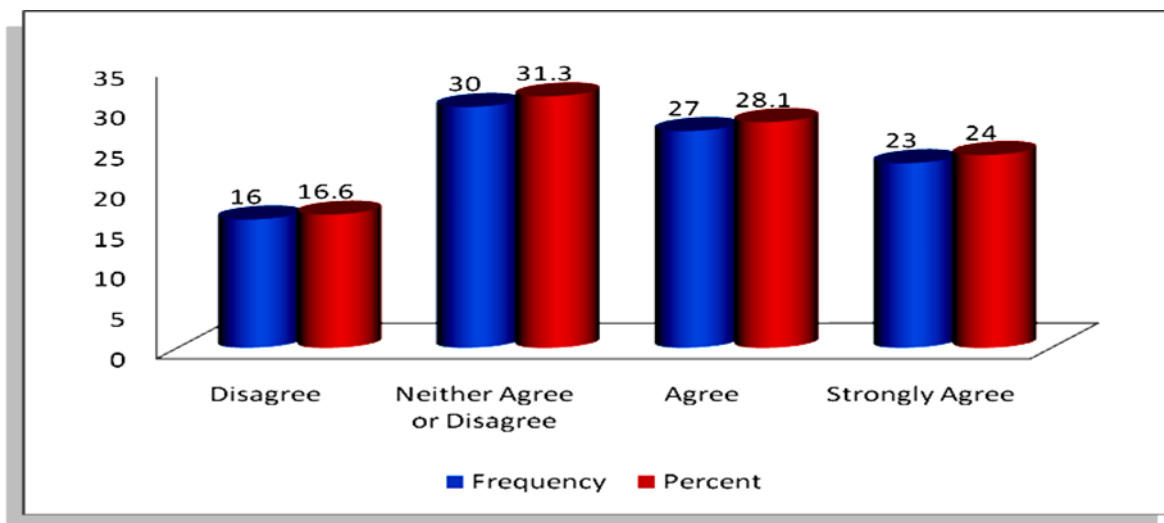
**Table 4.15: Employee Empowerment and Autonomy Influence Motivation**

| Level of Agreement        | Frequency | Percent    |
|---------------------------|-----------|------------|
| Strongly Disagree         | 4         | 4.2        |
| Disagree                  | 6         | 6.3        |
| Neither Agree or Disagree | 18        | 18.8       |
| Agree                     | 45        | 46.7       |
| Strongly Agree            | 23        | 24         |
| <b>Total</b>              | <b>96</b> | <b>100</b> |

## 4.5 Impact of Employee Motivation on Employee Performance

### 4.5.1 Employee Motivation directly Impacts on Absenteeism

The respondents were asked to show their level of agreement or disagreement with the assertion that employee motivation directly impacted on absenteeism levels in the organization. Sixteen respondents (16.6%) indicated that they disagreed that employee motivation directly impacted on absenteeism levels in the organization. Thirty-one respondents (31.3%) indicated that they neither agreed nor disagreed that employee motivation directly impacted on absenteeism levels in the organization. Twenty-seven respondents (28.1%) and 23 respondents (24%) indicated that they agreed and strongly agreed respectively that employee motivation directly impacted on absenteeism levels in the organization. Figure 4.14 is indicative of these results.



**Figure 4.14: Employee Motivation directly Impacts on Absenteeism**

### 4.5.2 Employee Motivation Directly Influences Employee Productivity

Table 4.16 shows the results that were obtained when the respondents were asked whether they agreed that employee motivation impacted on the employee profitability. Four-point-two percent of the respondents ( $n = 4$ ) and 13.5% ( $n = 13$ ) indicated that they strongly disagreed and disagreed respectively that employee motivation impacted on the employee profitability. Ten-point-four percent of the respondents ( $n = 10$ ) indicated that they neither agreed nor disagreed that employee motivation impacted on the employee profitability. The rest of the

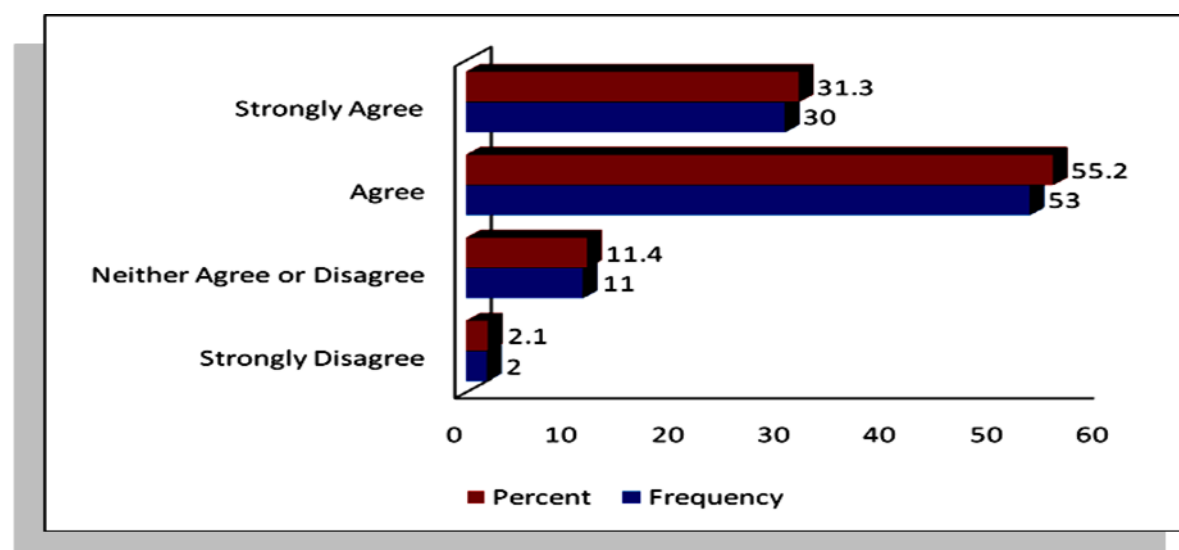
respondents comprising of 36.5% of the respondents (n = 35) and 35.4% of the respondents (n = 34) indicated that they agreed and strongly agreed respectively that employee motivation impacted on the employee profitability.

**Table 4.16: Employee Motivation directly Influences Employee Productivity**

| Levels of Agreement       | Frequency | Percent    |
|---------------------------|-----------|------------|
| Strongly Disagree         | 4         | 4.2        |
| Disagree                  | 13        | 13.5       |
| Neither Agree or Disagree | 10        | 10.4       |
| Agree                     | 35        | 36.5       |
| Strongly Agree            | 34        | 35.4       |
| <b>Total</b>              | <b>96</b> | <b>100</b> |

#### 4.5.3 Employee Motivation is directly related to Employee Turnover

The respondents were asked to indicate whether they agreed that the degree of employee motivation was directly related to employee turnover. Thirty respondents (31.3%) and 53 respondents (55.2%) indicated that they strongly agreed and agreed respectively that the degree of employee motivation was directly related to employee turnover. Eleven respondents (11.4%) indicated that they neither agreed nor disagreed that the degree of employee motivation was directly related to employee turnover. On the other hand, two respondents (2.1%) indicated that they strongly disagreed that the degree of employee motivation was directly related to employee turnover. Figure 4.15 shows these findings.



**Figure 4.15: Employee Motivation is directly related to Employee Turnover**

#### 4.5.4 Employee Motivation Impacts on the Employee Safety Practices

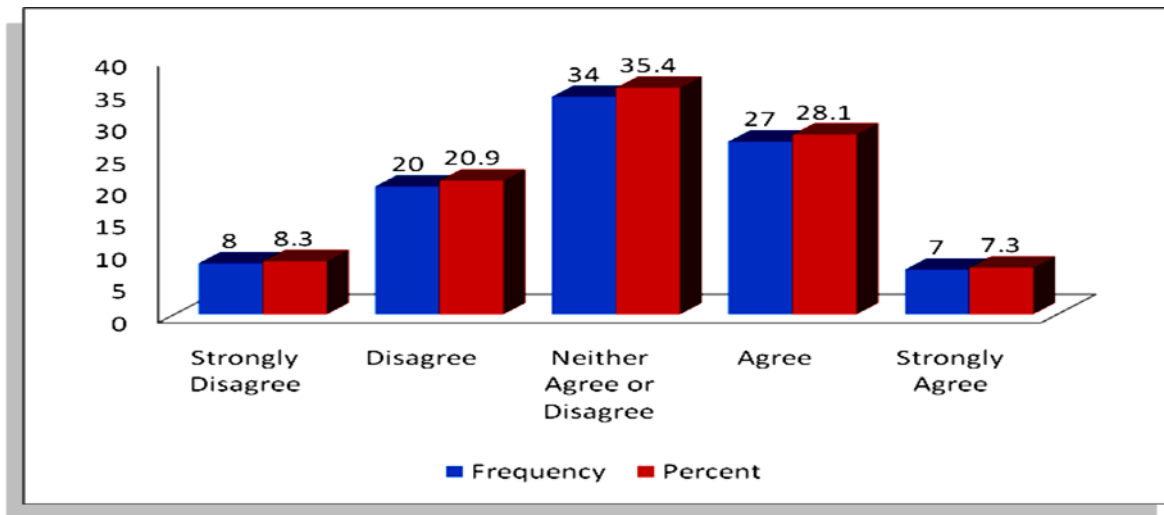
Table 4.17 is indicative of the results which were acquired when the respondents were asked whether they agreed that the level of employee motivation impacted on the employee safety practices. Six-point-three percent of the respondents (n=6) and 26% of the respondents (n=25) strongly disagreed and disagreed respectively that the level of employee motivation impacted on the employee safety practices. Thirty-nine-point-six percent of the respondents (n=38) indicated that they neither agreed nor disagreed. The rest of the respondents comprising of 20.8% of the respondents (n=20) and 7.3% of the respondents (n=7) indicated that they agreed and strongly agreed respectively that the level of employee motivation impacted on the employee safety practices.

**Table 4.17: Employee Motivation Impacts on the Employee Safety Practices**

| <b>Levels of Agreement</b> | <b>Frequency</b> | <b>Percent</b> |
|----------------------------|------------------|----------------|
| Strongly Disagree          | 6                | 6.3            |
| Disagree                   | 25               | 26             |
| Neither Agree or Disagree  | 38               | 39.6           |
| Agree                      | 20               | 20.8           |
| Strongly Agree             | 7                | 7.3            |
| <b>Total</b>               | <b>96</b>        | <b>100</b>     |

#### 4.5.5 Employee Stress is Associated with Job or Workplace Motivation

Figure 4.16 shows the results that were obtained when the respondents were asked to show if they agreed that employees stress levels is associated with job or workplace motivation. Eight respondents (8.3%) and 20 respondents (20.9%) indicated that they strongly disagreed and disagreed respectively that employees stress levels is associated with job or workplace motivation. On the other hand, 27 respondents (28.1%) and 7 respondents (7.3%) indicated that they agreed and strongly agreed respectively that employees stress levels is associated with job or workplace motivation. The rest of the respondents totaling to 34 individuals (35.4%) indicated that they neither agreed nor disagreed that employees stress levels is associated with job or workplace motivation.



**Figure 4.16: Employee Stress is Associated with Job or Workplace Motivation**

#### **4.5.6 Need for Unionization in Organizations is Attributable to Motivation**

Table 4.18 shows the results that were obtained when the respondents were asked to indicate whether they thought that the need for unionization in the organization was attributable to motivation. Four respondents (4.2%) and 17 respondents (17.7%) indicated that they strongly disagreed and disagreed respectively that the need for unionization in the organization was attributable to motivation. Twenty-four respondents (25%) indicated that they agreed that the need for unionization in the organization was attributable to motivation. Twenty-one respondents (21.8%) indicated that they agreed that the need for unionization in the organization was attributable to motivation. The rest of the respondents numbering 30 individuals (31.3%) indicated that they neither agreed nor disagreed that the need for unionization in the organization was attributable to motivation.

**Table 4.18: Need For Unionization is Attributable to Motivation**

| Levels of Agreement       | Frequency | Percent    |
|---------------------------|-----------|------------|
| Strongly Disagree         | 4         | 4.2        |
| Disagree                  | 17        | 17.7       |
| Neither Agree or Disagree | 30        | 31.3       |
| Agree                     | 24        | 25         |
| Strongly Agree            | 21        | 21.8       |
| <b>Total</b>              | <b>96</b> | <b>100</b> |

#### 4.5.7 Employee new Skill Acquisition rates is Attributable to Motivation

Figure 4.17 is a representation of the results which were obtained when the respondents were asked to indicated new skills acquisition by an employee was attributable to motivation levels. Fifteen respondents (15.6%) and 40 respondents (41.6%) indicated that they strongly agreed and agreed respectively that new skills acquisition by an employee was attributable to motivation levels. Thirty respondents (31.3%) remained noncommittal to this question and indicated that they neither agreed nor disagreed that new skills acquisition by an employee was attributable to motivation levels. Seven respondents (7.3%) and 4 respondents (4.2%) indicated that they disagreed and strongly disagreed respectively that new skills acquisition by an employee was attributable to motivation levels.

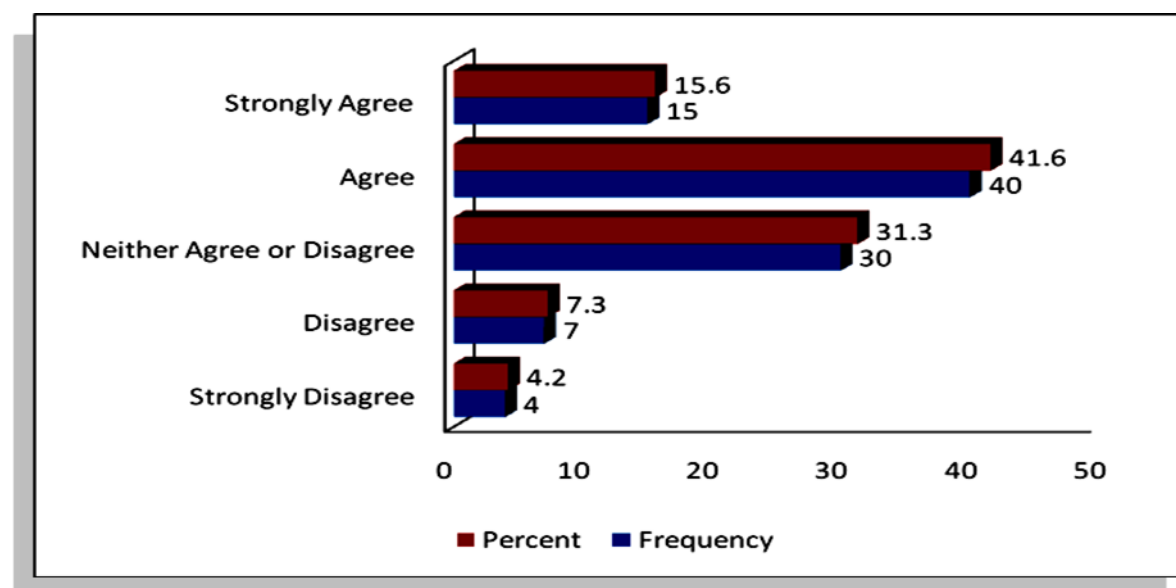


Figure 4.17: Employee new Skill Acquisition rates is Attributable to Motivation

#### 4.5.8 Other Factors Influencing Employee Motivation

Table 4.19 is indicative of the results that were obtained when the respondents were asked to indicate other factors that they thought influenced employee motivation levels. Seventeen-point-seven percent of the respondents (n=17) indicated that accessibility to incentives was a factor that they thought influenced employee motivation. Six-point-two percent of the respondents (n=6) indicated that the availability of training opportunities and employer benefits cover was a factor that they thought influenced employee motivation.

**Table 4.19: Other Factors Influencing Employee Motivation**

| Other factors  | Frequency | Percent    |
|--|-----------|------------|
| Accessibility to incentives  | 17        | 17.7       |
| Availability of training opportunities and employer benefits cover       | 6         | 6.2        |
| Confidentiality of HR employee information                               | 4         | 4.3        |
| Delegation of jobs   | 6         | 6.3        |
| Dynamic organization with an opportunity to grow                         | 5         | 5          |
| Fairness and equity  | 2         | 2          |
| Fairness in job promotion  | 4         | 4.2        |
| Flexible work approach   | 2         | 2.1        |
| Fringe benefits  | 2         | 2.1        |
| Harmonization of allowances  | 2         | 2.1        |
| Integration of activities  | 6         | 6.3        |
| Job rotation should be initiated   | 6         | 6.3        |
| Opportunity for growth should be made available                          | 8         | 8.4        |
| Recognition of staff contribution  | 2         | 2.1        |
| Respect for the staff and involvement in decision making                 | 6         | 6.2        |
| Reward the best performing employee with cash                            | 6         | 6.2        |
| Team work and spirit   | 8         | 8.4        |
| The competitiveness of the employment chances both external and internal | 4         | 4.2        |
| <b>Total</b>   | <b>96</b> | <b>100</b> |

Four-point-three percent of the respondents (n = 4) indicated that confidentiality of HR employee information was a factor that they thought influenced employee motivation while 6.3% (n = 6) indicated that delegation of jobs was a factor that they thought influenced employee motivation. Five percent of the respondents (n = 5) indicated that an organization having growth opportunities was a factor that they thought influenced employee motivation. Two percent of the respondents (n = 2) indicated that fairness and equity was a factor that they thought influenced employee motivation. Several other factors were cited by the respondents as those that influence employee motivation as indicated in Table 4.19.



#### 4.5.9 Recommendations for Improving Employee Job Motivation

**Table 4.20: Recommendations for Improving Employee Job Motivation**

| <b>Recommendations</b>                                   | <b>Frequency</b> | <b>Percent</b> |
|--|------------------|----------------|
| Appreciation of efforts                                  | 27               | 28.1           |
| Attach monetary awards to annual appraisal               | 5                | 5              |
| Conducive working environment                            | 4                | 4.2            |
| Employee involvement in the organization decision making | 4                | 4.2            |
| Ensure staff appraisal are attached to monetary value    | 4                | 4.2            |
| Equal job opportunities                                  | 2                | 2.1            |
| Flexibility in working                                   | 6                | 6.2            |
| Fringe benefits  | 2                | 2.1            |
| Improve on extrinsic and intrinsic motivational factors  | 4                | 4.2            |
| Job autonomy   | 6                | 6.2            |
| Job rotation   | 6                | 6.3            |
| Need for fairness on job opportunities                   | 6                | 6.3            |
| None of the above  | 2                | 2.1            |
| Periodic job evaluation                                  | 2                | 2.1            |
| Rewards for good management                              | 4                | 4.2            |
| Salary standardization                                   | 2                | 2.1            |
| Sense of belonging                                       | 6                | 6.2            |
| Staff recognition  | 2                | 2.1            |
| Supportive supervision                                   | 2                | 2.1            |
| <b>Total</b>   | <b>96</b>        | <b>100</b>     |

The respondents were also asked to suggest or recommend some other ways of improving employee motivation. Twenty seven respondents (28.1%) indicated that appreciation of efforts was a way of improving employee motivation. Five respondents (5%) indicated that attaching monetary awards to annual appraisal could be practiced as a way of improving employee motivation. Four respondents (4.2%) indicated that providing a conducive work environment could be practiced as a way of improving employee motivation. Four other respondents (4.2%) indicated that involving employees in the organization decision-making could be practiced as a way of improving employee motivation. Two respondents (2.1%) suggested that the provision of equal job opportunities could be practiced as a way of

improving employee motivation. Table 4.20 shows several other suggestions that the respondents thought could be practiced as a way of improving employee motivation.

## 4.6 Correlation Analysis Results

### 4.6.1 Correlation of Extrinsic Factors and Employee Motivation

The table above shows that there exist a correlation between the extrinsic factors and employee motivation. Correlation between job enrichment and employee motivation was the highest ( $r=0.638$ ;  $p<0.01$ ) followed by quality of working environment ( $r=0.508$ ;  $p<0.01$ ) and the least extrinsic factor was influence by co-workers ( $r=0.132$ ;  $p>0.05$ )

**Table 4.21: Correlation of Extrinsic Factors and Employee Motivation**

| Extrinsic Factors                       | 1       | 2      | 3      | 4      | 5      | 6      | 7      | 8      | 9    | 10 |
|---|---------|--------|--------|--------|--------|--------|--------|--------|------|----|
| 1. Employee motivation                  | 1       |        |        |        |        |        |        |        |      |    |
| 2. Monetary compensation/salary         | 0.212*  | 1      |        |        |        |        |        |        |      |    |
| 3. The style of leadership              | 0.391** | .609** | 1      |        |        |        |        |        |      |    |
| 4. Job enrichment                       | 0.638** | .346** | .501** | 1      |        |        |        |        |      |    |
| 5. Effectiveness of information         | 0.348** | .299** | .259*  | .489** | 1      |        |        |        |      |    |
| 6. Quality of working environment       | 0.508** | .162   | .342** | .798** | .332** | 1      |        |        |      |    |
| 7. Employee and management relationship | 0.429** | .414** | .243*  | .191   | .193   | .361** | 1      |        |      |    |
| 8. Promotion opportunities existence    | 0.250*  | .517** | .379** | .297** | .327** | .282** | .535** | 1      |      |    |
| 9. Influence by co-workers              | 0.132   | -.015  | .045   | .291** | .440** | .282** | .213*  | .543** | 1    |    |
| 10. Nature of job itself                | 0.355** | .155   | .123   | -.003  | .159   | .311** | .687** | .414** | .133 | 1  |

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

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

### 4.6.2 Correlation between Intrinsic Factors and Employee Motivation

There exists correlation between the intrinsic factors and employee motivation (Table 4.22). The highest correlation was between employee motivation and trust ( $r=0.704$ ;  $p\text{-value}<0.001$ ), followed by work meaningfulness ( $r=0.632$ ;  $p\text{-value}<0.01$ ). The least correlation was between employee motivation and job significance contribution ( $r=0.183$ ;  $p\text{-value}<0.01$ )

**Table 4.22: Correlation between Intrinsic Factors and Employee Motivation**

| <b>Intrinsic Factors</b>                  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> | <b>5</b> | <b>6</b> | <b>7</b> | <b>8</b> | <b>9</b> | <b>10</b> |
|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|
| 1. Employee motivation                    | 1        |          |          |          |          |          |          |          |          |          |           |
| 2. Recognition and appreciation           | 0.501**  | 1        |          |          |          |          |          |          |          |          |           |
| 3. Skill variety                          | 0.616**  | 0.215*   | 1        |          |          |          |          |          |          |          |           |
| 4. Work meaningfulness                    | 0.632**  | 0.196    | 0.766**  | 1        |          |          |          |          |          |          |           |
| 5. Trust                                  | 0.704**  | 0.366**  | 0.529**  | 0.667**  | 1        |          |          |          |          |          |           |
| 6. Feedback                               | 0.580**  | 0.205*   | 0.390**  | 0.332**  | 0.592**  | 1        |          |          |          |          |           |
| 7. Amount of responsibility within my job | 0.424**  | 0.334**  | 0.207*   | 0.252*   | 0.392**  | 0.620**  | 1        |          |          |          |           |
| 8. Fairness of treatment at the workplace | 0.276**  | 0.668**  | 0.141    | 0.065    | 0.239*   | 0.300**  | 0.661**  | 1        |          |          |           |
| 9. Training and development               | 0.444**  | 0.478**  | 0.550**  | 0.615**  | 0.629**  | 0.400**  | 0.336**  | 0.359**  | 1        |          |           |
| 10. Job significance contribution         | 0.183    | 0.594**  | 0.221*   | 0.076    | 0.206*   | 0.287**  | 0.632**  | 0.859**  | 0.331**  | 1        |           |
| 11. Empowerment and employee autonomy     | 0.256*   | 0.196    | 0.326**  | 0.310**  | 0.142    | 0.156    | 0.406**  | 0.449**  | 0.256*   | 0.470**  | 1         |

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

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

#### 4.6.3 Correlation between Employee Performance and Employee Motivation

The correlation between performance and intrinsic factor of employee motivation was higher ( $r=0.671$ ;  $p\text{-value}<0.01$ ) compared to correlation between performance and extrinsic factors of motivation ( $r=0.558$ ;  $p\text{-value}<0.01$ )

**Table 4.23: Correlation between Employee Performance and Employee Motivation**

| <b>Variables</b>   | <b>Extrinsic</b> | <b>Intrinsic</b> | <b>Performance</b> |
|--------------------|------------------|------------------|--------------------|
| <b>Extrinsic</b>   | 1                |                  |                    |
| <b>Intrinsic</b>   | 0.697**          | 1                |                    |
| <b>Performance</b> | 0.558**          | 0.671**          | 1                  |

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

#### **4.7 Chapter Summary**

This Chapter has presented the data that was obtained from the field study. Descriptive statistics was used to represent the data and consequently, bar graphs and pie charts as well as frequency tables have been used to present the data. The chapter has also shown the results of the correlation analysis. Chapter 5 provides the summary, discussion of the findings, conclusion and recommendations.

## **CHAPTER FIVE**

### **5.0 DISCUSSION, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter addresses the results and findings on the factors that influence employee motivation in Kenyan Organizations: Case of Amref Health Africa in Kenya. The findings are outlined according to specific objectives of the study. The findings are based on the responses from the questionnaires filled and information gathered on the research questions. The researcher provides a discussion on the findings of the research as compared to the findings in the literature review based on the specific objectives. Conclusion and recommendations are further provided.

#### **5.2 Summary**

The purpose of the study was to determine the factors that influence employee motivation in Kenyan Organizations. The study was guided by the following research questions:

- (i) What are the extrinsic factors that influence the level of employee motivation in Amref Health Africa in Kenya?
- (ii) What are the intrinsic factors that influence the level of employee motivation in Amref Health Africa in Kenya?
- (iii) What impact does employee motivation have on the level of employee performance at Amref Health Africa in Kenya?

The research adopted a descriptive research design, with Amref Health Africa in Kenya being the focus organization. The populations for the study were employees of Amref Health Africa in Kenya since this is the organization under study. The study population comprised a total of 412 employees from various functions. Stratified random sampling technique was used to draw a sample size of 96 respondents. Data was collected using questionnaires, edited and entered into the Statistical Package for Social Sciences (SPSS) software version 21 to enable the carrying out of the analysis. This study used descriptive statistics using statistical indexes such as frequency and percentages. In using inferential statistics, the data was analyzed using correlation, which was vital in making sense of the data. The analyzed data was presented in the form of tables and figures according to the research questions.

The first research question looked at the extrinsic factors influencing the level of employee motivation in Amref Health Africa in Kenya. Most respondents cited that leadership style, job enrichment, organizational information management and effective dissemination of information were the most important extrinsic factors that influenced employee motivation. The least important extrinsic factors identified by the respondents were influence by co-workers, availability of promotion support and employee-management relationship.

The second research question looked at the intrinsic factors influencing employee motivation in Amref Health Africa in Kenya. The study found that intrinsic factors such as appreciation of employees by the organization, the degree of skill requirement, influence of employee view of the job, employee perception on skill development, and the perception about contributing to the firms' growth were the most highly cited intrinsic factors influencing employee motivation. The least cited intrinsic factors influencing employee motivation include constant feedback on employee performance, employee empowerment and anatomy and employees responsibilities.

The third research question addressed the impact of employee motivation on the level of employee performance in Amref Health Africa in Kenya. The study found that most respondents felt that absenteeism, employee productivity, employee turnover affects employee motivation. The least identified factors affecting employee motivation were employee safety practices, employee stresses and need for unionizations.

Other most identified factors influencing employee motivation were accessibility to incentives, opportunities for growth and team work spirit. The most identified recommendations for improving employee job motivation were appreciation of efforts, job autonomy, job rotation, need for fairness on job opportunities and sense of belonging

For the extrinsic factors, the highest correlation was between job enrichment and employee motivation while the lowest correlation was between job influence by co-workers and employee motivation. For intrinsic factors, the highest correlation between trust and employee motivation and the lowest was between job significance contribution and employee motivation.

## **5.3 Discussions**

### **5.3.1 Extrinsic Factors that Influence Employee Motivation**

The findings indicated that job enrichment, organizational information management and effective dissemination of information were the most important extrinsic factors that influenced employee motivation. The extrinsic factors are those factors affecting employee motivation which emanate from outside the task or the job. These findings agrees with Chintaloo and Mahadeo (2013) who also identified that the work environment as an extrinsic factor affecting employee motivation. This is due to the fact that most employees feel that they have the autonomy to do what they are supposed to and the experience of self-confidence in their roles. It further widens individual's scope of skills (Whittaker, 2008). Job enrichment make individuals to have more responsibilities over their work, be more efficient and increase their performances. Organizational information management and effective dissemination of information are other identified extrinsic factors. This is because whenever individuals accesses the organizations information without difficulties they feel like they are part of the organization and hence kills rumors, enhances trust, teamwork and contributes to decision making (Chiang and Jang, 2008).

According to Kalimullah, *et al.*, (2010), managers have a special responsibility for creating a motivating climate and for making every effort to enrich work for their employees. Normally, employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development and so on, but this paper focuses only on employee motivation, as it has been shown to influence to a significant degree the performance in the organization (Chintaloo and Mahadeo, 2013).

Furthermore, the extrinsic factors are fundamental in influencing the employee to strive at achieving the set goals by efficiently performing the necessary tasks. According to Mudor and Tookson (2011), desire to achieve the set target is the motivation that makes most employee to perform efficiently and be good at something within the organization as the employee realizes that his or her efforts are worth much more to the organization. This is especially so with regard to the salary structure offered by the organization, the level of employee-management relationship as well as the quality of the work environment that the organization accords its employees (Chintaloo and Mahadeo, 2013).

The findings also indicated that leadership influenced employee motivation which agrees with

Rukhman (2010) who also found out that leadership influences people to do things in the right way. This may be attributed to the fact that the followers who are the employees would always want to do the right things which brings about morality and motivation.

There was a high correlation between job enrichment and employee motivation because of job autonomy and control over their job tasks.

### **5.3.2 Intrinsic Factors that Influence Employee Motivation**

The study identified appreciation of employees by the organization, the degree of skill requirement, influence of employee view of the job, employee perception on skill development, and the perception about contributing to the firms' growth were the most highly cited intrinsic factors influencing employee motivation.

According Annamalia *et al.*, (2010), the intrinsic factors are the set of behaviors which people engage in and whose upshot are enjoyable or are occasionally challenging. Appreciation of employees by the organization among other recognitions influences employees' motivation and enhances employee job satisfaction and motivation (Kalimullah et al., 2010). This is because when employee is rewarded or recognized for the given activity done, employee feel like they are part of the organization and will actually contribute to the organizational achievements.

The study also found out that the degree of skill requirement influences employee motivation. These findings agrees with Jackson (2011) who also found out that the more the employee skills are involved the more meaningful the work becomes for the employee. Most employees would actually like to be recognized by their levels of skills and competencies within the organizations because they tend to feel relevant and the sense of belonging to the organization. This further enhances their attachment to the organization.

Influence of employee view of the job (task significance) was another intrinsic factor which was identified to have influence on employee motivation. This is because most people work to earn a living in addition to other satisfactions that comes with the job such as doing something worthwhile. Some people work to earn a living to provide for their families meaning that those who benefit are outside the organization while others work to get satisfaction (Lunenburg and Ornstein, 2008). A worker who finds work meaningless may react apathetically even though all the environmental factors are well looked after. This is certainly true considering that a large proportion of respondents when asked the improvement practices



that they wanted implemented to facilitate their level of motivation indicated that they thought incentives should be increased. Employees are intrinsically motivated when they realize satisfaction, enjoyment from their jobs and have an opportunity to realize self-actualization.

The study identified employee perception on skill development was an intrinsic factor influencing employee motivation. This is because training provide chances to employee growth and enhances their knowledge and skills. The findings agrees with Abdullah and Djebavni (2011) who identified that trained employees are more motivated with their jobs as opposed to the untrained employees. In addition, training also makes employees to be more marketable and enhances their employability to different organizations in the global market. There was a high correlation between trust and employee motivation because the employee feel they are valued in the organization.

### **5.3.3 Impact of Employee Motivation on Performance**

The study found that most respondents felt that absenteeism, employee productivity and employee turnover affects employee motivation. Absenteeism affects employees performance in the organization, in that it makes employees withdraw from the organization, care less and hence low output in their performance which may be due to job dissatisfaction. These findings agrees with Anderson (2004) who also noted that absenteeism is as a result of job dissatisfaction emanating from other factors such as stressful work situations. Motivation to attend work is also another contributing factor to absenteeism as noted by Obasan (2011). According to Vlosky and Aguilar (2009), absenteeism may be too costly to the organization because it contributes to the ineffectiveness of the organization because of low productivity of the employees.

The study indicated that employee productivity affects employee motivation. This is because employee motivation leads to increased productivity. These findings agrees with Wentzel and Wigfield (2009) who found out that productivity affects employees' motivation in terms of business long-run successes. Productivity increase as organization finds new ways to use fewer resources to produce its output. Since through gains in productivity organizations tend to reduce costs, save the scare resources and enhance profits.

The also study found out that employee turnover employee affects motivation. Employee turnover is when employees leave the organizations and have to be replaced. When there is a

high turnover in the organization, employee tends to feel insecure with their jobs and hence affects their performance. These findings agrees with Van and Adonisis (2008) who also found out that employee turnover affects the behaviors (withdrawal) of the employees and their loyalty to the organizations which affects employee motivation.

It is apparent that the employees are probably the most important resources that an organization possesses. Therefore, it is perceived that when the employees are working at their full capacity the performance in the organization is boosted markedly (Kalimullah, *et al.*, 2010). Therefore, the impact of employee's level of motivation in performance is irrefutable fact. For instance, performance appraisal has a positive ramification on the performance in any organization.

## **5.4 Conclusions**

### **5.4.1 Extrinsic Factors that Influence Employee Motivation**

Employee motivation is a highly sensitive concept which is affected by a multiplicity of factors. Some of these factors are extrinsic in that they emerge from within the organization and are an external obligation on the employee. In other words these factors are environmental. Most of these factors are within the controls of the organizational management and can as such be exploited by the management in order to boost the levels of employee motivation. The manner in which the organization handles or manages these extrinsic factors are indeed crucial in determining not only the level of employee motivation on their own but also do influence other factors, especially the intrinsic factors that further act as determinants of the level of motivation of employees.

### **5.4.2 Intrinsic Factors that Influence Employee Motivation**

The intrinsic factors are also important in determining employee satisfaction. This is probably because they go to the core of the employee's observation about their jobs and about how they feel that the tasks that they are assigned are meaningful and relevant. The issue of motivation is individualistic or inherent factor in an employee and influence employee to develop a certain mind set regarding their jobs. Such perceptions control the level of employee motivation. Thus being inborn, such issues as employees perception about their being appreciated by the organization and opinion about their jobs among other subjective factors are therefore crucial in determining the level of satisfaction that an employee may feel regarding their jobs.

### **5.4.3 Impact of Motivation on Employee Performance**

Motivating employees is an important factor on employee performance. It's important to know which factors motivate the employees in a given organization so that the management can put more emphasis on the motivating factors. Organizations will benefit in terms of enhanced understanding of factors that influence employee motivation which directly impacts programme performance and revenues (attract funding). Human resource departments in organizations will be able to make informed decisions on what factors they should concentrate on in order to increase their employees' motivation.

## **5.5 Recommendations**

At the backdrop of the elucidations and the findings of the survey, the study makes the following recommendations.

### **5.5.1 Recommendations for Improvement**

#### **5.5.1.1 Extrinsic Factors that Influence Employee Motivation**

Organization must appreciate the importance of the extrinsic factors in determining the levels of employee motivation. The organization should acknowledge and exploit the extrinsic factors in their human resource management practices particularly in the strategic human resource management so as to ensure that the employees are well motivated to perform their tasks. The organizations should take into account that the extrinsic factors that influence employee motivation levels also do impact on the personality or the intrinsic factors and impact on the general employee motivation levels. However, the organization should practice caution in dealing with the extrinsic factors since addressing these factors may prove costly and may not necessarily lead to high levels of employee motivation due to the intrinsic factors.

#### **5.5.1.2 Intrinsic Factors that Influence Employee Motivation**

Both the organization management and the employees should appreciate the influence of the intrinsic factors on employee motivation levels. The organization should effectively exploit the extrinsic factors influencing employee motivation as a strategy for establishing a positive employee motivation. The organization should include such extrinsic factors as encouraging employee involvement in the decision making and innovation, and increase the opportunities

for the personal growth for the employees among other practices that can positively influence the intrinsic factors and facilitate the establishment of high levels of employee motivation.

### **5.5.1.3 Impact of Employee Motivation on Performance**

The organizations should appreciate the impact of the employee motivation on the long and the short-term organizational goals and objectives. The organizations should acknowledge the impact of the employee motivation on such organizational aspects as productivity and performance, employee absenteeism levels, employee turnover rates as well as employee stress levels. Therefore, the organization and the general management should consider implementing policies and practices that positively affect employee motivation. Such a strategy should be taken in tandem with the general organizational goals and objectives and should contribute to both the long-term and the short – term human resource strategy.

### **5.5.2 Recommendations for Future Research**

Future researchers should conduct a comparative study on the impact of employee motivation among the public and private sector to have a wider understanding of this intricate concept. Future research should also concentrate on one of the several factors (either extrinsic or intrinsic) factors and control for the other so as to establish exactly the manner and extent in which the chosen factors do determine employee motivation. Future researcher should use the current study as part of their literature review and conduct more research on the issues that this studies has examined in order to improve the current study and the general understand of employee motivation.

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## APPENDIX A: QUESTIONNAIRE



Questionnaire Number.....

### Self-Administered Survey

**Dear Respondent,**

This structured questionnaire is for collecting data on factors that influence employee motivation in Kenyan organizations and its impact on organizational performance (A case study of Amref Health Africa in Kenya). You are kindly requested to provide the required data in the questionnaire. The process will take you only about 8 minutes. The information that you provide will remain confidential and is sought exclusively for the completion of an MBA research project.

Thank you very much for taking the time to complete this survey. Your input will go a long way in enhancing human resource decision making and ultimately help Kenyan organizations to not only gain competitiveness internationally but also optimize their performance potential (growth and profitability prospects). If you would like to receive a copy of this report, please indicate so by writing your email address on the back of the questionnaire.

Kind Regards,

**MBA Student**

## SECTION I: GENERAL INFORMATION

The following four questions are concerned with demographic data. Please, indicate your selection by checking the box which describes your demographic characteristics.

### 1. Age group?

| AGE GROUP |       |       |       |       |          |
|-----------|-------|-------|-------|-------|----------|
| Below 25  | 25-34 | 35-44 | 45-54 | 55-64 | Above 65 |
|           |       |       |       |       |          |

### 2. Gender?

| GENDER |  |        |  |
|--------|--|--------|--|
| Male   |  | Female |  |
|        |  |        |  |

### 3. How long have you worked for this organization?

| YEARS OF SERVICE |             |             |              |               |
|------------------|-------------|-------------|--------------|---------------|
| 0 – 4 Years      | 5 – 9 Years | 10-14 Years | 15- 19 years | Over 20 years |
|                  |             |             |              |               |

### 4. Education Background?

| LEVEL OF EDUCATION |                             |                               |               |                                |
|--------------------|-----------------------------|-------------------------------|---------------|--------------------------------|
| Undergraduate      | Graduate<br>(MBA<br>degree) | Graduate<br>(Other<br>degree) | Post Graduate | Professional<br>Qualifications |
|                    |                             |                               |               |                                |

**WITH RESPECT TO SECTION II, III AND IV, PLEASE INDICATE THE LEVEL  
OF AGREEMENT WITH EACH STATEMENT:**

| <b>LEVELS OF AGREEMENT</b>   |                 |                                       |              |                           |
|------------------------------|-----------------|---------------------------------------|--------------|---------------------------|
| <b>STRONGLY<br/>DISAGREE</b> | <b>DISAGREE</b> | <b>NEITHER AGREE<br/>NOR DISAGREE</b> | <b>AGREE</b> | <b>STRONGLY<br/>AGREE</b> |
| <b>(1)</b>                   | <b>(2)</b>      | <b>(3)</b>                            | <b>(4)</b>   | <b>(5)</b>                |

### **SECTION II: EXTRINSIC FACTORS THAT INFLUENCE EMPLOYEE MOTIVATION;**

Extrinsic factors that influence employee motivation are those that are determined by the external surroundings of the employee. The following best describe the major extrinsic factors that influence employee job satisfaction in the organization:

| <b>LEVELS OF AGREEMENT</b> |   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|----------------------------|---|----------|----------|----------|----------|----------|
| <b>a.</b>                  | <b>The monetary compensation/salary structure has an impact on my level of motivation.</b>  |          |          |          |          |          |
| <b>b.</b>                  | <b>The style of leadership in the organization has an influence on my degree of motivation at work.</b>   |          |          |          |          |          |
| <b>c.</b>                  | <b>The degree of job enrichment embraced by the organization has an influence on my motivation level.</b>   |          |          |          |          |          |
| <b>d.</b>                  | <b>The effectiveness in which information is made available in the organization and communication is carried out has an influence on my motivation.</b> |          |          |          |          |          |
| <b>E</b>                   | <b>The quality of working environment at the organization has an influence on my motivation level.</b>  |          |          |          |          |          |
| <b>F</b>                   | <b>The type of relationship between me and the managers</b>   |          |          |          |          |          |

|          |   |  |  |  |  |  |
|----------|---|--|--|--|--|--|
|          | of the organization has an impact on my motivation.   |  |  |  |  |  |
| <b>G</b> | The degree to which I believe promotion opportunities exist within the organization has an impact on my motivation. |  |  |  |  |  |
| <b>H</b> | My level of motivation at my job is to an extent influenced by my co-workers.                                       |  |  |  |  |  |
| <b>I</b> | The nature of my job in itself influences my level of motivation at my job.   |  |  |  |  |  |

### SECTION III: INTRINSIC FACTORS THAT INFLUENCE EMPLOYEE MOTIVATION;

Intrinsic factors that influence employee motivation refer to those factors that arise from within the employee. This looks at the employees' inner factors that make them satisfied with their job and motivate them to perform.

The following best describe the major intrinsic factors that influence employee job satisfaction in the organization:

| LEVELS OF AGREEMENT |   | 1 | 2 | 3 | 4 | 5 |
|---------------------|---|---|---|---|---|---|
| <b>a.</b>           | I am more motivated to do my job when I feel I am recognized and appreciated for my contribution to the organization. |   |   |   |   |   |
| <b>b.</b>           | The degree of skill variety required to perform my job has an impact on my motivation.                                |   |   |   |   |   |
| <b>c.</b>           | How meaningful I believe my work has influence on my motivation level.  |   |   |   |   |   |

|           |   |  |  |  |  |  |
|-----------|---|--|--|--|--|--|
| <b>d.</b> | <b>The degree of trust exhibited at my work place is a determinant of my level of motivation at work.</b>               |  |  |  |  |  |
| <b>E</b>  | <b>Attaining constant job feedback on my level of performance influences how much I am motivated to perform my job.</b> |  |  |  |  |  |
| <b>F</b>  | <b>The amount of responsibility I possess within my job has had an impact on my overall motivation.</b>                 |  |  |  |  |  |
| <b>G</b>  | <b>I am more motivated to perform my job when I feel there is fairness of treatment at the workplace.</b>               |  |  |  |  |  |
| <b>H</b>  | <b>The extent to which I feel I am being trained and developed at my job has an impact on my motivation.</b>            |  |  |  |  |  |
| <b>I</b>  | <b>I am more motivated to carry out my job when I feel it has a significant contribution to the organization.</b>       |  |  |  |  |  |
| <b>J</b>  | <b>The level of empowerment and employee autonomy at my organization has an impact on my motivation.</b>                |  |  |  |  |  |

#### **SECTION IV: THE IMPACT OF EMPLOYEE MOTIVATION ON PERFORMANCE**

**1. The following best describe the impact of employee motivation on performance in your organization**

| <b>LEVELS OF AGREEMENT</b> |   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|----------------------------|---|----------|----------|----------|----------|----------|
| <b>a.</b>                  | <b>I believe the level of employee motivation in my organization has a direct impact on absenteeism levels.</b> |          |          |          |          |          |
| <b>b.</b>                  | <b>The level of employee motivation at my current job has a direct impact on my productivity level.</b>         |          |          |          |          |          |

|           |  |  |  |  |  |  |
|-----------|--|--|--|--|--|--|
| <b>c.</b> | <b>The degree of motivation of employees in the organization has a direct impact on the levels of turnover. (Turnover is the process in which employees leave the organization and have to be replaced).</b> |  |  |  |  |  |
| <b>d.</b> | <b>I believe the level of employee motivation in the organization has an impact on the employee safety practices.</b>  |  |  |  |  |  |
| <b>F</b>  | <b>The degree to which employees in the organization exhibit levels of stress is as a result of their levels of motivation at the work place.</b>  |  |  |  |  |  |
| <b>G</b>  | <b>The need of Unionization in the organization can be attributed to the levels of employee motivation.</b>  |  |  |  |  |  |
| <b>H</b>  | <b>The rate at which employees learn new job tasks can be attributed to their levels of motivation.</b>  |  |  |  |  |  |

What other factors besides the ones mentioned above do you believe have a significant impact on employee motivation in the organization?

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What recommendation can you give that would go ahead to increase employee motivation levels in the organization.

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Thank you very much for taking the time to complete this survey