

**EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE IN
THE MINISTRY OF INTERIOR AND COORDINATION OF
NATIONAL GOVERNMENT IN KAKAMEGA, KENYA**

BY:

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DECLARATION

I declare that this research project is my original work and has not been submitted to any University for award of any qualification.


Sign..........

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This research project has been submitted with my approval as the University Supervisor

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DEDICATION

This research project is dedicated to my dear husband, Richard Boiyo, my sons Andrew, Sterling, Franklin and my daughter, Prudence.

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ABSTRACT

The National Government of Kenya's Ministry of Interior and Coordination employees have significantly influenced the advancement of the country. Nevertheless, depending on how satisfied each person was, the results of their efforts had different effects on them, either positively or adversely. The research aimed to examine the effect of employee motivation on their performance within the Ministry of Interior and National Government Management in Kakamega County. The specific objectives entailed establishing the effect of Employee training, Employee compensation, Career development and Performance appraisal on worker performance. A descriptive study approach was used in this investigation. The target group was all of Kakamega County's interior ministry workers. The researcher sampled 200 respondents and collected data using a structured questionnaire. The data was analyzed quantitatively using Statistical Package for Social Science. Each finding demonstrate a strong and significant relationship connecting workers' productivity and motivation. The relation between motivation techniques and employee production is stronger, with a Pearson value of $r=.704$, $P=.000$. This suggests that employee performance is altered by motivation (career development, training and development, compensation, and performance appraisal). Management should encourage staff members to participate in cross-functional initiatives, work rotations, or shadowing to expose them to other teams and responsibilities within the organization. Employees can receive individualized training in a manner that best suits them and learn what they need at their own place. While findings indicate that employees are compensated as per their contracts, to remain competitive, the organization should provide a range of benefits and compensation packages. Performance appraisal should not only track performance but provide feedback on the way forward.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

The achievement of particular goals is the common goal shared by all organizations, and performance is the key to their success. Performance, as emphasized by Khan and Jabbar (2013), is a multidimensional idea focused at achieving outcomes and closely linked to an organization's strategic goals. It indicates the capability to complete tasks within predetermined deadlines. Performance means the ability to accomplish results alongside set objectives in a specific period of time. So in order to achieve these, most organizations have invested heavily on the quality of employees through motivation. Most organizations have adopted this strategy because motivated employees are believed to be well driven, focused, organized and disciplined. As such, a motivated workforce will be able to appreciate such factors like appreciation, recognition, job security, good wages, good working conditions and career advancement opportunities among others. Ultimately, it will lead to achievement of organization goals and objectives.

This study will incorporate three theories: Maslow's Hierarchy of Needs theory, Herzberg's Two-Factor theory, and the Expectancy theory. Hierarchy of needs theory by Maslow (1946) indicates the importance of satisfying lower level necessities before higher level wants arise. Employees are well motivated if their needs are met and satisfied. On the other hand, the theory of Herzberg implies two diverse sets of factors, hygiene and persuaders, which affect distinct motivation and job gratification (Olt, 1989). These elements are essential to sustaining a healthy level of motivation among employees since they recognize the intrinsic satisfaction that can be obtained from the work itself. The expectancy theory by Vroom (1964), states that employees can sustain their level of performance when they believe they are receiving fair incentives.

This study will be conducted in the Kenya Civil service specifically in the Ministry of interior and coordination of National government, Kakamega County. The presentation in government departments has been renowned to be a big challenge and below anticipations and lead to strained national budget without corresponding results (Prajapati, 2009; Muthaura, 2007; GOK, 2005). As a result, the government has been

undertaking specialized training and development programs to retain and manage highly skilled employees. Despite these efforts, employees frequently fall short of the required performance requirements.

1.1.1 Motivation

Armstrong, M., & Taylor, S. (2020) provides a thorough description of motivation that characterizes it as the driving force and direction of conduct, impacted by a variety of circumstances that cause individuals to act in confident ways. Furthermore, motivation may be defined as an instinctual and conscious process through which people make an effort to meet their own wants and aspirations as well as the needs of others, all of which serve as catalysts for human action (Gray, D.S. 2021). The provision of incentives to encourage desirable behaviour is how Kate, A.M. (2020) defines motivation.

Employee motivation is a huge hurdle, and keeping motivated staff around is much harder (De Clercq, D., & Pereira, R. (2019). Employee incentive has a significant impact on production, and an unmotivated workforce may cost an organization money through decreased production, higher turnover, frequent absences, and a bad effect on employee determination (Newaz, M. T., Davis, P., Sher, W., & Simon, L. 2022). As a result, in order for enterprises to achieve their goals, they must have a motivated workforce committed to doing so (Nguyen, H.N., et al., 2020).

Employing several strategies, such as bonuses, awards, and incentives, to persuade employees to work toward corporate goals is known as employee motivation. As different people have different motivations, AlSaadoon, A. (2020) defined motivation as the procedure that animates, motivates, maintains, plus directs behavior. Organizations must put a high priority on motivating their staff if they are to achieve their full potential since human capital is a priceless, irreplaceable asset.

Employee motivation is an essential tool for managers to improve efficient and effective management inside the company (Hassan, M., et al., 2020). Siagian Sondra (2004) defines motivation as the dynamic force that develops when people show a desire and willingness to use their talents, time, and effort to carry out duties and contribute to the realization of organizational goals. According to Bonuedie, S. (2019), what drives an

individual's particular specialized style, which is branded by a steadfast allegiance, is what is known as enthusiasm. In addition to fostering workplace happiness, motivation also increases worker productivity.

Low employee motivation in an organization makes it vulnerable to both internal and external problems. As a result of employees who may not go above and beyond to support the organization's goals, such businesses may struggle to sustain stability (Williams, 2011). Instability has the potential to cause underperformance and even organizational collapse. Williams emphasizes once more that low motivation frequently results in decreased production, with probable productivity loss in regards to the organization's primary tasks. A company's performance and potential outcomes may suffer as a result of such decreased production (Taouab, O., & Issor, Z. 2019).

The study focuses on four motivation practices namely career development, training and development, compensation and performance appraisal. The process of taking short-term actions to accomplish long-term professional goals is called career development. It entails developing skill sets unique to a given role, which can be achieved through taking night classes, networking, looking for a mentor, and accepting new duties at your existing employment. In order to create a career effectively, one must first choose a goal for their work and then map out the experiences, skills, and relationships necessary to achieve it (Greco & Kraimer, 2020).

Training and development is the process of gaining the data, abilities, and mindset that augments workers' job performance and licenses future career improvement. Acquiring specialized knowledge and abilities for a given job or task is referred to as training. Usually, the goal of this brief activity is to raise an employee's level of performance on the job. It consists of formal education programs, in-person training, and coaching sessions (Karim, 2019). Development is the process of a person's career progressing steadily. It usually requires studying things beyond what is needed of them in their current responsibilities in order to better prepare people for their future roles in the workplace or opportunities for career growth. Development activities include attending conferences, work shadowing, mentoring, and ongoing education.

Compensation refers to any payment made to an employee by their employer while they are employed. The worker will give their time, labor, and expertise in exchange. This pay may come in the form of an income, stock options, pension funds, paid time off, benefits, bonuses, and more (Kadir, AlHosani, Ismail, & Sehan,2019).

A person's productivity at work is methodically and routinely assessed in order to compare it to predefined benchmarks. It serves as an assessment of an employee's overall worth to the business, highlighting the individual's areas of strength and room for improvement. Performance reviews, employee assessments, development sessions, and performance assessments are some other terms for performance evaluations. These evaluations are meant to support professional development, and they are typically conducted by the Human Resources department. Apart from ensuring that employees effectively oversee and achieve their designated objectives, they also furnish crucial support and perceptive evaluations regarding their level of performance in their designated roles (Alsuwaidi, Alshurideh, Al Kurdi, & Salloum, 2021).

1.1.2 Employee performance

According to Ngwa, W. T., et al. (2019), employee performance refers to how well and efficiently a person performs the tasks assigned to them on a daily basis while meeting management and customer expectations. It also has to do with how well individuals use their abilities, attitudes, and understanding to achieve desired results and fulfill predetermined goals (Shahid, C., et al., 2022). The evaluation of employee performance, which is frequently conducted through performance appraisal systems and procedures, is crucial to an organization's success. Supervisors evaluate the performance of their subordinates through the crucial human resources activity of performance evaluation (Okpalaukeje, N. K. P., & Chidi, V. O. R. U. 2022). Employee performance and an organization's long-term goals are intrinsically intertwined, and this relationship is operationalized through a variety of time-bound goals, whether they be annual, semiannual, quarterly, monthly, weekly, or daily (Rabenu, E. 2021).

One of the most important tools for inspiring workers to perform at their best is effective performance management. Ineffective performance management cannot be achieved with

this need alone. Any performance management system's success depends on how thoroughly it is applied by both managers and staffs (Pulakos, 2009, 103) and how genuinely they accept it. Performance management is focused on attaining excellence, synchronization, and enhancement to provide value for customers and subsequently produce financial benefit for stakeholders and owners (Cokins, 2009, 9). The responsibility and activities listed in job descriptions within a firm or organization must be thoroughly understood in order to manage performance effectively. Assessing and improving performance is based on having a thorough understanding of these job criteria. When this knowledge is absent, a crucial hole is left in how employees' performances are assessed and how much room there is for progress inside the company.

1.1.3 Ministry of Interior and Coordination of the National Government

The Office of the President has jurisdiction over the Ministry of Interior, which is charged with a variety of duties including public administration, internal security, the creation of official documents, immigration and registration of people, oversight of wagering control, probationary services, management of prisons, and leading campaigns against drug and alcohol abuse. Additionally, the Office of the President supports all government ministries and advances state capabilities.

When the country gained its independence in 1963, the Ministry of Interior and Coordination of the National Government—formerly known as Provincial Administration and Internal Safety—relocated from the Ministry of Native Affairs to the Agency of the Prime Minister. Later, it was absorbed into the Office of the President. With this change in emphasis, the Ministry's duties transitioned from primarily upholding law and order to placing a stronger emphasis on development management. During this time, the Ministry was a part of the Office of the Head of the Public Service.

First appointed in 1979, the Permanent Secretary is charge of Provincial Administration. Since that time, an Accounting Officer (the Principal Secretary) has been in charge of the Ministry's administrative operations, while a Cabinet Secretary has been in charge of its political operations. Over time, the Ministry has modified and reorganized its activities to meet changing difficulties. The Ministry became known as the Ministry of Interior and

Coordination of the National Government when the new Constitution was put into effect in August 2010. But because of how important they were, its functions continued to be used. To speed up the understanding, communication, and application of government policies, the Ministry has maintained a decentralized structure at the local level.

The Ministry's ability to hire and retain highly qualified staff has been connected to its overall performance. Additionally, it has set up specialized training and development division to manage employee teaching and improve social welfare initiatives, ultimately boosting employee engagement and general productivity. An analysis of performance reviews reveals that despite these efforts, employees frequently fall short of the required performance requirements. Implementing efficient employee engagement initiatives is crucial to lowering grievances, absenteeism, and staff turnover.

1.2 Research problem

The National Government of Kenya's Ministry of Interior and Coordination employees have significantly influenced the advancement of the country. Nevertheless, depending on how satisfied each person was, the results of their efforts had different effects on them, either positively or adversely. Organizations are challenged to not only develop a dynamic workforce but also make sure that their procedures are in line with modern standards as they attempt to keep up with the rapid advances in knowledge and technology. Given that employees are the company's most priceless assets; it is important for an organization to be able to identify the human resource needs that satisfy workers in their workplaces.

The long-standing problem of underperformance in the public service has been acknowledged by the Kenyan government (GOK, 2008). The Ministry specifically, has a major obstacle in the form of an ineffective organizational structure that impedes the achievement of sustained economic growth. This ministry continuously falls short of expectations due to a number of reasons, such as inadequate funding, inadequate time, inadequate employee performance, poor management and leadership, bureaucratic organizational structures and cultures, and political meddling. Revenue losses have also been significantly impacted by corruption, since a sizable amount of the money collected

goes unaccounted for. Inadequate public services, poor infrastructure, weaker economies, and other economic challenges including the exodus of qualified labor are the outcomes of these problems (GOK, 2007).

It is important to note that the private sector has seen greater success with motivation than the public section, particularly when it comes to extrinsic incentive like pay and perks. Many studies carried out in the private sector, including the banking and insurance industries, can be credited for this observation. For instance, Njeri (2003) investigated employee performance and motivation at the National Social Security Fund (N.S.S.F.). A diverse investigation of inspiration at public middle-level technical foundations in Kenya was directed by Kiruja EK & Elegwa Mukur (July-Aug. 2013), and it was published in Vol. 2 / Issue 4/73-82. Their research found a link between employee performance and motivation, highlighting the importance of motivation as a performance predictor. However here have been a number of complaints by staff and other stakeholders in the public sector that performance could improve in public service through management taking initiatives to improve various forms of motivation. Consequently, the study tries to find and address the existing knowledge gap to answer the query: what is the outcome of motivation on worker enactment in the ministry of interior and organization of national administration, Kakamega County?

1.3 Objective of the study

The main aim of this research was to establish the effect of motivation on the performance of workers at the ministry of interior and management of national government, Kakamega county.

1.4 Value of the study

The government of Kenya will utilize the study for policy formulation. Government ministries, sectors and county governments will use the findings and recommendations in line with the study constraints such as job security, good working conditions, good wages, career advancement opportunities among others to make policies. These policies will ensure motivation is carried out efficiently and effectively to reduce employee turnover hence improved performance.

It will also be useful to Human resource management who will have access to more effective and well-researched ways for encouraging and rating employee performance as a result of the research results and outcomes reported in this study. As a result, this study will provide human resource managers with invaluable advice on the techniques for increasing employee performance that are most effective in motivating employees.

The drive of this research is to augment to the body of data already available concerning the motivational systems used in Kenya's public sector. It is intended to be used as a useful tool for academics and as a core dataset for auxiliary study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The intended motive is aimed towards giving an overview pertaining to previous studies done both locally and internationally. It contains both empirical and theoretical literature reviews.

2.2 Theoretical literature review

The study was sustained by three theories namely: Maslow need of hierarchy theory (1946), Herzberg Two factor theory (1959) and Expectancy theory.

2.2.1 Maslow need of hierarchy theory

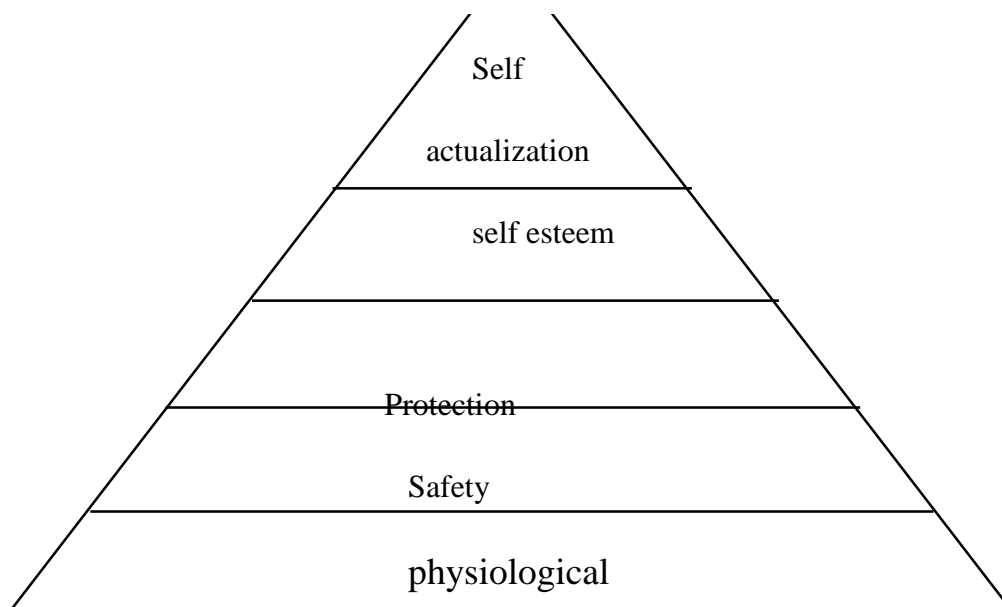
This theory was initially industrialized by American Psychologist, Abraham Maslow in 1943 which states that humans are first inspired by basic needs which must be consummate before pursuing more multifaceted wants. Human necessities, according to Maslow (1946), are arranged in a pyramid-like hierarchy, with each level denoting a different level of importance. Individuals first concentrate on attending to their lower-level requirements, such as physiological, safety, and social demands. When these basic needs are met, people concentrate their efforts on attaining higher-level objectives, such as self-esteem and self-actualization, as these serve as the ultimate motivators. Maslow believes that by working to help staffs meet their necessities, you are making it thinkable for them to be driven towards higher goals in the institute. As such, it creates a helpful environment for staffs to work and apply the theory to comprehend what motivates them on separable basis.

Wahba & Bridwell (1976) found less evidence in favor of Maslow's hierarchical organization of needs or the presence of a clear hierarchy at all. The assembly of the hierarchy was interrogated by Papaleontiou-Louca, E., et al., (2022) for being ethnocentric and making the claim that it might not be appropriate to everybody. Maslow's theory was further questioned by Cianci and Gambrel in 2003, who noted that it does not take into consideration the variations in the social and intellectual demands of those reared in collectivist cultures against those raised in individualistic civilizations. They said that although collectivist civilizations valued acceptance and group over

individuality and independence, individualistic societies tended to place a higher value on self-centered growth that led to self-actualization.

While Maslow's theory has value, many modern administration professionals and psychologists regard it with distrust, as Dashutina, L. O., & Joshua, L. B. (2023) pointed out in an essay. The hierarchy is criticized for, among other things, ignoring heroic deeds, which are essential components of human motivation and conduct.

Figure 1.1: Maslow's hierarchy of needs theory



Source: Mullins (1996)

2.2.2 Herzberg's Two-factor theory

The motivator-hygiene theory, that was industrialized by Fredrick Herzberg in the late 1950s, was first published in 1959 (Herzberg). According to this theory, factors that affect individual motivation and job satisfaction fall into two different categories: hygiene factors and motivators (also known as satisfiers) (Dashutina, L. O., & Joshua, L. B. (2023). Motivating factors are the specific factors Herzberg (1968) identified as being related to job satisfaction. These elements are essential to sustaining a healthy level of

motivation among employees since they are fundamental to the nature of the position itself. Aspects including the nature of the work, chances for personal development, accountability, progression, acknowledgment, and status are included.

The word "hygiene" or "maintenance" factors refers to a different collection of elements that are associated with discontent. For instance, low monthly pay might contribute to workplace unhygienic and result in unhappiness. In addition to others, fair salary, appropriate working environment, and job stability are a few examples of hygiene considerations (Ackall, D. W. 2021). It's essential to remember that a larger pay alone does not always imply work contentment. The traditional Taylorist view that job gratification was a simplistic continuum ranging from consummation to discontent was contested by Carter, W. R. (2022) study. Herzberg (1968) suggested a two-dimensional model of motivation instead.

The term "two-factor theory" is frequently used to describe this idea. Alrawahi, S., et al., (2020) said that when hygiene requirements are satisfied, job satisfaction is not the result but rather the absence of job unhappiness. They can, however, result in unhappiness if they are not satisfied. The focus of management should be on supplying motivators like recognition, acceptance, and responsibility in order to foster job satisfaction and high motivation. Job satisfaction and, thus, motivation may be inadequate if these variables are not properly handled. It's important to note that the idea does not take into consideration personal variations, such as temperament features, which can affect individual's distinctive responses to motivators and hygiene variables (Montani, F., et al., 2020). Dashutina, L. O., & Joshua, L. B. (2023) assert that Maslow's theory of the hierarchy of needs is expanded by Herzberg's motivation-hygiene theory and that it is more appropriate for the workplace.

Herzberg's two-factor theory highlights the dual character of all employment, in Schermerhorn's opinion. It highlights both the work that people accomplish in terms of their job obligations (job content) and the work area settings in which they carry out these activities (job context). According to Schermerhorn, managers should concentrate on removing problems that lead to job unhappiness (hygiene variables) to make sure that

satirizing elements are incorporated into job content, hence fostering motivation and job satisfaction.

However, this theory has limitations as it places too much prominence on job upgrading and totally ignores the job gratification of employees. Not much attention was given to pay, status, or interpersonal relationship which are mostly held as great persuaders. But regardless of these, the theory provides guidelines to supervisors for structuring their works in order to bring such factors in the jobs that bring gratification.

2.2.3 Expectancy theory

Victor Vroom (1969), who was cited by Ott (1989), created the expectancy theory, which states that labors are driven to put forth high determination when they think their energies will result in positive performance evaluations and subsequent organizational rewards, such as bonuses, pay raises, or promotions. According to this idea, people are driven by their actions' chances of producing the desired results as well as the results that other people in like circumstances have experienced (Ott, 1989). The effort-performance connection, performance-reward linkage, and valence are the three main ideas around which the theory is built. These components evaluate the perceived possibility that an individual's effort will result in performance, performance will result in rewards, and the importance the individual attaches to the possible outcomes. It takes into account each person's objectives and requirements, with many people placing a high value on the praise and benefits that come from superiors.

2.3 Empirical literature review

In Pakistan, the stimulus of employee motivation on performance was dissected by Shahzadi, I. in 2021. The goal was to determine what factors affect employee motivation and how much it affects workers' productivity. Regression analysis was used to examine the data obtained from one hundred and sixty instructors in public and private schools using self-administered questionnaires. The findings showed a substantial positive link between worker motivation and productivity. In addition, it was shown that intrinsic incentives significantly improved employee performance and motivation. Surprisingly, the association between employee perceptions of training efficacy and motivation was

negative, indicating that the training was seen unsuccessful, which in turn had an impact on employee motivation.

The linking between motivating tactics and organizational performance in the Nigerian food, beverage, as well as tobacco trades was scrutinized by Clemons, C. (2021). Their study made use of both primary as well as secondary information obtained from employee surveys and financial information from five particular businesses. The results showed a substantial correlation between organizational success in the Nigerian FOBETO business and certain motivating techniques, including high pay, fringe benefits, good welfare packages, and autonomy. The study found that using successful motivating tactics resulted in appreciable enhancements in organizational performance.

In a few chosen industrial companies in Enugu State, Emeka, Amaka, and Ejim (2015) looked into the influence of worker's motivation on administrative performance. Underling motivation and organizational presentation were shown to be related in the study, which was grounded on a sample of 103 workers from a population of 120. It underlined that extrinsic incentive had a considerable impact on underling enactment, which was consistent with the Equity theory's focus on fair compensation as a catalyst for improved performance.

The Brong Ahafo Education Directorate was the topic of Boamah's (2014) study, which examined the influence of inspiration on workers' presentation. According to the study, worker presentation was highly jammed by the nature of the job and developments. It emphasized the need of fair promotions for motivating employees who continuously do high-quality work. Performance was found to be mobbed by responsibility and career gambles as well. Other factors that affected employee performance were pay, benefits, working environment, relationships between supervisors and subordinates, and peer interactions.

Inspiration is defined by Dubagus, W. S., et al., (2020) as a force that supports actions, gives behaviors track, and triggers the tendency to persevere. The repercussion of motivation for worker results, including presentation and effectiveness, is shown by Grant's study from 2008. In comparison to employees who are less driven, motivated

workers have higher degrees of autonomy and self-drive. Additionally, motivated workers exhibit stronger engagement and commitment in their work, as well as a higher readiness to accept responsibility (Manzoor, F., Wei, L., & Asif, M. 2021).

In the IT Park (Software House) Segment of Peshawar, Pakistan, Ali et al. (2016) looked at the effect of Motivation on Employee Presentation and Job Gratification. According to their research, motivation has a favorable impact on operative enactment and work gratification in the IT industry. The key to improving both individual and organizational dimensions was found to be motivation.

In summary, elements including autonomy, intrinsic incentives, and fair promotions greatly contribute to performance improvement. Motivation plays a key role in boosting employee performance across a variety of businesses and sectors (Hisham, R. R. I. R., & Suaidi, A. M. 2022).

2.4 Motivation and employee performance

A numeral of empirical studies has been done on motivation and workers performance in different organizations, whether public or private. For example, study done by Jacinta (2013) on a parastatal and another study done by Clemons, C (2021) in a hospitality industry. According to their findings, both had a positive association between motivation and employee enactment. Other studies done focused on either one or two variables of motivation. A study by Emeka et al; (2015) examined only one variable of salary as an extrinsic reward in motivating employee performance. Also another study by Ghaffari et al; (2017) tested two variables, that is, responsibility and fringe benefits. Their studies found out that motivation has appositive relationship on employee performance.

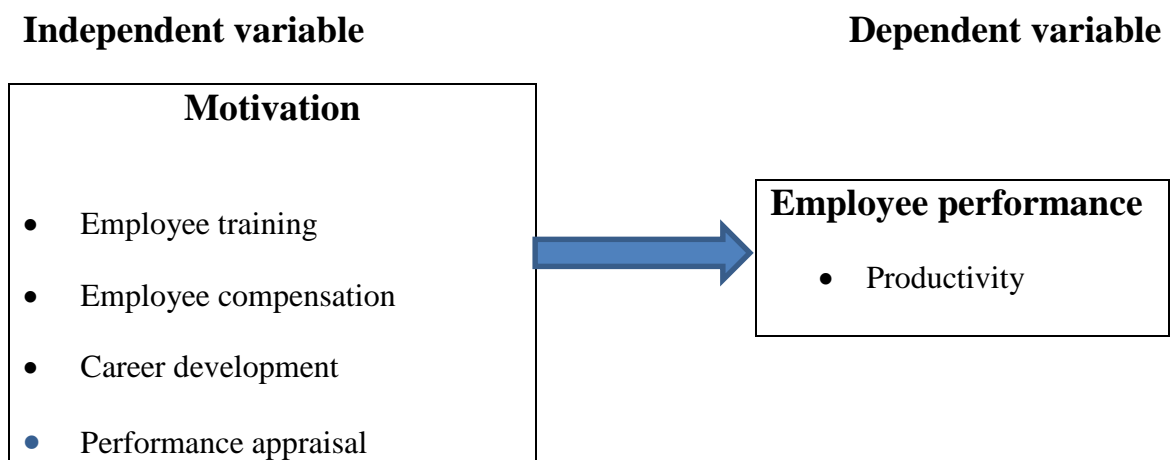
A study done by Akinola, et al; (2014) analyzed the relationship between motivational strategies and administrative performance. The study determined that the use of perceived best motivational approach by employees should be fortified to bring about extraordinary improvement to administrative performance. Some studies used different methods of data analysis and still their findings showed positive relationship between motivation and employee performance.⁸ For example, studies done by Boamah Richard (2014) and another one done by Al-Emran et al. (2020), used the qualitative method of data analysis

whereas others used descriptive and inferential statistics. However, their studies did not examine the effect of inspiration on employee enactment in regard to other variables such as appreciation, career advancement opportunities and job security.

2.5 The conceptual framework

The model that follows demonstrates a few of the driving forces that influence organizational success. These characteristics will serve as the study's independent variables and may be changed to have an impact either favorably or adversely on the dependent moveable, which is organizational performance.

Figure 2: The conceptual framework



Source: Author (2023)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The approach that was used in accomplishing certain study goals is set out in this chapter. It encompasses research design, the population studied, data gathering, and its analysis.

3.2 Research Design

A descriptive study approach was used in this investigation. A descriptive survey, according to Mugenda and Mugenda (1999), is a scientific approach of methodically and precisely monitoring and characterizing the features of a particular community. Additionally, in order to improve clarity and comprehension, this study design helps the researcher gather, summarize, present, and evaluate data. Therefore, this design was suitable in this research as it generates results in statistical form to assist the researcher in data analysis. It is also applicable where the variables under study are not under the researcher's control.

3.3 Study Population

According to Ngechu (2004), a population consists of people, services, basic needs, a group, or a family that is under observation. Conversely, a population, according to Cooper and Schindler (2003), is a cluster that a researcher will focus on. The target group was all of Kakamega County's interior ministry workers. According to public service commission annual report 2021-2022, there are about four hundred (400) employees working in this ministry.

3.4 Sample size

Sampling entails selection of a group that data will be collected on. There exist various methods of sampling generally probability and non-probability based methods. The researcher applied Yamane's formula: $n = N/(1+N(e)^2)$.

The variables in this formula are:

n = the sample size

N = the population of the study

e = the margin error in the calculation

$$= 400/(1+400(0.05)^2)$$

$$= 400/(1+400(0.0025))$$

$$=200$$

3.5 Data collection

To get primary data, structured questionnaires were employed. To determine the impact of motivation on staff presentation at the Ministry of Interior and the Coordination of National Government, Kakamega County, the surveys used a five-point Likert scale. Two sections comprised the questionnaires: section B included both independent and dependent variables, and section A asked questions about demographics.

3.6 Data Analysis

Data analysis is described as the science of evaluating unprocessed data to draw conclusions. The analysis was descriptive and inferential statistics. Under descriptive statistics, percentages, frequencies, as well as measures of central predisposition that include mean and standard deviation were used. For inferential indicators, this study used correlation and regression. The outcomes were shown in tabular and graphical form for simple interpretation.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

Following the collection of data from the respondents, the study findings are thoroughly described in this chapter, which begins with an examination of the response rate and ends with a diagnostic model analysis.

4.2 Response Rate

140 of the 200 respondents who were dispensed were returned. The reply rate was 70%, which is over the 65% threshold that Bryman (2019) considers to be a satisfactory response rate. As such, conclusions, suggestions, and decision-making can be based on the findings.

Table 4.1 Response Rate

		Frequency	Percent	Cumulative Percent
Valid	Response	140	70.0	70.0
	Nonresponse	60	30.0	100.0
Total		200	100.0	

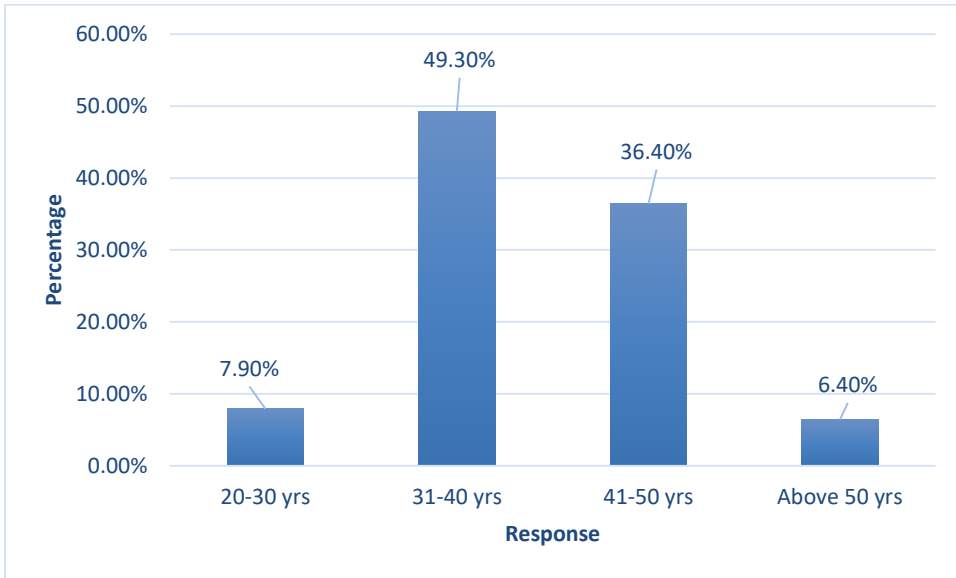
Source: Survey Data (2023)

4.3 Analysis of Respondent's Background

4.3.1 Respondent Age

Determining the response rates by age requires careful consideration of age analysis. It also offers helpful data regarding the age distribution of the organization's workforce. The results showed that the age group of 31–40 years old accounted for 49.3% of the respondents, followed by 41–50 years old at 36.4% and 20–30 years old at 7.9%. The youngest were older than 51, at 6.4%. The figure below provides the conclusion.

Figure 4.1 Respondent Distribution by Age



Source: Survey Data (2023)

4.3.2 Respondents Highest Education Level

Respondent education level is an important aspect in gauging the extent to which respondents can contribute towards the subject matter in this case motivation and employee performance. It also shows employee distribution by education level. Majority of the respondents at 54.3% had bachelor's degrees followed by 24.3% with diploma, 14.3% had Master's Degree, 5% had certificate while Doctorate degree were at 2.1%. This shows the respondents were educated and well informed. The findings are in table 4.2.

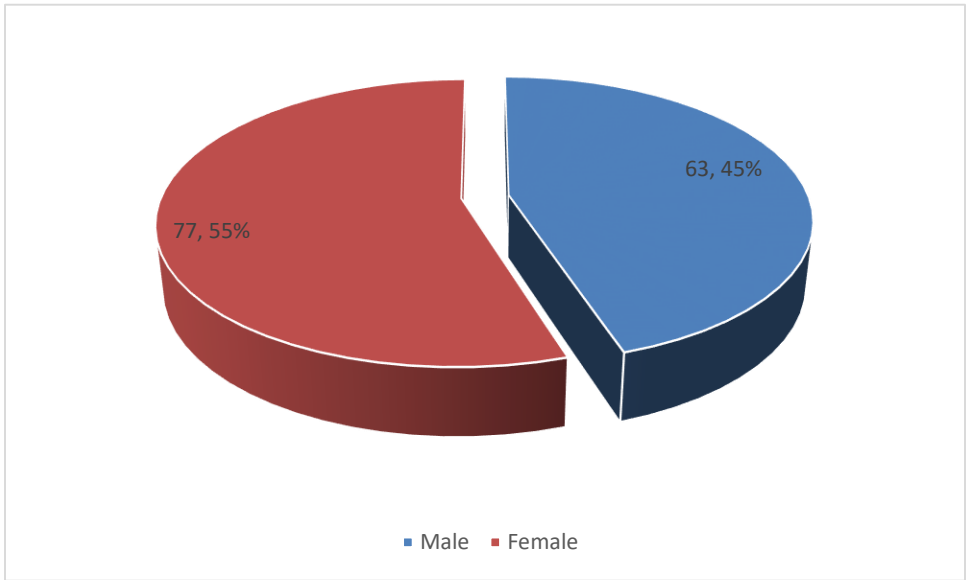
Table 4.2 Respondent Distribution by Highest Education

		Frequency	Valid Percent	Cumulative Percent
Valid	Certificate	7	5.0	5.0
	Diploma	34	24.3	29.3
	Bachelors' Degree	76	54.3	83.6
	Masters Degree	20	14.3	97.9
	Phd	3	2.1	100.0
	Total	140	100.0	

Source: Survey Data (2023)

4.3.3 Respondents Gender

Investigations conducted of gender is important in gauging the ratio of males and females that participated in the study. It also shows how many employees are in the organization basing on age. The information can help analyze gender balance trends in the respondent organization. Male respondents accounted for 45% of the sample, while female respondents made up 55%. The responses show that there were slightly more female employees than male employees. The difference in distribution stands at 10% implying that the organization is gender balanced. The findings are in figure 4.2.



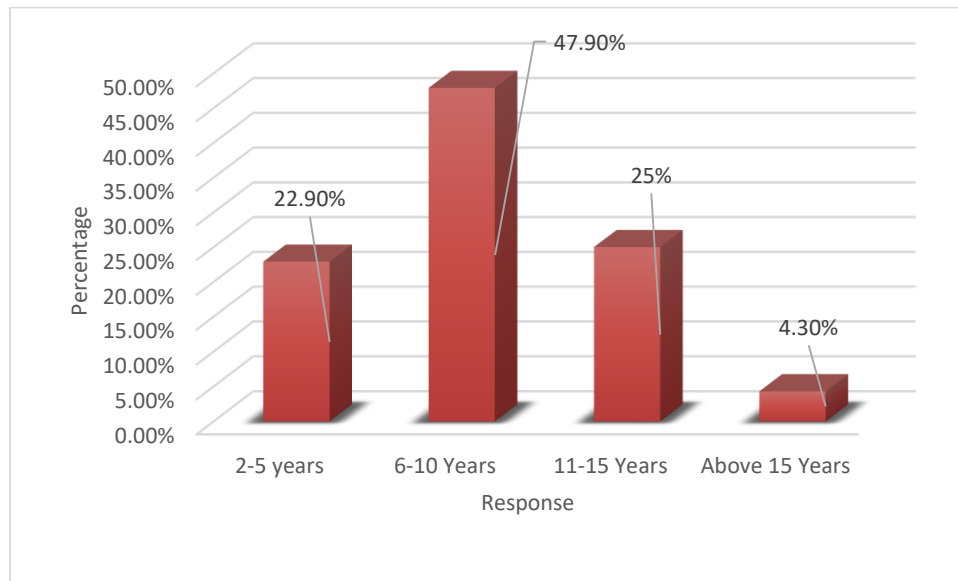
**Figure 4.2
Respondent
Distribution
by Gender**

Source: Survey Data (2023)

4.3.4 Respondents Experience

Determining the duration of respondent experience in the industry is a crucial step in the analysis process. This shows that they are knowledgeable about the company or industry and its current developments. The majority of responders (47.3%) had 6–10 years of experience, followed by those with 11–15 years (25%), 2–5 years (22.9%), and those with more than 15 years (4.3%). The results indicate that the respondents had been working in the ministry for at least six years, demonstrating their familiarity with trends in employee motivation and the ministry of interior. The results are shown in figure 4.3.

Figure 4.3 Respondent Distribution by Experience



Source: Survey Data (2023)

4.4 Analysis of Study Variables

4.4.1 Employee Motivation Practices

Employers inspire their staff in a variety of methods. The investigator should ascertain the diverse methods by which the participants at the Ministry of Interior are incentivized. The results show that the mean for career growth is 2.1500, the mean for training and development is 2.7000, the mean for compensation is 2.1214, and the mean for performance appraisal is 2.4286. The results are shown in table 4.3.

Table 4.3 Employee Motivation Practices at the Organization

	N	Minimum	Maximum	Mean	Std. Deviation
Career Development	140	1.00	5.00	2.1500	1.16251
Training and Development	140	1.00	4.00	2.7000	.97228
Compensation	140	1.00	4.00	2.1214	.84366
Performance Appraisal	140	1.00	5.00	2.4286	1.02587
Valid N (listwise)	140				

Source: Survey Data (2023)

4.4.2 Statements on Career Development

The respondents were asked to rate their agreement with a number of statements about career advancement. (39.3%) indicated that Management properly plans and manages career programs for them to work in different job categories. Those who feel appreciated with different career development activities were at 26.4%. Respondents (18.6%) indicated that Career programs administered help them develop their career path. The remaining 15.7% indicated that they have the ability to adopt to changes in development. The results are shown in table 4.4.

Table 4.4 Statements on career Development

		Frequency	Valid Percent	Cumulative Percent
Valid	Management properly plans and manages career programs for me to work in different job categories.	55	39.3	39.3
	I feel appreciated with different career development activities.	37	26.4	65.7
	I have the ability to adopt to changes in development.	22	15.7	81.4
	Career programs administered help me develop my career path	26	18.6	100.0
	Total	140	100.0	

Source: Survey Data (2023)

4.4.3 Training and Development

Respondents were asked to indicate the degree to which they agreed with a number of statements on training and development within their company. Respondents (48.6%) agreed that the ministry organizes training in areas it considers necessary for me to acquire skills. Those suggesting that customers feel more satisfied because of the training were at 19.3%. 17.1% of respondents said that they were able to obtain the necessary skills for their jobs thanks to the training provided by the ministry. Fifteen percent said

their ministry dedication has improved as a result of their training. The results are shown in table 4.5.

Table 4.5 Statements on Training and Development

		Frequency	Valid Percent	Cumulative Percent
Valid	The ministry's training program has made it possible for me to get the skills I need to execute my work..	24	17.1	17.1
	My commitment to the ministry has improved because to the training I receive.	21	15.0	32.1
	The ministry arranges training in areas where it believes I need to gain expertise.	68	48.6	80.7
	The training has increased our clients' level of satisfaction..	27	19.3	100.0
	Total	140	100.0	

Source: Survey Data (2023)

4.4.4 Compensation

The respondents were requested to express their level of agreement with various statements, which include compensation. Majority of the respondents at 37.1% indicated that ministry pays salary as per the agreement individual employees followed by 35% that the ministry offers them with rewards and recognition. The remaining 27.9% indicated that the ministry remunerates adequately and thus able to cater for individual needs. The findings are in table 4.6.

Table 4.6 Statements on Compensation

		Frequency	Valid Percent	Cumulative Percent
Valid	My ministry remunerates adequately and thus able to cater for my individual needs.	39	27.9	27.9
	My ministry offers me with rewards and recognition	49	35.0	62.9
	My ministry pays me salary as per the agreement with individual employees.	52	37.1	100.0
	Total	140	100.0	

Source: Survey Data (2023)

4.4.5 Performance Appraisal

Performance appraisal entails assessing the performance of employees at certain intervals and providing the relevant feedback and way forward. Respondents were requested to give their view on various statements on performance appraisal. Majority of the respondents at 40% indicated that Performance appraisal measures their performance and tracks growth. They were followed by 25.7% who pointed out that Performance appraisal increases their productivity. Respondents (22.9%) indicated that Performance appraisal provides them with feedback, 8.6% that Performance appraisal creates a feeling of usefulness and 2.9% that Performance appraisal identifies areas for further improvement. The findings are in table 4.7.

Table 4.7 Statements on Performance Appraisal

		Frequency	Valid Percent	Cumulative Percent
Valid	Performance appraisal provides me with feedback	32	22.9	22.9
	Performance appraisal increases my productivity.	36	25.7	48.6
	Performance appraisal measures my performance and tracks growth.	56	40.0	88.6
	Performance appraisal creates a feeling of usefulness	12	8.6	97.1
	Performance appraisal identifies areas for further improvement	4	2.9	100.0
	Total	140	100.0	

Source: Survey Data (2023)

4.4.6 Effects of Motivation on Employee Performance

Respondents were asked to stipulate how the various motivation practices applied at the organization affect employee performance. Respondents (15%) indicated that Employee training enhances productivity through creativity, 14.3% that Rewards and recognition have had a positive significance on employee work contentment and performance. Respondents (12.9%) indicated that Good remuneration enhances employee productivity, 12.1% that Career development programs have enhanced productivity. The remaining 35% indicated that motivation enhances employees in the various ways indicated such as rewards and recognition, creativity, and by enhancing productivity. The responses are in table 4.8.

Table 4.8 Effect of Motivation on Employee Performance

		Frequency	Valid Percent	Cumulative Percent
Valid	Rewards and recognition have improved employee productivity.	20	14.3	14.3
	Good remuneration enhances employee productivity.	18	12.9	27.1
	Employee training enhances productivity through creativity	21	15.0	42.1
	Career development programs have enhanced productivity.	17	12.1	54.3
	Performance appraisal enhances productivity by creating a feeling of usefulness among technical staff.	15	10.7	65.0
	All the above	49	35.0	100.0
	Total	140	100.0	

Source: Survey Data (2023)

4.5 Correlation between Motivation Practices and Employee Performance

The results demonstrate a strong and positive correlation between employee performance and motivation. The correlation between motivation techniques and employee performance is stronger, with a Pearson value of $r=.704$, $P=.000$. This suggests that employee performance is influenced by motivation (career development, training and development, compensation, and performance appraisal).

Table 4.9 Correlation between Motivation and Employee Performance

		Motivation	Performance
Motivation	Pearson Correlation	1	
	Sig. (2-tailed)		
Employee Performance	Pearson Correlation	.704**	1
	Sig. (2-tailed)	.000	

4.5 Multiple Regression

A more considerable R-value means a more significant connection between two variables that is the dependent variable and the independent one. R square is at 0.427, showing a positive correlation between the independent variables and the dependent variable. It points how the four independents put together account for 42.7% of the changes in the dependent variable. The findings are in table 4.10

Table 4.10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654 ^a	.427	.397	2.290

a. Predictors: (Constant) Motivation

4.6 Analysis of variance

The F value is at 13.935 with a degree of freedom (df) at 4. The P value 0.000 is

statistically significant being <0.005 level of significance. Therefore, the independent Variable-Motivation (career development, Training and Development, Compensation and Performance Appraisal) influence Employee Performance. The results are in table 4.11.

Table 4.11 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	219.205	4	73.068	13.935	.000(a)
	Residual	293.645	136	5.244		
	Total	512.850	140			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation Practices (career development, Training and Development, Compensation and Performance Appraisal)

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

Data collection and analysis activity conducted in the previous chapter is followed by analysis. The analysis provides a basis for concluding and making recommendations. This section will talk about summary of research findings, conclusion, and recommendations of the research. In addition, it will include the limitations of the study and proposal to be studied further.

5.1 Summary of the findings

The findings show a significant and favorable relationship between motivation and worker performance. The relationship between motivation strategies and employee performance is stronger, with a Pearson value of $r=.704$ and $P=.000$. This implies that employee performance in terms of career advancement, training and development, pay, and performance evaluation is impacted by motivation.

A larger R-value indicates a higher correlation between the independent and dependent variables. Also, there is a positive correlation between the two variables as indicated by the R square, which stands at 0.427. This stipulates that 42.7% of the variations in the dependent variable (employee performance) may be attributed to the four independents combined.

The F value is 13.935 and there are 4 degrees of freedom (df). The statistical significance of a P value of 0.000 is established at the <0.005 threshold of significance. As a result, motivation—which encompasses career growth, training and development, remuneration, and performance evaluation—influences the dependent variable, employee performance.

5.2 Conclusion

In conclusion, the findings indicate that management should encourage employees to participate in cross-functional initiatives, job rotations to expose them to other duties and responsibilities within the organization.

The study also concludes that employees should receive individualized training in a manner that best suits them and learn what they need on their own. Further, the study concludes that employees are compensated as per their contracts and in order to remain competitive, the ministry should provide a range of benefits and compensation packages. Performance should not only track performance but also provide feedback on way forward.

5.3 Recommendations

5.3.1 Career Development

Management should encourage staff members to participate in cross-functional initiatives, work rotations, or shadowing to expose them to other teams and responsibilities within the organization. These encounters broaden their horizons and stimulate original thought. Also, by providing them with the necessary experience, staff members who are thinking about taking on leadership roles in the future greatly benefit.

5.3.2 Training and Development

Employees can receive individualized training in a manner that best suits them and learn what they need at their own place. It is also important to create an environment and culture of learning at the workplace to enable improved knowledge absorption and retention in employees.

Some of the most effective learning opportunities can occur through regular encounters between coworkers, managers, and employees, as well as through communication between departments and outside of professionally designed programs.

5.3.3 Compensation

While findings indicate that employees are compensated as per their contracts, to remain competitive the organization should provide a range of benefits and compensation packages. Management can think about what their employees appreciate most when creating a package. Human resource professionals at the ministry may create better programs and make more educated judgments about how to spend the organization's funds by learning more about compensation.

5.3.4 Performance Appraisal

Monitoring performance and offering recommendations for future development should be included in performance appraisals. When evaluating employee performance, management needs to apply objective, measurable standards. It is important that the performance evaluation procedure be conducted with fairness and impartiality, and that employees receive consistent feedback all year long rather than only during the performance appraisal time. Initiatives to assist staff members in understanding their performance in real time should also be a part of the process.

5.4 Limitations of the study

This research encountered financial challenges that led to researcher having a smaller sample size. Additionally, lack of willingness by respondents to give information was another limitation since they believed that it would have been used against them. But it was overcome by persuading them that the data was to be utilized in academic.

The research methodology acquired also limited the research study since it targeted Kakamega county workers only. Employees in other counties may have given different opinions in regards to motivation and employee performance.

5.5 Suggestions for further research

In future research studies should target other government ministries, parastatals or non-governmental organizations and a different research outline considered to establish the correlation of motivation and production of workers. This study also recommends

findings on other variables influencing employee motivation such as management and leadership style, organization culture and work environment.

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APPENDIX: QUESTIONNAIRE

SECTION A: BACKGROUND INFORMATION

INSTRUCTIONS: Kindly fill questions 1-5 by ticking in the boxes of the spaces provided.

1. How old are you?

20-30	<input type="checkbox"/>	41-50	<input type="checkbox"/>
31-40	<input type="checkbox"/>	Above 50	<input type="checkbox"/>

2. What is your gender?

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

3. What is your highest level of education?

Certificate	<input type="checkbox"/>	Bachelor's degree	<input type="checkbox"/>	PhD
<input type="checkbox"/>				
Diploma	<input type="checkbox"/>	Masters	<input type="checkbox"/>	

4. For how long have you worked with this ministry?

2-5 years	<input type="checkbox"/>	11-15 years	<input type="checkbox"/>
6-10 years	<input type="checkbox"/>	Above 15 years	<input type="checkbox"/>

SECTION B: MOTIVATION

To what extent do you agree that the ministry has adopted the following motivation techniques. (Please tick the appropriate box)

1=Strongly disagree

2= Disagree

3=Uncertain

4= Agree

5=Strongly agree

B1; CAREER DEVELOPMENT

Statement information	1	2	3	4	5
Management properly plans and manages career programs for me to work in different job categories.					
I feel appreciated with different career development activities.					
I have the ability to adopt to changes in development.					
I feel appreciated with different career development activities.					
Career programs administered assist me in developing my career path.					

B2; TRAINING AND DEVELOPMENT

Statement information	1	2	3	4	5
The ministry's training program has made it possible for me to get the skills I need to execute my work.					
My commitment to the ministry has improved as a result of my training.					
The ministry arranges training in areas where it believes I need to gain expertise.					
Our customers feel more satisfied as a result of the training.					

B3; COMPENSATION

Statement information	1	2	3	4	5
My ministry remunerates adequately and thus able to cater for my individual needs.					
My ministry offers me with rewards and recognition.					
My ministry pays me salary as per the agreement with individual employees.					

B4; PERFORMANCE APPRAISAL

Statement information	1	2	3	4	5
Performance appraisal provides me with feedback.					
Performance appraisal increases my productivity.					
Performance appraisal measures my performance and tracks growth.					
Performance appraisal creates a feeling of usefulness.					
Performance appraisal identifies areas for further improvement					

SECTION C: EMPLOYEE PERFORMANCE

To what extend do you agree that the ministry of interior has enhanced your performance? *(Please tick appropriate box.)*

1=Strongly disagree

2= Disagree

3=Uncertain

4= Agree

5=Strongly agree

Statement information	1	2	3	4	5
Rewards and recognition have improved employee productivity					
Good remuneration enhances employee productivity					
Employee training enhances productivity through creativity					
Career development programs have enhanced productivity					
Performance appraisal enhances productivity by creating a feeling of usefulness among technical staff .					

THANK YOU FOR YOUR TIME