

**MANAGERS' PERCEPTION OF THE RELATIONSHIP BETWEEN
MOTIVATION AND PERFORMANCE MANAGEMENT AT THE MINISTRY
OF AGRICULTURE IN NYANDARUA COUNTY**

AGNES WAENI MAINGI

**A RESEARCH PROJECT PRESENTED IN PARTIAL FULFILLMENT FOR
THE REQUIREMENTS OF THE AWARD OF THE DEGREE OF MASTER
OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS
UNIVERSITY OF NAIROBI**

NOVEMBER, 2013

DECLARATION

This research project is my original work and has not been submitted for a degree in any other University.

Signature: Date:

AGNES WAENI MAINGI

Reg. No. D61/60492/2011

This management project has been submitted for examination with my approval as the University Supervisor;

Signature: Date:.....

Caren Angima

Lecturer

School of Business

University of Nairobi.

ACKNOWLEDGEMENTS

I am grateful for the support and guidance from my supervisor, Madam Caren Angima. Her guidance and advise contributed to the successful completion of this project. I also extend my appreciation to Prof. Martin Ogutu as my moderator and the staff of the Department of Business Administration, University of Nairobi. I extend my thanks also to my colleagues, friends and workmates for their encouragement and support during the research. I would like to thank my son Shadrack Muuo for his support, patience and understanding throughout the duration of my MBA degree studies. I thank all the respondents who participated in the filling of the questionnaires and have contributed in making this work a success. Lastly, I would like to thank the Almighty God, through whom all things are possible.

DEDICATION

I wish to dedicate this project to my father, Paul Maingi and my mother Jane Nthenya for taking me to school, also to my family for the massive support and encouragement throughout my studies. May God bless you all.

ABSTRACT

The primary purpose of the study was to find out managers' perception of the relationship between motivation and performance management at the ministry of agriculture in Nyandarua County. The target population were middle level managers in the Ministry of Agriculture. Quantitative data collected using a questionnaire were analyzed by the use of descriptive statistics using the Statistical Package for Social Sciences (SPSS) and presented through percentages, means, standard deviations and frequencies. The study found out that Managers' perceive motivation as a critical factor in influencing performance management at the ministry of Agriculture in Nyandarua County. From the study findings it was established that managers' perception of the relationship between motivation and performance management at the Ministry of Agriculture in Nyandarua County is affected amongst other factors, by employee performance, job satisfaction, salary incentive, working conditions, working relations, training policy objectives, technology, changing work environment and training programs. In assessing motivation and performance management the context within which the ministry of agriculture in Nyandarua County operates, choice of motivation can indeed seem like a search for a myriad forces pushing and pulling in the Ministry of Agriculture to change and little by way of established principles to determine what the choice should be. However, the choice of strategy is fundamental to the ministry for a number of reasons. The study recommends further research on governments need to develop effective motivation and performance management at the ministry by providing political and social economic changes in the efforts to give priority for the sector to be effective. There is need for initiatives to be taken for the ministry to create a sustained and stable motivation and performance management strategy and for regional demand to be able to adjust to foreign technologies needed in the ministry of Agriculture. The study therefore recommends further studies should be done for other ministries in other counties.

TABLE OF CONTENTS

DECLARATION.....	ii
ACKNOWLEDGEMENTS	iii
DEDICATION.....	iv
ABSTRACT	v
TABLE OF CONTENTS	vi
ACRONYMS AND ABBREVIATIONS.....	ix
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.1.1 Concept of Motivation	2
1.1.2 Performance Management	4
1.1.3 Motivation and Performance Management.....	5
1.1.4 Ministry of Agriculture	6
1.2 Research Problem.....	8
1.3 Research Objective.....	10
1.4 Value of the Study.....	10
CHAPTER TWO: LITERATURE REVIEW.....	12
2.1 Introduction	12
2.2 Theoretical Framework	12
2.2.1 Hierarchy of Needs Theory.....	12
2.2.2 Two-Factor Expectancy Theory	13
2.2.3 Needs-Based Motivational Model	13
2.2.4 Expectancy Theory	14
2.3 Performance management.....	15
2.3.1 Goal Setting Theory.....	15
2.3.2 Resource-based View.....	16
2.3.3 Performance Management Systems.....	17
2.3.4 Performance Management Analysis	17

2.3.5 Implementing Performance Management Systems	18
2.4 The Concept of Motivation	19
2.5 Motivation and Performance Management	20
CHAPTER THREE: RESEARCH METHODOLOGY	22
3.1 Introduction	22
3.2 Research Design	22
3.3 Population of the Study	23
3.4 Sampling	23
3.5 Data Collection	24
3.6 Data Analysis	24
CHAPTER FOUR: DATA ANALYSIS, FINDINGS, INTERPRETATION AND DISCUSSIONS	25
4.1 Introduction	25
4.2 Demographic Characteristics	25
4.3 Trainings and Development on Employees	29
4.4 Managers' Perception of the Relationship Between Motivation and Performance Management at the Ministry Of Agriculture in Nyandarua County	29
4.5 Managers' perception of employee job satisfaction and performance	31
4.6 Managers' perception of relationship between salary incentive, working conditions, working relations and performance	33
4.7 Training Policy Objectives	35
4.8 Managers' perception on Technology and Changing work environment	37
4.9 Training program	39
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	41
5.1 Introduction	41
5.2 Summary of findings	41
5.3 Conclusion	43
5.4 Recommendations	43

5.5 Limitations of the study.....	44
5.6 Suggestions for further studies	44
REFERENCES.....	45
APPENDICES.....	53
Appendix I: Letter of Introduction	53
Appendix II: Questionnaire.....	54

ACRONYMS AND ABBREVIATIONS

HRM:	Human Resource Management
MBO:	Management by Objectives
PM:	Performance Management
PMA:	Performance Management Analysis
PMS:	Performance Management Strategy
SME:	Small and Medium Enterprises

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Every organization and business wants to be successful and have desire to get constant progress. The current era is highly competitive and organizations regardless of size, technology and market focus are facing employee retention challenges. To overcome these restraints a strong and positive relationship and bonding should be created and maintained between employees and their organizations. Human resource or employees of any organization are the most central part so they need to be influenced and persuaded towards tasks fulfillment. For achieving prosperity, organizations design different strategies to compete with the competitors and for increasing the performance of the organizations. Very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals achievements and encouraged, none of the organization can progress or achieve success. Increasing competition from businesses across the world has meant that all businesses must be more careful about the choice of strategies to remain competitive. Everyone (and everything) in the organization must be doing what they are supposed to be doing to ensure strategies are implemented effectively (Risher, 2003).

According to Lowell (2004) Motivation plays a huge role in any organization or company. It is a trait that should be instilled in every employee of an organization, despite their designation or responsibilities. The level of motivation directly affects the output of any organization and every manager should keep their employees motivated by identifying individual factors that influence behavior and understanding and applying motivation theories that encourages a higher level of motivation for the individual employee. A motivated workforce can make any company or organization have a competitive edge. Employees who are motivated usually produce at a higher level, create a better product or service and can be fertile ground for innovative ideas.

1.1.1 Concept of Motivation

Many contemporary authors have defined the concept of motivation. Motivation has been defined as the psychological process that gives behaviour purpose and direction (Gary, 1990). Locke, & Latham (1990) said that predisposition to behave in a purposive manner to achieve specific, unmet needs and internal drive to satisfy an unsatisfied need and the will to achieve. Essentially, motivation increases when there is a gap between an individual's actual state and some desired state and there is urge to reduce this gap. Motivation is, in effect, a means to reduce or manipulate this gap. Motivation induces one to act in a specific way towards goals (Ulrich 1996). Motivation is also affected by ones culture and belief.

Motivation is also defined as a values-based, psycho-biologically stimulus-driven inner urge that activates and guides human behavior in response to self, other, and

environment, supporting intrinsic satisfaction and leading to the intentional fulfillment of basic human drives, perceived needs, and desired goal. Motivation in the work environment is defined as the degree to which a person wants to work well in his or her job, in order to achieve intrinsic satisfaction” (Selden and Brewer, 2000)

1.1.1.1 Intrinsic and Extrinsic Factors of Motivation

Intrinsic motivation refers to motivation that is driven by an interest or enjoyment in the task itself, and exists within the individual rather than coming from external pressure. Malone and Lepper (1987) have defined intrinsic motivation more simply in terms of what people will do without external inducement. Intrinsically motivating activities are those in which people will engage for no reward other than the interest and enjoyment that accompanies them.

Extrinsic motivation comes from outside the individual. Common extrinsic motivators are rewards like money and grades, coercion and threat of punishment. Competition is in general extrinsic because it encourages the performer to win by beating others and reduces his/her ability to enjoy the intrinsic rewards of the activity. A crowd cheering on the individual and trophies are also extrinsic incentives. Extrinsic motivation means that the individual's motivational stimuli are coming from outside. In other words, the desires to perform a task are controlled by an outside source. Even though the stimuli are coming from outside, the result of performing the task will still be rewarding for the individual performing the task. Examples of

extrinsic motivation are money, employee of the month award, Benefit package, and bonuses organized activities (Caves, 1980).

1.1.2 Performance Management

Performance Management (PM) is a result of a combination of factors such as staff, protocols, systems etc. and not just the sum performance by various individuals. Indeed PM is viewed as an open process where teams, rather than individual set and discuss openly objectives and targets set, and where staff and line managers participate equally in such discussions (Philpott and Sheppard, 2008).

Performance management is the central tool used to align employee behaviour and organizational objectives, especially in the hard model (Philip, 1999). Philip also found that performance management processes tend to be inflexible, highly resistant to change and subject to rapid classification. Further he stipulated that the objectives and design of the formal performance management processes are intended to create a vertical linkage between corporate and business objectives and employee performance. This is a tool, which the personnel managers are with the ultimate goal of securing a competitive advantage of the organization (Guest, 2000). It often claimed as the area of human resource management, which can make the greatest impact on organizational performance (Philpott and Sheppard, 2008). The use of performance management processes has also been viewed as an important part of the strategy process. Performance management has received new emphasis today due to

the increasing competition, which has forced organizations to examine in detail the contribution of various parts of the business (Storey and Sisson 1993).

Performance management has three major theoretical contributions to the field of strategy (Simons 1994). First performance management is viewed as a key integrative mechanism; second it links individuals' goals and objectives to the objectives of the business, and third as an intervention in terms of integrating major intervention – appraisal, rewards, training, and development – thereby facilitating strategic fit (Beer et al. 2001). Performance management has been identified as a means of enhancing organizational control over employees, constructing a consistent statement of managerial expectation, and promoting a view of the firm (Coates, 1994; Storey and Sisson 1993).

1.1.3 Motivation and Performance Management

Herzberg (1959) came up with factors affecting people's attitudes about work. He came up with hygiene factors and motivators. According to him hygiene factors or dissatisfies factors are things that can upset employees in the workplace. They are outside the control of the individual but have a huge influence on the roles of each worker. For example company policy may frustrate some employees and be viewed to some as a hindrance, working conditions in that they might be thought to be unsuitable, interpersonal relations in that staff may feel they are not valued or consulted, poor salary and supervision and or bureaucracy or needless paperwork that may be considered to be a barrier to getting job completed.

The motivators or satisfiers are elements that enriched a person's job and give individual job satisfaction and include five factors. These are achievement, recognition, the work itself, levels of responsibility and opportunity for personal development (Simons 1994). These motivators (satisfiers) are associated with long term positive effects in job performance while the hygiene factors or dissatisfies consistently produce only short term changes in job attitudes and performance, which quickly fall back to its previous level.

1.1.4 Ministry of Agriculture

Agriculture remains the backbone of the Kenyan economy. It is the single most important sector in the economy, contributing approximately 25% of the Gross Domestic Product, and employing 75% of the national labour force . Over 80% of the Kenyan population live in the rural areas and derive their livelihoods, directly or indirectly from agriculture. Given its importance, the performance of the sector is therefore reflected in the performance of the whole economy and development of the sector is therefore important for the development of the economy as a whole.

The Ministry of Agriculture has three departments namely, Agriculture, Livestock and Fisheries. The mandate of the Ministry of Agriculture is to promote and facilitate production of food and agricultural raw materials for food security and incomes, advance agro based industries and agricultural exports, and enhance sustainable use of land resources as a basis for agricultural enterprises.

The core functions of Ministry of Agriculture include formulation, implementation and monitoring of performance policy, development and co-ordination of programmes and management and control of diseases and pests. The Ministry is also involved in the provision and facilitation of extension services and research agenda setting, liaison and coordination. Besides, its other core function is management and conservation of the natural resource base and collecting, maintaining and managing information on food security. In addition it has the core functions of regulating and quality control of inputs, produce and products and facilitating and representing agricultural state corporations in the Government.

Fisheries Department is mandated to provide leadership in the management and development of aquaculture and fisheries resources. The department coordinates, develops, and manages the fisheries and aquaculture sectors by making it innovative and commercially-oriented so as to increase earnings and improve livelihoods in addition to addressing food security and unemployment. The mandate of the livestock department is to promote, regulate and facilitate livestock production for socio-economic development and industrialization.

In the ministry of Agriculture, three levels of management are involved in the attainment of the organizational goal. These are top level management, middle level and lower level management. The top level management determines the objectives, policies and plans of the organization. They mobilize available resources and have maximum authority and responsibility. The middle level management are usually the

heads of departments. They implement the policies and plans which are made by the top level management. They also coordinate the activities of all the departments under them and communicate with the top level management and the lower level management. The lower level management consists of the supervisors. Their roles include directing the employees and maintaining a link between workers and the middle level management. The study is mainly middle on level managers because these are the ones given the role of implementing the policies and plans for the ministry and for the implementation to be successful, they have to be motivated to be able to attain the organizational objectives. The ministry of agriculture is domicile in every county in Kenya including Nyandarua County which is one of the richest counties in Kenya in agricultural productivity. Farming activities undertaken in this county include wheat and potato farming, maize farming, dairy cattle and fish rearing.

1.2 Research Problem

Staff motivation is one of the major issues faced by every organization. It should also be remembered that whereas a worker may be immensely capable of doing some work, nothing can be achieved if he is not willing to work. To get the best of an employee's performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of managers and the staff under their supervision.

The performance management approach adopted by public sector should represent an accepted top-down methodology for corporate strategic planning and while it identifies critical success factors, it can highlight the key information requirements of top management. If the performance management strategies are identified and controlled, management can take certain steps to improve its potential for success. The need for an efficient and effective performance management strategy (PMS) has increased over the last decade. Given the same resources, different managers will perform differently in their department and this has been noticed in various organizations including government ministries and departments. This may be partly attributable to their perception on motivation and its effect on performance. It is with this in mind that this study sets out to determine the various motivation levels of managers within the Ministry of Agriculture.

Locally, a few studies on performance management have been done. They include, Njagi (2003) who conducted a survey of the application of performance management principles in the Kenyan Commercial Banking Industry. The study found that PM is used by personnel managers as a tool for securing a competitive advantage due to the increasing competition, Masaba (2005) who conducted a survey of performance measurement systems used in Commercial Banks operating in Kenya. He found that most banks implement a performance measurement system to improve their performance, Orlale-Njenga (2008) did a study on employee performance management practices in the Kenya Local Government Sector the case of the City Council of Nairobi. He found that performance management processes tend to be inflexible and subject to rapid classification and create a vertical linkage between

corporate and business objectives and employees performance and finally Abdi (2008), researched on employee performance management process the Postal Corporation of Kenya found that PM is the central tool used to align employee behavior and organizational objectives. No similar study has been done in the Ministry of Agriculture, Nyandarua County and in light of the above scenario, this study sought to fill the gap by answering the research question: What are the managers' perceptions on relationship between motivation and performance management?

1.3 Research Objective

The objective of this study was to:

Investigate managers' perception of the relationship between motivation and performance management at the Ministry of Agriculture in Nyandarua County

1.4 Value of the Study.

This study has the potential to benefit the following individuals and the institutions:-

The findings from the study may particularly be useful in providing additional knowledge to existing and future organizations on motivation and performance management. This study may also be beneficial to all state corporations both large and small since they would enhance the realization on motivation and performance management. The findings may also provide a useful reference document to stake

holders in the State Corporation and Government department/ministries in their endeavors to formulate work plan to meet the performance.

Scholars, students and other researchers may also find the study helpful to identify further areas of research built on the findings of this research. The study may be a source of reference material for future researchers on other related topics; it may also help other academicians who undertake similar topics in their studies. The study may also highlight other important relationships that require further research;

The study may help the policy makers within public and private sector to identify crucial areas in their organizations and make appropriate decisions to ensure that performance management is critically emphasized on. Also, through this study leaders and managers in state corporations may learn and make responsible strategic plans and policy decisions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature on performance management and reward. This section presents the theoretical framework on performance management and motivation. Empirical studies in these areas are reviewed.

2.2 Theoretical Framework

Different theories of Motivation have been brought about by various scholars on the need for motivation and how to motivate. They developed some theories on how motivation can influence organizations to achieve their corporate goals. These theories are reviewed below:-

2.2.1 Hierarchy of Needs Theory

Hierarchy of needs theory (370-396) was proposed by Maslow (1943). Maslow believed that within every individual, there exists a hierarchy of five needs and that each level of need must be satisfied before an individual pursues the next higher level of need. As the individual progresses through the levels of needs, the preceding needs lose their motivational value. The five levels of needs, according to Maslow are; Physiological Needs, Safety Needs, Social Needs, Esteem Needs and Self-Actualization Needs. Maslow's hierarchy of needs theory is too simple and rigid.

Humans are very complex with needs that overlap each other at different times. In other words, even if a level of need has been met in the past, this does not mean that this same level of need will not again become a source of motivation in a different situation.

2.2.2 Two-Factor Expectancy Theory

This theory was developed by Fredrick (1987). Herzburg's in his findings suggest there are two factors that contribute to employee satisfaction and dissatisfaction. The first is referred to as motivators, which includes responsibility, advancement, and recognition. The other is known as hygiene factors. These factors include the work environment, management, salaries, and company policies. Unsatisfactory hygiene factors can act as de-motivators, but if satisfactory, their motivational affect is limited without motivators. Another theory, developed by B.F. Skinner, is the reinforcement theory. This theory is a behavioral approach. The main point is how consequences influence behavior. According to the reinforcement theory, there are four ways to modify behavior. The first and most effective way is positive reinforcement, which refers to rewarding a desirable behavior to strengthen the likelihood that it will be repeated.

2.2.3 Needs-Based Motivational Model

The needs-based motivational model was developed by Mcdelland (1961). These needs are found to varying degrees in all workers and managers, and this mix of

motivational needs characterizes a person's or managers' style and behaviour, both in terms of being motivated and in the management and motivation others. In order to influence accelerated achievement of the company's goals, David suggested three centres for the influence: The need for achievement (n-ach), where the person is 'achievement motivated' and therefore seeks achievement, attainment of realistic but challenging goals, and advancement in the job. There is a strong need for feedback as to achievement and progress, and a need for a sense of accomplishment.

2.2.4 Expectancy Theory

The expectancy theory was proposed by Vroom (1964). Unlike the reinforcement theory, this theory is concerned with internal processes that an individual undergoes in order to decide whether they want to put forth the effort to strive towards a specific goal. There are three important elements to consider when determining motivation. The first element is "valence," this refers to the desire an individual has to achieve a goal or fulfil a need. The second element is "instrumentality," this is the belief that if an individual gives a certain level of performance, then a desirable outcome is expected. The third element is "expectancy," this is the belief an individual has about the relationship between effort and performance, if one exerts a high level of effort, then one can expect good performance. What motivates people depends on their perception of the attractiveness of the goal and its attainability.

2.3 Performance management

Performance Management, which is one of the most important and positive developments in the sphere of human resource management in the recent years, was first coined by Beer in 1976 but it did not become recognized as a distinctive approach until the mid-1980's. Its recognition grew out of realization that a more continuous and integrated approach was needed to manage and reward performance. It had become apparent by then that crudely developed and hastily implemented performance related pay and appraisal systems were not delivering the results that somewhat naively, people were expecting from them (Armstrong and Baron, 2003). Performance Management traces its origin to three approaches to management, namely, Merit Rating, Management by Objectives (MBO) and Performance Appraisals.

Performance management, in a human resource management (HRM) sense, is the process of delivering sustained success to organizations by improving capabilities of individuals and teams (Baron, 2003). It supports the philosophical principle that people and not capital provide organizations with a competitive advantage (Reynolds and Ablett, 2003).

2.3.1 Goal Setting Theory

Goal Setting Theory was developed by (Drucker, 1977) on the basis of a fourteen year research programmed into goal setting as a motivational technique. They claimed that

the level of production in the companies they studied was increased by an average of nineteen percent as a result of goal setting processes with the following characteristics: The goals should be specific; they should be challenging but reachable; should be fair and reasonable; individuals should participate fully in the goal setting; feedback ensures that people develop a sense of pride and satisfaction and feedback will give commitment to even higher goals.

2.3.2 Resource-based View

The resource-based view of the firm (Wernerfelt, 2001), inspired by Edith Penrose's work in industrial economics distinguishing tangible resources from the services these resources provide, aims at explaining and predicting why some firms are able to establish positions of sustainable competitive advantage and earns superior returns. A firm's resource at a given moment of time can be defined as those assets (tangible and intangible) which are tied semi-permanently to the firm (Caves, 1980). The majority of SMEs tend to fail because of the lack of planning, marketing knowledge, absence of managerial skills and competencies or capabilities (Dyer and Ross, 2008). Moreover, SMEs in global value chains are even more vulnerable as they often bear the brunt of the difficulties of the large firms (Caves, 1980). Therefore, SMEs needs more business support and advice because of both their economic contribution and their vulnerability to market imperfections (Blackburn et al., 2010). By relying on external sources, SMEs can obtain the capabilities and knowledge they need from external service providers (Gilley et al., 2004).

2.3.3 Performance Management Systems

The need for an efficient and effective performance management system (PMS) has increased over the last decade. This is because it has been shown that the use of PMS improves the performance and overall quality of an organization (Lawson et al., 2003). Unfortunately, the failure rate of PMS implementation and usage projects is said to be around 70 percent (McCunn et al 2003), which causes a potential very useful management technique to be rejected by many organizations. Both the popular and scientific literature does not agree on the reasons for this high failure rate. A structured discussion about the problems encountered when implementing and using a PMS in general seems to be missing in the literature (Bourne et al., 2002). Without proper research being performed on the problems, organizations that are implementing a PMS will be confronted with the same problems over and over again, resulting in inefficiency, longer project lead-times and even cancelled and terminated systems.

2.3.4 Performance Management Analysis

In order to make a performance management system successful, i.e. it is regularly used by managers and results in improved organizational performance (Davis, 2004), both the structure of the performance management system and the performance-driven behaviour of an organisation need to be of a high quality. A method which can be used to assess whether this is the case, is the performance management analysis (PMA) (De Waal et., al 2004). The PMA looks at both the structural and the behavioral side of performance management. The “structural side” deals with the

structure which needs to be implemented in order to use performance management. It usually includes critical success factors, key performance indicators, and often a balanced scorecard. The “behavioral side” deals with organizational members and their use of the performance management system.

2.3.5 Implementing Performance Management Systems

Changing individual employee behaviour lies at the heart of organizational change programmes. However, many interventions result in negligible or even negative change within organizations. This is because they ignore or violate established change psychology principles (Winum et al., 2001). Senior management can assume that because they are ready to pro-actively embrace change, their employees will be equally pro-active. However, imposing action on employees who are not prepared results in conflict (Deloitte and Touche, 1996). Typically, only 20 percent of employees in organizations are prepared to take positive action in response to change initiatives (Laforge, et.al 1999).

Despite the challenges inherent in implementing change programmes, modern organizations need to respond more effectively to changing external and internal environments, and organizational learning has become an important strategic focus. By anticipating and responding to changes in the environment through proactive learning interventions, some organizations are evolving into learning organizations. Organizational learning is defined as where learning changes the behaviour of

individuals or groups within the organization (Reynolds and Ablett, 2003) and thus is a transformational (rather than transactional) activity yielding tangible benefits.

2.4 The Concept of Motivation

Extrinsic motivation is those that employees receive from their organization or management as a result of their performance or participation. Motivation can take many forms, some direct and indirect. Direct motivation most often associated with employee participation in programs such as six sigma include recognition from management and small tokens of appreciation and acknowledgement, such as key chains or movie tickets (Lawson, 2003). However, employees may also perceive that they receive other, less direct pay-offs as a result of six sigma, including enhanced job security, new opportunities for promotion, and better performance appraisals.

Intrinsic motivation is those that an individual receives internally as a result of their involvement in activities that enhance feelings of self-competence, growth, satisfaction, responsibility and autonomy. Intrinsic motivation most frequently associated with six sigma include the development and use of new skills and competencies, increased levels of responsibility, discretion, and control over work, and the feelings of satisfaction that accompany these changes (McCunn, 2003).

2.5 Motivation and Performance Management

Numerous motivation systems operate within organizations, often used as a key management tool that can contribute to a firm's effectiveness by influencing individual and group behaviour (Lawler and Cohen, 2008). Compensation systems also deliver other objectives such as legal compliance, labour cost control, perceived fairness towards employees and the enhancement of employee performance to achieve high levels of productivity and customer satisfaction. The design of these systems may include pay for individual performance, pay for individual development, motivation based on the performance of small groups or teams and finally motivation based on division or organizational performance.

Traditional reward systems have been dominated by base payments determined by specific jobs, the need to maintain equity among employees, and the need to pay salaries and wages that are competitive in the marketplace. Under this system, individual employees were paid according to the skills they brought to the job and not encouraged or rewarded for flexibility, judgement or working with others. Some have argued that these reward systems, based on traditional, bureaucratic models of organisation have been overtaken by new organisational structures and work processes such as teamwork. These traditional reward systems are based on the principles of scientific management, which emphasize a functional division of labour, hierarchical differentiation in authority and direct standardization of work routines (Agarwal and Singh, 2003).

In contrast with such individual reward systems, team-based motivation comprises systems in which a portion of individual pay is contingent on measurable group performance. Individual-based rewards, on the other hand, include incentive plans such as individual performance-related pay (Tjosvold, 1986).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a discussion of the outline of the research methodology that was used in this study. It covers research designs, population and sample data collection methods and data analysis.

3.2 Research Design

The study used descriptive cross-sectional survey. Mugenda and Mugenda (2003) describes a descriptive cross-sectional survey as a comprehensive design that enables large and diverse amounts of data to be collected within a short time frame and analysed quantitatively, giving a credible presentation of results. This research design suits the study since the study involved real life context of middle level managers in the Ministry of Agriculture in Nyandarua County and in depth analysis of motivational variables affecting their performance.

The study used descriptive cross-sectional survey as it employs diverse methods like questionnaires, interviews and reference documents which ensure proper arrangement of conditions for collection and analysis of data in a manner that aims at combining relevance to the research purposes with economy in procedure (Singleton, 1988).

3.3 Population of the Study

According to Cooper and Schindler, (2000), population refers to the entire group of individuals or objects to which researchers are interested in generalizing the conclusions.

Population is defined as all the members of a real or hypothetical set of people, events or objects to which a researcher wishes to generalize the results of the research study (Borg and Gall, 1989). The target population of this study consisted of 100 middle level managers in the Ministry of Agriculture in Nyandarua County as at 31st December, 2012.

3.4 Sampling

Sampling means selecting a given number of subjects from a defined population as representative of that population. Any statements made about the sample should also be true of the population (Orodho, 2002). The study used simple random sampling to select 50 middle level managers in the Ministry of Agriculture in Nyandarua County. Simple random sampling is its representativeness of the population. Simple random sampling relies on arranging the study population according to some ordering scheme and then selecting elements at regular intervals through that ordered list (Cooper and Schindler, 2000). It is also considered as a fair way of selecting a sample from a given population since every member is given equal opportunities of being selected.

3.5 Data Collection

The study relied on primary data which were collected through administering structured questionnaire. The structured questionnaire was divided into two parts where Part A covered general demographic data of the respondents, part B focused on managers' perception of the relationship between motivation and performance management at the Ministry of Agriculture in Nyandarua County.

The questionnaires were administered through mail survey (drop and pick) as well as distribution through email due to unavailability of some respondents.

3.6 Data Analysis

Data analysis is the process of bringing order, structure and meaning to the mass of information collected. It involves examining what has been collected and making deductions and inferences (Kombo and Tromp 2006).

This study employed descriptive statistics to analyze the data obtained. Descriptive statistics involves the collection, organization and analysis of all data relating to some population or sample under study. According to Breakwell (2006), descriptive research design is commonly represented by use of frequency charts, graphs, and pie charts to tabulate of mean frequencies, standard deviation and percentages indices and inferential statistics of correlation and T test.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

This chapter provides an analysis of data collected from the field on managers' perception of the relationship between motivation and performance management at the ministry of agriculture in Nyandarua County. The research was conducted on a sample of 50 respondents from different locations of the county to which questionnaires were administered. Out of the issued questionnaires, 45 were returned duly filled making a response rate of 90% which is an tremendous response rate for statistical reporting.

4.2 Demographic Characteristics

The study sought to establish the information on the respondents in the study with regard to the gender, age, the level of education and length of continuous service in the organization. These bio data points at the respondents' suitability in answering the questions and also looks at the motivation and performance management at the ministry of agriculture in Nyandarua County. The findings are reflected in table 4.1.

Table 4.1: Demographic Characteristics

Gender	Percent
Male	59%
Female	41%
Total	100.0
Age category	
25-29 years	4.5%
35-39 years	9.1%
40-44 years	40.9%
over 45 years	45.5%
Total	100.0
Length of continuous service in the organization	
2-4 years	22.7%
5-7 years	9.1%
over 7 years	68.2%
Total	100.0
Respondents Level of education	
Diploma	4.5%
undergraduate degree	54.5%
post graduate degree	31.8%
Total	100.0

The respondents were asked to show their gender, this was expected to guide the researcher on the conclusions regarding the degree of congruence of responses with

the gender characteristics on motivation and performance management at the ministry of agriculture in Nyandarua County. From table 4.1. 59% were males while 41% were females. The findings therefore indicate that majority of the staff in the ministry of agriculture in Nyandarua County are males. Although more women are assuming leadership roles today than before, women leadership number is still small as compared male. The study aimed at identifying the qualifications needed to perform duties effectively in relation to motivation and performance management. Majority of the managers (54.5%) were graduates, therefore, the respondents provided information based on the skills and experience they have. Managerial skills were required to identify competencies necessary for success as a supervisor, identify individual managers' strengths and opportunities for improvement, develop ideas and a plan to improve individual competencies, identify a supervisor's legal responsibilities, discuss aspects of the employment relationship, identify the role of vision in leadership, identify the key characteristics of an effective vision. Conceptual skill is the ability to visualise the organisation as a whole. It includes Analytical, Creative and Initiative skills. It helps the manager to identify the causes of the problems and not the symptoms. It helps him to solve the problems for the benefit of the entire organisation. Human relations skills are also called Interpersonal skills. It is an ability to work with people. It helps the managers to understand, communicate and work with others. It also helps the managers to lead, motivate and develop team spirit. A technical skill is the ability to perform the given job. Technical skills help the managers to use different machines and tools.

The study found that 4.5% of respondents were aged between 25-29 years, 9.1% were aged 35-39 years, 40.9% were aged above 40-44 years and 45.5% were aged over 45 years. From these findings, most of the middle level managers in the ministry of agriculture in Nyandarua County belong to an age category of 45 years and above. The majority of the respondents were actively involved in management, therefore they had experiences either from the ministry of agriculture in Nyandarua or their previous employer. This implies that they appreciated the importance of the study.

The research found that 22.7% of respondents have been in the organization between 2-4 years, 9.1% of the respondents have been in the organization between 5-7 years and 68.2% have been in the organization for over 7 years. From these findings, most of the middle level managers in the ministry of agriculture in Nyandarua County have been in the organization for a considerable length of time, over 7 years. This is the adequate time to learn and establish much about the industry from the many vocational trainings offered in the industry, therefore they had rich experiences and could also appreciate the importance of the study

The study findings indicate that 4.5% of the respondents had diploma level of education, majority of the respondents (54.5%) had undergraduate degree, 9.1% had post graduate degree and 31.8% had other education qualifications i.e. certificates and other credentials from learning institutions. Majority of the managers were graduates therefore provided information based on their skills and experience. They therefore had the ability to understand and respond adequately to the research issues.

4.3 Trainings and Development on Employees

The study sought to establish whether the ministry trains and develops employees in their present qualification and job knowledge. The study findings indicate that all the respondents 100% agreed that the ministry trains and develops employees on their present qualification and job knowledge. This is a key factor in employee motivation and retention since employees want to continue to grow and develop job and career enhancing skills. In fact, this is said to be best opportunity for employees to continue to grow and develop through trainings.

4.4 Managers' Perception of the Relationship Between Motivation and Performance Management at the Ministry Of Agriculture in Nyandarua County

The study sought to establish the information on respondents perception of the relationship between motivation and performance management at the ministry of Agriculture in Nyandarua County. The table below shows the study findings.

Table 4.2: Managers’ perception in relations to motivation and performance management

For this section scores of 50% and above means that factors are significant.

Managers’ perception in relations to motivation and performance management	Response	Percent
How motivated are you with the kind of work you perform in the organization	Very motivated	9.1%
	Motivated	86.4%
	De- motivated	
	Very de-motivated	4.5%
How motivated are you with the pay that you receive in the organization	Very motivated	9.1%
	Motivated	81.8%
	De- motivate	9.1%
	Very de-motivated	
How motivated are you with the promotional programs in the organization	Very motivated	
	Motivated	77.3%
	De- motivate	22.7%
	Very de-motivated	
How motivated are you with the kind of supervision at the work place	Very motivated	9.1%
	Motivated	77.3%
	De- motivated	9.1%
	Very de-motivated	4.5%
How Motivated are you with working with your co-workers in the organization	Very motivated	22.7%
	Motivated	77.3%
	De- motivated	
	Very De-motivated	

From the table above, results show that majority of the respondents (86.4%) agreed that they were motivated with the type of work they perform in the organization. 81.8% of the respondents agreed that they were motivated with the pay they receive

in the organization while 77.3% of the respondents agreed they are motivated with the promotional programs in the organization. The results show that there is a good relationship between heads and subordinates. The respondents (77.3%) agreed that they were motivated with the kind of supervision at the work place. The respondents also agreed that they have good working relations with their respective co-workers in the organization. These findings indicates that majority of the respondents were motivated with regard to above factors that enhance motivation and performance management at the ministry of Agriculture in Nyandarua County.

4.5 Managers' perception of employee job satisfaction and performance

The respondents were asked to indicate whether there existed any form of relationship between motivation and performance management by ranking several factors and their influence on performance. The study results are shown in table 4.3

For all likert scale type of questions, the following applies:-

A Likert Scale ranging from 1-5, was used where 1 was strongly disagree, 2 disagree, 3 moderate, 4 agree and 5 strongly agree, a mean score above 2.5 is deemed significant and standard deviation of less than 1 indicates general agreement in the answers given.

Table 4.3: Managers' perception of employee job satisfaction and performance

Factors	Response	Mean	Standard deviation
Improve work input	Strongly disagree	4.6818	.47673
	Disagree		
	undecided		
	Agree		
	strongly Agree		
Staff can take on a variety of tasks	Strongly disagree	4.0455	.84387
	Disagree		
	undecided		
	Agree		
	strongly Agree		
To improve effectiveness in Staff performance	Strongly disagree	4.0000	.92582
	Disagree		
	undecided		
	Agree		
	strongly Agree		
Constant supervision by your immediate supervisor; is a good technique to encourage you performing well	Strongly disagree	3.1364	.32001
	Disagree		
	undecided		
	Agree		
	strongly Agree		
Supervision enable you perform better	Strongly disagree	3.9091	0.01929
	Disagree		
	undecided		
	Agree		
	strongly Agree		

The study results indicated majority of the respondents strongly agreed with the statement that improved work input motivates employee satisfaction and performance with a mean of 4.6818 and a standard deviation of 0.47673. On whether staff can take on a variety of tasks, they agreed with a mean of 4.0455 and a standard deviation of .84387. on improvement of effectiveness in staffs' performance, respondents agreed with a mean of 4.0000 and a standard deviation of

.92582. On the statement of constant supervision by their immediate supervisor as a good technique to encourage them perform well, the mean score was of 3.1364 with a standard deviation of 0.32001. Respondents were also asked on whether supervision enables them perform better to which they agreed with a mean of 3.9091 and a standard deviation of 0.101929.

From the above findings on Managers' perception of employee job satisfaction and performance, the results indicated majority of the respondents strongly agreed with the statement that improved work input motivates employee satisfaction and performance with a mean of 4.6818 and a standard deviation of 0.47673, while the least scored was constant supervision by your immediate supervisor; is a good technique to encourage you performing well with a mean of 3.1364. The findings confirms intrinsic motivation most frequently associated with six sigma include the development and use of new skills and competencies, increased levels of responsibility, discretion, and control over work, and the feelings of satisfaction that accompany these changes (McCunn, 2003).

4.6 Managers' perception of relationship between salary incentive, working conditions, working relations and performance

The study sought to establish factors on managers' perception of performance in relation to salary incentive, working conditions, working relations and performance. The respondents were asked to rank the statements according to the degree of agreement or disagreement. Study findings are shown in the table 4.4

Table 4.4: Respondents perception in relation to salary incentive, working conditions, working relations and performance

Descriptive statistics	Response	Mean	Standard deviation
salary and allowance is a good incentive to encourage good performance	Strongly disagree	4.4545	.18431
	Disagree		
	undecided		
	Agree		
	strongly Agree		
salary level influence performance of employees	Strongly disagree	4.4545	.18431
	Disagree		
	undecided		
	Agree		
	strongly Agree		
Good working conditions is a good incentive to encourage good performance	Strongly disagree	4.7273	.88273
	Disagree		
	undecided		
	Agree		
	strongly Agree		
Working relation influences employees is good	Strongly disagree	4.2727	.16217
	Disagree		
	undecided		
	Agree		
	strongly Agree		
Working relations influences performance at the county Agriculture	Strongly disagree	3.8182	.95799
	Disagree		
	undecided		
	Agree		
	strongly Agree		
Employees enjoy the training	Strongly disagree	4.2727	.45584
	Disagree		
	undecided		
	Agree		
	strongly Agree		

The descriptive statistics presented in table above shows that respondents agreed strongly on matters of salary and allowance being a good incentive to encourage good performance, salary level influences performance of employees, good working

conditions is a good incentive to encourage good performance and working relation influences employee performance are all above 3.0, with standard deviations of between 0.16217 and 0.88273. Other factors like working conditions in the county, working relations at the county and on whether employees enjoy the training were given a moderate response of a mean above 3.8 each respectively. The standard deviation from the table ranges from and 0.45584 to 0.24577. These findings show that salary, working condition and working relations have a significant influence on performance. Herzberg (1959) came up with factors affecting people's attitudes about work. He came up with hygiene factors and motivators. According to him hygiene factors or dissatisfies factors are things that can upset employees in the workplace The findings shows that respondents agreed strongly on matters of salary and allowance being a good incentive to encourage good performance, salary level influences performance of employees, good working conditions is a good incentive to encourage good performance and working relation influences employee performance, which confirms the findings.

4.7 Training Policy Objectives

The study sought to establish the managers' perception in relation to training policy objectives. The findings are shown in table 4.4

Table 4.5: Training Policy Objectives

Factors	Response	Percent	Mean	Standard deviation
To improve efficiency and improve performance	Strongly disagree	9.1	4.5455	0.91168
	Disagree			
	Undecided			
	Agree	18.2		
	strongly Agree	72.7		
To reduce costs from incompetency	Strongly disagree		4.7273	0.45584
	Disagree			
	Undecided			
	Agree	27.3		
	strongly Agree	72.7		
To satisfy organizations culture	Strongly disagree		4.4545	0.50965
	Disagree			
	Undecided			
	Agree	54.5		
	strongly Agree	45.5		
To increase concern with confidence	Strongly disagree		4.6364	0.90214
	Disagree	9.1		
	Undecided			
	Agree	9.1		
	strongly Agree	81.8		
To increase the number of clients through better efforts	Strongly disagree		4.5455	0.91168
	Disagree	9.1		
	Undecided			
	Agree	18.2		
	strongly Agree	72.7		
To increased number of clients through efficient promotion of services and customer care	Strongly disagree		4.6364	0.90214
	Disagree	9.1		
	Undecided			
	Agree	9.1		
	strongly Agree	81.8		
Increased number of clients through better efforts	Strongly disagree		4.7273	0.45584
	Disagree			
	Undecided			
	Agree	27.3		
	strongly Agree	72.7		

The results show that training policy objectives include; To improve efficiency and improve performance, to reduce costs from incompetency, to satisfy organizations culture , to increase concern with confidence, to increase the number of clients through better efforts, to increased number of clients through efficient promotion of services and customer care and increased number of clients through better efforts, all of which had a mean score of above 4.0 and a standard deviation of below 1. The implication is that these training policy objectives are highly significant and in use the ministry of agriculture in Nyandarua County. Changing individual employee behaviour lies at the heart of organizational change programmes. However, many interventions result in negligible or even negative change within organizations. This is because they ignore or violate established change psychology principles (Winum et al., 2001). The study confirms that training policy improves the efficiency and performance, reduce costs from incompetency, satisfy organizations culture, increase concern with confidence to increase the number of clients through better efforts, to increased number of clients through efficient promotion of services.

4.8 Managers' perception on Technology and Changing work environment

The respondents were asked to show degree of agreement with statements on Technology and Changing work environment on motivation and performance management in the ministry of Agriculture in Nyandarua County. Study results are shown in table 4.6.

Table 4.6: Managers’ perception on Technology and Changing work environment

Descriptive Statistics	Response	Percent	Mean	Standard deviation
Computer competence in data processing	Strongly disagree		4.5909	0.50324
	Disagree			
	Undecided			
	Agree	40.9		
	strongly Agree	59.1		
Availing technological infrastructures in the ministry	Strongly disagree		4.4091	0.90812
	Disagree	9.1		
	Undecided			
	Agree	31.8		
	strongly Agree	59.1		
Speed in accomplishing assigned tasks in the office	Strongly disagree		4.5455	0.91168
	Disagree	9.1		
	Undecided			
	Agree	18.2		
	strongly Agree	72.7		
Quality service	Strongly disagree		4.4545	0.91168
	Disagree	9.1		
	undecided			
	Agree	27.3		
	strongly Agree	63.6		

The findings indicate that majority of the respondents strongly agreed on computer competence in data processing, availing technological infrastructures in the ministry, speed in accomplishing assigned tasks in the office and quality service as factors enhancing motivation and performance management in the ministry, all with a mean scores of above 4.0 and standard deviation of below 1. The findings indicate that managers perceive technology as very significant in changing work environment.

Typically, only 20 percent of employees in organizations are prepared to take positive action in response to change initiatives (Laforge, et.al 1999). This confirms that majority of the respondents strongly agreed on computer competence in data processing, availing technological infrastructures in the ministry, speed in accomplishing assigned tasks in the office

4.9 Training program

The respondents were asked to state the degree of agreement/disagreement with statements on training program. The study findings are shown in table 4.7.

Table 4.7: Training program

Descriptive Statistics	Response	Frequency	Percent	Mean	Standard deviation
On average, time allocated for secretaries staff training in the ministry has been adequate	Strongly disagree			3.5455	1.14340
	Disagree	7	31.8		
	undecided				
	Agree	11	50.0		
	strongly Agree	4	18.2		
The course content was relevant to the job	Strongly disagree			4.1818	0.39477
	Disagree				
	undecided				
	Agree	18	81.8		
	strongly Agree	4	18.2		
The trainers ensured trainees got adequate skills in the course of training	Strongly disagree			4.1818	0.39477
	Disagree				
	undecided				
	Agree	18	81.8		
	strongly Agree	4	18.2		
Trainees apply in their Job all the skills, knowledge, competences they learnt from such training	Strongly disagree			4.0909	0.81118
	Disagree	2	9.1		
	undecided				
	Agree	14	63.6		
	strongly Agree	6	27.3		

The findings indicate that the training program had a significant relationship to performance management with a mean score above 3.0. Some respondents seemed to disagree on whether Trainees apply in their Job all their skills, knowledge, competences they learnt from such training at the ministry. The study shows that the training program offered by the ministry is favorable; this was indicated by over 50% of the respondents with mean scores of between 3.5455 and 4.1818. The training program therefore has significant influence on performance management at the Ministry. By anticipating and responding to changes in the environment through proactive learning interventions, some organizations are evolving into learning organizations. Organizational learning is defined as where learning changes the behaviour of individuals or groups within the organization (Reynolds and Ablett, 2003) and thus is a transformational (rather than transactional) activity yielding tangible benefits. Findings confirm that the training program had a significant relationship to performance management of the firms.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of findings as discussed in chapter four and gives, conclusions and recommendations based on the findings.

5.2 Summary of findings

The research was conducted on a sample of 45 respondents of middle level managers in the Ministry of Agriculture in Nyandarua County. The study main objective was to establish their perception of the relationship between motivation and performance management. Their perception was in regard to day to day running of the businesses of the ministry, way of reporting, motivational factors and relations between subordinates and staff and the kind of working environment. Performance measurements are in place to help in evaluating performance of the respective managers in departments.

From the study findings it was established that managers' perception of the relationship between motivation and performance management at the ministry of agriculture in Nyandarua County are affected amongst other factors, employee performance, job satisfaction, salary incentive, working conditions, working relations, training policy objectives, technology, changing work environment and training program versus performance. Job related factors that influence performance include:

work input, Staff undertaking a variety of tasks and supervision by the immediate supervisor. Working conditions were affected by good incentive to encourage good performance and rate of working conditions. There were also training factors which include reduction of costs from incompetency, improved organizations culture, increase concern with confidence, and increased number of clients through efficient promotion of services and customer care.

Managers' perception is a critical factor in influencing performance management at the ministry of Agriculture in Nyandarua County. It is important to note that performance measurement and performance management are not the same. Each segment in a large organization may develop highly specific performance measurement information for its own operations and this will allow that segment to operate effectively. It was established that performance measurements were in place. These measurements are to ensure the ministry of Agriculture is able to give quality output, salary and allowance as a good incentive, customers' satisfaction, availing technological infrastructures in the ministry and training.

It was established that the main factors affecting managers' perception were speed in accomplishing assigned tasks in the office, quality service and ensuring trainees got adequate skills in the course of training.

5.3 Conclusion

In conclusion the performance of the ministry of Agriculture has been affected by technological infrastructures in the ministry and other employment dynamics. The study concludes that motivation is related to salary incentive, working conditions, working relations and performance. In order to make a performance management system successful, i.e. it is regularly used by managers and results in improved organizational performance, both the structure of the performance management system and the performance-driven behavior of an organization need to be of a high quality. A method which can be used to assess whether this is the case, is the performance management analysis. The “structural side” deals with the structure which needs to be implemented in order to use performance management. It usually includes critical success factors, key performance indicators, and often a balanced scorecard. The “behavioral side” deals with organizational members and their use of the performance management system.

5.4 Recommendations

These recommendations are mainly to the public sector which needs to expand on performance management systems to enhance the realization on motivation and performance management. The findings may also provide a useful reference document to stake holders in the State Corporation and Government department/ministries in their endeavors to formulate work plan to meet the performance.

The study also recommends leaders and managers in the public sector to learn and make responsible strategic plans and policy decisions. Government must see its role as a facilitator and not a controller of economic activity. The government needs to develop effective motivational techniques by providing managers with the right infrastructural support.

5.5 Limitations of the study

The study only targeted middle level managers since top level managers were few in number and the study only covered one ministry in one county. A recommendation is for studies to be done on other ministries in other counties.

Due to time limitations the researcher was not able to collect data from all corners of Nyandarua County because of infrastructural challenges. Getting response from all the respondents became a challenge since some managers were either on leave or were outside the country on official assignment.

5.6 Suggestions for further studies

It is recommended that further studies focusing on the challenges and constraints that managers face with regards to motivation and performance management in the public sector be done.

REFERENCES

- Abdi S. Mohammed (2008). *Employee Performance Management Process: Case Study of Postal Corporation of Kenya*
- Abraham Maslow, A. H. (1943). *A theory of human motivation*. *Psychological Review*, 50,370 –396
- Agarwal, N, and Singh, P. (2003), *Organizational rewards for a changing workplace: an examination of theory and practice*, *International Journal of Technology Management*, Vol. 16 No.1/2/3, pp.225-38
- Armstrong, M. and Baron, A. (2003), *Performance Management: The New Realities*, Institute of Personnel and Development; London.
- Beer, D. (2001): *Choosing performance Management: A Holistic Approach: CUPA journal* , 46
- Blackburn, R., Carey, P. and Tanewski, G. (2010). *Business Advice to SMEs: Professional Competence, Trust and Ethics*. Certified Accountants Educational Trust. The Association of Chartered Certified Accountants, 29 Lincoln's Inn Fields, London.
- Borg, R.W and Gall, M.D. (1989). *Educational Research; An Introduction*. (6th Ed.). Columbus, OH: Merrill Publishing Company

Bourne, M., Neely, A., Platts, K., Mills, J. (2002), "The success and failure of performance measurement initiatives", *International Journal of Operations & Production Management*, Vol. 22 No.11, pp.1288-310.

Breakwell, M. (2006). *Research Methods in Psychology*. Sage Publication Limited.

Caves, C. (1980). *Competing on resources*, Strategy in the 1980s, Harvard Business Review 73(4), 23-26.

Cooper, D.R. and Schindler, P.S. (2000). *Business Research methods* (7th edition). New York: Irwin/ McGraw-Hill.

Davis, S & Albright, T 2004, *An investigation of the effect of balanced scorecard implementation on financial performance*, *Management Accounting Research* 15:135-153.

De Waal, A.A., Coevert, V. (2007), *The effect of performance management on the organizational results of a bank*, *International Journal of Productivity and Performance Management*, Vol. 56 No.5/6, pp.397- 416.

Dean. N.M, Snell K.L, (1993), *Topological and computational aspects of preemptive multicriteria military personnel assignment problems*, *Management Science*, Vol. 30 pp.1362-74.

Deci, E.L., Ryan, R.M. (1985), *Intrinsic Motivation and Self-Determination in Human Behavior*, Plenum, New York, NY.

Deloitte, Touche (1996), *Executive Survey of Manufacturers*, (on-line), available at: www.dtcg.com/research.

Drucker, P. (1977), *People and Performance*, Heinemann, London.

Dyer, L. and Ross, C. (2008). *Seeking advice in a dynamic and complex business environment: Impact on the success of small firms*. *Journal of Developmental Entrepreneurship*, 13(2), 133-149.

Fredrick Herzberg, I. (1987), *One more time: How do you motivate employees?*, *Harvard Business Review*, Sep/Oct. 87,

Gary Latham, P. & Locke, E. A., (1990). *A theory of goal setting and task performance*, Upper Saddle River, NJ: Prentice Hall

Gilley, K. M., Greer, C. R. and Rasheed, A. A. (2004). *Human resource outsourcing and organizational performance in manufacturing firms*. *Journal of Business Research*, 57, 244-240.

Guest, S.I. (2000), *Military manpower planning models*, *Computers and Operational Research*, Vol. 18 pp.65-73.

Hackman, J.R (1990), *Groups That Work (and Those That Don't): Creating Conditions for Effective Team Work*, Jossey-Bass, San Francisco, CA

Herzberg, F., Mausner, B. and Snyderman, B.(1959), *The Motivation to Work*, John Wiley and Sons Inc., New York, NY

Kombo and Tromp (2006). *Research Methodology*.2nd ed. Wiley Eastern Ltd. New Delhi

Laforge, R.G., Velicer, W.F., Richmond, R.L., Owen, N. (1999), *Stage distributions for five health behaviours in the USA and Australia*, Preventive Medicine, Vol. 28 pp.61-74.

Lawler, E, E, & Cohen. S.G,. (2008). *Designing pay systems for teams*, Journals 1, 6-9

Lawson, R., Stratton, W. and Hatch, T. (2003), *The benefits of a scorecard system*, Harvard Business Review 73(4), 23-26.

Locke, E. A., & Latham, G. P. (1990). *A theory of goal setting and task performance* Cliffs, NJ Englewood: Prentice Hall

Lowell, D (2004) *Human Resource Management*. N York: Prentice Hall

- Malone, T. W., & Lepper, M. R. (1987). *Making learning fun: A taxonomy of intrinsic motivations for learning*. In R. E. Snow & M. J. Farr (Eds.), *Aptitude, learning, and instruction: Vol. 3. Cognitive and affective process analysis* (pp. 223-253). Hillsdale, NJ: Erlbaum
- Masaba J. Watson (2005), *A Survey of Performance Measurement Systems Used in Commercial Banks Operating in Kenya*, Unpublished MBA project, University of Nairobi
- McCunn, P. (2003). *The balanced scorecard: the eleventh commandment*, *Management Accounting* December: 34-6.
- Moorhead, G., & Griffen, R. W. (2003). *Organizational behavior: Managing people and organizations* (5th ed.). Boston, MA: Houghton Mifflin.
- Mugenda, O.M., and Mugenda, A.G. (2003). *Research Methods: Quantitative and Qualitative Approaches*. Acts Press. Nairobi, Kenya.
- Njagi A.R. (2003). *A Survey Of The Application Of Performance Management Principles In The Kenyan Commercial Banking Industry*. Unpublished MBA project, University of Nairobi
- Orlale-Njenga, P. (2008), *The Dynamics of Interdependence in Organizations*. *Human Relations Review*, Vol. 23, pp.24-40

- Orodho J. A. (2002). *Techniques of Writing Research Proposals and Reports in Education and Social Sciences*. Nairobi: Masola Publishers
- Philip stiles, (1999): *Performance Management. Improving quality productivity through positive reinforcement*, GA: Performance Management Publications.
- Philpott J. P and Sheppard.K.K, (2008), *Performance Management. Improving quality productivity through positive reinforcement*, GA: Performance Management Publications.
- Reynolds, R., Ablett, A. (2003), *Transforming the rhetoric of organisational learning to the reality of the learning organisation*, The Learning Organization, Vol. 5 No.1, pp.24-35.
- Risher, H. (2003). *Refocusing performance management for high performance*. Compensation and Benefit Review, 35, 20-30
- Robert, Behn, D. (2000). *The Big Questions of Public Management*, *Public Administration Review*, Vol. 55, No. 4, pp.313-324.
- Ryan, R.M., Deci, E.L. (2000). *Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being*. *American Psychologist*, Vol. 55 No.1, pp.68-78.

- Selden, S.C., Brewer, G.A. (2000), *Work Motivation in the Senior Executive Service: Testing the High Performance Cycle Theory*. Journal of Public Administration Research and Theory, 10, 531-550.
- Shani, A.B. (Rami) and Docherty, P. (2003) *Learning by Design: Building Sustainable Organizations*, Oxford: Blackwell Publishers
- Simons, R. (1994), *Performance Measurement and Control Systems for Implementing Strategy: Text & Cases*, Prentice Hall, Upper Saddle River, NJ.
- Singleton, P. (1988). *Approaches to Social Research*. New York: Oxford University Press.
- Storey J.N and Sisson.M (1993) J.F. (1999): *Risk Analysis and the Security Survey*. MTTTS
- Tjosvold, D. (1986). *The Dynamics of Interdependence in Organizations*. *Human Relations*, Vol. 39, pp.517-40
- Ulrich D. and Corner J (1996): *Human Resource Roles : Creating Value not rhetoric Human resource planning* 19(3) 38-50
- Vroom, V. H., (1964), *Work and motivation*, Wiley, New York

Wernerfelt, B. (2001). *The Resource-based View of the Firm: Ten years after*.
Strategic Management Journal, 41(1), 16-24.

Winum, P., Ryterband, E., Stephensen, P. (2001), *Helping organizations change: a model for guiding consultation*, *Consulting Psychology Journal: Practice and Research*, Vol. 49 pp.6-16.

APPENDICES

Appendix I: Letter of Introduction

Dear Sir/ Madam,

RE: REQUEST FOR RESEARCH DATA

I am a post graduate student in the School of Business, University of Nairobi, pursuing a Master of Business Administration (MBA) degree in Strategic Management. I am conducting a management research on “The relationship between motivation and performance of middle level managers in the Ministry of Agriculture. In order to undertake the research, you have been selected to form part of the study. I kindly request your assistance in collecting information to enable me carry out the research. The information you will provide will be treated with strict confidentiality and is needed purely for academic purposes, even where a name of your Ministry has been provided, it will not under any circumstances be divulged. I will greatly appreciate your cooperation and assistance.

Thanks in advance.

Yours Faithfully,

Agnes Maingi

Madam Caren Angima

.....

.....

Student

University Supervisor (UON)

Appendix II: Questionnaire

PART A: DEMOGRAPHIC INFORMATION

1. Gender

Male []

Female []

2. Age

25-29 years []

30-34 years []

35-39 years []

40-44 years []

Over 45 years []

3. Length of continuous service in the organization

Less than 2 years []

2-4 years []

5-7 years []

Over 7 years []

4. Level of education

Diploma []

Undergraduate degree []

Postgraduate degree []

Others (specify) []

5. What are your duties and responsibilities in your current position? Name at least

.....
.....
.....
.....
.....

6. Does the ministry train and develop employees on their present qualification and job knowledge?

Yes []

No []

7. What qualifications do you need to perform your duties effectively?

.....
.....
.....

PART B: MANAGERS' PERCEPTION OF THE RELATIONSHIP BETWEEN MOTIVATION AND PERFORMANCE MANAGEMENT AT THE MINISTRY OF AGRICULTURE IN NYANDARUA COUNTY

8. How motivated are you with the kind of work you perform in the organization?

Very motivated ()

Motivated ()

De-motivated ()

Very de-motivated ()

9. How motivated are you with the pay that you receive in the organization?

Very motivated ()

Motivated ()

De-motivated ()

Very de-motivated ()

10. How motivated are you with the promotional programs in the organization?

Very motivated ()

Motivated ()

De- motivated ()

Very De-motivated ()

11. How motivated are you with the kind of supervision at the work place?

Very motivated ()

Motivated ()

De-motivated ()

Very de-motivated ()

12. How motivated are you with working with your co-workers in the organization?

Very motivated ()

Motivated ()

De-motivated ()

Very de-motivated ()

13. Please indicate your view on managers' perception of the relationship between motivation and performance management at the ministry of agriculture in Nyandarua County. Use the scale given below to indicate the degree of agreement or disagreement with each statement. (Tick as appropriate) (Strongly disagree 1, Disagree 2, undecided 3, Agree 4 and strongly Agree 5)

Factors	1	2	3	4	5
Employee and performance					
Improve work input					
Staff can take on a variety of tasks					
To improve effectiveness in Secretaries performance					
Job Satisfaction and performance					
Constant supervision by your immediate supervisor; is a good technique to encourage you performing well.					
supervision enable you perform better					
Salary incentive and Performance.					
salary and allowance is a good incentive to encourage good performance					
salary level influence performance of employees					
Working Conditions and Performance.					
Good working conditions is a good incentive to encourage good performance					
Working conditions influence performance at Ministry of Agriculture					
Working Relations and Performance.					
Working relation influences employees is good.					
Working relations influences performance at the county Agriculture					
Employees enjoy the training					
Training Policy Objectives					
To improve efficiency and improve performance					

To reduce costs from incompetency					
To satisfy organizations culture					
To increase concern with confidence					
To increase the number of clients through better efforts					
To increased number of clients through efficient promotion of services and customer care					
Increased number of clients through better efforts					
b Technology					
Computer competence in data processing					
Availing technological infrastructures in the ministry					
Changing work environment					
Speed in accomplishing assigned tasks in the office.					
Quality service					
training program					
On average, time allocated for staff training in the ministry has been adequate					
The course content was relevant to the job.					
The trainers ensured trainees got adequate skills in the course of training.					
Trainees apply in their Job all the skills, knowledge, competences they learnt from such training					