

**INFLUENCE OF MOTIVATION ON EMPLOYEE PERFORMANCE IN NON -
GOVERNMENTAL INSTITUTIONS: A CASE OF KENYA TENRI SOCIETY
IN EMBU COUNTY.**

**BY
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**A Research Project Report Submitted in Partial Fulfillment for the Requirements of the
Degree of Master of Arts in Project Planning and Management of the University of Nairobi**

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DECLARATION

I declare that this project report is my original work and has not been presented for any degree in any other University or Institution.

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DEDICATION

I dedicate this work to my husband Kennedy Maina, my son Wise Waiganjo and my parents, Mrs. Dionisia Ileri and the Late Augustine Ileri.

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ABBREVIATIONS AND ACRONYMS

GOK	-	Government of Kenya
ILO	-	International Labor Organization
KENGEN	-	Kenya Electricity Generating Company
KTS	-	Kenya Tenri Society
NGO	-	Non - Governmental Institutions

ABSTRACT

Motivation is one of the many factors that contribute to employee performance. It is the force that drives employees' behaviour to produce a certain output. Job performance is the ability of an employee to integrate skill, experience, knowledge, and other available resources in delivering the expected outcome. Various studies have concluded that there are a number of factors that contribute to employee performance. Management standards, level of commitment, the knowledge of work, communication, and motivation and employees skill are just a few of these factors. With a clear and attractive motivating factor, employees gear all their efforts towards achieving the set goals working through any challenges faced in the process. Motivated employees use their creativity to find solutions to challenges which leads to the invention we see today. This study sought to investigate how various motivating factors influence employee performance. Motivation has been recognized globally with the International Labour Organization discussing it in many of their conferences. The government of Kenya has also taken initiative to create a motivated, well trained and globally competitive labour force to ensure maximum productivity and proper service delivery by the public service sector. This has been incorporated in the Kenya vision 2030. The constitution of Kenya 2010 has also outlined the core values to be observed by each public servant. Literature review incorporated what other scholars found out to shed light on how compensation, promotion, supervision, and recognition influence performance. The scope of the study was limited to Embu County. The study adopted a descriptive research design. The target population of the study was employees of Kenya Tenri Society, Embu County. The Society has several institutions; however the study sampled only four which are within the county. The study was carried out by use of questionnaires which were administered to the respondents. Their responses have been analyzed to reach conclusions. The data for the study has been analyzed by use of Statistical Package for Social Sciences (SPSS) and through frequencies, percentiles tables and Pearson's co-efficient correlation. . The objectives of the study were; to establish the influence of compensation on employee performance, to determine the influence of promotion on employee performance, to assess the influence of recognition on employee performance and examine the influence of supervision on performance among the employees of Kenya Tenri Society. Findings from the study confirm that a significant association exists between employee motivation and employee performance. In conclusion, all four independent variables assessed in the study showed a significant level of association with employee performance. It is therefore recommended that NGOs need to Develop and implement a payment policy to attract sufficient and suitable employees, come up with a clear promotion and career advancement policy, develop an organizational structure to communicate to employees on different levels of authority and enhance employee recognition with a financial reward. Since the NGO sector plays a significant role in developing countries the study provides more knowledge on factors that affect employee performance in the sector.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The success or failure of an organization largely depends on the efficiency of human capital. This has made the human resource management function key in achievement of organizational goals. The Human resource management function is responsible for the maintenance of human relationships and managing the physical wellbeing of employees to enhance their productivity and efficiency at work (Appleby, 1994). It is argued that a motivated employee is a productive employee. Motivation is the process through which people choose between forms of behaviour in order to achieve goals (Cole, 2002). It is the guiding principle and force that pushes individuals to focus on a particular path to achieve a set goal or desire. Motivation is a psychological concept concerned with the intrinsic forces operating within an individual, which impel him or her to act or not to act in a particular way. A motive is a personal and internal feeling. The process of motivation is dynamic and continuous as it deals with human beings who are ever changing modifying themselves from time to time. Due to their changing nature, people must be provided with the stimulus to work because the satisfaction of one need gives rise to another.

Internationally, employee motivation is recognized as one of the key functions under human resource management due to its influence on employee and organizational performance. The International Labour Organization since its creation in 1919 has advocated for employee motivation. With its main objectives being to help in advancement and creation of decent economic and working conditions; the organizations preamble recognizes the existence of labour conditions involving injustice hardships, privatization to large numbers of people and the failure of any nation to adopt humane conditions of labour as an obstacle. The institution aims at ensuring employees are motivated through improving and regulating working hours, labour supply, wages, job security, workplace safety and protection of employees' interests (ILO, 2008).

Performance is defined as the act or process of executing an action or a repetitive act or fulfillment or implementation (Hornby, 2000). Job performance is the ability of an employee to integrate experience, skills, knowledge and other available resources in delivering the expected outcome. The basic objective of a manager is to secure from his employees an optimum performance towards accomplishment of the predetermined objectives. The employees on their part would be able to put in such performance if they possess the ability, will and if there is an opportunity for their efforts and abilities to be used in a meaningful way. Performance, whether of an individual or a group, is determined when three factors of ability, effort and opportunity are taken together (Saleemi, 2009). Ability without effort is of no avail. Effort without ability cannot achieve much. And ability and effort in the absence of opportunity will only cause frustration. Ability means knowledge and skill and technological capabilities. It is a pointer to the extent to which performance is possible. Effort is related to needs, motives, expectation, goals and rewards. It is a pointer to the extent to which a person is willing to exert mentally and physically. Opportunity makes it possible for ability and effort to be utilized in a meaningful way.

The Government of Kenya is working to establish an efficient, motivated and well trained public service to improve service delivery in the public sector. Through the implementation of Kenya vision 2030, the government of Kenya seeks to intensify measures to bring about attitudinal change in the public sector and introduce result based management which will make it easier to reward public servants based on merit and performance. Kenya vision 2030 goes ahead to recognize the need to create a globally competitive human resource base through training and development. The government also wishes to raise labour productivity to international level. All these will be achieved through a number of measures among them the establishment of new technical institutions and enhancing collaboration between the industries and training institutions, (Vision 2030, GOK, 2007).

Employee performance is a function of motivation and ability. The relationship between motivation and employee performance has interested many researchers way from 1960s. The studies conducted then were geared towards identifying the ideal incentive structures and working environment to harness employees' untapped skills and ideas for the benefit of the organizations (Robbins & Judge, 2008). This research will center on investigating the influence

of key motivating factors on employee performance in Non-Governmental Institutions, narrowing down to the staff of Kenya Tenri Society (KTS).

World Bank (2005) defines Non-governmental institutions as not – for profit organizations that are legally constituted, professionalized and have a presence in public life and express the interests and values of their members. They provide services to beneficiaries who are not members of the organization in areas such as economic and social development, human rights, welfare and emergency relief or who advocate on their behalf. Non-Governmental institutions coined in 1945 when United Nations was created. Globalization during the 20th century gave rise to the importance of NGOs, a time when many problems could not be solved within a nation. NGOs are highly diverse groups of organizations engaged in a wide range of activities and take different forms in different parts of the world. Various types of NGOs may be understood from their orientation (charitable orientation, service orientation, participatory and empowering orientation) and level of operation (community based organizations, city wide organizations, national NGOs and international NGOs).

Non-Governmental Organization Co-Ordination Act 1990 of Kenya, Section 2, defines an NGO as “a private voluntary grouping of individuals or associations, not operated for profit or for other commercial purposes but which have organized themselves nationally or internationally for the benefit of the public at large and for the promotion of social welfare, development, charity or research in the areas inclusive but no restricted to health, relief, agriculture, education, industry & supply of amenities”. Sessional Paper No. 1 (2006), points out that at independence Kenya faced serious calamities such as floods and famine. Many local volunteer and civil society bodies expanded their activities during this period. By the 1970s, Kenya had about one hundred and twenty NGOs both foreign and national. In the period between 2001 and 2007, the number of NGOs grew rapidly at the rate of 400 organizations per year. The total number of NGOs in August 2009 was 6,075.

The Kenya Tenri Society (KTS) was created in 1984 under Non-Governmental Organization Co-Ordination Act 1990. In its 30 years of existence, the society has provided humanitarian assistance to victims of conflict, poverty, drought and worlds most vulnerable disasters. Over the

last five years, assistance of Kenya Tenri Society has been based on the principles of humanity, neutrality, impartiality and independence. Since its creations, it has helped millions of people and drought victims in Northern Eastern Kenya and other places hit by catastrophic crises. It has provided medical assistance and relief to the most vulnerable.

Today, Kenya Tenri Society has more than 300 employees working in its headquarters in Embu Kenya and more than 400 in field and other branches. All the Kenya Tenri Society funded projects share a common aim; to alleviate the suffering of all populations and a happy life for all in the world (KTS, 2014). The society runs hospitals, schools and children's homes. Kenya Tenri society is growing rapidly and has projects in every sub county within Embu County. Its staff establishment is diverse and the study seeks to identify the influence of motivation on the employees performance.

1.2 Statement of the problem

The rationale for hiring of professionals and experienced personnel to work in organizations has been applied in many organizations yet employee performance in Kenya is still wanting. This raises some doubts on whether high performance is pegged to the level of knowledge and experience of employees.

Very central to performance management is how management establishes a high performance culture through motivation of employees. Motivated, both the individual and the teams take responsibility for the continuous improvement of business processes not on the basis of coercion or force but from the inner drive and realization that they feel the need for performance. In this respect, employee motivation then becomes a key aspect to count in the overall organizational output. This is because employee motivation serves as a framework within which the internal employees' disposition in the working environment is given meaning. Without motivation, talks on performance become irrelevant pieces of information. The individual employee working in such an environment sees no need to of injecting any effort or insight to job. In case the workers happen to offer any success in terms of performance, it is not 'their' performance but the managers "imposed preferences".

NGOs are under pressure to become accountable against corporate performance criteria. End of the year statements of accounts for many organizations reflect profits or losses. The rising cases of employees' unrest, cases in the industrial courts, corruption and poor service delivery is another indication that the employees are not motivated enough to perform with the interest of their employers at heart. Despite hiring qualified personnel, having the best equipment and providing a good working environment, employee performance at Kenya Tenri Society has not improved for the last couple of years (KTS, 2013). As indicated in the end of year report, low staff morale and inadequate service delivery were among the challenges faced by the society. Management took a number of measures to improve the situation among them staggering working hours, increasing personnel and expanding the facilities but the fruits are not as expected. Against this background, organizations performance hangs on a motivational balance, a reality that has not been understood and embraced by many organizations including the Kenya Tenri Society, thus the problem.

1.3 Purpose of the study

The purpose of the study was to establish the influence of motivation towards the performance of employees. The research intended to examine the influence of various motivating factors on employees' performance.

1.4 Research objectives

The study was guided by the following objectives;

1. To establish the influence of compensation on the performance of employees of Kenya Tenri Society.
2. To determine the influence of promotion on the performance of employees of Kenya Tenri Society.
3. To assess the influence of recognition on employee performance at Kenya Tenri Society.
4. To examine the influence of supervision on performance among the employees of Kenya Tenri Society.

1.5 Research questions

The study sought to answer the following questions;

1. To what extent does compensation influence the performance of employees of Kenya Tenri Society?
2. What is the influence of promotion on the performance of employees of Kenya Tenri Society?
3. To what extent does recognition influence the performance of employees of Kenya Tenri Society?
4. How does the supervision of performance influence the performance of employees at Kenya Tenri Society?

1.6 Significance of the study

The purpose of the study is to provide research and recommendations to organizations to assist in improving performance and meeting organizational goals through motivating employees. This study is of importance in this era that has seen the adoption of the performance management system in both the public and private sectors.

The study will guide policy makers in organization to identify how different motivating factors influence the performance of the employees with the aim of creating a motivated labour force that will improve service delivery. Particular strategies that will improve employee performance through motivation have been identified. Factors that lower employee motivation have also been counteracted from the findings of the study.

1.7 Limitations of the study

The study took a descriptive research approach which had a number of limitations. One of the limitations is that some of the respondents could not understand the questions and may have ended up give misleading information. To counter this challenge, the language used to set questions was simple and direct to ensure that respondents don't misinterpret them. Getting the respondents to answer the question thoughtfully and honestly was another limitation in the study. However, the study gave a brief introduction of the study to sensitize members on the purpose of the study and how honesty was crucial in getting the correct information as the recommendation

would be shared with management for implementation. The respondents were also not required to write their names on the questionnaires.

1.8 Delimitations of the study

The study was carried out in Embu County. It was conducted on a sample population of Kenya Tenri Society. There are many motivational factors that influence the performance of employees both positively and negatively. This study narrowed down to four factors only. These factors are; compensation, supervision, promotion and recognition.

1.9 Basic Assumptions

The study assumed that the respondents involved were willing to answer the questions raised in the questionnaire honestly. It also assumed that the data collections instruments answered the desired questions and that the sample represented the population. In addition, the study assumed that Kenya Tenri Society is similar to other project based organizations in Embu County.

1.10 Definition of Significant Terms

Motivation refers to the process that arouses, energizes, directs, and sustains behavior and performance. It encourages people towards their actions which aid them in achieving a preferred task.

Compensation refers to payment for work done, which can assume a number of different forms, including a basic wage or salary, supplementary cash payments, such as shift pay and overtime pay, and benefits in kind.

Performance refers to the act or process of carrying out, execution of an action, a repetitive act, fulfillment or implementation. It is the ability of an employee to integrate experience, skills, knowledge and materials in delivery of the expected outcome.

Promotion is the act of moving an employee up the organization hierarchy, usually leading to an increase in responsibility and status and a better remuneration package.

Recognition is the acknowledgement, approval and genuine appreciation. This recognition can be set up on a formal basis (e.g., employee of the month) or informally used by a supervisor / team leader in managing individual employee or team behavior.

Supervision is the act of guiding a group toward its goals, see that all members of the team are productive, and resolve problems as they arise.

Non-Governmental Organization is a non-profit organization legally constituted, professionalized and has a presence in public life and provides services to beneficiaries who are not members of the organization.

1.11 Organization of the study

The study is organized into five chapters. Chapter One contains an introduction to the study. This contains the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study and definition of significant terms.

Chapter Two contains the reviewed literature based on the objectives of the study. It also gives a description of the theoretical framework. Moreover it contains the conceptual framework of the variables under the study.

Chapter Three covers the research methodology. It gives a highlight on the research design, target population, sampling procedure, methods of data collection, testing for validity and reliability, operational definition of variables and methods of data analysis.

Chapter Four contains presentation and discussion of findings of the study. In this chapter main findings are presented and interpreted in line with the research questions.

Chapter Five contains summary of findings, conclusions, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains a review of the related studies on the role of motivation in employee performance presented by various scholars, researchers, authors and analysts. The presentation contains the theoretical framework, the various themes in the study and conceptual framework. Gaps in literature review have also be analyzed in this chapter.

2.2 Concept of Motivation

The link between motivation and management practice of management is crucial to managements' success. People are the greatest single asset available to an enterprise. In fact an organization is people and people are the only asset that can work against the organizations' goals. It is therefore, only by collaborative efforts that people can find a release for their latent energy and creativity in the service of the enterprise. Motivation is a process in which people choose between alternative forms of behavior in order to achieve personal goals (Cole, 2002).

The goals sought by an individual can be relatively tangible, such as monetary reward or promotion, or intangible, such as self-esteem or job satisfaction. Generally, the rewards available to an individual are classified as intrinsic and extrinsic rewards. Intrinsic rewards are those that derive from the individuals own experience while extrinsic rewards are those conferred on a person from outside. The sense of achievement or a feeling of self-esteem is an intrinsic reward and a pay rise or promotion an extrinsic reward. Whilst motivation as such is essentially a personal experience, managers in particular, are keen to find reliable links between individual motivation and effective performance. They are also concerned to create the conditions under which organizational and personal goals may be harmonized. The key feature of motivation is that it determines the extent to which an individual desires to place his or her knowledge and skills at the disposal of other, and, more than that, to shrug off the effects of obstacles and difficulties in so doing. As we have learnt from this study, motivation is psychological concept concerned with the intrinsic forces operating within an individual, which impel him to act or not to act in a particular way (Kibera, 1996).

It is also a continuous process as it deals with human beings which is a very changing entity modifying itself every moment. People must at all times be provided with stimulus to work because the satisfaction of one need gives rise to another need (Saleemi, 2009). This will be confirmed by the study which will administer the same questionnaire to different level of employee of Kenya Tenri Society. In order to motivate people, a manager must understand and satisfy multiplicity of employees needs which cannot be described or measured accurately. Human needs are subjective, vague and can only be deduced from external behavior. Every person adopts a different approach to satisfy his need and one particular need may cause different behavior on the part of different people. Similarly, one particular behavior may be the outcome of different needs. From the study, we will be able to assess the influence of various motivators' on individual employees at different levels.

Motivation is different from satisfaction. Motivation is the process of stimulating an individual or group to take a desired action. On the other hand, satisfaction implies contentment arising from the satisfaction of a need. In other words, motivation is drive towards an outcome whereas satisfaction refers to the outcome experienced by a person. The success of any organization depends upon the optimum utilization of resources. The utilization of human resources depends upon the ability to work and the willingness to work. In practice, ability is not the problem but necessary will to work is lacking. Motivation is the main tool for building such a will; it is the core of management and the key to management in action (Luthans, 2002).

A manager must understand and satisfy multiplicity of human needs in order to motivate employees. Needs are mental feelings which cannot be described and measured accurately. They are vague and have to be deduced from external behavior of human beings. Moreover, needs are basically subjective. Every person adopts a different approach to satisfy his or her needs and one particular need may cause different behavior on the part of different people. Similarly, one particular behavior may be the outcome of different needs. As a result, it is not possible to make exact generalization in the field of motivation. Human needs are inter- connected and inseparable and it is not possible to divide them into water – tight compartments. Motivation is always goal-directed. Therefore the higher the level of motivation, the greater is the degree of accomplishment.

2.3 Theoretical Framework

According to Armstrong (2005), Motivation theory examines the process of motivation. It explains why people at work behave in the way they do in term of their effort and the directions they are taking. It describes what organizations can do to encourage employees to apply their efforts and abilities in ways that will further the achievement of the organizations goals as well as satisfying their own needs.

Armstrong (2005) classified motivation theories into three as follows; Instrumentality theories – These states that rewards and punishments serve as the means of ensuring that people behave or act in desired ways. Content theories – These focuses on the content of motivation, that is, what motivates people to work. It involves identifying the needs that people have and how these needs are prioritized. It states that motivation is essentially about taking actions to satisfy needs, and identifying the main needs that influence behaviour. The content theory was developed originally by Maslow (1964) who postulated the concept of a hierarchy of needs. Herzberg's two factor model cannot strictly be classified as needs theory but he did identify a number of fundamental needs. Process theory – this focuses on the psychological process which affect motivation, by references to expectations and perceptions of equity. It's also known as cognitive theory because it is concerned with people's perceptions of their working environment and the way in which they interpret and understand it.

Maslow's hierarchy of needs, Herzberg's two factor theory, expectancy theory by Vroom and Locke's goal setting theory form basis for this study. Maslow's hierarchy of needs and Herzberg's two factor theory are concerned with peoples need and their goals. The two theories seek to find out the types of rewards that are of importance to people. On the other hand, Vrooms' Expectancy and Locke's goal setting theories are concerned with the "how" of motivation. They focus on the psychological and behavioral processes that motivate people. The two theories try to bring out the influence that individuals needs have on their behavior (Dressler, 2008).

2.3.1 Maslow's Hierarchy of Needs

The development of this theory was based on human needs by Abraham H Maslow's, an American psychologist. Maslow, in his theory of motivation, classified human needs into five hierarchal categories; physiological needs, safety needs, social needs, esteem needs and self-actualization needs. The theory assumes human needs follow in sequence and when one need is satisfied it decreases in strength and the higher need dominates. Employees of Kenya Tenri Society must have their lower level needs met by for example, adequate pay, safe working conditions, and job security before they will be motivated by increased job responsibilities, challenging assignments and status.

According to Maslow (1964), human behavior is seen as dominated by his unsatisfied need and he is "Perpetually wanting animal" for when one need is satisfied, he aspires for the next higher need. This shows that people are only motivated by unsatisfied needs and that satisfied needs have no motivational power. It gives employers a guide on the rewards that are valued by employees and how to ensure the rewards are perceived as so by the employees. Maslow's theory influences all employees of Kenya Tenri Society regardless of the age, gender, and qualification and so on; they choose the occupation that they like to be satisfied. For maximum productivity, the management of Kenya Tenri Society must set a platform for identifying and rewarding employees at their different stages of their needs.

2.3.2 Two Factor Theory by Herzberg

Fredrick Herzberg and his colleagues conducted a research study based on the interviews of 200 engineers and accountants working in eleven different firms in Pittsburg, USA and came up with the Two Factor Theory of motivation. This theory is actually based on Maslow's hierarchy of needs but he distinguishes needs based on their influence on employees' satisfaction and dissatisfaction. These are hygiene factors and motivation factors. Hygiene factors were described as factors required to support the mental health of employees; their absence demotivates employees but their presence does not motivate employees in a strong way (Saleemi, 2009). These factors include salary, job security, working conditions, technical supervision, interpersonal relations and status (Saleemi, 2009).

Motivation factors on the other hand are job conditions that operate primarily to build strong motivation and high job satisfaction but their absence does not create strong dissatisfaction. These factors include recognitions, achievement, and career advancement. The theory helps employers in understanding the influence of job characteristics on motivation and performance. The main contribution of this theory is that it highlights the importance of job content in work motivation. It also brings out the strong contribution of motivation on performance of employees in Kenya Tenri Society. He presents that performance can come as an emanation of feelings like achievement, advancement, growth which are related with motivation. Herzberg advises managers to avoid placing strong emphasis on fulfilling hygiene needs as this will result in employees relying too heavily on extrinsic rewards and may pose impediments to the long term success of the organization. Instead, managers should focus on designing more intrinsically challenging tasks, providing recognition and empowering employees depending on their ability, which are the true motivators. The fulfillment of these motivators at Kenya Tenri Society will contribute to long term positive effect on employees' job performance.

2.3.3 Expectancy Theory by Victor Vroom.

Vroom (1964) in an influential work, focused his attention on individual behavior in the work place. He observed the work behavior of individuals with the object of explaining the process involved as assumed that much of the observed behavior is motivated. The work behavior was the result of the preferences among possible outcomes and expectations concerning the consequences of actions (Cole, 2002). The crux behind this theory is that motivation is a product of two key variables; the valence of an outcome for the individual and the expectancy that a particular act will be followed by a predictable outcome. Thus the basic formula motivation (force) = $V \times E$. The force behind an employee's performance is a product of valence and expectancy. Vroom further stated that the rewards that individuals will find attractive (those which have a high valence for the individuals) may be intrinsic or extrinsic rewards. In his opinion, the main variables affecting motivation were; supervision, job content, wages, promotion, hours of work and the work group (Cole, 2002).

Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it. He suggests that motivation leads to efforts and the efforts combined with employees' ability together with environment factors which interplay resulting to performance. This performance, in return leads to various outcomes, each of which has an associated value called Valence. This theory assisting identifying employees' values and preferences, valuing rewards, and coming up with rewards that can be tied to performance. It also guides Kenya Tenri Society management on how to redesign job to incorporate rewards sought by employees.

2.4 Concept of employee performance

Khan (2006) defines employee performance as the degree of accomplishment of the task that makes up an employee's job. According to him job performance is determined by: an employee's capacity, which relates to the extent to which an individual possesses the relevant skills, abilities, knowledge and experience to perform; availability of opportunity to perform; willingness which relates to the degree to which an employee both desires and is willing to exert effort towards attaining some level of motivation to perform. World health organization (2006) defines employee performance as a combination of staff being available (retained and present) and staff being competent, productive and responsive. According to the report when staff members are available their performance is determined by productivity, responsiveness and competence. These elements are influenced by absenteeism motivation and job satisfaction. To achieve employee performance would require putting in place strategies to improve productivity, responsiveness and competences at all levels in an organization. Both WHO and Khan in their definitions agree to the fact that employee performance is determined by several factors. In their definitions they single out employee's capacity, employee's willingness to perform, employee competences which must be spread at all levels of the organization as some of the determinants of employee performance. They both agree that employee performance is important to an organizations survival. Employee performance and productivity is of major concern in any economy worldwide.

Choudhry (2009) in his study *Determinants of Labor Productivity*, notes that Africa and south Asian countries (except India) performance in labor productivity is not very encouraging. Labor productivity level in 2005 in sub-Saharan Africa economies was the lowest among all regions. He further emphasized the need to pay more attention on average education attainment level, producing productive employment to attract foreign direct investments. Human resources management practices have significant impact on organizations productivity. Abdulla (2009) points out that training and development, team work, human resources planning and performance appraisal are correlated with an organizations business performance. Human resources management practices cannot be ignored when focusing on an employee's performance. HRM practices have been noted to significantly affect organizational performance to greater extent. ALDamore (2012) consider HRM practices as a significant predictor of organizational performance.

Bruce (2004) points out that under-management is the underlying issue in most cases of suboptimal work performance at all levels. The undermanaged employee struggles since the supervisor is not sufficiently engaged to provide the direction and support needed. The supervisor is not informed about his workers needs hence is unable to help with resources and problem-solving. This type of supervisor cannot judge what expectations are reasonable and cannot set goals and deadlines that are ambitious but still meaningful. This type of floored supervision contributes towards poor employee performance. In their study Gupta (2010) notes that cohesion has a significant positive impact on performance. An employee operating in an environment that has good team cohesion is likely to dedicate effort towards realizing the expected performance levels. Performance appraisal plays a significant role in defining an employee's performance. Khan (2006) notes that the whole essence of management activities that exist in an organization culminates in the system of performance appraisal adopted in the said organization. This in turn reflects the extent of the individual employee's contribution and commitment in different hierarchical levels toward the achievement of organizational objectives. Feedback and reward are important links in the job performance cycle and must be taken into consideration. It is therefore worth noting that an effective performance appraisal system can lead an organization to success and growth.

It is important to note that measurement of performance plays an important role in performance management. Paauwe (2004) notes that performance management goes beyond task performance to incorporate contextual performance hence determining what constitutes good performance continues to be a challenge. The context of performance management continues to change as a result of cultural differences and emergence of new technologies. This therefore makes performance management a fertile field for continued research. This research tries to establish the influence of employee motivation on employee performance.

2.5 The influence of motivation on employee performance in Non-Governmental organizations

The overall success of an institution in achieving its strategic objectives relies heavily on the performance level of employees. There are a number of factors that contribute to employee performance. Management standards, level of commitment, the knowledge of work, communication, motivation and employees' skill are just a few of these factors. With a clear and attractive motivating factor, employees will gear all their efforts towards achieving the set goals working through any challenges faced in the process. Motivated employees will use their creativity to find solutions to challenges which leads to the invention we see today. Without motivation, we will see less invention.

Saleemi (2009) defines motivation as the complex of forces inspiring a person at work to willingly use his capacities for the accomplishment of certain objectives. It is a force that impels a person in to action and sustains him/her in action with enthusiasm. This enthusiasm is the fuel that lubricates employees' morale to work and results to high productivity. The employer should ensure that this fuel is kept burning even from the nature of task they assign their employees. According to Turner & Lawrence (1965), a motivating task should allow an employee to feel personally responsible for a meaningful portion of the task accomplished. The jobs outcome must have intrinsic meaning. A happy employee is a productive employee.

A good motivation system releases the immense untapped reservoirs of physical and mental capabilities. A number of studies have shown that motivation plays a crucial role in determining the level of performance. Poorly motivated employees can nullify the sound organization. By satisfying human needs, motivation helps in increasing productivity. Better utilization of resources lowers cost of operations.

Performance is defined as the act or process of executing an action or a repetitive act or fulfillment or implementation (Hornby, 2000). Job performance is the ability of an employee to integrate experience, skills, knowledge and other available resources in delivering the expected outcome. Measurement of performance is an ongoing process and relies on a number of indicators among them quality, quantity, timeliness, adherence to policies, cost effectiveness and appraisals. Performance appraisal is a systematic and orderly evaluation of performance of employees at work by their superiors or others who are familiar with the techniques of performance appraisal.

Employee performance should be monitored and evaluated regularly and to inform both the employee and the organization of their performance. It is the responsibility of management to put in place clear structures and reporting lines from which the performance management system will be implemented. Measurement of performance is an ongoing process and relies on a number of indicators among them quality, quantity, timeliness, adherence to policies, cost effectiveness and appraisals. Performance appraisal is a systematic and orderly evaluation of performance of employees at work by their superiors or others who are familiar with the techniques of performance appraisal. In her study of human resource management challenges facing local NGOs, Batti (2014) found out that there were no tools or mechanisms to support staff appraisals in most NGOs and hence it was not easy to track staff performance. Lack of these mechanisms may lead to poor performance among employee which in turn demotivates and affects their growth and survival in the organization. To avoid this cycle, Kenya Tenri Society should put in place performance management system which will ensure that employees set performance targets which should be monitored and reviewed regularly.

Organizations today have realized the importance the concept of motivation plays in achieving organizational objectives. As resources increasingly become scarce, organizations seek ways to improve employee productivity without incurring additional costs. Motivation has provided a way for employers to increase employee work performance and commitment to the organization without allocation of vast resources to employees. Some of the benefits of motivation which have been cited by Robbins (1998), Robbins (2001) and Gordon (2001) include: increase in productivity and efficiency; decrease in tardiness and absenteeism; decrease in opposition to changes being effected for the betterment of the organization; reduction in friction between workers themselves and between workers and management; improvement in relations and the working climate in the organization; reduction in wastage and accidents in the work place; reduction in employment turnover; reduction in complaints and grievances in organization; promotion of teamwork; and help and support for other workers by motivated employees. It is important to note that motivation alone does not guarantee good performance and high productivity. Mathauer (2006) note that it is on the basis of supervision on which recommendations are provided to help improve individual and organizational performance.

Employee performance is a key determinant of organizational performance and effective managers should make it their responsibility to plan, implement monitor and evaluate employee performance for tracking and improvement where necessary. Organizations can improve employee performance through training employees, enhancing team work, establishing clear supervision communication channels, providing room for career advancement, recognizing performance, providing a good working environment and offering an attractive salary package among others. These improvement measures are aimed at ensuring the employee remains happy and motivated to willingly utilize skills and knowledge for the betterment of the organization.

Richard, Mike & Charles (2013), in their study of the influence of motivation on tea factory employee performance in Kisii County in Kenya noted that if employees are given the right incentives, they can put in their best to improve productivity and growth. They concluded that poorly motivated employees perform minimally whereas employees' motivation will see reduced labour turn over, increase and create productivity culture, reduce industrial unrest and improve management and staff relationship. This was supported by the findings of a research on

employee reactions to human resource management and performance in developing countries evidence from Eritrea, by Fitsum&Luichen (2007). The study indicated positive attitude of employees to human resource management practices such as promotion from within, staffing, equal employment opportunity, quality training, reasonable compensation and paid vacation.

The results from a study on motivation and the performance of primary school teachers in Uganda by Aacha (2010) revealed that motivation was necessary for high performance of teachers even though in most cases the teachers were poorly paid. The study went ahead to conclude that teachers were intrinsically motivated by recognition, career advancement opportunities, supervision and challenging nature of work. The study concluded that there was a significant positive relationship between motivation and performance and increasing motivation would increase performance.

2.6 The influence of compensation on employee performance in Non-Governmental organizations

According to Dressler (2008), compensation refers to all forms of pay going to the employees and arising from their employment. It has two main components, direct financial payments and indirect financial payments. Salaries, wages, incentives, commissions and bonuses form part of the direct financial payments while employer – paid insurance, membership to clubs and vacations are some examples of indirect financial payments. Direct financial payments can be in two ways, time based pay and performance based pay. Time based pay is the foundation of most employers pays plan where payments are based on increments of time. Performance based pay ties compensation to the amount of production a worker turns out and in most cases targets are attached to this form of pay. Commissions are another example of performance based pay. For motivation purposes, employers also devise pay plans in which employees receive some combination of time based pay plus incentives.

International Labour Organization (ILO) publications such as “ an introduction to performance and skill- based pay systems “ (1998) has pointed out pay as an important and contentious element in an employment relationship with the employer, employee and the government having equal interests. For the employer it forms part of a greater part of his costs and it also affects his ability to recruit and retain quality labor force. To the employee it is fundamental to his standard

of living and is a measure of the value and his services. The government is interested since salaries affect aspects of macro-economic stability such as employment, inflation, purchasing power and socio-economic development in general.

Various laws specify measures such as minimum wages, overtime rates and benefits. For example the Employment Act, 2007 dictates that an employer shall pay the entire amount of the wages earned by or payable to an employee in respect of work done by the employee in pursuance of a contract of service directly, in the currency of Kenya. The labor relations act, 2007, allows the minister for labor to set and issue guidelines concerning wages, salary levels and other conditions of employment in Kenya. Higher up in the primate line, the equity theory of motivation postulates that people are strongly motivated to maintain a balance between what they perceive as their inputs or contributions, and their rewards. The theory states that if a person perceives an inequity, a tension or drive will develop in the persons mind, and person will be motivated to reduce or eliminate the tensions perceived inequity.

Armstrong (2005) discussing on money and motivation teaches that, money in the form of pay or some sort of remuneration is the most obvious extrinsic reward. It is a highly tangible form of recognition and an effective means of helping people to feel that they are valued. Several private sector studies have found that better paid employees tend to be more productive and more satisfied with their jobs (Steel & Warner, 1990). This is because money is linked directly or indirectly to the satisfaction of human basic needs of survival and security. Tsai K et al (2005) in their study demonstrated that employee benefits offer advantage in organization productivity through improvement of labor efficiency. Benefits also help increase employee satisfaction which is a sign of good management and happy environment in any organization. Ismail et al., (2010) note that performance based pay acts as a precursor to job satisfaction. When employees perceive that they receive adequate pay from their employer and that they are actively involved in the pay systems this leads to greater job satisfaction.

Batti (2014) in her article on human resource challenges facing local NGOs identified inability to offer and provide competitive employee incentives and benefits as the most challenging issue facing the local NGOs. Salaries and other incentives provided by these NGOs are dependent on

the donor funds received or the income generated through an enterprise activity undertaken by the organization. This sometimes impact heavily on the staff morale and performance within the organization Kenya Tenri Society being one of them. KTS pays its employees from the profits made from the profits gained from the various projects. These profits are not huge as all their prices are subsidized in line with their mission of providing aid.

Florence & George (2013) in their analysis of performance management on employees study at KENGEN found out that there is a strong relationship between remuneration and performance; remuneration motivates employees. They also noted that performance was a key determinant of remuneration and that performance influenced motivation through working conditions. Pay not only impacts performance but also attracts and retains skills in the industry. Achoka (2013) found that one of the reasons that influence people to join the teaching profession in Kenya and continue to perform excellently is a good salary. She recommends that the government of Kenya should improve the salaries of teachers which will see reduced cases of absenteeism and increase teachers morale to work and satisfaction leading to increased performance. When employees feel adequately compensated for the effort and time put in an organization, a culture of performance, self-discipline and commitment is created.

Pay can motivate or demotivate employees. Employees will be comfortable if their salaries are adequate enough to cater for their basic needs. Aacha (2010) found out that teachers were extrinsically motivated by pay although most of the teachers in Uganda were poorly paid. Most respondent demanded better pay to enable them meet the cost living. The relationship between extrinsic motivation and performance was found to be significantly positive hence the conclusions that increasing pay would increase teachers performance. It is therefore necessary for employers to ensure that employees are adequately paid to enhance their performance through motivation.

People feel good and appreciate their jobs when they get a pay increase. Sofat (2012) conducted a research on the effects of motivation on employee performance and organizational performance. 73 percent of the respondents believed that increase in pay is one of the most

important factors to motivate them to increase performance. With a higher pay, employees are able to not only meet their basic needs but also pursue other goals.

2.7 The influence of promotion on employee performance in Non-Governmental organizations

Heery & Noon (2001) define promotion as “the act of moving an employee up the organization hierarchy, usually leading to an increase in responsibility and status and a better remuneration package. Promotion is a very important aspect in every organization because almost all the employees are promoted at one point or the other. Employees dream of early promotion and they work effectively so that their dreams come true. Promotion is a significant aspect of personnel management as it motivates employees for higher productivity resulting in higher profits dividends to shareholders (Saleemi 2009). There are two popular and extensively used methods for giving promotions to employees. There are promotions by seniority and promotions by merits or competence. In the promotions by seniority, period or length of service is taken as base for promotion. In the promotion by merits, qualifications, qualities, experience, etc, are used as base for giving promotion. It is always desirable to give attention to both aspects while framing the promotion policy.

Promotion may indicate that the employee is ready for more responsibility in the company and is mature enough to play a larger role in the business. Getting higher position is not only considered as a benefit, but also requires the employee more responsibility to his/her organization. If the employee is working hard, addressing all tasks expected and performing beyond expectations, they are deserved to get promotion, and therefore the employer may give the employee a promotion as a sign of excellence. A promotion may not be the result of any positive employee performance review, as the employer may not have that option each time (Dressler, 2008).

Promotion incentive could inspire workers. It pushes employees to improve their productivity, develop their knowledge and skills which increases their contribution to the organization. As a result this incentive benefits both employees and the organization. More talented workers are usually more productive higher up in organizational hierarchies. Promotions assign workers to

jobs better suiting their abilities and quickly move up talented workers (Gibbons, 1997). Good performance leads to promotion. According to Savych (2005) when promotion ladders are used as deferred compensation, almost all junior workers who prove themselves are promoted. The prospect of promotion encourages the good workers to stay and invest in specific human capital. Job seekers will self-select by limiting their applications to the type of jobs where they expect to succeed and be promoted out of the less well paid port-of-entry jobs. In some cases, promotion opportunities could motivate employees better than wages/income, especially in competitive environment. The prestige of higher positions rather than higher wages stimulates employees to work hard to win the competition (Kiyoshi Takahashi, 2006). Promotion should be considered as a long-term incentive that is more effective on employees with stable jobs than those who change jobs frequently. A number of researchers are of the opinion that motivation is strongly related to opportunities for promotion (Pergamit & Veum, 1999; Peterson et al., 2003; Scalfane, 1999). This view is supported in a study conducted by Ellickson and Logsdon (2002) with municipal government workers where satisfaction with promotional opportunities was found to be positively and significantly related to motivation. Kreitner and Kinicki (2010) however, state that the positive relationship between promotion and motivation is dependent on perceived equity by employees.

Promotion can be used by the management as a motivational force. It can be used for motivating employees for better performance and better contribution for achieving the objectives of the organization. Obwago (2010) in her study on the effect of career development on performance of public primary schools in Kenya found out that promotion affects the performance of employees to a great extent. When employees work expecting that their efforts will be recognized and rewarded through not only advancement of work but also increase in salary, then they are motivated to put more effort increasing their performance. Ehidiamen (2013) in her study on the influence of motivation on journalists' productivity found out that promotion is one of the factors that influence the journalists' motivation which in turn influenced their performance. She concluded that some of the journalists are motivated by money others are motivated by a need for personal achievement and appreciation for a job well done.

Batti (2014) notes that the lack of career enhancement opportunities is one of the challenges facing local NGOs. She adds that in project – oriented organizations, there is no certainty of growing in one’s career as the funding duration is normally short- term. Project funds and opportunities to support development of human resources are normally few or not available. As a result, employees feel undervalued, underutilized and poorly motivated which affects their overall output. Batti recommends that NGOs need to employ talent management processes that involve instituting initiatives to utilize and develop capacity of personnel. In addition, the organizations can develop simple human resource information database which can be used to record and store employee data to be used in tracking skills that are not utilized and those that need to be developed. Kiruja (2013) concluded that employee’s performance in the public middle level technical training institutions in Kenya was influenced positively by promotion. He recommends that promotion should be based on academic merit and responsibilities and be done regularly to enable the employees move from one job group to the next. The Kenya public service code of regulations mandate the supervisors to appraise employees’ performance regularly and recommend promotions based on merits.

Chacha (2013) in his study on human resource factors influencing employee performance in international NGOs in Kenya concluded that Majority of the employees (75%) had chances of being promoted based on their skills and experience and they had continued to benefit from the organizations training and development policy by acquiring necessary skills which have been instrumental in improving their performance since they joined the organization.

A promotion is a long cherished desire for the employees who are not promoted in spite of working for a long time within the organization and this may lead to frustration and disenchantment with the enterprises itself. Therefore, personnel management of any organization should have a clear cut promotional programme to motivate employees for higher performance and contribute to the profits (Saleemi 2009). The motivational programme should consist of the promotion system and the promotion policy.

2.8 The influence of recognition on employee performance in Non-Governmental organizations

The only way employees will fulfill the employers dream is to share in their dream (Kotelnikov, 2010). When employees are rewarded, they get work done. Employers get more of the behaviour they recognize, not what they assume they will automatically get from employees. Thus when employees surpass their target or exceed their standard they should be rewarded immediately as a way of motivating them. By doing this, employees directly connect the recognition with behaviour and higher performance they have attained. Effective recognition systems should always focus on the positive reinforcement. Positive reinforcement encourages the desired behaviour in organizations. This encourages employees to take positive actions leading to rewards. Reward programs should be properly designed in the organization so as to reinforce positive behaviour which leads to performance (Torrington & Hall, 2006).

Recognition as a motivational factor is an act of notice, praise or blame for outcomes and achievement. Vroom (1996) observed that recognition was either positive or negative but it must be deserved before it positively had motivational effect. Motivating and recognizing good performance for individuals and units are key success factors in effective strategy implementation Sayed (Shirley and Walsh 2000). According to (Cummings and Worley 2005), organizational rewards were powerful incentives for improving employee and work group performance. Types of recognition are many and various. There is no standard approach to recognition; however, schemes vary with the size and sector of the employer, and other objectives of the approach. The most influential factor determining the nature of scheme is organizational culture (Sagwa 2014). This dictates which form of recognition will be most appropriate to the organization concerned. Among the most widely used recognition schemes are praise, voucher and nomination based schemes

Successful organizations often attribute much of their success to a corporate culture that focuses on employee recognition, and openly recognize that “you get what you reward” (Wiscombe, 2002). In an age where retaining talent is crucial to their prosperity, companies realize that they need to do a better job at letting employees know that their work matters, by stepping up employee recognition (Clarke, 2001). Fortunately there also appears to be acknowledgement of

the fact that people are inspired in dramatically different ways, and that employee motivation should never take a one-size-fits-all approach (Terez, 2001). An organization for global manufacturer of brand-name products for consumers needed to improve levels of employee motivation fast in order to improve performance. Managers focused on ‘recognition’ as the key to raising employee morale. Every employee could nominate anyone they considered worthy of recognition. Successful employees got certificates and they really felt appreciated. In the experience of a ‘recognized’ employee “to be recognized formally gave me extra motivation and made me wonder what I could do to keep the momentum going” (Gyurcik & Brawley, 2000).

Findings from a study by Batti (2014) revealed that many staff in local NGOs felt that the organizations did not reward or recognize them for good or exemplary performance and sanctions against poor performance was something that many of the organizations failed to address or ignored. Some employees felt that as long as another employee liked or perceived to be ‘loyal’ to management, could perform poorly and remain in service for long without action being taken. This caused tension among employees who felt they worked extra hard to contribute to achievement of organization objectives yet they were not recognized for their efforts. It was also noted that the criteria for allocation of benefits was not clear and was mostly associated with “loyalty” to management rather than performance. Such situations demoralize staff and should be arrested by putting in place clear reward policy which should be applied fairly across all staff members. A culture of performance based reward should also be cultivated.

A study of what motivates senior managers by Analoui (2000) revealed discontent with the managerial style and traditional attitudes of top management who took things for granted. Good work and high quality performance were not often recognized. The old style and culture of passive interaction still persisted especially in ministries and other government organizations where some top management was referred to as —old guards‡ who had not really changed. Lack of recognition is not always a direct consequence of the presence of old values and traditional managerial styles.

It is human nature to feel good when efforts are recognized; this gives an individual the urge and need to work harder with the expectation that they will be rewarded in much better way than the

first time. Employees have different needs and different forms of recognition will apply to individuals. Jennifer Ehidiamen (2013) identified public recognition and appreciation for a job well done as factors that influence journalist's performance. Other employees will be motivated by commendation letters, a lunch treat by the office or even having the employee of the month tag. Mike, Charles & Elijah (2014) concluded that recognition motivates tea factory employees in Kenya to perform. They recommended that for equity in the administration of rewards to ensure effectiveness of the recognition system. This was supported by Aacha (2010) who found out that teachers in Uganda were intrinsically motivated by recognition.

An organization should categorize behavior and recognition schemes to ensure uniformity in recognition. Empirical research suggest that recognition schemes usually four into four categories; delivering excellent customer service, actions above and beyond the call of duty, generating ideas for performance improvements and innovations and exceptional contributions and teamwork (Sagwa 2014). Chacha (2013) found out that a clear employee rewards policy enhances employee performance and cultivates a motivated work force.

2.9 The influence of supervision on employee performance in Non-Governmental organizations

Supervision is the act of guiding a group toward its goals, see that all members of the team are productive, and resolve problems as they arise. The purpose of supervision is to discuss and review progress of the staff member's work and performance against objectives set out in the work plan or equivalent in a supportive and uninterrupted environment. It is an opportunity for two-way communication and to develop a focus in order to meet the organizations targets and goals and improve employee performance.

Supervision is a formalized HRM instrument to correct shortcomings and enhance good practice. Mathauer (2006) note that it is on the basis of supervision on which recommendations are provided to help improve individual and organizational performance. It contributes considerably to employees' self-efficacy and relates therefore to the "can-do" component of Kanfer's model of motivation. To the extent that supervision used to communicate an organizations goal and takes into account employees personal goals and needs, it also strengthens goal coherence and

affects the “will-do” component of motivation. The way employees behave may depend upon how they interpret features of the work environment. Chuang (2010) notes that an organizational climate has been suggested to be critical link between Human Resource systems and employee performance.

Some of the most common responsibilities of supervisors are to delegate work, and to give information or advice to subordinates. In acknowledging that it is the duty of supervisors to ensure that employee job performance is at maximum potential, it would be advantageous for managers in all trades and industry sectors worldwide to understand what types of employee-supervisor interactions are associated with employee job performance. Knowledge regarding the possible association between supervisor-employee relationship and job performance would enable the implementation of more effective systems for management, and subsequently, better productivity for the company through increased job performance.

Supervisors act as the face of the organization, giving employees feedback and advocating on behalf of their company. When employees feel that they are appreciated and receive rewards for service to their company, their motivation to continue receiving rewards increases, and levels of job performance increase (Rhodes & Eisenberger, 2002). POS acts as an emotional reward to employees for their continued loyalty and high job performance. These effects are exaggerated if the employee feels that the reward/support was voluntarily given to them (eg: a promotion for accomplishment in work duties), and reduced if the employee feels that such reward or support was simply a matter of policy (eg: government imposed mandatory pay increases; Rhodes & Eisenberger, 2002). In this respect, the psychological state of employees acts as a moderator in the perceived organizational support to job performance relationship.

Trust is an essential factor in the acceptance of duties and information from supervisors. Generally, whether an action was performed on an employee’s own volition, or it was requested by a superior, an employee is expected to ‘know better’ than to act in ways that are unfavorable to the company and will be held accountable for any resulting consequences. If an employee feels that his/her supervisor may give incorrect information or a task that will not benefit the company, the employee may take extra precautions and/or be reluctant to perform when working

(Elmuti, 1997). This behavior could result in slower task completion (Elmuti, 1997). In this scenario, the lack of trust established acts as an impediment to employee productivity, and consequentially results in losses for the company in the form of wasted employee time.

When employees are given more work duties without increased responsibility, it may indicate to the employees that they did not do enough work or that they are being punished. On the other hand, if more work is delegated and responsibility is increased, employees are likely to see it as a sign of appreciation and trust in their performance, which translates to a boost in self-esteem and motivation to perform (Gómez, & Rosen, 2001). Hierarchical structuring of a company keeps power situated within individuals who maintain higher ranking. When a superior feels that a subordinate employee can be trusted to take on more responsibility, more duties may be delegated to that employee, thus s/he becomes empowered through the corresponding increase in power and authority. Elmuti (1997) explained how allowing employees a level of control and authority within an organization improves both individual motivation and organizational productivity. Having clearly defined supervision activities motivates employees to work towards the expected achievements. In turn, employees are evaluated by managers based on completion of goals throughout the year (Harris, 2007). Research demonstrates that a positive relationship exists between motivation and supervision (Koustelios, 2001; Peterson, Puia&Suess, 2003; Smucker, Whisenant, & Pederson, 2003).

Supervision forms a pivotal role relating to motivation in terms of the ability of the supervisor to provide emotional and technical support and guidance with work related tasks (Robbins et al., 2003). Supervisors contribute to high or low morale in the workplace. Morale affects performance. The supervisor's attitude and behavior toward employees may also be a contributing factor to job-related complaints. Supervisors with high relationship behavior strongly impact on employee performance. Wech (2002) supports this view by adding that supervisory behavior strongly affects the development of trust in relationships with employees. The author further postulates that trust may, in turn, have a significant relationship with employee performance.

Besigwe (2011) carried out a study on quality supervision and employee performance in Mairye Estate - Uganda and concluded that there is a positive relationship between quality supervision and employee performance. This was supported by the finding of a study carried by Charles, Kimutai, & Kosgei on the impact of head teachers' supervision of teachers on employee academic performance in secondary schools. The findings revealed that supervision had positive relationship with schools overall mean score in KCSE. Aacha (2010) in a study of motivation and the performance of primary school teachers in Uganda concluded that teachers were intrinsically motivated by the quality of supervision. A study conducted by Packard & Kauppi (1999) found that employees with supervisors displaying democratic management styles experienced higher levels of motivation and performance compared to those who had supervisors who exhibited autocratic or laissez – faire leadership styles. Bassett (1994) maintains that supervisors bringing the humanistic part to the job, by being considerate toward their employees, contribute towards increasing the employee's level of job motivation.

2.10 Conceptual framework

Figure 1 is the conceptual framework indicating possible relationship between motivation and employee performance.

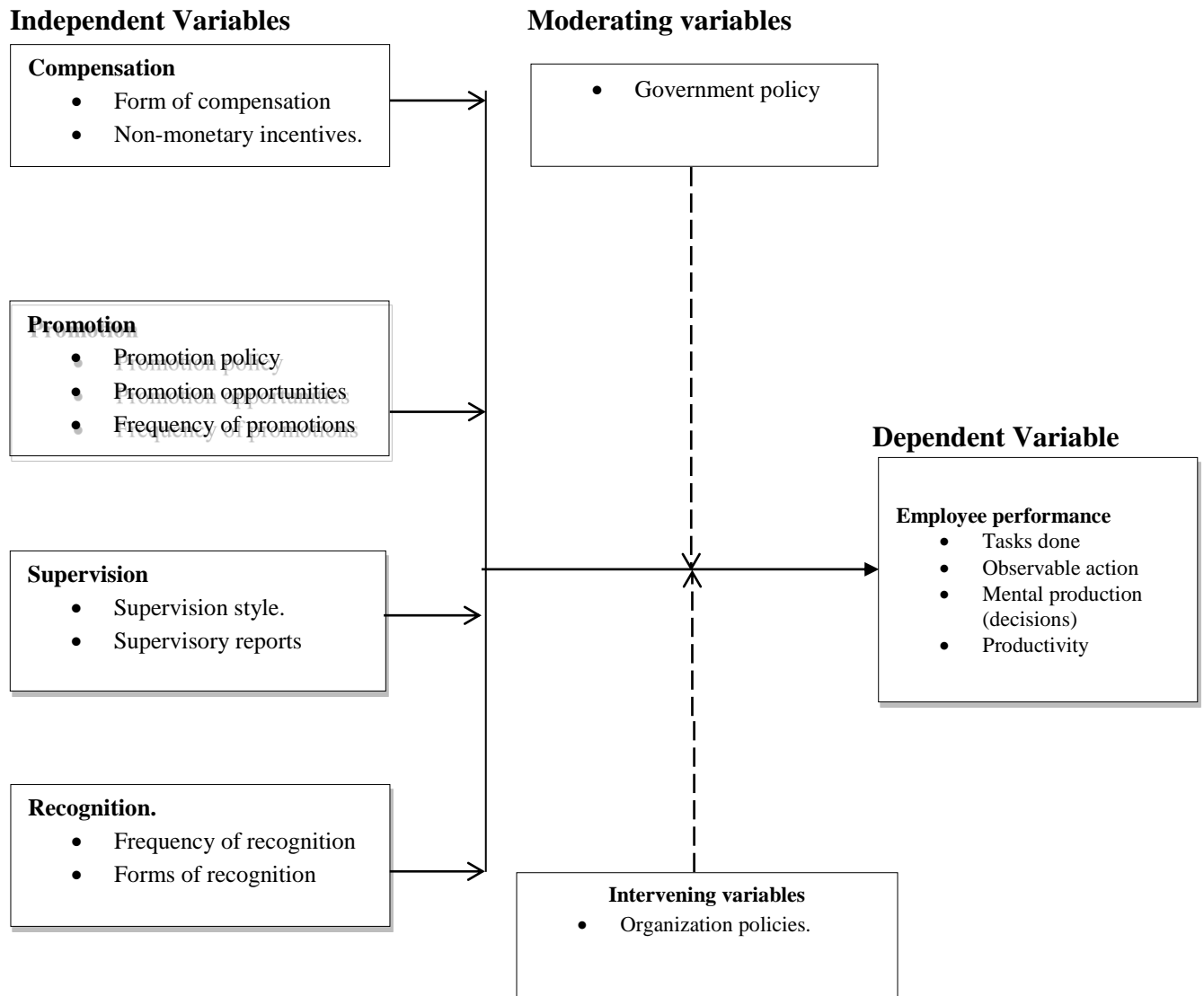


Figure 1: Conceptual framework

2.11 Gaps in Literature Review

Many work motivation theories have represented the influence of motivation on employee performance. In addition, many work motivation theories have tried to explain motivation and its influence, such as: Maslow's (1943) Hierarchy of Needs, Herzberg's (1968) Two-Factor (Motivator-Hygiene) Theory, Adam's (1965) Equity Theory, Porter and Lawler's (1968) modified version of Vroom's (1964) VIE Model, Locke's (1969) Discrepancy Theory, Hackman and Oldham's (1976) Job Characteristics Model, Locke's (1976) Range of Affect Theory, Bandura's (1977) Social Learning Theory, and Landy's (1978) Opponent Process Theory. A person's individual well-being at work, therefore, is a very significant aspect of research (Judge & Klinger, 2007).

Research has offered little support that a happy employee is productive; furthermore, some research has suggested that causality may flow in the opposite direction, from productivity to satisfaction (Bassett, 1994). This study of the influence of motivation to employee performance in Kenya Tenri Society addresses the gap in research for the different organizations. Until present, there is no research that has been conducted in the organization itself to investigate the influence of motivation and employee performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the methodology used in the study. This includes the research design, the target population, sample size and sampling procedures, data collection instruments and procedures and data analysis methods. Validity and reliability of research instruments is also covered.

3.2 Research Design

This study applied a descriptive research design as the variables in the study require both qualitative and quantitative analysis. Descriptive research design determines and describes the way things are. It seeks to describe a unit in detail, in context and holistically. The research sought to account how compensation, promotion, supervision, recognition for performance and provision of allowances influence employees' performance. Raw data was collected through questionnaires which were administered to the respondents. This research design was selected as it enabled descriptions of views beliefs and perceptions of employees. The method is the most frequently used for collecting data about people's opinions, attitudes, and habits (Blog & Gall 1997).

3.3 Target Population

The target population for this study was 745 employees of Kenya Tenri Society in Embu County. The data obtained from the employees was analyzed and the results generalized to draw conclusions. The Society runs a Hospital, polytechnic, primary school and a children's home within Embu County.

Table 3.1 Target Population

Category	Population Size
Embu Children Hospital	254
Tenri Primary School	35
Embu Tenri Polytechnic	29
Makima Children's Home	27
Other Branches & Field Work	400
Total	745

3.4 Sample Procedures and Size

Having identified the number of institutions in the county, Purposive sampling was employed to select the institutions in each Sub County. Stratified random sampling was used to select representative respondents from the selected institutions in each Sub County. The population was stratified into five cadres of employees; management, supervisory, technical, clerical and support staff. According to Borg and Gall (1998) a representative samples should be 20- 30% of the population. The study employed Yamanes formula to identify the sample size from the population (Yamane, 1967), as below;

$$n = N / [1+N(e)^2]$$

$$n = 745 / [1+745(0.05)^2]$$

$$n= 745/ (1+1.8625)$$

$$n= 260$$

The research engaged 260 employees as the sample size or number of respondents from the 745 employees of Kenya Tenri Society. Respondents were selected from the five cadres of staff.

3.5 Methods of Data Collection

For collection of primary data, I used questionnaires. The appropriateness of using questionnaires as an instrument is that the instrument will display the results required and is suitable for the population under survey. I designed one questionnaire which was administered to the five cadres of employees of the Society. The questionnaires was structured in sections to collect relevant information as limited to the objectives of the study. These sections were based on employee bio data, employee motivation, employee performance and the influence of motivation on employee performance.

3.5.1 Pilot Testing Instrument

A sample identical questionnaire was administered to staff members in one out of the four institutions. The pre-test was to identify ambiguous questions for realignment to the study objectives. Wrong phrasing, insufficient response spaces and unclear instructions were also identified and corrected. The results of the pre-test informed that the research content was valid.

3.5.2 Validity of the Instruments

Validity is ‘the accuracy and meaningfulness of inferences which are based on research results (Mugenda and Mugenda 2003). In this study, validity was measured through the test instruments ability to measure what it is supposed to measure. A sample questionnaire was prepared and pretested with one KTS institution purposively selected.

3.5.3 Reliability of the Instrument

Reliability is a measure of degree to which a research instrument yields consistent results or data after repeated trials (Mugenda and Mugenda 2003 test re-test method was applied to test the instruments reliability. This was achieved through administering the instrument twice to the same pilot group at intervals of two weeks with initial conditions constant. Analyses from the two pilot tests established the extent to which the instruments context was administered. Using the Spearman Brown correlation coefficient formula the correlation coefficient obtained was 0.79. This means the items in the questionnaire were deemed sufficient. The results from the pre-test were used in revising the tools to ensure they are reliable.

3.6 Operational Definition of variables

This section of the methodology seeks to operationalize independent variables that were measured in the process of study. These independent variables were derived from the objectives.

Table 3.2 Operationalization of variables

<i>Objective</i>	<i>Variable</i>	<i>Indicator</i>	<i>Measurement</i>	<i>Scale</i>	<i>Type of statistics</i>
To find out the influence of compensation on the performance of employees of Kenya Tenri Society	Compensation	Salary ranges p.m	Direct measure (income range eg 20,000- 30,000). Influence on performance.	Ordinal	Descriptive
To determine the influence that supervision has on the performance of employees of Kenya Tenri Society employees.	Supervision	Supervisory reports. Performance appraisal reports.	Quality of appraisal reports. Influence on performance.	Ordinal	Descriptive
To assess the influence of promotion on employee performance at Kenya Tenri Society.	Promotion	Letters of promotion.	Frequency of promotions. Influence on performance.	Ordinal	Descriptive
To find out the influence of recognition on performance among the employees of Kenya Tenri Society.	Recognition	Letters of commendation. Performance certificates.	Forms of recognition. Influence on performance.	Ordinal	Descriptive

3.7 Data Analysis Techniques

The data from the questionnaires was entered in a computer and statistical package for social scientists programme was used to analyze it. The percentage number of respondents according to variables like age, sex, level of education and motivating factors is presented in tables. The influence of motivation on employee performance was established. Correlation analysis was applied to find out if employee performance changes when compensation, promotion, recognition and supervision are varied. Narration was used to interpret the relation between variables. Qualitative data is organized according to themes identified from the research questions and I analyzed the data using content analysis.

3.8 Ethical Considerations

The data collected as well as the results was highly confidential. To ensure this level of confidentiality, full consent of the participants was sought and they were advised not to write their identities anywhere on the questionnaires. The study did not create any form of risk to participants or cause any form of anxiety. There were no direct benefits to the subjects but the results are expected to be of value to the entire organization.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the questionnaire response rate, results of demographic characteristics of respondents, the influence of; compensation, promotion, recognition and quality of supervision on an employee's performance in Non-Governmental Organizations taking a case of Kenya Tenri Society.

4.2 Questionnaire Response Rate

The study targeted 260 respondents and 188 questionnaires were returned for analysis giving a response rate of 72%. The response rate was achieved as a result of good coordination of the data collection exercise which was supported by the organizations human resources management team. Similarly there was a detailed explanation to all employees on the importance of the study. The questionnaires that were not received was because of the nature of work and some employees were on annual leave.

4.3 Demographic Characteristics of the Respondents

The study was carried out in Kenya Tenri Society and a total of 188 employees were interviewed in various cadres as follows; management (5%), supervisory (11.7%), technical (24%), clerical (28%) and support staff cadre which had the majority of employees at (60%). In regard to gender, (52.12%) were male while (47.9%) were female. The respondents' age is represented in Table 4.1.

Table 4.1: Respondents Age Distribution

Age	Frequency	Percentage
20- 25 Years	43	23
26-30 Years	49	26
31-35 Years	31	17
36-40 Years	15	8.0
41-45 Years	12	6.0
45- 60Years	38	20
Total	188	100

Table 4.1 illustrates that 49 (26%) of the respondents were aged between 26-30 years, 43 (23%) were aged between 20-25 years, 38 (20%) were aged between 45-60 years, 31 (17%) were aged between 31-35 years, 15 (8%) were aged between 36-40 years while the 12(6%) were aged between 41-45 years (6%). The organization seems to have a relatively young workforce which places it at a competitive advantage in the near future. From the 188 respondents (98) were male consisting of (52%) while (90) were female consisting (48%) of the total respondents. This therefore indicates that the ratio of male to female employees within the organization is fairly balanced which confirms that the organization lives by its spirit of being an equal opportunity employer.

4.4. The influence of compensation on employee morale to perform

Employees were asked to state their perception of satisfaction with their current compensation package in order to determine the influence of compensation on employee performance in the organization. The results are as indicated in Table 4.2;

Table 4.2: Satisfaction with employee’s current compensation package

Satisfaction	Frequency	Percent
Strongly agree	0	0
Agree	0	0
Undecided	0	0
Disagree	64	33
Strongly disagree	124	66
Total	188	100

Table 4.2 indicates that no employee strongly agreed or agreed that they are satisfied with their compensation. 124 (66%) respondents strongly disagreed while 64 (33%) of the respondents disagreed that they are satisfied with their compensation. 188 (100%) of the employees stated that their salaries were inadequate to meet their basic needs. 113 (60%) of the respondents reported that there were no other forms of compensation other than the salaries while 75 (40%) of the respondents reported that there were other forms of compensation in addition to the salaries. Among the respondent who agreed to their being other forms of compensations; (82 %) identified the other form of compensation as public holiday allowance while the rest did not identify the other form of compensation.

The study attempted to determine the influence of compensation on employee performance and respondents were asked whether compensation influenced their morale to perform and they responded as indicated in Table 4.3.

Table 4.3: Compensation influences morale to work

	Frequency	Percent
Yes	150	80
No	38	20
Total	188	100

Table 4.3 illustrates that, 150 (80%) of the respondents agreed that compensation affects their morale to perform while 38 (20%) disagreed. All the 150 respondents who agreed that compensation affects their morale to perform reported that the influence is negative, (102) citing low salaries and 48 citing inadequate allowances. They added that if they were satisfied with their salaries, the effect would be positive. This shows that there is a relationship between satisfaction with compensation and the type of influence it has on employees' morale to perform, 120 (64%) of the respondents felt that increase in the compensation package would improve employee motivation.

The study sought to assess the level of influence of compensation on employee performance, and employees of KTS were asked to describe the extent to which compensation influenced their morale to perform. The results are as tabled in Table 4.4;

Table 4.4: Extent of influence of compensation on employee morale to perform

Level of influence	Frequency	Percent
Big extent	115	61
Small extent	40	22
Not at all	33	17
Total	188	100

Table 4.4 indicates that 115 (61%) of the respondents confirmed that compensation affects their morale to perform to a big extent, 40 (22%) to a small extent and 33 (17%) confirmed that compensation has no effect on their morale to perform.

4.4.1 Compensation and employee performance

Respondents were asked to state if their performance is influenced by the compensation package in order to assess the influence of compensation on employee performance. Their response was as indicated in Table 4.5;

Table 4.5: Employee performance in the organization is influenced by the compensation package

	Frequency	Percent
Strongly agree	139	74
Agree	24	13
Undecided	0	0
Disagree	23	12
Strongly disagree	2	1
Total	188	100

Table 4.5 indicates that 139(74%) of the respondents strongly agreed with the statement that employee performance in the organization is influenced by the compensation package offered, 24 (13%) agreed, 23 (12%) disagreed and 2 (1%) strongly disagreed. This shows that employees have a very strong attachment to the compensation package.

4.4.2 Correlation between influence of compensation on employee morale to perform and influence on employee actual performance

A deliberate attempt was made to try and establish if there exists any significant relationship between the influence of compensation on employee morale to perform and influence on employee actual performance. The results are depicted in Table 4.6

Table 4.6: Correlation between influence of compensation on employee morale to perform and influence on employee actual performance

Values	Influence of compensation		P
	Morale to perform	Actual Performance	
Agree	150	163	P= 1
Disagree	38	25	

Table 4.6 indicates that there is a perfect positive association ($P= 1$) between employee morale to perform and employee actual performance. This means that if you increase employee morale to perform, then actual performance will automatically go up. Where $P=1$, (100%) of the variation is related. Increasing employee compensation at KTS will increase their morale to perform and their actual performance by (100%).

4.5 Influence of promotion on employee performance in the organization

Respondents were asked to state their perception of promotion in the organization and their response was as indicated in the Table 4.7;

Table 4.7: Employee promotion in the organization

	Strongly Agree	Agree	Disagree	Strongly Disagree
	Percent	Percent	Percent	Percent
Existence of promotion Opportunities	5	16	46	33
Existence of promotion Policy	10	22	50	18

Table 4.7 indicates that 86 (46%) of the respondents disagreed that their employment in the society gave them promotion opportunities, 62 (33%) strongly disagreed, 30 (16%) agreed while 9 (5%) strongly agreed. Out of the respondents who agreed, most reported that the basis of their promotion was good performance. On the other hand, a number of respondents believed there were promotion opportunities but they never benefited as they have little time to for training and development. This gives an indication that the society has not fully supported its employees in career development. On existence of a clear promotion policy, 144 (50%) of the respondents disagreed that there exists a clear promotion policy, 41 (22%) agree, 39(18%) strongly disagree and 19(10%) strongly agree.

The study sought to determine whether employees were satisfied with promotion at the organization, respondents were asked if they were satisfied with the current promotion opportunities. The results are depicted in Table 4.8.

Table 4.8: Employee satisfaction with current promotion opportunities

Satisfaction	Frequency	Percent
Strongly agree	15	8
Agree	30	16
Undecided	0	0
Disagree	79	42
Strongly disagree	64	34
Total	188	100

According to Table 4.8 79(42%) of the respondents disagreed with the statement that their employment at the organization gave them a chance to advance to a higher position, 64(34%) strongly disagreed, 30(16%) agreed and 15(8%) strongly agreed. This shows that 76% of the respondents are not satisfied with promotion in the organization as they have not had the chance for advancement. This percentage is very close to the 77 % percentage of respondents who do not agree that there exist promotion opportunities in the organization. In addition, 36 (19 %) of the respondents reported to have been promoted while 152 (81%) of the respondents have never been promoted since employment.

158(84%) of the respondents agreed that existence of promotion opportunities would affect their morale to perform while 30(16%) disagreed. among those who agreed that promotion would affect their moral to perform reported that the effect would be positive leading to improved performance. The study sought to find out if employee performance was influenced promotion. The responses were as tabulated in Table 4.9.

Table 4.9: Level of Influence of promotion on employee morale to perform

Level of influence	Frequency	Percent
Big extent	103	55
Small extent	45	24
Not at all	39	21
Total	188	100

As indicated in Table 4. 9 103(55%) of the respondents reported that promotion affects their morale to perform to a big extent, 45 (24%) to a small extent and 39 (21%) to a small extent.

4.5.1 Promotion influences employee performance

The respondents were their perception of the influence of existence of promotion opportunities on employee’s performance in the society and they responded as indicated in Table 4.10:

Table 4.10: Promotion opportunities influence employee performance in the organization

	Frequency	Percent
Strongly agree	62	33
Agree	100	53
Undecided	0	0
Disagree	13	7
Strongly disagree	13	7
Total	188	100

Table 4.10 illustrates that, 100(53%) of employees agree that promotion influences employee performance in the organization, 62(33%) strongly agree, 13(7%) disagree and 13(7%) strongly disagree that employee performance is influenced by promotion.

4.5.2 Correlation between satisfaction with promotion and employee morale to perform

The study sought to determine if there exists any significant relationship between employee satisfaction and employee morale to perform following the value attached to promotion by respondents. The results are as indicated in Table 4.11.

Table 4.11: Correlation between satisfaction with promotion and employee morale to perform

Employee Promotion			
Values	Satisfied	Influence on Morale	P
Strongly agree	15	62	
Agree	30	100	P= -0.813
Disagree	79	13	
Strongly disagree	64	13	

Table 4.11 indicates that, there is strong negative association between promotion and employee morale to perform. The correlation coefficient is (- 0.813) indicating that decrease in satisfaction with promotion will decrease employee morale to perform. The coefficient also implies that (66%) of the variables are related. Most of the employees at KTS have never been promoted since employment.

4.6. Influence of recognition on employee morale to perform

Respondents were asked if they were satisfied with the current recognition systems. The responses were as indicated in the Table 4.12;

Table 4.12: Satisfaction with recognition systems in the organization

Satisfaction	Frequency	Percent
Strongly agree	85	45
Agree	79	42
Undecided	0	0
Disagree	8	4
Strongly disagree	16	9
Total	188	100

Table 4.12 indicates that, 85(45%) of the respondents strongly agree that their performance will be recognized by the organization, 79 (42%) agree, 16(9 %) strongly disagree while 8(4%) disagree. In addition, 112 (60%) of the respondents reported that they been recognized for good performance and 76 (40%) have not been recognized for good performance. Out of all the respondents, 28% agreed that there is another basis for recognition while 72% disagreed that there is another basis for recognition in the society. Additionally, respondents were requested to state the frequency of recognition since appointment. The response was as tabled in Table 4.13.

Table 4.13: Frequency of recognition

Times recognized	Frequency	Percent
1-2	55	29
3-4	45	24
>5	19	10
Never	69	37
Total	188	100

Table 4.13 indicates that 66(37%) of employees have never been recognized for good performance, 55(29%) have been recognized between one to two times, 45(24%) three to four times and 19(10%) have been recognized for good performance over five times. Out of the respondents whose performance has been recognized, 79 % reported that they were recognized by a word of thank you and congratulation in the presence of other employees while 19% reported that they were recognized through annual increments. One of the objectives of the study was to assess the influence of recognition on employee performance. The results are as indicated in Table 4.14.

Table 4.14: Influence of recognition on employees' morale to perform

Level of influence	Frequency	Percent
Big extent	109	58
Small extent	41	22
Not at all	38	20
Total	188	100

Table 4.14 indicates that, 109 (58%) of the respondents reported that the recognition affects their morale to perform to a big extent, 41(22%) to a small extent and 38(20%) reported that recognition does not affect their morale to perform at all. 30 of the respondent who reported that recognition does not affect their morale to perform said that they enjoy their work and serving their clients gives them satisfaction, 8 did not respond as to why their morale is not affected by recognition.

4.6.1 Influence of recognition on employee performance in the organization

Respondents were asked if their performance was influenced by recognition, they responded as tabulated in the Table 4.15;

Table 4.15: Recognition influences employee performance in the organization

	Frequency	Percent
Strongly agree	124	66
Agree	24	13
Undecided	0	0
Disagree	32	17
Strongly disagree	8	4
Total	188	100

Table 4.15 illustrates, 124(66%) of the respondents strongly agree that recognition influences the performance of employees in the organization, 32(17%) disagree, 24(13%) agree and 8(4%) of the respondents strongly disagreed. (72%) of the respondents reported that financial recognition would motivate them better than word of mouth.

4.6.2 Correlation between employee performance and recognition in the organization

The study went head to establish if there exists significant relationship between employee performance and recognition. Results of the correlation analysis were as tabled in Table 4.16.

Table 4.16: Correlation between employee performance and recognition in the organization

Values	Employee Recognition		P
	satisfied	Influence on performance	
Strongly agree	85	124	P= 0.6251
Agree	79	24	
Disagree	8	32	
Strongly disagree	16	8	

Table 4.16 shows that there is a moderate (0.6251) association between recognition and employee performance. Increase in satisfaction with recognition will lead to increase in performance. The correlation coefficient indicates that (40%) of the variations are related. Recognition in KTS is based on performance and employees are recognized by word of mouth. (13%) of the employees are not satisfied with recognition systems in KTS and (37%) have never been recognized since employment.

4.7 The influence of supervision of employee performance in the organization

The study went further to find out the perception of employee on their satisfaction with supervision in the organization, the respondents were asked is they have a good relationship with their supervisor. Their response was as indicated in the Table 4.17;

Table 4.17: Employee relationship with supervisors in the organization

Satisfaction	Frequency	Percent
Strongly agree	18	10
Agree	109	58
Undecided	0	0
Disagree	38	20
Strongly disagree	23	12
Total	188	100

Table 4.17 indicates that 109(58%) of the respondents agree that they have a good relationship with their supervisor, 30(16%) disagree, 23(12%) strongly disagree, 15(8%) were undecided and 11(6 %) strongly agreed. In determining supervision relations in the organization, respondents were asked if there existed clear reporting line and they responded as indicated in Table 4.18.

Table 4.18: Existence of clear reporting lines

	Frequency	Percent
Yes	105	56
No	83	44
Total	188	100

Table 4.18 illustrates that 105(56%) of the respondents agreed that there are clear reporting line in the organization while 83(44%) disagreed. all of the respondents confirmed that there is no documentation on the reporting lines but those who are aware of the reporting lines reported that they were told of their supervisors on appointment. Out of the (83) respondents who disagreed on existence of clear reporting lines, (43) are support staff who reported that different section heads allocate them different duties within the same time frame leading to confusion. This affects their performance as they may not finish all the tasks within the expected time frame. The affected officer in the support staff cadre suggested that they should have one supervisor who should take instructions from section heads, plan the work and allocate them duties in order of priority this would enhance efficiency and improve their morale to perform.

145 (77%) of the respondents agreed that their relationship with their supervisors would affect their morale to perform while 43 (33%) reported that their relationship with their supervisor would not affect their morale to perform. The respondents were further questioned on the extent of this influence and their response was as indicated in Table 4.19;

Table 4.19: Extent of influence of supervision on employee morale to perform

Level of influence	Frequency	Percent
Big extent	73	39
Small extent	58	31
Not at all	56	30
Total	188	100

Table 4.19 indicates that 73(39%) of the respondents reported that supervision would influence their morale to perm to a big extent, 58(31%) would be affected to a small extent while 56 (30%) would not be affected at all.

4. 7.1 Supervision and employee performance

The study identified the role of supervision in employee performance by asking the employees if supervision influenced their performance. Their response was as indicated in Table 4.20;

Table 4.20: Supervision influences employee performance

Satisfaction	Frequency	Percent
Strongly agree	49	26
Agree	101	54
Undecided	2	1
Disagree	30	16
Strongly disagree	6	3
Total	188	100

Table 4.20 indicates that 101(54%) of the respondents agree that supervision influences their performance, 49(26%) strongly agree, 30(16%) disagreed, 6(3%) strongly disagree and 2(1%) were undecided if supervision influences their morale to perform.

4.7.2 Correlation between employee relationship with supervisor and influence of supervisor on employee morale to perform

A correlation analysis between the two variables was calculated in order to establish the relationship between supervision and employee morale to perform,. The results are indicated in Table 4.21.

Table 4.21: Correlation between employee relationship with supervisor and influence of supervisor on employee morale to perform

Values	Employee Supervision		P
	Good Relationship	Influence on Morale	
Strongly agree	18	49	P= 0.8662
Agree	109	101	
Disagree	38	30	
Strongly disagree	23	6	

Table 4.21 indicates that there is a strong positive association (0.8662) between supervision and employee performance. This means that increase in the quality of supervision will increase employee morale to perform. The correlation coefficient implies that (75%) of the variations are related, (56 %) of employees at KTS agree that there are clear reporting lines and (68%) have a good relationship with their supervisors.

4.8. Influence of motivation on employee performance

Respondents were asked if they felt that the motivators offered by the organization contributed to employee performance to determine the level of motivation in the organization. 56% of the respondents reported that the motivators were sufficient and contributed to employee performance, (44%) disagreed that the motivators were sufficient to contribute to employee performance. In addition, the respondents were asked if they enjoyed and felt motivated by their work and their response was as indicated in the Table 4.22;

Table 4.22: Employees enjoy and are motivated by their work

	Frequency	Percent
Yes	88	47
Sometimes	26	12
No	77	41
Total	188	100

Table 4.22 indicates that 88(47%) of the employees agreed that they enjoy and feel motivated by their work, 77(41%) do not enjoy and are not motivated by their work and 26(12%) enjoy and are motivated by their work sometimes. The respondents who felt motivated by their work gave the reasons in the table 4.23;

In an attempt to identify strong motivating factors in the organization, respondents were asked what motivates them most and they responded as indicated in Table 4.23

Table 4.23: Factors that motivate employees in the organization

Motivator	Frequency	Percent
Work itself	32	36
Recognition	21	23
Allowances	1	1
Good supervision	19	22
Annual increment	9	10
Promotion	6	7%
Total	88	100

Table 4.23 indicates that 32 (36%) of the employees who agreed that they enjoy and are motivated by their work reported that the motivation comes from the work itself, 21(23%) said the motivation comes from recognition of good performance, 19 (22%) from good supervision. 9 (10%) reported that their enjoyment and motivation comes from annual increment, 6 (7%) from promotion and 1 (1%) from allowances.

To establish the influence of the various variables in the study on employee motivation, employees were asked to describe how best the organization can motivate employees to improve their performance. Their response was as indicated in Table 4.24;

Table 4.24: Motivators that motivate employees best to improve employee performance

Motivator	Frequency	Percent
Improved Compensation	58	31
Promotion opportunities	44	23
Recognition	58	31
Good supervision	28	15
Total	88	100

Table 4.24 indicates that 58(31%) of the respondents reported that improved compensation and recognition would be the best motivators to improve employee performance. 44(23%) reported that promotion would be best motivator while 28(15%) said good supervision would motivate them best to improve good performance. This implies that the management should enhance the compensation package and recognition scheme first in order to improve the performance of majority of employees. This should be followed by the promotion scheme and quality supervision.

4.8.2 Employee performance in the organization

Respondents were asked to rank employee performance in the society in order to determine the level of employee performance in the organization. Their response was as indicated in Table 4.25;

Table 4.25: Employee performance

Rank	Frequency	Percent
Excellent	60	32
Good	88	47
Average	40	21
Below Average	0	0
Total	88	100

Table 4.25 indicates that 88 (47%) of the respondents ranked employee performance as good, 60(32%) reported employee performance is excellent and 40 (21%) ranked performance as average. In addition, respondents were asked to identify factors affecting employee performance, and their response was as indicated in table 4.26;

Table 4.26: Factors affecting employee performance

Factor	Frequency	Percent
Low salary	173	92
Non recognition	160	85
Insufficient equipment	55	29
Understaffing	118	63
Lack of incentives	152	81
No promotions	149	79
Intimidation	21	11
Unclear reporting lines	69	36
Job insecurity	28	15

Table 4.26 illustrates that 173(92%) of employees reported that low salary affects employees performance, 160(85%) said non recognition, 152(81%) lack of incentives, 149(79%) lack of promotion opportunities, 118(63%) understaffing, 69(36%) unclear reporting lines,55(29%) insufficient equipment, 28(15%) job insecurity and 21 (11%) intimidation by superiors.

4.8.3 Correlation between employee performance and motivation

The study went further to examine if there existed any significant relationship between employee performance and motivation, the correlation coefficient was calculated and the results are indicated in Table 4.27.

Table 4.27: Correlation between employee performance and motivation

Values	Motivation %		
	Motivation	Performance	P
Good	47	79	
Average	12	21	P= -0.508
Poor	41	0	

Table 4.27 indicates that there is a significant association between employee motivation and employee performance. The correlation coefficient is (-0.508), denoting a moderate negative association. This means that decrease in employee motivation will decrease employee performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section of the report represents a consolidated summary of findings, discussions, conclusions, study recommendations and suggestions for further investigations. The objectives of the study were to; establish the influence of compensation on employee performance, determine the influence of promotion on employee performance, assess the influence of recognition on employee performance and examine the influence of supervision on performance among the employees. Findings of the study confirm that employee performance is determined by a combination of organizational and individual factors.

5.2 Summary of findings

Data collected from sampled respondents enabled the study to assess the influence of motivation on employee performance in Non-Governmental Institutions using KTS as a case example. Motivators examined by the study include; the compensation package, promotion, recognition and supervision. Each of these factors was assessed to establish whether they had any influence on employee performance and the extent of influence was also assessed.

The study found out that all the employees were not satisfied with their current compensation package which was based on the organizations ability. In addition, majority of employees reported that the compensation package offered affected their morale to perform. Moreover, most employees reported that the compensation package affected their morale to perform to a big extent; only (17%) reported that the compensation package did not affect their morale to perform. The study went further to examine the influence of compensation on employees' actual performance and it was clear that most employees (87%) performance was affected by compensation.

A correlation between the influence of compensation on morale to perform and the influence on actual performance was statistically significant (P value =1) proving that there is a perfect positive association between the two variables. Following this finding one can confirm that compensation affects employee morale to perform and actual performance. This is so because when employees are not satisfied with their compensation package, they are unable to meet their needs, this causes stress and lack of concentration which lowers employee morale and productivity. Their salaries do not meet their basic needs and no allowances are provided to cater for overtime or meals.

Majority of the employee (68%) reported that there was no clear policy on promotion and (79%) said that they did not believe that they have chances of being promoted. Only (24%) of the employees were satisfied with the current promotion mechanisms in place at the organization. This is a clear indication that KTS employees are not being promoted as often and as they expect despite academic qualifications, good performance and long service in the organization. The situation has influenced employee morale to perform as reported by a majority of staff who agreed that their morale to perform is influenced by their satisfaction with promotion. The study went further to examine the influence of promotion on employee actual performance, (88%) of the respondents reported that promotion influences their performance.

More than half of the respondents reported that promotion influences their performance to a big extent and only (21%) reported that promotion has no influence on their performance. A correlation between employee satisfaction and employee morale to perform was statistically significant (p value = -0.813) proving that there is a strong negative association between the two variables. This indicates that employees attach great value to promotion but they feel that the organization has not done its best to promote them as they deserve. Their lack of satisfaction with promotion has led to a downward trend in performance. The findings indicate that promotion influences employee performance. KTS should develop and implement a clear and fair promotion policy in order to improve employee morale to perform and their overall output.

Respondents (63%) reported that they have ever been recognized for good performance and (87%) confirmed that they are satisfied with recognition in the society, (55%) of the respondents who have been recognized said that they had been recognized between one and five times, (10%) were recognized over five times.

This response rates explains the high satisfaction with recognition in the organization. however, all respondents suggested that for recognition to have more weight, a financial benefit should be attached as the current form of recognition was by word of mouth. The study went further to assess the influence of recognition on employee performance. The influence was confirmed by majority of respondents (79%) who agreed that recognition influences their morale and actual performance, (58%) added that recognition influenced their performance to a big extent, (22%) to a small extent and only (20%) reported that recognition does not influence their performance at all. A cross tabulation between recognition and performance was statistically significant (p Value =0.6251) this therefore confirms that recognition creates a fertile ground for improved employee performance. Findings from the reveal of the assessment indicate that recognition influences employee performance. In order to increase employee productivity, KTS should improve on the form of recognition as employees feel appreciated, the appreciation boost their morale and work harder.

The influence of supervision on employee performance was examined and findings of this study indicate that majority of the respondents (68%) were satisfied with supervision in the organization with (77%) reporting that they have a good relationship with their supervisors. Additionally, more than half of the respondents reported that there are clear reporting lines at the organization and that employees are aware of their immediate supervisor. Majority of the respondents agreed that supervision influences their performance with 39 % reporting that the influence is to a big extent and 31% are influenced to a small extent. Correlation between supervision and employee performance confirmed that there is a strong association (p value = 0.8662) between the two variables. This means that improved relationship with supervisor will lead to improved employee morale and performance. From the findings, it is clear that employee performance is influenced by quality of supervision.

The influence of employee motivation on performance was assessed and findings from this study indicate that (59%) of the respondents enjoy and are motivated by their work, (32%) of the respondents reported that they are motivated most by the work itself, (23 %) by recognition of good performance and (22%) by quality supervision and team work.

Other motivators identified by the respondents were annual increment and allowance paid to employees who worked over the public holidays. Out of the variables under investigations, compensation and recognition ranked as top motivators to improve employee performance with a response of 31% each. Promotion came in next with support of (23%) of the respondent and supervision was supported by 15% of respondents. The study went ahead to examine the perception of employees on their performance and respondent were asked to rate the performance of all employees; (47%) reported that the performance is good, (32%) excellent while (21%) reported that employee performance is average. A cross tabulation between motivation and improved employee performance was significant (p Value =- 0.508). This confirmed that decrease in motivation leads to decrease in performance of employees and the organization in general.

5.3 Discussion of the study

From findings of the study it is apparent that some of the findings resonate with previous studies some of which have been reviewed and have formed part of the literature review of this study. Similarly some findings have provided an opportunity for organizations to redirect their focus to more strategic human resources aspects that exhibit significant impact on employee performance in the organization.

5.3.1 The influence of compensation on employee performance

The study confirmed that employees in KTS were not satisfied with their current compensation package as the salaries were not adequate to meet their basic needs. In addition, majority of employees reported that the organization had clear policy guidelines that governed their compensation from entry point. Majority of the employee said that their salaries were based on the organizations ability and not their individual performance. They also confirmed that in addition to the salaries, they receive salary increment from time to time; the increments are

awarded to all employees. Employees suggested that the increment should be annual to cater for inflation which increases the cost of living. The employees confirmed that they receive an allowance for working over public holidays; however, the allowance is not sufficient. Several private sector studies have found that better paid employees tend to be more productive and more satisfied with their jobs (Steel & Warner, 1990).

This is because money is linked directly or indirectly to the satisfaction of human basic needs of survival and security. This resonates with the findings of the study where employees' morale to perform and actual performance is influenced by their compensation package. Study findings indicate that there is a perfect relationship between compensation and employee performance. This is similar to the findings of Florence & George (2013) in their analysis of performance management on employees study at KENGEN which found out that there is a strong relationship between remuneration and performance; remuneration motivates employees. Pay not only impacts performance but also attracts and retains skills in the industry and skilled employees perform better than fresh recruits.

5.3.2 The influence of promotion on employee performance

From the study findings promotions seems to have been silent in KTS. Majority of the employees (81%) said that they never had a chance of being promoted despite good performance and long service. The findings confirmed that the organization did not have a promotion policy (68%). This therefore means if the policy exists then majority of employees are not aware of its existence. Obwago (2010) in her study on the effect of career development on performance of public primary schools in Kenya found out that promotion affects the performance of employees to a great extent. The finding was supported by majority of the respondents who agreed that their performance is influenced by promotion, (55%) of the respondents in the study reported that their performance is influenced to a big extent.

Getting higher position is not only considered as one kind of benefits, but also requires the employee more responsibility to his/her organization. If the employee is working hard, addressing all tasks expected and performing beyond expectations, they are deserved to get promotion, and therefore the employer may give the employee a promotion as a sign of

excellence. This has been the case at KTS as (93 %) of the employees who had been promoted believed that the promotion was based on their excellent performance.

Findings of the study indicate that there is a strong association (p value = -0.813) between promotion and employee performance. The association is negative meaning that decrease in satisfaction with promotion will lead to decrease in employee performance. Employees work expecting that their efforts will be recognized and rewarded through advancement of work; this motivates them to put more effort increasing their performance. When their expectations are not met, they get disappointed lose their moral to perform. Employee dissatisfaction with promotion has negatively influenced their performance.

5.3.3 Influence of recognition on employee performance

The only way employees will fulfil the employers dream is to share in their dream (Kotelnikov, 2010). When employees are rewarded, they get work done. Employers get more of the behavior they recognize, not what they assume they will automatically get from employees. This phenomenon is well supported by the findings of the study which indicate that when majority (80%) of employees are recognized, their morale to perform is goes up thus increasing their productivity. 87% of the respondents are satisfied with recognition in KTS, a clear indicator that good performance is recognized.

Most employees have been recognized since employment and they confirmed that the basis of recognition is good performance. According to Ehidiame (2013), public recognition and appreciation for a job well done is one factor that influences employees' performance. Similarly employees reported that good performance is appreciated publically and in the presence of colleagues. However employees suggested that public recognition should be followed by a financial incentive. The study went further to find out the influence of recognition on employee performance, (79 %) of the respondents reported that their morale to perform and actual performance is influenced by recognition, with (58) describing the level of influence as big and (22%) as small. This findings support the word of Cummings and Worley 2005 that organizational rewards were powerful incentives for improving employee and work group performance.

A correlation between recognition and employee performance revealed that there is a moderate positive association (p value = 0.6251) between the two variable. This means that increase in satisfaction with recognition will lead to increase in employee morale to perform and actual performance as well. The findings conclude that employee performance is influenced by recognition. The management of KTS should look into boosting their forms of recognition as suggested by employees as a means of increasing their productivity.

5.3.4 Influence of supervision on employee performance

Supervision forms a pivotal role relating to motivation in terms of the ability of the supervisor to provide emotional and technical support and guidance with work related tasks (Robbins et al., 2003). In this study the relationship between employees and their supervisors was assessed and (77%) of the respondents reported to have a good relationship with their supervisors. A clear indicator that majority of the employees were satisfied with supervision in the organization. The findings indicate that there are clear reporting lines in the organization as supported by more than half of the respondents. It is highly possible that not all employees are aware of the reporting lines supporting their disagreement with the statement. Organizational structures and communication lines should be in the knowledge of all employees and this should form part of their orientation on first appointment.

Additionally, the study to find out the influence of supervision on employee performance. Majority of the respondents confirmed that their morale to perform and actual performance is affected by their satisfaction with supervision. 39% said that supervision affects their performance to a big extent, 31% to a small extent while 30 % said that supervision has no effect on their performance. Mathauer (2006) note that it is on the basis of supervision on which recommendations are provided to help improve individual and organizational performance. KTS has supported this by ensuring that employees discuss their performance with the supervisors who in return provide support, guidance and forwarding their grievances to the management. The results of a correlation between supervision and employee performance indicated that there is a strong positive association (p value =0.8662) between the two variables. This implies that increase in quality of supervision will lead to increase in employee performance. The findings of the study concluded that supervision influences employee performance.

5.3.5 Influence of motivation on employee performance

Rothbard (2011) point out that performance has multiple dimensions and minimizing negative mood is important to increasing organizational capacity by encouraging higher quality service. In this study the influence of employee motivation on performance was assessed and (59%) of the respondents enjoy and are motivated by their work. In the analysis it is therefore evident that the organization has a relatively motivated workforce. A cross tabulation between employee motivation and improved employee performance was significant (P Value= -0.508). This confirms that low motivational level of employees will lower employee performance. Redman (2010) notes that a positive relationship between supportive human resources practices and organizational commitment, job satisfaction and employee turnover is mediated by perceived organizational support and that high performance work system is associated with trust in management and safety climate. From the findings of the study employee performance is influenced by motivation. KTS should ensure that employee motivation does not go down as this will lower employee performance.

5.4 Conclusion

From the study conclusions based on findings were drawn. The findings proved that all of the four independent variables assed in the study have shown significant level of association with employee performance in an organization.

These variables are employee compensation, promotion, recognition and supervision. It is worth noting that employees are not satisfied with two of human resource management aspects that influence their performance. The aspects are employee compensation and promotion and there has to be deliberate focus within an organization to conclusively address the two. However it is worth noting that despite dissatisfaction with promotion, there is a strong negative association between promotion and employee performance. This can be attributed to the fact that employees desire promotion so much and despite few opportunities, they strong attachment is there. The association between motivation and employee performance is moderate supporting the association between the four factors of motivation. Finally, association between the independent variables and the dependent variable range between moderate to perfect, a clear indicator that all the independent variables influence the dependent variable to a significant extent.

5.5 Recommendations

To enhance employee performance in a Non-Governmental Organizations, the study recommends that NGO's need to;

1. Develop and implement a payment policy to attract sufficient and suitable employees, retain employees and reward employees effort, loyalty, experience and achievements. Set salaries should; fulfil legal obligations, be competitive, be equitable, be motivational and be sufficient to cover the cost of living. In addition the salaries should be reviewed from time to time and a number of factors should be considered; employee performance, level of education and service rendered to the organization. The policy should also incorporate other financial benefits such as medical cover, meal allowance and overtime allowances. Employee should be compensated for extra hours put in and the compensation must be more than their usual daily wage. The allowance should be sufficient to cover for the foregone personal activities as well as motivate the employee to perform to their level best. This is crucial as the study has shown that most employees are not satisfied with their compensation package and this has affected their performance negatively.
2. Develop and implement a clear promotion and career advancement policy to allow employees climb up the ladder and make use of their added skills. The policy has to take into account employees qualifications, performance and period of service. This policy has to be disseminated to all employees since the study shows that some of the employees are not aware of the existence of any promotion policy.
3. Enhance employee recognition with a financial reward. Even though majority of employees from the study are recognized, many of them are not as satisfied with the form of recognition adding that a financial incentive would increase the level of appreciation. A Performance appraisal system that incorporates various types of rewards for different level of performance should be implemented to enhance performance recognition.
4. Develop and implement an organizational structure to communicate to employees on different levels of authority. The structure should take into consideration the span of control to avoid underutilization or overstretching of personnel. As indicated in the study, a significant number of employees are not aware of the reporting lines hence the structure should be disseminated to all employees. The various head of departments should be the custodians of the document for ease of access by all employees. Even though majority of

the respondents reported to have a good relationship with their employees, regular team building activities should be organized.

5. Ensure employee motivation is natured in the organization by creating a conducive environment, enhancing teamwork, remunerating employees equitably, recognizing employees' qualifications and performance through career advancement and working towards an agreed goal.

5.6 Suggestions for further research

Based on the findings of the study there is need to investigate further and establish the dynamics that surround employee performance. In this study motivational factors have been extensively assessed yet there are other internal and external factors that have a bearing on employee performance. It will be of value to investigate how both internal and external factors play out in determining improved employee performance in the NGO sector.

5.7 Contributions to the body of knowledge

No	Objective	Contributions to the body of knowledge
1.	Influence of compensation on employee performance	The findings of this objective point to the fact that there is a significant relationship between compensation and employee performance. This is attributed to the fact that well remunerated employees are able to meet their basic needs and come to work happy. Their morale to perform is high and uninterrupted by stress, this translates to high performance.
2.	Influence of promotion on employee performance	Findings of this objective bring out the fact that there is a significant relationship between promotion and employee performance. The existence of a clear promotion policy that's rooted on employee performance and has financial benefits challenges employees to increase their productivity.

3. Influence of recognition on employee performance

A strong association exists between recognition and employee performance. This is attributed to the fact that employees feel appreciated when recognized, this creates a competitive environment where everyone looks forward to being the best and get recognized.

4. Influence of supervision on employee performance

There exists a significant association between supervision and employee performance. This is attributed to the fact employees work as a team and are guided towards good performance by their supervisors. Good relationship between employees and their supervisors make employees happy and this improves their morale to perform and in return the actual performance.

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APPENDICES

APPENDIX 1: LETTER OF TRANSMITTAL

University of Nairobi,
School of Continuing & Distance Education,
P. o. box 30197,
Nairobi.

The Chief Executive Officer,
Kenya Tenri Society,
P O Box 400,
Embu.

Dear Sir,

**RE: REQUEST FOR PERMISSION TO COLLECT DATA FROM THE EMPLOYEES
OF KENYA TENRI SOCIETY.**

I am a post graduate student at University of Nairobi undertaking a master's degree in project planning and management. I intend to carry out research on the influence of motivation on employee performance in Non-Governmental Institutions within Embu County and your institution has been selected as the case study.

The study is purely academic and the information provided will be treated with confidentiality and will be used for research purposes only.

Kindly accept my request to collect data from the employees in all the Institutions.

Yours faithfully,

Carolyne Mwendu Ireri.
L50/65683/2011

APPENDIX 2: QUESTIONNAIRE FOR EMPLOYEES

My name is Carolyne Mwendu Ileri, a student at the University of Nairobi, carrying out research on the influence of motivation on the performance of employees in Non-Governmental Institution. I kindly request you to provide me with information which will be treated as confidential and used for academic purposes only.

SECTION A: BACKGROUND INFORMATION (tick the right option or fill in the blank spaces)

1). Gender

Male Female

2) Age Bracket

20-25yrs 26 -30yrs

31 -35yrs 36-40yrs

41-45yrs 41 and above

3) What are your academic qualifications?

O level Certificate

Diploma Degree

Masters Any other

4) What is your cadre in KTS?

Management Supervisory

Technical Clerical

Support

5). How long have you been employed in Kenya Tenri Society?

Less than a year 1- 2 years 3-4 years

5-6 years 6-10 years Over ten years

SECTION B: EMPLOYEE MOTIVATION (Tick the right option or fill in the blank spaces)

6). what form of motivators do employees have in this Organization?

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

7). Do you think these motivators are sufficient to ensure good performance of employees?

- a) Yes ()
- b) Sometimes ()
- c) No ()
- d) Not sure ()

Support your answer

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

8). Do you feel motivated doing your work?

- a) Yes ()
- b) Sometimes ()
- c) No ()
- d) Not sure ()

If yes, why do you feel motivated?

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

If no, why do you feel not motivated?

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

9) According to you how best should employees be motivated to improve in performance?

- a) compensation ()
- b) Promotions ()
- c) Quality Supervision ()
- d) Recognition of good performance ()
- e) Others (specify).....

Explain answer.....
.....
.....

COMPENSATION.

10) Is your salary adequate to cater for your basic needs?

- Yes () No ()

11) According to you, what form of compensation would influence employee performance most?

- a) Salary ()
- b) Bonuses ()
- c) Overtime ()

Explain answer.....
.....
.....

12) Does your compensation package affect your morale to perform?

- Yes () No ()

If yes, is the effect positive or negative?.....
explain your answer.....
.....

13) Your compensation package is based on,

- a) Individual Performance ()
- b) Organization performance ()
- c) Service period ()

PROMOTION.

14) Since you joined the organization, how many times have you been promoted?

- a) 1-2 ()
- b) 3-4 ()
- c) 5 and above ()
- d) Never. ()

15) What was the basis of your latest promotion?

- a) Good Performance. ()
 - b) Period of service. ()
 - c) Seniority in rank. ()
 - d) Any other
-

16) Does promotion improve your morale to perform?

- Yes ()
- No ()

17) Is there a clear policy on promotions in the organization?

- Yes ()
- No ()

18) Does the organizations structure provide room for career advancement

.....

.....

SUPERVISION.

19) How is your relationship with your supervisor?

- a) Very Good ()
- b) Good ()
- c) Average ()
- d) Poor ()

20) Does the relationship with your supervisor affect your performance?

- Yes ()
- No ()

21) Is there a clear reporting line in the organization?

- Yes ()
- No ()

22) Do you discuss your performance with your supervisor?

- Yes ()
- No ()

23) Does your supervisor represent your concerns to top management?

Yes () No ()

RECOGNITION.

24) Does the organization recognize your performance?

Yes () No ()

25) Since employment, how many times have you been recognized?

- a) 1-2
- b) 3-4
- c) 5 and above
- d) Never.

26) What are the forms of recognition available in the organization?

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

27) Other than performance, is there any other basis for recognition?

Yes () No ()

28) Is recognition uniform to all employees?

Yes () No ()

29) Does recognition affect your performance?

Yes () No ()

30) For each of the following statements about motivation of employees, please indicate (by ticking) the extent to which you agree with them, using the following scale: (Strongly Agree, Agree, Undecided, Disagree and Strongly disagree).

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
I am paid a salary that is enough to cater for my basic needs.					
My employment terms give me a chance to advance to higher positions.					
I have a good working relationship with my supervisor.					
My performance is recognized by the Kenya Tenri Society.					

31) For each of the following statements about the influence of motivation on the performance of employees, please indicate (by ticking) the extent to which you agree them, using the following scale: (to a big extent, to a small extent, not at all).

	To a big extent	To a small extent	Not at all
To what extent does salary influence your morale to work..			
To what extent does promotion influence your morale to work?			
To what extent does supervision influence your morale to work?			
To what extent does recognition influence your morale to work?			

SECTION C: EMPLOYEE PERFORMANCE (tick the right option or fill in the blank spaces)

32). How do you rate the performance of employees in Kenya Tenri Society?

- a) Excellent ()
- b) Good ()
- c) Average ()
- d) Below average ()

33). For each of the following statements about performance of employees, please indicate (by ticking) the extent to which you agree with them, using the following scale: (Strongly Agree, Agree, Undecided, Disagree and Strongly disagree).

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Employee performance is influenced by the amount of salary they receive.					
Promotion opportunities influence employees' productivity at Kenya Tenri Society.					
Supervision influences employees' moral to perform.					
Recognition of performance influences employee to work harder.					

34. What problems do you face as an employee of Kenya Tenri Society?

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35. What do you think can be done to improve employee motivation in Kenya Tenri Society?

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36. What do you think can be done to improve employee performance in Kenya Tenri Society?

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END

Thanks for your Cooperation.