EFFECT OF STAFF MOTIVATION ON ORGANIZATION PERFORMANCE

A CASE OF KENYA COMMERCIAL BANK, MOYALE BRANCH

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE AWARD OF A DIPLOMA IN HUMAN RESOURCE MANAGEMENT OF THE UNIVERSITY OF NAIROBI

NOVEMBER 2013
DECLARATION

DECLARATION BY THE CANDIDATE

This research study is my original work and has not been presented for any other examination body. No part of this research may be reproduced without my consent or that of The University of Nairobi.

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Signature                          Date

DECLARATION BY SUPERVISOR

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

Lecturer                          Signature---------------------------- Date--------------------------
DEDICATION

I dedicate this research project to my loving parents, sisters, my brothers, not forgetting whose words and patience have been my source of encouragement and inspiration.
ACKNOWLEDGEMENT

I would like to take this opportunity to express my sincere appreciation to each and everyone who gave me advice on how to go about this study and for going through the report tirelessly. Without their help it would have been hard to complete this report in its present form.

Secondly, to my supervisor, for sparing his valuable time to guide and ensure that the project was complete. Special thanks to all the employees, the management of Kenya Commercial Bank and the University of Nairobi Library staff for their unconditional support through my time of completion of the project.

Last but not least to the family members for encouragement and financial support they gave me while working on this project.
The main objective of the study is to examine motivation as a strategy for promoting industrial relations in an organization. The study sought to investigate the strategies an organization may use to motivate its employees so as to improve productivity in organizations industrial relations. The study adopted Abraham Maslow’s theory of motivation which contains hierarchy of needs of which Maslow suggested that humans operate at a number of different levels of basic physiological needs such as hunger to higher level needs as self-fulfillment.

The study adopted a case study design. The researcher collected data from three departments in Kenya Commercial Bank. Data was collected from a sample of each department using proportionate stratified sampling. Questionnaires were the main instruments of data collection. Descriptive methods were employed in analyzing qualitative data where frequencies and proportions were used in interpreting the respondent’s perception of issues raised in the questionnaires so as to answer the research questions.

The study findings indicate that majority 38 (76%) of the respondents agreed that respecting and empowering employees was one of the strategies being employed for motivating employees at the workplace. In addition, though the respondents moderately agreed that respecting and empowering employees was a strategy they differed with some being on one extreme since the item scored a standard deviation (SD=1.2); implying that the respondents were not in agreement with the item. The researcher recommends performance based reward and incentive schemes.
This approach is a long-term management vision and results in a result-oriented employee fraternity in the long run which should be the values, ideals and systems of any management in an organization.
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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

For any organization to operate, efficiently and effectively they may be motivated so the company in companies like this have satisfactory motivated their work through an increment of their salaries. This chapter will consist of background of study.
One of the biggest challenges faced by entrepreneurs, managers, leaders, organizations, and institutions and in general in getting workers to do what they need to do in order to achieve the organizational goals and objectives with the efficiency it deserves is (Abraham, 2003).

Motivation is mainly psychological; motivation in an organization is the willingness of an employee to respond to organizational requirements; the more positive the individual motivation towards the organization, the more effective the performance. Motivation could be explained in terms of intensity of needs and that there were five levels. These levels are survival, security, social, esteem, and self-actualization once a given level is satisfied it can no longer motivate a person this was developed by Abraham Maslow.

Relating these needs to motivation survival means food, clothing, and shelter which is usually provided by job. In the workplace needs includes paper, lights, heating, air conditioning, ventilation, etc. (Robert, 1994). Security can mean a safe place to work and job security which are very important to employees. When the organization demonstrates an interest in the personal well-being of employees it is a motivating factor. A threat of losing one's job certainty does not enhance motivation (Robert, 1994). Because we are social animals cutting someone out of the group is devastating to that individual. Isolation is an effective punishment. Conversely giving an individual the opportunity to be part of the group by feeling important and need will motivate that person. It possible employees should be provided with formal social areas such as restrooms and informal areas such as water coolers (Robert, 1994).

Complexity of human behavior and dynamics of organizational circumstances much management goes about managing works in such manner as could be desired produces sub—
the chances of the organization realizing there set goals and objectives efficiently. The reward system may be inappropriate the knowledge of workers motivation cornerstone may be inadequate management may be inappropriate the knowledge of workers motivational cornerstone may be inadequate management may be simply naïve or unable to apply powerful behavioral principle to bring out the best people in be they individuals teams unites or the entire organization.

There is a good situation or feeling or workers low productivity in both public and private sectors of the economy. Attitude to work is said to be poor there exist continues and spiral demand for wage increase better condition of service and general workers welfare. More often than not workers are at largest heads with their management over one grievance or another (Cole 1977).

1.1.1 History of KCB

The history of Kenya Commercial Bank dates back to 1896 when its predecessor the National Bank of India opened an outlet in Mombasa. In 1970, the Government of Kenya acquired 100 per cent of the shares and renamed the then National and Grindlays Bank, Kenya Commercial Bank. Today the Government of Kenya has about 17 per cent of the shares of the bank. KCB has been a fixture in the East African landscape for more than a century. Today, KCB has more than 220 branches across the EAC and in the newly minted state of South Sudan.

The KCB Moyale branch is located at Sheriff Building along Addis Ababa Road and is viewed as one of the major banks in the town as it has a wide client base in the area.

1.1.2 Definitions of terms

Motivation is concerned with why people do or refrain from doing something or a personal force that causes one to behave in a certain way or a force that kindles a burning desire for work or action and the readiness to work towards a goal of satisfy a need.
**Motivators** — where this refers to those things which induce an individual to perform, for example, high prestigious title, name tag, recognition, responsibility etc. It can be tangible or intangible. There are limitless ways in which managers can be innovative in the use of motivators.

**Satisfaction** — refers to the sense of contentment experienced when need is satisfied.

**Reward** — is the use of inducement. In the form of money, promotion or security, it’s a strong motivator which should not be overlooked by managers.

**Punishment** — is the denial of a reward, use of threats and fear of loss of a job, loss of income, reduction of bonus etc punishment is a strong motivator but not sustainable because it can give rise to defensive or retaliatory behavior such as union organisation, poor quality work, dishonesty, dishonesty among others can create compliance from subordinate even for wrong decisions because managers have the power of their position to give or withhold rewards or impose penalties.

1.2 Statement of the problem

According to Booth (2004), the nature of implementing strategy employed determines the state of organisation motivation between employer and employee. Booth emphasized that for any motivation strategy to succeed then the employer must have the goodwill by establishing rules and laws to govern the rewarding system on merit.

Job of a manager in the workplace is to get things done through employees (Cardett et al., 1995). To do this the manager should be able to motivate employees. But that is easier said than done. Motivation practice and theory are difficult subject, touching on several disciplines. In spite of enormous research, basic as well as applied, the subject of motivation is not clearly understood.
and more often than not poorly practiced. To understand motivation one must understand human nature itself and there lies the problem! According to philosophers, human nature can be very simple, yet complex too (Cole, 1999). An understanding and appreciation of this is a prerequisite to effective management and leadership.

In 1994, Gary Becker noted that the important role of motivating employees in human capital: A theoretical and empirical analysis with special reference to education by observing that “theories of human behavior, no matter how they differ in other respects, almost inevitably ignore the effects of the productive process itself on workers’ productivity.” This is not to say that no one recognizes that productivity is affected by the job itself but the recognition has not been formalized, incorporated into economic analysis, and its implications worked out. Many workers increase productivity by learning new skills and perfecting old ones while on the job because they like the job there are doing which is a precursor of a motivated employee (1964, pg 8).

Bentley (2002) argues that instruments in people both in development and in maintaining appropriate skills is a vital part of the organization strategy for the future. This is because effective development enhances knowledge; skills, attitude and behavior of people change hence performance. He argues that effective implementation of motivation strategies then there must be properly laid down rules and regulations to govern the process.

The key problem in this work is the motivation needs requirements of workers in Kenyan industries and what management should do to handle the attitudinal and behavioral traits in employees that cause good IR. Identifying the motivation strategies to be applied in the industries is another problem.
Although many organizations encourage system of exercise, minimal studies have been conducted in the effects of motivation is concern. Therefore this research is set to undertake a study of effect of staff motivation of organization performance. A crucial gap in our understanding of motivation is a lack of serious case studies that would identify motivation; give insights into their training mechanisms and the constraints staff face. There has been little practice to providing empirical data on organization performance addressing motivation issues: The mechanisms and the problems they face. This research is an attempt to fill this gap.

1.3 Objectives of the study

i) To examine the practice of employee motivation at Kenya commercial bank Moyale branch.

ii) To establish the factors that influence the extent of motivation facility among commercial banks of Kenya.

1.4 Hypothesis

i) Is there a relationship between factors influencing motivation practice and work performance?

ii) To establish ways of motivating employees.

iii) What should be done for the motivation of employees.

iv) How will you overcome the poor relationship between motivation practice and work performance?

v) To determine the influence the poor organization performance.
This table shows a relationship between factors influencing motivation practice and work performance respectively.

<table>
<thead>
<tr>
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<th>XY</th>
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<th>Y²</th>
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<td>52</td>
<td>312</td>
<td>429</td>
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Calculate Karl parsons co-efficient of correlation

$$r_{xy} = \frac{n\bar{xy} - \bar{x}\bar{y}}{\sqrt{n\bar{x}^2 - (\bar{x})^2} \sqrt{n\bar{y}^2 - (\bar{y})^2}}$$
\[ r_{xy} = \frac{29808 - 29568}{\sqrt{(3360 - 3136)(281984 - 27884)}} \]

\[ r_{xy} = \frac{240}{\sqrt{224 \times 3200}} = \frac{240}{\sqrt{716800}} \]

\[ r_{xy} = +0.283 \]

Comment

There is weak correlation between motivation practice and work performance therefore organization should put more effort.

1.5 Significance of the Study

To management of the organization will benefit from the study, as they will focus on employee motivation. Human resource managers will have redefined function as motivation continues to be the order of the day. Organizations that offer services and other organization will benefit as they have motivational strategies. Although motivation usually is all about granting and delegating task to the subordinate by the superior this means it helps the worker to get more experience in a particular job making him a greater responsible person when they belief in the quality of the company or an organization remains very strong and important to the people.

1.6 Scope of the study

This case study will be based at Kenya Commercial Bank Moyale branch located in Moyale.
1.7 Limitation of the study

Collecting information from interviewees. Secondly employees who qualified to be interviewed were very many and busy hence a proper research method was to be used to get proper finding.

1.8 Basic assumptions

The study will be conducted under the following assumptions

1) The respondents give truthful and honest responses to the instrument items

2) Getting information non-cooperation of respondent

3) The questionnaire was an adequate instrument in gathering sufficient information regarding the impact on organization performance.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will cover literature review, which will also be divided into various topics. The conceptual framework of the study will be provided at the end of the chapter.

This study will build on the strengths of the past literary work and its findings will reinforce areas that have not been adequately covered.

Working together as groups, be it in families, organization departments or even social clubs calls for a desired kind of behavior so as to work in an effective manner. Nevertheless employees need to be behaving in a desired or orderly manner so as to make their actions effective and productive.

Lack of motivation adversely affects the effective functioning of the organization. This chapter entails a detailed discussion on what are the factors affecting motivations among employees in an organization, what can be done to correct and its affects on management and employees.

2.2 Empirical review

The study of motivation is a search for answers about human nature. Motivation is a personal force that causes one to behave in a certain way or the willingness to exert high levels of effort to research or achieve a predetermined reward or goal.

Motivation brings out as a term used to describe processes both instinctive and rational Cole (1997). This occurs when people seek to satisfy the basic duties perceived needs and personal goals which trigger human behavior. Tannenbaum (2002) refers to motivation as a psychological concept that is primarily concerned with increasing the strength and duration of people's work-related behavior to influence the quality of people's performance.
Motivating others is the direction you want them to go in order to achieve results. Motivation can be described as a good directed behavior. People are motivated when they expect that course of action is likely to lead to the attainment of a goal and a valuable reward, one that certifies there needs. Industries should therefore be greatest or geared towards motivating the workforce in turn will lead to good industrial relation and the organizations goals and objectives.

Becker (1994), motivation to work consists of all the drives, forces and influences that causes the employee or organization to want to achieve certain aims. Managers in organizations need to know about the factors that create motivation in order to be able to induce employees to work harder, faster, more efficiently and with greater enthusiasm. Given the significance of motivating employees in industries have result in production and satisfaction in that a large number of motivated interventions have been tested and tried out many research studies have been carried out concerning the best strategies for motivation in organizations.

2.2.1 Types of motivation

**Intrinsic motivation** - Refers to self-generated factors that influence people to behave in a certain way or to move in a particular direction. These factors may include responsibility which involves the feeling that work is important, freedom to act scope to use and develop abilities, interesting and challenging work and opportunities for advancement.

**Extrinsic motivation** - Refers to what is done by others to motivate people for example, rewards such as increased pay, praise, promotion and punishments such disciplinary action, withholding pay or criticisms. Extrinsic motivators have short-term effects while intrinsic motivators which are more concerned with quality of working life are likely to have deeper and longer-term effects because they are inherent individuals and are not imposed from outside.
According to Nzuve motivation is an internal process that detects and sustains behavior. Becker (1994) conducted a study, which focused on job satisfaction primarily to find out the factors associated with job satisfaction. He collected data from a sample of 203 accountants and engineers based in Pittsburgh, USA from these findings he proposed that human beings have two basic needs.

X: The need to avoid pain and survive
X: The need to grow, develop and learn.

He also found that factors associated with feeling of happiness or satisfactions were concerned with the job itself while those associated with dissatisfaction were related to the environment in which the job was done.

He comes up with two sets from which the theory was coined. Different terminologies have been used to refer to this theory.

Satisfaction-related factors
- Satisfiers
- Motivators
- Job content
- Intrinsic factors

Dissatisfaction-related factors
- Dissatisfiers

\{ Factor motivators \}
2.2.2 Factors affecting motivations

Working conditions

The environment must be very conclusive for working and should he provide good climatic conditions for its easy operation.

Lack of equipment

At times some needs standardized equipment like computer so that the workers may be perfectly performing their work, absent of equipment may lead to poor performance of the organization and the organization will reach its stated goals.

Cost

High expenses and cost in some equipment may lead to the downfall of the organization, if not properly budgeted or planned, it may lead to poor results in forms of financial which makes very difficult to carry out motivation. Lack of qualified personnel was another major factor which makes it impossible for motivation exercise and greatly contributed either failure or led to poor performance in different organization.

2.2.3 Ways of motivating employees

- Making the work that employees as interesting as possible
Setting challenging goals through allocating to employees and resources necessary for the attainment of objectives.

- Telling people what exactly they need to do in order to achieve their career aspirations.
- Making employees feel good about themselves.
- Ensuring that managers listen to employees opinions.
- Giving workers opportunities to acquire new skills and offering promotion to suitably qualified people.
- Treating people as responsible human beings rather than resources to be exploited.

2.3 Theoretical Review

Motivation – It influences job satisfaction, commitment to work, and attendance rates and longevity all of which impact on employee performance. In Maslows' Hierarchy of needs (1943), where Maslow was a psychologist and his theory has found wide application in many fields including management. He proposed that: Behaviors of human beings are motivated by needs and individual needs can be classified into five broad categories. These categories in a hierarchical manner, flowing from low order to high order.
The needs are as shown below.

Low order needs

Physiological, safety and social needs are referred to as lower order or deficiency needs, because the absences of them make individual...
takes place as people are up the hierarchy of needs still exist even as temporarily dominant as motivators, an individual’s constantly return to previously satisfied needs.

**Performance management**

Performance management is controversial subject but the greatest controversy has been caused by the relationship between performance and pay / price reward or compensation management links pay and other benefits to the achievement of an organization objectives. In terms of motivational psychology, organizations should aim to create a working environment that provides both intrinsic reinforcement from inherently satisfying aspects of job and external rewards and recognition through, for example, pay incentives and promotion (Chabra, 1999). To fit this motivational relationship Chabra, 1999 suggests that rewards need to serve three key purposes in a real working situation.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter constituted of the research methodology, which was divided into research design, target population, sample and sample procedure, research instrument, data collection procedure and data analysis techniques.

This chapter described the method and procedures that were used in collecting relevant data and how it was analyzed. It also presented the research design that met the objective of the study. This included population, the sample and sampling design data collection instruments and procedures and also techniques of analyzing the data. This study was conducted at the Kenya commercial bank of Kenya situated in Nairobi to give a broader view of organisation performance.

3.2 Research design

Research design dealt with the way the research study was carried out the researcher undertook a case study in Kenya commercial bank to investigate on the organisation performance followed within the organisation and how it affected the performance of its employees.

3.3 Target Population

Population in this study was taken to give a representation of the number of persons within the Kenya commercial bank where the researcher selected a target population fifty (50) employees in the organization.
Table 3.1 Target Population for the Study

<table>
<thead>
<tr>
<th>Department</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>30</td>
</tr>
<tr>
<td>Human resource</td>
<td>10</td>
</tr>
<tr>
<td>Production</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Author, 2013

3.4 Sample design and sample size

A small sample from the population was chosen. A sample as defined by Philip Kotler and Gary Armstrong (2006) is a segment of the population selected to represent the population as a whole. The researcher used a simple random sampling to choose the sample to represent employees. This method ensured that the whole employee population an equal chance of being examined and there was no biasness from the research. It also gave the researcher a chance to get different and diverse information from the employees.
The researcher used proportionate stratified method in selecting the sample for the study. This sample technique was adopted since it avoids biasness hence enhancing the ability to generalize.

The researcher used the following formula to obtain the sample size for each department:

**Sample Size (A) = Population of department (A) x Targeted Sample / Total population**

Table 3.1 Sample size for the Study

<table>
<thead>
<tr>
<th>Department</th>
<th>Population</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution</td>
<td>30</td>
<td>10</td>
</tr>
<tr>
<td>Finance/Accounts</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td>Production</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>30</td>
</tr>
</tbody>
</table>

\[
\text{Distribution} = \frac{30 \times 50}{50} = 10
\]

\[
\text{Finance/Accounts} = \frac{10 \times 50}{50} = 6
\]
3.5 Data collection Instruments

The researcher considered the use of both primary and secondary data.

Secondary data refers to the information that already exists somewhere, having been collected for another purpose. The researcher had a chance to view the management reports and organization performance. This commissioned the researcher to go a step further and do a case study within the organization through distribution of questionnaires for the collection of primary data (Mugenda, and Mugenda, 2003).

This is the information collected for the specific purpose at hand and especially to meet the objectives. This information was obtained from employees and management of Kenya commercial bank of Kenya. The questionnaires were simple and involved both closed and questions which include possible answers and open end questions which allowed the respondents to give their personal views and answers in their own words.

The questionnaire was then administered to sample respondents either through self or the investigator administered method. In the self-administered method the questionnaire was hand delivered to respondents who were requested to complete the questionnaire themselves and send.
may indicate that they are committed or who were having other assignments, the investigator used the questionnaire to interview the respondent.

3.5 Data analyzing techniques

The data collected was both qualitative and quantitative. Descriptive methods were employed in analyzing qualitative data where frequencies and proportions were used in interpreting the respondent’s perception of issues raised in the questionnaires so as to answer the research questions (Mugenda, and Mugenda, 2003). Graphs, pie charts and tables were used in data presentation. This was done with the aid of a computer programme – Statistical Package for Social Science (SPSS) version 11.5 for windows.
CHAPTER FOUR

DATA INTERPRETATION, PRESENTATION AND ANALYSIS

CHAPTER FOUR

4.1 Introduction

The main focus of this chapter is the presentation of analyses and interpretation of the results of the research. Data obtained was analyzed to determine motivation as a strategy for promoting relations in an organization; a case of Kenya Commercial Bank, Moyale branch. Descriptive statistics such as frequencies and percentages were used to analyze responses to various items in the questionnaire in order to answer the research questions. In data collection, the instruments used were questionnaires. The questionnaires were administered to the employees in three departments namely distribution, finance/accounts and production.

This chapter will be divided into four sections according to the objectives of the study as follows:

- Effective strategies for Motivating Employees
- Effect of company policies on Employee Motivation
- Challenges facing implementation of employee motivation strategies

4.2 Demographic Information

The main objective of this study was to investigate motivation as a strategy for promoting relations in an organization; a case of Kenya Commercial Bank, Moyale. As such, the study found it paramount to first establish the background of the study under which the interpretations
would be justifiably made. The demographic information sought included gender, age and level of education of respondents and work experience.

The researcher found it paramount to establish the age of the respondents because in most cases motivation strategies differ along age of employees. For example, motivation strategies that are used for older generation in an organization cannot be as effective as for younger generation such as interns and trainees. In addition, the age of respondents to a larger extent influences the way a particular employee responds to the work environment. The study findings regarding the age of the respondents is as shown in figure 4.1

Figure 4.1 Age of the Respondents

![Age Distribution Pie Chart]

The analysis indicates that 20 (40%) of the respondents were aged between 26-35 years, 11 (22%) were between 36-45 years while 12 (24%) were aged below 25 years. The latter group comprises of mostly semi-skilled workers and hence the low age. Further, being a production
The study sought to find out the gender composition of the employees. The findings are as shown in figure 4.2.

Figure 4.2 Gender of the Respondents

The findings above indicate that majority 37 (74%) of the respondents were male compared to 13 (26%) who were female. This could be because being a production firm which requires most manual work, then it attracts many male employees than female employees. The study findings further indicate that only 5 (10%) of the respondents in Unga Ltd possess a university level of education as shown in figure 4.3.

Figure 4.3 Education Level of the Respondents
Figure 4.3 shows that 19% of the respondents had attained masters, 51% a Bachelor's degree, 30% a diploma. This shows majority of the employees had attained some level of education although there was need for the organization to encourage or develop its staff to grow academically and increase their capacity from the current levels.

Further, the study sought to find out the work experience of the respondents. The study findings indicate that majority 33 (66%) of the respondents possessed 3 – 5 years of work experience as shown in Figure 4.4.
This implies that most of the employees have worked in the bank for quite a considerable time with 11 (22%) saying that they had worked for KCB for more than 5 years.

4.3 Effective strategies for Motivating Employees

The main purpose of this study was to investigate motivation as a strategy for promoting relations in an organization; a case of KCB. As such, one of the objectives of this study was to find out the most effective strategies for motivating employees in an organization. First, the study sought to find out if there existed a laid down policy on motivation strategies for the employees. The study findings are as shown in Figure 4.5.

Figure 4.5 Organization has a laid down policy on motivation strategies
It is clear from the analysis above that the company does not have a well laid down policy that guides the implementation of motivation strategies in relation to industrial relations. As such, the study sought to find out the techniques and strategies for motivating employees. The study findings indicate that majority 30 (76%) of the respondents agreed that respecting and empowering employees was one of the strategies being employed for motivating employees at the workplace as shown in table 4.1.

Table 4.1 Techniques and strategies for Motivating Employees

<table>
<thead>
<tr>
<th>Strategies for motivating employees</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary increment</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>20%</td>
</tr>
<tr>
<td>Ensuring employees feel they are valued</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>48%</td>
</tr>
</tbody>
</table>

100%
Treating workers as responsible human beings rather than resources to be exploited

<table>
<thead>
<tr>
<th></th>
<th>19</th>
<th>23</th>
<th>5</th>
<th>2</th>
<th>2</th>
<th>50</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>39%</td>
<td>44%</td>
<td>16%</td>
<td>4%</td>
<td>4%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Respecting and empowering employees

<table>
<thead>
<tr>
<th></th>
<th>21</th>
<th>17</th>
<th>4</th>
<th>6</th>
<th>2</th>
<th>50</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>42%</td>
<td>34%</td>
<td>8%</td>
<td>12%</td>
<td>4%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Two-way communication

<table>
<thead>
<tr>
<th></th>
<th>28</th>
<th>19</th>
<th>4</th>
<th>6</th>
<th>3</th>
<th>50</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>36%</td>
<td>38%</td>
<td>8%</td>
<td>12%</td>
<td>6%</td>
<td>100%</td>
</tr>
</tbody>
</table>

In addition, the analysis indicates that 32 (64%) of the respondents agreed that salary increment is one way of motivating employees while 41 (82%) cited ensuring that employees feel they are valued as a motivation strategy in relation to industrial relations. Further, the researcher conducted a one sample t-test with a test value of 3 in the Likert scale indicates indecisiveness of the items which all the respondents significantly agree with $P<0.05$ if the mean is less than 3 or disagree if the mean is more than 3 as shown in table 4.2 below.

**Table 4.2 One Sample Statistics on motivation strategies**

<table>
<thead>
<tr>
<th>Motivation strategies</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary increment</td>
<td>50</td>
<td>1.7500</td>
<td>0.4589</td>
</tr>
<tr>
<td>Ensuring employees feel they are valued</td>
<td>50</td>
<td>2.0167</td>
<td>0.9999</td>
</tr>
</tbody>
</table>
Treating workers as responsible human beings rather than resource to be exploited & 50 & 1.9167 & 1.0938 \\
Respecting and empowering employees & 50 & 2.2167 & 1.1511 \\
Two way communication & 50 & 2.6167 & 1.2909 \\

A closer look of the analysis above indicates that the respondents were in agreement as regards use of salary increment and treating workers as responsible human beings as being motivation strategies that are used in industrial relations since they scored a mean of 1.75 and 1.92 respectively. In addition, though the respondents moderately agreed that respecting and empowering employees was a strategy they differed with some being on one extreme since the item scored a standard deviation (SD=1.2). Implying that the respondents were not in agreement with the item.

4.4 Effect of Company Policies on Employee Motivation

The purpose of this study was to investigate use of motivation strategies on industrial relations. As such, one objective of this study was to investigate effect of company policies on employee motivation. The major findings from the study indicate that majority 39 (78%) of the respondents said that the company policies in place supports employee motivation strategies as shown in table 4.3.
<table>
<thead>
<tr>
<th>Policy and employee motivation</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company policies in place support employee motivation strategies</td>
<td>21</td>
<td>18</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>44%</td>
<td>36%</td>
<td>10%</td>
<td>8%</td>
<td>4%</td>
<td>100%</td>
</tr>
<tr>
<td>Company policies can always be reviewed to cater for employee needs</td>
<td>12</td>
<td>16</td>
<td>8</td>
<td>10</td>
<td>4</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>24%</td>
<td>32%</td>
<td>16%</td>
<td>20%</td>
<td>8%</td>
<td>100%</td>
</tr>
<tr>
<td>Employees are consulted regarding their welfare</td>
<td>9</td>
<td>7</td>
<td>7</td>
<td>19</td>
<td>8</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>18%</td>
<td>14%</td>
<td>14%</td>
<td>38%</td>
<td>16%</td>
<td>100%</td>
</tr>
<tr>
<td>Company policies allow for collective bargaining</td>
<td>18</td>
<td>21</td>
<td>3</td>
<td>7</td>
<td>1</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>36%</td>
<td>42%</td>
<td>6%</td>
<td>14%</td>
<td>2%</td>
<td>100%</td>
</tr>
<tr>
<td>Supportive company policies are vital for motivating employees</td>
<td>18</td>
<td>19</td>
<td>4</td>
<td>6</td>
<td>3</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>36%</td>
<td>38%</td>
<td>8%</td>
<td>12%</td>
<td>6%</td>
<td>100%</td>
</tr>
</tbody>
</table>
This indicates that to a larger extent the company policy is committed towards motivating its employees. However, the respondents were in agreement 27 (54%) when they disagreed that the employees are consulted regarding their welfare. This indicates a gap in the policy and actual implementation of the policies. This prompted the researcher to conduct a one sample t-test with a test value of 3 in the Likert scale indicates indecisiveness of the items which all the respondents significantly agree with \( P<0.05 \) if the mean is more than 3 or disagree if the mean is less than 3 as shown in Table 4.4 below.

<table>
<thead>
<tr>
<th>One sample statistics</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company policies in place support employee motivation strategies</td>
<td>50</td>
<td>3.6500</td>
<td>1.3142</td>
</tr>
<tr>
<td>Company policies can always be reviewed to cater for employee needs</td>
<td>50</td>
<td>3.9245</td>
<td>0.7680</td>
</tr>
</tbody>
</table>
Employees are consulted regarding their welfare

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>50</td>
<td>2.60</td>
<td>0.43</td>
</tr>
</tbody>
</table>

Company policies allow for collective bargaining

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>50</td>
<td>3.60</td>
<td>1.69</td>
</tr>
</tbody>
</table>

Supportive company policies are vital for motivating employees

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>50</td>
<td>2.35</td>
<td>1.52</td>
</tr>
</tbody>
</table>

The analysis above serves to confirm earlier findings that there exists a gap in the management and employees since the respondents agreed that they are not consulted regarding their welfare with a mean indicate rate of 2.6. Further, the analysis indicates that the respondents perceived the item the same way since it recorded the lowest dispersion rate of 0.4 out of the five items.

Having established that there existed a gap between the management and the employees, the study sought to find out the effectiveness of organization management in motivating employees. The study findings indicate that 18 (36%) of the respondents said that the contribution of the organization management to motivation of employees was moderate as shown in figure 4.5.

*Figure 4.6 Effectiveness of organization management in motivation*
This implies that the organization management is not doing much according to the employees. As such, there is need for the management to contribute more positively towards the welfare of the employees. In fact, 11 (22%) of the respondents said that the contribution of the organization management to motivation of employees in KCB was very low.

Further, only 5 (10%) of the respondents who said the management input to motivation of employees was very high. This group comprises of high cadre employees such as managers and supervisors who as the researcher established are mostly favored in terms of remuneration.

4.5 Challenges Facing Implementation of Employee Motivation Strategies

In order to achieve the objectives of this study, the researcher found it paramount to find out the challenges facing implementation of employee motivation strategies in the workplace. The study findings indicate that 29 (78%) of the respondents said that one of the challenges facing
The implementation of motivation strategies was lack of support from the management team as shown in table 4.6.

Table 4.6 Challenges experienced in Employee Motivation

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of support from the management team</td>
<td>21</td>
<td>10</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>50</td>
</tr>
<tr>
<td>Poor communication between upper, middle and lower level cadres</td>
<td>13</td>
<td>16</td>
<td>8</td>
<td>10</td>
<td>4</td>
<td>50</td>
</tr>
<tr>
<td>Financial constraints</td>
<td>9</td>
<td>7</td>
<td>7</td>
<td>19</td>
<td>6</td>
<td>50</td>
</tr>
<tr>
<td>Lack of initiative from employees</td>
<td>18</td>
<td>21</td>
<td>3</td>
<td>7</td>
<td>1</td>
<td>50</td>
</tr>
</tbody>
</table>
### Bureaucratic and stringent company policies

<table>
<thead>
<tr>
<th></th>
<th>10</th>
<th>19</th>
<th>4</th>
<th>6</th>
<th>3</th>
<th>50</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>35%</td>
<td>38%</td>
<td>8%</td>
<td>12%</td>
<td>6%</td>
<td>100%</td>
</tr>
</tbody>
</table>

### Poor motivation strategies

<table>
<thead>
<tr>
<th></th>
<th>13</th>
<th>16</th>
<th>8</th>
<th>10</th>
<th>4</th>
<th>50</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>24%</td>
<td>32%</td>
<td>16%</td>
<td>20%</td>
<td>8%</td>
<td>100%</td>
</tr>
</tbody>
</table>

### Previous recommendations not acted upon

<table>
<thead>
<tr>
<th></th>
<th>9</th>
<th>7</th>
<th>7</th>
<th>19</th>
<th>6</th>
<th>50</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>18%</td>
<td>14%</td>
<td>14%</td>
<td>38%</td>
<td>16%</td>
<td>100%</td>
</tr>
</tbody>
</table>

These findings only serve to reinforce earlier results in the study that established a gap between the management and employees. In addition contrary to previous findings, 37 (74%) of the respondents said that bureaucratic and stringent company policies was also a challenge to motivating employees in the company.

The researcher conducted a one sample t test with a test value of 3 in the Likert scale indicates indecisiveness of the items which all the respondents significantly agree with $P<0.05$ if the mean is high than 3 or disagree if the mean is less than 3 as shown in table 4.7 below.
Table 4.7 One Sample Statistics for challenges in employee motivation

<table>
<thead>
<tr>
<th>One sample statistics</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of support from the management team</td>
<td>50</td>
<td>3.9788</td>
<td>0.5764</td>
</tr>
<tr>
<td>Poor communication between upper, middle and lower level cadres</td>
<td>50</td>
<td>3.2788</td>
<td>1.4716</td>
</tr>
<tr>
<td>Financial constraints</td>
<td>50</td>
<td>3.2000</td>
<td>1.3005</td>
</tr>
<tr>
<td>Lack of initiative from employees</td>
<td>50</td>
<td>3.2949</td>
<td>1.1915</td>
</tr>
<tr>
<td>Bureaucratic and stringent company policies</td>
<td>50</td>
<td>3.2933</td>
<td>1.2874</td>
</tr>
<tr>
<td>Poor motivation strategies</td>
<td>50</td>
<td>3.4000</td>
<td>1.3057</td>
</tr>
<tr>
<td>Previous recommendations not acted upon</td>
<td>50</td>
<td>3.4424</td>
<td>1.1403</td>
</tr>
</tbody>
</table>

A closer look of the analysis above indicates that lack of support from the management team was one of the major challenges facing employee motivation in the work place since it recorded the lowest dispersion rate (SD=0.5) implying that the respondents were in agreement.

4.6 Factors that make an employee violate organization’s rules.

The researcher with an aim of establishing why employees act against set rules and procedures posed a question to the employees. The results got from filled in questionnaire was as follows.

Figure 4.3: Factors that make employees violate organizations rules.
The respondents who are employees indicated that the factors that mostly cause them to break organization's rules and procedures are poor working condition which received 94% response. These seemed to be common factors that affect employees' obedience with organization.

The researcher concluded that whenever employees are handled or treated against their will, they will defect and hence cause trouble within the organization. This would act as a wake up call to the management and be aware of employees need to avoid reaction from the employees which would affect their performance.

4.7 Attitude of employees towards motivation

The research carried out on both managerial staff and employees on the attitude of employees towards motivation procedure. Below is a feedback from employees in a form of a discussion.

Figure 4.4 Attitude of employee towards motivation.
The highest response 70.6% was of those employees that appreciate the motivation measures that are in the organization. They gave their reasons as one knows what is expected of him. They maintain law and order plus conducive working employees among themselves that these managers give them a behavior standard within the organization.

In the managerial view employees appreciate positive and this is indicated by their morale towards their jobs. On the side of negative motivation their view was that employees try as much as possible to avoid it. After the employees receive negative motivation it was evident from the managerial staff that they were keen to repeat the misconduct punished and to some their relationship with those that administered. Negative motivation has never been the same as before the Motivation administration.

4.8 Effects of motivation to work performance

The researcher posed a question to employees in order to find out how motivation affected their performance. The response was good because their feedback indicated that they recognized that the motivation imposed to them affect their performance. The response was good because their
Feedback indicated that they recognized that the motivation imposed to them affect their performance.

Figure 4.5: Effects of motivation to work performance

88% of the respondents admitted that motivations in organization highly affect their performance while 12% of the respondents felt that the measures moderately affect their performance. It was evident from the response that however way the motivation measures within the organization affect the level of employee's performance, the researcher concluded that motivation in organization should be well established so as to improve the performance of employees.

Relationship between motivation practice and the employee performance, from the response of the respondents on the aspects of motivation practice the researcher concluded that there is a relationship between motivation practice and the employee performance. If the employee is
unhappy with the condition of his work, he will have low morale for work and when he starts working the performance is negatively affected.

Whenever employees receive positive motivation forms of recognition pay increases, promotion or addition of responsibility that is prestigious, he is motivated and will put extra effort to meet high performance within the organization.

Negative makes the employee to target the minimum set standards to be met but positive motivation makes the employee target higher in order to be different for recognition. This drive leads to employee performing higher than usual hence enhances his performance.
CHAPTER FIVE

DISCUSSION OF FINDINGS CONCLUSION AND RECOMMENDATION

5.1 Introduction

These chapters give a brief discussion of findings and analysis of the research project. It gives conclusion and recommendation of the researcher based on the findings from the respondents. Recommendations seek to address the organisation. The cumulative data was analyzed using quantitative and qualitative analysis and presented in form of tables, graphs and pie charts. Recommendations will be made to employers, employees and the general public regarding the role of motivation as a strategy for promoting industrial relations in the quest of improving employee productivity in the workplace.

The researcher based her research project on the following objectives which enabled her to reach on the effect of staff motivation on organisation performance.

✔ To examine the practice of motivation at Kenya Commercial bank.

✔ To establish the factors that influence the extent of motivation services among commercial banks in Kenya.

5.2 Summary of the Findings

The findings of the research which have been analyzed are discussed under the following subtopics.
5.2.1 Existence of motivation practice

A motivated employee has access to conducive working environment, effective and efficient working equipment, remunerated properly and the employer recognizes him/her as an indispensable subject in the organization (Baily, 2005). Such factors make an employee feel motivated and hence work at his/her best for the mutual benefit of all involved and this is one form in which the management does not show commitment. The researcher concluded the organization had an opportunity to perform well without conflicts between the managers in-charge and the employees.

5.2.2 Effective strategies for Motivating Employees

The study findings indicate that majority 38 (76%) of the respondents agreed that respecting and empowering employees was one of the strategies being employed for motivating employees at the workplace. In addition, the analysis indicates that 32 (64%) of the respondents agreed that salary increment is one way of motivating employees while 41 (82%) cited ensuring that employees feel they are valued as a motivation strategy in relation to industrial relations. In addition, though the respondents moderately agreed that respecting and empowering employees was a strategy they differed with some being on one extreme since the item scored a standard deviation (SD=1.2). Implying that the respondents were not in agreement with the issue.

Goux et al (1980) argues that if the benefits of motivation are to be enjoyed then the most crucial step is to monitor how the process itself is monitored. He argues that there must be set rules and
procedures to be followed when implementing this programme if it will be well implemented and monitored. Melkersson (1999) stresses on making these rules and procedures clear to the target employees as motivation has the capacity of turning around the performance and overall productivity of an organization if well monitored. Goux found out that making employees feel respected and rewarded was one sure way of motivating employees. Motivation may be considered expensive and increase the staff turnover rate but the limitations for outweigh its advantages (Goux, 1999). Armstrong (1992) observed that “training like most other activities in the organization has tangible benefits to the employee and the organization hence it stands out as necessary and vital activity that plays part in determining the effectiveness and efficiency of the establishment.

5.2.3 Effect of company policies on Employee Motivation

The major findings from the study indicate that majority 39 (78%) of the respondents said that the company policies in place support employee motivation strategies. This indicates that to a larger extent the company policy is committed towards motivating its employees. However, the respondents were in agreement 27 (54%) when they disagreed that the employees are consulted regarding their welfare. This indicates a gap in the policy and actual implementation of the policies.

Melkersson (1999) says that company policies in place are crucial and paramount for any headway in improved and sustainable employee productivity as evidenced by his research on a sample of employees working in a Steel factory in Alabama (USA) where he found that after motivation was conducted to 15% of the employees the productivity shoot by 5% on overall.
Melkersson (1999) argues that from the findings company policies enhances greater versality and adaptability to situations if they are properly constituted.

5.2.4 Challenges facing implementation of employee motivation strategies

The study findings indicate that 39 (78%) of the respondents said that one of the challenges facing implementation of motivation strategies was lack of support from the management team. These findings only serve to reinforce earlier results in the study that established a gap between the management and employees. In addition contrary to previous findings, 37 (74%) of the respondents said that bureaucratic and stringent company policies was also a challenge to motivating employees in the company.

5.2.5 Factors that make an employee violate organizational rules.

The employees pointed out the factors that would make them violate organization's rules poor working conditions, unfair payments and poor leadership emerged to be the most common factors that would affect their obedience to the conditions of their work.

The researcher realized that employees already knew what they would not want in their factors, they would defect against their conditions of work.

5.2.6 Relationship between motivation practice and the employee performance.

Employees may use positive motivation where employees rewarded for doing well. This motivates the employees and encourages them to even perform better in order to get extra benefit. Negative performance is questionable. This discourages them from under performing
these approaches help maintain performance standards and this creates a good relationship between employees and the management. This ensures smooth running of the organization business and there are no resistance to perform and no time wasted in 'gossiping' commitment.

Among employees is also created through motivation hence good performance. The relationship between motivation and employees performance is direct since motivation generally are used to maintain a high standard of performance.

5.3 Conclusion

The study has established that motivation strategies affect employee performance and hence there is need to effectively carry out and implement the motivation strategies. It has been found out that leaders are prone to misusing the implementation of motivation strategies either knowingly or unknowingly. As a result, it is imperative that clear guidelines are put in place to guide the implementation of this process, if success is to be achieved at the end of the day.

The study has established that there exists a gap in the management and employees since the respondents agreed that they are not consulted regarding their welfare with a mean indicate rate of 2.8. Further, the analysis indicates that the respondents perceived the item the same way since it recorded the lowest dispersion rate of 0.4 out of the five items.

From the study, the researcher discovered that the respondents of Kenya Commercial banks were aware of the importance of motivation in their organization. The knowledge of the effect of motivation was displayed by the respondents. They made known to the researcher of the motivation actions in their organization, the researcher concluded that the foundation of motivation was well laid because the roots of motivation were well known. The respondents
employees) expressed their attitude toward motivation practice taken in their organization from
the response, the researcher made a conclusion that they appreciate the measures and later
concluded the motivation practice taken again the employees were considerably acceptable.

The general conclusion of the study was that if an organization has to prosper. In achieving its
goals and objectives, motivation has to be maintained among the members in the organization.
This can only be achieved if the subject of motivation to be handled with care and wisdom.

5.4 Recommendation of the study

The researcher felt the need to sensitize the management of Kenya Commercial Bank on certain
fundamental of motivation based on the findings. These would help to raise the standard of
motivation practiced so that they be effective on employee performance. The researcher saw the
need to address the management of the issue of training motivation administration on how to
handle motivation cases well trained motivation administrators will carry out motivation process
in a wise and orderly way. This ensure that the recipient is not humiliated by the
motivation practice taken.

One other hand, the employees should be enlightened on the objectives of motivation. This is to
enable them to understand motivation practice. There was a need of well established
motivation practice. This researcher recommended the management of Kenya commercial bank
to include these procedures in employee's handbook. This would ensure fairness in motivation
practice. The need to address to issue was to ensure that these procedures are updated according
to current policies, social environment and technology. The researcher recommended the manager
of Kenya commercial bank the issue of poor working condition, unfair payment and poor
leadership.
This would make them avoid misconduct from employees who declared that these factors would make them violate the organization’s rules. An introduction of frequent enquiries from employees on their views and appreciation of the current motivation was an important idea. This would help the management too know where changes or improvement are needed.

Consecutively, training needs assessment should be tied to the Organization’s Performance and Results Act (OPRA) of 1993. OPRA underscores the importance of strategic planning in any corporation. The company should establish a strategic plan which includes specific goals and objectives designed to move us toward desired outcomes. OPRA thus should link strategic planning to a systematic approach for the assessment of organizational needs and to a periodic evaluation of programs, including human resource development, to meet these identified needs. A systematic and continuing review of current and foreseeable organizational training needs provides a realistic basis upon which to plan, budget, direct, and evaluate an effective training program. The training needs of individual employees should be assessed within the context of the organization’s strategic goals to ensure employees’ performance competency and development. All organizations should use Individual Development Plans (IDPs) (as is the case with some governments such as USA) to document this assessment and to plan for individual employee training and development. The IDP is a helpful tool for assessing individual training. It is cooperatively developed between the employer and the employee, usually annually, to forecast, identify, and schedule individual training and development opportunities to meet mission, organizational, and individual requirements. This system has worked in other
organizations in countries such as USA, South Africa, China and Malaysia. The latter two are the upcoming economic giants in the world who were third world countries just two decades ago.

Training is only appropriate when the organization can be expected to gain more benefit from the training than it invested in its cost. Determining the value to the organization of any particular training investment, however, must rely on the vision and judgment of line supervisors and managers. The organization may authorize training to build skills and knowledge levels, which help employees better contribute to the organization’s mission(s). In some cases, the need is immediate and the training remedial; in other cases, the aim is to update and maintain professional knowledge; and in still others, the goal is to prepare for requirements anticipated by higher-level officials. Therefore most importantly is the vision and leadership of line supervisors and managers which is guided by the organization’s goals. The researcher also recommends performance-based reward and incentive schemes whereby only those who perform at their jobs get rewarded. This approach is a long-term management vision and results in a result-oriented employee fraternity in the long run which should be the values, ideals and systems of any management in an organization.

In conclusion, the researcher addressed the need to follow up process whenever motivation has been administered. This would ensure that the motivation administered plays its role which should improve the performance employees.

The findings of the study helped the researcher to come up with the above recommendations which if considered and applied by the management would improve motivation in the organization and this would positively affect employees performance.
5.5 Suggestions for Further Study

Arising from the study findings, the study recommends the following topics for future study:

i) Models to be adapted for evaluating training programmes in relation to motivation.
ii) The role of motivation in employee productivity.
iii) The role of the employees in the successful implementation of motivation strategies.
iv) An investigation to the possibility that there is a matching of positions with more motivated to more “able” individuals.
v) What other factors affect employee performance at the workplace other than lack of motivation.
REFERENCE


APPENDICES I: QUESTIONNAIRE

APPENDIX II: QUESTIONNAIRE

Please tick within the boxes and fill the structured questionnaire with applicable answer to enable the study to be a success.

Section A

1. Gender

Male

Female

2. Highest Education Level Attained

College

University

Masters

3. Duration of work in the company

0 to 5 Years

6 to 10 Years

11 to 15 Years

Above 15 Years
Section B

To establish the Motivation practices at KCB, Moyale.

4. Are you familiar with the term 'Motivation'?
   - Yes
   - No

5. What is your understanding of the phrase 'Motivation' with regards to your workplace?
   ………………………………………………………………………………………………………
   ………………………………………………………………………………………………………

6. What are some of the ways that are used in your organization as a form of motivation towards the employee?

…………………………………………………………………………………………………………………………

7. Are the strategies used effective?
   - Yes
   - No
5. Please indicate the impact of the motivation activities of the firm on the financial performance of the firm.

Strong Negative Impact  1  2  3  4  5  Strong Positive Impact

6. State in what ways do employees benefit from the motivation practices at KCB?

7. What are some of the factors that affect the implementation of employee motivation strategies?

…………………………………………………
………………………………………………..
………………………………………………
………………………………………………
………………………………………………

8. Are there factors that lead to an employee violating the organization's rules?

Yes [ ]

No [ ]

If yes please briefly indicate.

………………………………………………………………………………………………………
……………………………………………………………………………………………………..

9. What is the attitude of employees towards motivation at KCB?
22. Is there any effect of company policies on employee motivation?

- Strongly Agree [  ]
- Agree [  ]
- Undecided [  ]
- Disagree [  ]
- Strongly Disagree [  ]