

EXAMINATION OF SELECTED MOTIVATIONAL FACTORS AFFECTING  
EMPLOYEE PERFORMANCE IN THE KENYAN CIVIL SERVICE

Joyce Kemunto Nyabuti

A Thesis Report Presented to the Institute of Postgraduate Studies of Kabarak University  
in Partial Fulfilment of the Requirements for the Award of the Degree of Doctor of  
Philosophy in Business Administration (Human Resource Management)

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SEPTEMBER, 2017

## **DECLARATION**

The research thesis is my own work and to the best of my knowledge it has not been presented for the award of a degree in any university or college.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Joyce Kemunto Nyabuti

GDB/M/0936/9/10

## RECOMMENDATION

To the Institute of Postgraduate Studies:

The research thesis entitled "**Examination of Selected Motivational Factors Affecting Employee Performance in the Kenyan Civil Service**" and written by **Joyce K. Nyabuti** is presented to the Institute of Postgraduate Studies of Kabarak University. We have reviewed the research thesis and recommend it be accepted in partial fulfilment of the requirement for award of the degree of Doctor of Philosophy in Business Administration (Human Resource Management).

Signed \_\_\_\_\_ Date \_\_\_\_\_

Prof. Ronald K. Chepkilot

Department of Commerce

Kabarak University.

Signed \_\_\_\_\_ Date \_\_\_\_\_

Dr. Charles Zakayo

Department of Commerce

Kabarak University.

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## **DEDICATION**

I dedicate this work to my dear Husband, Peter, my Sons: Frank, Namwel, Bryan and Japheth, and my parents.

## ABSTRACT

Employee motivation plays a critical role in the overall performance and growth of organizations. It is considered to be a booster not only for employees' growth and development but also organizations' performance. As such, managers continue to establish different ways in which they can motivate their employees in order to enhance performance and that of their respective organizations. However, organizations are crowded by a number of issues which affect employee motivation including remuneration, poor working conditions, staff training and organizational culture issues. The general purpose of this study was to examine selected motivational factors affecting employee performance in the civil service in Kenya's context. The study was guided by the following specific research objectives: to establish the extent to which remuneration affects employee performance in the civil service in Kenya, to determine the effect of working conditions on the employee performance in the civil service in Kenya, to establish the effect of staff training on employee performance in the civil service in Kenya, and to examine the effect of organizational culture on the employee performance in the civil service in Kenya. The study adopted a cross-sectional survey research design. The study used a target population of 158,680 subjects from all the eighteen government Ministries in Kenya. The sample size included 225 respondents out of whom 191 took part in the study. Questionnaire and interview guide were used to collect data from the staff members and key informant from the selected seven government ministries. The collected data were analysed with the help of a Statistical Package for Social Science (SPSS) version 21.0. Descriptive statistics were used to analyse the quantitative data. Analyzed data was presented in frequencies and percentages and summarized in tables and figures. Further, inferential statistics such as chi-square for independence, regression analysis and factor analysis was conducted. Content analysis was used to process the qualitative data. From the analysis, the study concluded that there is a statistically significant association between remuneration, working conditions, staff training, organizational culture and staff performance in civil service since the p value was smaller than the level of significance,  $p < .05$ . The study recommends sound mechanisms to be put in place, which ensure better remuneration terms, enhanced working conditions, an integral staff training and building of organizational culture in the civil service which is based on sound management systems for better employee performance in the civil service in Kenya.

**Keywords:** *Employee motivation, employee performance, civil service, organizational culture, remuneration, training, development, working conditions*

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## ABBREVIATIONS AND ACRONYMS

<b>BSC</b>	Balanced Score Card
<b>ERG</b>	Existence, Relatedness and Growth
<b>HRM</b>	Human Resource Management
<b>HRD</b>	Human Resource Development
<b>KACC</b>	Kenya Anti-Corruption Commission
<b>KI</b>	Key Informant
<b>KIA</b>	Kenya Institute of Administration
<b>NACOSTI</b>	National Commission for Science Technology and Innovation
<b>NPM</b>	New Public Management
<b>OCB</b>	Organizational Citizen Behaviour
<b>PBP</b>	Performance Based Pay
<b>PSCK</b>	Public Service Commission of Kenya
<b>RMSE</b>	Root Mean Squared Error
<b>SAP</b>	Structural Adjustment Programmes
<b>SE est.</b>	Standard Error Estimate
<b>SPSS</b>	Statistical Package of Social Sciences
<b>SRC</b>	Salaries and remuneration commission
<b>VER</b>	Voluntary Early Retirement

## OPERATIONAL DEFINITION OF TERMS

<b>Civil service</b>	This is used to refer to the government controlled sector as opposed to the privately run institution (Collins English Dictionary, 2010). For the purpose this study, civil service is limited to the civil servants in the ministries and / or departments.
<b>Organizational culture</b>	McLaughlin (2013) defines organizational culture as the unique personality of a business institution. This is used in the study to mean organization's culture, values, visions, norms, working language, systems, symbols, beliefs and habits.
<b>Remuneration</b>	This is used to refer to the compensation that an employee receives in exchange for the work or services performed (Pascale, 2012).
<b>Staff training</b>	This is used in the study to refer to the improvement of employees' knowledge, skills and attitude in the civil service (Harrison, 2005).
<b>Selected motivational factors</b>	This has been used to refer to the key, theorized parameters of motivation which affect employee performance in the civil service.
<b>Working conditions</b>	In this study, the term is used to refer to the environment of the work place in terms of facilities, terms of work, employee relationship with the civil service.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

This chapter will consist of the following key sections: Background of the study, statement of the problem, study objectives, study hypothesis, significance of the study, scope of the study, and limitations of the study.

### **1.2 Background of the Study**

Governments globally need to instil greater performance orientation among public servants. This means that performance management, including staff appraisal, must become central to the work of government managers. The managers are responsible for the performance of staff, and it is their job to manage them by setting objectives that relate to the overall goals of the organization. These entail monitoring their performance, and giving them support, feedback and the opportunity to develop. Strengthening performance orientation in the public service also entails giving greater weight to relative efficiency in relation to seniority in decisions on staff promotion in the public service (Department of Economic and social Affairs, UN, 2005).

Employees are considered an important asset for effective performance in any organization. Indeed, Guest (2007), as cited by Armstrong (2009), stated that improved performance is achieved through the employees in the organization. Employee performance constitutes the output of a combination of ability and motivation, given appropriate resources. Thus, motivating people becomes a key component of most management work (Torrington et al, 2008). In this respect, when the full potential of



human resource is unlocked, an organization can achieve unlimited output, efficiency and effectiveness. It is important, however, to note that not all employees can be at the level in work output.

### **1.2.1 Global Perspective of Employee Performance in Civil Service**

Globally, there seems to be a performance crisis in civil service, while there is need to produce more for less (Nabukeera, Ali and Raja, 2014). This problem strikes through poor, developing and developed countries and has raised the appetite for efficiency and the need for evaluation mechanisms to help assess the performance of government institutions or programmes that are quite inadequate in stakeholder expectations (Nabukeera, Ali & Raja, 2014). Salem (2003) stated that while it was clear by the 1980s that interest in Performance Management had moved from the ivory towers of academia to the corridors of government around the world, towards the end of the 1980s, many systems of Performance Management were born, adopted and implemented at many levels of the public sector and these were traced back to the use of cost benefit analysis in the 1960s; to management by objectives in the 1960s and 1970s; and to output budgeting in the 1960s. Most of these initiatives, however, were regarded as experimental and some were only adopted as one-off exercises.

At the end of the twentieth century, Osborne and Gaebler (1992) proposed the enterprise-oriented concept as an innovative guide to government for providing convenient and rapid service to the public. Tony and Ian (2000) also pointed out that renovating government is necessitated by its inefficiency. Therefore, the government should change into an efficiency organization (Heeks, 2009). Along with this tendency, governments

have strived to introduce effective information systems (IS) for employees to provide electronic-service to the public. Industrialized countries such as the United Kingdom, the United States, and Japan are constantly proposing new government renovation plans. To keep up with world trends, the Taiwanese government, under the E-Government Action Plan provided by the Research, Development, and Evaluation Commission of Executive, has promoted implementing e-government throughout the country (Yuan, 2001). According to reports by the Centre for Public Policy at Brown University, Taiwan's e-government services were ranked third among 198 countries in 2007 and second in 2008 (West, 2007, 2008). Also, through many years of development and implementation, e-government has become an important strategy for the implementation of reinvented and innovative services in many countries. While organizations have spent considerable money on IS to improve employee performance, understanding and measuring the success of IS are the most important tasks for managers. The success of IS has been well-documented in research (Lucas, 1975; DeLone, 1988; Iivari and Ervasti, 1994; Grover et al., 1996). One way to measure IS success is to determine the impact of IS on individual or organizational performance (Lucas, 1975; DeLone, 1988).

In Thailand, the issue of employee motivation especially in the civil service has not been that impressive (Suevises, 2009). There are quite a number of challenges and obstacles which are continuously being faced by authorities in the administration of their respective organizations. Some of the problems that have been brought forward include various standards of public sectors among different administration organizations, lack of cooperation, allocation of work that does not match public employees' qualification and ineffectiveness of communication between administrators and public employees

(Kutchamath, 2007). Such issues to a certain extent may have an influence in the overall motivation of employees when working.

### **1.2.2 Regional Perspective of Employee Performance in Civil Service**

Following the liberalization of most economies in the 1980s and early 1990s, most organizations in developing countries experienced growing competition from multinationals (Karuhanga, 2010) and, with this trend, organizations were called upon to devise ways of becoming more responsive to customer expectations to compete favourably in the global village (Halachmi, 2002), as cited in Karuhanga (2010). Although there are economically developed nations lagging behind in terms of implementation (Ohemeng, 2009), active performance management has been identified by policy makers in many developing countries, under the current public sector modernization rubric, as a strategic tool in efforts to enhance individual and organizational effectiveness, and hence improve service quality.

Much as there is limited research on Performance Management Indicators (PMI) in developing countries, with 95 per cent of empirical research focused on institutional theory, employee performance of executing agencies or public enterprises is limited to budget monitoring and annual performance evaluation; however, experts are of the view that there is no link between employee performance and financial data (Pollitt & Bouckaert, 2004). For instance in Nigeria, it has been observed that there is a great divergence between the instruments adopted by managers and those that actually motivate the employee (Palmer, 1989). This has been conceptualized as to bring about managerial problems in the public institutions in the country with reference to employee motivation. With the changing working conditions, technology developments and overall

economic improvements in many countries across Africa, employees are beginning to introduce new demands to their employer. In South Africa, for example, recent developments in the way employees are managed in organizations have brought about the need to seriously consider employees as major stakeholders in organizations (Tchapchet et al, 2014). At a time when employees in other parts of the world are regarded as the main source of competitive advantage, South Africa is still enmeshed in a labour crisis typified by industrial actions. Voss and Gruber (2006) asserted that in order for public institutions to provide services of good quality to clients, the employees should be knowledgeable, well-organized, encouraging, helpful, caring to clients' needs, approachable, experienced, friendly and should have good communication skills. Rendering services of good quality will help improve the productivity of public sectors.

In Africa, most organizations have started adopting the use of the Balanced Score Card (BSC) as a way of improving employee performance (Malinga, 2004). In Ethiopia, there is growing interest in the use of the BSC in more firms with support from government (Tessema, 2005). In Uganda, public sectors have faced significant employee performance challenges during recent years (Kagaari et al, 2013). In Uganda, employee performance standards are being set out in various public institutions using the results oriented and quality management principles (Olum, 2004). The time, quantity, quality, customer satisfaction, response rates, stakeholder participation, outcomes, outputs and other methods of assessment of performance are being popularized. However, many government officers resent the idea of performance measurement because they have not learnt it properly or lack commitment and training.

### **1.2.3 National Perspective of Employee Performance in Civil Service**

The performance measurement in Kenya is being emphasized through quality controls as well as the implementation of Balance Score Card (BSC) and Results Oriented Management (ROM) through monthly, quarterly and annual reports to various key monitoring and supervision institutions of the government (Olum, 2011). In order to increase work effectiveness and performance, it is important to address a number of issues, including increasing motivation among employees, making them feel satisfied with their job, and increasing their job-related well-being in general. Owing to the fact that lack of motivation among the members of staff may influence performance of organizations in the civil service, this study intended to examine selected motivational factors affecting employee performance in the Kenya's civil service. These motivational factors include: remuneration, working environment, staff training, organizational factors amongst other intervening factors such as organizational size and political interference. Thus, the current study examined the selected motivational factors that affect employee performance in Kenyan civil service.

### **1.3 Statement of the Problem**

The performance of employees in the civil service seems to be determined by various motivational factors. Every employee that renders services in an organization does so for a reward that will motivate her/ him to perform that very task in the organization. Variance in reward system has therefore caused various degrees of employee performance in the Kenyan civil service.

Despite that a number of interventions have been undertaken to improve employee performance in Kenyan civil service such as introduction of performance contracting,

Balance Score Cards among others, this has not effectively addressed the underlying short comes of employee performance (DPM, 2013). For improved employee performance in an organization, employees need to be motivated so as to boost their morale and dedication in their assigned tasks which is not the case in developing economies like Kenya. Lack of motivation contributes to the poor performance of the respective public sectors in Uganda, Tanzania and Kenya (Adeogun, Fapojuwo & Ajayi, 2011). For instance, Kenyan civil service has particularly been riddled with low employee performance as a result of poor rewarding system; teachers and doctors have go on strike for increased pay (Hope, 2010).

From the review of literature, there are studies that have been conducted on motivational factors including remuneration, working conditions, staff training and organizational culture in relation to employee performance in the civil service in other developing nations like Nigeria and south Africa but not in Kenya (Switzer, Nagy & Mullins, 2005; Sinha, Singh & Gupta, 2010; Nzuve, 2000; Brenda, 2010). Thus, the previous studies do not contextually answer the question on motivational factors and how it influences employee performance in Kenyan civil service. Therefore, there was need to conduct a study on examination of selected motivational factors affecting employee performance in the Kenyan civil service context.

#### **1.4 Purpose of the Study**

The purpose of this study was to examine the effect of selected motivational factors on employee performance in the Civil Service in Kenya.

## **1.5 Objectives of the Study**

This study was guided by the following objectives:

- i. To establish the extent to which employee remuneration affects employee performance in the Civil service in Kenya,
- ii. To determine the effect of working conditions on the employee performance in the Civil service in Kenya,
- iii. To establish the effect of staff training on employee performance in the Civil service in Kenya,
- iv. To examine the effect of organizational culture on the employee performance in the civil service in Kenya.

## **1.6 Hypothesis**

The following research hypotheses were tested in the study:

**H<sub>01</sub>:** There is no relationship between remuneration and employee performance in the civil service in Kenya.

**H<sub>02</sub>:** There is no relationship between working conditions and employee performance in the civil service in Kenya.

**H<sub>03</sub>:** There is no relationship between staff training and employee performance in the civil service in Kenya.

**H<sub>04</sub>:** There is no relationship between organizational culture and employee performance in the civil service in Kenya.

## **1.7 Significance of the Study**

This study endeavoured to be of significant to various stakeholders. These include: the government, the civil servants, policy makers and to fill the existing knowledge gaps. The government of Kenya being the leading management team of most of the civil service organizations; they are expected to be key beneficiaries of this study. From the findings made, the government is fully expected to obtain some information on how various

aspects of employee motivation enhances performance in the civil service. The government is also expected to gain some insights on what they had not been doing right that contributed to the minimal performance of most of the civil service. As such, the recommendations provided are hoped to provide guidance and a sense of direction on how the government may be able to improve performance in the civil service through the motivation of the employees.

The civil servants were also expected to be among the beneficiaries of this study given that the study generally examined at how their motivation affects the overall performance of Kenya's public service. As such, if the recommendations provided are implemented appropriately the civil servants are hoped to enjoy improved working conditions that are geared towards improving the overall performance in the government institutions.

The policy makers were also hoped to benefit from the finding of this study by gaining insights and information on how to develop policies that are geared towards improving the motivation of employees in the organization while at the same time enhancing organization performance.

This study also intended to contribute to the general knowledge gaps on the area of employee motivation and enhancement of organizational performance. Additionally, it was expected to contribute more information on how pay, staff training, organizational culture and working conditions would enhance employee performance in civil service.

### **1.8 Scope of the Study**

This study focussed more on addressing motivational factors affecting employee performance in the civil service in Kenya. The motivational factors covered included



remuneration, working conditions, staff training and organizational culture. The target population included all the government ministries in Kenya and the staff members in these ministries. The study was carried out in Nairobi County where most of the civil service offices are located. Those who were selected to take part in the study only came from selected offices of civil services that are located in Nairobi County. The study was conducted between May 2016 and August 2017.

### **1.9 Limitations of the Study**

There were a number of limitations which were encountered in this study. Amongst these limitations included; lack of corporation among the staff members in the civil service, as some of the employees did not want to share internal data. To overcome this limitation, the researcher created more time for research, obtained consent from the respondents and build rapport with them. The other limitation was the vastness of the target population (civil servants). In order to overcome this limitation, the researcher used of questionnaire which were self-administered. Use of a questionnaire was significant since it enabled the researcher to reach more respondents within a short period of time.

### **1.10 Assumptions of the Study**

The following assumptions were made in the study:

- i. The findings of this study will form a basis of information on factors influencing employee performance in civil service in Kenya,
- ii. The recommendations of this study will be used by policy makers to develop structures that can improve the level of employee performance in civil service.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents a discussion on the review of literature on motivation factors influencing employee performance globally and specifically in the Kenyan Civil Service. The discussion of this chapter is based on the key objectives which include the influence of job satisfaction; employee working conditions; staff training; and organizational culture on employee performance in civil service. The main sources of literature included books, journal articles, web articles and online digital libraries. The chapter was presented under the following sub-sections: an overview of the Kenya's civil service, influence of low pay on employee performance, working conditions and employee motivation, staff training and employee motivation, organizational culture and employee motivation for enhanced performance and the measures to improve employee motivation in the civil service.

#### **2.2 An Overview of the Kenya's Civil Service**

The Kenyan Civil Service has been evolving over quite a period of time. Its evolvement may date back to the 19<sup>th</sup> century during the scramble for and partition of Africa. This activity resulted into the declaration of Kenya as a British Protectorate in 1890. Consequently, it also led to the establishment of colonial rule in Kenya.

The colonial Civil service was formed in 1940 which was dominated by Europeans. Okoth (2006) argues that at independence, one African held a post in seven of the higher ranks of the civil service. Probably this was partially because Africans lacked the

relevant competencies, knowledge, skills and attitude. The Public Service Commission of Kenya (PSC) was established in 1954 with a mandate to advise on the appointments of officers to posts in the civil service. It was subsequently enshrined in the constitution at independence by the Kenya Order Council of 1963. The PSC (K) mission is to manage the entry, stay and exit of civil servants who are appointed and deployed in various Government ministries.

The issue of motivation of employees in the civil service dates all the way back to the colonial era. Kenyatta as the President of Kenya African Union (KAU) declared that the deplorable wages, housing and other conditions of African labourers should be substantially improved and the principle of 'equal pay for equal work' be recognized (Bogonko, 1980). Upon attainment of independence in 1963, the Government embarked on policies related to building of a nation through having Africans trained to take over jobs previously held by Europeans. The Kenya Institute of Administration (KIA) formed in 1961 was strengthened to handle capacity building for civil servants.

Steadily the civil service grew in the 1960's and 1970's benefiting from automatic absorption of graduates from tertiary colleges and universities. In addition declaration of employment by the executive on national days of the 10% absorption in public and private sector raised the number of workers (Government of Kenya, 2008). However, these measures taken impacted on the big wage bill by the government and the late 1980's and early 1990's. This was accompanied by the clamour to reduce the civil service wage bill. The Government embarked on several programmes such as retrenchment, freeze on employment, Structural Adjustment Programmes (SAP), privatization, and increased capacity building and performance improvement to address

the motivation issues of civil servants and also increase their productivity. Currently, performance contracting and performance management systems have been embraced in the civil service. However, there are dismal enhanced motivation levels of civil servants as relates to their terms and conditions of service.

The civil service in Kenya has been undergoing through various reforms which have been geared towards improving the overall management and performance of the civil service organization. It may be noted that these reforms have evolved and culminated in the notion of re-engineering of the civil service in the context of civil service transformation. This art of transformation refers to the “New Public Management” (NPM). Hope (2010) indicates that this concept generally symbolizes the aim of fostering a performance-oriented culture that seeks to revamp the process through which public organizations operate in order to increase efficiency, effectiveness, and encompassing client-oriented, mission-driven, and quality-enhanced management. It is intended to better serve the needs of both government and the citizenry with improved delivery of public sectors to reduce poverty, improve livelihoods, and sustain good governance (Hope, 2010).

The civil service in Kenya traces its roots to British colonial administration. At the time of independence in 1963, there was no major change in the structures of the service. After independence, Kenyanization policy was introduced with an aim of indigenizing public service. The Kenyanization policy resulted in creation of Kenyans, which eventually led to rapid expansion of the civil service and a high wage bill. The government has not been able to offer competitive remuneration to its employees because of this high wage bill resulting to poor service delivery and poor performance.

To curb the problems, in 1993 the government introduced reform programmes aimed at improving work performance and service delivery in the civil service. During this phase the size of the civil service was significantly reduced by 37% through the following measures: voluntary early retirement (VERS), abolition of posts that had remained vacant for too long, freezing of recruitment into the civil service except in critical areas, withdrawal of guaranteed employment to pre-trainees and graduates of tertiary educational institutions, removal of 4500 ghost workers from the payroll as a result of head count exercise and strict enforcement of the mandatory retirement age of 55 years.

The second phase of reform programme focused on rationalization of the civil service to improve performance and productivity. During this phase, the government introduced performance management strategies to enhance work performance in the public service. The third phase of the government reforms involved deepening ministerial/departmental rationalization initiatives in which the government institutions reviewed their functions, structures and staffing with the aim of enhancing efficiency and productivity. This resulted to the reduction of the employees in civil service (Chepkilot, 2014). Despite various interventions through reforms, the Kenya's public service has continued to perform poorly. Owing to the advanced background, it is evident that Kenya's Civil service has not continued to enjoy the best performance as a sector. This study intended to examine the underlying factors of motivation with reference to the Government Ministries in Kenya.

### **2.3 Empirical Review**

This study reviews various studies related to motivational factors affecting employee performance. This section includes various sections based on the following research

objectives: to establish the extent to which employee remuneration affect employee performance, effect of working conditions on the employee performance, effect of staff training on employee performance, impact of organizational culture on the employee performance and the counter measures to improve employee motivation.

### **2.3.1 Effect of Remuneration on Employee Performance**

Motivating employees can be a manager's biggest challenge. Employee motivation is a key to the overall effectiveness of an organisation. Jones and George (2007) define motivation as psychological forces that determine the direction of a person's behaviour in an organisation, a person's level of effort and a person's level of persistence. The authors consider direction of behaviour, efforts and persistence as key components towards motivation. The behaviour that a person chooses is direction of behaviour. Effort measures how hard an employee works. Persistence occurs when an employee continues working in the face of difficulties, instead of giving up.

Pay plays a fundamental role in employee motivation. Brown (2012) indicates that majority of human resource management professionals appear to believe that employees are likely to over-report the importance of pay in various civil service. When employees are motivated, their performance is high. They enjoy job satisfaction and commitment to work to meet their set performance targets. According to Armstrong (2009), the basic requirements for job satisfaction may include comparatively higher pay, equity, real opportunities for promotion, participative management, degree of social interaction at work and interesting work with relative control over work pace and work methods. Employee satisfaction of work depends on expectations and the environment in which they work. For employees with high pay are motivated to produce more while low pay

leads to low motivation that impacts on low performance. Therefore pay for performance systems are designed to achieve high desired results and increased performance to the highly motivated staff. Also, the methods of recruitment are key to whom you hire to join an organisation, for skills, knowledge and attitudes are ingrained in individual performance.

The various theories of motivation altogether provide a firm theoretical basis for the study of the use of extrinsic rewards for motivating employees to higher levels of performance for the attainment of corporate goals (Schuler, 2008). As Perry, Engbers and Jun (2009) posit, support for PBP is theoretically grounded in expectancy theory (Pearce & Perry, 2010) and reinforcement theory (Perry, Mesch & Paarlberg, 2006). Expectancy theory is predicated on a belief that individuals will exert effort if they expect it will result in an outcome that they value (Van Eerde & Thierry, 2008). In the case of PBP, employees will work harder if they value monetary rewards and believe that those awards will result from their increased efforts. Reinforcement theory posits a direct relationship between desired target behaviour and its consequences (remuneration). It suggests that remuneration can be used to create consequences for desired behaviours, such as high performance that will reinforce the behaviours (Perry, Mesch & Paarlberg, 2006).

Similarly, Nteile (2008) states that money ranks lowly in workers reward expectation. Accordingly, what motivates employees is not outside motivation but the desire to do a good job. The organization does not have to pay more for the employee to work. But Nwachukwu (2009) holds the view that the Nigerian worker is said to have high aspiration for money and wealth that is not just to live but more too for conspicuous leisure, a situation, which completely negates Herzberg's postulation that money is not a

motivator. Thus, public organizations have always been faced with the problem of enlisting their members' loyalty and commitment in the wake of various government pronouncements on employee salary adjustment and administration

Employees want to earn a reasonable payment and they desire their employers to feel that is what they are getting. Pay is a fundamental motivation; no other motivational technique comes even close to it with respect to its influential value. It has the affinity to magnetize, retain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Abadi, 2011).

Studies conducted in the past have suggested that reward causes motivation of the employee which directly influences performance of the employee (Kalimullah, 2010). Rewards are management tools that hopefully contribute to firm's effectiveness by influencing individual or group behaviour. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees. To use salaries as a motivator effectively, managers must consider salary structures which should include the importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions (Rukhmani, 2010).

Gomez *et al.* (2012) states that most employees believe that they should be rewarded to recognize their performance, they defined pay-for-performance or incentive system as a system that rewards employees on the assumptions that individual employees and work teams differ in how much they contribute to the firm and that the firms over-all



performance depends to a large extent on the individuals and groups within the firm. They also argued that for a firm to attract, retain and motivate employees, the firm needs to reward employees on the basis of their relative performance. Lazear (2010); Paarsch and Shearer (2010) and Parent (2009) indicate that use of pay performance schemes has been shown to increase employee morale. Brown and Sessions (2013) confirmed the same by stating that employees prefer an environment where productivity is rewarded and that this increases employee morale. On the other hand DeNisi and Griffin (2008) argues that in general higher levels of pay and more attractive benefits tend to result in greater satisfaction, a point that is affirmed by Bretz and Thomas (2012) who stated that pay dissatisfaction reduces performance and morale. Therefore, the role of pay as a motivator is debatable. Usually productivity does not increase in proportion to the increase in the pay provided. In some cases, people could actually work less and enjoy more leisure, if given more money. In addition, after a while they will be adjusted to the new higher pay and take it for granted and demand another pay rise (Mullins, 2007). Thus, there are many qualified people willing to work for the government or even organizations for the low pay and are still satisfied and committed. On the other hand there are also many highly motivated members of religious orders who work for low salaries. Some other people also work with a lot of commitment and dedication for charitable organizations with little pay. The role of money as a motivator is therefore not very clear whether it can affect employee performance.

Payment of wage or rather salary to employees by the employer is mandatory by law of Kenya but not just for the fun of it. It must be noted that such salary paid is an instrument of motivation for the workforce to keep the body and soul together and possibly make

them a stakeholder in the organisation. It may be a truism that when one is a stakeholder in an organisation, such employee will always want the survival of such organisation at all times. This is one of the challenges of motivation within organisations. Motivation is one of the greatest challenges facing managers across the globe because it influences workers' performance and thus the extent to which organisations are able to achieve their objectives and justify their existence.

Nwachukwu (2009) and Atchison (2009) suggests that wages and salaries constitute a significant part of the overall cost of operations, observing that in some organisations wages and salaries constitute over 50 percent of the operating costs. In the same vein Essien (2012) argued that wages, salaries and related costs such as pension make up about 65 percent of the total costs of running a business. Be it as it may, companies or establishments that lack ability to pay wages and salaries regularly are in danger of disintegration. Poor wage and salary are a constant source of frustration and can result in declines in productivity. As such, organisations must spend a great deal of time and effort in finding appropriate payment system in motivating their own employees in their organisation. Wages and salaries to be paid by organisations must be able to attract talented human resources, serves as legal requirements, help to retain and finally motivate employees on their job which will increase individual output and invariably, enhanced the organizational performance.

According to Owen (2008), remuneration of substantial employees helps in promoting workers' morale, increasing their motivation and foster team cohesion in their daily undertakings. He argued that fair remuneration of the employees contributes to increased productivity unit. Motivation of the employee does not necessarily need to be through

monetary value or compensation. Some employees would feel motivated to work when the employer recognize their work, praise the m for what they do or even promotion. However, employers need to be cautious not to overuse the compensation as a motivator since good employees are motivated by the ability to have successfully completed projects (Owen, 2008). Most organizations embrace team work to achieve the organizational goals. Awarding workers with remuneration as a team foster team cohesion which consequently results into an increased productivity.

Furthermore, remuneration increases the overall employee's morale so long as this benefits them equitably. This compels the employees the vigor to work harder to meet the targeted goals. These findings correspond with the findings of another study conducted by Swabra (2014) with regard to the impact of remuneration on employee performance. Generally, employees showed that offering good salaries, bonuses and timely remuneration impact their performance positively. Organizations use good remuneration as one of the policies that increase the workers performance thereby translating to an increased organization's productivity. With the current global economic situation, there exists stiff competition among many organizations. This phenomenon has made the employers to realize that employees' performance go a long way in determining the success of the organization (Muogobo, 2013). On the other hand, Bussin (2012) argues that, most organizations adjust and orientate themselves in order to compete in the 21st century, making remuneration to receive less attention. Therefore, extra efforts need to be invented to enable reward related policies to be embraced by the managers. Further, Bussin (2012) emphasized on the need to champion for internal equality and the evolvement of remuneration policies through formal processes.

Moreover, employees value salary and this acts as a determinant to keep one on the job; it is actually the most obvious motivational factor. (Kline & Hsieh, 2007). It is a common practice to see employees compete for positions and opportunities which offer quick and accessible rewards. For this reason, whenever workers hear of a good pay in another service, they will always move (Panwar & Gupta, 2012). Further, Rynes *et al.*, (2004), affirms that no any other incentive can ever come close to money with regard to its influential nature. According to Frederick Taylor (2007), the most valuable factor in motivating industrial workers to realize greater output is money (Adeyinka *et al.*, 2007). Organizations employ the use of incentives such as promotion, pay, and bonuses among other rewards aimed at inspiring and pushing for high level of performances by their workers (Reena *et al.*, 2009).

In addition, managers will always recruit, hire and retain the best workers whose capability is undoubtable. They may offer to provide more appropriate incentives and rewards just to retain efficient man power in the organization (Bandiera *et al.*, 2007). In addition, offering other non monetary rewards to the employees ensure that they are attracted and kept within the organization (Decenzo & Robbins, 2012). According to Worldat (2010), employees' benefits are one of the key elements constituting the Total Reward Package. Others include; compensation, recognition on work performance, offering career opportunities and development, balancing work and life among others. Armstrong (2009), indicate that employee benefits as element of remuneration may come in addition to the financial benefits. They may include the annual holidays, employees' benefit programs etc. However, the decision to offer employees' benefits may be influenced by a number of factors which can either be from inside or outside

organization. Organizational factors include business strategies, values of organizations and nature of the job. On the other hand, organizational factors that are from outside include; government policies, laws, rules, culture among others (Milkovich & Newman, 2007).

Many scholars associate the amount of money earned to the level of performance of employees. For instance, employees with outstanding performance rating always receive the highest pay in a company. This is due to the vital roles they play for the success of the company. The performance can be determined through evaluation or performance appraisals. Offering bonuses to employees impacts a lot in the performance and always reminds them that their effort and hard work will surely be rewarded (Dohmen & Falk, 2007). Such companies that give their employees bonuses are bound to motivate them to perform highly thereby boosting the overall performance of the company.

Agburu (2012) in his study in Nigeria declared that “wages and salaries should not only be adequate but they must also show some element of equity; this is, particularly, true from the view point of the employees. For instance when employees get low pay in an organization or even government institution they are likely to have low performance. However, when such worker is well motivated and adequately rewarded, there is much tendency for such worker to increase his/her output on the job which is a positive indicator for the growth and development of the organization. But when such employee lack adequate motivation and financial reward, the output of such employee must reduce no matter the condition of work.

Wallace and Zeffane (2010) in their research indicated that, management depend upon rewards like money as the main factor of motivation because according to Maslow's hierarchy of needs, money is a unique reward that can satisfy different needs such as physiological need for food. In McClelland's acquired needs theory, money is an important source of performance feedback for high need achievers. Non-monetary rewards on the other hand attract persons with a high need for affiliation through verbal recognition, and through challenging jobs for high achievers. Skinner (2003) argued that, the use of rewards in the classic work performance paradigm is based primarily on the reinforcement theory which focuses on the relationship between a target behaviour such as high performance and its consequences for example pay. This study was framed from Hertzberg's two factor theory and Skinner's reinforcement

Akerlof and Kranton (2010) reported that many organisations would be successful in their goals and purposes if they understand the identity economics. People's identity that is their conception of who they are, and of who they choose to be, may be the most important factor affecting their economic lives and may indicate what would be the most appropriate incentives for them to perform in their job. There seems to be evidence to confirm the positive relationship between financial factors and job performance in service organizations. Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high-level performances of employees. It has the supremacy to magnetize, maintain and motivate individuals towards higher performance. According to Lemieux (2009), the existing evidence shows that when there is a good performance measures, performance-pay can

enhance employee productivity and improve much quality. However, the use of performance-pay is constrained by the quality of available performance measures.

As a consequence, a profit maximizing firm will introduce performance pay in a particular job only when the quality of the performance measure is sufficiently good. Muralidharan and Sundararaman (2009) provide sustaining evidence that payment is associated with output of employees and serves as motivation to enhance workers' performance. However, a study by Lazear (2009) showed that when employers increase the salary of the workers, most employees work on their tasks and duties diligently. Another study conducted by Fisher (2005) reveals money to be the key motivator for employees. Kelly (2010) focused on employees who work in banks as tellers. Her research found that bank tellers appear to have low job satisfaction and seem to be less motivated at work. In addition, the study found that low payment for bank tellers is one of the most important factors that influence job performance in service companies. Therefore, for an employee to be motivated and produce better results in an organization or any other working field pay must be considered, when low pay is experienced among the employees they produce poor result but when they are well paid they are likely to produce positive results within the organization.

Motivation from salary or compensation exists among employees, however these may be motivated through commission and others may be motivated with increase in fixed pay as Pappas and Flaherty (2006) examined the influence of company imposed reward system on the motivation levels of sales people and found, some people are motivated by commission based pay and others by fixed salary pay. Another study that was conducted by Kelly (2010) suggests individualistic compensation plan can work as a motivational

agent for instance productivity of the organization is increased. Thus, efficient managers must consider pay as a motivation of their employees.

The distribution of pay has effect on the turnover behaviour of employees, which is positive for lower level employees and negative for high level employees e.g. a relationship exists between salary dispersion and turnover, which is positive among low earners and positive among high earners (Pfeffer & Blake, 2007). If management is serious in influencing the behaviour and motivation level of employees through salary, they should increase the salary enough so that it can be perceived as a raise, as Mitra, Gupta and Jenkins (2007) suggest that it can't be expected that positive perceptual and attitudinal reaction will be created among employees

Variable pay schemes are typically motivated by the incentive they exert on the employees by linking pay to performance. This is due to a fact that performance related pay may also help firms in attracting the most productive employees and in weeding out the less productive ones (Lazear, 2009). This is however in contrast with fixed pay schemes which have not only less incentive power but they are also less able to sort employees since they are usually implemented when it is difficult and costly to measure individual performance (Lazear, 2009).

Parent (2009) argues that highly productive employees will prefer performance pay to hourly or monthly pay in as much as they know that their productivity is higher than that of the other employees in the firm. Thus, performance pay enables them to increase their income from work, whereas the less productive employees will tend to quit or avoid joining firms that use performance pay schemes because they are not attractive to them.



Satisfaction and motivation and on how these two perceptions relate. As the fit between individual personality traits and compensation system characteristics are proven to be important (Kovacs, 2009). The distinguished pay factors are fixed pay and performance based pay, tangible benefits and non-tangible benefits, rigid benefit plans and flexible benefit plans, skill based pay and job based pay. Both the general, relative preferences of employees (e.g. do they generally prefer fixed pay over performance based pay) and how individual character traits affect this preference like an employee with a high level of risk aversion will prefer a fixed pay more than an employee with a low level of risk aversion.

Olelube (2005) carried out a study on teachers' jobs satisfaction and motivation for school effectiveness in Nigeria. This study assessed the differences and relationship between the level of teachers' job satisfaction, motivation and their teaching performance in Rivers State of Nigeria. A questionnaire was used to collect data in the study. While the data for the study was analysed using multiple statistical procedures: mean point value, standard deviation, and variance, t-test of significance and One-way-analysis of variance (ANOVA). The study established that teacher related sources of job satisfaction mainly promoted by pay seem to have a greater impact on teaching performance, as teachers are also dissatisfied with the educational policies and administration, pay and fringe benefits, material rewards and advancement. This study interlinks with the current study since it has examined how job satisfaction as promoted by pay influences teachers' motivation in schools. However, much of its contribution will be limited since it was carried out in a different scope as its methodology used teachers as respondents from

schools whereas the current study examined the factors affecting employee performance in civil service in Kenya.

Armstrong (2009) notes that money provides the carrot that most people want. Money is the primary motivator to most people because it increases one's purchasing power. Herzberg listed money as a hygiene factor rather than a motivator. For example, when people get fixed salaries or rates of pay they do not get a lot of satisfaction from it. A good example is the civil service salary structures. However, different people have different needs and wants and definitely money motivates them differently.

Ejumudo (2014) further points to cases where pay issues lowers the increased grievances of the employees, lower employee performance or in particular make some employees to quit. While low payment is a common motivating factor that causes most employees to quit while looking for other jobs (Thompson, 2013) thought otherwise saying that overpayment can as well cause harm to organization and the employees in general affecting performance as a result of guilt and anxiety. Although high pay reward costs reduces an organization's competitiveness and its ability to provide jobs, human resource departments can contribute to the organization's strategic objectives through a balance between employee satisfaction and competitiveness in the organization's compensation programme. By achieving desired results, pay reward policies reinforce those behaviours that comfort the organization's strategies. The flexibility and responsiveness of pay system management can efficaciously stimulate the process of enhancing employee performance in organizations (Olu, Ogunrin & Akerele, 2007). This explains why pay levels must respond to the supply and demand of workers in the labour market and the competitiveness in industries and among organizations.

Moreover, variance in reward system can therefore cause various degrees of employee performance for the same group of employees. However, due to the fact that human responses and reactions are not predictable, the possibility that improved payment system would increase employee performance cannot therefore be guaranteed. Baridam (2012) contends that the introduction of incentives scheme implicitly assumes that increased output will be obtained and that production system is deterministic in its responses, whereas in reality it is not.

Koontz (2010) pointed out that money should not be considered the primary motivator at the expense of other factors such as challenging work and favourable managerial and organizational climate. Money will always have a central place in any motivational programme because it is a secondary reinforcer. Thus, this study examined how pay affects employee performance in civil service.

### **2.3.2 Effect of Working Conditions on Employee Performance**

It is upon the organization to come out of its comfort zone and traditional roles to invent new ways of working. Employers need to create a working environment where the workers do their work with the feeling that they have a purpose, and the vigor to reach their potential. Most work places experience the problems of working environment flexibility, noise distraction, and interpersonal relationship from supervisors among others. Therefore, there is need for organizations to have job aid, ensure the use of performance feedback and improve on incentives in order to motivate the employees.

A conducted by study by Ajala (2012) recommends that there is the need for the organization to hold periodic meeting with the employees to give them platforms to air

out their grievances. This will motivate the employees since they will view the management to be concerned about their welfare. On the other hand, management also needs to find better ways of communicating the organizational goals and strategies to the employees in order to achieve the mission and vision. Provision of a comfortable and an inclusive workplace boosts the employees' performance which consequently increases the organizational performance (Aisha, Hardjomidjojo & Yassierli 2013). In addition, a study conducted by Amusa, Iyoro and Olabisi (2013), on Work Environment and Job Performance of Librarians in the Public Universities in South-West Nigeria found that workplace factors that influence employee performance include; physical environment factors, reward, management or leadership style, training and development and work-life balance. It is a usual phenomenon to find employees who are not satisfied by the management or promotion experienced in their working environment. In order to overcome this situation, organizations need to have more comprehensive reward systems, change in leadership style that is inclusive of all workers.

Working conditions greatly affect performance of an employee. Good working conditions help to boost employee's morale, improve the organization's productivity hence service delivery. Creation of tasks that are beneficial to the company helps to create a good working atmosphere since every employee wants to feel that their job is making a difference and will work towards accomplishing the task. High Performance can be achieved through good working conditions. This can be done by ensuring that majority, if not all, of the employees' tasks have a direct benefit or contribution to the overall success of the organization. Strategically created tasks that directly affect the organization will energize and motivate the employee to bring out their best (Jensen, 2013).

Performance makes a difference to a motivated staff. According to Luis (2010), organisations should create an environment in which performance makes a difference. Otherwise it may end up with a low achievement of organisational performance culture. Pay for performance systems are the lesser of two evils because without them, performance may drop even lower to the least motivated employees in organisations.

Employee empowerment which involves providing an employee the authority to make and implement some decisions plays a key role in the promotion of employee morale to work. This is due to the fact that it enables employees to use more of their potential, but it also requires a commitment on the part of managers to delegate not just some of their responsibilities, but some of their decision-making authority as well. However, managers must then ensure that empowered employees have the skills, abilities, tools, and information to make good decisions.

An employee's workplace environment is a key determinant of the quality of their work and their level of productivity. How well the workplace engages an employee impacts on their desire to learn skills and their level of motivation to perform. Skills and motivation level then influences an employee's (Leslie, 2011).

A study conducted by Barry (2008) suggested that improvements in the physical design of office buildings may result in a 5-10 percent increase in productivity and eventually increase performance. However, other studies have examined the effect of physical work environment on workers' job satisfaction and performance. For instance Scott (2007) reported that working conditions associates with employees' job involvement and job satisfaction (Brill, 2008). In the same line Strong (2009) in a study observed that social,

organizational and physical context serve as the impetus for tasks and activities, and considerably influence workers' performance (Scott, Jussane and Steven, 2010). Researches on quality of work life have also established the importance of safe and healthy working conditions in determining employees' job performance (Strong, Jeannerert, McPhail & Bleckley, 2009).

According to Wells (2010) workplace satisfaction has been associated with job satisfaction. In recent years, employees comfort on the job, determined by workplace conditions and environment has been recognized as an important factor for measuring their productivity. Because of this reason most of the organisations have been trying new designs and techniques to construct office premise, which can increase productivity and attract more employees. As noted by the many researchers, the physical layout of the workspace, along with efficient management processes, is playing a major role in boosting employees 'productivity and improving organizational performance (Uzee, 2009; Leaman & Bordass, 2013). The similar result came out even in an independent research undertaken by Asid (2009) and pointed out that workplace design is one of the top three factors, which extensively effect performance and productivity. The main challenge of the management is to attract, retain and motivates its employees for high productivity and performance. It need a unique and different approach than the what traditional approach made so far. Many workplace factors influence employee's performance. Relationship among personality, work environment preferences and the outcome variables, performance and commitment affect employee's performance at the workplace.

There are several empirical evidence that states work environment is having a great

impact on the performance and attitude of employees. It is very important for the employer to know how certain work environment would make greater impact on the employee's level of motivation and performance. A well designed office structure, supervisor's relationship with subordinate staffs and social behaviour are some of the significant aspects which determines the employee productivity and performance. With this backdrop the current study made an attempt to explore the relationship between work environment and performance among Kenya's civil servants

A good workplace environment makes good business sense and is characterized by respect that supports employee engagement and creates a high performance culture that encourages innovation and creativity (Kohun, 2012). Organisations deemed as a positive place to work will more likely have a competitive edge since they are in a better position to draw and retain highly skilled employees'. Thus, this is a significant consideration in the current tight labor market. A positive working condition is likely to result in less employee turnover, fewer cases of fraud, better safety practices, easier to attract and retain qualified employees and improved employees' wellbeing (Cunnen, 2010).

According to Govindarajulu (2007) many businesses in twenty first century are moving towards more strategic approach of environmental management to enhance their performance through improving and managing performance level of employees. The modern physical environment is distinguished by technology, computers, machines, general furniture and furnishings which continually affect the brain and health of employees (Stoessel, 2009). Organisations must ensure that the physical layout is covering all need of employees such as communication and privacy, formality and informality, functionality and cross-disciplinarily (White, 2010). Therefore for public

civil servants, their working conditions should be improved with the modern technology to improve service delivery as well making the employees more comfortable while working.

According to Mehboob and Bhutto (2012) in their research the concept of working conditions is a comprehensive one which includes but not limited to the physical, psychological and social aspects that mark up the working condition. Work environment involves all the aspects which act and react on the body and mind of an employee. Workplace environment plays a vital role in motivating employees to perform their assigned work (Chandrasekar, 2010). A study conducted by McCoy and Evans (2005) stated that the elements of working conditions need to be proper so that the employees would not be stressed while getting their job done. In their study, they stated that the physical element plays a significant role in developing the network and relationship at workplace. Result of the employees' performance can be increased to a certain percentage depending on the improvement of the physical workplace design at their workplace (Brill, 2008). In the same line Amir (2010) mentions elements that related to the working conditions which include the office layout plan and also the office comfort. Amir (2010) also stated that a physical workplace is an area in an organization that is being arranged so that the goal of the organization could be achieved.

Studies conducted by Boles, Pelletier & Lynch (2004) indicate that when the employees' are physically and emotionally satisfied, and have desire to work, then their performance outcomes shall be increased. Furthermore, they also indicated that by having a proper workplace environment, it helps in reducing the number of absenteeism and thus can increase the employees' performance. Having a favourable work environment helps



employees to concentrate on their performance. Good performance depends on how well the employees engage with the organization, especially with their immediate environment.

In the same vein Chandrasekar (2011) stated that the relationship between the work, workplace, and tools of work had become the most important aspect in their work itself. The factors of workplace environment that had been determined are job aid, supervisor relationship, opportunity to get promoted, performance feedback, goal setting, workplace incentives, mentoring, coaching and also the physical work environment. The factors of workplace environment also give a great impact towards the changes of lifestyle, work-life balance and also the health fitness whether towards the positive or negative impact (Chandrasekar, 2011). Therefore, working conditions entails the relationship between employees and their seniors positive relationships triggers positive performance whereas negative working conditions makes employees produce negative results.

Wiley (2007) conducted a study on the role of work motivation on employee performance in industries where approximately 550 questionnaires were administered to the respondents. Good wages, full appreciation of work done, job security, promotion, interesting work, company loyalty to employees, Good working conditions, tactful discipline, recognition and sympathetic help with personal problems were found to be key factors influencing employee motivation in industries. However, work conditions were the most key factor that influenced employee motivation as indicated by majority of the respondents. This study might not have explored much information on how working conditions do influence employee motivation. Thus, there was need for the current study

to examine and provide valuable insight on the effect of working conditions on employee performance.

According to McClelland (2012), job enrichment is an approach to job design that increases a job's complexity to give workers greater responsibility and opportunities to feel a sense of achievement. Enriched jobs are typically expanded vertically responsibilities previously performed by the supervisor are added to the enriched job. To enrich a job, a supervisor can introduce new or harder tasks, organize work in teams, or grant additional authority to employees. Job enrichment gives employees more autonomy and feelings of control, and can reduce the negative motivational effects of tasks that are repetitive or that require little autonomy.

Ngimbudzi (2009) conducted a study on factors influencing job satisfaction among secondary school teachers in Njombe District in Tanzania. A study sample of 162 (n=162) teachers was surveyed. The study found that teachers are satisfied with aspects under the following dimensions: social benefits, meaningfulness of the job and support from administration. Conversely, the teachers indicated they are least satisfied with the aspects under the job characteristics dimension. Despite the contributions that this study has, there are still a number of issues that it did not capture. First, the study mainly concentrated its research on job satisfaction. It did not address on the counter measures that could be put in place to ensure job satisfaction. Moreover, the job satisfaction issues were not tied to the performance of the organization. As such, this study not only intended to look at employee motivation issues but it also intended to tie these issues with the overall performance of the organizations.

In the working conditions, managers have an obligation to motivate their employees because poorly motivated employees can nullify the soundest organization. Depending on the nature of the organization and type of employees, a manager can motivate his/her employees by recognizing individual differences, matching people's skills with relevant jobs, ensuring jobs are perceived as attainable, individual rewards, linking rewards to performance, checking the system for equity and recognizing money as potential motivator (Nzuve, 2007).

Flippo (2008) pointed out that in the workplace an understanding of the people's behaviour is important. Managers need to know why people work, why one works harder than the others under the same circumstances and what can be done to improve performance in order to attain organizational goals and objectives. Motivation therefore, is an alignment of employee and organizational interests so that behaviour results in the achievement of employee's wants simultaneously with the attainment of organizational goals and objectives.

Oetomo and Budiyanto (2011) carried out a study to investigate the effect of job motivation, work environment and leadership on organizational citizenship behaviour, job satisfaction and public sector quality in Magetan, East Java, Indonesia. The data were obtained from 270 civil servants working at the Magetan District government. The data were analyzed using the Structural Equation Modelling with Partial Least Square program. The study showed the following findings: job motivation variable has a positive and significant effect on organizational citizenship behaviour (OCB); work environment has positive and significant effect on OCB; leadership variable has positive and significant effect on OCB; job motivation variable has no significant effect on job

satisfaction; work environment variable has no significant effect on job satisfaction; leadership variable has no significant effect on job satisfaction; OCB is positively and significantly associated with job satisfaction; and job satisfaction variable is positively and significantly correlated with quality of public sector at the Magetan District government.

Therefore, having this ergonomic physical workplace at their workplace helps the employees from not getting the nerve injury (Cooper & Dewe, 2014). Furthermore, McCoy and Evans (2005) stated that the elements of working conditions need to be proper so that the employees would not be stressed while getting their job done. In their article, they also stated that the physical element plays an important role in developing the network and relationship at workplace. Result of the employees' performance can be increased from five (5) to ten (10) percent depending on the improvement of the physical workplace design at their workplace. Brenner (2010) asserted that the ability of employees within an organization to share knowledge throughout the system depends on the conditions of their work environment. Some employees tend to be more productive in a well facilitated work environment. More so, the quality of comfort variable from work environment determines the level of satisfaction and productivity of workers. Workers productivity cannot be optimal, if the conditions of work environment are not favourable. Improved work environment enhances employee's productivity.

Poor work habits' adverse impact on productivity and growth is not a new discovery (Pritchett, 2009). The argument has been made that effective development requires high standards of ethical and performance behaviours, particularly in relation to national governance and major development projects (World Bank, 2009). The wave of

globalization now requires agencies of governments and companies in other parts of the world including African nations to conduct their business in an environment characterized by speed and being connected (World Bank, 2011). The development and retention of intellectual capital determines the competitive advantage of companies (Pritchett, 2009). In addition, Sekar (2011) argues that the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment.

Martins and Terblanche (2003) however puts emphasis on the role of the human resource management in the promotion of socio-relations among the employees which stimulates employees' innovativeness and creativity. Jimenez-Jimenez and Sanz-Valle (2008) further supported this management practices since it motivates the employee to adopt discretionary behaviour in line with the interests of the organization. When employees are motivated through positive feedback, there are higher chances of improved performance. For many scholars, it is important, or even vital, to have positive experiences at work to enhance the development of organizational commitment and work motivation. One of the principal mechanisms by which these experiences of work lead to such a desirable outcome is a feeling of being supported and valued. This feeling is the core of the concept of perceived organizational support, which measures employees' global beliefs concerning the extent to which the organization values their contributions and cares about their well-being (Whitener, 2010).

Furthermore, other studies also support that employees are the most important assets in any given organization. Since what affects the employees' performance affects the performance of a firm, organization therefore needs to do anything possible to ensure employees performance. Elements of the physical workplace environment have been seen to positively influence the employees' performance (Chandrasekar, 2011). These include; furniture comfort ability at workplace, spacious office, devoid of noise. This is consistent with another study by McCoy and Evans (2009), which indicate that elements of physical work environment should be proper to avoid stress at work. Stress limit employees' performance to the expected standards. Storey (2014) indicates that transformational leadership style composed with ideas, influence and inspirational motivation provides high employees' performance workplace. In some cases, organizations have rules that create imbalance between an employees' personal life and the job. Organizations need to be flexible to enable the employees to attend to their personal issues. According to Luthans (2000), he associates the balance of work life with increased job satisfaction which increases the commitment of the organization, increasing the employees' performance.

Tamessek (2009) in his study, on the extent to which employees perceive their workplace environment, he indicated that employees will show high level of satisfaction and commitment towards the organization if they are provided with an enabling and supportive working environment. This corresponds with a study by Roelofsen (2002), showing that an improved workplace reduces complains and absenteeism from staffs, resulting into an increased productivity. A healthy and better physical working environment boosts staff moral and ultimately their performance. Sound workplace with

elements such as adequate ventilation and layout arrangement ensure that employees work comfortably leading to an increased productivity (Ajala, 2012).

### **2.3.3 Effect of Staff Training on Employee Performance**

Staff training basically deals with the acquisition of understanding, know-how, techniques and practices. In fact, staff training is one of the imperatives of human resource management as it can improve performance at individual, collegial and organizational levels. As the process of ‘increasing one’s capacity to take action, organizations are now increasingly becoming particular with organizational learning and therefore collective development. Organizational learning, on the other hand, refers to the “efficient procedure to process, interpret and respond to both internal and external information of a predominantly explicit nature. According to Easterby-Smith (2010), the emergence of the concept of organizational learning is central on the hitherto idea that prior advocacies of learning are tended to its commercial significance and are lacking of empirical information on learning processes.

Training is a very important component in developing relevant work-based skills, knowledge and competencies to drive an organization towards achieving its success. According to Armstrong (2009), training enhances development which enables people to progress from a present state of understanding and capability to a future state in which skills, knowledge and competencies are required. Through learning new activities, strategies and skills prepare people to exercise both wider and increased responsibilities. Tzafir (2008) also indicated that training is an important element in producing the desired human capital. Through training, employees become equipped with skills, abilities and knowledge required by the job. The aim of training is to achieve a

change in the behaviour of the trainees. Some employment positions require the holders to have requisite skills, technical knowledge and skills on the job important in achieving the organizational goals. Training essential in bridging and reconciling the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance (Armstrong, 2009).

Lack of relevant training has been seen to cause shortfall in employee performance. Appropriate training is therefore a remedy to this situation. Training is one of the ways of overcoming deficiencies in employees' performance at work. Effective use of human resource by organizations ensures success within the organization as well as withstanding competition in the industry. Human resource management plays a big role in the organization, economic and socially related areas (Aidah, 2013). The study therefore asserts that it is the responsibility of the organization to face a realistic way towards keeping their human resources up to date.

According to Robbins (2009), many people view motivation as a personal trait. Studies have however revealed that motivation is as a result of interaction between an individual and the situation. Individuals differ in their basic motivational drive. Finchman and Rhodes (2011) also define motivation as the willingness to exert high levels of effort towards organizational goals conditioned by the efforts and ability to satisfy some individual need. The three key elements are effort, organizational goals and needs. Effort is a measure of the intensity put in by the individual. A motivated individual will put in more effort than a less motivated individual. However, high levels of effort do not necessarily mean favourable job performance outcomes unless the effort is channelled in a direction that benefits the organization. It is therefore necessary to consider the quality



of effort as well as its intensity. Effort has to be directed toward and consistent with organizational goals to be effective.

One key factor in employee motivation and retention is the opportunity for employees to grow and develop job and career enhancing skills. Employees should be given an opportunity to grow and develop. Staff training is one of the most important factors in employee motivation. This will present the opportunity to create, highly motivated, devoted, and growing employees who will benefit both the organization and themselves through staff training opportunities (Finchman & Rhodes, 2011). However, staff training does not imply only obtaining new knowledge, abilities and skills, but also the possibility to promote entrepreneurship, introduce employees to changes, encourage the changes of their attitude, introduce the employees to important business decisions and involve them actively in the process of decision making.

Currently, most organizations employ the use of technology in the production processes. The competition faced by the organization is as a result of globalization, political and economic environment and technology (Evans, Pucik and Barsoux, 2012). This prompts them to either hire trained employees or train their employees to prepare them and enable them adjust to the demands of the job. Furthermore the prevailing evidence on growth of skills and knowledge in the business corporate world has been intensified by not only the introduction of technology and a combination of the factors of production but also by an increase in efforts towards the human resource development. Through training, organizations ensure an optimum contribution of the employees to the organization's goal and objectives as a way of sustaining performance effectiveness. Afshan, Sobia, Kamran & Nasir (2012), in their study recommend that managers need to ensure that the

organization is supplied with adequate competent and capable specialists to manage positions and departments. Huang (2008) describes human resource as the intellectual property of a firm since the workers are the good source of gaining competitive advantage. The acquisition of competencies ensures organizational success.

Internal staff training is vital because employees do not want employees to leave their work place; this is crucial because internal staff training brings a special plus. For instance organizational specific training, terminology, and opportunities reflect the culture, environment, and needs of the workplace. An employee should be supported to attend internally offered training sessions. This can be done by a co-worker, a trainer or an expertise. University attendance and attaining of degrees enhance broadening of knowledge and capabilities of the staff and experience with diverse people and ideas (Heathfield, 2010). Thus, the continuous staff training has a significant role in the development of individual and organizational performance since the strategic procedure of staff training needs to encourage creativity, ensure inventiveness and shape the entire organizational knowledge that provides the organization with uniqueness and differentiates it from the others.

Despite of the crucial role played by any kind of training offered to an employee in any given work station, it is unfortunate that the procedures of staff training within the civil service or organizations are undeveloped (Heathfield, 2010). They are mainly performed occasionally, and not connected with organizational strategy, nor do they have some strategic significance. In addition, employees view the training as an imposed obligation, rather than a way to maximize their potential and they do not realize that by improving their performances and innovation of their knowledge they may contribute to better

business results of the organization they belong to since most of them see that training is an expense, rather than an investment.

McDowall *et al.* (2010) argue that the recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized (McDowall & Saunders, 2010). They add that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, and this means considerable and continuous investment in staff training (Khan, 2011; Braga, 2008). It is the view of Beardwell and Holden (2012) that Human Resource Management concepts such as commitment to the organization and the growth in the quality movement have led senior management teams to realize the increased importance of training, employee development and long-term education. Such concepts require not only careful planning but a greater emphasis on employee development (Beardwell & Holden, 2012).

According to Cole (2012), in his book *Personnel and Human Resource Management*, training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few. To develop the desired knowledge, skills and abilities of the employees, to perform well on the job, requires effective training programs that may also effect employee motivation and commitment (Meyer & Smith, 2010). Employees can make or break their organizational reputation and profitability. And they are responsible for the bulk of the activities which

can affect client satisfaction, the quality of the product and event (Elnaga & Imran, 2013).

The management of human resources has been hit with many challenges not only in Africa but the whole world (Kamoche, 2012). This is attributed to political instabilities in some countries, bureaucracy, corruption, and poor infrastructure, low levels of education, diseases and famine which dominate in populations. The study identifies Uganda as among the African countries experiencing challenges in financing human resources. Institutions need to identify the need for training and develop selective methods and criteria to implementing and finally evaluate their outcome (McCourt & Eldridge, 2013).

Training the workforces and managers and thereafter evaluating the performance ensure that appropriate development takes place. Policies on employees' performance evaluation together with the reports of performance appraisal will help the organization to identify further development needs. However, the individual personnel can also help the organization identify areas which need more emphasis in terms of training for the betterment of performance. According to Cole (2012) the main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. Training is classified as one of the most potential motivators which have both the short and long term benefits to both the individuals and the organization. Generally, training increases employees' morale, lower cost of production, recognition and enhanced responsibilities among others. Additionally, studies emphasize that employees' performance has a bigger influence on the organizational performance. Wright & Geroy (2010) indicate that the competencies of employees change with effective training. Training therefore improves the overall performance of the employees to effectively perform the assigned tasks as

well as enhancing the knowledge, skills and attitude of the staffs necessary for the future job. This results into the development of a superior organizational performance.

Moreover, these findings are further supported by the study by (Benedicta, 2010) which found that training positively influence employee performance through the development of employees' knowledge, skills, ability, competencies and behavior. Swart, Mann, Brown, and Price (2005) adds that relevant training is the best way of dealing with the deficits in skills and the gaps in performance with the aim of improving the performance of the organization.

According to Garavan (2007) and Berge *et al.* (2012) training is the planned and systematic modification of behavior through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively (Garavan, 2007; Berge, Verneil, Berge, Davis & Smith, 2002)). A formal training program is an effort by the employer to provide opportunities for the employee to acquire job-related skills, attitudes and knowledge (Rahman, Sambassivan & Wong, 2013). This means for any organization to succeed in achieving the objectives of its training program, the design and implementation must be planned and systematic, tailored towards enhancing performance and productivity.

Most organizations have long recognized the importance of training to its development. As new technology progresses, making certain jobs and skills redundant, an increasing emphasis is being placed on the need for a skilled and highly trained workforce. Many of the jobs being replaced by machines have been of an unskilled and semi-skilled nature, and this emphasizes the need for higher education and skills for those wishing to gain

employment in the future. According to Blain (2009) research shows that in Europe, 44% of employees receive job-related technical skills training and 33% receive information technology (IT) skills training. Eighteen percent (18%) of employees have undertaken sales related training in the past year, while 25% have undertaken personnel development skills training, 21% management skills training and 15% leadership skills development (Blain, 2009).

Strategically, organizational learning, which makes use of staff training as one of the several responses, deals with the acquisition of understanding, know-how, techniques and practices. These intellectual intangibles can be translated into an organizational resource through the people that acquire, infer and utilize such towards the achievement of the organization-wide staff training (Armstrong, 2006). Staff training involves planned learning experiences which teach employees how to perform current and future jobs more effectively. Sims (2012) emphasizes that training focuses on present jobs while development prepares employees for possible future jobs. Basically, the objective of staff training is to contribute to the organization's overall goal.

Closing the skills gap is now a critical area of human resource development for organizations to continuously penetrate the market. Skills gap basically threatens the productivity and competitiveness both in organizational and operational levels. This requires that human resource management professionals should start the cultivation of the workforce from the recruitment period. However, this is not easy considering that there are specific works which require customization of skills and that not all newly hired employees acquire social skills aside from the basic skills. In responding to the

challenges of the skills gap and skills deficiency, HR professionals have to develop programs that will address the problem (Sims, 2012).

Building the organization hence is an imperative for the existence and survival of modern organizations. Consistently, companies are investing on their internal customers or employees thus taking advantage of the human capital management. Sense of ownership is also important, requiring HR professionals to develop strategies that will ensure superior knowledge, skills and experience to settle within the workforce. Learning activities shall put skills enhancement and development assignments at its core as well as empowerment and career development. This is lifelong learning which guide the organizations particularly human resource department to make an on-going investment with organizational members and help them build their competencies (Sims, 2012).

The purposes of learning from the employee perspective are basically to acquire skills and knowledge to do the job and to gain promotion and advance career. In facilitating career changes, staff training also caters for the personal and professional developments of the employees. Learning can be defined as knowledge obtained by self-directed study, experience, or both; the art of acquiring knowledge, skills, competencies, attitudes, and ideas retained and used; or a change of behaviour through experience (Maycunich 2010). Senge (2012) believes that learning has little to do with taking in information; rather it is a process that enhances capacity. Learning is about building the capacity to create that which one previously could not create.

Regardless of individual differences and whether a trainee is learning a new skill of acquiring knowledge of a given topic, the person should be given opportunity to practice

what is being taught. Practice is also essential after the individual has been successfully trained (Sims, 2012). There are two aspects of practice – active practice and over learning. Active learning allows the trainees to perform the task repeatedly or use the knowledge being learned. Over learning occurs when trainees are given the opportunity to practice far beyond the point where the task becomes ‘second nature’ and is said to be ‘over learned’. The fifth and most important of all which will give life to other four is application because training is useless unless learning can be applied.

Therefore, staff training is beneficial not just for the organization itself but also to the individual employees. On the one hand, staff training leads to improved profitability and/or more positive attitudes toward profit orientation, improves the job knowledge and skills at all levels of the organization, improves the morale of the workforce and helps the employees identify with organizational goals (Sims, 2012). On the other hand, staff training benefits individual employees through helping them make better decisions and effective problem solving, assisting in encouraging and achieving self-development and self-confidence, helping an employee a person handle stress, tension, frustration, and conflict, increasing job satisfaction and recognition and moving the person toward personal goals while improving interaction skills (Sims, 2012).

Switzer, Nagy & Mullins (2014) carried out a study on the effects of perceived training reputation, managerial support and self-efficacy on pre-training motivation and likely transfer of training in a private training curriculum. Self-report questionnaires were sent to 93 manager trainees assessing the key constructs. The study found that perceived training reputation may be tied more directly to perceptions of training transfer ( $r = .46$ ) than was originally believed. Moreover, it was also found that pre-training motivation



may not be as predictive of training transfer as previously believed ( $r = .27$ ), and that pre-training motivation does not mediate the relationship between training reputation and perceived training transfer when controlling out the influences of pre-training motivation, as the obtained partial correlation ( $r = .39$ ) remained significant. The results of this study have shallow information about how training affects employee motivation. Thus there is need for the current study to shed more light about the factors affecting employee performance in Kenya's civil service.

Staff training is often used to close the gap between current performances and expected future performance (Briscoe, 2011). Staff training falls under HRD function which has been considered to be an important function of HRM (Weil & Woodall, 2013). Amongst the activities of this function is the identification of the needs for staff training and selecting methods and programmes suitable for these needs, plan how to implement them and finally evaluating their outcome results (McCourt & Eldridge, 2013).

Guest (1987) argues that policies are necessary to ensure that employee performance is evaluated, which in turn ensures that the appropriate staff training takes place. With the help of the performance appraisal reports and findings, the organization can be able to identify development needs. However, individuals themselves can help to indicate the areas requiring improvement as a result of the issues raised in the performance appraisal process and their career path needs.

#### **2.3.4 Effect of Organizational Culture on Employee Performance**

Strong culture in the organization is extremely useful to improve the performance of the representatives that prompts the objective accomplishment and builds the general

performance of the association (Deal and Kennedy, 2012). Employee's performance implies the capacity of workers to accomplish objectives either individual or authoritative by utilizing assets productively and successfully (Daft, 2012). Ricardo (2011) indicated that at some point the term performance blended with profitability and efficiency were two distinct things. Profitability implies the proportion speaks to the volume of work done inside the because of the period while execution is a pointer of efficiency, consistency, and nature of work. He proposed that outcome arranged culture required abnormal state of instruction, ideas, instruments, preparing and administration and also authority abilities.

As indicated by the Stewart (2010), standards and estimations of authoritative culture exceedingly impact on the individuals who are specifically or in a roundabout way required with the association. These standards are undetectable yet greatly affect the execution of workers and gainfulness. He likewise recommends that standards and qualities are the primary thing to look in the hierarchical culture. In the today business, it is affirm by the examinations that associations, which have less concentration in the region of administrative segments, partners, workers; clients and initiative, beat, not have the solid social qualities in it (Kotter and Heskett, 2012).

Organizational culture comprises of unwritten customs, behaviours and beliefs that guide organization's decision-making process, structure and delegation of powers. According to Brown (2008), organizational culture is the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviours of its members. This pattern of values, norms, beliefs, attitudes, principles and

assumptions may be unwritten or non-verbalized behaviours that describe the way in which things get done; to give the organization its unique character (Brown, 2008). For new employees this would mean adaptive behaviour within the organization that leads to new belief systems. This new and adaptive behaviour instilled through organizational values and beliefs are associated with rituals, myths and symbols to reinforce the core assumptions of organizational culture (Hofstede, 2007). This suggests that organizational culture is articulated in the organization, in order to shape the way in which organizational members should behave.

In recent years there is growing interest in examining the impact of organizational culture and performance, in particular employee performance (Racelis, 2010). Various researchers have revealed that the right set of cultural values often create excitement, high morale, and intense commitment to a company and clarify the behaviours of employees (Rashid, Sambasivan and Johari, 2003; Ehtesham, Muhammad and Muhammad, 2011). Therefore, in order to understand the organizational culture it is very important to know all its elements. Authors are not unanimous about what are the elements of the organizational culture. According to Armstrong (Žugaj & Cingula, 2014) there are four important elements of organizational culture that include but not limited to; organization value, organization climate, leadership style, work processes and system. A company's culture tells the people who work for it what is right and wrong, what to believe, what not to believe, how to react and how to feel (Schein, 2014).

Generally, behaviour patterns are most strongly influenced by the leadership of the organization. The words and actions of the quality control and production managers reflect the values and beliefs of senior management. Performance management is the

process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. Performance management is a whole work system that begins when a job is defined as needed and ends when an employee leaves your organization (Heathfield, 2009).

The notion of organizational performance is affiliated to the endurance and success of an organization. In service organization as well as in manufacturing organizations the computation of the organization performance is critical (Brynjolfson, 2013). A Balance Score Card proposed by (Kaplan & Norton, 2012) is used to measure the organization performance. The dimensions of the balance score used in this study are financial perspective; customer perspective; internal business perspective and learning perspective. Performance is a comprehensive measure that can include productivity, quality, consistency, and so on. On the other side, performance indicators may also involve (criterion-based) results, behaviors and (normative) relative measures, concepts of education and training and instruments, involving management development and leadership training for developing attitudes of performance management and essential skills (Richard, 2011). Balance Scorecard is the one of most critical tool which provides help or frame work to ensure that the strategy is translated into rational set of performance measurement (Kaplan & Norton, 2012).

The performance measurement system assist in enhancing organization association to achieve goals and objectives in a successful manner. (Ittner & Larcker, 2008) The strategic planning that is based on development of objectives assist organization to emphasize on non-financial or intangible assets. The quality, performance and services associated with customers have financial features .The financial and non-financial reward

management system is possible through the measurement and evaluation of performance measurement system (Kaplan & Norton, 2012).

Researchers have linked a culture in the organization with much different organizational behaviour. They have also recognized the correlation between culture of organization & employee job performance (Sheridan, 2002), decision making (Gamble & Gibson, 2009) and productivity (Kopelman, Brief & Guzzo, 2012). As per statement of Luthans (2008), organizational culture has always presented within the organization, but most of the time businesses paid less attention towards it. The culture of organization comes into view to permeate every important component of the organization. A study conducted by Schein (2010) found that organizational culture entails common values and behaviours of the people that are considered as tools that lead to successful achievement of organizational goals. According to Greenberg and Robert (2009), organizational culture is a framework of values, beliefs, consisting of attitudes, norms; behaviour of employees, and their expectations, which are shared within the organization by the members.

It is evident that organizational culture issues are known to affect motivation of employees in various ways: An organizational culture provides its employees with a unique values and beliefs. It is characterized by certain features, characteristics and some sub-cultures. Moreover, much of the substance of culture of a given organization is concerned with controlling the behaviours and attitudes of organization members and the reward system is a primary method of achieving control. It specifies the contributions expected from members and expresses values and norms to which those in the organization must conform, as well as the response individuals can expect to receive as a result of their performance (Kerr & Slocum, 2015). Organizational culture also effect

employee's motivation and job satisfaction. Handling of conflicts within the organization is vital for growth and turn over. For an organization's culture to be beneficial, it must be understood and maintained through appropriate management skills.

Organizational culture is characterized by ceremonies and rituals, stories and myths, heroes, language, and material symbols. Ceremonies and rituals are events that teach organization members about the culture. Activities like promotions or sales meetings are some of the examples. Narratives like stories and myths can tell a lot about an organization and its members. These narratives may include information and descriptions of the birth of the organization, its achievement, Performance, recognizing the Founders, the leaders and Heroes within the company or the organization during the cultural events. The cultural issues typically embody the values of the organization's culture. Language within the organization embodies the specific jargon or acronyms which the members use. Material symbols may include work attire, or the organization's logo, and they reflect the culture (Aiman-Smith, 2014).

Rousseau (2011) studied to overcome some of the limitations in measuring the culture of organization. At the end the results shows that there is no positive correlations between culture and employees performance. After critically reviewed the methodologies and findings of recent researches, it is assumed that there is a link between culture and performance (Lim, 2007). Theorists also argue that sustainable competitive advantage arises from the formation of organizational competencies which are both superior and incorrectly imitable by competitors (Saa-Pe're and Garcia-Falcon, 2012). Practitioners and academics suggested that the performance of an organization is dependent on the degree to which the values of the culture are comprehensively shared (Denison, 2010).

Learning of organizations as a style of management and fresh demands in the environment is to some level up to date, which could guide us to assume that elder firms have less cultural orientation towards learning. If elder organizations made organizational learning culture, do hard work to alter their culture then it is not a very easy task, not linear or quick process. At same level, not anything better than quoting an ironic expression (Schein, 2014).

Some organization does not place much value on motivation and innovation of the employees. Innovation doesn't happen on the way by, it must be designed (Farber, 2014). Outcome and team orientation is another organizational issue that influences motivation. Outcome orientation involves managers concentrating on results and outcomes rather than on methods used to achieve results. People orientation entails whether or not the managers deem the effects of decision-making outcomes on individuals in the organization to be relevant (Robbins & Langton, 2013). Organizations which have low or non-existent people orientation typically encounter more cynicism and distrust of management within the system while organizations with high people orientation are more likely to maintain loyal employees (Grinder, 2007). Team orientation can be interpreted or described as an aspect of the organization placing more emphasis on teamwork to accomplish work objectives and goals rather than an emphasis on individualized work (Robbins & Langton, 2013).

Borman & Motowidlo (2008) indicate that work organizational culture is essential for maximizing the value of human capital of which culture management should become a critical management competence. Pattanayak (2008) points out that a positive culture would improve the performance of an organization in different ways such as placing

constraints on the individual's freedom of choice and providing a source of reward and punishment. He further indicates that managers are supposed to speak of developing the right kind of culture that is of quality or a culture of customer service and which also has to do with certain values that managers are trying to inculcate in their organizations. Moreover, organizational culture has to be associated with IT employee job satisfaction and motivation to transfer learning.

Sinha, Singh and Gupta (2010) conducted a study on the impact of work culture on motivation and performance level of employees in private sector companies in India. The sample size of 250 employees at the middle management level was used. Descriptive and inferential statistics such as mean, standard deviation, t-values, and F-values were used to test the hypotheses. In order to study the relationship between the various independent, dependent, and background variables, Pearson product-moment correlations were computed for the total sample. The study established that the private sector is dominated by the autocratic culture while the regression analysis results show that 76.3% of the variation in the impact of culture on the performance is caused by the technocratic and entrepreneurial cultures. The study recommended that organizations should endeavour to promote the technocratic or entrepreneurial culture in order to enhance the performance of their employees at the middle management level. This study contributes to the current study as it has tried to unpack on related issues based on organizational culture that is one of the key parameters of the current study. Despite of its contribution to the current study, the results of this study might differ in terms of expected results due their difference in terms of scope and methodology. The study laid more focus to the impact of organizational culture on employee performance in private sector in India. Examining



organizational culture in the context of civil service in Kenya's perspective could offer more insights and therefore contribute to knowledge in regard to civil service in Kenya.

The culture of the organization should be developed to support continuous improvement in employees' performance so that employees are able to identify with the values, norms and artefacts of the organization, hence the need for organizational culture (Ojo, 2009). It is through this process that employees learn about the organizational culture and decide whether they can cope with it or not, meaning that an organization is a learning environment. It makes employees understand that organizational culture makes employees perform better, hence understanding more of performance as the extent to which an individual is carrying out an assignment or task (Cascio, 2011).

For two decades, many scholars have studied the nature and scope of organizational culture and those who have worked on the employees' participation in the organizational success agree that there is a significant influence of culture and organizational success. For instance, Fakhar, Zahid and Muhammad (2013), found out that the implementation of a good rewarding system and continuous motivation encourages the employee to do best to target achievements of the organization, instead of giving more focus on structures and policies.

Earlier studies indicated a relationship between organizational culture and employees' performance. Magee (2002), as cited in Agwu (2014), argued that organizational culture is inherently connected to organizational practices which in turn influence employees' performance but Hellriegel and Slocum (2009) contend that organizational culture can enhance employees' performance if what sustains it can be understood. Thus, the culture

of an organization acquaints employees with the organization's history as well as current methods of operation that guide employees on expected and acceptable future organizational behaviours and norms. Ferris *et al* (2008) assert that effective human resource system is based on supporting values that create a positive impact on employees' attitudes and behaviours which in turn influence their performance but from numerous surveys on culture, it has been claimed that employee performance can be improved by developing and creating certain kinds of organizational cultures (Sackman & Bertelsman, 2007).

A couple of research studies was conducted between 1990 and 2007, which cover more than 7600 small business units and companies to find out the cultural impact on the organizational performance (Gallagher, 2008). Results of these studies mostly show positive association between strong culture and performance improvement. On the basis of this study we can conclude that organizational culture has a positive impact on the employee's job performance. Researches shows that every individual in the organization has different culture and he/she first try to adjust him with the norms and values of the organization. The adoption of culture of the organization is helpful for the employees to done their work efficiently and effectely. According to the study of Gallagher 2008, performance of the employees caused for the increase in net profit of the organization.

Positive development is easier to achieve when everyone is on a common path in the organization. It is viewed in this particular study that strong organizational culture is very helpful for the new employees to adopt the organizational culture and to get the competitive advantage under the particular conditions. On the previous studies it is bring into being that employee's commitment and group efficiency plays very crucial role to

adopt the value and beliefs of the organization and enhancing the performance of the organization.

Martin and Siehl (2010), cited in Agwu (2014), argue that organizational culture is theoretically related to performance and have a positive influence on it, as Bowen and Ostroff (1989) also observe that the role of culture involves nurturing, sustaining and enhancing employees' performance in organizations. Though Kopelmal *et al* (2010) observed that organizational culture aids coordination of assignments and minimizes inefficiency in resource utilization but in order to do this, the College of Computing and Information Sciences (CoCIS) employees require a supportive organizational culture in order to attain their individual objectives. According to Furnham and Gunter (1993), cited in Luu (2010), organizational culture functions as the internal integration and coordination between an organization's operations and its employees whereby, if it fails to fulfil these functions to a satisfactory level, employees may be influenced negatively but if there is a positive culture, this supports adaptation and enhances employees' performance by motivating, shaping and channelling their behaviours towards the attainment of corporate objectives (Osibanjo & Adeniji, 2013). Therefore, to improve an organization's performance, there is need to have a clear sense of purpose and commitment towards its mission by reflecting its ultimate long-term objective which is accomplished by conducting integrated operational and behavioural activities.

In the current study, the researcher also views organizational culture as shared values, beliefs and norms that influence the way employees think, feel and behave in the workplace and also assumes that a positive organizational culture will enhance employees' performance as values shared by employees in the organization. Several

academics and practitioners (Kotter & Heskett, 2012), cited in Agwu (2014), argue that the performance of an organization depends on the degree to which the values of its employees are widely shared. Similarly, it is generally argued that shared and strongly held values enable management to predict employees' reactions to certain strategic options and reducing these values may bring undesirable consequences (Ogbonna, 2013).

Aluko (2013) asserts that organizational culture is divided into two major aspects material and non-material cultures. The material aspects of culture include products of industry, technology, art, and are directly observable. The non-material aspects of culture consist of the knowledge, philosophy, morals, languages, motivation, attitudes, values, and norms shared and transmitted in a society. They are not visible or tangible but they are manifested through the psychological states and behaviour of the people.

Harris and Ogbonna (2010) assert that the evidence of a leadership-performance link is largely unreliable and considerably more research has empirically examined the organizational culture – performance relationship. They further stress that organizational culture is one of the most popular concepts in the fields of management and organizational theory. Some other researchers have noted that treating culture as a unitary concept reduces its value as an analytic tool (Martin, 1992), as cited in Ogbonna and Harris (2000). Yet culture cannot be equated to power and politics or climate because there is a disagreement by Legge (2011) and Ogbonna (2010) on whether organizational culture can be easily changed.

According to Scholz (2007), as cited by Tameemi et al (2014), claimed that organizational culture is linked to performance and is also founded on the perceived role

that culture can play in generating the College's competitive advantage. But Ogbonna (2013) argues that some widely shared and strongly held values enable management to forecast employee reactions to certain strategic options, hence minimizing the scope for undesired consequences. In addition, Krefting and Frost (2008), also cited by Tameemi et al (2014), suggest that the way organizational culture creates competitive advantage is by defining the boundaries of the organization in a manner that facilitates individual interaction by limiting the scope of information processing to appropriate levels.

According to Awad and Saad (2013), the different values and beliefs based upon employee performance helps in organization association. They argue that the organization's culture helps in internalizing joint relationship that leads to manage effective organization processes. They also confirm that the productivity and culture of an organization helps in improving employee performance. In their study, they observe that strong impact of strong organizational culture leads to increased productivity.

The norms and values of an organization like CoCIS are based upon different cultures' influence on work force management because, in an organization, a strong culture enables effective and efficient management of work force employees (Awad & Saad, 2013). In addition, Shazad et al (2013) assert that a strong culture within the organization leads to raise the employees' commitment towards achieving the goals of the organization on a common path because it is very helpful to increase the performance of the employees. They also contend that personal beliefs are different from the organizational values when an employee is entering in the organization, whereas in a strong culture, employees are on the common path towards achieving organizational

goals, which provide the opportunity to the employees to grow and perform well in the organization.

In another study, Mohammad, Uddin, Huq and Saad (2013) on the impact of organizational culture on employee performance and productivity, the results showed positive association between a strong culture and performance improvement. It was therefore on the basis of this study, that organizational culture has a positive impact on the employees' job performance. Schein (2014), as cited in Ahiabor (2014), also states that an organization's norms and values have a strong effect on all those who are attached to the organization and, as considered by the scholar, norms are invisible. But if the organization like College of Computing and Information Sciences want to improve the performance of the employees and profitability, norms According to Scholz (2007), as cited by Tameemi *et al.* (2014), claimed that organizational culture is linked to performance and is also founded on the perceived role that culture can play in generating the College's competitive advantage. But Ogbonna (2012) argues that some widely shared and strongly held values enable management to forecast employee reactions to certain strategic options, hence minimizing the scope for undesired consequences. In addition, Krefting and Frost (2009), also cited by Tameemi *et al.* (2014), suggest that the way organizational culture creates competitive advantage is by defining the boundaries of the organization in a manner that facilitates individual interaction by limiting the scope of information processing to appropriate levels.

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## **2.4 Measures to Improve Employee Performance**

Employee motivation and performance are key factors in moving a business/organization forward. Owners, managers and supervisors know positive motivation leads to better performance and higher productivity but may rely on the wrong tools. Most managers require an understanding of how motivation impacts employee performance, and also how to use motivation to improve performance can be reduced to five master keys. Organizations with a desire to improve employee motivation need a system in place that consistently rewards employee achievements. The most important bit in any organizations human resource management is by understanding how to motivate each individual at the work place. This is because different people are motivated by different things thus the need to understand each employee independently (Richardson, 2013).

Performance measurement can be considered as a critical strategy towards improving the performance of civil service institutions, and, when backed by an appropriate incentive system, it can also help shift organizational focus from inputs to outputs and outcomes and, consequently, improve efficiency and effectiveness (Schiavo-Campo and Sundaram, 2001). Introducing a stronger performance orientation in Kenya's civil service is very important for improving the performance of the country's civil service institutions. While performance can be regarded as complex because it also entails a subjective dimension, in terms of results, it is important for the Kenyan authorities not to neglect entirely the subjective effort but recognize it in appropriate ways. However, performance should be measured primarily in terms of results as both the research literature and development practice demonstrates.



One of the methods of motivating employees is through creation of job satisfaction. Job satisfaction is critical to maintaining an engaged work force. A 2005 report of the Conference Board (based on a national survey) shows that a growing number of employees are unhappy with their jobs. Dissatisfaction crosses all ages and income levels. According to the survey, just more than half of all workers earning more than \$50,000 are satisfied with their jobs. However, only 14 percent are very satisfied. Of those earning less than \$15,000, about 45 percent are satisfied. The Conference Board report shows that employees overall are least satisfied with the fringe benefits and promotional and bonus pay policies. The greatest decline in satisfaction occurs with workers ages 35 to 44 (60.9 percent to 49.2 per cent), the report indicates.

The study also found that four in 10 workers feel disconnected from their employers and two-thirds of the workers are not motivated or do not identify with the agency mission. In addition, the study indicates that one-fourth of all employees are not productive and are simply there to get a paycheck. Satisfaction with pay is less powerful as a predictor of job satisfaction or employee engagement and is less likely to predict whether an employee stays or goes. Employees may join a company because of its generous pay scale or lucrative benefits package, but how long they stay and how productive they are is determined by the relationship with their immediate supervisor much more than by their satisfaction with pay. According to this report the satisfaction of employees with pay is not similar to job satisfaction. As a matter of fact motivation encompasses more than just hiking the salaries of the employees.

Another measure which can be put in place to improve employee motivation for enhanced organization performance is the management of employee performance.

Performance management is a must for any business. Regular employee appraisals benefit the business and the employee. Benefits for staff include: see how their efforts align with your business goals; be more productive when they understand their responsibilities; have an opportunity to express opinions and raise concerns; be less likely to take time off work. Business owner or operator stands to benefit from performance management, the business owner can: find out what motivates their employees; measure productivity, employee attitudes and customer satisfaction; address under-performance and identify skills gaps; establish whether your employees need extra training; map out career pathways and succession planning; align individual goals with team and business targets; set annual goals for each employee (Government of Australia, 2013).

The biggest motivator of employees in any business is the use of incentives. Organizations depend on effective incentivization of employees to boost employee morale and improve performance. One common strategy is to offer monetary rewards (e.g., bonuses) that employees typically spend on themselves. Recent research suggests, however, that spending money on others has a greater positive emotional impact than spending on oneself; given that such pro-social behaviour has been hypothesized to improve group functioning, we explore the impact of providing people with pro-social incentives a novel type of bonus spent on others rather than on themselves. Designing effective incentive schemes is a central challenge for a wide range of organizations, from multi-national corporations to academic departments. In pursuit of identifying the most effective strategies, organizations have devised an impressive variety of such incentives, from fixed salaries to pay-per-performance, from commissions to end-of-year bonuses.

Despite the assumption that monetary rewarding system may be the best method to motivate employees, numerous studies disqualify this method as not being wholly effective as earlier thought. For instance more traditional incentives, such as large bonuses, are often surprisingly ineffective in increasing employee morale and productivity and can even backfire (Ariely, Gneezy, Loewenstein, & Mazar, 2009). These incentive schemes typically rely on the notion that human beings are narrowly concerned with their own self-interest, but research suggests that the desire to help others is a need deeply rooted in human nature (Warneken & Tomasello, 2006; Weinstein & Ryan, 2010), and that spending money on others produces greater happiness than spending money on oneself (Dunn, Aknin & Norton, 2008).

Based on evolutionary theorists' hypothesis that pro-social behaviour may have served as the glue that helped hold early human groups together, increasing the trust and cooperation necessary for groups to function well (Henrich & Henrich, 2010), predicted that providing employees with money to help others would have a greater organizational impact than providing employees with money to spend on themselves Preliminary support for this hypothesis comes from research demonstrating that greater organizational commitment is correlated with contributions to employee support programs (Grant, Dutton & Rosso, 2008).

## **2.5 Summary of Literature and Knowledge Gap**

Based on the review of literature, it can be noted that there are a number of factors that affect employee motivation in civil services. For instance, pay which can either be in terms of a wage or salary, has been noted to play a crucial role in employee motivation. This is due to a fact that the human resource professionals believe that employees are

likely to over-report the importance of pay in various government institutions. Other than pay, good working condition has been noted to be one of the key employee motivational factors since it helps to boost employee's morale, improves the organization's productivity hence good service delivery.

In terms of staff training, training helps in proper utilization of resources; that further helps employees to achieve organizational as well as personal goals. This is because when employees are being trained, they get their skills improved and developed. Progression in their skills will lead them to enhance their productivity and their team performance subsequently they will be motivated to complete their tasks on time and therefore their efficiency will increase also.

Organizational culture issues also affect motivation of employees in by providing its employees with a unique values and beliefs. It is characterized by certain features, habits and some sub-cultures. Moreover, much of the substance of culture of a given organization is concerned with controlling the behaviors and attitudes of organization members and the reward system is a primary method of achieving control.

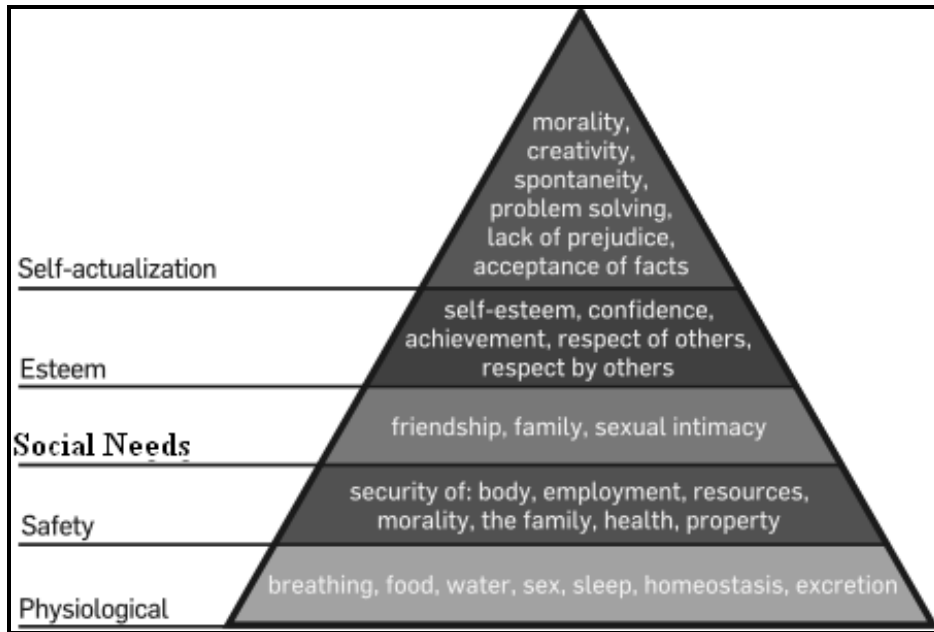
From the review of literature, it is evident that there are a number of studies that have been conducted on employee remuneration, working conditions, staff training and organizational culture in relation to employee motivation and performance. However, the context, scope and contribution of the previous studies do not contextually answer the question of motivation issues and how they influence performance in Kenyan civil service. Therefore, there was need to examine the motivational factors affecting employee performance in the civil service in Kenya's context.

## **2.6 Theoretical Framework**

There are a number of motivation theories that form the basis of this study. These theories have been advanced to explain how employees are motivated in a work situation. This study narrows down to the following: Maslow's hierarchy of needs (1954), Herzberg's two factor theory (1957), McGregor's Theory X and Theory Y, Alderfer's ERG Theory and Expectancy Theory.

### **2.6.1 Maslow's Hierarchy of Needs**

In (1954), Abraham Maslow introduced his theory about how people satisfy various personal needs in the context of their work. He postulated, based on his observations as a humanistic psychologist, that there is a general pattern of needs recognition and satisfaction that people follow in generally the same sequence. He also theorized that a person could not recognize or pursue the next higher need in the hierarchy until her or his currently recognized need was substantially or completely satisfied, a concept called prepotency. According to Maslow, human needs are classified into five categories starting from the lower to the higher in a pyramidal ascending way as shown in Figure 2.1.



*Source:* Adapted from Armstrong (2006) Human Resource Management Practice

*Figure 2.1* Maslow's Hierarchy of needs

**Physiological Needs:** They are the basic human needs at the base of the hierarchy that include needs for food, drink, air, sleep, clothing, shelter and relief from pain.

**Safety and Security Needs:** The need for freedom from threat/danger. These needs consist of physical safety or protection against murder, fire, accident, and economic safety against unemployment, theft, old age, sickness and disability.

**Social Needs:** Man is a social being. This need therefore requires him to belong and be accepted by others. Social needs include need for friendship, affiliation, interaction and love.

**Ego Needs/Esteem Needs:** These are needs for self esteem and esteem from others due to status, recognition and responsibility one has. These needs are found higher in the hierarchy and it includes search for power and social standing in a society.

**Self Actualization Needs:** These are needs for realizing one's full potential, the need to fulfil one's self by maximizing the use of abilities, skills and potential also called the need for self fulfilment or self-realization such as power. The last three need levels which constitute the higher order needs are never fully satisfied since human beings will perpetually want more.

Since needs are often related, they are often interdependent for example how it satisfies his/her social needs as determined by his social – economic status. As a person advances through an organization, his employer supplies or provides opportunities to satisfy needs higher on Maslow's pyramids. However, Maslow's theory has not been verified by empirical research and it has been criticized for its rigidity, that is, different people may have different priorities and it is difficult to accept that people's needs progress steadily up the hierarchy. Research has not supported the presence of all five – need levels as unique, nor has the five – step progression been established (Mumo, 2000), Net MBA centre, 2002-2009.

Abraham Maslow's theory of needs has been widely used and accepted by others though there are number of criticisms. Universally, man is a wanting animal and on the onset he strives to achieve the basic physiological human needs which however do not disappear even when fulfilled but remain inactive as the next need becomes dominant. According to the literature reviews on motivation, authors do agree on a generally acceptable classification of human needs.

The motivation theories attempt to explain how, effort is generated and channelled. Maslow's studies into human motivation led him to propose a theory of needs based on

how a hierarchical model with basic needs at the bottom and higher needs at the top are manifested. Maslow's model helped this study in understanding why employees behave in a certain manner and approaches to be employed to contain such behaviour towards organization's desired goals.

### **2.6.2 Herzberg's Two-Factor Theory**

Herzberg (1959) developed a two dimensional paradigm of factors affecting peoples attitudes about work. According to Herzberg, man has two different categories of needs, which are essentially independent of each other and affect his/her behaviour in different ways. When people are dissatisfied about their jobs, they are concerned about the environment in which they are working. On the other hand, when people feel good about their job, this has to do with the work itself. Herzberg calls the first category of needs hygiene factors because they describe man's environment and serve the primary purpose of the second category of needs as motivators since they seem to be effective in motivating people to superior performance.

Hygiene factors include company policies, administration, supervision, working conditions, interpersonal relations, wages/salaries and allowances, status and security. Motivators or satisfiers include achievement, recognition, and increased responsibility, challenging work, growth and development. According to Herzberg, both sets of factors work in one direction only. Further, the theory explains that, the absence of hygiene factors created jobs dissatisfaction, but their presence does not motivate or create satisfaction. Herzberg theory and observations have been criticized for the following reasons: It is based on the information collected by him and his colleagues by



interviewing 200 engineers and accountants in the late 1950's at Pittsburgh USA in order to access what motivated them at work.

It must be noted here that the group of employees that Herzberg interviewed comprised of employees whose lower order needs such as physiological, safety and even social needs by and larger were satisfied and so they could be motivated by the remaining two higher needs namely esteem and self-actualization. Thus, the theory may only be relevant for better – paid executives in developed economies. Secondly, it used critical incident techniques that have low validity as respondents were involved in self-reporting on happy and unhappy experiences concerning their jobs (Mumo 2000).

According to Mumo (2000), this was bound to introduce bias of being able to recall the most recent job conditions, attributing favourable ones to other people. Thirdly, Herzberg's work offers no explanation as to why various extrinsic job factors should affect performance. Fein (1970) in his study of worker motivation stated that workers do not look upon their work as fulfilling their existence. Their reaction to their work is the opposite of what the behaviourists predict. It is only because workers choose not to find fulfilment in their work that they are able to function as healthy human beings. By rejecting involvement in their work, this simply cannot be fulfilling workers, save their sanity.

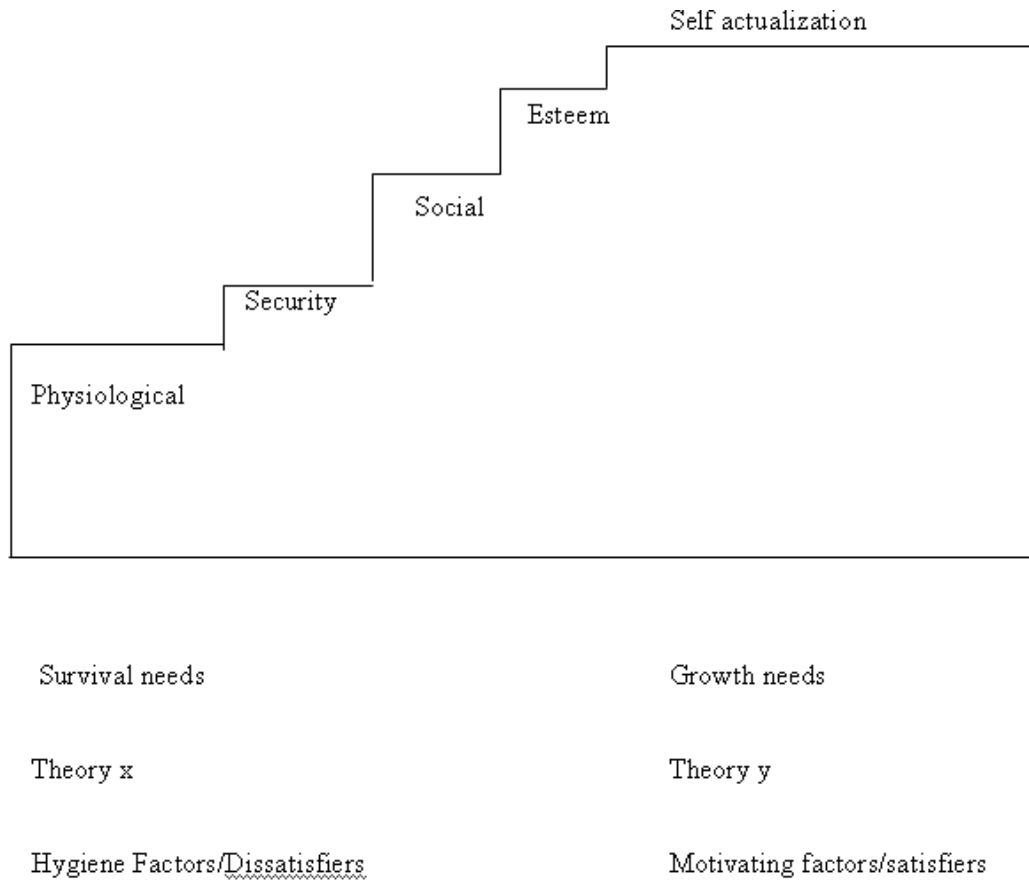
The concepts of Herzberg regarding workers needs to find fulfilment through their work contrary to their postulates are that the majority of workers seek fulfilment outside their work. Despite the above criticisms we can apply Herzberg's two factor theory to explain the distinction between the determinants of job satisfaction and determinants of

motivation. Herzberg has differentiated between extrinsic and intrinsic factors and called one group dissatisfiers and the other satisfiers (Nzuve, 2007).

Herzberg's theory is very popular among managers as it identifies incentives or rewards which can be used in practice. Herzberg advanced his theory as a further explanation of Maslow's hierarchy of needs theory. For hygiene factors contribute to conditions of work that lead to increased motivation levels of employees. Herzberg advanced his theory as a further explanation of Maslow's hierarchy of needs. He agrees with Maslow's basic needs which he called Hygiene factors and higher up the hierarchy the esteem and self actualization needs are the motivating factors or the satisfiers as Herzberg called them.

### **2.6.3 McGregor's Theory X and Theory Y**

McGregor's theory X inter-locks with Maslow's basic survival needs and Herzberg's hygiene factors while theory Y interlocks with the motivators/satisfiers as Herzberg postulates, with Maslow's ego and self-actualization needs and McClelland's growth and achievement needs. Figure 2.2 illustrates McGregor's Theory X and Theory Y elements.



*Figure 2.2 Relationship between Motivation Theories*

This theory was advanced by Douglas McGregor of USA and is basically formulated on the assumptions of human behaviour such as the attitudes or predispositions toward people. According to McGregor, theory **X** is negative, traditional and autocratic style while theory **Y** is positive, participatory and democratic.

The theory **X** assumptions include: the average person has an inherent dislike for work and will avoid if he or she can. Due to this human characteristics or dislike of work most people must be coerced, controlled, directed and threatened with punishment to set them put forth adequate effort towards the achievement of organizational objectives. The

average person prefers to be directed, wishes to avoid responsibility, has relatively little ambition and needs security above all.

Theory **Y** assumptions include: the expenditure of physical and mental effort in work is as natural as play or rest. People will exercise self direction and self control in the service of objectives to which they are committed. Commitment to objectives is a function of the rewards associated with achievement. The average person learns under proper conditions not only to accept but to seek responsibility. The capacity to exercise is a relatively high degree of imagination, ingenuity and creativity in the solution of organizational problems is widely and not narrowly distributed in the population.

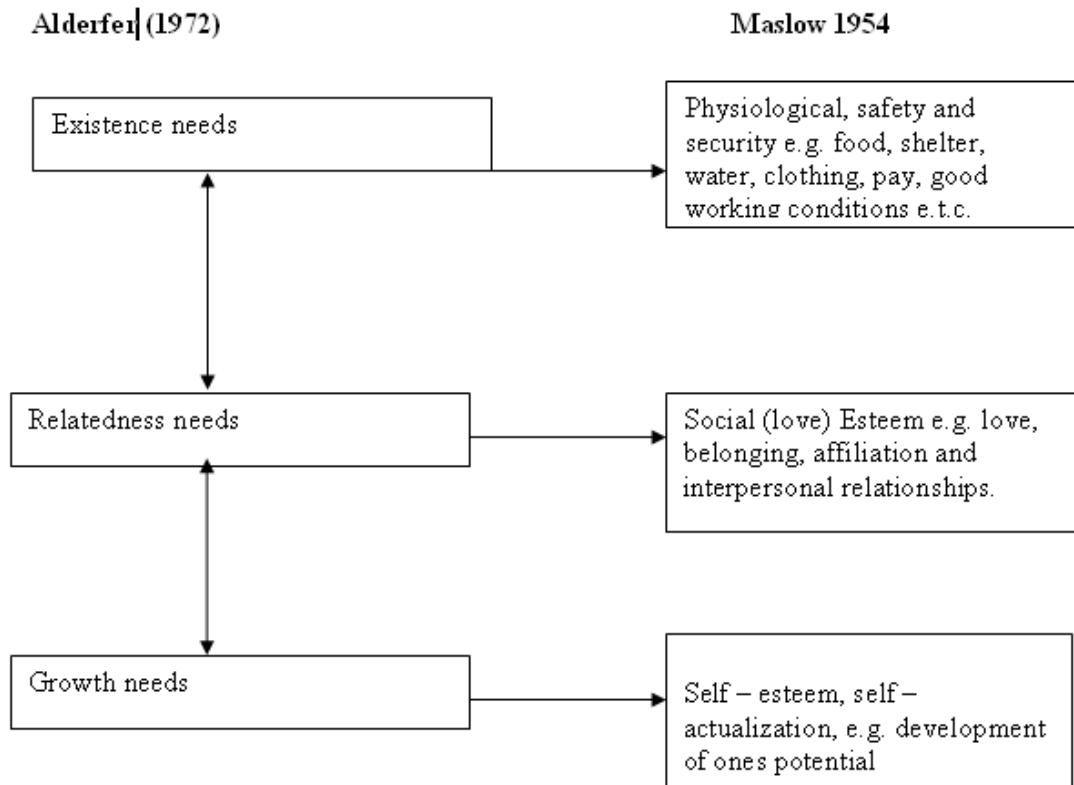
Managers who apply theory **X** are very autocratic and strict on the rules and apply Max Weber's characteristics of bureaucracy. However, this theory does not show a proper representation of human behaviour and needs. Empirical evidence show that managers who apply theory **Y** are very participatory and relatively good managers since their view is centred on the people. Human beings needs as an important asset in the organization.

#### **2.6.4 Alderfer's ERG Theory**

The theoretical framework of the study is based on Alderfer's (1972) Existence, Relatedness and Growth (ERG) theory. Taking Maslow's theory as the starting point, Clayton Alderfer (1972) build up a theory which he claimed had a realistic application to a work organization. According to him, Maslow's five levels of needs can be amalgamated into three factors, that is, existence, relatedness and growth. This resulted in his approach being termed as ERG theory. According to Alderfer, existence needs include all forms of physiological and safety needs or Maslow's first order needs.

Related needs include relationship with other people (social needs of Maslow's third level) and that part of Maslow's notion of self – actualization, are concerned with the desire to be creative and to achieve full potential in the existing environment.

Novelty of Alderfer's theory lies not in the regrouping of needs but in Maslow's hierarchy of human needs. He conceives ERG needs along a continuum. Thus avoiding the implications that the higher up an individual is in the hierarchy the better it is. According to Alderfer, different types of needs can operate simultaneously, and if a particular path towards the satisfaction is blocked, the individual will both persist along that path and at the same time regress towards more easily satisfied needs. In this way, he distinguishes between chronic needs, which persist over a long period and the episode needs which are situational and can change according to the environment. Alderfer theory further suggests that lower level needs do not need to be satisfied before higher level needs emerge as motivators. Figure 2.3 explains the relationship of the two theories.



*Source: Adopted from Maund (1999)*

*Figure 2.3 Alderfer's ERG Model*

### **2.6.5 Expectancy Theory**

A theory of behaviour holding is that people tend to do things that are rewarded. Performance that is rewarded is likely to be repeated. A widely accepted theory of motivation, known as expectancy theory, explains why higher pay leads to higher performance. People tend to do those things that are rewarded. Money is an important reward to most people, so individuals tend to improve their work performance when a strong performance, pay linkage exists. This explains the strong relationship between motivation and performance.

A pay incentive plan can help make employees behaviour consistent with the organization goals thereby increasing performance. It is argued that if individuals are not rewarded, high performers may leave the firm or reduce their performance level to make it consistent with the payment they are receiving, according to Balmin (2010).

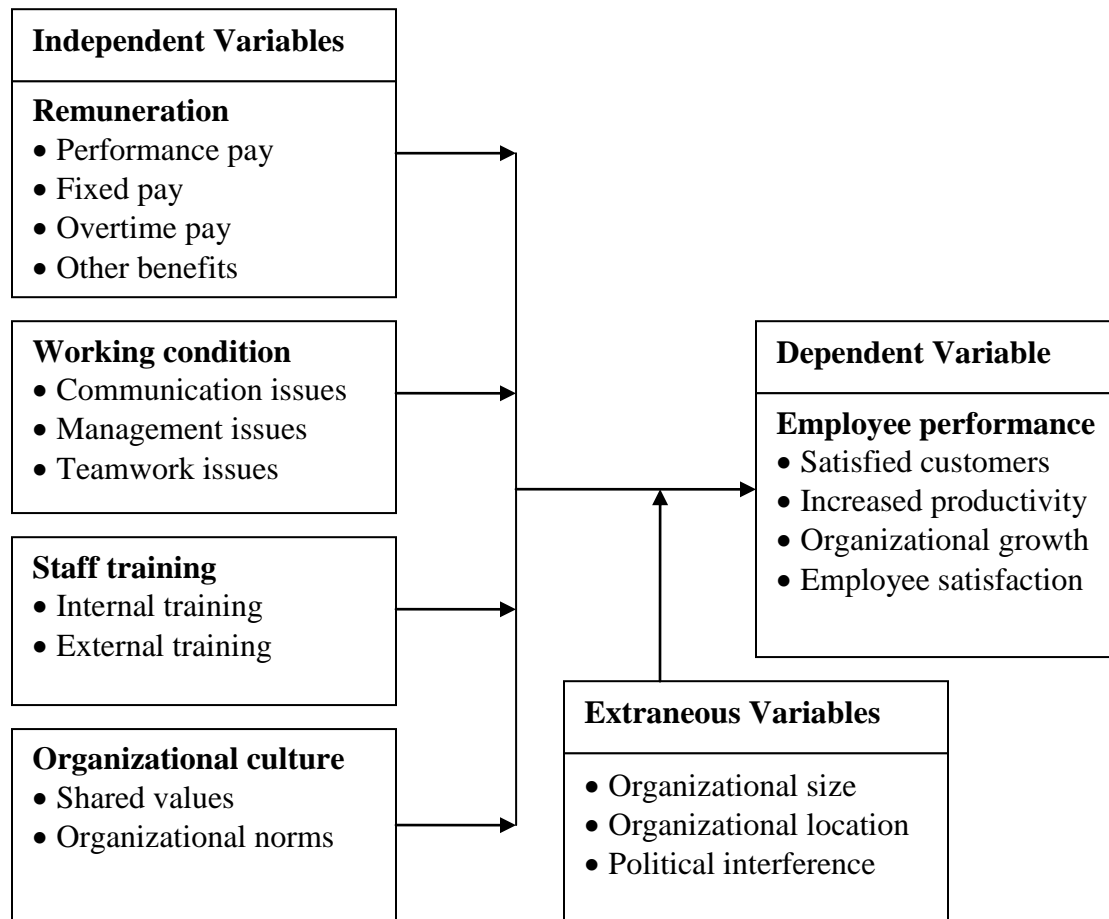
According to Maslow, man is a wanting animal. Once a need is satisfied the next higher need becomes dominant. The process continues from birth to the death of a person as he struggles to fulfil his needs higher up in the hierarchy. Some people for example may first be satisfied with the fulfilment of the basic needs like food- a starving man's needs are just at the base and will rarely strive to achieve the self actualization needs. The needs also do not disappear as Maslow postulates instead they are not active but inherent while the next need becomes dominant.

From the overview, the theorists tend to agree with each other on one hand and differ on the other hand. While the theories are interlocked with each other in a bid to explain why man behaves in a certain way. What motivates a human being to move to a certain direction. All this makes motivation a very intricate and complex process since it involves a human being's both physical and psychological dictates that make it very difficult to predict unless the person literally moves or acts.

## **2.7 Conceptual Framework**

The conceptual framework presents a discussion of various factors that influence employee motivation in civil service in Kenya. These factors include pay, working conditions, staff training and organizational culture as independent variables, motivation as a moderating variable upon civil service in Kenya as a dependent variable.

Figure 2.4 shows the conceptual framework of the study on motivational factors influencing employee performance in Kenyan civil service.



Source: Author, 2016

Figure 2.4 Conceptual framework

Performance of an organization is affected by a number of factors. Motivation related issues formed the central point of conceptual framework of this study in relation to how they can influence performance. A number of motivation factors that may affect employee performance in an organization are highlighted. These include remuneration, working conditions, staff training, and organizational culture.



The salary given to an employee plays a fundamental role in the performance of any given government institution. This is due to a fact that pay serves a major role in recruiting, retaining and motivating employees.

Working conditions such as social amenities, physical environment, job sharing and communication, degree of safety or danger play a key role enhancing employee's attitude towards work. This therefore shows that the management of any given government institution should ensure that these conditions are well taken of in order to motivate employee and enhance good performance in civil service.

Staff training is a fundamental art of human resource development that promotes and motivates the employees through provision of more skills. Additionally it achieves and maintain a competitive advantage or rather improving the performance of a given government institution.

Organizational culture plays a key role in employee motivation. This is because it includes the values, visions, norms, working language, systems, symbols, beliefs and habits which affect the way people and groups interact with each other, with clients, and with stakeholders to ensure good performance in the Kenyan civil service.

Besides the highlighted issues, there are also other factors (extraneous) which may or may not influence employee performance. These include organization size, organization location and political influence among others.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the research design and methodology that was used in this study. This chapter is presented based on the following subsections: research design, target population, sample and sampling procedure, description of research instruments, reliability and validity of research instruments, data collection procedure, data analysis procedure and ethical considerations.

#### **3.2 Research Design**

McMillan and Schumacher (2001) define research as a plan for selecting subjects, research sites, and data collection procedures to answer the research question(s). A design shows which individuals are studied, when, where, and under which circumstances they are studied.

This study applied a cross-section survey research design which was found to be of importance in collection and analysis of quantitative and qualitative data. This design was found appropriate since it is useful in describing the characteristics of a large population, uses large samples which are statistically significant and representative; allows use of questionnaire and interview methods. According to Krathwohl (1997), a cross-section survey design is used to gather data from a carefully selected sample of a population, all of whom are considered informants, and extrapolate their responses to the population. Therefore, this design was useful in the study since it allowed the researcher to use a

large sample to represent the civil servants from various Ministries that were involved in the study. Further, this design was considered appropriate since it could enable the research to present the facts according to the respondents' experiences concerning the factors affecting employees' performance in the civil service. The design also enabled the researcher to get information from those who had practical experience with the problem investigated by the study.

Further, the research design enabled the use of in-depth interview for the key informant from human resource department in Ministry of Foreign Affairs and International Trade. The key informant was taken through a lengthy (1.5 hours) interview in order to provide the researcher with key information concerning the issues under investigation, by the use of an interview guide that was organized based on the study objectives.

### **3.3 Location of the Study**

This study was carried out in Nairobi County, which borders Kiambu County to West, Machakos County to the South, Kajiado County to the East and Nakuru County to the North. The study area was chosen because it contains the capital city of Kenya where most of the civil service offices are located. Therefore, due to the fact that majority of the civil service offices are concentrated in Nairobi County, there are many civil servants in the study area. This helped the researcher to acquire a wide range of information on selected factors affecting employee performance in the civil service in Kenya. A map of the study area is provided in Appendix III.

### **3.4 Population of the Study**

Any scientific research targets a given population through which various data collection methods are used so as to get the desired or the required data for analysis (Barton, 2001). Frankel and Wallen (2000) also indicate that the target population is the larger group to which one hopes to apply the findings. The target population of this study included a population of one hundred and fifty eight thousand, six hundred and eighty (158,680) subjects from all the eighteen (18) government Ministries (DPM, 2013).

### **3.5 Sample Size and Sampling Procedures**

#### **3.5.1 Sample Size**

Frankel & Wallen (2000) define sample as any group from which information is obtained or part of a selection of target population. The study determined the sample size of the government ministries and the members of staff as follows:

##### **i. Sample Size of the Government Ministries**

The sample size of the government ministries involved in the study was seven (7) out of a total of 18 ministries. The study picked 30% of the total number of ministries. These included Interior and Co-ordination; Education, Science and Technology; Culture and Sports; Transport and Infrastructure; Lands, Housing and Urban Development; Foreign Affairs and International Trade; and Industrialization and Urban Development.

##### **ii. Sample Size of the Members of Staff**

This study used sample size determination formula for finite population (Nassiuma, 2000) to arrive at the sample size of the members of staff from the selected government ministries.

$$n = \frac{NC^2}{C^2 + (N-1)e^2} \dots\dots\dots (1)$$

Where, n = sample size, N= population size C = Coefficient of variance, e=standard error of sampling.

- N = Target Population
- C = Coefficient of variance (30%)
- e = Error Term (2%)

The sample size for the staff in the selected government ministries was determined using the target population of 158,680.

$$\begin{aligned} n &= \frac{(158,680) (0.3)^2}{((0.3)^2 + 158,680 (0.02)^2)} \\ &= 224.68 \\ &= 225 \end{aligned}$$

### 3.5.2 Sampling Procedures

Both probability and non-probability sampling methods were used to sample the participants. Probability sampling involved random sampling in which all individuals and objects in the target population have equal chance of being picked to become part of the sample (Schmidt & Brown, 2012). Probability sampling helps the researcher to generalize the findings to the entire population since there are no biases in the selection of the participants. Thus, stratified random sampling was used to select ministries that participated in the study. Simple random sampling was then used to select the members of staff from various ministries.

Purposive sampling procedure on the other hand was used in the study to choose the key informant who took part in the study. According to Teddlie and Tashakkori (2009) purposive sampling is characterized by the use of judgment and deliberate effort to obtain

representative samples. This is in line with Bazeley (2009) who stated that, the principle of selection in purposive sampling is the researcher’s judgment. Purposive sampling therefore allowed the researcher to select participant that had the required information that would help to validate and expand on the qualitative data.

**i. Sample of Government Ministries**

Stratified random sampling procedure was used to arrive at the sample of the representative government ministries for this study. From a total of eighteen (18) government Ministries in Kenya, only seven were selected to participate in the study as shown in Table 3.1. The Ministries were categorized into three groups, namely big, medium and small. Simple random sampling was used to select representative ministries from every category with two (2) Ministries coming big category Ministries, three (3) from medium category and two (2) from small category Ministries (see Table 3.1).

Table 3.1

*Sample of Government Ministries*

Ministry	Number	Sample
Big	4	2
Medium	9	3
Small	5	2
Total	18	7

As shown in Table 3.1, from the big Ministries, two (2) Ministries were picked out of a total of four ministries; from medium, three (3) ministries were randomly selected out of nine (9); from the small ones, two (2) ministries out of five (5) were selected randomly. The stratification of the ministries into big, medium and small was based on the number of the members of staff working in the ministry.

## ii. Sample of Members of Staff

Stratified random sampling procedure was used to select 158 respondents from the Interior and Co-ordination Ministry, 21 from Education, Science and Technology Ministry, 13 from Culture and Sports Ministry, 10 from Transport and Infrastructure, 10 from Ministry of Lands, Housing and Urban Development, 5 from Ministry of Foreign Affairs and International Trade Ministry and 8 from Industrialization and Urban Development Ministry. In total, two hundred and twenty five (n=225) members of staff were selected to participate in the study. Table 3.2 shows the summary of sample size of the members of staff who were randomly selected from respective government ministries.

Table 3.2

*Summary of the sample size of staff members in the ministries*

Ministries	Population	Sample		
		$\left(\frac{n}{N}\right)N_i$	Employees	Key informant
Interior and Co-ordination	111,724	158	14	1
Education, Science and Technology	14,176	21	20	1
Culture and Sports	8,599	13	12	1
Transport and Infrastructure	7,693	10	9	1
Lands, Housing and Urban Development	7,522	10	9	1
Foreign Affairs and International Trade	3,892	5	5	–
Industrialization and Urban Development	5,074	8	8	–
<b>Total</b>	<b>158,680</b>	<b>225</b>	<b>220</b>	<b>5</b>

Where: n= Sample size, N = Total Population,  $N_i$  = Individual Population.

Source: Adapted from DPM, 2013

### **iii. Sample of Departmental Heads**

Purposive sampling procedure was used to select the 35 departmental heads that took part in the study from five departments of interest from the seven Ministries that took part in the study, as listed in table 3.2. These departments included the department of human resource, department of administration, department of finance, department of research and development, and department of integrated financial management information system (IFMIS). The researcher picked five representatives as per selected departments from each of the seven Ministries.

### **iv. Sample of the Key Informant**

Purposive sampling method was used to identify one (1) suitable key informant that participated in the study. This selection was based on the experience of the participant in the field of human resource management, a central area on matters related to staff motivation and performance. The key informant was selected from the study sample population for having served in the civil service for more than twenty five (25) years.

## **3.6 Instrumentation**

The following research instruments were used in the study to collect primary data. These include: questionnaire and interview guide.

### **3.6.1 Questionnaire**

Questionnaire was used as the key data collection tool. Questionnaire was used since it is friendly in terms of time, is self-administered and is able to reach a huge number of respondents. The questionnaire is considered as the heart of a survey operation (Kothari, 2004). The questionnaire for the members of staff in the ministry was prepared by the



researcher. The items in the questionnaire consisted of both open ended and closed ended questions. Additionally, some of the questions were based on the likert scale. The likert scale items were grouped according to the following scale: Strongly Agree (SA), Agree (A), Undecided (UD), Disagree (D) and Strongly Disagree (SD). The scale helped the researcher in finding out the extent of agreement of the respondents on various issues pertaining to the research objectives being investigated.

The following are the sections in which the instrument was divided into: background information, the extent to which employee remuneration affect employee performance in the Civil service, how working conditions influence the employee performance in the Civil service, the staff training needs that affect employee performance, the aspects of organizational culture that affect the employee performance in the Civil service and the measures that can be adopted to improve motivation for an enhanced employee performance in the Civil service.

### **3.6.2 Interview Guide**

One interview guide was used to collect data from the key informant, that is, a senior employee with 25 years and above experience working in the civil service. The format of the guide included: background information, the extent to which employee remuneration affect employee performance in the Civil service, how working conditions influence the employee performance in the Civil service, the staff training needs that affect employee performance, the aspects of organizational culture that affect the employee performance in the Civil service and the measures that can be adopted to improve motivation for an enhanced employee performance in the Civil service.

### **3.6.3 Pilot study**

Data collection instruments were piloted using a 10% of the study sample that was chosen from the Ministries which were not part of the final Ministries' sample. This translated to twenty five (25) members of staff from randomly selected Ministries. The researcher used split half method for piloting of questionnaire. Split-half testing is a measure of internal consistency, how well the test components contribute to the construct that is being measured. The 25 questionnaires were distributed to the respondents that were selected to take part in the pilot study. The tool items were divided into two halves, i.e. odd questions items and even questions items that were coded and analyzed for computation of Cronbach's alpha values. This was done so as to compare the results of one half of the test with the results from the other half. The test was administered to twenty five (25) selected participants from one of the ministries that did not take part in the final study. The Cronbach's alpha correlation coefficient was used to determine the consistency of scores obtained from items of the two halves. The results indicated a reliability index of 0.849. Nunnally and Bernstein (1994) asserted that, the acceptable values of alpha range from 0.70 to 0.95 and that an instrument cannot be valid unless it is reliable. This therefore means that the questionnaires used to gather data were both reliable and valid.

### **3.6.4 Validity of the Instruments**

Validity refers to the extent to which a research instrument measures what it is designed to measure. There are content (face and sampling validity), construct and predictive validity (Ogula, 1998).

To ensure that the instruments were valid, content validity was used. Two experts in the field of research were consulted in order to verify whether the instruments were valid. After the construction of the questionnaires, the researcher reviewed each statement with the help of experts and the tools were assessed to determine the extent to which they are related to the topic at hand. Each of the experts worked independently and provided feedback to the researcher. Where there was an agreement between the experts, the instruments were considered to be valid. An independent report between experts on tools validity was filed and basing on the experts' review, the content validity of the instrument was improved. In addition, the recommendations given by the peers, supervisors and research experts were incorporated in the final instruments. This ensured that the instruments measured the variables they were intended to measure.

### **3.6.5 Reliability of the Instruments**

According to Ogula (1998), reliability of an instrument refers to the extent to which a research instrument yields measures that are consistent each time it is administered to the same individuals. Mugenda and Mugenda (2003) observe that if a researcher administers a test to a subject twice and gets the same score on the second administration as the first test, then there is high reliability for the instrument used. If a measure is used many times with same persons and the test is reliable, then it means the scores would be approximately the same. In order to establish the reliability of the questions in the questionnaires that were used in this study, the researcher thus used test re-test method.

In order to determine the reliability of qualitative instruments, triangulation method was used. According to Ritchie and Lewis (2005), the use of different methods of data collection in a study compensated for individual limitations of each method and exploited

their respective benefits. The researcher triangulated data sources and methodology by involving quantitative and qualitative research approaches as well as a wide range of participants (staff members) in the study. Through this technique individual viewpoints and experiences were verified against those of others thus a rich picture of the attitudes, needs or behaviour of those under scrutiny was constructed based on the contributions of a range of people (Neuman, 2009).

### **3.7 Data Collection Procedure**

Data collection is referred to as a process of gathering information from respondents or interviewees. This is done through the use of research instruments (Mugenda and Mugenda 1999). The researcher obtained all the essential documents to facilitate the process of data collection. An introduction letter was obtained from Kabarak University. The letter was used to acquire other essential documents like research permit from the National Commission for Science Technology and Innovation (NACOSTI) from relevant authorities in Ministry of education. The researcher used permit from ministry of education to seek permission for data collection using questionnaires and interview guide from selected ministries.

Upon receiving the necessary documents, the researcher booked appointments with administrators from every selected ministries management. The sampled government ministries was contacted with the aim of explaining the purpose of the study and to seek audience with various contact persons. Once this was done, the researcher distributed the questionnaires to the members of staff in various government Ministries. The researcher made personal follow up to ensure that all the questionnaires were filled and collected

back. An in-depth interview was conducted with the key informant basing on research objectives.

### **3.8 Data Analysis**

The collected data was analyzed using quantitative data analysis approaches. Quantitative approach involved descriptive, where simple frequencies and percentages were used. Data from questionnaire were coded. The processed data was presented using frequencies and percentages and summarized using tables and figure with the help of Statistical Package for Social Science (SPSS). The presentation of the results was based on the following thematic areas: the extent to which employee remuneration affect employee performance in the Civil service, how working conditions influence the employee performance in the Civil service, the staff training needs that affect employee performance, the aspects of organizational culture that affect the employee performance in the Civil service.

Further, inferential statistics such as Chi-square for independence were used to draw inferences. Correlations were also used to determine the level of association between variables. Test of hypotheses was performed to ascertain the significance of the association between the selected motivational factors and employee performance. This was based on the hypotheses stated. The study used chi-square test for independence to test the four hypotheses. The study tested the association between remuneration, working conditions, training, organizational culture and employee performance in the civil service. Regression analysis such as R-squared, Analysis of variance (ANOVA) and regression coefficients were computed. In addition, factor analysis such as KMO and

Barlett's test, communalities, total variance explained and rotated component matrix was computed to test the variance of the variables.

Qualitative data were derived from the interviews transcriptions. It was processed by first categorizing and discussing responses for each item according to themes. The data were then edited, coded and reported using descriptive narratives of the views, experiences and opinions of the respondents. Data were then be analyzed and condensed into theme categories by editing, paraphrasing, and summarizing in order to enhance and understand the meaning. Descriptive labels were used to attach meaning to different categories. After coding, summarized data were synthesized then interpreted and presented using different presentation techniques such as verbatim and narratives or direct quotations.

### **3.8 Ethical Considerations**

Ethical considerations in research form an important component of research as far as conduct of researchers is concerned. In this study, research ethics was ensured by adhering to the best practices in research. Ethical considerations included voluntary participation, anonymity and confidentiality of the respondents. In this study, the participants in research were informed about the purpose of the study for them to be able to make their own judgment on whether to participate or not. This was done in order to ensure that the principle of voluntary participation (informed consent) is adhered to (Trochima & Donnelly, 2006).

Other ethical considerations which were considered included the aspects of confidentiality and anonymity. Anonymity in this study was achieved through random concealing the identity of the respondents. On the other hand, confidentiality means that

one knows who the participants are, but that their identity is not revealed in any way in the resulting report. In this study, the researcher ensured that the participants' identity was protected by not including the names of the respondents (Driscoll & Brizee, 2012).

A researcher must consider how to protect his/her participants, and if there is any possibility that they were not protected, this must be clearly stated to potential respondents in the accompanying information letters and consent forms (Driscoll, et al., 2012). If individuals clearly know they were identified and that the report was distributed to managers or competitors, there is no ethical problem associated with responses not remaining confidential or anonymous.

Ethical consideration during data collection was ensured by developing trust with the participants, promoting the integrity of research, guarding against misconduct and impropriety that might reflect on their organizations or institutions; and cope with new, challenging problems (Isreal & Hay, 2006).

It is also unethical to use other people's ideas without acknowledgement (Clarke, 2006). In this study, the researcher ensured that full citation of all the resources that were used in the study. To avoid plagiarism, the researcher ensured that all the authors' whose works have been used in this study were fully cited and indicated in the list of references.

Another key principle of research ethics is the right to withdraw from research. In this study, the researcher explained to the participants the purpose of the study. Those who were not willing to proceed with the study were accorded their right to withdraw.

While the principle of avoiding deceptive practices is another key principle of research ethics, there are situations as in covert research where identity of the observer and purpose of research is not known to serve research purpose. In this study, the researcher explained the purpose of the study since the study is open and explaining the purpose is therefore not expected to influence the results.

The issue of paying human subjects continues to raise debate among scholars. There is considerable confusion regarding the ethical appropriateness of using incentives in research with human subjects. Previous work on determining whether incentives are unethical considers them as a form of undue influence or coercive offer (Grant & Sugarman, 2004). However, today remunerations are not considered as payment as such but rather as synonymous with “motivation”. In this study, the researcher did not remunerate the participants. However, the research assistants involved in data collection were remunerated for their assistance.

Conflict of interest in research was also likely to occur. It is a situation in which a researcher has the potential to influence or compromise professional judgment. In this study, the researcher honoured responsibilities and treated the participants professionally to avoid personal biases and unethical inclinations.



## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents the results and discussion of the findings of this study on the examination of selected motivational factors affecting employee performance in the Kenya's civil service. The results are summarized in frequencies and percentages, and presented in tables and figures. The chapter is presented based on the following subsections: general and demographic information, remuneration and employee motivation for enhanced performance, working conditions and employee motivation for enhanced performance, staff training on employee motivation for enhanced performance and organizational culture and employee motivation for enhanced performance.

#### **4.2 General and Demographic Information**

##### **4.2.1 General Information**

To obtain the data that was used in the analysis, a number of questionnaires were distributed to the various ministries in the Kenya civil service. These ministries included were Interior and Co-ordination; Education, Science and Technology; Culture and Sports; Transport and Infrastructure; Lands, Housing and Urban Development; Foreign Affairs and International Trade; and Industrialization and Urban Development. From each ministry, not all the questionnaires that were distributed were responded to. Among those who responded were one hundred and fifty five (155) members of staffs, thirty five (35) departmental staff and one (1) key informant for in-depth interview. This contributed to a

total response rate of one hundred and ninety (191) respondents that accounted to 85% response rate. This was considered suitable as it surpassed 50% and can be used to generalize on the target population.

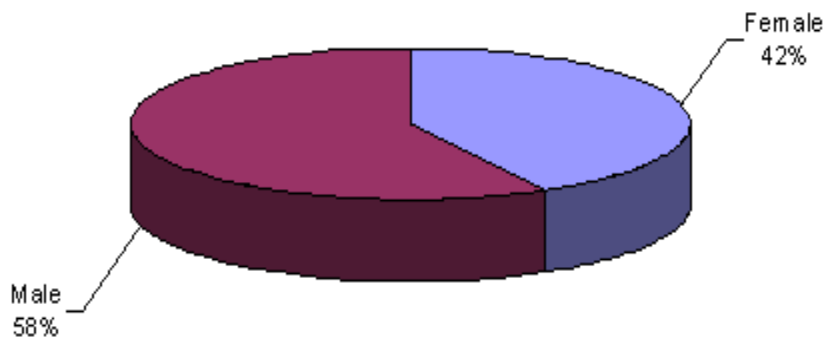
#### **4.2.2 Demographic Data**

The background information of the respondents that were considered in this study included gender, age bracket, educational level, working experience, ratings of performance levels in the Kenya's civil service and the major factors affecting employee performance in the ministry.

##### **4.2.2.1 Members of Staff**

###### **i. Gender**

The study sought to determine the gender of the members of staff. Figure 4.1 shows the distribution of the respondents by gender.



*Figure 4.1* Distribution of Respondent by Gender

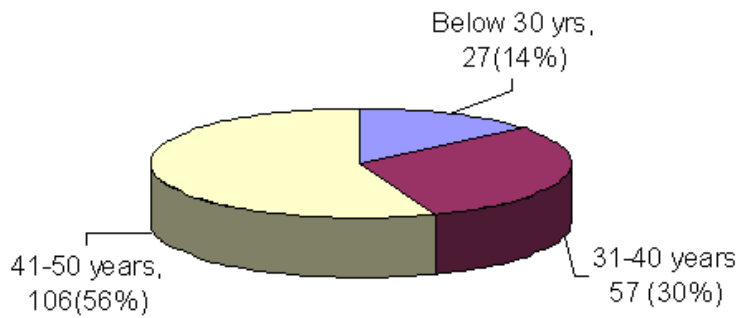
Slightly more than half (58.4%) of the members of staff who participated in the study were male. The remaining 41.6% of them were female. This shows fair representation of the respondents by gender.

Gender disparity has been a contentious issue in the public sector since the early decades. The number of women working in the public sector has been less not only in Kenya but the world over. This is supported by the United Nations Development Programme [UNDP] (2011) study on gender empowerment and women empowerment in public administration in Uganda which showed that for every 100 civil servants, 67 were male while the rest (33) were female.

Different factors have been attributed to this disparity such as cultural beliefs and the belief that women have no place in the work environment. Quite the contrary, in developed country the ratio of men to women is almost at par with a slight difference in the ratio with women contributing to the highest number of employees especially in USA (Mayer, 2014). In the United Kingdom and Canada, for instance, women contribute to the majority of civil servants compared to New Zealand where 47% of the civil servants are women (OECD, 2013). There is still much to be done in the empowerment of women from the developing countries to ensure a good representation of women working in the public sectors.

## **ii. Age bracket**

The respondents were asked to indicate their age bracket. This was categorized into the following: below 30 years, 31-40 years and 41-50 years. Figure 4.2 shows the distribution of the members of staff by age bracket.



*Figure 4.2* Age distribution of members of staff t

When asked to indicate their age bracket, slightly over half (56%) of the respondents were aged between 41-50 years of age. This was followed by 30% of the staff members who were aged between 31-40 years of age. Only a small percentage (14%) of the respondents were aged 30 years and below. The distribution shows majority if the staff in the ministries could be older lot. Earlier studies by Ellemmer *et al*, (2008) and Meyer et al (1991) showed that older employees have a higher organizational commitment as compared to the younger employees thus better performance. Another study by Smedley and Whitten (2006) also suggested that difference of age could be a potential factor for work performance. This concurs with another study by Shultz and Adam (2007) which indicated that there were significant differences between age groups concerning work performance. Kujala et al. (2008), however, emphasized that younger people are poor on work performance but this is opposed by a study by Birren and Schaie (2010). These findings however contradict the study of Irving et al (2007) and Yearta (2008), who found that age, has no influence on performance. However, the extent to which age is

associated with performance in the public sector was not determined in this study and could form the basis for further examination.

Age is an important factor in the facilitating performance. An age-diverse workforce will display a host of different values, preferences and experiences, which makes it very likely that employees will also express differing opinions and approach problems in different ways. This diversity enhances the group's flexibility and creativity, which ultimately leads to more creative, faster and flexible problem-solving processes with better outcomes and better performance among the employees.

### iii. Education Level

The education level of the members of staff was considered in the study in order to inform the training background. The categories included secondary, college and university levels. Figure 4.3 shows the distribution of the respondents by education level.

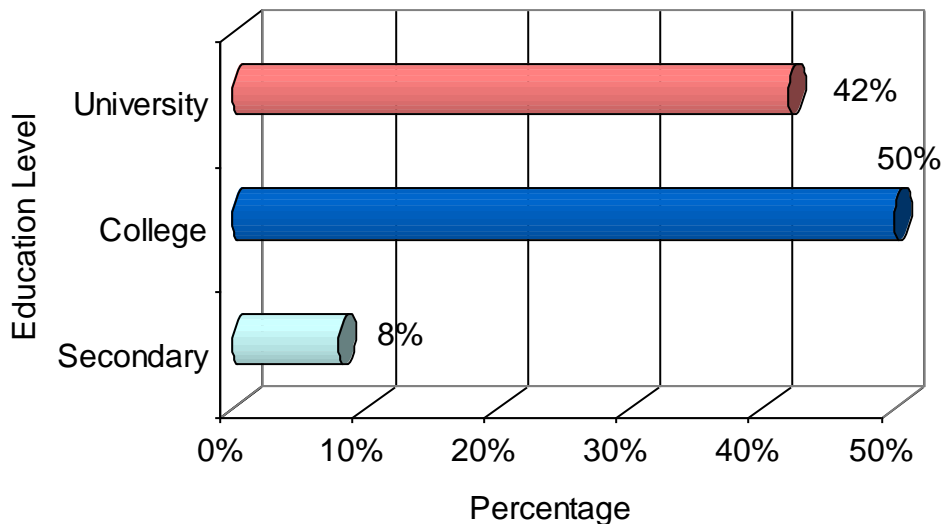


Figure 4.3 Distribution of the members of staff by Education level

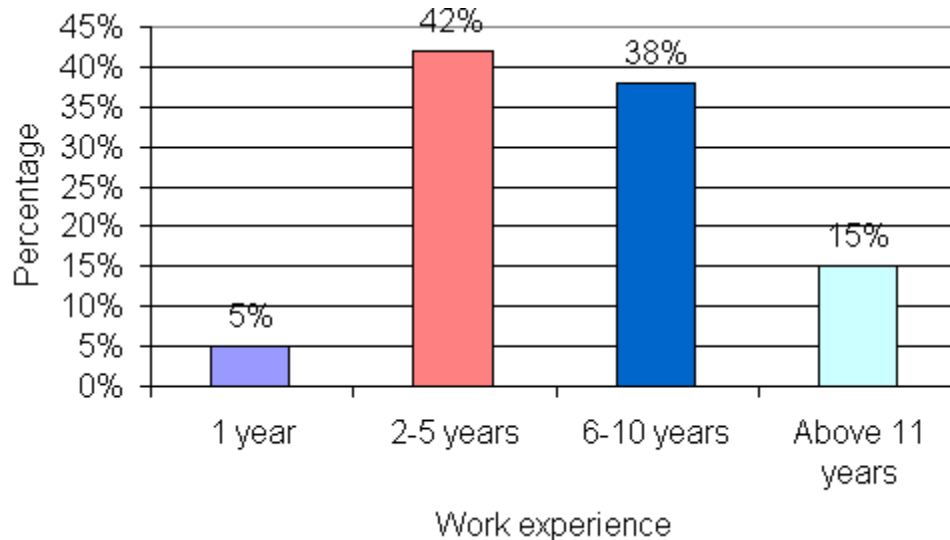
Half (50%) of the respondents had college level of education, another 42% of them indicated that they had attained university education level. Only 8% of them had a maximum education level of secondary certificate. Arguably, it can be deduced that a good percentage of the staff in the various ministries have attained basic education.

Education affects productivity can affect corporate support for governmental subsidies for education. Intellectual capital is a critical force that is responsible for the economic growth of an organization. In line with this, Heathfield (2007) observed that college and university attendance and qualification enhances broadening of knowledge and capabilities of the staff. In addition, MacDougall and Hurst (2005) believed that the modern business is mainly driven by the intellectual knowledge and the more educated employees are, the more an organization is better placed and established to maintain its competitive advantage in the global market. Well-trained individuals know the scope expectations and depth of their jobs and will be able to add building blocks to their professionalism as they progress through their careers (Pritchett, 2009).

Beside this, McBey and Karakowsky (2010) found that there is likelihood a causal relationship between education level and work performance. Ariss and Timmins (2009) indicated that education somewhat affect work performance. The lower the education level, the less likely people would have better work performance. In as much as research shows that performance exhibited by the employees may vary according to the educational qualifications, Kotur (2015) and Linz (2012) found a contradicting trend among the employees opining that increasing academic qualification among the employees reduces performance.

#### iv. Working Experience

The study sought to find out the working experience of the members of staff. The years of experience were categorized into the following: 1 year and below, 2-5 years, 6-10 years and 11 years and above. Figure 4.4 shows the distribution of the respondents by their working experience.



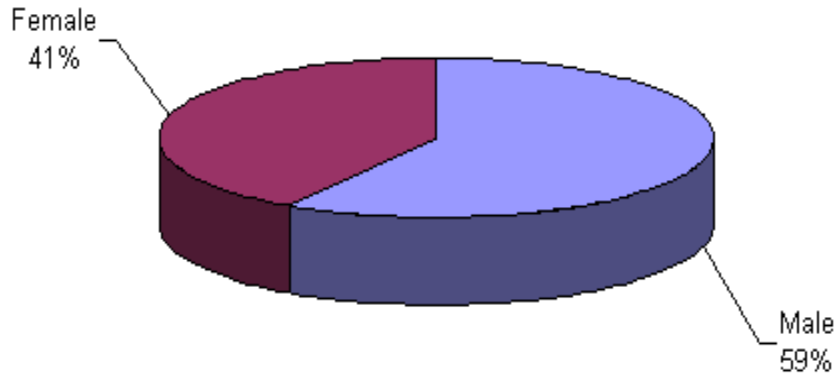
*Figure 4.4* Working experience of the respondents

Slightly over half (53%) of the members of staff that took part in the study had a working experience of 6 years and above. Another 47% had had a working experience of 5 years and below. The results show that most of the respondents had a good working experience, which is a positive aspect in terms of contribution on motivational factors affecting performance in civil service. Quinn et al (2011) found that with growing experience in a job, the employees learn almost all the knacks concerned with the job and nothing much remains to be learned. Moreover, Anike (2011) also showed a significant association between the experience and the level of performance among the civil servants of the Bayelsa state in Nigeria

### 4.2.2.2 Departmental Heads

#### i. Gender

The researcher sought to find out the gender of the departmental heads who took part in the study. Figure 4.5 shows the distribution of the departmental heads by gender.



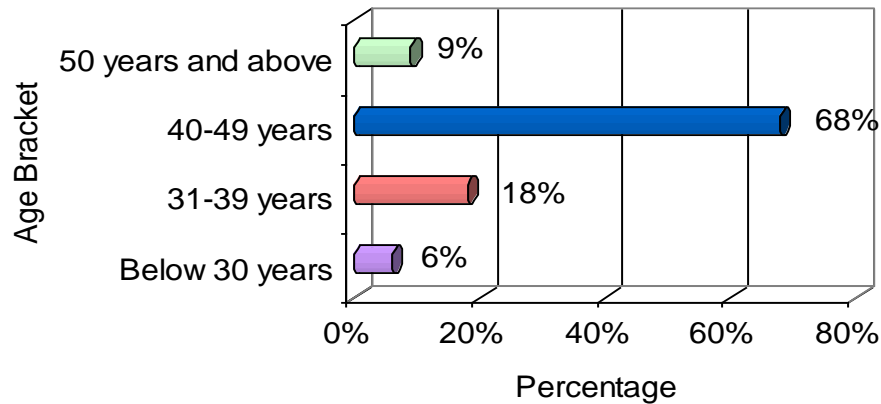
*Figure 4.5* Distribution of the departmental staff by gender

Slightly more than half (59%) of the departmental heads were male. The remaining 41% of them were female. This implies that every gender could well represent in the civil service.

#### ii. Age Bracket

When asked to indicate their age brackets, in categories of below 30 years, 31-49 years, 40-49 years and 50 years and above, their response are distributed in figure 4.6.



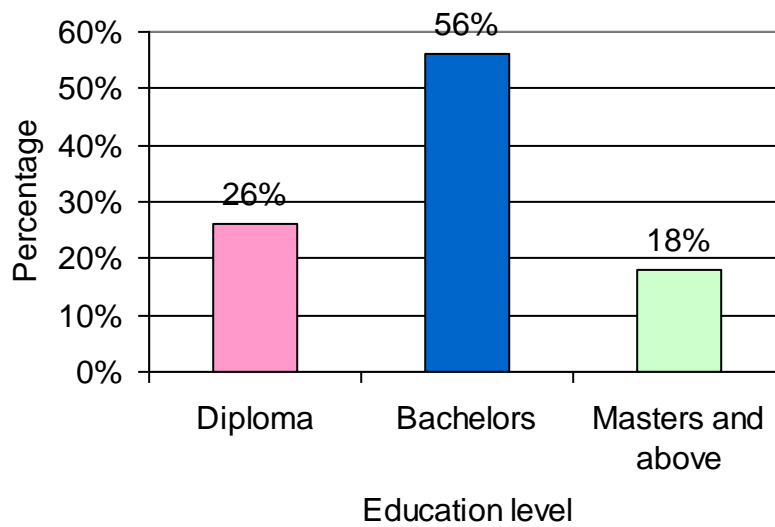


*Figure 4.6* Distribution of the departmental heads by age bracket

Slightly more than two third (68%) of the departmental staff were between 40 and 49 years. Another 18% of them had an age bracket of 31-39 years. The remaining 9% and 6% were in them had age brackets of 50 years and above and below 30 years respectively. This implies that majority of the departmental heads are above the age of 40 years. This could be attributed to their working experience.

### **iii. Education Level**

The study also sought to investigate the education level of the departmental staff. The education categories included: Secondary certificate, diploma, bachelors, masters and above. Figure 4.7 shows the distribution of the departmental heads by the level of education attained.



*Figure 4.7* Distribution of the respondents by education level

Slightly more than half (56%) of the departmental heads had bachelor's education level. Another 26% of them had gone up to diploma level and the remaining 18% of them had attained master's education level and above. This implies that majority of the senior individuals in the civil service had diploma education and above with many having bachelors degree.

#### **4.2.2.3 Key Informant**

The background information of the key informant included gender, age bracket, education level, and working experience. Table 4.1 summarizes the key demographic characteristics of the key informant.

Table 4.1

*Demographic characteristics of the Key Informant*

<b>Categories</b>	<b>Item</b>
Gender	Female
Age	Above 50 years
Education Level	Master's
Experience	Over 25 years

The key informant who took part in the study was selected from the study sample basing on age, experience and education level. The key informant was a female, aged above 50years, with a master's degree and over 25 years of working experience.

**4.2.2.4 Ratings of Performance Level in the Kenya's Civil Service**

In order to have an overall picture about performance in civil service, the respondents were asked to rate what they thought would be the level of employee's performance. The ratings of the employee's performance was measured based on the following ratings: excellent, good, average or poor. Figure 4.8 shows the distribution of the respondents by ratings on performance levels in the Kenya's Civil Service.



*Figure 4.8 Ratings on Performance Levels in the Kenya’s Civil Service*

Slightly more than half (58%) of the respondents rated the performance in the civil service as good. Nearly, a third (32%) of them rated their performance as average. A small percentage (8%) of the respondents indicated their performance were excellent and only 2% of them reported a poor performance among employee performance in civil service. This shows some gaps in employees’ performance in the civil service.

### **4.3 Influence of Remuneration on Employee Performance in Civil Service**

This study sought to establish the extent to which employee remuneration affected employee performance in the civil service in Kenya.

#### **4.3.1 Remuneration and Employees’ Performance**

To establish the influence of remuneration on employees’ performance, the respondents were asked to indicate whether they agreed with various statements on the influence of remuneration on employees’ performance. Table 4.2 shows the distribution.

Table 4.2

*Influence of remuneration on the employees' performance*

Items	SA		A		N		D		SD		$\chi^2$	P> $\chi^2$
	F	(%)	F	%	F	%	F	(%)	F	%		
Pay affects my potential to work in the ministry	75	39.5	95	50.0	12	6.3	2	1.1	6	3.2	200.4	.0001
The delayed payment of salary affects my motivation	56	29.5	103	54.2	14	7.4	13	6.8	4	2.1	181.7	.0001
There are no sound monetary of non-monetary benefit	13	6.8	73	38.4	42	22	54	28.4	8	4.2	79.5	.0001
Use of performance pay has enhanced my performance	36	18.9	128	67.4	13	6.8	7	3.7	6	3.2	281.9	.0001
Salary increment provisions motivate me	47	24.7	133	70.0	5	2.6	5	2.6	-	-	229.9	.0001
Overtime remunerations motivate me to perform	32	16.8	135	71.1	16	8.4	7	3.7	-	-	324.1	.0001

**Key:** SA: Strongly Agree; A: Agree; N: Neutral; D: Disagree, SD Strongly Disagree)

A vast majority (89.5%) of the respondents “agreed” and “strongly agreed” that pay affected their potential to work in the ministry. This was further supported by slightly more than a third (39.5%) of them who strongly agreed that their potentials to work in the ministry were affected by pay. Only 4.3% were disagreed with the statement painting a scenario that depicts the attitude of the employees. Thereby most of the employees are affected by extrinsic rather than intrinsic motivation. Pay, with p value of .0001 was significantly associated with performance. These findings were in agreement with According to Armstrong (2009); the basic requirements for job satisfaction may include comparatively higher pay, equity, real opportunities for promotion, participative management, degree of social interaction at work and interesting work with relative control over work pace and work methods. Employee satisfaction of work depends on expectations and the environment in which they work. For employees with high pay are motivated to produce more while low pay leads to low motivation that impacts on low

performance. Therefore pay for performance systems are designed to achieve high desired results and increased performance to the highly motivated staff.

When asked whether the delayed payment of salary affected working morale and performance of employees in the civil service, a vast majority (83.7%) of the respondents agreed and strongly agreed. Only 7.4% of them were undecided as to whether delay in payments of salary affected their working morale and performance or it did not. The results showed that the delayed payment of salary significantly affected the morale and the performance of employees.

In terms of monetary benefits, slightly less than a half (45.2%) of the respondents agreed and strongly agreed that there are no sound monetary benefits that could motivate them for better performance. Nearly a one third (32.6%) of the respondents disagreed that there are no sound monetary and non-monetary benefits that could affect their performance. This concurs with a study that was conducted by DeNisi and Griffin (2008) that found, in general higher levels of pay and more attractive benefits tend to result in greater satisfaction, a point that is affirmed by Bretz and Thomas (2012) who stated that pay dissatisfaction reduce performance and morale. Therefore, both monetary and non-monetary benefits received by the employees can improve their performance.

Slight over two third (67.4%) of the respondents agreed that use of performance pay has enhanced their performance in the ministry. This was further supported by 18.9% of the respondents who strongly agreed with the statement. Regarding whether salary increment provisions motivated employees, a vast majority (94.7%) agreed and strongly agreed that it did. Only a small percentage, (5.3%) were undecided and indifferent.

With reference to whether overtime remunerations motivated employees to perform in the ministries, majority (87.9%) of the respondents agreed and strongly agreed with the statement. Only a small percentage (3.7%) disagreed. The finding on performance pay is in agreement with a study carried out by Gomez *et al.* (2012) states that most employees believe that they should be rewarded to recognize their performance, they defined pay-for-performance or incentive system as a system that rewards employees on the assumptions that individual employees and work teams differ in how much they contribute to the firm and that the firms over-all performance depends to a large extent on the individuals and groups within the firm. They also argued that for a firm to attract, retain and motivate employees, the firm needs to reward employees on the basis of their relative performance.

#### 4.3.2 The Extent to which Remuneration Influences Employee Performance

The respondents were further asked to indicate the extent to which they felt that poor remuneration affected their performance in the respective ministries. Figure 4.9 shows the distribution of the respondents by extent to which remunerations affect employee performance.

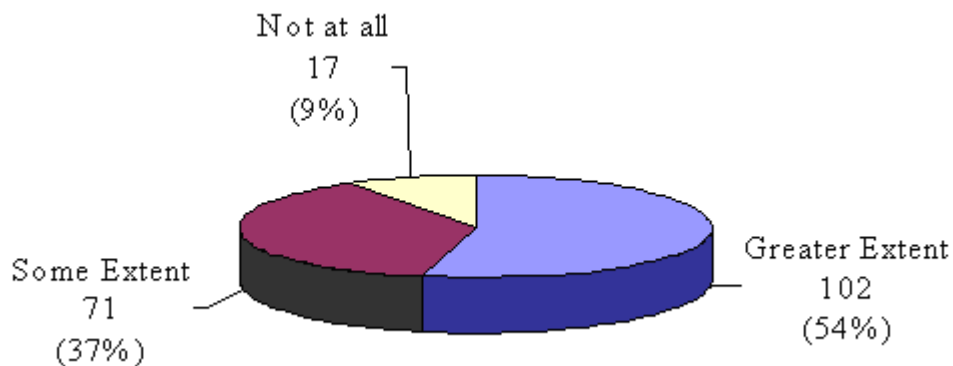


Figure 4.9 Extent to which remunerations affect employee performance

An overwhelming majority (91%) of the respondents indicated that remunerations affected employees' performance in the civil service to "some extent" and to "a greater extent". Only 9% of the respondents indicated that remuneration did not affect. From the findings, it is evident that remuneration has an effect on employees' level of performance in Kenya's civil service. This implies that most of the employees in the civil service are driven by the remuneration motivation rather than passion and desire for personal development amounting to improved employee performance.

To shed more light on the issue of association between remuneration and employee performance, the study sought for one-on-one experience information from the key informants. Key Informant (KI) narrates:

The basic salary is very poor. There is a rigid salary structure since it takes a longer time to change and for it to change, it requires radical interventions including going to the street. In as much as there are allowances, they do not contribute to the pension thus there is a feeling of emptiness once someone retires.

Monetary benefits irrespective of the educated or not plays an important factor in motivating employees to work better. KI recalls:

Let us not even go far, look at the scenario of doctors and teachers. Today, we cannot access medical services because the public doctors are still negotiating for a pay rise in order for them to be able to go to work. It is not about the work it is all about the monetary benefits that comes with the work.



Further, the KI said that:

Sometimes there are non-monetary remunerations. Even if we receive such motivation, they are only in terms of training. There are no compliments, recommendations are rarely done. Some of the bosses are mean or rather view such gestures as casual to the extent that they do not value them.

From the findings of the study, it is evident that remuneration plays a significant role in employee motivation and therefore enhancing performance of employees. The findings obtained in this study concur with findings from previous body of knowledge. For instance, Armstrong (2010) reported that the basic requirements for job satisfaction may include comparatively higher pay, equity, real opportunities for promotion, participative management, degree of social interaction at work and interesting work with relative control over work pace and work methods. Another study by Lazear (2009) explained that performance related pay may also help firms in attracting the most productive employees and in weeding out the less productive ones.

Further, Orlube (2009) in his study on teachers' jobs satisfaction and motivation for school effectiveness in Nigeria established that most of the teachers were driven by pay. Brown and session (2009) concurred stating that a majority of the employees are motivated by working conditions where performance is rewarded boosting morale. This is in line with the findings of this study which show that remuneration influenced their performance to some and a greater extent. Gomez et al (2012) further supported this notion stating that most employees believed that they should be rewarded for their performance as a way of encouragement to work better. On the other hand DeNisi and

Griffin (2008) argues that in general higher levels of pay and more attractive benefits tend to result in greater satisfaction.

Nteile (2008) however was found a contrary opinion believing that employees are intrinsically motivated to do a good job irrespective of the motivational factors such as good remuneration. In addition, Thompson (2013) showed that overpayment can as well cause harm to organization and the employees in general affecting performance as a result of guilt and anxiety questioning the importance and effectiveness of the reward systems.

Pay is a key motivating factor for most employees in the civil service. Though the issues of monetary factors overshadow the non-monetary factors they are equally important and effective in ensuring a better performance among employees. Non-monetary factors such as compliments and encouragement have also been pointed out to play a critical role in motivating employees as supported by the key informant. Therefore employers and organizations alike need to value the non-monetary factors just like the monetary benefits. However, due to the fact that human responses and reactions are not predictable, the possibility that improved payment system would increase employee performance cannot therefore be guaranteed, implying, employees should strive for an intrinsic motivation driven by passion and desire to work rather than the extrinsic motivation.

#### **4.4 Influence of Working Conditions on Employees' Performance**

The study was interested in finding out the influence of working conditions on the performance of employees in the Kenya Civil Service. The key items included were the

working conditions issues affecting employee performance, working conditions ratings at the Kenya civil service and the extent to which working conditions affected employee performance.

#### 4.4.1 The Working conditions Issues Affecting Employee Performance

The respondents were asked to indicate the extent to which they agreed on various statements related to the working conditions issues which affected employee performance. Some of the issues included working policies, employee recognition, team work spirit, work flexibility and management practices. Table 4.3 presents working condition issues affecting employee performance.

Table 4.3

*Working conditions issues affecting employee performance*

Items	SA		A		UD		D		SD		X <sup>2</sup>	P
	F	(%)	F	(%)	F	(%)	F	(%)	F	(%)		
Policies in the ministry provide good working conditions	79	41.6	90	47.4	11	5.8	9	4.7	1	.5	192.7	.0001
There is recognition of individual contribution in the ministry	21	11.1	97	51.1	24	12.6	32	16.8	16	8.4	118.1	.0001
There is spirit of team work in my ministry which influence organizational performance	42	22.1	107	56.3	28	14.7	12	6.3	1	.5	182.2	.0001
My workplace is flexible and allow mutual interaction among staff	48	25.3	98	51.6	27	14.2	17	8.9	-	-	82.1	.0001
There is good management practices in the ministry which provide good working conditions	38	20.0	112	58.9	23	12.1	11	5.8	6	3.2	196.2	.0001

**Key:** SA: Strongly Agree; A: Agree; UD: Undecided; D: Disagree, SD Strongly Disagree)

A vast majority (89%) of the respondents “Agreed” and “Strongly Agreed” that policies provided in their ministries provided the working conditions that supported team work and this enhanced performance. Only 5.2% of them “Disagreed” and “Strongly

disagreed” that there are sound policies in the civil service that can enhance employee performance. The study found that organizational policy, with p value of .001 was significantly associated with organizational performance.

With regards to employee recognition, slightly more than half (51.1%) of the respondents agreed that there is recognition of individual contribution in their respective ministries. However, a quarter (25.2%) of the respondents “disagreed” and “strongly disagreed” with the statement. Chi square test revealed that the distribution of the respondents on whether recognition of individual contributed to performance was statistically significant,  $X^2 = 133.5$ ;  $p < .05$

On whether there is a spirit of team work in the respective ministries, over two third (78.4%) of the respondents “Agreed” and “Strongly Agreed”. However, 6.8% of the respondents “Disagreed” and “Strongly Disagreed” with the statement. The remaining 14.7% were undecided. The responses showed statistical significant difference,  $X^2 = 182.2$ ,  $p < .05$ .

In terms of workplace flexibility, over two third (76.9%) of the respondents strongly agreed and agreed with the statement that their workplace was flexible and allowed mutual interaction among staff. On the other hand, 14.2% of the respondents were undecided whereas 8.9% disagreed with the statement. Chi square test revealed a statistical significant difference in the responses on whether workplace was flexible and allowed mutual interaction,  $X^2 = 82.2$ ,  $p < .05$ . The finding suggests that companies

should strengthen their communication channels and processes in order to enhance the employee's job performance.

Slightly more than half (58.9%) of the respondents agreed that there are good management practices in the ministry which provide a conducive working conditions. This was further supported by 20% of the respondents who strongly agreed with the statement. However, 9% of them felt that the management practices in the ministries were not good enough. Chi square test revealed a statistical significant difference in the responses on whether there are good management practices in the ministry which provide a conducive working conditions,  $X^2 = 196.2$ ,  $p < .05$ .

The working conditions may have different meaning according to different people but basically it entails the necessary equipment that ensures smooth day to day running of a work place. The KI therefore chose to define the scope of the working conditions that she works from. The KI elaborates:

Working condition imply the working conditions, equipment used in the day to day running of the ministry, and the necessary facilities needed to effect the work in the ministry.

Narrowing down to give a more detailed experience with the civil service, the KI says:

The working conditions in this place are average in terms of health safety, seats are not comfortable, laptops have no backup in case of blackouts among many others. In addition, there are no good management practices in most cases. For

instance, working with bosses who are not friendly with negative attitude breeds contempt creating a hostile environment with people just looking at one another. It is all about everyone for himself, no greetings, no friendliness. Moreover, there is lack of recreational facilities such as gyms, gender sensitive treatment facilities that cater for the maternal needs of the children.

The KI then pauses a little bit, adjusts the chair then leans forward as if she wants to whisper something. Slowly leaning back, looking a bit sad, shakes her head and explains:

There is a general lack of team work among the employees. Employees are ever competing against another to outdo each other rather than working together for one purpose encouraging personal growth among the employees. There is more of mudslinging or rather undercutting among the employees. With this kind of environment and negative attitude, how do you expect the employees to be productive?

#### **4.4.2 Working conditions Ratings at the Kenya's Civil Service**

The respondents gave various ratings regarding the conditions of the working conditions in their respective ministries. The ratings were based on whether the environment is excellent, good, average or poor. Figure 4.10 shows the distribution of the respondents by working condition of the Kenya Civil Service.



*Figure 4.10* Rating of the Working conditions of Kenya Civil Service

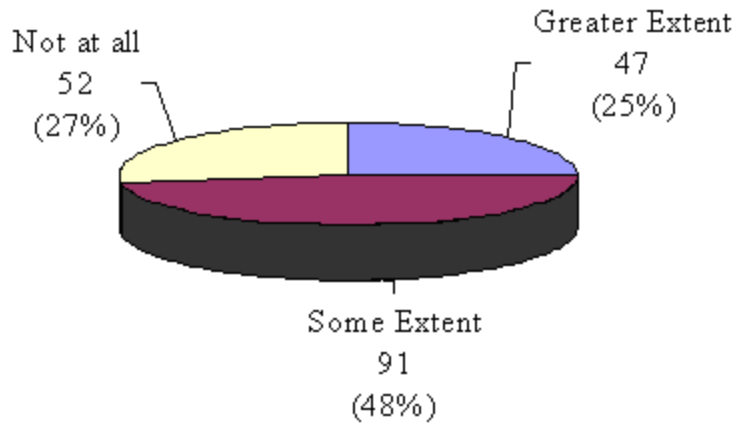
Nearly half (49%) of the respondents rated the working conditions in their ministries to be average whereas 43% of them rated the working conditions as good. Only 2% of them rated their working conditions as poor.

Commenting on the state of the work environment in the civil service, the KI observes that:

The working conditions in the civil service is generally average. Nothing can be bad in all sense. Some employees are very friendly and considerate. They make the environment more conducive and worthwhile to work from.

#### **4.4.3 Extent to which Working conditions Affected Employee Performance**

The respondents were further asked to indicate the extent to which working conditions affected employee performance. The responses provided are as summarized by figure 4.11.



*Figure 4.11* The Extent to which Working conditions Affected Employee Performance

Nearly half (48%) of the respondents indicated that to some extent, working conditions did influence their performance. Another 25% of them further affirmed that to a greater extent, working conditions did influence their performance. However, 27% of them indicated working conditions does not at all affect employee performance. This shows that there are other underlying factors which influence employee performance.

Majority of the respondents were positive that working conditions did influence their performance to some and greater extent. The KI said, “Poor working conditions affect performance to a greater extent.”

The results of this study support the notion put forward by Gibson et al. (1996) that the behaviour of the activity involves individuals working in an organization in achieving the organization's goals are basically oriented objectives set out in the plan include all components of the organization or at least the decision makers in the organization (Hersey a& Blanchard, 1992) . The results are consistent with the results of previous



studies Bierhoff & Muller (2005), stated that there is a positive relationship between work behavior with employee performance. Also the results of research conducted by the Gilder (2003) states that good work habits will have a positive impact on employee performance. Supports research Arogyaswamy & Byles (2002) which states that good behavior impact on employee performance.

This is consistent with the findings by Oetomo and Budiyanto (2011) who established that work environment has a positive and significant effect on Organizational performance and behavior. Further, Wiley (1997), good working conditions coupled with other factors such as employee appreciation, discipline and recognition motivated employees to improve performance. In the same line Strong (1999) in a study observed that social, organizational and physical context serve as the impetus for tasks and activities, and considerably influence workers' performance. A well designed office structure, supervisor's relationship with subordinate staffs and social behavior are some of the significant aspects which determines the employee productivity and performance.

Gensler (2005) of 200 UK business managers supports the contention that an improved workplace would increase employee productivity by 19 per cent and the organizations' productivity by 17 per cent. Gensler (2006) further found that 90 per cent of the survey respondents believed that better workplace design and layout result in better overall employee performance. This further concurred with a study from Sims (2000) in which found out that effective utilization of space and having a workplace allows them to work efficiently as the most important aspects of the work environment. Furthermore,

managers focused on issues of privacy and flexible workspaces but included personal comfort and visual appeal as important in the design of their workspaces.

Therefore, providing a good socio psychological, physical and intellectual environment with cohesion and understanding among the employees encourages teamwork, motivation, friendliness and a sense of belonging which leads to better performance. If the work environment is bad, poor or uncondusive it leaves a great negative and lasting effect on their performance as pointed out by the KI.

Luis (2010) also observed that a conducive environment is one which promotes performance that makes a difference. Additionally, a study by Ngimbudzi (2009) established that working conditions which had supportive management or administration played a significant role in influencing the performance of employees. This concurs with the finding of this study which established that working conditions significantly influences employees' performance.

The study established that working conditions in the civil service in Kenya were conducive, and therefore contributed to employee performance. However, there exists come challenging work environment scenarios such as lack of team work and poor communication which are likely to affect individual employee performance.

#### **4.5 Influence of Staff Training on Employee Performance**

The study sought to establish the influence of staff training on employee performance in the civil service in Kenya. In order to establish the influence, the respondents were asked a number of questions. These related to whether training affected performance of

employees in the civil service, ratings of staff training component in the ministry and the extent to which lack of staff development affects employee performance.

#### 4.5.1 Training Issues Affecting Performance of Employees

The respondents were asked to indicate the extent to which they agreed with various statements pertaining to staff training which affected employee performance in the civil services. The training issues included job and training matching, availability of staff training opportunities, and skill enhancement through training. Table 4.4 presents staff training issues that affect employee performance in the Kenya Civil Service.

Table 4.4

*Staff training issues affecting performance of employees in the civil service*

Items	SA F	(%)	A F	%	UD F	%	D F	(%)	SD F	%	X <sup>2</sup>	P
There is sound training of development policies in my place of work which motivates me.	40	21.1	89	46.8	13	6.8	43	22.6	5	2.6	114.3	.001
There is good match of training and job in my ministry	11	5.8	89	46.8	20	10.5	56	29.5	14	7.4	119.8	.001
Availability of adequate staff training opportunities enhances my performance at work.	14	7.4	116	61.1	19	10.0	32	16.8	9	4.7	207.8	.001
I am well motivated at my work station mainly because my skills are enhanced through training.	15	7.9	108	56.8	9	4.7	53	27.9	5	2.6	199.6	.001

*Key: SA: Strongly Agree; A: Agree; UD: Undecided; D: Disagree, SD Strongly Disagree)*

Almost a half (46.8%) of the respondents agreed that there are sound staff training policies in their places of work and this motivates them. This statement was further supported by 21.1% of the respondents who strongly agreed. However, slightly less than a quarter of the respondents (22.6%) disagreed with the statement, an implication that there could be some gaps in relation to staff training policies in respective government ministries.

With regard to training and job matching, slightly more than half (52.6%) of the respondents were positive that there was good matching of training and job in the civil service. However, nearly a third (29.5%) of them felt that there is training gap and job mismatch in the civil service.

Almost a two third (61.1%) of the respondents agreed that availability of adequate staff training opportunities enhanced their performance at work. A few (16.8%) however disagreed with the statement. Slightly more than half (56.8%) of the respondents agreed that they are well motivated at their respective work station mainly because their skills are enhanced through training. This was however refuted by 27.9% of the respondents who disagreed. Chi square performed showed a statistical difference in the responses regarding whether the employees are well motivated in their work station through training.

Staff training of employees though supports has not yet been fully effective in enhancing performance of the employees in the civil service. Commenting its effectiveness, the KI recalls:

Staff training has been supported by the government. Employees are always supported to go for further training and education advancement, however, the only challenge is in the nomination of the employees who go for training. The selection criteria for training programmes among employees are not clear. The other challenge that faces staff training of employees is lack of adequate funds. Despite the fact that funds are allocated, they are not enough therefore only a few employees who at times, are favoured to go for training or further studies.

#### 4.5.2 Ratings of staff training component in the Ministry

In order to get an overall impression about the staff training component in the civil service, the respondents were asked to provide their ratings. Figure 4.12 summarizes the responses provided.

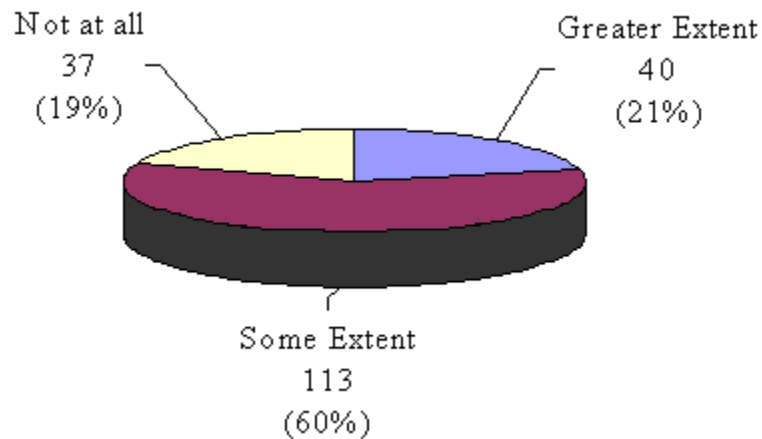


*Figure 4.12* Ratings on staff training Component in the Ministry

Almost half (43%) of the respondents provided the rating of the staff training component in their respective ministries as good. Slightly more than a third (36%) of them however rated the staff training component in their respective ministries as “average”. Additionally, slightly less than a quarter of the respondents (20%) indicated that staff training component in their work places was poor. Only 1% of the respondents indicated that the staff training component in the Ministry is excellent. This shows that there are still some gaps in relation to staff training component in respective ministries.

### 4.5.3 Extent to which Lack of Staff Development Affects Employee Performance

The respondents were further asked to indicate the extent to which lack of staff development affected employee performance in their respective ministries. Figure 4.13 summarizes the responses provided.



*Figure 4.13* Extent to which lack of staff development affects employee performance

A vast majority (81%) of the respondents indicated that lack of sound staff development training framework affected their performance to “some extent” and to “a greater extent”. Only 19% who felt that it did not affect at all. The results of the study show that staff training is a factor of concern since it affects employees’ performance in the civil service in Kenya.

Development and training of the employees might be a noble idea especially in the enhancement of employee performance but it is accompanied by its curses as pointed out by the key informant. The KI narrates:

Staff training affects employee performance to some extent. However, most of the people trained end up offering the knowledge elsewhere in private sector

because they are not properly deployed. Others may move as a result of career progression while majority leave in search of greener pastures.

Staff training is a noble idea but if what is learned is not shared among other employees in the department remains somehow a “personal agenda” as the KI says:

Development and equipping of employees with the necessary skills has been turned into a personal agenda by some employees. Some of the few employees who get lucky to be trained are “selfish” with the knowledge they gain. After they get trained, some of them do not share the information or what they learned with their juniors or among peers.

The study by Switzer, Nagy & Mullins (2005) on the effects of perceived training reputation, managerial support and self-efficacy on pre-training motivation and likely transfer of training in a private training curriculum established that there were certain associations between various levels of training and performance. This is in line with the findings of this study which revealed that there was a statistical significant association between staff training and employee performance in the civil service. Thus, staff training of employees is an important factor of performance in the respective ministries in Kenya. However, the extent to which the ministries are able to retain their trained lot is another question altogether.

R. Khan, F. Khan & M. Khan (2011) showed that trained employees improves skills and abilities of employees enabling them to compete in the global market as a result of the

ever changing technological world. Blain (2009) supports the notion that staff training of the employees to match the ever dynamic technological world has proved efficient and development of skills necessary to carry out their duties among the employees resulting in better performance which gains support from this study with most of the respondents indicating that training motivated them to work better.

Further, Thang and Buyens (2008) through reviewing 66 studies conducted in different parts of the world found that staff training of employees led to superior knowledge, skills, abilities, attitudes, and behaviour of employees that eventually enhance their performance contrary to the findings of this study. Haque and Azim (2008) unearthed that staff training had positive impact on employee effectiveness in Bangladeshi context.

The findings of this study further corresponds to that of guest (1987) who found that the provision of sound policies guiding the appropriate staff training of employees in ensuring maximization of the training for its intended purpose. Without such policies, the staff training of employees might be skewed not necessarily addressing the needs of the organization and employee thus no effect on employee performance.

Staff training of employees is essential for any company be it government and non-government to be able to compete in the global market. However this has not been the case in the Kenyan civil service since a vast majority of the respondents indicating that there is lack of clear policies on staff training. Favouritism and lack of organization specific training are a major hindrance to maximization of the training opportunities for better employee performance.



#### 4.6 Influence of Organizational Culture on Employee Performance

The respondents were asked to indicate the effect of various organizational culture issues on employees' performance in civil service in Kenya. The respondents were asked to indicate whether there are shared values, vision and mission, work ethics, communication network and team spirit in their respective ministries. Table 4.5 shows the distribution of the respondents by their rating on the influence of organizational culture on employees' performance.

Table 4.5

##### *Influence of organizational culture on employees' performance*

Items	SA		A		UD		D		SD	
	F	(%)	F	%	F	%	F	(%)	F	%
Shared values in the Ministry contribute to performance	72	37.9	100	52.6	12	6.3	6	3.2	-	-
The Ministry vision and mission enhances performance	28	14.7	132	69.5	10	5.3	13	6.8	7	3.7
Work ethics largely contributes to employee performance	21	11.1	135	71.1	15	7.9	13	6.8	6	3.2
Good communication enhances performance	33	17.4	134	70.5	9	4.7	14	7.4	-	-
Spirit of teamwork contributes to my performance.	36	18.9	131	68.9	14	7.4	9	4.7	-	-

**Key:** SA- Strongly Agree; A- Agree; UD- Undecided; D- Disagree, SD- Strongly Disagree

Slightly more than half (52.6%) of the respondents agreed that presence of shared values in the Ministry contributed to increased motivation among the staff. This was further supported by 37.9% of the respondents who strongly agreed with the statement. This is in agreement with a study that was carried out by Awad and Saad (2013) which found that the different values and beliefs based upon employee performance helps in organization association. They argue that the organization's culture helps in internalizing joint relationship that leads to manage effective organization processes. They also confirm that

the productivity and culture of an organization helps in improving employee performance.

The norms and values of an organization like CoCIS are based upon different cultures influence on work force management because, in an organization, a strong culture enables effective and efficient management of work force employees (Awad and Saad, 2013). In addition, Shazad et al (2013) assert that a strong culture within the organization leads to raise the employees' commitment towards achieving the goals of the organization on a common path because it is very helpful to increase the performance of the employees.

Over two third (69.5%) of the respondents also agreed that the Ministry vision and mission helped in building up a strong organizational culture. However 10.5% refuted that vision and mission of respective ministries were sound. The chi square test showed that there is a statistical significant difference in the responses on whether the Ministry vision and mission help in building up a strong organizational culture,  $X^2 = 297.5$ ,  $p < .05$

With reference to the work ethics in the ministry, a vast majority (82.2%) of the respondents agreed and strongly agreed that work ethics in the ministry contributes to their motivation. However, 10% of the respondents reported that work ethics in the civil service contributed to poor performance. The chi square test revealed that there is a statistical significant difference in the responses on whether work ethics in the ministry contributed to the motivation of employees,  $X^2 = 312.5$ ,  $p < .05$ .

With regards to communication and leadership style, over a two third (70.5%) of the respondents agreed that good communication and leadership style used in the ministry is

a source of motivation among the staff. The chi square test however showed that there is a statistical significant difference in the responses on whether good communication and leadership style used in the ministry is a source of motivation among the staff,  $X^2 = 216.8$ ,  $p < .05$ . This implies that the respondents had varied opinion on the question of whether good communication and leadership style used in the ministry is a source of motivation among the staff.

On the question of the spirit of teamwork, majority (87.8%) of the respondents “agreed” and “strongly agreed” that the spirit of teamwork in the ministry is a factor of motivation among the staff members. This was however not the case among 12.1% of the respondents who felt that the spirit of teamwork in the respective ministries was lacking.

When asked about the organizational culture, the KI went on to explain that:

Organizational culture is about the vision, mission, and statement of operation of the performance of the ministry, how the ministry performs its duty, statement over gender, the objectives to be achieved and the how these objectives are to be achieved.

Organizational culture has never been really understood by some of the employees as a result of the approach in which it has been implemented. The KI recounts:

The vision and mission statements were first incorporated in the early 1990s and started taking shape in the year 2000 though they are not nicely implemented. This could be connected to the lack of understanding at the lower levels. These were implemented mostly at the top then they would relate these statements to the lower levels therefore there was much rigidity at the lower lever, what I will call

the “top-bottom approach” rather than prioritizing all the employees in the organization. Therefore, some of the employees are not even aware of the organizations visions, missions and objectives. For some who are aware, they are mere statements that exist in every office that are not followed to the letter. If only, horizontal approach could be adopted in the implementation of such sensitive information, such that every employee knows and values the key pillars of the respective organization, the civil service would be a better place with a better performance among the employees.

Work ethics, though overlooked, also contributes to better employee performance in all organizations not only in the civil service. She explains: “Encouraging good work ethics among the employees such as timeliness, a sense of responsibility, discipline and teamwork”.

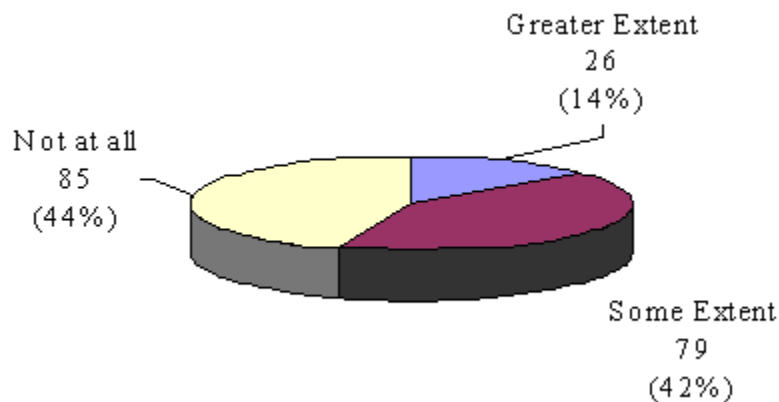
These study findings are in line with a study that was conducted by Borman & Motowidlo (2008) which indicates that work organizational culture is essential for maximizing the value of human capital of which culture management should become a critical management competence. Pattanayak (2008) points out that a positive culture would improve the performance of an organization in different ways such as placing constraints on the individual’s freedom of choice and providing a source of reward and punishment. Further, Magee (2002), as cited in Agwu (2014), argued that organizational culture is inherently connected to organizational practices which in turn influence employees’ performance. In addition, Shazad *et al* (2013) assert that a strong culture within the organization leads to raise the employees’ commitment towards achieving the

goals of the organization on a common path because it is very helpful to increase the performance of the employees.

In another study, Mohammad, Uddin, Huq and Saad (2013) on the impact of organizational culture on employee performance and productivity, the results showed positive association between a strong culture and performance improvement. It was therefore on the basis of this study, that organizational culture has a positive impact on the employees' job performance.

#### 4.6.1 Extent to Which Organizational Culture Affect Employee Performance

The study also sought to find out the extent to which organizational culture affected employee performance in the civil service. Figure 4.14 summarizes the distribution of the responses.



*Figure 4.14* Extent to which organizational culture affect employee performance

When asked to indicate the extent to which organizational culture affect employee performance, 56% of the respondents indicated that it affected to “some extent” and to “a greater extent”. However, 44% of them felt that it did not affect at all.

Explaining the connection between the organizational culture and performance, the KI went on to say:

Organizational culture has enhanced performance to some extent. Understanding and knowing the driving force of certain organizational values can help to improve employee performance in civil service. However, the performance is still dismal owing to various challenges of the various aspects of the organizational culture such as lack of understanding of the specifications of the organizational culture among the employees.

Borman & Motowidlo (1993) observed that organizational culture is essential for maximizing the value of human capital. Pattanayak (1998) pointed out that a positive organizational culture would improve the performance of an organization in different ways such as placing constraints on the individual's freedom of choice and providing a source of reward and punishment. Another study by Magee (2002) however stressed the importance of a good organizational culture since it inherently influences performance either negatively or positively depending on the nature and state of the existing culture. Understanding the culture of an organization regarding the methods of operation of a firm allows the employees to understand the expected and future acceptable norms with supporting values which create positive impact and attitudes and behavior enabling better performance among employees (Hellriegel & Slocum, 2007).

An earlier study conducted by Sinha, Singh & Gupta (2010) on the impact of work culture on motivation and performance level of employees in private sector companies in India established that the private sector is dominated by the autocratic culture which does

not enhance performance. Regression analysis results showed that 76.3% of the variation in the impact of culture on the performance was caused by the technocratic cultures.

The findings of this study revealed that there is a statistical significant association between organizational culture in terms of shared vision and values and performance in the civil service. Lack of mutual understanding and teamwork spirit also affect the performance of employees as further established. Other organizational culture issues likely to affect employees' performance include communication.

This finding is in agreement with Li's (2004) study in that the effect of different leadership behaviours on organizational commitment is contingent upon organizational culture. Although all three types of organizational culture moderated the relationships between directive, participative and supportive leadership behaviours with commitment by negatively impacting them, bureaucratic culture was found to exert the least influence. Leaders should recognize this as they seek to influence employees and achieve their organizational goals, of which success can be contingent upon the type of organizational culture being practiced. Regardless of conditions in the labour market, committed employees are always a necessary and valuable organizational resource (Li, 2004)

The findings are supported by the reviewed literature with regards to the association between organizational commitment and employee performance. For instance, Mathieu and Zajac's (1990) research suggested that affective and continuance commitment are positively related with performance which gains support in this study. One possible reason is that the sample population consists mostly of young, highly educated persons holding high executive or managerial positions. They may be involved and be

enthusiastic about their work professionally; however, actual expectations and feelings about their work may differ, which may lead to dissatisfaction.

On the other hand, the findings agree to Lee and Mowday's (1989) study, where there is negligible relationship between commitment and employee performance. There may be other more important factors which impacts performance and productivity besides organizational commitment. Managers can benefit by attempting to uncover underlying factors that are critical in determining employee performance and performance levels, as organizational commitment itself may not contribute as much as previously thought

#### **4.7 Test Hypothesis**

##### **4.7.1 Chi-Square Test**

The study tested four hypotheses to establish whether there is a statistical significant association between selected factors (remuneration, working conditions, staff training and organizational culture) and the level of employees' performance in the civil services in Kenya. To establish the statistical associations, Chi square tests for independence, which is appropriate for test of association between two categorical variables (Wanjohi, 2015) was applied.

*H<sub>01</sub>: There is no relationship between remuneration and the employees' level of performance in the civil service*



Table 4.6

*Chi-Square test for the association between employees' level of performance and remuneration in the civil service*

	<b>Value</b>	<b>df</b>	<b>Asymp. Sig. (2-sided)</b>
Pearson Chi-Square	25.388 <sup>a</sup>	12	.013
Likelihood Ratio	26.281	12	.010
Linear-by-Linear Association	.019	1	.891
N of Valid Cases	190		

a 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.53.

Since the p value for the association between employees' level of performance and remunerations in the civil service is smaller than the level of significance, .05,  $\chi^2$  (12, N = 190) = 25.388, p = .013, the null hypothesis is rejected. Therefore, the study concludes that there is a significant association between employees' level of performance and remuneration. This implies that the employees' level of performance is significantly affected by remuneration.

Similarly a study by Erastus (2013) on the relationship between remuneration and employee productivity found a significant association between remuneration and employee performance. Erastus was of the view that good compensation remains the most important motivational strategy among employees and that the performance of a person as well as the decision to remain in an organization is influenced by the compensation package. He further pointed that compensation is one of the major tools management have at its disposal to motivate employees and to increase productivity. This was consistent with the study by Oluigbo (2014) which found that the effort and

performance of employees increased when they were rewarded and compensated better. Compensation therefore reduces high industrial employee turnover while maintaining good employee relationship.

***H02: There is no relationship between employees' level of performance and working conditions in the civil service.***

Table 4.7

*Chi-Square test for the association between employees' level of performance and working conditions in the civil service*

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.652 <sup>a</sup>	6	.002
Likelihood Ratio	22.587	6	.001
Linear-by-Linear Association	.196	1	.658
N of Valid Cases	190		

a 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.91.

Since the p value for the association between employees' level of performance and working conditions in the civil service is smaller than the level of significance, .05,  $\chi^2$  (6, N = 190) = 20.652, p = .002, the null hypothesis is rejected. Therefore, the study concludes that there is a significant association between working conditions and employees' level of performance in the civil service.

The working conditions have an impact on individual's ability to work safely, competently and in compliance with operational performance targets. Effective communication practices have a positive effect on employee performance. The current study suggests that improvement in the working conditions leads to better employees'

performance. It could result into improved performance of the organization due to retention of employees and the retained employees try their best to perform well at their work place. This shows that working conditions affects employees' level of performance in the civil service in Kenya.

Equally Ahmad (2011) found a similar association among the public workers in Pakistan indicating that work environment played a major role in motivating employees to work better. He alluded that performance of employees mostly depended upon work environment but not limited to physical working conditions and communication practices. The results of the study support the findings of the earlier researches that employee performance is affected by the factors such as social support (Dirks & Skarlicki, 2009).

***H03: There is no relationship between staff training and employees' level of performance in the civil service***

Table 4.8

*Chi-Square test for the association between employees' level of performance and staff training in the civil service*

Pearson Chi-Square	Value	df	Asymp. Sig. (2-sided)
	38.020 <sup>a</sup>	12	0.000
Likelihood Ratio	43.559	12	0.000
Linear-by-Linear Association	6.512	1	0.010
N of Valid Cases	190		

a 0 cells (.0%) have expected count less than 5. The minimum expected count is 1.66

Chi square test showed a significant association between staff training and employee performance,  $\chi^2$  (12, N = 190) = 38.020,  $p < 0.05$ . Therefore, the study has enough

evidence to reject the null hypothesis. This implies that employees' level of performance in Kenya's civil service is significantly dependent on employees' staff training.

Similarly, Bakar (2011) found a significant association between staff training and employee performance. He showed that relevant training which is communicated effectively is able to meet the expectations of the participating employees thereby enhancing productivity. The study found that in order to use training as a mechanism to build commitment, organizations need to ensure that trainings are relevant, are communicated effectively. Asfaw, Argaw, & Bayissa (2015) found a similar scenario as Bakar (2015) in the civil service of Ethiopia. This is in line with Ahmad and Din (2009) suggestion on the intention of providing training was to enhance the performance of employees through learning process. And it is believed to have an opportunity in the acquirement of knowledge, improvement of skills, concepts, rules, changes of attitudes and behaviours in the organizational settings. Huselid (1995) affirmed that providing formal and informal training for new employees have an influence on employee's development.

***H<sub>04</sub>: There is no relationship between organizational culture and employees' level of performance in the civil service***

Table 4.9

*Chi-Square test for the association between employees' level of performance and organizational culture in the civil service*

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.842 <sup>a</sup>	6	.031
Likelihood Ratio	14.765	6	.022
Linear-by-Linear Association	.225	1	.636
N of Valid Cases	190		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 11.13.

The results in Table 4.9 shows that there was a statistical significant relationship between organizational culture and employee performance in the civil service in Kenya,  $\chi^2=54.969$ ,  $df = 6$ ,  $N=190$ ,  $p=0.03$ . Thus, organizational culture attributes including vision and mission, work environment, communication and team spirit significantly influenced employee performance in the Kenyan civil service.

This finding is consistent with the findings of Lau and Idris (2001), Boon and Arumugam (2006) and Nystron (1993) where they all found that significant relationship exist between organizational culture and employees' performance. A plausible reason for the finding could be attributed to the fact that employees tend to be more committed to an organization where the organizational culture such as values and beliefs are closely related to the employees personal values and beliefs or vice versa.

Therefore for a productive employee, organizations need to ensure a more active and vibrant culture in an organization ensuring that employees have necessary information

pertaining to the duties of each employee, have a positive energy. This ensures that they are involved in the planning process and thus encourage cooperation in all parts of the organization. Moreover, Farouki (2010) pointed that knowing yourself as a member of the organization and use teamwork rather than a hierarchy of tasks and organized things so that everyone can see the relationship between the organization and its job and continuous improvement and continuous investment enhances the ability of employees to improve employees' skills.

#### **4.7.2 Regression Analysis**

In order to assess employee performance in the public service in Kenya, multiple regression analysis was computed. The four (4) motivational factors were fixed as independent variables and employee performance was set as the dependent variable. The four predictors are remuneration, working conditions, staff training and organizational culture.

DeCoster (1998), states that the relationship between two variables should be approximately linear for validation of inferences. However, a curved relationship between independent and dependent variables renders inferences invalid. Regression analysis revealed strong linear relationship between independent and dependent variables at a confidence level of 95% necessary for valid regression inference. According to Nassiuma and Mwangi (2004), a regression model could contain several independent variables as was the case in this study. These authors indicated that the goals of regression analysis include description of relationships between models, control and prediction variables. Inferences about the population from which sample was obtained are made. Cozby (2003), argues that regressions equations are prediction equations based

on known information about the relationship between two variables. In essence, the method is used for making predictions on the basis of predictor variable score only.

Centred multiple regression model was used to measure weighted response variables namely: Employee performance as the Dependent variable. The Independent variables were; Personal Attributes; Leadership Style; Teamwork Practices and Organizational Practices presented in Table 4.22A. Meanwhile, regression equation for the weight of; quality, innovation and efficiency are presented in Table 4.22B; and those of cost reduction, market share, return to investment, profitability presented in Table 4.22C respectively were not centred.

***H<sub>01</sub>: There is no relationship between remuneration and employee performance in the civil service in Kenya ( $H_{01}: \beta_0 = \beta_1 = \dots = \beta_k = 0$ ).***

**i. Correlation between Remuneration and employee performance**

Correlation analysis was performed in order to determine the association between remuneration and employee performance in the civil service. Table 4.10 shows the correlation matrix.

Table 4.10

*Correlation matrix between remuneration and employee performance*

<b>Variable</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1.Employee Performance</b>	1.00				
<b>2. low pay</b>	.43	1.00			
<b>3.Delayed payment of salary</b>	.54	.83	1.00		
<b>4. Performance pay</b>	.55	.72	.72	1.00	
<b>5. Overtime pay</b>	.44	.45	.39	.18	1.00

n = 190; r = correlation value

Low pay and Employee performance were moderately positively correlated, Pearson's  $r = .43$ ,  $p < .05$ . Delayed payment of salaries and employee performance were strongly positively correlated, Pearson's  $r = .54$ ,  $p < .05$  and as well the performance pay and employee performance were also strongly positively correlated, Pearson's  $r = .55$ ,  $p < .05$ . In addition, overtime pay and employee Performance were moderately positively correlated, Pearson's  $r = .44$ ,  $p < .05$ .

The study finding concurs with a study carried out by Armstrong (2006) that found, the basic requirements for job satisfaction may include comparatively higher pay, equity, real opportunities for promotion, participative management, degree of social interaction at work and interesting work with relative control over work pace and work methods. Other studies carried out by Lazear (2000), Paarsh and shearer (2000) and Parent (1999) indicate that use of pay performance schemes has been shown to increase employee morale. Further, Brown and Session (2003) confirmed the same by stating that employees prefer environment where productivity is rewarded and that this increases their morale. On the other hand De-Nisi and Griffin (2008) argues that in general higher levels of pay and more attractive benefits tend to result in greater satisfaction, a point that is affirmed by Bretz and Thomas (1992) who stated that pay dissatisfaction reduce performance and morale. Thus, there is a statistical association between remuneration and employee performance.

## **ii. R-Squared**

In order to determine how well the selected factors explained the dependent variable (employee performance), R computation were carried out. Table 4.11 shows the R squared results.



Table 4.11

*Model summary of remuneration and employee performance*

<b>Model Summary</b>					
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>Durbin Watson</b>
1	.49 <sup>a</sup>	.240	.218	.537	1.051
a. Predictors: (Constant), Remuneration					

From Table 4.11, R represents the multiple correlations coefficient with the range lies between -1 and +1. Since the R value is 0.49 means that there is a moderate positive relation between the overall remuneration and employee in Kenyan civil service.

R<sup>2</sup> represents the coefficient of determination, which is a measure of how much of the variability in the dependent variable is accounted for by the predictors and it lies between 0 and 1. Since the R square value is 0.24; which means that the remuneration factor explain 24 per cent of the variance in the employee performance. Adjusted R square gives an idea of how well the model generalizes and ideally we would like its value to be the same or close to the value of R square. Since the difference is 0.021 (0.240 - 0.219 = 0.021 or 2.1%) means that if the model was derived from population rather than a sample it would account for approximately 2.1% less variance in the outcome.

Standard error estimate (SE est.) which is also referred to as the root mean squared error (RMSE) is the measure of the dispersion (or variability) in the predicted scores in a regression (interpreted as the standard deviation of the unexplained variance, and has the useful property of being in the same units as the response variable), and which is an absolute measure of fit (Lower values of SE est./ RMSE indicate better fit). Since the SE

est. value is moderate (.537), many of the observed data points lie not so far to the model's predicted values, thus indicate good fit.

Durbin-Watson (DW) statistic informs about whether the assumption of independent errors is tenable. The DW statistic ranges between 0 and 4 and the closer to 2 that the value is, the better. If the value lies between 0 and 2, there is positive autocorrelation. If the values lies between 2 and 4, there is negative autocorrelation Thus, since the Durbin Watson statistic value of the data is 1.051, there is a perfect positive autocorrelation; a unit increase in remuneration leads to a proportionate increase in employee performance in Kenyan civil service.

### iii. Analysis of Variance

ANOVA was performed in order to establish whether there is a significant association between remuneration and employee performance in Kenyan civil service. Table 4.12 shows the correlation, analysis of variance and parameter estimates as computed.

Table 4.12

*ANOVA of remuneration and employee performance*

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.098	1	13.098	57.197	.028
	Residual	41.476	188	.229		
	Total	54.574	189			

a. Predictors: (Constant), Remuneration

b. Dependent Variable: Employee Performance

In the ANOVA Table 4.12, the  $F$  statistic is equal to 57.197. The distribution is  $F(1, 188)$ , and the probability of observing a value greater than or equal to 57.197 is less than 0.05 ( $P=.028$ ). Thus, the study provides enough evidence to reject the null hypothesis.

The  $r^2$  term is equal to 0.24, indicating that 24% of the variability in the employee performance is explained by the explanatory variable (remuneration).

#### **iv. Coefficient**

In order to determine the relative importance of remuneration in predicting employee performance, regression model equation was computed. Parameter estimates (coefficients) are shown by Table 4.13.

Table 4.13

*Coefficients of remuneration and employee performance*

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.684	.141		11.960	.000
	Remuneration	.47	.062	.49	1.209	.028

a. Dependent Variable: Employee Performance

The constant of the model is 1.982, which is the value of Y when all the variables take the value zero. Since the data range of the independent variable do not cover the value zero, do not interpret the intercept. In this model, for each additional unit in remuneration the employee performance increases on average by .47 units, assuming the other variables are held constant. The t-value measures the size of the difference relative to the variation in the sample data. Thus, since the t-test value is positive and the p-value is less than .001,  $p < .001$ , there is a positive significant association between remuneration factor and employee performance in Kenyan civil service. Since the  $\beta_1$  is not equal to zero ( $\beta_1 = .47$ ), the null hypothesis is rejected.

***H<sub>02</sub>: There is no relationship between working conditions and employee performance in the civil service in Kenya ( $H_{02}: \beta_0 = \beta_2 = \dots = \beta_k = 0$ ).***

#### **i. Correlation between Working Conditions and employee performance**

Correlation analysis was performed in order to determine the association between working conditions and employee performance in the civil service. Table 4.14 shows the correlation matrix.

Table 4.14

*Correlation matrix between working conditions and employee performance*

<b>Variable</b>	<b>1</b>	<b>2</b>	<b>3</b>
1. Employee Performance	1.00		
2. Employee recognition	.28	1.00	
3. Good management	.31	.43	1.00

Employee recognition and Employee performance were moderately positively correlated, Pearson's  $r = .28$ ,  $p < .05$ . Further, good management and employee performance were also moderately positively correlated, Pearson's  $r = .31$ ,  $p < .05$ .

The study finding is in agreement with a study conducted by Leslie (2011) that found, an employee's workplace environment is a key determinant of the quality of their work and their level of productivity. Further Leslie noted that how well the workplace engages an employee impacts their desire to learn skills and their level of motivation to perform. Another study carried out by Kohun (2002) found that a well workplace environment makes good business sense and is characterized by respect that supports employee engagement and creates a high performance culture that encourages innovation and creativity. Therefore, when the working conditions are favourable for the employees, their performance is proportionally good.

## **ii. R-Squared**

In order to determine how well the selected factors explained the dependent variable (employee performance), R computation were carried out. Table 4.15 shows the R squared results.

Table 4.15

*Model summary of working conditions and employee performance*

<b>Model Summary</b>					
<b>Model</b>	<b>R</b>	<b>R Square (R<sup>2</sup>)</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>Durbin Watson</b>
1	.61 <sup>a</sup>	.372	.351	.523	1.091

a. Predictors: (Constant), Working conditions

From Table 4.15, R represents the multiple correlations coefficient with the range lies between -1 and +1. Since the R value is 0.61 means that there is a strong positive relation between the overall working conditions and employee performance in Kenyan civil service.

R square (R<sup>2</sup>) represents the coefficient of determination, which is a measure of how much of the variability in the dependent variable is accounted for by the predictors and it lies between 0 and 1. Since the R<sup>2</sup> value is 0.372; which means that the working condition factor explain 37.2 per cent of the variance in the employee performance. Adjusted R square gives an idea of how well the model generalizes and ideally we would like its value to be the same or close to the value of R square. Since the difference is 0.021 (0.372 - 0.351 =0.021 or 2.1%) means that if the model was derived from population rather than a sample it would account for approximately 2.1 % less variance in the outcome.

Standard error estimate (SE est.) which is also referred to as the root mean squared error (RMSE) is the measure of the dispersion (or variability) in the predicted scores in a regression (interpreted as the standard deviation of the unexplained variance, and has the useful property of being in the same units as the response variable), and which is an

absolute measure of fit (Lower values of SE est./ RMSE indicate better fit). Since the SE est. value is moderate (.523), many of the observed data points lie not so far from the model's predicted values, thus indicate good fit.

Durbin-Watson (DW) statistic informs about whether the assumption of independent errors is tenable. The DW statistic ranges between 0 and 4 and the closer to 2 that the value is, the better. If the value lies between 0 and 2, there is positive autocorrelation. If the values lies between 2 and 4, there is negative autocorrelation Thus, since the Durbin Watson statistic value of the data is 1.091, there is a perfect positive autocorrelation; a unit increase in working conditions leads to a proportionate increase in employee performance in Kenyan civil service.

### iii. ANOVA

ANOVA was performed so as to establish whether there is a significant association between working conditions and employee performance in Kenyan civil service. Table 4.16 shows the correlation, analysis of variance and parameter estimates as computed.

Table 4.16

*ANOVA of working conditions and employee performance*

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.302	1	20.302	111.550	.004 <sup>a</sup>
	Residual	34.272	188	.182		
	Total	54.574	189			

a. Predictors: (Constant), Working conditions

b. Dependent Variable: Employee Performance

In the ANOVA Table 4.16, the  $F$  statistic is equal to 111.550. The distribution is  $F(1, 188)$ , and the probability of observing a value greater than or equal to 111.550 is less than 0.05 ( $P=.004$ ). Thus, the study provides enough evidence to reject the null hypothesis.

The  $r^2$  term is equal to 0.372, indicating that 37.2% of the variability in the employee performance is explained by the explanatory variable (working conditions).

#### iv. Coefficient

In order to determine the relative importance of working conditions in predicting employee performance, regression model equation was computed. Parameter estimates (coefficients) are shown by Table 4.17.

Table 4.17

*Coefficients of working conditions and employee performance*

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.743	.052		33.430	.000
	Working conditions	.48	.016	.61	2.946	.004

a. Dependent Variable: Employee Performance

The constant of the model is 1.743, which is the value of  $Y$  when all the variables take the value zero. Since the data range of the independent variable do not cover the value zero, do not interpret the intercept. In this model, for each additional unit in working conditions the employee performance increases on average by .61 units, assuming the other variables are held constant. The  $t$ -value measures the size of the difference relative to the variation in the sample data. Thus, since the  $t$ -test value is positive and the  $p$ -value is less than .001, there is a positive significant association between working conditions



factor and employee performance in Kenyan civil service. Since the  $\beta_2$  is not equal to zero ( $\beta_2=.48$ ), the null hypothesis is rejected.

*H<sub>03</sub>: There is no relationship between staff training and employee performance in the civil service in Kenya (H<sub>03</sub>:  $\beta_0 = \beta_3 = \dots = \beta_k = 0$ ).*

**i. Correlation between Staff training and employee performance**

Correlation analysis was performed in order to determine the association between staff training and employee performance in the civil service. Table 4.18 shows the correlation matrix.

Table 4.18

*Correlation matrix between staff training and employee performance*

<b>Variable</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1 Employee Performance	1.00			
2 Good match of training	.38	1.00		
3 Adequate training.	.29	.59	1.00	
4 Employee Motivation	.35	.60	.78	1.00

Good match of training and Employee performance were moderately positively correlated, Pearson’s  $r = .38$ ,  $p < .05$ . Adequate training and employee performance were also moderately positively correlated, Pearson’s  $r = .29$ ,  $p < .05$ . In addition, the employee motivation and employee Performance were also moderately positively correlated, Pearson’s  $r = .35$ ,  $p < .05$ .

The study finding that training and employee performance are moderately correlated concurs with a study that was conducted by McDowall & Saunders (2010) that argue that the recognition of the importance of training in recent years has been heavily influenced

by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized. Another study that was carried out by R. Khan, F. Khan & M. Khan (2011); Braga (2008) found that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, and this means considerable and continuous investment in staff training.

## ii. R-Squared

In order to determine how well the selected factors explained the dependent variable (employee performance), R computation were carried out. Table 4.19 shows the R squared results.

Table 4.19

*Model summary of staff training and employee performance*

<b>Model</b>	<b>R</b>	<b>R Square (R<sup>2</sup>)</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>Durbin Watson</b>
1	.34 <sup>a</sup>	.116	.093	.539	1.028

a. Predictors: (Constant), Staff training

From Table 4.23, R represents the multiple correlations coefficient with the range lies between -1 and +1. Since the R value is 0.34 means that there is a moderate positive correlation between staff training and employee performance in Kenyan civil service.

R square (R<sup>2</sup>) represents the coefficient of determination, which is a measure of how much of the variability in the dependent variable is accounted for by the predictors and it lies between 0 and 1. Since the R<sup>2</sup> value is 0.116; which means that the working condition factor explain 11.6 per cent of the variance in the employee performance.

Adjusted R square gives an idea of how well the model generalizes and ideally we would like its value to be the same or close to the value of R square. Since the difference is 0.023 ( $0.116 - 0.093 = 0.023$  or 2.3 %) means that if the model was derived from population rather than a sample it would account for approximately 2.3 % less variance in the outcome.

Standard error estimate (SE est.) which is also referred to as the root mean squared error (RMSE) is the measure of the dispersion (or variability) in the predicted scores in a regression (interpreted as the standard deviation of the unexplained variance, and has the useful property of being in the same units as the response variable), and which is an absolute measure of fit (Lower values of SE est./ RMSE indicate better fit). Since the SE est. value is moderate (.539), many of the observed data points lie not so far from the model's predicted values, thus indicate good fit.

Durbin-Watson (DW) statistic informs about whether the assumption of independent errors is tenable. The DW statistic ranges between 0 and 4 and the closer to 2 that the value is, the better. If the value lies between 0 and 2, there is positive autocorrelation. If the values lies between 2 and 4, there is negative autocorrelation Thus, since the Durbin Watson statistic value of the data is 1.028, there is a perfect positive autocorrelation; a unit increase in staff training leads to a proportionate increase in employee performance in Kenyan civil service.

### iii. ANOVA

ANOVA was performed so as to establish whether there is a significant association between staff training and employee performance in Kenyan civil service. Table 4.20 shows the correlation, analysis of variance and parameter estimates as computed.

Table 4.20

*ANOVA of staff training and employee performance*

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.331	1	6.331	24.730	.001 <sup>a</sup>
	Residual	48.243	188	.256		
	Total	54.574	189			

a. Predictors: (Constant), Staff training

b. Dependent Variable: Employee Performance

In the ANOVA Table 4.20, the  $F$  statistic is equal to 24.730. The distribution is  $F(1, 188)$ , and the probability of observing a value greater than or equal to 24.730 is less than 0.05 ( $p=.001$ ). Thus, the study provides enough evidence to reject the null hypothesis.

The  $r^2$  term is equal to 0.116, indicating that 11.6% of the variability in the employee performance is explained by the explanatory variable (staff training).

### iv. Coefficient

In order to determine the relative importance of staff training in predicting employee performance, regression model equation was computed. Parameter estimates (coefficients) are shown by Table 4.21.

Table 4.21

*Coefficients of staff training and employee performance*

Model	Coefficients <sup>a</sup>					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)					
	Staff Training	1.833	.128		14.328	.000
		.31	.061	.34	.115	.001

a. Dependent Variable: Employee Performance

The constant of the model is 1.833, which is the value of Y when all the variables take the value zero. Since the data range of the independent variable do not cover the value zero, do not interpret the intercept. In this model, for each additional unit in staff training the employee performance increases on average by .31 units, assuming the other variables are held constant. The t-value measures the size of the difference relative to the variation in the sample data. Thus, since the t-test value is positive and the p-value is less than .001, there is a positive significant association between staff training factor and employee performance in Kenyan civil service. Since the  $\beta_3$  is not equal to zero ( $\beta_3=.31$ ), the null hypothesis is rejected.

*$H_{04}$ : There is no relationship between organizational culture and employee performance in the civil service in Kenya ( $H_{04}: \beta_0 = \beta_4 = \dots = \beta_k = 0$ ).*

#### **i. Correlation between Organizational culture and employee performance**

Correlation analysis was performed in order to determine the association between organizational culture and employee performance in the civil service. Table 4.22 shows the correlation matrix.

Table 4.22

*Correlation matrix between organizational culture and employee performance*

<b>Variable</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1. Employee Performance	1.00			
2 Availability of work ethics	.59	1.00		
3 Vision and mission	.46	.35	1.00	
4. Good communication	.60	.54	.46	1.00

The availability of work ethics and employee performance were moderately positively correlated, Pearson's  $r = .39$ ,  $p < .05$ . The vision & mission and employee performance were also weakly positively correlated, Pearson's  $r = .10$ ,  $p < .05$ , while good communication and employee performance were moderately positively correlated, Pearson's  $r = .30$ ,  $p < .05$ .

This study finding agrees with another study that was conducted by Mohammad, Uddin, Huq and Saad (2013) on the impact of organizational culture on employee performance and productivity, the results showed positive association between a strong culture and performance improvement. It was therefore on the basis of this study, that organizational culture has a positive impact on the employees' job performance. Schein (2014), as cited in Ahiabor (2014), also states that an organization's norms and values have a strong effect on all those who are attached to the organization.

According to Scholz (2007), as cited by Tameemi et al (2014), organizational culture is linked to performance and is also founded on the perceived role that culture can play in generating competitive advantage among employees. But Ogbonna (2012) argues that some widely shared and strongly held values enable management to forecast employee reactions to certain strategic options, hence minimizing the scope for undesired

consequences. In addition, Krefting and Frost (2009), also cited by Tameemi *et al* (2014), suggest that the way organizational culture creates competitive advantage is by defining the boundaries of the organization in a manner that facilitates individual interaction by limiting the scope of information processing to appropriate levels. In addition, Shazad *et al* (2013) assert that a strong culture within the organization leads to raise the employees' commitment towards achieving the goals of the organization on a common path because it is very helpful to increase the performance of the employees.

## ii. R-Squared

In order to determine how well the selected factors explained the dependent variable (employee performance), R computation were carried out. Table 4.23 shows the R squared results.

Table 4.23

*Model summary of organization culture and employee performance*

<b>Model Summary</b>					
<b>Model</b>	<b>R</b>	<b>R Square (R<sup>2</sup>)</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>Durbin Watson</b>
1	.55 <sup>a</sup>	.303	.283	.537	1.008

a. Predictors: (Constant), Organizational culture

From Table 4.23, R represents the multiple correlations coefficient with the range lies between -1 and +1. Since the R value is 0.55 means that there is a strong positive correlation between organizational culture and employee performance in Kenyan civil service.

R square (R<sup>2</sup>) represents the coefficient of determination, which is a measure of how much of the variability in the dependent variable is accounted for by the predictors and it

lies between 0 and 1. Since the  $R^2$  value is 0.303; which means that the working condition factor explain 30.3 per cent of the variance in the employee performance. Adjusted R square gives an idea of how well the model generalizes and ideally we would like its value to be the same or close to the value of R square. Since the difference is 0.020 ( $0.303 - 0.283 = 0.020$  or 2 %) means that if the model was derived from population rather than a sample it would account for approximately 2 % less variance in the outcome.

Standard error estimate (SE est.) which is also referred to as the root mean squared error (RMSE) is the measure of the dispersion (or variability) in the predicted scores in a regression (interpreted as the standard deviation of the unexplained variance, and has the useful property of being in the same units as the response variable), and which is an absolute measure of fit (Lower values of SE est./ RMSE indicate better fit). Since the SE est. value is moderate (.537), many of the observed data points lie not so far from the model's predicted values, thus indicate good fit.

Durbin-Watson (DW) statistic informs about whether the assumption of independent errors is tenable. The DW statistic ranges between 0 and 4 and the closer to 2 that the value is, the better. If the value lies between 0 and 2, there is positive autocorrelation. If the values lies between 2 and 4, there is negative autocorrelation Thus, since the Durbin Watson statistic value of the data is 1.008, there is a perfect positive autocorrelation; a unit increase in organizational culture leads to a proportionate increase in employee performance in Kenyan civil service.



### iii. ANOVA

Analysis of variance was performed so as to establish whether there is a significant association between organizational culture and employee performance in Kenyan civil service. Table 4.24 shows the correlation, analysis of variance and parameter estimates as computed.

Table 4.24

*ANOVA of organizational culture and employee performance*

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.536	1	16.536	81.861	.024 <sup>a</sup>
	Residual	38.038	188	.202		
	Total	54.574	189			

a. Predictors: (Constant), Organizational culture

b. Dependent Variable: Employee Performance

In the ANOVA Table 4.24, the  $F$  statistic is equal to 81.861. The distribution is  $F(1, 188)$ , and the probability of observing a value greater than or equal to 81.861 is less than 0.05 ( $p=.024$ ). Thus, the study provides enough evidence to reject the null hypothesis.

The  $r^2$  term is equal to 0.303, indicating that 30.3% of the variability in the employee performance is explained by the explanatory variable (organizational culture).

### iv. Coefficient

In order to determine the relative importance of organizational culture in predicting employee performance, regression model equation was computed. Parameter estimates (coefficients) are shown by Table 4.25.

Table 4.25

*Coefficients of organizational culture and employee performance*

		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta		
1	(Constant)					
	Organizational culture	1.743	.052		33.430	.006
		.51	.016	.55	1.946	.024

a. Dependent Variable: Employee Performance

The constant of the model is 1.743, which is the value of Y when all the variables take the value zero. Since the data range of the independent variable do not cover the value zero, do not interpret the intercept. In this model, for each additional unit in organizational culture the employee performance increases on average by .51 units, assuming the other variables are held constant. The t-value measures the size of the difference relative to the variation in the sample data. Thus, since the t-test value is positive and the p-value is less than .05,  $p=.006$ , there is a positive significant association between organizational culture factor and employee performance in Kenyan civil service. Since the  $\beta_4$  is not equal to zero ( $\beta_4=.51$ ), the null hypothesis is rejected.

### 4.7.3 Regression Model

The regression model formula of the satisfaction evaluation is the same as follows. Multiple regression model equation used:

$$Y' = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \dots + \varepsilon_i$$

Where Y = the dependent variable (employee performance).

$\beta_0$  = Constant

$\beta$  = Beta Coefficients

$X_1$  = Remuneration

$X_2$  = Working conditions

$X_3$  = Staff training

$X_4$  = Organizational culture

$\varepsilon_i \sim NID(0, \sigma^2)$ : The error term. This is normally and independently distributed with zero mean and a constant variance.

### i. Correlation Matrix

Correlation analysis was performed in order to determine the association between study contributing factors; remuneration, working environment, staff training and organizational culture, and employee performance in the Kenyan civil service. Table 4.26 shows the correlation matrix.

Table 4.26

*Correlation matrix between contributing factors and employee performance*

	<b>Variables</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Correlation</b>	1. Employee Performance	1.000				
	2. Remuneration	.490	1.000			
	3. Working conditions	.610	.592	1.000		
	4. Staff training	.340	.236	.227	1.000	
	5. Organization culture	.550	.302	.589	.125	1.000

The remuneration and employee performance were moderately positively correlated, Pearson's  $r = .49$ ,  $p < .028$ . The working conditions and employee performance were strongly positively correlated, Pearson's  $r = .61$ ,  $p < .004$ , while good communication and employee performance were moderately positively correlated, Pearson's  $r = .34$ ,  $p = .001$ .

Further, organizational culture and employee performance in Kenyan civil service was found to be strongly positively correlated, Pearson's  $r = .55$ ,  $p = .024$ .

## ii. R-Squared

In order to determine how well the selected predictors (remuneration, working environment, staff training and organizational culture) explained the dependent variable (employee performance), R computation were carried out. Table 4.27 shows the R squared results.

Table 4.27

*Model summary of predictors and employee performance*

<b>Model Summary</b>					
<b>Model</b>	<b>R</b>	<b>R Square (R<sup>2</sup>)</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>Durbin Watson</b>
1	.89 <sup>a</sup>	.792	.771	.527	1.005

a. Predictors: (Constant), Remuneration, working environment, staff training, organizational culture

From Table 4.27, R represents the multiple correlations coefficient with the range lies between -1 and +1. Since the R value is 0.89 means that there is a strong positive correlation between contributing factors and employee performance in Kenyan civil service.

R square (R<sup>2</sup>) represents the coefficient of determination, which is a measure of how much of the variability in the dependent variable is accounted for by the predictors and it lies between 0 and 1. Since the R<sup>2</sup> value is 0.792; which means that the contributing factors; remuneration, working environment, staff training and organizational culture

explain 79.2 per cent of the variance in the employee performance in Kenyan civil service. Adjusted R square gives an idea of how well the model generalizes and ideally we would like its value to be the same or close to the value of R square. Since the difference is 0.021 ( $0.792 - 0.771 = 0.021$  or 2.1 %) means that if the model was derived from population rather than a sample it would account for approximately 2.1 % less variance in the outcome.

Standard error estimate (SE est.) which is also referred to as the root mean squared error (RMSE) is the measure of the dispersion (or variability) in the predicted scores in a regression (interpreted as the standard deviation of the unexplained variance, and has the useful property of being in the same units as the response variable), and which is an absolute measure of fit (Lower values of SE est./ RMSE indicate better fit). Since the SE est. value is moderate (.527), many of the observed data points lie not so far from the model's predicted values, thus indicate good fit.

Durbin-Watson (DW) statistic informs about whether the assumption of independent errors is tenable. The DW statistic ranges between 0 and 4 and the closer to 2 that the value is, the better. If the value lies between 0 and 2, there is positive autocorrelation. If the values lies between 2 and 4, there is negative autocorrelation Thus, since the Durbin Watson statistic value of the data is 1.005, there is a perfect positive autocorrelation; a unit increase in organizational culture leads to a proportionate increase in employee performance in Kenyan civil service.

### iii. ANOVA

Analysis of variance was performed so as to establish whether there is a significant association between organizational culture and employee performance in Kenyan civil service. Table 4.28 shows the correlation, analysis of variance and parameter estimates as computed.

Table 4.28

*ANOVA of predictors and employee performance*

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.223	1	43.223	485.764	.029 <sup>a</sup>
	Residual	16.716	188	.089		
	Total	54.574	189			

a. Predictors: (Constant), Remuneration, working environment, staff training and organizational culture,

b. Dependent Variable: Employee Performance

In the ANOVA Table 4.28, the  $F$  statistic is equal to 485.764. The distribution is  $F(1, 188)$ , and the probability of observing a value greater than or equal to 485.764 is less than 0.05 ( $p=.029$ ). Thus, the study provides enough evidence to reject the all the null hypothesis.

The  $r^2$  term is equal to 0.792, indicating that 79.2% of the variability in the employee performance is explained by the explanatory variables.

#### iv. Coefficients

In order to determine the relative importance of each Independent Variable in predicting Dependent Variable, regression model equation was computed. Parameter estimates (coefficients) are shown by Table 4.29.

Table 4.29

*Coefficients of predictors and employee performance*

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.748	.218		8.027	.000
Remuneration	.47	.062	.49	1.209	.028
Working Environment	.48	.016	.61	2.946	.004
Staff training	.34	.061	.34	.115	.001
Organizational culture	.51	.016	.55	1.946	.024

a. Dependent Variable: Employee Performance

Based on the results on Table 4.29, the coefficient associated with the regression constant is 1.748 with a standard error of 0.218. The coefficient associated with the first independent variable, namely remuneration is .47 with a standard error of .062. The coefficient associated with the second independent variable, namely working environment is .48 with a standard error of .016. The coefficient associated with the third variable, namely training is .34 with a standard error of .061. Finally, the coefficient associated with the fourth independent variable, organizational culture is .51 with a standard error of .016. From the results, the coefficient associated with the all the four independent variables including remuneration, working environment, staff training and organizational structure are statistically significant since their p-values are less than the

level of significance,  $p < .05$ . Remuneration had a p-value of .028, working condition had a p-value of .004, training had a p-value .001 and organizational culture had a p-value of .024. According to the analysis result, the multiple regression formula is expressed as follows due to the non-standardized coefficient (B).

$$Y' = 1.748 + 0.47 \text{ Remuneration} + 0.48 \text{ Working environment} + 0.34 \text{ Staff training} + 0.51 \text{ Organizational} + \varepsilon_i$$

This implies that for each additional unit in the score of remuneration factor, the score of employee performance increases by 0.47 units; a unit increase in the score of working environment factor, the score of employee performance increases by 0.48 units; a unit increase in the score of staff training factor, the score of employee performance increases by 0.34 units and a unit increase in the score of organizational culture factor, the score of employee performance increases by 0.51 units. Thus, the predictors can be used to explain the variability in employee performance in Kenyan civil service.

### **4.7.3 Factor Analysis**

To conduct factor analysis, the following steps were followed: Correlation matrix, KMO and Bartlett's Test, communalities, total variance explained, scree plot, and rotated component matrix.

#### **i. Correlation Matrix**

Correlation analysis was performed in order to determine the association between study contributing factors; remuneration, working environment, staff training and organizational culture, and employee performance in the Kenyan civil service. Table 4.30 shows the correlation matrix.



Table 4.30

*Correlation matrix between contributing factors and employee performance*

	<b>Variables</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Correlation</b>	1.Employee Performance	1.000				
	2. Remuneration	.490	1.000			
	3. Working conditions	.610	.592	1.000		
	4. Staff training	.340	.236	.227	1.000	
	5. Organization culture	.550	.302	.589	.125	1.000

The remuneration and employee performance were moderately positively correlated, Pearson's  $r = .49$ ,  $p < .028$ . The working conditions and employee performance were strongly positively correlated, Pearson's  $r = .61$ ,  $p < .004$ , while good communication and employee performance were moderately positively correlated, Pearson's  $r = .34$ ,  $p = .001$ . Further, organizational culture and employee performance in Kenyan civil service was found to be strongly positively correlated, Pearson's  $r = .55$ ,  $p = .024$ .

## **ii. KMO and Bartlett's Test**

The Bartlett's Test was computed to examine whether the correlations of the factors taken as a group due to the significantly difference is zero. Table 4.31 shows the Bartlett's Test of the factors.

Table 4.31

*KMO and Bartlett's Test*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.599
Bartlett's Test of Sphericity	Approx. Chi-Square	183.657
	df	10
	Sig.	.001

Since the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value of the test is .599, it is acceptable. Further, since the p-value is .001, the factor analysis meet the criterion required to proceed. Thus, this gives the confidence that the variables are significantly correlated.

**iii. Communalities**

This is a measure of the amount of variance accounted for into the individual items by the components. Table 4.32 illustrates the variance accounted for into individual items by the components.

Table 4.32

*Communalities of components*

	<b>Initial</b>	<b>Extraction</b>
Employee Performance	1.000	.782
Remuneration	1.000	.632
Working environment	1.000	.800
Staff training	1.000	.471
Organization culture	1.000	.537

Extraction Method: Principal Component Analysis.

From Table 4.32, 78.2% of the variance in employee performance is explained by the components that were retained. Also 63.2% of the variance in remuneration is explained by the components that were retained. A very high (80%) variance in working condition is explained by the components that were retained. The retained components explained 47.1% of the variance in staff training. In addition, 53.7% of the variance in organizational culture is explained by the components that were retained. Thus, these are all good in practice, and 80% and 78.2% are really very high. So, the components are all contributing in the data matrix.

#### iv. Total Variance Explained

Table 4.33 shows the actual factors that were extracted. Only the components with a eigenvalue of more than 1 are retained to explain the variance.

Table 4.33

#### *Total variance explained*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.106	42.110	42.110	2.106	42.110	42.110
2	1.117	22.341	64.451	1.117	22.341	64.451
3	.874	17.487	81.937			
4	.601	12.016	93.953			
5	.302	6.047	100.000			

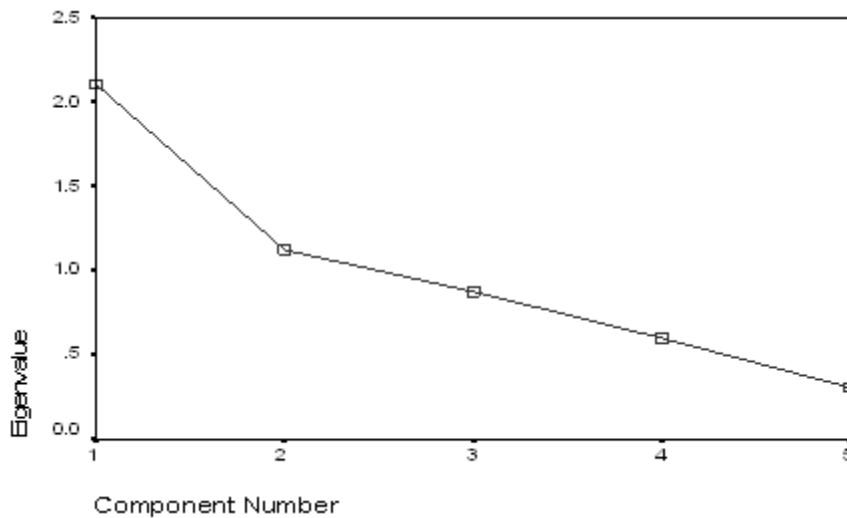
Extraction Method: Principal Component Analysis.

From Table 4.33, the section labeled “Extraction Sums of Squared Loadings” shows only those factors that met the cut-off criterion (extraction method). In this case, there were two factors with eigenvalues greater than 1. SPSS always extracts as many factors initially as there are variables in the dataset, but the rest of these didn’t make the grade.

The “% of variance” column tells how much of the total variability (in all of the variables together) can be accounted for by each of these summary scales or factors. Factor one account for 42.11% of the variability in all five variables and factor two accounts for 22.341% of the variability in all five variables.

#### v. Scree Plot

Figure 4.15 illustrates the number of factors with Eigenvalue of more than 1. This helps to interpret the variability in all the five variables.



*Figure 4.15* Scree plot

From Figure 4.15, on the Y-axis the Eigenvalue is plotted and on the X-axis the component number is plotted. Components 1 and 2 are somewhere above eigenvalue 1, thus they are retained. On the other hand, components 3, 4 and 5 lies below eigenvalue 1, thus not extracted.

#### vi. Rotated Component Matrix

Table 4.34 shows the factor loadings for each variable. This helps to tell how strong the relationship is between the item and the component in the solution.

Table 4.34

*Rotated Component Matrix (a)*

	<b>Component</b>	
	Factor 1	Factor 2
Working conditions	.891	
Remuneration	.793	
Organization culture	.719	
Employee Performance		.869
Staff training		.604

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

From Table 4.34, the first three subsets loaded strongly on Factor 1. Working conditions loads .891 on the component 1, remuneration correlates .793 on the component 1, and organizational culture loads .719 on the component 1. Further, the first three subsets correlate poorly with component 2. On the other hand, the last two subsets i.e. employee performance and staff training loaded strongly on component 2, and poorly on component 1.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary, conclusion and recommendations of this study on selected motivational factors affecting employee performance in the Kenya's civil service.

#### **5.2 Summary**

The general purpose of this study was to examine selected motivational factors affecting employee performance in the civil service in Kenya's context. The study was guided by the following specific research objectives: to establish the extent to which remuneration affect employee performance in the civil service in Kenya, to determine the effect of working conditions on the employee performance in the civil service in Kenya, to establish the staff training that affect employee performance in the civil service in Kenya and to find out the effect of organizational culture on the employee performance in the civil service in Kenya.

The study adopted a cross-sectional survey research design which allowed for use of a large representative sample. The study had a sample of two hundred and twenty five (225) respondents out of who one hundred and ninety one (191) responded. Questionnaire and interview guide were used to collect data from the respondents. The collected data were analysed with the help of a Statistical Package for Social Sciences (SPSS). Descriptive and inferential statistics were used in quantitative data analysis.

Qualitative data was analysed through content analysis approach. From the analysis, the following key findings were made:

### **5.2.1 Influence of Remuneration on Employee Performance**

A vast majority (89.5%) of the respondents “agreed” and “strongly agreed” that pay affected their potential to work in the ministry. A vast majority (83.7%) of the respondents agreed and strongly agreed that delayed payment of salary affected working morale and performance of employees. Slightly less than a half (45.2%) of the respondents agreed and strongly agreed that there are no sound monetary or non-monetary benefits that could motivate them for better performance. Slight over two third (67.4%) of the respondents agreed that use of performance pay has enhanced their performance in the ministry. A vast majority (94.7%) agreed and strongly agreed that salary increment motivated employees to perform better. Majority (87.9%) of the respondents agreed and strongly agreed that overtime remunerations motivated employees to perform in the ministries. An overwhelming majority (91%) of the respondents indicated that remunerations affected employees’ performance in the civil service to “some extent” and to “a greater extent

### **5.2.2 Influence of working conditions on Employees’ Performance**

A vast majority (89%) of the respondents “Agreed” and “Strongly Agreed” that policies provided in their ministries provided working conditions that supported team work. Slightly more than half (51.1%) of the respondents agreed that there is recognition of individual contribution in their respective ministries. Over two third (78.4%) of the respondents “Agreed” and “Strongly Agreed” that there is a spirit of team work in the respective ministries. Over two third (76.9%) of the respondents strongly agreed and

agreed that their workplace was flexible and allowed mutual interaction among staff. Slightly more than half (58.9%) of the respondents agreed that there are good management practices in the ministry which provide a conducive working conditions. Nearly half (48.9%) of the respondents rated that the working conditions in their ministries was average. Nearly half (48%) of the respondents indicated that working conditions influenced their performance to some extent.

### **5.2.3 Influence of Training on Employee Performance**

Slightly less than a quarter of the respondents (22.6%) indicated that there are no sound staff training policies in their places of work. Nearly a third (29.5%) of the employees felt that there is training gap and job mismatch in the civil service. Slightly over quarter (27.9%) of the respondents indicated that they are not well motivated at their respective work station since their skills are not enhanced through training. A vast majority (81%) of the respondents indicated that lack of sound staff development training policies affected their performance to “some extent” and to “a greater extent”.

### **5.2.4 Influence of organizational culture on Employees’ Performance**

Slightly more than half (52.6%) of the respondents agreed that presence of shared values in the Ministry contributed to increased motivation among the staff. Over two third (69.5%) of the respondents also agreed that the Ministry vision and mission helped in building up a strong organizational culture. A vast majority (82.2%) of the respondents agreed and strongly agreed that work ethics in the ministry contributes to their motivation. Majority (87.8%) of the respondents “agreed” and “strongly agreed” that the spirit of teamwork in the ministry is a factor of motivation among the staff members. Two third (70.5%) of the respondents agreed that good communication and leadership



style used in the ministry is a source of motivation among the staff. More than half (56%) of the respondents indicated that organizational culture affected their performance to “some extent” and to “a greater extent.

### **5.3 Conclusions**

From the findings, this study draws the following conclusions:

That working conditions in the civil service in Kenya were conducive, and therefore significantly contributed to employee performance. However, the prevailing challenging work environment scenarios such as inadequate team work and affected communication could affect individual employee performance in the civil service.

That good remuneration remained the most important motivation strategy among employees. It further revealed that there was a statistical significant association between remuneration and employee performance in the civil service in Kenya. However, remuneration could not directly translate to good employee performance in the civil service. This implies that there could be other underlying factors affecting employee performance in the civil service in Kenya.

Although staff training was significantly associated with the employee performance in Kenya’s civil service, there is need to use it as a mechanism to build employees’ commitment to the organization’s vision and mission. A good number of trained employees end up leaving the civil service for greener pastures in the private sector.

There was a statistical significant association between organizational culture and employee performance in Kenya's civil service. Thus, while there may be less stress on the importance of organizational culture, there is a need to orient all employees in the civil service about various attributes of organizational culture so as to initiate personal efforts towards realization of both short term and long term organizational goals. The Ministries should improve the management and communication styles among the employees through application of rules and laws related to effective employee performance because it has been proven to improve work ethics, job satisfaction, affective commitment, and task performance of the civil servants.

#### **5.4 Recommendations**

The recommendations of the study are based on the key findings of the study in relation to remunerations, working conditions, staff training and organizational culture.

##### **i. Better Remunerations**

Every worker deserves a fair wage for their fair and productive labour. The Salaries and Remuneration Commission should make salary changes of public office workers. Exacerbated inequity, unfairness, and diversity within the civil service are a major source of discontent that results in higher demands for higher pay and industrial unrests. The civil service employment structure should evolve to grade jobs and compensate equally in the public service.

The civil service wage structure should have basic pay that reflects the value of the job. The structure should be productivity based to compress the civil service pay among highest and lowest paid from the current ratio of 98:1. The Public Service Commission

should also do a job evaluation to determine value of each job based on training and experience.

Promoting non-monetary remunerations such as acknowledging contribution of the employee is important as well. Recognizing individual contributions and accomplishments regardless, whether small or large boosts employees' morale and motivation to achieve the best results. Be generous with your praises and you'll notice that staff will become more creative and eager to work. Motivated employees work better than those lacking motivation therefore employees should be encouraged by getting much appreciation through compliments and appreciation for a work well done.

## **ii. Improving Working Conditions**

The salary and remuneration commission should contribute to the improvement of working and living conditions of workers in the public sector, through the development of innovative ways. This should help prevent occupational accidents, diseases as well as environmental exposures through cost-effective and sustainable measures. It should improve their working and living conditions at micro-enterprise level to allow capacity-building in the public sector itself. It should formulate and implement strategies that should ensure the protection of the safety, health and welfare of public sector workers, their families as well as the environment. Ad-hoc national preventive programs should be designed to address higher level of social protection for public sector workers for more sustainable and equitable development.

Also, the way work is organized should consider issues related to the design of jobs and the organization as a whole. For instance, it should consider how much and the quality of

work to be done by a worker or a team and how their work fits in with the work of other individuals. The teams and the tools or resources for work should also be considered. Public organizations should ensure that employees work cooperatively in teams, work flexible hours and maybe work from home or other outside locations. Further, networking and collaborating involves getting together with others to share ideas for how to work differently. Lastly, changes in employee attitudes and values toward work such that conditions should be tailored to suit a worker. This applies to job content, opportunities for professional development, work scheduling as well as salaries. Therefore government organizations should create workplaces that meet the needs of both the organization as well as the employees.

### **iii. Staff Training**

Work undertaken in the public sector requires high level of skills, and this work involves highly technical and unique skills and knowledge. In general, numerous public service workplaces should provide a range of opportunities for staff to attend training courses, take study leave and work on unique projects, to allow the staff to increase their skills and knowledge.

Organizations should provide an organization specific training to meet the necessary need of the organization by equipping the employees with the appropriate knowledge on enhancing performance therefore matching different learning options to different learning needs. With five generations actively in the workforce, organizations must restructure the way employees learn and the tools and activities they use to correctly match the different styles, preferences, and expectations of employees. By clearly understanding the trends emerging in the learning and development programs, they are better positioned to select

the right targeted solutions to drive results, increase employee engagement, and increase innovation and productivity.

Innovation and use of new technology is common in the public sector and is consistently used to improve access to services by service-users or to deliver services in remote areas. Worker engagement in design, decisions as well as training can help in delivering to its full potential.

Provide flexible learning options. Telling employees they need to engage in more learning and development activities with their already heavy workload often leaves them feeling overwhelmed and consumed by the question. Companies must respond by adopting on-demand and mobile solutions that make learning opportunities more readily accessible for your people.

Where the training is part of a change programme, the documented policies, procedures and work instructions need to be congruent with the new expected behaviours and require them in the workplace. These policies may need to be reviewed and revised, or they may need to be created to explain the purpose and need for the training. For transfer to be maximised, staff will require a clear message that they are to be held accountable for their actions and performance following the training. Role descriptions will need to be updated with unambiguous statements on required behaviours and performance expectations.

Employees should be engaged in the learning process and later workplace application if training is to be effective. Professional trainers work hard to motivate training participants to learn through a variety of techniques. However, this process needs to start before participants even begin the training. Of vital importance here is the pre-course

briefing between the supervisor and the staff member. This discussion serves to inform the participants of the nature and purpose of the training and to identify specific development opportunities it affords.

#### **iv. Organizational Culture**

Public organizations invest financial resources into creating a positive and productive employee culture to enhance productivity. They do not need to spend exorbitantly expensive to create a great organizational culture. Toxic existing culture requires a fundamental shift to create a positive organizational culture. Public organizations can assist employees enjoy work and reach their true potential. It is possible for employees to make a difference through a good organizational culture. For instance, progressive public organizations should recognize employees' strengths as well as provide opportunities that assist them build on their strengths. They should strive to create a spirit of teamwork devoid of divisive politics, effective communication, and sound management styles.

Organizations should work towards provision and development of necessary documents such as a strategic plan, mission, vision, values and the objectives of the company that is clearly understood and embraced by all levels of the organization. An organization chart that is not correctly spelt and with a direction that changes with the weather breed both confusion and intellectual paralysis in an organization. People get tired of running in circles, and eventually decide to ignore management's latest whim. Or they develop their own interpretations of what management wants, leading to conflict and chaos. Provisions of such documents enable the employee to know where they are going and how they're supposed to get there.

Organizations should foster effective communication. Communication opens the line to suggestions and criticisms and involves important stakeholders in decision-making. Engaging employees even to trivial matters such as wall colour options to larger issues not only give them the voice but also makes them feel their ideas are valuable too.

Embrace teamwork and transparency among the employees and the management. While the need for upper management is necessary to direct the company in achieving common goals, it is also necessary to inform and involve the employees in critical decisions. Be transparent. Show your employees that you are listening with sincerity, do not practice bias, and they will trust you are arriving at the soundest decision possible. Transparency on the other hand, eliminates the need to question the intention of the leaders in the organization, thus builds trust and loyalty. Moreover, investigating negative claims before making decisions and practicing fair treatment among old and new employees allows a better performance among the employees.

#### **5.4.1 Policy Recommendations**

The study findings serve to inform the policy guidelines on employee performance in the civil service. The following recommendations were made:

- i. That the existing remuneration policy needs to be reviewed because majority of the employees in the civil service keep on engaging in industrial unrest for better remuneration structures which negatively affects their performance.
- ii. That the existing safety and welfare policies should be improved so as to create an enabling working conditions for the employees.

- iii. That the training policies need to be reviewed and revised, or they may need to be created to explain the purpose and need for the training. Additionally, where the training is part of a change programme, the documented policies, procedures and work instructions need to be congruent with the new expected behaviours.
- iv. That the policy makers should come up with organizational communication policies that may enhance effective vertical and horizontal communication channels, which would create good relationship at work place.

#### **5.4.2 Recommendations for further Research**

This research aimed to establish the effects of motivational factors on employees' performance in civil service in Kenya. Employees' motivation is very complex, and it is hard to answer all the questions with a sample clearly defined answers as showing in the theoretical part of the research.

In the future, an increase in the sample size could increase the ability to generalize the findings. Also, future researches can cover more motivational factors that affect the employees' performance in civil service in Kenya. For future studies, researchers need more time to cover more motivation factors in a larger number of samples than what was included in this research. In addition, future researches can cover other large cities like Mombasa and Nakuru to aid generalization of results. Also, a comparative study can be conducted to compare the results from respondents in civil service in one period of time, and again a few years after to identify whether motivational factors actually effect employees' performance and behavior.



This research was a cross-sectional research. There is a need for longitudinal study in order to identify changes of the effect of motivational factors (both intrinsic and extrinsic) on employees' performance in civil service in Kenya over a period of time.

Some of the areas that should be researched on in future include the following:

- i. Investigating the effects of effective communication on employee performance in Kenya's civil service,
- ii. Assessment of the effects of employee performance appraisals on employee performance in Kenya's civil service,
- iii. Investigating the effects of job promotion on employee performance in Kenya's civil service.

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## APPENDICES:

### Appendix I: Questionnaire for the Staff Members in the Ministry

Dear Respondent,

I am a student at Kabarak University. I am conducting a study on the **Examination of Selected Motivational Factors Affecting Employee Performance in the Kenya's Civil Service**. You have been selected to take part in this study. I would be grateful if you would assist me by responding to all items in this questionnaire. Your name does not need to appear anywhere in the questionnaire. The information will be kept confidential and will be used for academic research purpose only. Your co-operation will be greatly appreciated.

Thanks you in advance.

Yours sincerely,  
Joyce Kemunto Nyabuti

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#### Section I: Background Information

##### 1. Gender

- a) Male [ ]
- b) Female [ ]

##### 2. Age bracket

a) Below 30 yrs	[ ]	c) 41-50 years	[ ]
b) 31-40 years	[ ]	d) 51 years and above	[ ]

##### 3. Education Level

a) University	[ ]	c) Secondary	[ ]
b) College	[ ]	d) Primary	[ ]

4. Specialization (specify) \_\_\_\_\_

5. Designation \_\_\_\_\_

6. Department \_\_\_\_\_ Ministry: \_\_\_\_\_

##### 7. Working experience in the Ministry

a) 1 year and below	[ ]	c) 6-10 years	[ ]
b) 2-5 years	[ ]	d) 11 years and above	[ ]

##### 8. How would you rate the level of performance in Kenya's civil service?

a) Excellent	[ ]	c) Average	[ ]
b) Good	[ ]	d) Poor	[ ]

9a. what are the major factors affecting your performance in the ministry?

No	Factors	Yes	No	Not sure
a)	Poor remuneration			
b)	Poor working conditions			
c)	Lack of staff development training			
d)	Poor organizational culture			
e)	Others (specify):			

9b. To what extent do these factors affect your performance

NO.	Factors	Greater extent	Some extent	Not at all
a)	Poor remuneration			
b)	Poor working conditions			
c)	Lack of staff development training			
d)	organizational culture			

## Section II: Remuneration and Employee Motivation for Enhanced Performance

10. Indicate whether you agree, strongly agree, undecided, disagree or strongly disagree with various statements regarding pay the effect of pay on you performance. (**Key:** SA: Strongly Agree; A: Agree; UD: Undecided; D: Disagree, SD Strongly Disagree)

NO.	Factors	SA	A	UD	D	SD
a)	Low Pay affects my potential to work in the ministry					
b)	The delayed payment of salary affects my working morale and performance in the ministry.					
c)	There are no sound monetary or non-monetary benefit that can motivate me for better performance					
d)	Use of performance pay has enhanced my performance in the ministry.					
e)	Salary increment provisions motivate me for better performance					
f)	Overtime remunerations motivate me to perform					

11. To what extent does employee remuneration affect employee performance in your ministry?

a) To a greater extent	[ ]	c) Not at all	[ ]
b) To some extent	[ ]	d) Not sure	[ ]

**Section III: Working conditions and Employee Motivation for Enhanced Performance**

10. By use of a tick, indicate whether you agree with the following statements regarding the effect of working conditions on performance. **Key:** SA: Strongly Agree; A: Agree; UD: Undecided; D: Disagree, SD Strongly Disagree)

NO.	Statements	SA	A	UD	D	SD
a)	The policies provided within my ministry provide a working conditions that supports team work and this enhances the performance.					
b)	There is recognition of individual contribution in the ministry					
c)	There is spirit of team work in my ministry					
d)	My workplace is flexible and allow mutual interaction among staff					
e)	There is good management practices in the ministry which provide working conditions					

11. How can you describe the working conditions at your work place?

a) Excellent	[ ]	c) Average	[ ]
b) Good	[ ]	d) Poor	[ ]

**Section IV: staff training on Employee Motivation for Enhanced Performance**

12. By use of a tick, indicate whether you agree with the following statements regarding the influence of staff training on performance. **Key:** SA: Strongly Agree; A: Agree; UD: Undecided; D: Disagree, SD Strongly Disagree)

	Statements	SA	A	UD	D	SD
a)	There are sound staff training policies in my place of work which motivate me.					
b)	There is good match of training and job in my ministry					
c)	Availability of adequate staff training opportunities enhances my performance at work.					
d)	I am well motivated at my work station mainly because my skills are enhanced through training					

13. How would you rate staff training component in your ministry?

a) Excellent	[ ]	c) Average	[ ]
b) Good	[ ]	d) Poor	[ ]

**Section V: organizational culture and Employee Motivation for Enhanced Performance**

14. By use of a tick, indicate whether you agree with the following statements regarding how organizational culture affects performance in your place of work. **Key:** SA: Strongly Agree; A: Agree; UD: Undecided; D: Disagree, SD Strongly Disagree)

	Statements	SA	A	UD	D	SD
a)	Availability of shared values in the Ministry contribute to increased motivation among the staff					
b)	The Ministry vision and mission help in building up a strong organizational culture					
c)	Availability of work ethics in the ministry largely contributes to improved motivation among the staff					
d)	Good communication network prevalent in the ministry is a source of motivation among the staff					
e)	Availability of team spirit in the ministry is a factor of motivation among the staff.					

15. How would you rate marginalized culture aspect in your ministry?

a) Excellent	[ ]	c) Average	[ ]
b) Good	[ ]	d) Poor	[ ]

**Section VI: Measures to improve Employee Motivation for Enhanced Performance in civil service**

16. What measures can be put in place to improve the motivation of employees in order to enhance performance in the civil service? (Remuneration, working conditions, employee training and organizational culture

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## Appendix II: Interview Guide for Key Informant

Dear Respondent,

I am a student at Kabarak University. I am conducting a study on the **Examination of Selected Motivational Factors Affecting Employee Performance in the Kenya's Civil Service**. You have been selected to take part in this study. I would be grateful if you would assist me by responding to all items in this questionnaire. Your name does not need to appear anywhere in the questionnaire. The information will be kept confidential and will be used for academic research purpose only. Your co-operation will be greatly appreciated.

Thanks you in advance.

Yours sincerely,  
Joyce Kemunto Nyabuti

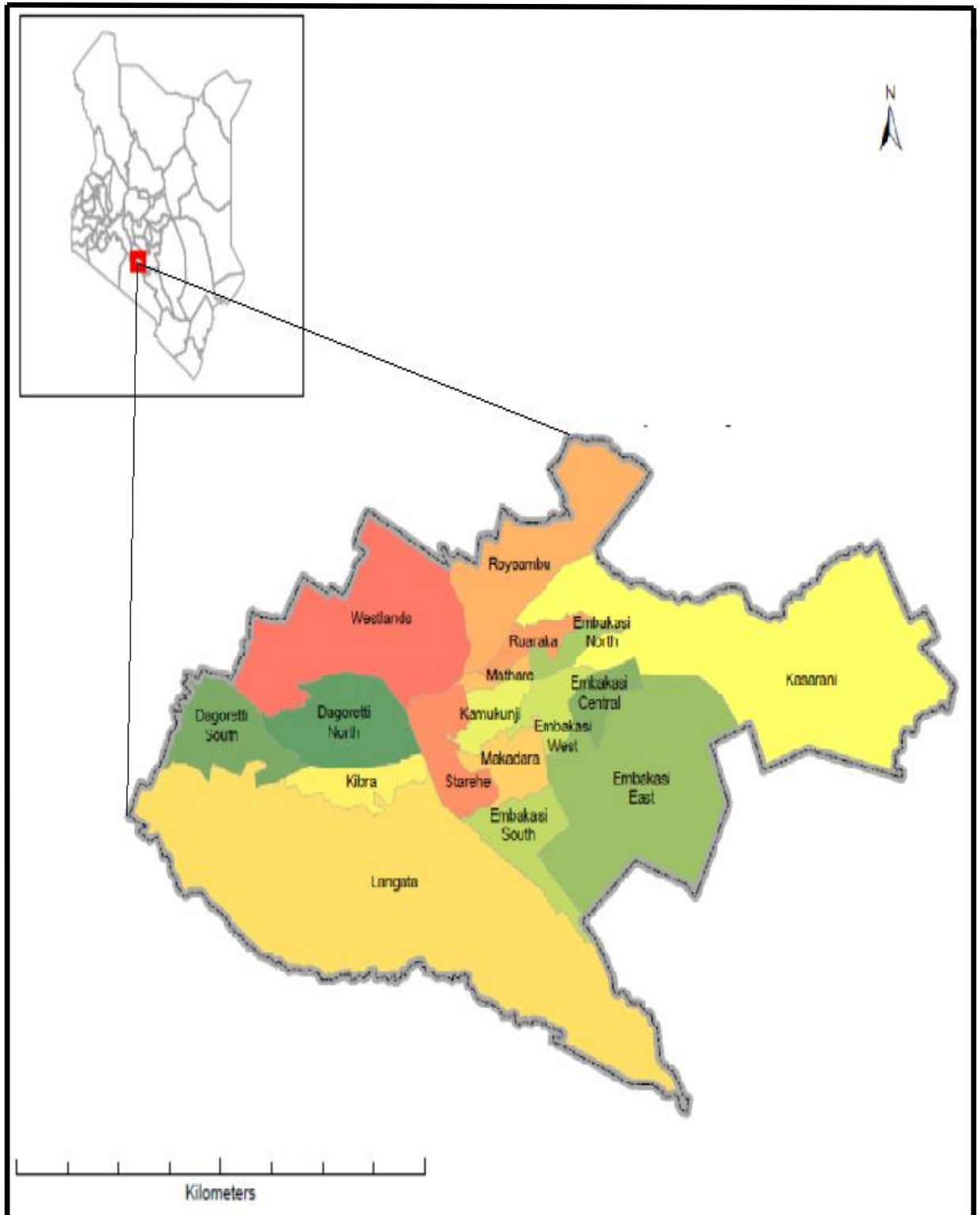
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### Section I: Background Information

1. Gender \_\_\_\_\_
2. Age bracket \_\_\_\_\_
3. Education Level \_\_\_\_\_
4. Specialization (specify) \_\_\_\_\_
5. Designation \_\_\_\_\_
6. Department \_\_\_\_\_ Ministry: \_\_\_\_\_
7. How would you rate the level of performance in Kenya's civil service?
8. How does remuneration enhance employee performance in the civil service?
9. How does working conditions influence employee performance in the civil service?
10. How has staff training impacted on employee performance in the civil service?
11. To what extent has organizational culture impacted on employee performance in the civil service?
12. What measures can be put in place to improve the motivation of employees in order to enhance performance in the civil service? (Remuneration, working conditions, staff training and organizational culture)



**Appendix III: Map of the Study Area (Nairobi County)**



## Appendix IV: Letter of Introduction



### INSTITUTE OF POST GRADUATE STUDIES AND RESEARCH

Private Bag - 20157  
KABARAK, KENYA  
E-mail: [directorpostgraduate@kabarak.ac.ke](mailto:directorpostgraduate@kabarak.ac.ke)

Tel: 0773265999  
Fax: 254-51-343012  
[www.kabarak.ac.ke](http://www.kabarak.ac.ke)

31<sup>st</sup> March, 2015

Ministry of Education, Science and Technology,  
National Commission for Science, Technology and Innovation,  
9<sup>th</sup> Floor, Utalii House,  
P.O. Box 30623 – 00100,  
NAIROBI.

Dear Sir/Madam,

#### **RE: RESEARCH BY GDB/0936/09/10– JOYCE KEMUNTO NYABUTI**

The above named is a Doctoral student at Kabarak University in the School of Business. She is carrying out research entitled “Examination of Selected Motivational Factors Affecting Employee Performance in the Kenya’s Civil Service”

The information obtained in the course of this research will be used for academic purposes only and will be treated with utmost confidentiality.

Please provide the necessary assistance.

Thank you.

Yours faithfully,

**Dr. Betty Tikoko**  
**DIRECTOR POST GRADUATE STUDIES & RESEARCH**



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#### **Kabarak University Moral Code**

*As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord. (1 Peter 3:15)*

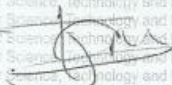
## Appendix V: Research Permit


**THIS IS TO CERTIFY THAT:**  
**MS. JOYCE KEMUNTO NYABUTI**  
**of KABARAK UNIVERSITY , 0-100**  
**NAIROBI, has been permitted to conduct**  
**research in Nairobi County**

**on the topic: EXAMINATION OF**  
**SELECTED MOTIVATIONAL FACTORS**  
**AFFECTING EMPLOYEE PERFORMANCE**  
**IN THE KENYA CIVIL SERVICE.**

**for the period ending:**  
**13th April, 2017.**

**Permit No : NACOSTI/P/15/6840/5758**  
**Date Of Issue : 29th April, 2015**  
**Fee Received :Ksh 2,000**

  
**Applicant's Signature**

  
**Director General**  
**National Commission for Science, Technology & Innovation**