

**THE IMPACT OF MOTIVATION ON EMPLOYEE PERFORMANCE:
A CASE STUDY OF KENYA RED CROSS SOCIETY AT
GARISSA DISTRICT, KENYA**

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DECLARATION

I Mohamed muhamed maah, the undersigned declare that this research text had been produced based on my knowledge and ability and it had never been submitted to any university for the award of a bachelor or any other qualification.

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APPROVAL

The proposal under the organization motivation on employee's performance by Mohamed muhamed maah is submitted as a partial fulfillment of the requirements for award of bachelor in human resource management.

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30/05/09.

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ABSTRACT

The research was intended to examine the impact of motivation on employee performance. The research was basically carried out to determine the level of effect motivation has on employee performance. Managers and leaders spent a great time on how to motivate employees. They informed and explain the organization vision to employee and influence them to behave in ways that ensure achievement of organizational goal, through motivation. Various scholars explain and define the concept of motivation differently and many scholars come up with theories concerning motivation and they include Victor H. Vroom theory of motivation. *Hertzberg* two factor theory of motivation and expectancy theory of motivation among others.

One of the greatest challenges to the organization is to make all employees contribute to the success of the organization in a moral and socially responsible way. Due to dynamic and competitive organizational environment, organizations need to realize the importance and value of employees.

The main purpose of the study is to establish the relationship between employees' motivation and their performance towards the organization. The research was carried out to see if there is any link between motivation and performance and which one will lead to the other.

There are three main research objectives and they include; the factors that influence employee motivation, the challenge organization face as they implement motivation and the effect motivation has on employees' performance.

The study reviewed literature written by scholars in relation to employees' motivation and their performance in Kenya Red Cross society at Garissa branch. Among the scholar, contributed to motivation were Victor H. Vroom expectancy theory of motivation. *Hertzberg* two factor theory of motivation among others.

The research used quantitative and qualitative method that will help him obtain data and information which may be applicable in other organizations. In this case systematic random sampling was used to select the sample done by the researcher himself, questionnaires were given to the researcher to fill in with the help of the researcher.

The data obtained in the field has been concerning the impact of motivation on employee performance in Kenya Red Cross Society has been analyzed, interpreted by either using tabulation or graphs.

Finally, the impact motivation has on employees performance has been discussed by considering the factor, the morale employees and effect motivation has on employees' performance as well as the challenges organizations face during motivation of employees. The research concluded that the employees should be given the factors that motivate them highly. It has been recommended that the researcher has to come up with various suggestions and recommendations to policy makers and future researchers to combat the issues.

TABLE CONTENTS

| | |
|--|-----------|
| DECLARATION..... | i |
| APPROVAL..... | ii |
| DEDICATION..... | iii |
| ACKNOWLEDGEMENT..... | iv |
| TABLE OF CONTENTS..... | v |
| ABSTRACT..... | vii |
| | |
| CHAPTER ONE..... | 1 |
| 1.0 Introduction | 1 |
| 1.1 Background to the study | 1 |
| 1.2 Problem statement | 4 |
| 1.3 Purpose of the study..... | 4 |
| 1.4 Research objectives..... | 4 |
| 1.5 Research question | 4 |
| 1.6 Scope of the study..... | 5 |
| 1.7 Significance of the study..... | 5 |
| CHAPTER TWO..... | 7 |
| LITERATURE REVIEW..... | 7 |
| 2.0 Introduction..... | 7 |
| 2.1 Theoretical framework | 7 |
| 2.2 Conceptual framework | 9 |
| 2.3 Review of related literature | 10 |
| 2.3.1 Factor Influencing motivation..... | 10 |
| 2.3.2 To establish the challenges organization face as they implement motivation | 14 |
| 2.3.3 To establish the effects of motivation on employee performance..... | 15 |
| CHAPTER THREE | 19 |
| METHODOLOGY | 19 |
| 3.0 introduction | 19 |
| 3.1 Research designs..... | 19 |
| 3.2 Population study | 19 |

| | |
|--|-----------|
| 3.3 Population sample | 19 |
| 3.4 Data collection..... | 20 |
| 3.5 Data collection methods | 20 |
| 3.6 Questionnaires | 20 |
| 3.7 Interview | 20 |
| 3.8 Documentary review | 21 |
| CHAPTER FOUR | 22 |
| DATA PRESENTATION, INTERPRETATION AND ANALYSIS | 22 |
| 4.0 Introduction | 22 |
| 4.1 Factors that influence motivation | 22 |
| 4.2 Effect of motivation on employee performance | 25 |
| 4.3 Challenges organizations face as they implement motivation | 27 |
| CHAPTER FIVE..... | 30 |
| DISCUSSION, CONCLUSION AND RECOMMENDATION..... | 30 |
| 5.0 Introduction..... | 30 |
| 5.1 Discussion..... | 30 |
| 5.2 Recommendation..... | 30 |
| 5.3 Conclusion..... | 32 |
| 5.4 Limitations of the study..... | 32 |
| REFERENCE..... | 34 |
| APPENDIX I: QUESTIONNAIRE..... | 35 |
| APPENDIX II..... | 38 |
| INTERVIEW GUIDE QUESTIONS..... | 38 |
| TIME FRAME..... | 39 |
| APPENDIX IV..... | 40 |
| BUDGET..... | 40 |

CHAPTER ONE

1.0 Introduction

This chapter begins with a background of motivation and employee performance and a brief on Kenya Red Cross society. It highlights the problem that motivate the researcher to choose the topic, and defines the objectives, problem statement, purpose of the study, scope of the study and finally it ends with the significance of the study.

1.1 Background to the study

People and everybody need to be motivated in one way or another. Many managers and leaders spend a great time on how to motivate employees. They informed and explain the organization vision to employees and influence them to behave in a way that ensures achievement of organizational goal, through motivation. Effective motivation is essential for the performance of any organization and a vital tool in human resource management of every level, and in every activity. Without motivation, employees can not perform their work to the expectation of the management. Employees are motivated to obtain outcome at work that will satisfy their needs. In order to motivate a person to contribute valuable inputs to a job and perform at a high level, a manager must determine what needs the person is trying to satisfy at work and ensure that the person receive outcomes that help to satisfy those needs when the person performs at a high level and helps the organization achieve its goal, Victor H. Vroom (1960).

Motivation is the set of forces that initiate, directs and makes people persist in their efforts to accomplish goal. Chuck Williams (2003). It is again defined as the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action Richard L. Draft (2000). According to Stephen (2001), motivation is the willingness to exert high level of effort to reach organizational goals, conditioned by the efforts ability to satisfy some individual need.

According to David Martin, (1998), motivation is the forces that energizes behaviors, gives direction to behaviors and underlies the tendency to persist.

The definition recognizes that in order to achieve goals, individuals must be sufficiently stimulated and energetic, must have clear focus on what is to be achieved and must be willing to commit their energy for a long enough period of time to realize their aim. According to Gareth (2003), motivation may be defined as psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence in the face of obstacles.

Performance is defined by the encyclopedic dictionary of management as the accomplishment and performing and carrot of anything ordered to do. It is also defined by David (2001) as the accomplishment of given assignment to achieve goal.

Performance has many variable, including the following namely; motivation, ability, clarity of expectation and opportunity.

Performance is basically what an employee does or does not do. The most common measure of employee performance includes quality of output, timeliness of output, presence at work and cooperativeness. However, each job has specific job criteria or job performances that identify the most important element. Mathu and Jackson (2003).

Many organizations today realize the importance of motivation in an organization. So managers make motivation one of the factors that contribute to organization performance. This fact was supported by one employee survey which showed that 60% of employees believed that they can perform to their best effort and contribute to the organization as expected, Jennifer (2003). Managers today do not look employees when performing work but they just motivate and the employees will perform the work without supervision. According to Gareth (2003) organizational performance increases as motivation level of employees increases which lead to effectiveness and efficiency level of employees.

In seminar conducted by Gareth and many other authors, managers appreciate the importance of motivating employees and may agreed that organizations need to motivate

employees in order employees to perform better and to enhance their contribution to the organization hence leading to organization achieving its goal.

Kenya red cross society branch Garissa was established in 1997 and is located some two kilometers from Garissa town. It is one of the non governmental organizations that were established in the country in the past decade, promoted by the government's policy of helping all society by providing food, medications and others. From 1992 to 1995 there was another non governmental organization called care the monopolized the country. More so Garissa district which was catering for all people in Kenya care international still is there existing in Garissa but the most dominant non governmental organization that provides a lot of assistance and services to the people of Garissa is Kenya Red Cross society.

Kenya Red Cross society aims to provide people who have problems or who are starving food, shelter and medication. Its major objective is to dominate the whole country and to get the best name through the people that it's helping and currently I think they are among the best non governmental organizations in Kenya particularly in Garissa district.

The organization offer many opportunities to the people in the area such as employment opportunities. This organization employ from different parts of the country and most especially the local people will be given the highest chance, so that they benefit from the organization. The organization train its employees after they absorbed, so that they become more knowledgeable, skillful, experienced and talented and hence retaining them. However, there are many organizations in Garissa district and many new getting into the market which lead to high competition among the organization in the area. So as the competition increase, Kenya Red Cross society has to check its management system and has to motivate its employees to reduce the rate of turnover and retained the best employees in the organization.

1.2 Problem statement

One of the greatest challenges to human resource managers is to make all employees contribute to the success of the organization in a moral and socially responsible way. Due to dynamic and competitive organizational environment, organization needs to realize the importance and value of employees. They don't have to consider employees as a cost but they have to see as necessary people that should be maintained and retained in the organization. As confirmed by former workers with Kenya Red Cross society at Garissa branch, it noticed that there are many problems associated with motivation of employees towards their work performance due to a number of deviant behavior work related behaviors such as absenteeism from work, labour turnover, delaying from work, poor morale of performing the work.

This is as a result of poor working condition, lack of proper payment, unfair company policies and poor interpersonal relationship, tight supervision and lack of security. But later it has been realized that motivation is of great importance and that it should be the first thing to be considered. All these have contributed to poor performance of the workforce in the organization. So motivation has to be practiced in order to improve the performance and output of the employees in the organization.

1.3 Purpose of the study

The purpose of the study is to establish the relationship between employee motivation and their performance towards the organization.

1.4 Research objectives

- (i) To establish the factors that influence employee motivation.
- (ii) To establish the challenges organizations face as they implement motivation.
- (iii) To establish the effects of motivation on employee performance.

1.5 Research questions

- (i) What are the factors that influence employee motivation?
- (ii) What are some of the effects of motivation on employee performance?

- (iii) What are the challenges that organizations face as they are trying to implement employee motivation?

1.6 Scope of the study

Under the scope of the study the researcher would consider geographical and the subject scope.

GEOGRAICAL SCOPE

The researcher has carried out his research in Kenya Red Cross society branch in Garissa district in Northern part of Kenya, located next to the border between Kenya and Somalia. Garissa is the head quarter of North Eastern province of Kenya and is among the biggest district which has a population of 1 million people.

Since the organization is found all over the country and everywhere in Kenya, but the researcher will base the collection of data and analysis there in basing on the current motivation the organization is giving to its employees from the year 2005 -2008.

Content scope

Basing on the area of the study the researcher collected data reflecting the relationship between motivation and performance of employees in the organization.

1.7 Significance of the study

The study had of great significance to the organization because there is a lot of competition all over the world. Organization in different parts of this world are competing for the resources that are available such as employees. So in order to get the right number of employees, you want your organization must have a good image of retaining and motivating employees.

The study added to the existing stock of knowledge. The researcher has benefited from the research he carried out because he has gone to the field with an open mind, so he got knowledge experience, skill from the field and he became more expert in the field. Since

the researcher met people with different experience, knowledge and skill, he has learnt more from them hence adding to the existing stock of knowledge.

The study has helped students to get his degree program after completing the university. In order one to be awarded degree program, he must conduct research about a certain topic and he has to go to the field and come up with fully researched information.

To draw the attention of the organization to focus on employees' welfare and their interests so that it reflects in public service delivery.

The study increased and contributed to the skills, knowledge, and experience and competence level of the researcher.

The study clarified the meaning and importance of motivation to the organization.

The study identified the value and importance of employees to the development of the organization.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter looks into the following; conceptual framework, theoretical framework and a review of the related literature according to the objectives. This chapter is about the ideas and views of other researchers or persons in relation to the topic identified by the researcher. The literature is vital and enabled the researcher to investigate further and look for new information.

2.1 Theoretical framework

According to expectancy theory of motivation formulated by Victor H. Vroom in the 1960, one of the first researchers to study motivation, posts that motivation is high when workers believe that high level of effort lead to high performance and high performance leads to the attainment of desired outcomes. Expecting theory is one of the most popular theories of work motivation because it focuses on all three parts of the motivation equation: inputs, performance and outcomes. This theory determines three major factors that leads to persons motivation; expectancy, instrumentality and valence.

Expectancy – Is a person's perception about the extent to which effort (an input) results in a certain level of performance. A person's level of expectancy determines whether he or she believed that a high level of effort results in a high level of performance. People are motivated to put forth a lot of effort on their jobs only if they think that their effort will pay off in high performance – that is, if they have a high expectancy.

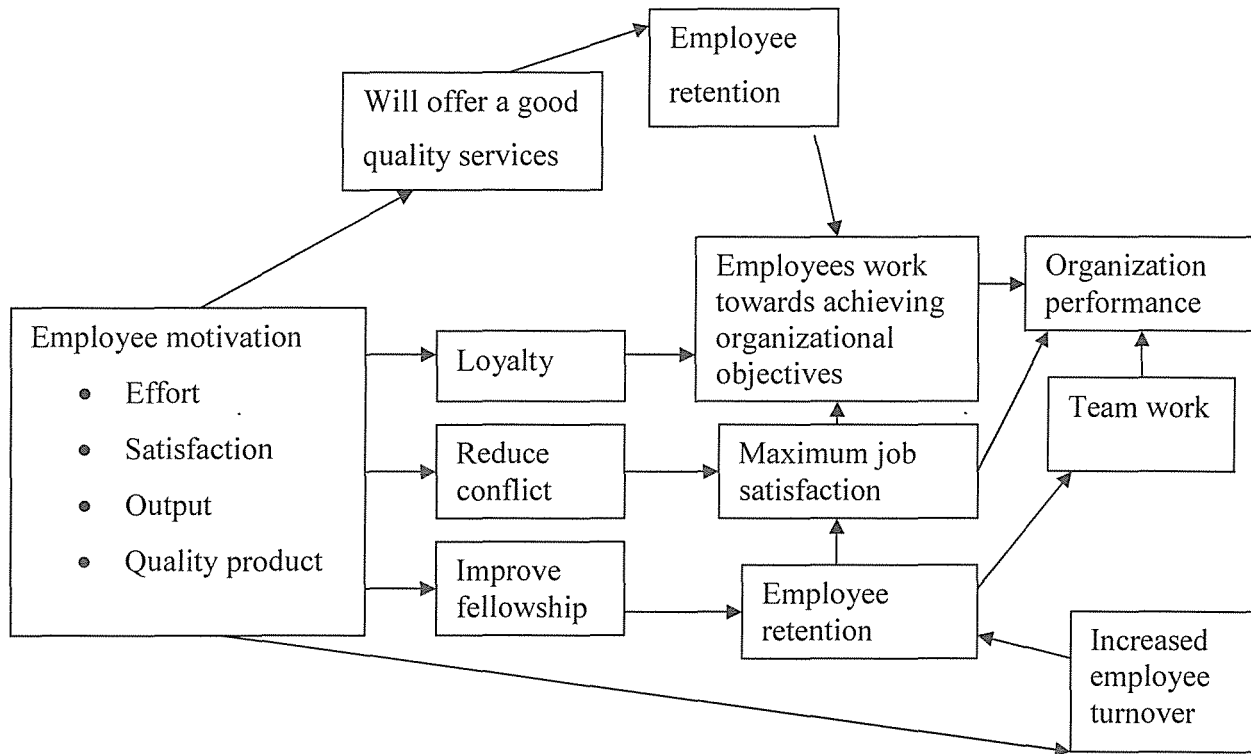
Instrumentality – Is the perception about the extent to which performance of a certain level results in the attainment of outcomes. According to expectancy theory, employees are motivated to perform at a high level only if they think that high performance will lead to outcomes such as pay, job security, interesting job assignments and bonuses. In other words, instrumentality must be for motivation to be high – people must perceive that because of their high performance they will receive outcome. Managers promote high

levels of instrumentality when they clearly link performance to desired outcomes. One example of high instrumentality contributing to high motivation can be found in the Cambodian immigrants who own, manager and work in more than 80 percent of the doughnut shops in California. These immigrants see high performance as leading to many important outcomes such as income, a comfortable existence, family security, and the autonomy provided by working in a small business. Their high instrumentality contributes to their high motivation to succeed.

Valence – refers to how desirable each of the outcomes available from a job or organization. To motivate organizational members, managers need to determine which outcome have high valence for them – are highly desired – and make sure that those outcomes are provide when members perform at a high level. It appears that in addition to pay, autonomy stimulating work environment, enthusiastic co-workers and generous benefits are highly prevalent outcomes for many employees.

According to expectancy theory – high motivation result from high level of expectancy, instrumentality and valence. If any one of these factors is low, motivation is likely to be low. No matter how lightly desired outcome are linked to performance, if a person thinks, it is practically impossible to perform at a high level, then motivation to perform at a high level is exceedingly low. Similarly, if a person does not think that outcomes are linked to high performance, or, if person does not desire the outcomes that are linked to high performance, then motivation to perform at high level is low.

2.2 Conceptual framework



Source: Self initiated

The important thing expressed in the above figure is that through motivation employees will put a lot of effort to increase their outcome or output quickly product and performance and they will get satisfied. If motivation of employees are done perfectly, this will increase the employee loyalty, reduce conflict and enhance relationship and it will further increase employees' turnover and improve the relationship among the workforce which will encourage team work which will lead to maximum job satisfaction and with that employees will work towards achieving organizational goals which will lead to better organizational performance.

Performance is a predicted variable that depend upon a number of variables such as productivity, quality, innovation and responsiveness to the customers. (Robert 2004). According to him all these four are the building blocks of organizational performance. Motivation gives employees satisfaction, encouragement, enhance their relationship with

managers, reduces their supervision, increase their efforts all these help employees to produce services and good quality products.

2.3 Review of related literature

2.3.1 Factors influencing motivation

According to Gareth R. Jones and Jennifer M. Gorge (2003) employees in any given organization are influenced to perform better by two major factors as stated in Herzberg two factor theories.

Herzberg focuses on two factors; (i) outcome that can lead to high level of motivation and job satisfaction and (ii) outcomes that can prevent people from being dissatisfied. According to Herzberg's motivation – hygiene theory, people have two sets of needs or requirement. Motivation needs and hygiene needs.

Herzberg examined the relationship between job satisfaction and productivity within a group of workers or employees. He realizes that the factors that lead to job satisfaction were far much different and separated from those leads to job dissatisfaction hence the term two-factor model.

Herzberg found that motivation factors are related to the nature of the work itself and how challenging it is. Outcomes such as interesting work, autonomy, responsibility being able to grow and develop in the job. Also a sense of accomplishment and achievement help to satisfy motivation needs. To have a highly motivated and satisfied work force, Herzberg suggested managers should take steps to ensure that employee's motivator needs are being met. Herzberg says that employees are also motivated by other factors other than those in the job content; he called those factors as the hygienic factors.

Hygiene factors are associated with the physical and psychological context in which the work is performed. Herzberg said hygiene needs are satisfied by outcomes such as pleasant and comfortable conditions, pay, job security, good relationships with co-workers and effective supervision, company policy and administration, all these are

examples of hygiene factors. According to Herzberg, when hygiene needs are not met, workers are dissatisfied, and when hygiene needs are met, workers are not dissatisfied. Satisfying hygiene needs, however, does not result in high levels of motivation or even high levels of job satisfaction. For motivation and job satisfaction to be high, motivation needs must be met.

Hygiene factors will eliminate employee dissatisfaction but will not motivate workers to high achievement level. On the other hand, recognition, challenge and opportunities for personal growth are powerful motivators and will promote high satisfaction and performance. The managers' role is to remove dissatisfaction – that is, to provide hygiene factors sufficient to meet basic needs and then use motivation to meet higher level needs and proper employees towards greater achievement and satisfaction, Richard L. Draft (2000).

David B. Balkin (2002) suggested that hygiene factors are contextual or extrinsic aspects of a job, such as salary, fringe benefits, and company policies and so on, they can make people dissatisfied if they are inadequately met, but they will motivate people to do a good job. Assuming the hygiene factors are well managed, the key is to provide workers with motivation, or intrinsic rewards derived from the work itself, that provide continuous stimulation to strive for the best possible performance level. According to Herzberg, such motivators include the nature of the job, recognition, achievement. Herzberg contends that these motivators increase job satisfaction and that removing dissatisfying characteristic from a job does not necessarily make the job satisfying.

Ricky W. Griffin (2002) suggested that the traditional view of job satisfaction was complete. That view assumed that satisfaction and dissatisfaction are at opposite ends of a single continuum. People might be satisfied, dissatisfied or somewhere in between. But Herzberg interviews had identified two different dimensions altogether one ranging from satisfaction to no satisfaction and the other ranging from dissatisfaction to no dissatisfaction. This perspective along with several examples of factors that affect each continuum.

Although widely accepted by many managers, Herzberg's two-factor theory is not without its critics. One criticism is that the findings in Herzberg's initial interviews are subject to different explanations. Another charge is that his sample was not representative of the general population and that subsequent researchers often failed to update the theory. At the present time, Herzberg theory is not held in high esteem by researchers in the field; the theory has had a major impact on managers, however, and has played a key role in increasing their awareness and motivation and its importance in the work place.

Graffin (2002) contends that people are motivated to seek social equity in the rewards they receive for performance. People will be motivated when they see that they are treated fairly and equally. Equity is an individual's belief that the treatment he or she receives is fair relative to the treatment received by others. According to equity theory, outcomes from a job include pay, recognition, promotions, social relationships and intrinsic rewards. To get these rewards, the individual gives inputs to the job, such as time, experience, effort, education and loyalty. The theory suggests that people view their outcomes and inputs as a ratio and then compare it to the ratio of someone else. People who feel under-rewarded try to reduce the inequity. Such individuals might decrease their inputs by exerting less efforts, increasing their outcomes by asking for a raise, distorting the original ratios by rationalizing, trying to get the other person to change her or his outcomes or inputs leaving the situation or changing the object of comparison. An individual may also feel over-rewarded relative to another person.

Research conducted suggests that some people who experience inequality under these conditions are somewhat motivated to reduce it. Under such a circumstance, the person might increase his inputs by exerting more effort, reducing his outcomes by producing fewer units.

According to John R. (1996) suggested that equity comparison will occur whenever managers allocate extrinsic rewards, especially monetary incentives or pay increase.

Inequalities occur whenever people feel that the rewards received for their work are unfair given the rewards other persons appear to be getting.

The research of Adam and others largely accomplished in the laboratory, lends some support to high prediction. It is most managers would want to avoid people who feel under paid, that is, who perceive felt negative inequality, tend to reduce their work effort to compensate for the missing rewards. They are less motivated to work hard in the future. People who feel overpaid that is who perceive self positive inequality hence had been found to increase the quantity or quality of their work.

According to Maslow's hierarchy of needs theory in 1943, among the first researchers to study motivation, not forward his hierarchy of needs theory which suggests that people are motivated by five levels of needs. Physiological, safety, belongingness, self esteem and self actualization. He suggested that these needs constitute a hierarchy of needs, with the most basic or compelling needs physiological and safety needs – at the bottom. Maslow argued that these lowest level needs must be met before a person strives to satisfy needs higher up in the hierarchy, such as self esteem needs. Once a need satisfied, Maslow proposed it ceases to operate as a source of motivation. The lowest level of unmet needs in the hierarchy is the prime motivator of behavior; if and when this level is satisfied, needs at the next highest level in the hierarchy motivate behavior.

In order of ascendance, from top to bottom, the five levels of needs are as follows;
Physiological needs – this is the basic needs of things such as food, water, and shelter that must be met in order for a person to survive. By providing a level of pay that probes a person to buy food and clothing and adequate housing, Gareth R. (2003).

Safety needs – these are needs for security, stability and a safe environment. In organizational context, employees should be provided job security, adequate medical benefits and safe working conditions hence giving all these employees will get motivated and they will be free from threat of losing the job.

Belonging needs – these are needs for social interaction friendship, attention and love. And this can be promoting good interpersonal relations and organizing social function such as company picnics and holiday parties, so that employees to feel that they are part of the organization hence leading to motivation.

Self esteem needs – the needs to feel good about oneself and one's capabilities, to be respected by others, and to receive recognition and appreciation in an organization, context esteem is often expressed in the need for recognition for accomplishment and for higher status as a reward for more responsibility Jennifer M. (2003).

Self-actualization need – the needs to realize one's full potential as a human being and to become eh best one is capable of becoming. In the work place, these needs are met by organizations, improving employees' skills, helping them be creative and enabling them to have control over their jobs.

2.3.2 To establish the challenges organizations face as they implement motivation

There are many challenges that organizations face in the process of implementing employee motivation because different people are motivated differently. So some of the challenges include;

The level at which employees should be motivated, because different employees need different level of motivation depending on the type of job they do, managers face a lot of challenges on this. Because every employee in the organization needs to be motivated yet they don't do similar jobs. So if you leave some employees and motivate some others, they may cause a very big problem to the organization such as strike, demonstrating, quitting, not performing the work to the organization expectations.

Another challenge is when to motivate employees, are they supposed to be motivated before they perform their duties and work or after they perform their work. So this is another great challenge managers are facing during employee motivation because they start their work so that they get encouraged and work smoothly and managers may want

employees to be motivated after they complete their tasks and duties because of that, conflict may arise.

Another challenge is the type of motivation employees should be given, are they supposed to be motivated financially or non-financially such as promotion because employees have different interests, some want to be motivated financially while others want non financially such as promotion. So management will get confused to which is which, hence a very big challenge to them.

Another challenge is the size of the organization. Some organizations are very small in size, it can not motivate each and every employee in the organization because they cannot afford that, get everybody in the organization need to be motivated so for that case, managers face a very big challenge.

2.3.3 To establish the effects of motivation on employee performance

Motivation has a great impact on employee performance in any organization. Motivation is one of the prime factors that can lead employees to perform to the best of their level. Motivation is the force that derives employees towards things that they do or the work that they performed. When employees are not motivated they will not perform their work according to the expectation of the organization.

Absence of motivation can cause the following in an organization

Poor performance of the work force – the work force will not perform their work as expected by the organization; their performance will keep on deteriorating day by day. And if the employees are not performing it will have a great impact to the organization and finally such an organization might run at loss and it can not compete with other organizations.

Labour turnover – lack of motivation can cause labour turnover in the organization and this means employees flowing out of the organization and leaving the organization

completely and this will have big impact to the organization because the organization has to look for another employees to replace the disappeared once and in the process it will incur a lot of expense and cost such as cost of recruitment, selection, training, separation and exit interviews and also the organization might lose competent employees who were experienced and skillful and a lot of time will be wasted as well. So lack of motivation can cause labour turnover and disappearance.

Absenteeism in the work place – lack of motivation can lead to employees absenting themselves from the work, employees may reduce the rate of attending the job and in that way their contribution to the organization will be very minimal. When employees are not attending the job and there is nobody who can replace them and perform the work in their absence, it will be a great disadvantage to the organization because many work will be left hanging or undone, so lack or undone, so lack of motivation can lead to absenteeism of employees.

However, motivation has a lot of advantages when properly done it and they include; Enhance the performance and productivity of the employees – employees will be producing much more than they used to produce when they were not motivated and they will perform their duties with a lot of encouragement and interest. When employees are motivated they will be focused and perform to the best of their level and they will work hard and contribute more to the organization, so that the organization develop and compete with other organizations outside.

According to Robert (2001) suggested that when all the basic needs of the employees are satisfied

such as food, shelter and others employees will be happy and feel that they are part of the organization and they will work as if the organization belong to them, they will do the best they can to enhance the existence of the organization but when these needs are not met and their basic interests are not fulfilled, they will feel unconsidered and hence it will affect their performance and contribution level.

Improves relationship between management and employees – when employees are motivated they will have good relationship with the management of which such relationship will lead to improved performance of the work force. According to William (2005), suggested that the higher the relationship between the employees and the employers, the higher the contribution of the employees towards the organization. So relationship is one of the most important things that lead to organization survival.

Motivation leads to commitment of employees to their work – when the employees are motivated they will be highly committed to their work and too much commitment will lead a greater output. Employees will leave everything else and they will be focused towards their work so that they produce better result. So commitment employees improve their performance.

To determine the type of motivation that is appropriate to employees in order to improve their performance.

Various employees' different kind of motivation

There are different kind of motivation and they include financial reward motivation and non financial reward motivation, financial reward motivation are given to employees in monetary form while non financial reward motivation are given to employees in non-monetary form such as promotion, recognition achievement which type of motivation are most important to workers in general? A number of surveys suggest that both financial and non financial motivations are important reward is non financial motivation such as promotion, recognition, achievement. Studies conducted over the last decade have consistently found that employees are twice as likely to indicate that important and meaningful work. Matters more to them than what they are paid in monetary form. s

Some employees prefer monetary kind of motivation such employees want cash, because they are claiming that, left children and family behind of which children wants school fees, transport so much employees want monetary rewards, for them to get motivated and encourage and to enhance their performance. While others want non financial reward of

motivation like promotion, they normally say that money will come after your promoted and after you are recognized.

According to David B. Balkin (2002), suggested that employees should be given the kind of rewards they want or motivation they want, if they want or prefer monetary motivation much more non monetary they should be given. Because when they are given kind of motivation they want, they feel that they are considered hence working \hard and performing better than they use to do. Some employees will get satisfied when they are financially motivated or rewarded because they will use that financial to pay their children school fees and fulfill the other needs and make employees more vulnerable to the firm. In many cases, financial motivation compensates for lower ability employees by making them more eager to learn. According to him he said that, few employees prefer non monetary motivation such as promotion, recognition and most especially those are the kind of employees who have no family, for them they just want to get good name and recognition.

CHAPER THREE

METHODOLOGY

3.0 Introduction

This chapter shows how the study of the population will be chosen, techniques and methods to use in collecting, interpreting and explaining data.

3.1 Research deigns

The researcher used qualitative and quantitative method that will help him obtain data and information which may be applicable in other organizations. It had involve quantifying, tabulating and use of percentage to present the findings for easy understanding by the researcher.

3.2 Population study

Kenya Red cross society in Garissa has its headquarters at Pangani – Nairobi and had branches in several parts of the country but for the purpose of this study the researcher has conducted it from Dujis which is 3 kilometers from Garissa town since it is the most populated part in Northern region and that can give better representation.

3.3 Population sample

The target population for this study was the employees of Kenya Red Cross society. There are over 700 employees in its human resource department, financial department, and procurement over the country. Since the researcher intends to use Dujis deport as a representation.

The sample had 80 respondents, 30 employees came from procurement, 40 employees from human resource department, 10 employees from financial department.

The sample has generally included senior managers, supervisors and non managerial staff.

3.4 Data collection

The researcher used both primary data source and secondary sources. Primary sources have provided the data that has been observed and recorded by the researcher for the first time from the field. Such data can be collected using interviews, observation among others.

Secondary data will include statistic not gathered by the researcher for the first time but it was prepared by other researcher for the purpose and the researcher has used them for example text books, news papers, reports, auditors among others.

3.5 Data collection methods

In this study, the researcher used self administered questionnaires, personal interviews and documentary review.

3.6 Questionnaires

Questionnaires assisted the researcher solicit quantitative and qualitative data. The questionnaire consisted of both open and closed ended questions.

Open ended questions has been incorporated in the study just to give the respondents freedom to respond to questionnaires depending on the way he or she treats the phenomenon being investigated not to limited to the researcher way of understanding the topic of interests.

The questionnaire was self administered. They have been designed in a manner to solicit such a sage, sex, and marital status in order to simplify coding of statistical data. As a strategy to avoid inconveniences and create support between the researcher and the respondents, questionnaires has been submitted in advance with the aim of giving them ample time, interest and freedom while filling them.

3.7 Interview

This method has been used to collect data from the respondent through physical engagement of the researcher. The respondents has been interviewed to establish the

impact of employee motivation on performance face to face interviews will be used to assist the researcher obtain data through verbal and non verbal communication like body language and positive.

3.8 Documentary review

The method reviewed documents related to employee motivation and performance in Kenya. They also provided valuable information on the relevance of motivation in an organization.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.0 Introduction

This chapter entails the analysis of data obtained from the field in accordance to the effect of organization motivation on employee performance at Garissa Red Cross society.

The data collection took a period of two weeks and the number of respondents selected was 50 representing 50% of the labor force in Garissa Red Cross society according to the surveyed population. Hence the collected data will be tabulated and presented in percentage as it was divided into themes and sub themes.

4.1 Factors that influence employee motivation

In every organization there are certain factors that influence employees' motivation and is very important and necessary for an organization to determine which factors motivate employees and how. Managers in an organization should know that in motivating employees in an organization they should take into consideration which factors motivate employees and from these they will be able to make appropriate decisions as to which one to use.

Table 4.1 Factors that influenced employee motivation

| factors | Frequency | Percentage |
|---|-----------|------------|
| Pay | 20 | 41.6 |
| Job security | 5 | 10.4 |
| Good relationship with co-workers | 3 | 6.3 |
| Effective supervision | 2 | 4.2 |
| Company policy and administration | 5 | 10.4 |
| Autonomy | 4 | 8.3 |
| Pleasant and comfortable work condition | 4 | 8.3 |
| promotion | 5 | 10.4 |
| Total | 48 | 100 |

Source; primary data obtained from the field

The finding on the table above shows that, 20 respondent representing 41.6% were employees whose motivation are influenced by pay, that means the higher the pay the higher the rate of motivation in Kenya red cross society at Garissa branch employees. However increment of pay plays a very important role in their performance and the satisfaction of the organization, and 10.4% of the employees are motivated by both promotion and company policy and administration. The table above shows clearly what factors motivate employees more than the other.

Among these factors the best one to be approved is the pay, because from the table above we see that greater number of employees is motivated by the pay level. Increment in the pay level will lead to high performance. So the best factor to be approved is the pay.

The numbers of employees interviewed were 48, 20 respondents representing 41.6% suggested that, employees are motivated by pay. The 20 respondents insist that the greatest factor which contributes to employee motivation is pay. The higher the pay, the higher the motivation. While other employees were of the view that employees are

motivated by some other factors such as job security, relationship with co-workers, company policy and administration among others and the least respondents interviewed were of the view that employees are motivated by effective supervision. So the interview guide suggest that, the most important which majority of the result like is the pay.

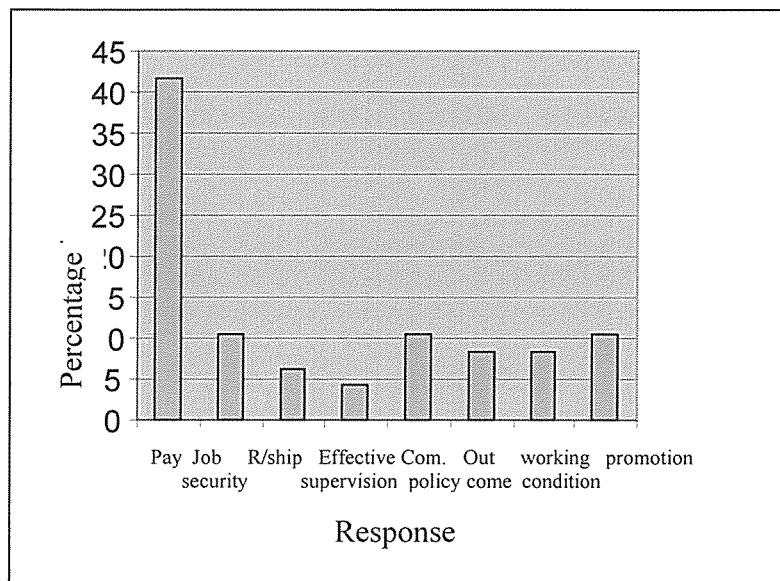


Table 4.2: There are some impacts of motivation on employee performance in Kenya Red Cross society at Garissa branch.

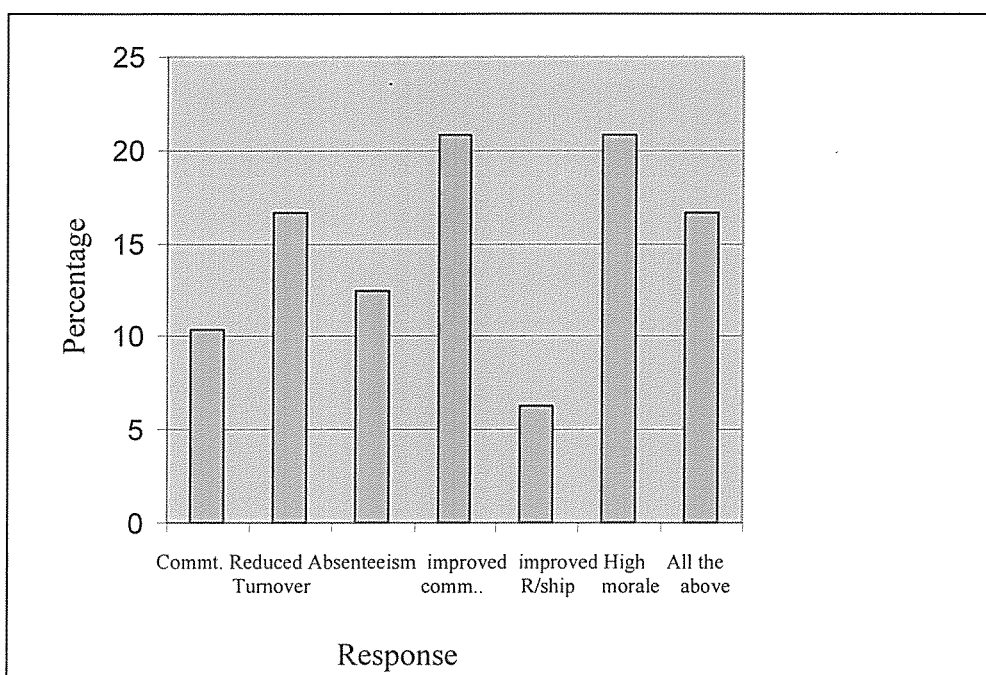
| Impact | Frequency | Percentage |
|--------------------------------|-----------|------------|
| Commitment | 5 | 10.4 |
| Reduced rate of labor turnover | 8 | 16.6 |
| Reduced rate of absenteeism | 6 | 12.5 |
| Improved communication | 10 | 20.8 |
| Improved relationship | 3 | 6.3 |
| High morale | 10 | 20.8 |
| All the above factor | 8 | 16.6 |
| Total | 48 | 100 |

Source: primary data obtained from the field; 2009

According to the findings above, 5 respondents, representing 10.4% were of the view that, the impact of motivation on employee performance was commitment to their roles and responsibilities. Hence motivation plays a bigger role in an organization since satisfaction 20.8% were of the view that, the impact of motivation on employee performance was high morale and improved communication between the management and their employees. This means that an organization must never undermine the importance of motivation at the work place. This is clearly seen or observed from the table above.

These effect have a great impact to the organization because if there is poor communication between the management and the employees it might lead to conflict which will greatly affect the performance of the organizational when and also when there is high rate of turnover in the organization and everybody disappear from the organization you might end up remained with no employees which might finally lead to the collapse of the organization. So all these effect mention above have great impact to the organization.

The number of employees interviewed in Kenya Red Cross society were 48, 10 respondents representing 20.8% were of the view that improved communication and high employee morale have a very big effect on employee motivation, which means the organization has to give a lot of consideration. Others said commitment reduces rate of absenteeism among others have also effect on employee performance and the least said improved relationship have also effect on employee performance in Kenya red cross society.



4.2 Challenges organization face during motivation of employees

In an organization, it is very important, as a manager to know the challenges that are ahead of you during employee motivation, so that at the end of the day, managers will have to know as to whether the challenges are easy to deal with or not and such challenges should not affect the organization performance and it should not prevent organization from achieving its goals.

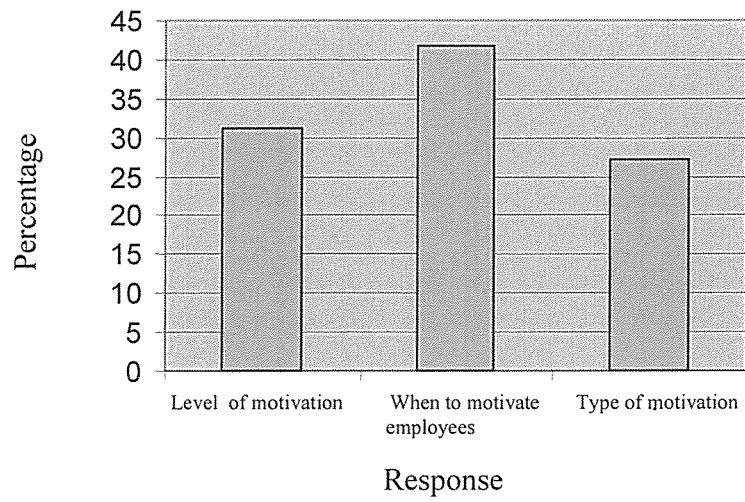
Table 4.3: Challenges organization face during motivation.

| Challenges | Frequency | Percentage |
|---|-----------|------------|
| Level at which employee should be motivated | 15 | 31.25 |
| When to motivate employees | 20 | 41.7 |
| Type of motivation | 13 | 27.08 |
| Total | 48 | 100 |

Source: primary data obtained from the field: 2009

The result from the table above indicate that, 20 respondent, representing 41.7%, stated that the greatest challenges that an organization is facing is when to motivate employees, and the argument was do we motivate after they perform their duties and responsibilities or before they do anything, and 15 respondent, representing 31.25% said that, there is also challenges in the level at which employees should be motivated because you cant know what satisfy employees or the level at which they will get satisfied and perform their work to the expectation of the management and finally, 13 respondent, representing 27.1% said there is also challenges on which type of motivation should be given to employees. The table above has been shown clearly all the information.

The interview guide shows that the number of respondents interviewed was 48, 20 respondents representing 41.7% suggested that, the greatest challenge of Kenya Red Cross society is facing is when to motivate employees; they get confused of which time to motivate employees before or after work. Others mention some other challenges such as level at which employees should be motivated and the least challenge the organization is facing according to the respondent is the type of motivation that, the organization has to give their employees.



CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMENDATION

5.0 Introduction

This chapter briefly shows the major finding of the study, conclusion and recommendations for the future researchers and the policy makers to uplift the effect of organization motivation on employee performance.

5.1 Discussion

5.1.1 Factors that influence employee motivation

There are many factors that influence employee motivation but the rate of motivation differs among the factors. There are some factors that motivate employees more than others. In this case, the research carried out shows that the biggest number of employees is motivated by pays. So increment in the pay system will lead to high motivation which will further lead to improvement of performance both in the side of the employees as well as the organization. So Kenya Red Cross Society at Garissa branch has to put too much consideration in the pay system since the pay motivate majority of the work force. The biggest number of interviewed employees suggests that pay is the most important thing for the work force in order to improve their performance. However, this is against Hertzberg theory of motivation. For him he never included pay in the motivating factors that he mentioned. Pay is not one of the factors that motivate employees according to Hertzberg. But the findings show that pay is the most important thing that employees in Kenya Red Cross Society consider in order to improve their performance as well as the one of the organization.

The other factor include job security, effective supervision and company policy and administration, these factors also play some role in the motivation of the employees, although not life pay, they also motivate employees to some extent and the least motivating factor is good relationship with co-workers that what the research carried out

in Kenya red cross society, at Garissa branch shows. Many respondents gave less consideration to relationship with co-workers, but rather they give higher priority to pay.

5.1.2 Challenges organizations face during motivation of employees

The findings from a research carried out shows that Kenya Red Cross society at Garissa branch face a lot of challenges during motivation and employees and the greatest challenge and the most difficult one is when to motivate employees. The organization suggests that employees should be motivated after they finish their work and employees said we should be motivated before we start the work, so that we start working while we have the morale of working. So the organization was in dilemma on what to do.

The other challenge includes level at which employees should be motivated and type of motivation should be given. To employees, the organization should also consider the other challenge to a lesser extent. The interviewed employee shows that the time of motivating employees is very important that is when to motivate employees. The majority said that this is the biggest challenge organization is facing during employee motivation.

5.1.3 Impacts of motivation on employee performance.

There is some impact, which motivation has on employee performance in Kenya Red Cross society. But there are some impacts which have more impact than the other. For example improved communication and high morale have a very big impact on employee motivation. So the organization has to improve its communication with employees as well as the employee morale.

The other impacts of motivation are reduced rate of labour turnover, reduced rate of absenteeism and commitment among others. The organization has to also consider these impacts to some extent. The biggest number of interviewed employees suggested that communication and employee morale have a very big impact to the performance of the employees in Kenya Red Cross Society.

5.2 Conclusion

From the study the following conclusions were noted

According to the researcher findings from Kenya Red Cross society at Garissa branch (2009), there are many factors that affect or influence employee motivation in an organization. These factors include pay system of the employees, job security, relationship, effective supervision, company policy and administration, promotion among others. And most important one according to the findings is pay system. If the pay is good the employees will get motivated and encouraged hence improving their performance and contribution towards the organization. The higher the pay, the higher the motivation. And the lower the pay, the lower the rate of motivation hence leading to poor performance. The Kenya Red Cross society at Garissa branch has to designed its pay in the right and the most appropriate manner / or their employees in order to motivate them.

The research showed that there are some impacts of motivation on an employee performance in Kenya Red Cross society at Garissa branch. These impacts include; commitment, reduced labour turnover, reduced absenteeism, improved communication and high morale among others. But this impacts some of them have a great effect to the organization, like communication and morale of the employees. Communication between management and employees should be perfect in order the employees to improve their performance and contribution towards the organization. The organization has to minimize the rate of turnover, absenteeism in order to enhance its existence. All these impacts mentioned above have a great impact to the organization but improved communication and high morale plays the biggest role in the motivation of employees in Kenya red cross society, so the organization has to put a lot of cnsideration on that.

The study also showed that there are challenges organization faces during motivation of employees. And the challenges are; level at which employees should be motivated, when to motivate employees and the type of motivation among others. Among these factors mentioned the study shows the most important one is when to motivate employees, the organization has to consider the most appropriate time for motivation, is it before

working or after working. The management has to decide the time for motivation in order to improve their performance. The level at which employees should be motivated another thing that management has to determine because there are different levels of employee satisfaction; so management has to consider which level of satisfying employees most as well as the type of motivation, do they want financial kind of motivation or non financial such as promotion, recognition and the like; all these has to be considered to improve employee performance as well as the organization.

5.3 Recommendation

- The literature review in chapter two and the findings in chapter four indicate that the phenomenon of the effects of the organizational motivation on employee performance can not be established within a day which propelled the research to come up with various suggestions and recommendations to policy markers and future researcher to combat the issues.
- The research carried out has shown that employee's performance has been hindered by factors like poor payment, poor communication, poor working condition, lack of effective supervision, failure to provide training service to employees and lack of performance appraisal among others. Therefore, in order to enhance the effectiveness of workers management of Kenya Red Cross society at Garissa branch should create a free and open environment of communication, this will encourage employee to channel their complaint direct to the management as feed back shall be provided promptly. Organization should also established other organization facilities like suggestion box, open door policy and face to face meeting which will also motivate employees. This will gradually improve employee's morale hence improving their performance.
- The managerial approach used towards solving the employee's dissatisfaction is very important, so management has to practice and used good and adequate leadership skills while handling the workers. This will make the workers

intrinsically motivated towards work, hence reducing many costs such as cost of supervision, in terms of time. Thus, leading to efficiency and effectiveness in the organization, which result to improved employees performance in the organization as expected. Therefore managerial skills have been used to the latter.

- Finally, the research has shown that motivations of great importance to the performance of employees in Kenya red cross society at Garissa branch. This is because motivation tries to improve workers commitment and increase their morale. Therefore management of Kenya red cross society at Garissa branch should not relax in motivating its employees since motivation still stand as the only tool towards realizing ends in most efficient way.

5.4 Limitations of the study

- In the process of carrying out the research, the researcher had encountered both methodological and practical problems, which includes;
- The problem of data analysis was also encountered; it was difficult to categorize the data collected into a constituted and meaningful pattern. Again as it was analyzed mutually, the researcher was faced with problems in preparing the coding frame. However with constant analysis and time was finally analyzed.
- The researcher also faced practical problems in terms of cost, whereby the study was costly in terms of typing, printing, transport, pre-testing and pilot testing and final publication of the report. The researcher got assistance and support from the family members and friends to help provide scholastic materials and printing the report.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear respondents,

I am called Mohamed Muhamed Maah Registration Number BHR / 9822 / 61 / DF from the School of Business of Kampala International University. I am conducting a study about the impact of employee motivation on organizational performance, a case study of Kenya Red Cross Garissa – Dujis branch.

I am very happy to inform you that you had been chosen to be one of my respondents in this research. You are therefore requested to fill this questionnaire and I want to assure you that the information received has been used for academic purposes and has been treated with the most confidentiality.

Instruction

Section A: Background

For question 1 – 9 fill in the box next to the right alternative for example A ☐

From 10 – 15 fill in the blank spaces provided.

1. What is your marital status?

Married ☐

Single ☐

2. What is your gender?

Male ☐

Female ☐

3. How old are you? Between

18 – 30 ☐

31 – 45 ☐

46 – 60 ☐

Above 60 ☐

4. For how long have you stayed in this organization?

2 – 5 ☐

6 – 10 ☐

11 - 15 ☐

5. Does management motivate employees to improve their performance?

Yes ☐

No ☐

SECTION B

6. Are there factors that influence employee motivation?

Yes ☐

No ☐

7. If yes, explain how?

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8. Name the factors that influence employee motivation.

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9. Among these, which do you think is the best to be approved

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10. Why

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SECTION C

11. What are the effects of employee motivation on performance?

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12. Are these effects have great impact to the organization?

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13. Why

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SECTION D

14. What are the challenges that organizations face during motivation of employees?

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15. How can these challenges be overcome?

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16. Do you think there are other factors?

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.....

APPENDIX II
INTERVIEW GUIDE QUESTIONS

1. How long have you stayed and worked in this Red Cross society of Kenya?
2. Do you think employees' motivation is important to the organization?
3. Does motivation programs used in your organization improve the performance of employees?
4. Does motivation satisfy the needs of the employee very well?
5. How do you compare the motivation program in your organization with your competitors?
6. Do you think motivation of employees will meet their maximum output?
7. Explain the effect of lack of motivation in the organization?
8. Would lack of employee motivation lead to collapse of the organization?

APPENDIX III

TIME FRAME

| Period | |
|--|-------------------------------------|
| 1 st July – 30 th July 2008 | Collection of data |
| 1 st August – 31 st August 2008 | Analysis and interpretation of data |
| 1 st October – 20 th November 2008 | Writing the book |
| 21 st November – 28 th December 2008 | Supervisor reads through the book |
| 1 st January – 20 th February 2009 | Making corrections |
| 20 th – 30 th February 2009 | Supervisor reads through the book |
| 1 st March – 20 th March 2009 | Making corrections |
| 20 th – 30 th March | Binding the book |
| 5 th April 2009 | |

APPENDIX IV
BUDGET

| Item | Amount |
|--------------------------|---------|
| Stationary | 10,000 |
| Transport to the field | 60,000 |
| Meals | 30,000 |
| Typing and printing | 130,000 |
| Respondents' facilities | 30,000 |
| Air time | 60,000 |
| Binding the book | 10,000 |
| Supervisors facilitation | 20,000 |
| Total | 350,000 |