International Academic Institute for Science and Technology

International Academic Journal of Humanities
Vol. 5, No. 1, 2018, pp. 32-38.

ISSN 2454-2245

International Academic Journal of Humanities

www.iaiest.com

Effects of Employee Motivation on Employee Performance at Machakos County Government, Kenya

Kimeu, Francis Kioko

Department of Business Administration, University of Nairobi, Kenya

Abstract

The objective of this study was to ascertain the effects of employee motivation on employee performance at Machakos county government, Kenya. The study was carried out as a follow up to study conducted by the author on perceived effects of employee training on employee performance at Machakos county government, Kenya, where the author concluded the study by recommending that similar studies could be conducted to ascertain the effects of employee motivation on employee performance at Machakos county government, Kenya. The target population of this study was 1,300 employees of Machakos county government. Stratified random sampling technique was used because of the need to group the population into strata. The data collection instrument which was used is the questionnaire. The questionnaire was developed using a five point Likert scale where the respondents were asked to rate the extent to which employee motivation affects their performance at the county government of Machakos. Data was analyzed using descriptive statistics and the application of Statistical Package for Social Sciences (SPSS) software. The findings of the study revealed that employee motivation affects employee performance positively at Machakos county government, Kenya. The author recommends that organizations should strive to motivate their employees because a motivated employee is a productive employee.

Keywords: Employee Motivation; Employee Performance

Received:18 January 2018/Accepted:11 April 2018/Published:1 June 2018

1. Introduction

1.1 Employee Motivation

Kinicki and Williams (2008) define motivation as the psychological process that arouses and directs people's goal-oriented behavior. Kinicki (2008) declares that that motivation affects employee performance in an organization. Motivation is difficult to understand because you cannot actually see it. Motivation must be inferred from one's behavior. Through a study, Kinicki found that motivated employees displayed positive behaviors than demotivated employees and performed better. Nevertheless, it is imperative that managers understand the process of motivation if they are to learn how to make employees improve performance (Kinicki, 2008). Motivation strategies should be based on positive corporate culture that is open and invigorating. According to Bowers, Baker and Salas (1994), destructive organizational climate that is characterized by distrust, negative attitudes and lack of motivation usually lead to high employee turnover.

1.2 Employee Performance

Employee performance assesses whether a person performs a job well (Campbell, 1990). Employee performance and job performance are commonly used interchangeably. Performance is an important criterion for organizational outcomes and success. Job performance is an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables (Campbell, 1990).

1.3 Research Objective

The objective of the study was to ascertain the effects of employee motivation on employee performance at Machakos county government, Kenya.

1.4 Value of the Study

The results of the study could be useful to the county government of Machakos in understanding the effects of employee motivation on employee performance at the county government. This will enable the county government to develop various strategies to motivate their employees and hence improve employee performance. Other researchers could also review this study when conducting related studies for more insight.

2. Literature Review

Kinicki and Williams (2008) define motivation as the psychological process that arouses and directs people's goal-oriented behavior. They ask why people do the things they do and they answer that they are mainly motivated to fulfill their wants and their needs. Kinicki and Williams (2008) continue to suggest that motivation can result from two types of rewards. First is extrinsic reward which is the pay off, such as money a person receives from others for performing a given job. The second is intrinsic reward which is the satisfaction in performing the task itself and a feeling of accomplishment. Batt (2002) says that there is now substantial research showing that motivation brings high employee involvement in organization activities and this enhances employee performance since the employees feel valued by the organization.

Received:18 January 2018/Accepted:11 April 2018/Published:1 June 2018

David (2018 February) through an article obtained online indicates that motivation is the process of encouraging and stimulating an individual for an action. It has been derived from the 'Motive'. A motive is an inner state activates, energizes or moves an 'individual and channelizes his behavior towards goals. Thus, It reflects an impulse, drives or urges to move in a specific direction to reduce a need. Positive motivation is the motivation which motivates the employees to their best and to produce more and better quality by providing them or wages and salaries and bonus. Negative motivation is the incentive which compels the employees of the Enterprise to do more work because of the fear of punishment or penalty. These motivations include termination of services, suspense, and punishment penalty. Negative motivation is not the popular incentives these days Positive motivation is more successful than negative motivation. Positive motivations get the full co-operation of employees of the enterprise. In fact, nothing in form of negative approach motivates. It is positive method only which works. Negative motivation is always compulsion with the approach to punishing. This may create fear within the worker.

Grant (2000) argues that capacities of employees are not only the product of their competencies but also of the motivation and opportunities to utilize those competencies. He says that Motivation can come in the form of financial incentives, the opportunity to get involved in company projects, a career path that leads to growth and direct involvement in management. Grant (2000) also observes that human resource management literature has largely emphasized the use of performance-based pay, feedback, employment security, recognition, teamwork and training to motivate employees. Motivation can create a productive work force but lack of motivating factors can leave employees searching for reasons as to why they should give their maximum efforts in their work (Kinicki and Williams, 2008).

Employee motivation improves employee performance by creating a favorable environment for work and gives employees positive attitude and morale towards work (Grant, 2002). Luis, David and Robert (2004) say that the job of a manager in the workplace is to get things done through employees. To do this the manager should be able to motivate employees. But that's easier said than done since motivation practice and theory are difficult subjects touching on several disciplines. David and Robert (2004) argue that in spite of enormous research, basic as well as applied; the subject of motivation is not clearly understood and more often than not poorly practiced. To understand motivation one must understand human nature itself and there lies the problem.

David and Robert (2004) opine that human nature can be very simple, yet very complex too. An understanding and appreciation of this is a prerequisite to effective employee motivation in the workplace and therefore effective management and leadership. Quite apart from the benefit and moral value of an altruistic approach to treating colleagues as human beings and respecting human dignity in all its forms, research and observations show that well motivated employees are more productive and creative (Luis, David and Robert, 2004). There is an old saying that you can take a horse to the water but you cannot force it to drink; it will drink only if it is thirsty.

Whether it is to excel on the workshop floor or in the 'ivory tower' people must be motivated or driven to it, either by themselves or through external stimulus (Bernardin, 2006). Are they born with the self-motivation or drive? Yes and no. If no, they can be motivated, for motivation is a skill which can and must be learnt. Bernardin (2006) also cites content approach to motivation. The content approach to motivation focuses on the assumption that individuals are motivated by the desire to fulfill inner needs. Delarue (2003) says that since motivation influences productivity, supervisors need to understand what motivates employees to reach peak performance. Delarue argues that it is not an easy task to increase

Received:18 January 2018/Accepted:11 April 2018/Published:1 June 2018

employee motivation because employees respond in different ways to their jobs and their organization's practices.

Delarue (2003) views motivation as a set of processes that moves a person towards a goal. Thus, motivated behaviors are voluntary choices controlled by the individual employee. Motivation is basically concerned with the question 'why?' of human behavior (Delarue, 2003). It seeks to understand why employees take certain actions in preference to others. It focuses on why employees do things, why do them differently and why some people are more hardworking than others. Motivation can thus be seen as forces or drives within an individual that activate him or moves him to action (Bahl, 1996). Philippidou (2007) says that the way that a task is designed and employees perform it has an important effect on their satisfaction. When an employee is positioned in a job that he has the capabilities to take initiatives and organize it, he will experience job satisfaction and hence he or she will be motivated.

Campbell (1990) also suggested determinants of performance components. Individual differences on performance are a function of three main determinants; declarative knowledge, procedural knowledge and skill, and motivation. Declarative knowledge refers to knowledge about facts, principles, and objects among other things. It represents the knowledge of a given task's requirements. For instance, declarative knowledge includes knowledge of principles, facts and ideas. If declarative knowledge is knowing what to do, then procedural knowledge and skill is knowing how to do it. For example, procedural knowledge and skill includes cognitive skill, perceptual skill, interpersonal skill among other things. The third predictor of performance is motivation, which refers to a combined effect from three choice behaviors—choice to expend effort, choice of level of effort to expend, and choice to persist in the expenditure of that level of effort (Campbell, 1990). It reflects the direction, intensity and persistence of volitional behaviors. Campbell (1990) emphasized that the only way to discuss motivation as a direct determinant of behavior is as one or more of these choices.

Fredrick Winslow Taylor was one of the first theorists to attempt to understand employee motivation. His theory of scientific management, also referred to as Taylorism, analyzes the productivity of the workforce. Taylor's basic theory of motivation is that workers are motivated by money. He viewed employees not as individuals, but as pieces of a larger workforce; in doing so his theory stresses that giving employee's individual tasks, supplying them with the best tools and paying them based on their productivity was the best way to motive them. Taylor's theory' according to David (2018), developed in the late 1890's and can still be seen today in industrial engineering and manufacturing industries. In the mid 1920's another theorist, Elton Mayo, began studying the workforce. His study of the Hawthorne Works, lead him to his discovery of the Hawthorn effect.

The Hawthorne effect is the idea that people change their behavior as a reaction to being observed. Mayo found that employee's productivity increased when they knew they were being watched. He also found that employees were more motivated when they were allowed to give input on their working conditions and that input was valued. Mayo's research and motivational theories were the start of the Human Relations School of management. Performance is completion of a task with application of knowledge, skills and abilities *(*John et al., 2015). In work place, performance or job performance means good ranking with the hypothesized conception of requirements of a task role, whereas citizenship performance means a set of individual activity/contribution (prosocial organizational behavior) that supports the organizational culture *(*Winston ; Charles ; David, 2014).

Received:18 January 2018/Accepted:11 April 2018/Published:1 June 2018

2.1 Theoretical Foundation of the Study

The study is founded on the two factor theory by Frederick Herzberg. In 1959, Frederick Herzberg, a behavioural scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction". Herzberg classified these job factors into two categories; hygiene factors and motivational factors.

Hygiene factors: Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent / if these factors are non-existent at workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called as dissatisfiers or maintenance factors as they are required to avoid dissatisfaction. These factors describe the job environment/scenario. Hygiene factors include: Pay, company policies and administrative policies, fringe benefits, physical Working conditions, status, interpersonal relations, job security among others.

Motivational factors: According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include: Recognition, sense of achievement, growth and promotional opportunities, responsibility, meaningfulness of the work among others.

3. Research Methodology

3.1 Research Design

The study used descriptive research design. Descriptive research design is used to describe the characteristics of a population or phenomenon being studied.

3.1 Target Population

The target population was 1,300 employees of the county government of Machakos, Kenya.

3.2 Sample Design

Mugenda and Mugenda (2003) argue that a sample size of between 10 and 30% is a good representation of the target population. A sample size of 10% (130 respondents) was used to ensure that the sample size is manageable. Stratified random sampling procedure was used by creating strata based on different departments in the organization and then randomly selecting respondents from the strata.

3.4 Data Collection

The researcher used a questionnaire which was developed to address the research objective. The questionnaire was developed using a five point Likert scale where the respondents were asked to rate the extent to which employee motivation affects their performance at the county government of Machakos.

Received:18 January 2018/Accepted:11 April 2018/Published:1 June 2018

The scale of 1 to 5 was used with: 1 = Strongly Disagree; 2 = Disagree; 3 = Neither Agree nor Disagree; 4 = Agree and 5 = Strongly Agree.

3.5 Data Analysis

Data was analyzed using descriptive statistics and the application of Statistical Package for Social Sciences (SPSS) software.

4. Results of the Study and Discussion

The response rate was 92% representing 120 respondents out of the 130 respondents issued with the questionnaires. This response rate was adequate for data analysis and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and above is adequate. The demographic information considered in the study comprised of gender, age, working experience, highest level of education and the respondents department of work. The findings revealed that Motivation affects employee performance with most of the respondents, 53%, strongly agreeing that motivation affects their performance. 33% of the respondents agreed that motivation affects their performance while 14% neither agreed nor disagreed.

The mean was 4.4 and a standard deviation of 0.51092. The results imply that respondents affirmed that motivation affects their performance at the county government of Machakos. Capacities of employees are not only the product of their competencies but also of the motivation and opportunities to utilize those competencies. Staff motivation improves performance by creating a favorable environment for work and positive attitude towards work. Through a study, Kinicki (2007) also found that motivated employees displayed positive behaviors than demotivated employees and performed better.

5. Conclusion

The findings lead to the conclusion that employee motivation affects employee performance positively at Machakos county government, Kenya. This can be interpreted to mean that a motivated employee is a productive employee. The author recommends that the county government of Machakos and other organizations in general should adopt the two factor theory developed by Frederick Herzberg In 1959. The two-Factor theory implies that the managers must stress upon guaranteeing the adequacy of the hygiene factors to avoid employee dissatisfaction. Also, the managers must make sure that the work is stimulating and rewarding so that the employees are motivated to work and perform harder and better. The job must utilize the employee's skills and competencies to the maximum. Focusing on the motivational factors can improve employee performance in the organization.

References

Bahl, H. (1996). *Motivation and Productivity* . London: Vikas Publishers.
Batt, M. (2002). *Personnel Psychology*. London: Macmillan Press.
Bernardin, J. (2006). *Human Resource Management.* New Delhi: Tata McGraw-Hill publishing.
Bowers, Baker & Salas (1994). *Organizational Behaviour* . Chicago: Irwin's.

Received:18 January 2018/Accepted:11 April 2018/Published:1 June 2018

Campbell, J. P. (1990). *Modeling the Performance Prediction Problem in Industrial and Organizational Psychology*. In Dunnette & Hough (Eds.), Handbook of Industrial and Organizational Psychology (pp. 687-732). Palo Alto, CA: Consulting Psychologists Press, Inc.

David (2018, February). Modern Theories of Motivation on Employees Relations. Retrieved from URL: http://www.googlesir.com/the-modern-theories-of-motivation-on-employees-relations/

Delarue, J. (2003). *Leadership and Organisations – A behaviour Science Approach*. McGraw- Hill, New York.

Grant (2000). *Strategies of Overcoming Communication Barriers in Organizations*. Tata McGraw-Hill Company, New Delhi.

John; Michelle et al. (2015). *Managing Employee Performance and Reward: Concepts, Practices, Strategies*. Cambridge University Press.

Kinicki, A. (2008). *Management.* McGraw-Hill, Irwin.

Kinick & Williams (2008). *Management Practice*. McGraw-Hill, Irwin.

Luis, David & Robert (2004). *Managing Human Resources*, Prentice-Hall, Inc.

Mugenda, O. M. & Mugenda, A. G. (2003). *Research Methods: Quantitative and Qualitative Approaches.* Nairobi: African Centre for Technology Studies.

Phillipidou, D. (2007). *Employee Empowerment in Organizations Today. Human Resource Management Perspectives Context, Functions and Outcomes*. New Jersey, Prentice Hall.

Winston; Charles; David (2014). *Performance Measurement: Current Perspectives and Future Challenges*. Psychology Press.

Received:18 January 2018/Accepted:11 April 2018/Published:1 June 2018