

The Effects of Motivation on Job Performance

A Case Study of KCB Coast Region

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Abstract- The study investigates the effect of Employee Motivation on Organizational Performance of selected 7 KCB branches Mombasa county. KCB is making numerous efforts towards the motivation of its workers but the challenge facing the implementation of these measures continues to persist. The motivated employees under no circumstance will churn out decreased performance. The study therefore concluded that great strides be made to motivate all staff to enhance performance. The researcher recommends that management attaches more importance to issues of employee motivation to make the institution survive amongst its competitors.

Index Terms- Employee motivation, Remuneration, Job satisfaction, Rewards, Recognition

I. INTRODUCTION

Background of Kenya Commercial Bank

Kenya Commercial Bank is a public organization operating in East Africa. Its history dates back to 1896 when its predecessor, the National Bank of India opened an outlet in Mombasa. Eight years later in 1904, the Bank extended its operations to Nairobi, which had become the Headquarters of the expanding railway line to Uganda. Currently, It has six branches in Mombasa namely; Kengeleni, Kilindini, Mtwapa, Mvita, Treasury Square and Town Centre.

KCB Mombasa intends to serve all its customers through coordinated service delivery focusing on customer satisfaction. However, it has been a hustle for KCB to pursue the above goal because it has been registering poor performance from employee.

Statement of the problem

There are two measures of motivation that is, Monetary and Non monetary incentives which can be offered by to employees by the management .Monetary incentive for all the championing of alternative motivators, money still occupies a major place in the mix of motivators. The sharing of a company's profits gives incentive to employees to produce a quality product, perform a quality service, or improve the quality of a process within the company. What benefits the company directly benefits the employee and their performance in an organization. Monetary and other rewards are being given to employees for generating cost-savings or process-improving ideas, to boost productivity and reduce absenteeism. Money is effective when it is directly tied to an employee's ideas or accomplishments. Nevertheless, if not coupled with other, nonmonetary motivators, its motivating effects are short-lived. Further, monetary incentives can prove

counterproductive if not made available to all members of the organization. Chad Daw (2009)

Study after study has found that the most effective motivators of workers are nonmonetary. Monetary systems are insufficient motivators, in part because expectations often exceed results and because disparity between salaried individuals may divide rather than unite employees. According to (Torrington hall 2008) proven nonmonetary positive motivators foster team spirit and include recognition, responsibility, and advancement. Managers, who recognize the "small wins" of employees, promote participatory environments, and treat employees with fairness and respect will find their employees to be more highly motivated. One company's managers brainstormed to come up with 30 powerful rewards that cost little or nothing to implement. The most effective rewards, such as letters of recommendation and time off from work, enhanced personal fulfillment and self-respect. Over the longer term, sincere praise and personal gestures are far more effective and more economical than awards of money alone. In the end, a program that combines monetary reward systems and satisfies intrinsic, self-actualizing needs may be the most potent employee motivator.

These motivation factors help the organization to avoid clashes and non cooperation, avoid wastage of resources, reduce industrial accidents and also reduce the rate of labour turnover and absenteeism .motivation brings harmony, unity and cooperative and outlook among employees.

This study is therefore aimed at assessing the effects of motivation on organizational performance-a case of KCB branches in Mombasa.

Objectives of the study.

- i. To find out how the financial rewards affects job performance in KCB
- ii. To determine how non-financial rewards affects job performance
- iii. To establish the extent to which training affect job performance

II. RELATED LITERATURE

Employee performance

Coulter (2006) describes employee performance as the total or aggregate output of an employee activities and actions in an organization. She goes further to declare that the level of employee performance may be characterized as low performance

levels, moderate performance levels and low performance levels. she agrees that the employee performance in an organization is normally measured using such attributes as effectiveness, efficiency, quality, innovation, creativity, commitments, satisfaction, cohesiveness, flexibility, customer relations, communication patterns and employee efforts towards the goals of an organization.(Robbins, 2003) concurs that redeployment

has both positive and negative effects on employee performance. He states the kind of developments to be realized from redeployments' practice whether positive or negative view developments depends on, among other factors, the manner in which redeployment is carried out in an organization.

Conceptual framework

Dependant variable

Independent variable

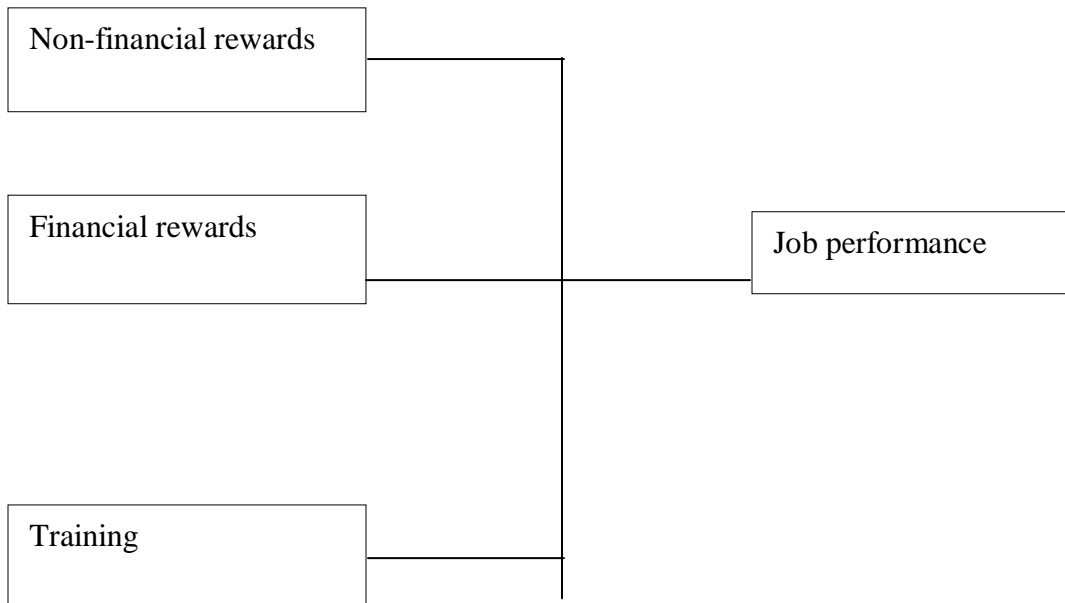


Fig 2.3 Relationship between variables

METHODOLOGY

Research design

This research is descriptive research design. It suits this study because, as a scientific method which it involves observing and describing the behavior of a subject without influencing it in any way. It will enable the research to generalize the findings of a fairly large population. The research attempts to describe such things as possible behavior, attitudes, values and characteristics (Mugenda & Mugenda, 2003). It also serves as a foundation to more research design and quantitative research experimentations. Ghauri & Gronhaug (2005) reiterated that population, not only includes people, but also firms, product and other parameters.

III. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Descriptive Statistics

The results are presented according to the responses sought from the participant employees at KCB. The responses are in tabulated and graphical forms. The results are structured according to the questions asked in the survey questionnaire. The following descriptive statistical sets of responses are as following.

4.3.1. How motivated you feel with your immediate supervisors?

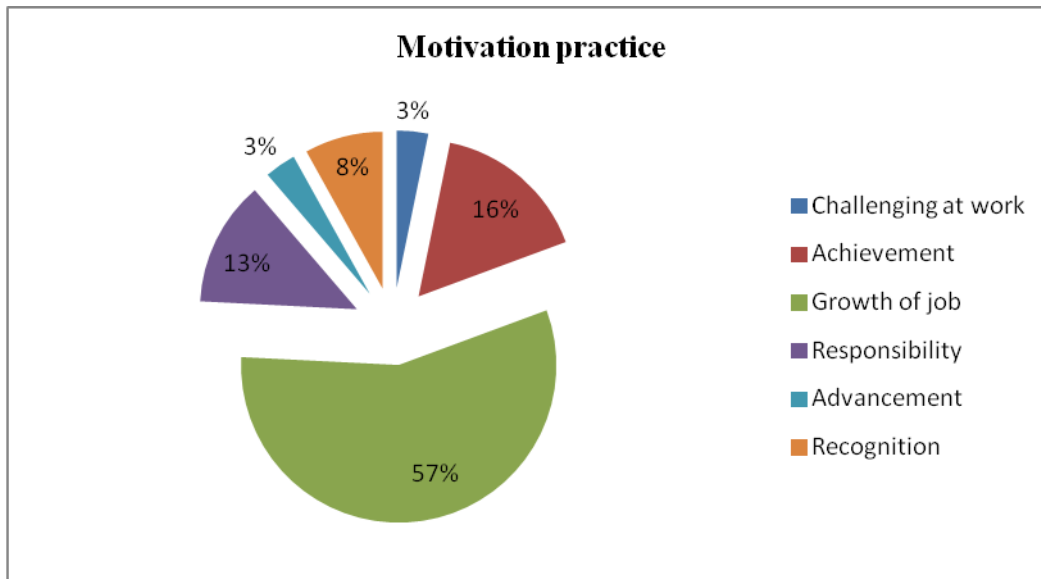
Scale	No. of respondent	%age of respondents

Highly motivated	5	8.3%
Motivated	15	25%
Neutral	38	63.3%
Demotivated	2	3.3%
Highly demotivated	0	0%
Total	60	100%

A total of 63.3% of the respondents at KCB find the behavior of their supervisors as Neutral, 25% as motivating, 8.3% as highly motivating, whereas remaining 3.3% think demotivated. This leaves a scope for improvement and even the

demotivated employees can be motivated leading to improvement in results.

4.3.2. How satisfied you are with the motivation management in practice at your organization?



In the figure above, motivation management practice shows that 57% of the employees prefer growth of job, 16% prefers achievement, 13% prefers responsibility, 8% prefers recognition,

and advancement and challenging at work prefers equal percentage of 3%.

Which types of incentives motivate you in a more effective way?

Types of incentives	No. of respondents	% of respondents

Financial	30	50
Non- financial	5	8.3
Combination of both	25	41.7
Total	60	100%

A proper reward management framework exists in KCB as represented by the responses of the surveyed employees. As generally perceived, reward system is not only entirely dependent on financial rewards, but non-financial rewards. Still monetary rewards are highly rated towards improving

motivational level. While 8.3% find non-monetary rewards as motivating, 50 % chose monetary rewards and the highest proportion, of the respondents (41.7%) find a combination of both financial and non-financial rewards based rewards program as most effective.

How effective, according to you is the reward management system at your organization



It is found that financial (tangible) incentives like suitable salary, additional fringe benefits and non-financial (intangible) incentives such as non-monetary rewards, recognitions, appreciation and promotions have equally important bearing on the motivation. Contrary to presumed, there may be situations

where managers may need to cut down on incentives to initiate punitive action which may actually enhance performance because the employees may strive to get back on track and deliver better results. This may dispense the need for devising newer or improved incentive plan.

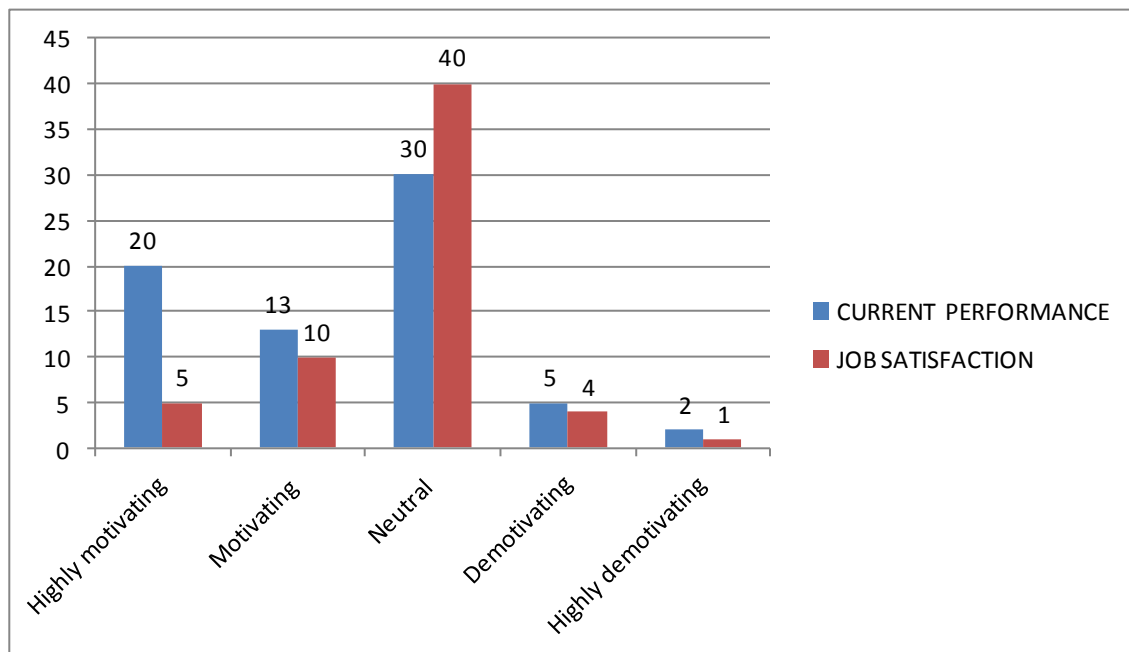
How important are the opportunities for promotions within the organization?

Scale	No. of respondents	%age
Very important	33	55%
Important	20	33.3%
Neutral	7	11.7%
Unimportant	0	0%
Not required	0	0%
Total	60	100%

Promotion is the process of formally enhancing employees' performance. As found in the quantitative results, a large percentage of respondents attached importance to promotion as a motivating factor (55% respondents ranked it as the most motivating factor among the ten factors). Fair promotion is the key requirement to motivate the existing performance needs to be

acknowledged, evaluated and rewarded in an unbiased manner in order to motivate the employees to the maximum extent. Promotion is given due importance because it is an effective management tool the execution of which is essential to increase the employee confidence and interest in job and improve the overall productivity of the organization.

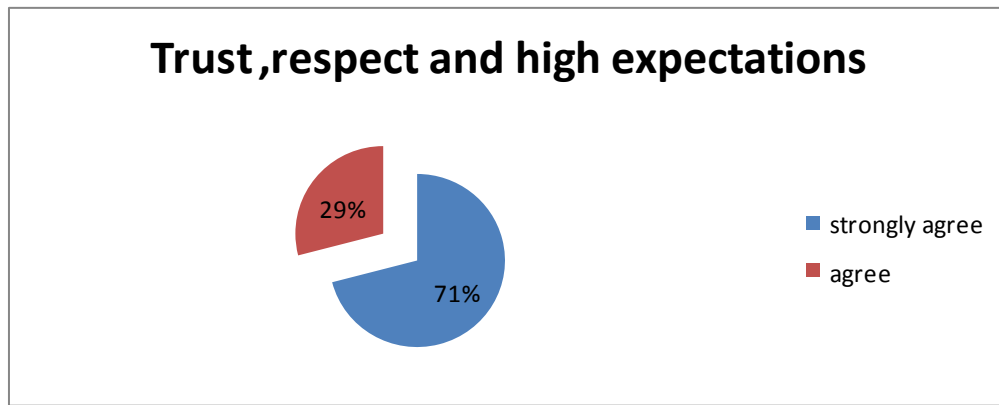
How motivating is the current performance appraisal and job satisfaction at your organization?



Forms of Motivation

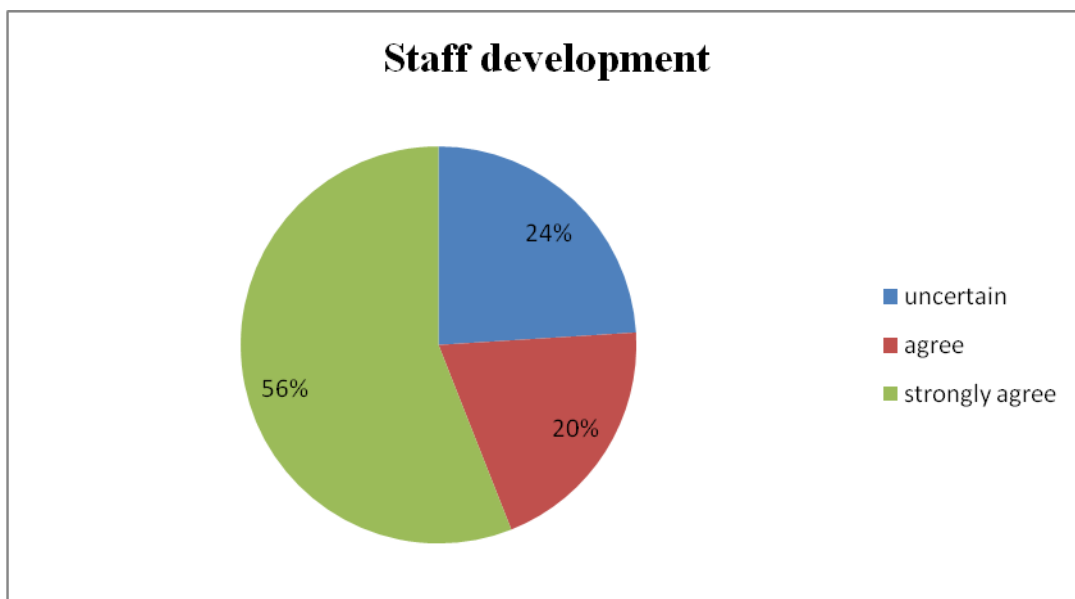
Section C, had respondents being quizzed on what they perceived as forms of motivation. Using a Likert scale they were asked to

tick whether they strongly agree, agree, uncertain, strongly disagree and disagree to issues raised.



The views of respondents on the issue trust, respect and high expectation as a form of motivation saw 71% of the total respondents strongly agreeing to it, asserting that they desire self respect and self esteem and esteem for others. This is what Maslow put as Ego and Esteem needs. When externally focused these may include the desire for reputation, prestige, status, fame, glory, dominance, recognition, attention, importance, and

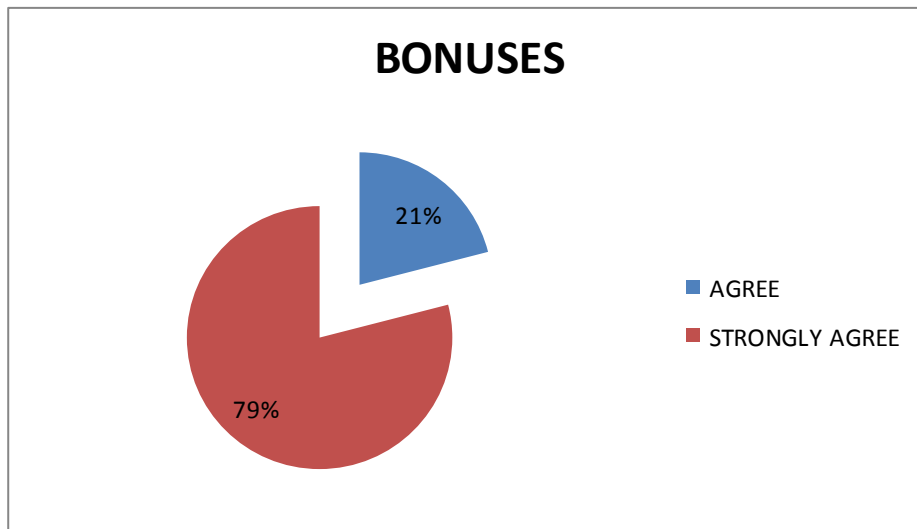
appreciation. This implies respondents apart from the enticing and fat salaries and the numerous incentives packages at their disposal offered by management is not motivated to increase performance rather having management and colleagues repose some level of trust in them and according them the due respect alone is enough for them to maximize their performance. The remaining 29% threw their weight behind them.



The analysis of data collected revealed that respondents see staff development as the next important form of motivation. A total of 56% of them strongly shared this opinion the reason being that every worker craves for this need thus, being able to self realizes objectives in life and continuous self –development to facilitate the process of becoming that entire person is capable of becoming. This in Maslow’s opinion is what he termed self actualization. In support of this argument had 20% of the respondents agreeing to it and the remaining 24% very uncertain of the situation when quizzed. The views shared by the respondents implied that the employees of KCB Bank are not only enthused and enticed by juicy incentives and fat salaries given by management with the objective of coercing them to

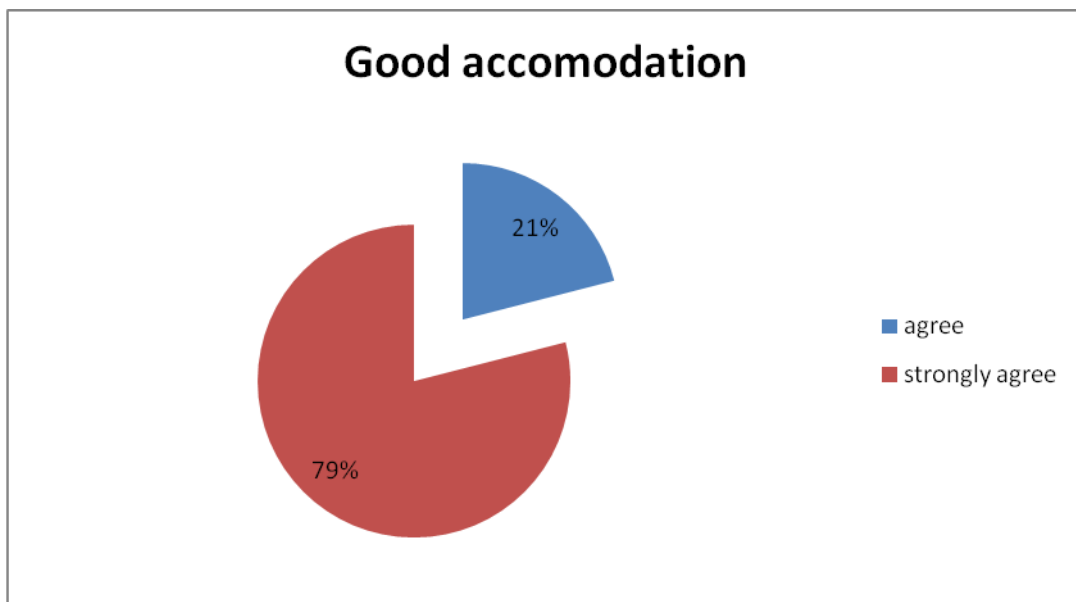
increase performance but their personal development for the future with respect to furthering their education and achieving their aim in life has now become one of the critical factors for them to perform at their maximum best. The picture painted in figure above gives a graphical description.

Majority of 79% of total respondents were of the opinion that bonuses motivate them to perform at work. In the survey they understood bonuses to mean extra payment to them over and above their usual salary given as incentive. Their reason was very simple it’s due them as they have worked for it. The most of it all is that such monies come at times when things are hard so to speak, giving them a relief. Twenty-one per cent threw their weight behind them by agreeing to it.



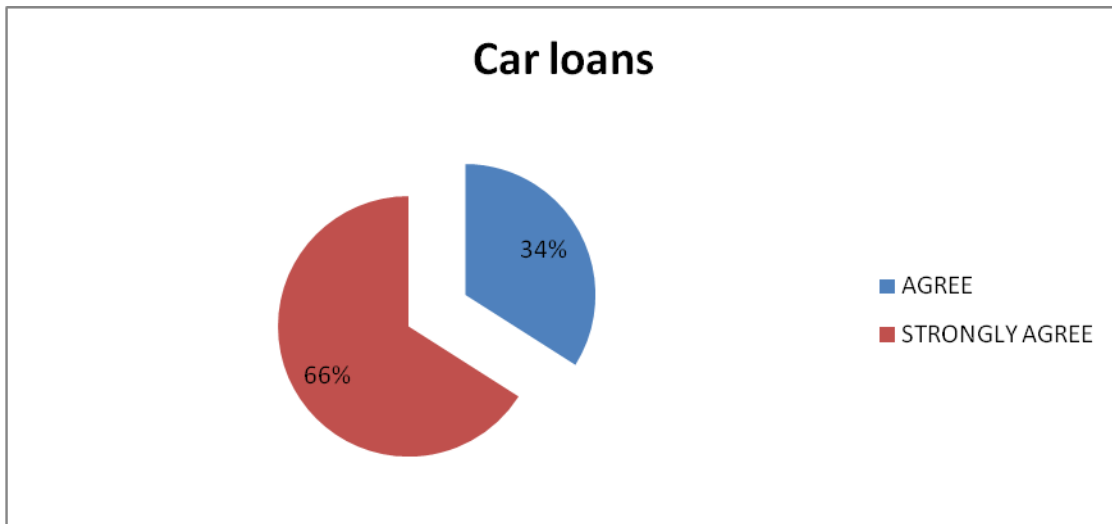
As depicted in figure below, it is evident, that respondents believe having a good and decent accommodation motivates them to perform at their optimum best. In response to the question, an overwhelming majority of the respondents who participated in the survey, representing 79% made their intention known by strongly agreeing to the scenario. The reason was that having a place to house you gives the peace of mind to perform, than to wake up every morning very disorganized and thinking of

where to sleep the next day. The remaining 21% were in support of that. It was not surprising when Maslow in his hierarchy of needs said, shelter and security is a vital motivator to human behavior. This implies notwithstanding how hard the situation may be, management should be able provide the workers with decent shelter to put them in the right frame of mind enhance their performance at work



Majority of 66% of the total respondents surveyed, were of the view that provision of car loans to employees of the bank will serve as a motivator to boost their performance. They cited the following reasons that most of them stay far away from town, and getting transport to work becomes very hectic. Others looking at it from another angle believed facilitating the means to

work will give a sort of prestige and fame (esteem needs).The remaining 34% only added their voice to it by agreeing. This implies that management, if cannot give car loans or create that facility for the employees can provide transportation in any other form for the workers. Figure below has the graphical picture.



IV. INDIVIDUAL NEEDS

Section D of the questionnaire touched on individual needs of respondents. They were given five items comprising employee needs as established by Maslow’s hierarchy of needs and asked to rank them in order of importance

Table 4.5 Ranking of Individual Needs

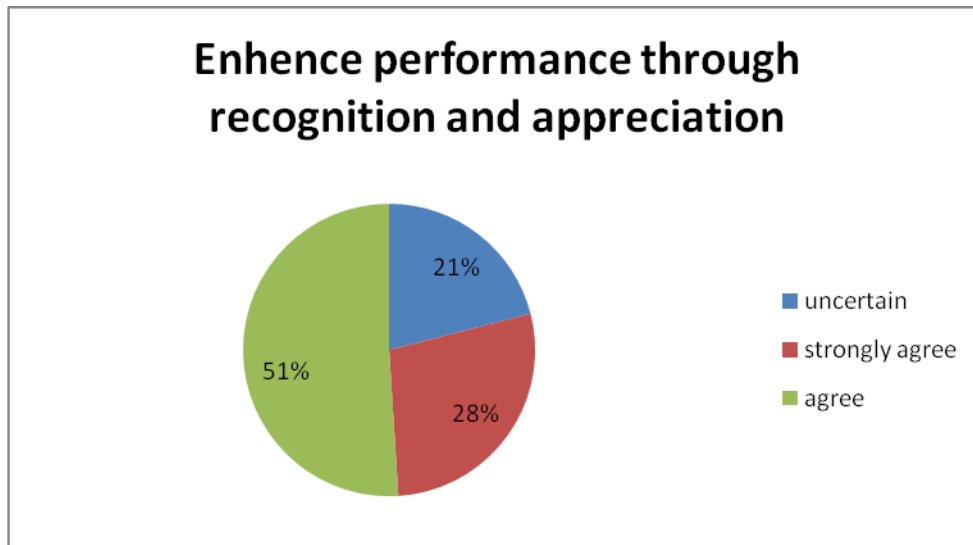
ITEM	FREQUENCY	%
Self actualization	30	50
Self esteems	10	16.7
Safety	15	25
Social	2	3.3
Basic	3	45
Total	60	100

Most respondents when pushed to the wall on the issue of how they will rank their personal needs in the light of Maslow’s hierarchy of needs, shared a different opinion and agreed more with Alderfer’s ERG theory which sought to refute the claim that human needs are satisfied from lower rank needs to higher order of needs rather human needs cannot assume a rigid hierarchy. The argument was that the needs of KCB Bank workers cannot be automatically fixed as the survey revealed that there were gaps between the staffs needs and at a point in time some were overlapping. Individual workers at the bank also took exception to the fact that they do not graduate or progress along a particular line rather unconsciously may be obsessed by a higher need, that a lower need may go unnoticed. Finally, a tension or behavior may not be ignited by a single need but several of them. This implies that management should not perceive that all employees notwithstanding the fact that, they belong to the same organization and work towards the same goal, will have the same

needs at the same time, rather understand employees from their individual perspectives and deal with them accordingly. Table Above is a practical confirmation, as most respondents placed self actualization needs first (5), self esteem needs second (4), safety needs third (2), social needs fourth (3) and physiological needs fifth (1)

Respondents’ Perception on Motivational Factors that Increase Performance

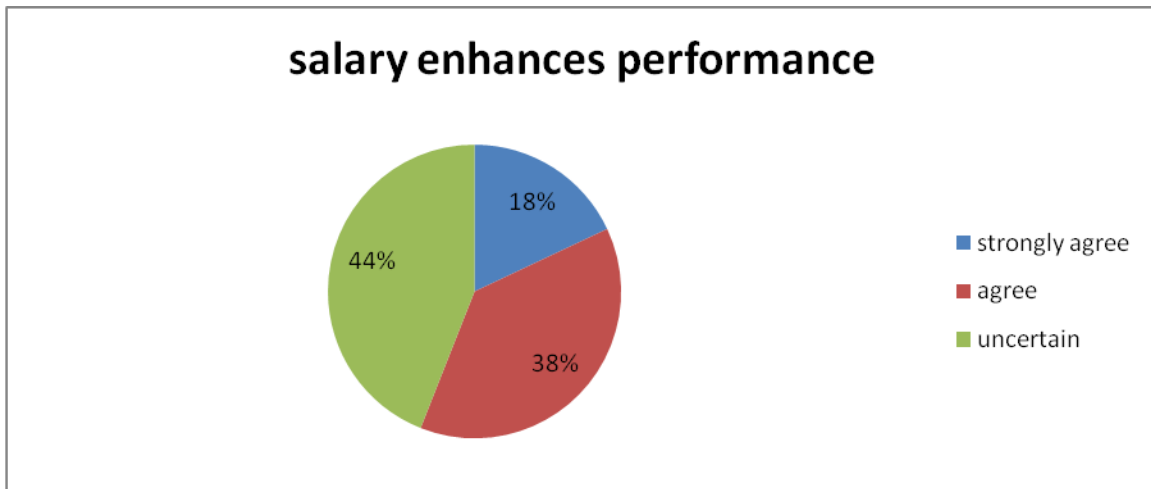
In section C Respondents were asked as to what their perceptions were about each of the seven scenarios in relation to the motivational factors that enhance employee performance. The object of this particular section found out if indeed workers when taken care of by management especially through motivation will perform at their optimum best, to answer the question is there a relationship between motivation and employee performance?



Respondents when quizzed on whether recognition and appreciation for a good work by management enhances performance, majority thus 51% agreed that after putting in much effort into their work, they expect that at least management if anything at all should say something or give a pat on the shoulder to show their satisfaction, as these little things go a long way to spur them on to do more. The perception was shared by 28% who in solidarity strongly agreed to it. On the other hand a minority of 21% were highly uncertain of the assertion made by their colleagues. Showing appreciation and recognition for good work done breeds healthy competition among employees and indirectly raises" the bar of excellence. It is natural in an organizational setting for co workers see a colleague being applauded for the good job done; they will also work hard to get the same reward. It should not be seen as a negative challenge rather a positive one that will enhance performance. Literature reviewed attested to this finding. Worman (2008), in his article motivating employees without raising their pay confirmed that, employees are not motivated by money alone but when they accomplish something they believe indeed they have accomplished something and recognition from management is appreciation for that achievement. He further added that management hardly gives recognition because they do not get enough. In a typical fashion participants revealed that they were uncertain as to whether salaries given them motivates them to perform, surprisingly 42% of the total respondents shared this perception. Close to this category were 38% of the total

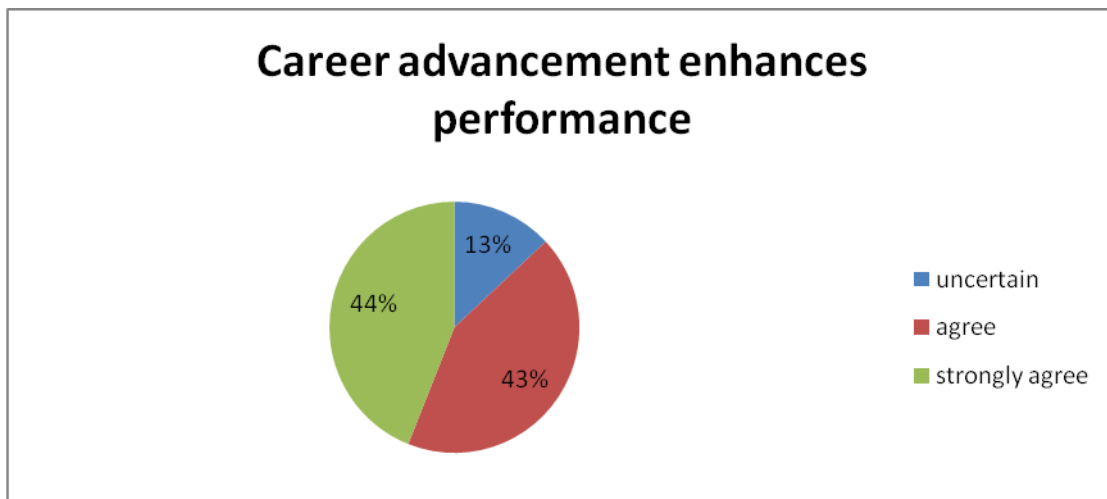
respondents who felt other wise and agreed that their salary commensurate with their performance. A minority of 18% strongly agreed to this scenario. It is the universal perception that every employee works for money in return but they also work because they have personal goals to achieve. There had been numerous studies sharing a contradictory opinion to this particular finding. Maslow (1943) claimed that employees work to survive and live through financial compensation, to make new friends, to have job security, for a sense of achievement and to feel important in society, to have a sense of identity, and most especially to have job satisfaction. Taylor (1911) siding with Maslow reiterated that the most important motivator of workers is salaries and wages when he claimed that non monetary rewards breeds low productivity. He continued by saying that if employees receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees think working at a higher rate means fewer employees may be needed which discourages employees to work more.

This result has proven that the staff of KCB does not see fat salaries as motivating them to maximize their performance but rather agreed with Worman (2008) it is a costly mistake to get lost in the false theory that more money equals happy employees. He further asserted that cash will always be a major factor in motivating people and a solid compensation plan is critical to attracting and keeping employees. But the key additional cash is not always the only answer and in many cases not even the best answer.



In this particular scenario it was too close to call, as 44% of total respondents surveyed, believed that an opportunity for them to advance in their career and educational quest highly motivates them to perform in their field of endeavor, in solidarity 43% confirmed the perception by agreeing to the scenario, whilst 13% were not so sure it could. The statistics provided is displayed on fig 4.3, shows that respondents are happy about this policy of management giving them the opportunity to move up the career ladder, and hoped that management will honor their promise when the time is due. Employees as key as they are to bank needs to know what is potentially ahead of them, the opportunities there are for growth and development. This finding career development enhances performance in literature was emphasized by Worman(2008) human resources are key to the

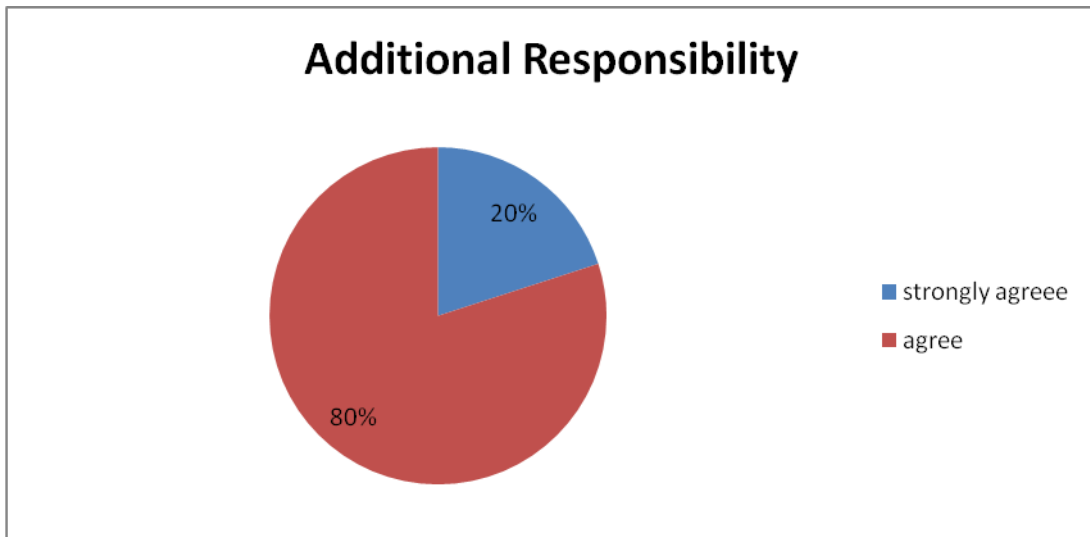
success of the organization and need to potentially know what is ahead of them, the avenues for career advancement and growth. He was of the opinion that the issue is sometimes a forgotten ingredient as to the importance it plays in the overall motivation of employees. Maslow(1970) termed this as esteem and selfactualisation and buttressed by Alderfer(1972) when he sought to replace it with growth thus the intrinsic personal desire for development. The researcher will like to urge management to set career paths within their organization thus promote from within. Specific circumstances may require that management look for talent outside, it is always appropriate to first consider internal personnel, for such actions sends positive signals to everyone that there are indeed further career opportunities within.



Additional Responsibility

Data collected during the field survey interpreted and analyzed discovered shockingly a majority 67 respondents representing 80% of the total population were of the opinion that given additional responsibility to handle aside their usual commitments and job description will boost their morale to give off their best which will inevitably lead to increased

performance. The reason for such an opinion was that it informs management how committed and dedicated they are to their job and has the potential to take responsibility for their actions all in the interest of ensuring the growth of the business. The 20% left only joined the chorus by strongly agreeing to it. Figure below captured the trend for simple understanding.



The results obtained from the analysis shows that the staff of KCB believes in being responsible and circumspect in their field of endeavor to help the company achieve the feat or height it wants to attain. Support from literature reviewed emphasizes that in every organization there are responsible and exceptional employees who are begging and craving for and can competently handle additional responsibility (Worman, 2008). This shows a

very impressive and positive attitude. The job of management in such circumstances is to wittingly identify who they are and if possible match responsibilities to their strengths and desires.

Relevance of motivation to employee performance

Section E of the questionnaire sought the general view of respondents on the importance of motivating employees.

Table 4.5: Respondents Perception on Importance of Motivation

NUMBER	Item
1.	High efficiency
2.	Reduce absenteeism
3.	Reduce employee turnover
4.	Improve corporate image
5.	Good relations
6.	Moral improvement
7.	Reduce wastage and breakages

V. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary of the findings

The study, effect of motivation on employee performance was undertaken by the researcher, with sole aim of establishing a relationship between motivation and employee performance at the workplace. The study was conducted with the workers of KCB constituting the population and a sample size of 70 drawn from it. The mixed methodology approach thus both quantitative and quantitative designs were employed in conducting the study. The two were considered because the merits of one compensate for the weaknesses of the other. Both types are valid and useful but not mutually exclusive. The bottom line is both methods ensured a greater understanding of a population. The data collection technique was the case study method alongside the questionnaire

Instruments were used in collecting data. Most of the literature reviewed by the study on motivation theory and practice concentrated on various theories regarding human nature in general and motivation in particular, failing to give anything concrete on the practical aspects of it in the workplace Respondents who participated in the survey were asked varied questions in relation to employee motivation; forms of motivation, individual needs of employees, employees perception about motivational factors that enhances performance and the relevance of employee motivation to an organization. Data collected and analyzed indicated that, employees when motivated very well are able give their optimum best. The results of the study and its interpretation revealed that; The participants in the survey had as many (25%) between the age range of 31-40, (58.3%) between the age range of bellow 30 and (16.7%) above 50 years this implied that to work at the bank one need to be relatively younger and no wonder they could sit behind staring at it for close more than 8 hours. Most of the respondents about (16.7%)had worked with the bank for a period of 1-5years,50% had worked between 5- 10 years, and 33.3 had worked between

10-15 years, which implied the research achieved its aim, as workers within that range were in the best position to articulate their views better concerning the issue of motivation at the bank. Trust, respect and high expectation was seen by most of the workers thus (71%) as a form of motivation indicating that as employees they desire self respect from management and colleagues and self esteem and esteem for others whiles (29%) supported it. Staff development was next on the scale as a total of (56%) opined that as employees craves for this need, thus being able to self realize objectives in life and continuous self development. facilitates the process becoming the entire they hope to become. The remaining (20%) and (24%) agreed and were very uncertain respectively. Employees disclosed that bonuses motivated them to increase their performance, declaring that the bonuses come at a time when things are hard so to speak, giving them a relief. Good accommodation was seen by (79%) of the respondents as very vital for optimum performance indicating that having a place to lay the head and house one's family gives the peace of mind to perform than to wake up every morning disorganized and not knowing where to sleep next. Employees view on ranking of individual need disclosed that human need are not rigid, refuting Maslow's hierarchy of needs and agreed with Alderfer's ERG theory indicating that there were gaps between the staffs needs and at a point in time some were overlapping. Individual workers at the bank also took exception to the fact that they do not graduate or progress along a particular line rather unconsciously may be obsessed by a higher need, that a lower need may go unnoticed. Employees performed the optimum level when they are recognized and appreciated for a good job done by management charging that a pat on the shoulder means more than money to them as they feel accepted. Fat salaries according to the employees does not motivate them to increase performance in that, they were not receiving as expected but were quick to add, money will always be a major motivator but once again cannot equal happiness. Career advancement enhances performance as (44%) of the total respondents believed that an opportunity to advance in their work and educational quest motivates them to maximize performance in their field of endeavour. Promotion and growth as motivational factor enhances performance as (69%) of the employees shared this opinion emphasizing that money is not the ultimate but promotion is reward for improved effort, indicating a direct relationship between reward and effort. Job security as a motivational factor enhances, with (69%) strongly agreeing to the assertion implying that stability, dependency, protection, freedom from fear and anxiety at the work place creates the platform to give off the optimum best. Interpersonal relationship also improves performance indicating that, as human beings are gregarious in nature, and as such have the need to belong. This implied at the work place to be able to interact with co workers, sharing problems with management create the rapport to be able collaborate with colleagues. Attending outside seminars or workshops was very key to employees as majority of them indicated it affords the platform to interact with colleagues from other banks, pick new ideas and initiatives from them and in turn share it with co workers for the common growth of the bank. Arguably the revelation of the study, it was overwhelmingly seen silent contributing factor to increased performance in the sense that (80%) of the total population rooted for it contending aside

their commitments and job description begs and craves for that they can competently handle any additional responsibility handed them by management All these findings put together and reporting the view of employees of KCB shows that indeed there is a relationship between motivation and performance at the workplace as all the variables studied pointed to the fact the way employees feel about themselves, their work and treated by management goes a long way to determine their output

Conclusion

Worman (2008), writing on 20 ways to motivate your employees without raising their pay asserted that "it is costly mistake to get lost in the false theory that money equals happy employees". Believe it or leave it cash will always be a major factor in motivating people and solid compensation plan is critical to attracting and keeping employees. But the issue is that additional cash is not always the answer to the problem, and in many cases not even the best option therefore the study concludes that; Most of the staff of KCB has served the bank for a substantial number of years giving them rich experience and the ability to deliberate on motivational issues concerning their work. The level of trust, respect and high expectation from management and colleagues is not encouraging. Staff development policies and strategies of the bank require review to suit individual worker needs. Bonuses as motivational factor for employees was in the right direction except it did not commensurate with work done and needs an upward adjustment. Good and decent accommodation for staff was encouraging as, staff believed it was the best management could under the circumstance. Car loan policies and programmes is the best as in a space of every two years there is a review and upward adjustment to cater for the current economic trend. The individual of the staff of Guaranty Trust Bank has undergone tremendous changes since the institution was established as their lot has improved in that sector. The seemingly loss of one of the most cherished and envied hallmarks of employees recognition and appreciation appeared to have affected employee performance as it was low and in some cases nonexistent. Salaries paid staff of KCB was highly inadequate considering the current economic conditions, having a negative impact on their total performance. Career advancement and promotion at KCB was very positive and encouraging as over the years consistent and hardworking employees have risen through the ranks to their current positions. Job security issues well catered for by management as the enabling environment has been created and employees who exhibit gross misconduct are fired based on that. Interpersonal relationship among management and staff was very excellent. Use of outside seminars as rewarding increased performance was nonexistent Additional responsibility to reward high performance is the nurturing stage and had not been that prominent.

Recommendations

The researcher recommended that;

- 1) Employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees. The findings of this study can be handy tool which could be used to provide solutions to individual conflict that has

resulted from poor reward system. It is very pertinent at this juncture to suggest that more research should be conducted on the relationship and influence of rewards on workers performance using many private and public organizations. It is important for further studies to be carried out in order to do justice to all the factors that influence workers performance. With the limitations identified above, the ability to generalize the result of this study is restricted.

- 2) The employees should undergo training on how to come up with the changing needs of the economy since it is a challenge that is universal due to the fluctuation of exchange rates and rate of inflation and also go for training to advance their careers before they demand for salary increments.
- 3) The management should have clear chain of communication with the employees this will make it easy for them to know the various needs of the employees and make it easy for them to cater for their employees needs. It would also help foster an environment of trust.
- 4) The management should introduce new methods of motivating employees this will make the organization to increase its profit and reputation due to the increased morale of the employees
- 5) The management should try and ensure that employee recognition is timely and focused on individual achievements by making recognition a priority utilizing the formal and informal methods

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