

# Impact of Motivation on Employee Performance in Kenya, A Case of Prisons Service in Trans-Nzoia County

Makambi Reuben Mogire \*, Dr. Anthony Osoro (PhD) \*\*

\* Student  
\*\* Supervisor

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**Purpose** - The study is aimed at investigating the impact of motivation in staff performance of organization in Kitale Prison in Trans-nzoia County. It sought to evaluate the sources of information, where staff members preferably obtained information about motivation. Where the major motivator to most people was thought to be; rewards, incentives, intrinsic and recognition are auxiliary and supporting motivation. Low motivation of staff members has contributed to many factors that include the whole family, motivation should be included if any ; good performance, clean environment, challenging work, job enrichment, participation in decision making, recognition, responsibility and power, opportunity for personal growth. The researcher used descriptive research design to express the subject's habits, attitudes, norms and social issues.

**Index Terms**- Rewards, incentives, intrinsic and recognition; performance

## I. INTRODUCTION

As stated, the performance of employees is a concern for any organization because it determines whether the organization meets its targets and goals. Various resources are necessary for an organization to succeed and meet its targets, and this includes the human resource or employees (Shanks, 2012). However, skilled and talented employees may not achieve the desired results if they lack motivation and therefore, motivation is also considered an important value which is vital in the achievement of the organization's goals (Osei, 2011). Due to lack of motivation employees would not give their knowledge all to the organization as they will distribute their time to other non-work related activities such as long lunch hours, or surfing the internet for non-work related purposes (Shanks, 2012). Often an employee knows how to perform correctly, the process is good, and all resources are available, but for one reason or another, chooses not to do so, which normally means it is a motivational issue. While many jobs have problems that are inherent to the position, it is the problems that are inherent to the person that normally cause the employer to lose focus from main objective of getting results. These motivational problems could arrive from family pressures, personality conflicts, and a lack of understanding on how the behaviour affects other people or process (Military leadership, 1993).

Employees are a company's livelihood. How they feel about the work they are doing and the results received from that work directly impact an organization's performance and, ultimately, its stability. For instance, if an organization's employees are highly motivated and proactive, they will do whatever is necessary to achieve the goals of the organization as well as keep track of an organization performance to raise any potential challenges. This two-prong approach builds an organization's stability. An organization whose employees have low motivation is completely vulnerable to both internal and external challenges because its employees are not going the extra mile to maintain the organization's stability. An unstable organization ultimately underperforms. Lack of motivation equates to less work being accomplished. Productivity does not disappear; it is usually transferred to aspects not related to the organization's work. Things like personal conversations, internet surfing or taking longer lunches cost the organization time and money. Reduced productivity can be detrimental to an organization's performance and future success. Numerous studies have often used as an indicator for the importance, interest, and trends of certain subjects. In that sense, motivation is clearly a hot topic.

**1.2 Statement of the problem:** According to Uzona (2013), motivation in Kenya prisons Service has been poor; this has resulted into many problems arise due to low morale of work, poor developing cultures and unlawful practices. salary review has been said for a long time, housing and welfare issues are declining since little or no step has been taken. Prison crisis (2008). Several studies have been carried out relating to employee motivation, but few have focused on its impact on employees' performance, rather focusing on the motivational techniques (Dinler, 2008). Employees from different regions and cultures cannot be motivated using the similar motivational techniques meaning that different techniques may require to be applied for different regions and cultures. An organization should focus to identify HR needs that satisfy the employees at their places of work as they are the most valued assets in an organisation. Without them, an organization is prone to decline leading to lack of success. Essentially, there is always a gap between an individual's actual state of satisfaction and some desired one.

Managers try to minimize this gap through motivation, motivation is, in effect a means to reduce and maneuver this gap. Human beings are very simple, yet very complex too (Dessler, 2002). In organizations where employees are motivated, there are

very low cases of industrial unrests, the morale of the employees is high and the organization realizes increased profit margins and the cost of production by the organization is minimized since no resources are applied unnecessarily to arbitrate on industrial related complaints. Therefore, there is need for research on the impact of motivation on employee performance since motivated workforce will have an increased tendency to work hence increase in production from the organization. Therefore, this study has created the new knowledge which can be used to bridge the existing gaps, hence fulfilling the intended needs

### 1.3 General Objective

The purpose of this study is to establish the impact of motivation on employee's performance in the organizations in Kenya.

### Specific Objectives

1. To determine the effect of reward on employee performance in an organization in Kenya.
2. To assess the effect of incentive on employees performance in an organization in Kenya.
3. To evaluate the intrinsic on employee performance in an organization in Kenya.
4. To assess the effects of recognition on employee performance in an organization in Kenya.

**2.1 Theories Related to Motivation:** There are many competing theories, which attempt to explain the nature of motivation. These theories are all, at least, partially true, and all help to explain the behavior of certain people at certain times. However, the search for a generalized theory of motivation at work looks a vain quest. Motivation varies over time and depending up on the circumstances. It is because of the complexity of motivation and the fact that there is no single answer to what motivates employees to work well, that these different theories are important for the managers to guide them. They show that there are many motives, which influence people's behavior and performance. The different theories provide a framework within which direct attention is incorporated to the problem of how best to motivate employees to work willingly and effectively. It is important to emphasize that these various theories are not decisive.

**Herzberg's Two Factor Theory:** Frederick Herzberg's theory was carried out consisted of interviews with 203 accountants and engineers, chosen to settle on the factor responsible for job satisfaction and dissatisfaction. Job satisfaction was frequently associated with achievement, recognition, characteristics of work, responsibility and advancement. Job dissatisfaction was frequently associated with working condition, pay and security, company policies supervisor and interpersonal relationships. Herzberg used subjects were asked to relate times when they felt exceptionally good or exceptionally bad about their current job or any previous job. Subjects were asked about their job satisfaction and dissatisfaction with their reasons.

**Table 2.1 Herzberg's Two Factor Theory**

Motivation factors	Hygiene factors
Achievements	Salary
Recognition	Working conditions
Responsibility	Interpersonal relationship
Advancement	Supervision
Growth	Job security
General work	Company policy

The table above summarizes the motivational and hygienic factors according to Fredrick Herzberg. The hygiene factors can be related roughly to Maslow's lower needs and the motivators to Maslow's higher level. Hygiene factor tends to hinder motivation of staff performance and doesn't bring a positive attitude or motivational factors. This theory argued that meeting the lower-level wants (extrinsic or hygiene factors) of individuals would not motivate them to exert effort, but would only prevent them from being dissatisfied. In order to motivate employees, higher-level needs (intrinsic or motivation factors) must be supplied. The implication for organizations to use this theory is that meeting employees' extrinsic or hygiene factors will only hinders employees from attractive actively dissatisfied but will not motivate them to contribute additional effort toward better performance. To motivate employees, organizations should focus on supplying intrinsic or motivation elements (Robbins, 2009). According to the setting of theory, extrinsic factors are less to supply to employees' motivation need. The presences of these factors were just to avert any dissatisfaction to arise in their workplaces. Extrinsic factors are also called job context factors; are extrinsic satisfactions decided by other people for employees (Robbins, 2009). These factors serve as direction for employers in creating a favourable working environment where employees feel comfortable while working. When all these external factors were achieved, employees will be free from distasteful external working conditions that will not eject their feelings of dissatisfactions, but remains themselves neutral in neither satisfied nor motivated; however, when employers will not supply employees' extrinsic factors needs, employees' job dissatisfaction will arise. Intrinsic elements are the in fact elements that lead to employees' level of job satisfactions (Gubler, 2013).

It has extensively being known as job content elements which major to provide employees meaningful jobs that able to intrinsically satisfy themselves by their works results, responsibilities assigned experience learned, and achievements harvested. Intrinsic factors are efficiently in creating and nurturing more durable positive effects on employees' performance towards their work as these factors are human basic needs for psychological development. Intrinsic factors will stimulate employees to put in additional interest into their job. When employees are well satisfied by motivational needs, their productivity and efficiency will improved. This theory further supports the intrinsic and extrinsic factors are interdependence to each other. Presence of extrinsic factors will only remove employees' work dissatisfaction; however, it will not supply job satisfaction. Sufficient supply in intrinsic factor will maintain employees' inner growth and development that will guide to a superior productivity and performance; though, absent of this

factor will only neutralize their feeling neither satisfy nor dissatisfy on their work. Extrinsic factors only allow employees readiness to work, while, intrinsic factors will choose their quality of work. Extrinsic and intrinsic factors are not only necessary opposite with each other, as opposite of satisfaction are not dissatisfaction, but quite no satisfaction. (Robbins, 2014).

Equally, opposite of dissatisfaction are not approval, rather dissatisfaction. Hence, organizations should modulate their operations and procedures to satisfy both intrinsic and extrinsic motivation factors of their employees. Disapproval on extrinsic factors towards job satisfactions the groundwork of Two-Factors Theory is emphasizes on the factors for employees' job satisfactions. According to Spector (1997), Job satisfaction is defined as "the degree to which people like (satisfaction) or dislike (dissatisfaction) their works". It has been recognized to have its positive impact on organizational performance and employees' commitments (Levy, 2003); on the contrasting, contrariwise with absenteeism and labour turnover intentions (Yousef, 2000). From the previous definitions provided, it may assumes that if employee place high preferences on extrinsic factors such as working and conditions, then the extrinsic factors will have positive effects towards their job satisfactions, rather than only prevent their dissatisfactions and keep them in a neutral feelings. According to Mullins (2002), hygiene factors are important as the motivators but for different purposes. They are necessary to avoid repulsiveness at work and deny unfair labour practices. Motivators should cope with both satisfiers and dissatisfies. Improve hygiene factors dissatisfaction is now created for motivation.

**Mc Clelland's Achievement Motivation Theory:** Mc Clelland work originated from the relationship between hunger needs and the extents to which imagery of food dominated while processes, from the Clelland's research he discovered with four arousal-based and socially developed motives. The Achievement Motives the person's achievement is motivated and therefore seeks achievement, attainment of realistic but challenging goals, and advancement in the workplace. There is a strong feeling for need for feedback as to achievement and development, and a need for a sense of accomplishment. Human being with a high need for achievement appear for to excel and therefore tend to avoid both low-risk and high-risk situations. Achievers keep away from low-risk situations because the easily attained accomplishment is not a actual achievement. In high-risk projects, achievers see the outcome as one of chance rather than one's own effort. Individuals prefer work that has a normal probability of success, ideally a 50% chance. They prefer either to work alone or with other high achievers. (Igbaekemen, 2014).

According to Johnson, & Dickinson, (2010), the power motive person's authority motivated. This stimulant produces a call for to be influential, valuable and to make an impact. There is a burly call for to lead and for their ideas to overcome. There is also motivation and need towards increasing personal status and esteem. A person's require for authority can be one of two types - personal and institutional. Individuals who need individual power and hope for direct others, and this need often is apparent as undesirable. Persons who want institutional power (also known as social power) desire to organize the efforts of others to further the goals of the organization. Managers with a high need for

institutional power tend to be more effective than those with a high need for individual authority.

**The Affiliative Motive:** The person's affiliation is motivated and has a need for relationships and is motivated towards interaction with other individuals. They need harmonious relationships with others and need to feel accepted by others. The affiliation driver produces motivation and need to be liked and held in popular regard. These individuals are team players. They tend to match to the norms of their work group. High affiliated people prefer work that provides important personal interaction. They perform well in customer service and client interaction situations. McClelland's acquired needs theory states that most people possess and display a combination of these characteristics. Some people show a strong bias to a particular motivational need, and this motivational or needs consequently affects their behaviour and working/managing style. McClelland's achievement motivation theory suggests that a strong affiliation-motivation' undermines a manager's objectivity, because of their need to be liked, and that this affects a manager's decision-making capability. A strong power authority-motivation will produce a determined work ethic and commitment to the organization, and while power people are paying attention to the management task, they may not possess the required flexibility and people-centred skills. McClelland's motivation theory suggests that individuals with strong 'achievement motivation' make the best leaders, although there can be a tendency to demand extreme from employees in the belief that they are all similarly and highly achievement-focused and results driven, which of course most people cannot do (Garanina, 2014).

**The Avoidance Motive.** When individuals don't wish to carry out at the forefront and prefer to avoid disagreeable situations, this need will surface. People have fear of failure, fear of rejection and fear of success. By avoiding situations that may trigger these fears, they think to have found a safe solution. These motives tend to differ according to different individuals depending on the employment. Managers come into view to be higher in achievement than in affiliation motivation. Higher job earners satisfy their motives at a faster than low job earner this brings in the difference that is created between the rich and the poor. Mc Clelland in this series of projective Test-thematic Apperception Test (TAT) to measure each individual's motivation after presentation pictures for about 10-15 seconds after which each individual is asked questions about the same. The tests different states that people with high achievement needs; they prefer moderate task differently and goals as an achievement incentive. Thus provide the best chance of proving they can do more. If the task is too hard or risky, it will decrease chance of success and of gaining need of satisfaction. They prefer personal responsibility for performance. They like to achieve success through the focus of their own abilities and effort rather than by framework or chance factors outside their control. They have the need for clear and unambiguous feedback on how well they are performing. They are more innovative as they for all time seek fairly challenging responsibilities they tend to be moving on to something a little more challenging, (Dubrin J. Andrew, 2012).

**Resource Based View Theory:** The Resource Based View argues that sustainable competitive advantage is achievable when firms have employees pool which cannot be imitated or

substituted by rivals. Resource Based View, firms ought to for all time assess their workforce to ensure aggressive advantage, (Barney, 2001). A major part of any organization strength or weakness stem from the quality of the people employed and the quality of their working relationship. Identifying what is most valuable and protecting it with “barriers to imitation” is at the core of resource based thinking. In relative terms Boxall (2006) reveals that firms that recruit and retain exceptional individuals have the capability of bringing human capital gain. However, notes that differences can be established between human capital advantage and human process advantage. Thus in order to be differentiated, organization necessitate to be very careful with the recruitment and selection process. The company’s human resource practices would therefore need to emphasize “selecting highly skilled employees”. Companies should consider recruitment as a key tool to achieve the overall business goal because according to Boxall and Purcell (2006), the new employee is always active, ready to learn new things and easy to adapt to the new and changing environment.

It is better for them to find the right employee directly from the recruitment process than having them trained later because training and development can be expensive. Catano et al. (2010) stress that, employers must seek to hire applicants who have the knowledge skills, abilities or other attributes required to successfully performing the work most effectively. Recruitment, European screening and selection procedures must give way the best qualified candidates within the context of agreed-upon equity programs. The system theory holds work to be governed by a wide range of formal and informal term and condition, which cover everything from recruitment, holidays, performance management, wages, hours, and employment services. On the back of these assertions four elements are held to make up the system of industrial relations rule-making. The first is industrial actors, which consists of employers and their representatives (employer associations), employees and their representatives (trade unions), and external agencies with an interest in industrial relations (labour courts), the second is the environmental circumstance, which was made up of prevailing economic and technological conditions, as well as the distribution of authority in wider society, each of which is consideration or limit the actions of parties engaged in industrial relations.

The last is a “binding ideology”, which is a set of common attitude and understandings that serve to support compromises on the part of each part for the sake of making the system operable. An important aspect of this structure conceives the industrial relations scheme as self-adjusting towards equilibrium. In so far as change in one element had repercussions for the other elements, they are under arrest to set in movement a range of processes that regularly restores a intelligence of order on the system social Learning Theories of Bandura and Double Loop Learning of Argyris, have been establish to have a huge relevance in the situation of training and development. Bandura’s social learning theory got the widest reception because of its complete but thrifty explanation of social European Journal of Business Management learning (Davis & Luthans, 1980; Manz & Sims, 1981). Bandura’s theory explains human behavior in terms of a continuous reciprocal interaction between cognitive, behaviour, and environmental determinants. Learning takes place

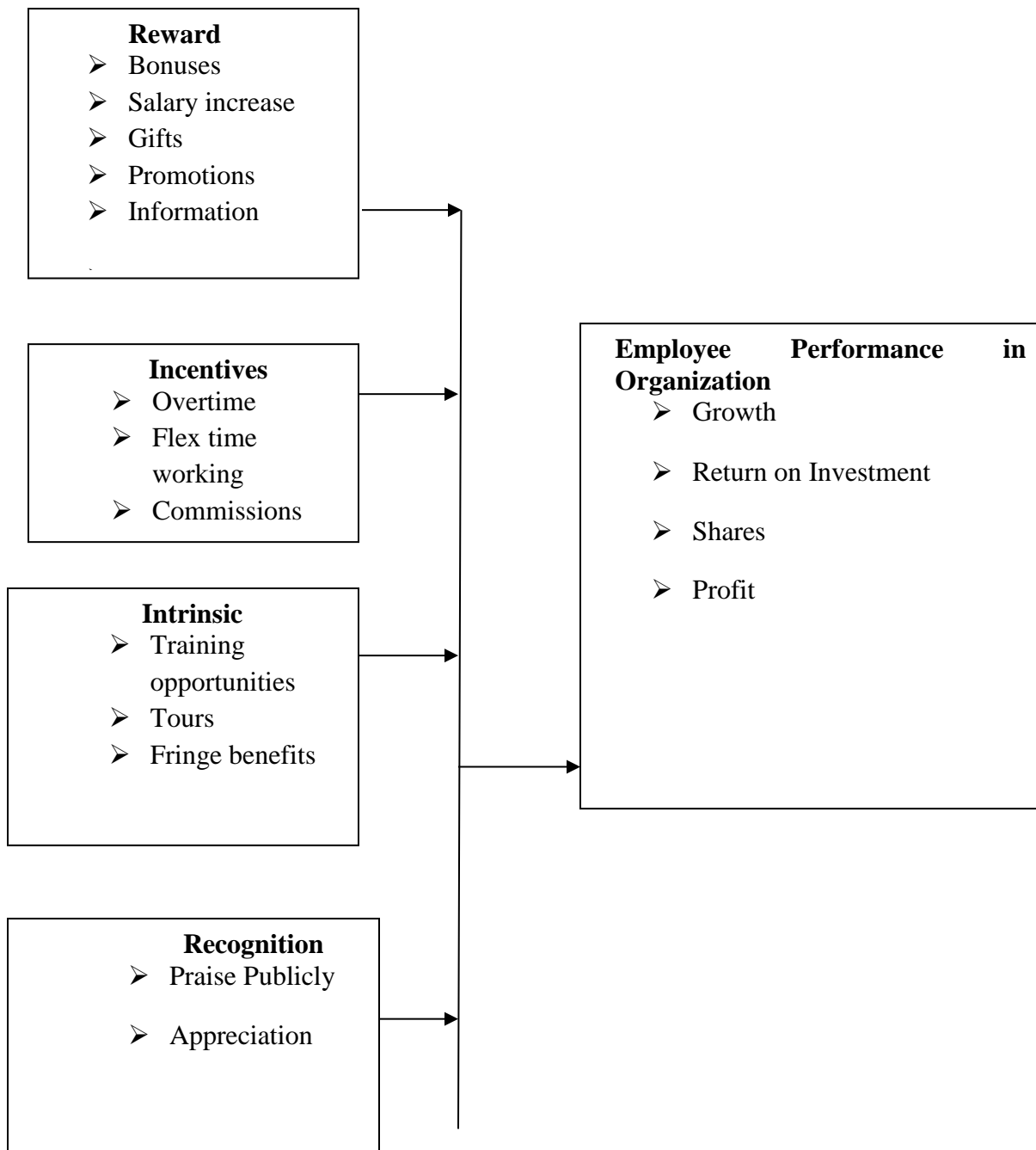
both as a result of experienced responses (i.e. operant view of learning) and vicariously through observing the effects on the social environment of other people’s behaviour. In explaining his theory of modeling, Bandura (1969, 1976, 1977) considers four distinct components or sub-processes; attention, retention, motor reproduction, and motivational processes. These processes explain the attainment and maintenance of observational knowledge or modeling Davis and Luthans (1980) social knowledge theory plays an important role in training and development. First, the manager, by becoming a role model for his workers, can improve their behavior.

Employees are more likely to copy their superiors than their peers because of the position, experience and reward power. Modeling has a significant role to play in implementing a self-managed come up to through self-observation and self-monitoring (Davis & Luthans, 1980). For improving the efficiency of training, a shocking or modeling principle has been proposed to be used in four stages, namely; presentation of models displaying the desired behaviour, rehearsal by the observer of the modeling behaviour, social strengthening or favorable recognition for acceptance of the modeled behaviours by the observer, and transfer of training to give confidence the use of learned behaviours back on the work (Goldstein & Sorcher, 1974, Manz & Sims, 1981). Argyris (1976) supports double loop learning theory, which remains to learning to change underlying values and assumptions. The focus of the theory is on solving problems that are multifaceted and not well structures and which changes as problem solving advances. In single loop learning members of an organization react to environmental changes by detecting and correcting errors which allow the organization’s underlying norms, policies and objectives (Argyris, 1978). In recent years Argyris has paying attention on a style for implementing action theory on a broad scale called “action Science” and the role of learning at the organizational level (Argyris, 1993).

Transactional leadership is found on conventional exchange relationship in which follower’s conformity (effort, productivity, and loyalty) is exchanged for expected rewards. In contrast, transformational (extraordinary) leaders raise follower’s consciousness level about the importance and value of chosen outcomes and ways of achieving them. They also motivate followers to rise above their own immediate self-interest for the sake of the mission and vision of the organization. Such total appointment (emotional, intellectual and moral) encourages followers to develop and perform past expectations (burns, 2008; Bass, 2005). Burns (2008) observes that transformational leadership involves the process of influencing main changes in organizational attitudes in order to achieve the organization’s objectives. Bass (2005) observed that transactional managers work their organizational cultures subsequent existing rules and procedures, while transformational leader’s changes their cultures based on a new vision and a revision of shared assumptions, values and norms. When an organization must adapt to changes in technology, its leadership is a critical factor in its winning change.

**Independent Variables**

**Dependent Variable**



**Fig 1.1 Conceptual Framework**

**2.2 Reward**

A reward is usually something valuable, such as money. Rewards serve many purposes in organizations. They serve to build a better employment deal, hold on to good employees and

to reduce labour turnover. The principal goal is to increase people's enthusiasm to work in one's company, to enhance their productivity. Most employees assimilate, with salary raise or bonuses, but this is only one kind of reward, extrinsic reward.

Studies prove that salespeople prefer pay rises because they feel irritated by their inability to obtain other rewards, but this behavior can be modified by applying a complete reward. There are two kinds of rewards: Extrinsic rewards: concrete rewards that employee receives. Bonuses: Usually annually, Bonuses motivates the employee to put in all activities and efforts during the year to achieve more than a satisfactory appraisal that increases the possibility of earning several salaries as lump sum (Denisi and Pritchard, 2016).

The scheme of bonuses varies within organizations; some organizations ensure fixed bonuses which eliminate the element of asymmetric information, conversely, other organizations deal with bonuses in terms of performance which is subjective and may develop some sort of bias which may discourage employees and create setback. Therefore, managers must be extra cautious and unbiased. Salary raise: Is achieved after hard work and effort of employees, attaining and acquiring new skills or academic certificates and as appreciation for employees duty (yearly increments) in an organization. This type of reward is beneficial for the reason that it motivates employees in developing their skills and competence which is also an investment for the organization due to increased productivity and performance. This type of reward offers long-term satisfaction to employees. Nevertheless, managers must also be fair and equal with employees serving the organization and eliminate the possibility of adverse selection where some employees can be treated superior or inferior to others, (Steers and Porter, 2011).

### Incentives

Financial incentives and rewards positively influence on employees dedication or loyalty. Employees live in an organization because the benefits of being part of an organization far triumph over the cost of leaving the organization (Saleemi, 2011). The fact that employees fear losing the work makes money an tremendously effective motivator because it is indispensable for survival in an economy (Cole, 2000). The main objective of a manager is to make sure that business and corporate objectives are realized. This is merely possible if employees, who are the key input of an organization, have a positive attitude towards their organizations (Banjoka, 1996). To keep the speed of achieving results organizations try to hire competent employees. Recruiting competent employees, organizations have to give better working conditions, market based salaries, job security, empowerment (Hersberg, 2009). While there are different of ways to remunerate a sales force, most companies use three main methods: straight salary, straight commissions and a combination of salary and commissions (Wiese and Coetzee, 2013). Alongside salary and commission, financial compensation could also include reimbursement of sales expenses and transportation (Wiese and Coetzee, 2013). Fredrick Taylor has described money as the most basic factor in motivating the industrial workers' to attain superior productivity (Steers and Porter, 2011). It is therefore essential that organizations think critically concerning the remuneration packages that they offer to their employees.

Financial incentives enhance the employment relationship since it creates the foundation for high levels of commitment and consequently, firms must extend measures that include financial incentives and rewards ( Guatleng, Chhekiong & Ibrahim, 2009).

In fact, some authors declare that the primary aim of incentives is to improve extrinsic motivation by satisfying an individual employee's desires indirectly through means of pay and bonuses (Anthony & Govindarajan, 2007). An ordinary way to motivate workers at any level is to offer them financial incentives; relating pay to performance improves the motivation value of money (Kinicki & Kreitner, 2016). Many jobs require financial rewards to motivate employees and many people primarily work to make money or attain the recognition denoted by financial rewards (Giancola, 2011). Using financial incentives to motivate employees fits principles of positive reinforcement and punishment (Aguinis, 2012). A helpful principle of using financial incentives to motivate workers at all levels is to investigate which incentives are most pleasing to groups and individuals (Denisi & Pritchard, 2016).

### Intrinsic

The study of motivation has to do with the processes that boost and direct behavior (Reeve, 2009). A person who is energized or activated in order to pursue a certain goal or engage in an activity is therefore viewed as motivated, while a person who has no interest to act is regarded as unmotivated (Ryan & Deci, 2000a). This original quality of motivation to move people into action can also be observed in the Latin root of the word, *movere*, which means to move or be moved (Ryan, Lynch, Vansteenkiste, & Deci, 2010). In the field of psychological science, motivation is a central topic, since it is at the core of most of our behavior and research is carried out to investigate factors that instigate, direct or sustain such behavior (Ryan & Deci, 2000b; Gazzaniga & Heatherton, 2006). Motivation can vary in level. It can vary in level in a specific situation, meaning that different people will be differently interested in engaging in a specific activity or to attain a specific goal (Mizuno et al., 2008; Silverstein, 2010). It can also vary between individuals as a more general quality: some people can be very driven to take on in all kinds of behaviors while others are less inclined to get engaged in general (Mizuno et al., 2008; Silverstein, 2010).

Hammer, (2000) asserts that an individual will be motivated to do something if they have the mental ability and skills to achieve it. He writes that when employees are trained, they get the knowledge to deconstruct tasks and challenges and thus feel less intimidated by their work. Herzberg (1998) agrees to Hammers assertion. He adds that training makes the employee earn confidence to do a job thereby improving their attitude consequently motivation. The main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations (Cole, 2011). Cole (2011) further states that there are so many benefits accrued with training, which include: high morale – employees who receive training have increased confidence and motivations; lower cost of production – training eliminates dangers because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding wastes, lower labour turnover it brings a sense of security at the workplace which in turn reduces labor turnover and absenteeism is avoided. Change management helps to manage change by increasing the understanding and involvement of employees in the change

process and also provides the skills and abilities needed to adjust to new situations, provide recognition, enhanced responsibility and the possibility of increased pay and promotion; and help to improve the availability and quality of staff. In order to enable an organization formulate human resource training and development goals that will enable both formal and informal human resource training and development methods and programs create a workforce that enables effectiveness and competitiveness, it is worth giving consideration to, providing proper coordination as well as proper incorporation of the needs within the three levels (Torrington *et al.*, 2005).

#### 2.3.1.4 Recognition

According to Daniel and Metcalf (2009), recognition is a return on an employee's effort and devotion at work, as well as his or her results. An employee recognition plan can be a great morale-building means for any organization, whether large or small. An effectual recognition program can lead to innovation, higher productivity and better job satisfaction for the workers (Beer and Walton, 2014). Employee appreciation programs could include several levels of recognition, from a simple Certificate of Appreciation to Employee of the Month to awards given on the splitting up and companywide level, recognition should be provided to those who go beyond expectations and earn the award (Steers and Porter, 2011). Recognition is one of the burly motivation factors; employees feel relaxed when they are praised and recognized (Armstrong, 2007). No resource is more very important to an organization's success than its employees are (Denisi & Pritchard, 2016). The concept of recognition has gained much significance in the current times and has captured the attention of organizational managers and researchers likewise (Mandal & Dalal, 2006). As a result, different organizations use reward and recognition as motivational techniques for employee's better performance (Beer and Walton, 2014). These reward and recognition are provided in the form of monetary and non-monetary reimbursement for certain desirable behaviors (Storey, 2013). Employees don't only want a good salary and benefit package, they also want to be respected and appreciated for their work done (Wiese and Coetzee, 2013). When employees feel recognized and involved, they experience much less likely to worry about money and security of job (Elton & Gostick, 2006). A recognition program can help employers meet their organizational goals by helping attract and retain high-performing employees. Daniel and Metcalf (2009) reported that companies are aligning their employee recognition programs directly to the goals of the organization.

#### Employee Performance

This is defined as the employees' outcome or contribution in reference to the achievement of set goals Performance may be used to describe what an organization's accomplishments Employee performance is also defined as the achievement of set standards in terms of accuracy, and completeness over a specified period of time, the level of employees' performance does not dependent just on their actual skills but also on the level of motivation exhibited by the individuals. Motivation is an inner drive or an external inducement to behave in a particular way. In typical situations, this is a way that will lead to rewards. Overachieving and talented employees are the lashing force of all

organizations so it is essential that, organizations strive to motivate and hold on to the best employees. The quality of human resources management is a serious influence on the performance of the organization. Effective employees use their knowledge and skills to do their jobs in the right way. All the activities performed by employees in an organization regardless of their departments are interrelated and affect the overall performance of the organization. It is important therefore, that all heads of section understand that the ineptness of employees under their supervision adversely affects the performance of the organization as a whole. This poor performance lowers the organization's competitive advantage in the market.

Growth may be related to new markets, particularly in the case of technology firms with reference to diversifications. They are also of the view that growth may occur alternatively as an integration of part of the value chain, a sort of vertical growth, or when a firm introduces itself within a market not related to the technology in which it works, which would be a non-related diversification. Another type of growth may be related to the combination of market-product by entrance into the market. However, the difficulty in analyzing the firm's growth at the precise moment should be underscored. It is easier to investigate the antecedent factors that affect growth and the results of business, (Shau & Gole, 2008). They argue that particular hard measures should be used to assess specific training; for example, if development aims to bring about greater awareness of customers then it should still be measured by the eventual effect on customer spend, customer satisfaction and number of customers. The pressure to produce financial justifications for any organizational activity, especially in areas such as learning and development, has increased the interest in ROI. The problem is that while it is easy to record the costs it is much harder to produce convincing financial assessments of the benefits. Kearns (2005a) provides a response to this concern: All business is about the art of speculation and the risk of the unknown. The trick here is not to try and work to a higher standard of reliability than anyone else in the organization. If accountants are prepared to guess about amortization costs or marketing directors to guess about market share why should a trainer not be prepared to have a guess at the potential benefits of training? He recommends the use of 'a rule of thumb' when using ROI to the effect that any training should improve the performance of trainees by at least 1 per cent. Thus if the return on sales training is being measured, the benefits could be calculated as 1 per cent of profit on sales.

**3.1 Research Design:** According to Saunders *et al.* (2003) describes research design as a procedure that provides answers to issues such as techniques to use to gather data, the kind of sampling strategies and tools to be used and how time and cost constrain will be dealt with. The study adopted a descriptive research design. According to Thornhill (2011) the key purpose of descriptive research is that it describes relationships as they exist and involves collection of data to test hypothesis regarding the current status of the study subject. The research design is a descriptive design because collected information about people's attitude, habits and social issues. It involves fact findings and giving solution to existing problems. This research design has advantage in depth to collect data also measure, classify analyze

and interpret data. The research instruments used are questionnaire and observation.

**Target Population:** According to Babie & Halley (2010), target population as the entire aggregation of respondents that meet the designated set of criteria within a study. According to Onwuegbuzie & Leech (2015), a population element is the study subject and may consist of a person, an organization, customer database, or the amount of quantitative data on which the study measurement is being taken. This is the total collections of elements about which we wish inferences. The researcher target was Kitale Main Prison. The researcher concentrates on staff members only headed by ACP, answerable to R.C, Kitale Main prison have a subjects of 680 will be respondents. Top administrators or senior warders have both technical skills and general duties arranged hierarchically. Most of staff members are junior rank where a few in higher ranks.

**Sample and Sampling Techniques:** A sample can be defined as a sub set of a population. It comprises some members from the population Sekaran, (2000). Somekh and Lewin, (2005) refer to a sample as a selection of individual from the entire population, who would be include in the data collection. Stratified Random Sampling Technique was employed from each stratum, I picked respondents without biasness. According to Mugo (2010), a convenient sample results when the more convenient units are chosen from the population for observation. Statistical Sampling techniques are the strategies applied by researchers during the statistical sampling process (Noy, 2008). The study employed a census sampling technique. According to Lohr (2010) a census is an investigation of each unit, everybody or everything, in a population. It is known as a complete identification, which implies a complete count. The study population is divided into two; general duties and technical also in senior and junior officers. This was to ensure all sections are represented in the research.

**Research Instruments:** Data was collected by the use of both open and closed ended questionnaires or structured and semi structured. Observation method was also used to collect direct information from the respondents about behavior. Questionnaire and observation methods were used to collect data from the field since motivation is purely qualitative. A questionnaire is an orderly list of questions used to collect subjects' view on a particular topic that can be tabulated for statistical manipulation and recommendations. A questionnaire is an orderly list of questions used to collect subjects' view on a particular topic that can be tabulated for statistical manipulation and recommendations. Questions are both open and closed-ended. Open-ended questions permit respondents to express their feelings and opinions. They do not limit the range of possible answer. The researcher used open-ended questions since they provide valuable information which makes analyzing and recommendation easy and reflect the respondent's views accurately. Observation is collecting data by watching or seeing what is happening to people and noting some information. This method was useful as it used the five senses that are; seeing, touching, smelling tasting and hearing. The researcher uses observation because tallying the result was not complicated. The results also lend themselves easily to drawing conclusion. Observation allows the researcher to report overt acts, not the reasons for those actions.

**Pilot Test:** A pilot study was conducted in order to test the reliability of the employees' questionnaire. A pilot test of 10% was done to validate reliability and validity of the research instruments. It is interested in finding out whether or not the tools work as expected and how they should be revised in the event that they fail to work (Eldridge *et al.*, 2016). Validity refers to the extent to which a test measures what is actually intended to be measured. It is based on the adequacy with which the items in an instrument measure the attributes of the study (Lin, 2013). Trans-nzoia County was chosen for piloting owing to the fact that being an emerging economy; it offers a diverse range of prison stations suitable for purposes of testing the integrity of the instruments. Moreover, choice of Trans-nzoia County for the pilot study was to ensure that respondents used in the pilot do not participate in the actual study so as to eliminate maturation issues of internal validity. Piloting was therefore conducted to for the validity and reliability of the questionnaire and the interview schedule. Pilot study is administered to 10 of the respondents which enabled the researcher to test the instruments for validity and reliability, and the necessary to make adjustment before actual circulation of the questionnaire to other respondents. The following measures are taken to ensure the research instruments yields valid data.

**Reliability of the Research Instruments:** It also measured the degree to which research instruments yield consistent results (Mugenda & Mugenda 2003). In this reliability was guaranteed by pre-testing the questionnaire and ascertain checklist with chosen samples of the respondents who were not included in the actual data. Reliability is a measure of how dependable or consistent the instrument is in measuring the required construct (Bolarinwa, 2015). Miller (cited in Bolarinwa, 2015) views reliability as the extent to which a measure produces similar results after repeated trials. The employees' questionnaire incorporated closed-ended questions to facilitate proper capturing and analysis of the variables of the study. The reliability of the questionnaires was verified through examination of internal consistency of the measures.

**Validity of the Research Instruments:** Validity was the most important criterion and indicates the degree to which an instrument measure to what it intends to measure Konthari, (2004). Again, Anastasi and Urbina 1997), "validity refers to the degree to which the test actually measure what it purports to measure" to measure validity of data in this study, the construct validity was employed. According to smith (1981) cited in Van Zyl and der Walt, (1994), 'construct validity concerns the extent to which a test/questionnaire measures a theoretical construct or trait. Validity was viewed is as truthfulness and is a measure of how well a conceptualized idea about reality matches the actual reality (Bolarinwa, 2015). Two forms of validity were used to validate the quantitative instrument (employee questionnaire). The first form of validity was face validity which according to Bolarinwa (2015) was the judgment made based on scientific approach on whether the indicator used measures the required construct. Consequently, the researcher sought the opinion and assistance of experts in the field of human resource management and that of the assigned supervisors on whether as per face value the questionnaire appeared suitable both in design and structure and whether it measured the required constructs. An evaluation of each item was made to find out whether it matched the given conceptual domain of human resource determinants of



performance. This was confirmed though with some changes which were implemented.

**Data Analysis and Presentation:** The data was analyzed using Statistical Packages for Social Science version 24. Since the study was both quantitative and qualitative in nature, both descriptive statistics and inferential statistics were employed. Inferential or statistical induction means the use of statistics to make inferences concerning some unknown aspects of a population from a sample of the population. Taylor (2014), the intent was to give estimation or it gives prediction after taking a sample of the needed population. Once data is collected it's checked for completeness. The data from the field will be then coded first according to themes research methinks on the study. This finding is in line with Cheng (2014), who observed that analysis was done with the aid of the Statistical Package of Social Science (SPSS) using version 24 which is an America association with certainty of the result statistical mode required. Inferential data analysis was done using, regression analysis through enter method and multiple regression analysis through stepwise method. This finding is in line with Maheshwarkar and Sohani (2013), who observed that in many statistical methods in particular parametric measures one presumes a normal distribution of variables. Therefore, for the purposes of using parametric statistics and regression analysis, hence the variable was internally standardized. The analyzed data is presented in the form of pie charts, bar graphs to help in comparison of different variables. A multiple regression equation for predicting implementation of policy and procedures in public entities was expressed as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = Employee Performance

$\beta_0$  = Constant

$\beta_1, \beta_2, \beta_3$  and  $\beta_4$  = Coefficients of  $X_1.. X_4$

$X_1$  = Reward

$X_2$  = Incentives

$X_3$  = Intrinsic

$X_4$  = Recognition

$\epsilon$  = Error term

Inferential statistics such as non-parametric test which include variance analysis was used to test the significance of the overall model at 95% level of significance. According to Noordin, N. (2011), variance analysis is used because it makes use of the F – test in terms of squares residual. An Analysis of Variance was used to measure statistically the significance in predicting how dependent variables influence employee motivation for employee performance. The test of significance was correlation coefficient, the R square as a measure of significance. The coefficient is a standard measure of an assumed linear relationship between variables. A coefficient of value between (+ve) 0.5 and (-ve) 0.5 or higher indicates a strong relationship and by extension a significant variable in influencing the trend of the dependent variable.

**Response Rate:** As shown in table 4.2 below, a response rate of 89 % (98) was achieved with majority of respondents returning their questionnaires. This was deemed excellent and in tandem with Maryan (2012), who assert that a response rate of 50% is adequate for analysis and reporting; that of 60% is good

and, a response rate of 70% and over is excellent. The high response rate was attributed to the fact that the researcher had a good network in the study area which facilitated data collection process as well as carrying out a sensor survey due to the small number of target population.

**Table 3.1 Response Rate**

Questionnaires	Frequency	Percentage (%)
Returned	160	89
Unreturned	120	11
<b>Total</b>	<b>180</b>	<b>100</b>

**Reliability Test:** This study undertook a pilot test of the research instruments in a view to determine reliability of the data collection instruments, also known as the questionnaires. The Cronbach's alpha was used to measure internal consistency of the operation under this study. According to (Saunders et al., 2012) the Alpha value threshold results at 0.7 and above is good. Alpha values greater than 0.9 ( $\alpha \geq 0.9$  is Excellent) can be considered excellent,  $\alpha \geq 0.7$  but  $< 0.9$ , considered good,  $\alpha \geq 0.6$  but  $\alpha < 0.7$  considered acceptable,  $\alpha \geq 0.5$  but  $< 0.6$  considered poor, while alpha values less than 0.5 ( $\alpha < 0.5$ ) are considered unacceptable (Kothari, 2011). The study benchmarked its reliability test against these alpha values for all the variables under this study.

The results, shown in table 4.2 below, all the variables were found acceptable with alpha levels above the 0.7 threshold. More specifically, reward had the highest reliability ( $\alpha=0.901$ ) followed by incentives ( $\alpha=0.798$ ) then, intrinsic ( $\alpha=0.870$ ) recognition was ( $\alpha=0.783$ ), and then employee performance ( $\alpha=0.891$ ) had the lowest respectively. The study found that the analysis was reliable and could be used for further investigation.

**Table 3.2 Reliability Coefficients**

Variable	Cronbach's Alpha
Reward	0.901
Incentives	0.798
Intrinsic	0.870
Recognition	0.783
Employee performance	0.891

**Pearson Correlation Analysis:** The study further conducted inferential statistics entailing both Pearson and regression analysis with a view to determine both the nature and respective strengths of associations between the conceptualized predictors (independent variables) and motivation (dependent variable) employee performance in organization.

**Table 3.3 Model Correlations of all Variables**

		Reward	Incentives	Intrinsic	Recognition	Performance in organisation.
Reward	Pearson Correlation	1				
Incentives.	Sig. (2-tailed)					
	N	160				
	Pearson Correlation	-.112	1			
Intrinsic	Sig. (2-tailed)	.266	.002			
	N	160	160	160		
	Pearson Correlation	.453	-.230	-.145	1	
Recognition.	Sig. (2-tailed)	.231	.149	.367		
	N	160	160	160	160	
	Pearson Correlation	.382**	-.073	.226	-.135	1
Performance In organisation	Sig. (2-tailed)	.000	.650	.156	.399	
	N	160	160	160	160	160

\*\* Correlation is significant at the 0.01 level (2-tailed).

xx Correlation is significant at the 0.05 level (2-tailed)

From the findings, a positive correlation is seen between each variable and performance. The strongest correlation was established between intrinsic and performance ( $r = 0.453$  and the weaker relationship found between reward and performance ( $r = -0.112$ ). Incentives and recognition were found to be strongly and positively correlating with employee performance correlation coefficient of 0.278 and 0.231 respectively. This is tandem with the findings of Camargo (2011), who observed that all the independent variables were found to have a statistically significant association with the dependent variable at over 0.05 level of confidence.

**Regression Analysis**

To establish the degree about impact of motivation on employee performance, a regression analysis was conducted, with the assumption that: variables are normally distributed to avoid distortion of associations and significance tests, which was

achieved as outliers were not identified; a linear relationship between the independent variables and dependent variable for accuracy of estimation, which was achieved as the standardized coefficients were used in interpretation.

Regression analysis produced the coefficient of determination and analysis of variance (ANOVA). Analysis of variance was done to show whether there is a significant mean difference between dependent and independent variables. The ANOVA was conducted at 95% confidence level.

**Model Goodness of Fit:** Regression analysis was used to establish the strengths of relationship between employee performance in organisation (dependent variable) and the predicting variables; reward, incentives, intrinsic and recognition (independent variables). The results showed a correlation value (R) of 0.851 which depicts that there is a good linear dependence between the independent and dependent variables.

**Table 3.4 Model Goodness of Fit**

R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
0.851	0.781	0.796	0.056

a. Predictors: (Constants), reward, incentives, intrinsic, and recognition

b. Dependent Variable: employee performance in organisation

With an R-squared of 0.781, the model shows that reward, incentives, intrinsic and recognition explain 78.1% of the variations on employee performance in organisation 21.9% is

explained by other indicators which are not inclusive in study or goodness fit model. A measure of goodness of fit synopsis the discrepancy between observed values and the values anticipated under the model in question (Capelli, 2010).

This is in line with the findings of Barney (2011), who observed that this also depicted the significance of the regression analysis done at 95% confidence level. This implies that the regression model is significant and can thus be used to evaluate the association between the dependent and independent variables. This is in line with the findings of Berkowitz (2012) who observed that analysis of variance statistics examines the differences between group means and their associated procedures.

Analysis of Variance (ANOVA): From

**Table 4.1.4 ANOVA TEST**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.147	1	1.049	.431	.004
Residual	6.433	159	.495		
<b>Total</b>	<b>10.580</b>	<b>160</b>			

the results in table 4.3.2, analysis of variance statistics was conducted to determine the differences in the means of the dependent and independent variables to show whether a relationship exists between the two. The P-value of 0.05 implies that employee performance in organization has a significant relationship with reward, incentives, intrinsic and recognition which is significant at 5 % level of significance.

**Table 3.5 Regression Coefficient Results**

	Unstandardized Coefficients	Standardized Coefficients	Beta	Sig.
	B	Std. Error		
<b>(Constant)</b>	<b>-.183</b>	<b>.060</b>	<b>-1.143</b>	<b>.023</b>
Reward	.723	.112	.838	5.471
Incentives.	.149	.068	.162	2.471
Intrinsic.	.344	.059	.587	4.386
Recognition	.247	.115	.321	2.654

- a. Dependent Variable: Employee performance in organization,
- b. Constant: Reward, incentives, intrinsic, and recognition.

A unit change in reward would thus lead to a .723 effect on employee performance in organization ceteris paribus; while a unit change in incentives would have an effect of .149 change in employee performance in organization; also a unit change in intrinsic would have an effect of .344 change in employee performance in organization and finally a unit change in recognition would have an effect of .247 change in employee performance in organization. This implies that among other factors, reward, incentives, intrinsic and recognition are significant determinants of employee performance in organization.

**Conclusion:** Therefore, from the foregoing, this study concludes that department & national government partnerships have broadly impacted on motivation of employee Performance of organizations in Kenya. The findings conclude that appreciation should drive to embrace the best employee performance of organizations in Kenya. When department - national government partnerships are embraced through reward,

ization can be achieved. It could be said that the employees (especially those who perform the general duty) of the service have spent more number of years with the organization which means that a certain large number had to acquire the necessary skills to carry out the routine work in Kenya prisons service and this has the tendency to affect performance positively. Macclend theory is in support of the view that, at certain point, money is not all but rather than recognition to managers is paramount. The goal theory is relevant and appreciated in the service since the organization works with targets and the drive and effort of employees must be sustained to achieve the goals

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#### AUTHORS

**First Author** – Student : Makambi Reuben Mogire

**Second Author** – Supervisor: Dr. Anthony Osoro (PhD)