

Effect of Employee Motivation on Productivity of Ken Trade Network Agency Company, Kenya

Dr Uzel Jean Mutindi Mzera, Ph.D.

Technical University of Mombasa

P.O. Box 90420-80100

Mombasa, Kenya

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Abstract: Productivity of an organization is a major concern of every manager and is of great interest by the shareholders of any given company and other stakeholders. This study focused on employees' motivation and its relevance to organizational productivity. This study is to investigate the effect that employee motivation has on the success of the organization. A case study of Ken Trade Network Agency Company was taken to ensure detailed investigation of the variables. Employee motivation, if not given the attention it requires shall lead to disastrous effects such as underutilization of Ken Trade resources, absenteeism and low productivity of the organization in general. The study was led by the objectives of finding out the effect of remuneration on employee motivation, to establish the effects of working conditions, to determine the effect of training and the effects of job security on employee motivation. The Maslow's Hierarchy of needs theory, Vroom's expectancy theory and Herzberg motivation theory were employed to understand the subject better. To facilitate the research to be as efficient as possible to yield maximum information, studying of five variables namely, working conditions, remuneration, job security, training and organizational productivity was the conceptual framework of the study. A descriptive design was adopted and statistical descriptions were used to summarize and analyze the data that was collected. The means of statistical tools including measures of central tendencies such as the mean, and measures of dispersion such as standard deviation, and measures of the relationship among the variables, such as regression analysis was used. A significant sample size of 45 employees was chosen by use of slovins formula. The sample elements were chosen by using purposive judgmental technique for the upper level of management and systematic random sampling was used for other employees and detailed analysis was done with the help of SPSS. Data was collected by use of questionnaire and after, analysis was presented in form of tables. The study established that remuneration such as money leads to improved organizational productivity. The study established that promotion expectation motivates employees to work hard and that there is a significant relationship between employee motivation and remuneration. Further the study established that job performance level rises when training sessions are organized in an organization. The study findings established that giving employee's freedom to act lead to increased motivation. From the research findings, the study concludes that employees are provided with adequate working tools. The study concludes that good working environment motivates employees to give their best and that good working environment creates team work and good customer service. The study recommends that the management should review employee remuneration so as to influence organizational productivity. The study recommends that management should provide employees with continuous trainings so as to improve organizational productivity. The study recommends that the management should accord employees enough space to innovate and think freely so as to improve employee and organizational performance.

Key Words: Remuneration, working conditions, Training, Job security, Organizational productivity.

1. INTRODUCTION

The term motivation is derived from the Latin word 'movere' which means to move (Baron, Henley, & McCarthy, 2012). Certo (2016) describes motivation as giving people incentives that cause them to act in desired ways. Motivation has also been described as the process of arousing and sustaining goal-directed behavior (Nelson, 2013). It is commonly agreed that there are two types of motivation, namely extrinsic and intrinsic. Intrinsic motivation is that behavior which an individual produces because of the pleasant experiences associated with the behavior itself (Mosley, Pietri, & Mosley, 2012). They stem from motivation that is characteristic of the job itself. Examples are receiving positive recognition, appreciation, a sense of achievement and meeting the challenge. According to Beer and (Beer & Walton, 2014), intrinsic rewards accrue from performing the task itself, and may include the satisfaction of accomplishment or a sense of influence. Mosley, Pietri, and Mosley, (2012) describe extrinsic motivation as the behavior performed, not for its own sake, but for the consequences associated with it. Examples include salary, benefits and working conditions. Extrinsic rewards come from the organization as money, perquisites or promotions from supervisors and co-workers as recognition (Beer & Walton, 2014). Employees are motivated by a combination of both factors at any given point in time (Riggio, 2014).

Globalization is being experienced by most of the organizations in Kenya. Neeraj (2014) states that the opportunities and challenges of leadership and management are significantly different from that of the past and in particular, the last decade. Industrial psychologists and management practitioners have long been interested in searching for factors which influence motivation and productivity (Chung, 2013). According to (Stanley, 2012), in today's marketplace, where companies seek a competitive edge, motivation is key for talent retention and performance. No matter the economic environment, the goal is to create a workplace that is engaging and motivating, where employees want to stay, grow and contribute their knowledge, experience and expertise. (Chung, 2013) Continues to state that in an effort to find the determinants of motivation and performance in industry, industrial psychologists and management practitioners have long been interested in searching for factors which influence motivation and productivity (Chung, 2013). According to (Stanley, 2012), in today's market place, where companies seek a competitive edge, motivation is key for talent retention and performance. No matter the economic environment, the goal is to create a workplace that is engaging and motivating, where employees want to stay, grow and contribute their knowledge, experience and expertise (Chung, 2013) continuous to state that in an effort to find the determinants of motivation and performance in industry, industrial psychologists and managerial practitioners have been developed a variety of theories of (and approaches to) human motivation. Many psychologists have developed motivational theories in terms of human needs or motives, while most management scholars have developed managerial theories in terms of incentives or inducements (Riggio, 2014). Traditionally, the study of job performance has been based on two somewhat independent assumptions: that performance can be understood in terms of the individual's ability to perform the tasks, and that performance depends solely upon the level of motivation (Chung, 2013). Motivation is generally defined as the psychological forces that determine the direction of a person's level of effort, as well as a person's persistence in the face of obstacles (Stanley, 2012).

The responsibility for motivation is three-fold: it falls on the senior leadership, the direct manager and the employee (Bhuvanaiah & Raya, 2015). Numerous factors are involved, from trust, engagement and values (individual and organizational) to job satisfaction, achievement, acknowledgement and rewards. Motivation is essential for working autonomously, as well as for collaboration and effective teamwork (Stanley, 2012). Motivating employees for better performance encompasses these critical factors: employee engagement, organizational vision and values, management acknowledgment and appreciation of work well done, and overall authenticity of leadership (Neeraj, 2014). Performance appraisal is one of the most important human resources (HR) practice, administered in organizations by which supervisors evaluate the performance of subordinates (Neeraj, 2014). Aguinis (2012) implies that the focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee; it aims to measure what an employee does. Performance appraisal is generally regarded as one of the most crucial human resource management functions (Judge & Ferris, 2013), furthermore; a competent performance appraisal and management system is an indispensable part of an organizations human resource management adequacies. Employee reactions to appraisal in terms of perceived employee fairness, accuracy, and satisfaction are important components of appraisal effectiveness because these perceived employee reactions can motivate employees to improve their performance (Taylor, 2004). That is, performance appraisal serves as a means for providing feedback that can result in improved performance.

Research in performance appraisal has demonstrated that performance appraisal characteristics (such as appraisal purpose and source) can elicit positive employee reactions to performance appraisal and, which in turn, can motivate employees to improve their performance. Therefore, by focusing the attention on performance, performance appraisal goes to the heart of personnel management and sets out different objectives which are directly responsible for the Career development of employees and continued growth and development of the organizations (Selvarajan & Cloninger, 2016). Employee turnover is a universal problem that all organizations around the world face (Stanley, 2012). One of the factors that contribute to high employee turnover is de-motivation (Mosley, Pietri, & Mosley, 2012). There is a growing consensus among managers and leaders about the significance of combining effective motivation incentives to encourage good performance (Cole & Kelly, 2011). In order for organizations to meet their objectives, they must have a workforce that is motivated and works towards achieving the said objectives (Steers & Porter, 2012).

Motivating employees is a challenge and keeping employees motivated an even greater challenge (Levy, 2013). Today, organizations are under intense pressure to identify and implement programs that will prove effective in improving employee productivity (Deci, 2013). It is no longer enough to increase salaries and expect increased performance; it is more complex than that (George & Jones, 2013). Employee motivation affects productivity and a poorly motivated labor force will be costly to the organization in terms of lower productivity and performance, excessive staff turnover, increased expenses, frequent absenteeism and a negative effect on the morale of colleagues (Jobber & Lee, 2014). It is a well-known fact that the success of an organization largely depends on the quality of its human resource, irrespective of the industry within which it operates (Deci, 2013). It is with this in mind that leaders and managers must strive to ensure that their workforce is motivated and therefore productive. Motivation is seen as one of the most important factors in issues related to human resources management (HRM) and organizational behavior management (Nelson, 2013).

1.1 Statement of the Problem

In a highly competitive, global environment, organizations are constantly under pressure to retain their workforce (Deci, 2013). Highly skilled, reliable and experienced employees are a valuable asset for any organization. It is evident that highly motivated employees are more likely to have high productivity. However, according to (Certo, 2016), good performance is not as a result of motivation only, but also includes ability i.e. skills, equipment, supplies and time. Some organizations have been known to experience a high staff turnover despite offering above average salaries (Aguinis, 2012). This tells us that money is not the only way to motivate employees. Additionally, different people are motivated by different factors. It is important for managers and supervisors to understand what motivates individual employees, and not assume a one-size-fits-all approach (George & Jones, 2013).

An organization is only as strong as its workforce. Human resources need to be treated with great care, since they are a special resource that needs to be given special managerial attention and time (Storey, 2013). Therefore, studies like this are an invaluable resource in helping organizations identify and maximize on ways to motivate employees whilst mitigating employee turnover and under-performance (Steers & Porter, 2012). It is the human resource amongst other factors of production in the organization which really makes a distinction (Kreitner & Kinicki, 2016). Production is considered as satisfactory when gross commission brought in by an agent is high. It is human capability and commitment which ultimately differentiate successful organizations from those that fail (Deci, 2013).

1.2. Specific Objectives

1. To establish the effect of Remuneration on productivity of Ken Trade Network Agency Company.
2. To examine the effect of working conditions on productivity of Ken Trade Network Agency Company.
3. To determine the effect of Training on productivity of Ken Trade Network Agency Company.
4. To investigate the effect of Job security on productivity of Ken Trade Network Agency Company.

2. THEORETICAL FRAMEWORK

2.1 Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs Abraham believed that man is inherently good and argued that individuals possess a constantly growing inner drive that has great potential. The needs hierarchy system, devised by (Maslow, 2009), is commonly used scheme for classifying human motives. It involves five categories of motives arranged with lower-level needs on the bottom which must be satisfied first, before the higher-level needs come into play. Maslow starts with the idea

that people always tend to want something and what they want depends on what they already have. Maslow proposed that there are five different levels of needs people have to seek for satisfaction of their basic needs (Mullins, 2007).

People want to evaluate themselves highly and based on their achievement receive appreciation from other people. Lack of these needs may cause inferiority, helplessness and weakness, which in turn affects their work productivity. Highest level of Maslow's hierarchy of needs, is need for Self-actualization, the development of this need is based on the satisfaction at other four lower levels. It refers to the need of self-fulfillment and to the tendency to become actualized in what a person has potential. This belief served as the basis for the assumptions of McGregor's theory Y viewpoint on motivation and maturity (Hattangadi, 2015).

Tay and Diener (2011) is American psychologists who extend and reformulated Maslow's theory. As a matter of fact, his theory can be considered as a variant of Maslow's theory. However, contradictory to Maslow, his theory was developed specifically for explaining work behavior in organizational settings. Alderfer argued that the five need categories in Maslow's theory could be merged into three main categories being Existence, Relatedness, and Growth. Hence, the name of the theory (ERG) is adopted from the combination of the first letter of each need category. Although the ERG theory may seem to have much in common with the work of Maslow, his work has some substantial differences. Alderfer agreed with Maslow that when people satisfy their lower needs, they tended to move up the hierarchy from Existence needs, to Related needs, and finally to Growth needs. However, unlike Maslow's hierarchy, Alderfer argued that all different levels of needs may be activated and operated in a given person at the same time (Huczynski & David, 2013). Therefore, any category of needs can be activated without the condition of fulfilling the other needs. In other words, the individual can be motivated by his desire for money (an Existence need), interpersonal relations (a Relatedness need), and by recognition (a Growth need) simultaneously (Brooks, 2006). Accordingly, the order of the needs may differ from one person to another according to his preferences and own framework.

Overall, ERG theory can be considered as a refinement of the hierarchy need theory; it helps the management to understand its employee's behavior and to realize that their employees have a set of needs that can be satisfied simultaneously. Accordingly, they can increase employee's motivation by understanding the nature of the relationship between these needs; for example, if the management cannot satisfy the growth needs of their employees, they should redirect they efforts toward the other two need categories, then steps must be taken to fulfill the growth needs again (Samson and Daft 2002).

2.2. Herzberg Motivation/Hygiene Theory

Herzberg's motivation theory is often called the two-factor theory and focuses on those sources of motivation which are pertinent to the accomplishment of work (Herzberg, 2009). In his first steps of studying the redesigning of jobs, he looked at all the available information at the time. From this data, he decided to conduct his own study which involved two-hundred accountants and engineers. From his study he found that the subjects he surveyed described satisfying events at work in terms of factors that were connected to the job itself (Kothari & Gaurav, 2014). He believed that the mental health of an employee is directly related to performing meaningful work ("Motivation Theories"). Herzberg concluded that job satisfaction and dissatisfaction were the products of two separate factors: motivation factors (satisfiers) and hygiene factors (dissatisfiers).

One of Herzberg's leading arguments was "for an employee to be truly motivated, the employee's job has to be fully enriched and have the opportunity for achievement and recognition, stimulation, responsibility, and advancement" (Kothari & Gaurav, 2014). Herzberg found that for the employee to be motivated they must feel personally responsible for the products produced from the job (Kelli, 2012). This will have them working harder to achieve their own personal goals, as well as the goals of the organization. The employee also needs to feel like the working that they are doing is meaningful and enriching. In order to do this and to make address the different types of factors, a manager might want to consider the following factors.

Motivators, or satisfiers, are those factors that cause feelings of satisfaction at work. These factors motivate by changing the nature of the work. They challenge a person to develop their talents and fulfill their potential. For example, adding responsibility to work and providing learning opportunities to a person to work at a higher level can lead to a positive performance growth in every task a person is expected to do if possible poor results are related to boredom of the task they are supposed to accomplish. Motivators are those that come from intrinsic feelings. In addition to responsibility and learning opportunities also recognition, achievement, advancement and growth are motivation factors. These factors don't dissatisfy if they are not present by giving value to these, satisfaction level of employees is most probably going to grow (Bogardus, 2009). When hygiene factors are maintained, dissatisfaction can be avoided. When, on the other hand, dissatisfaction is most probable to occur, motivation can't take place.

Hygiene factors, or dissatisfies, are those that the employee expects to be in good condition. As motivators are those that at present cause satisfaction, hygiene factors are those that don't cause satisfaction but if they are lacking, it causes job dissatisfaction. Salaries or wages must be equivalent to those salaries that other people in the same industry or geographical area get. The status of the person must be recognized and maintained. Employees must feel that their job is as secured as it is possible in the current economic situation. The working conditions should be clean, sufficiently lit and safe in other way. Sufficient amount of fringe benefits like health, pension and child care must be provided and compensation in general equivalent to the amount of work done. Policies and administrative practices such as flex hours, dress code, vacation schedules and other scheduling affect workers should be run efficiently. These factors relate to the content of the work and if they are in proper form, it tends to eliminate job dissatisfaction (Ellis, 2005). The main finding of Herzberg is that the opposite of satisfaction is not dissatisfaction but no satisfaction (Sanni & Salanova, 2010).

2.3. Victor Vroom's Expectancy Theory

Expectancy Theory is also known as the Valence-Instrumental-Expectancy Theory. Although there are a number of theories found with this general title, they all have their roots in Victor Vroom's 1964 work on motivation. Vroom's theory assumes that behavior results from conscious choices among alternatives whose purpose is to maximize pleasure and minimize pain. The key elements to this theory are referred to as Expectancy (E), Instrumental (I), and Valence (V).

Vroom's theory suggests that the individual will consider the outcomes associated with various levels of performance (from an entire spectrum of performance possibilities), and elect to pursue the level that generates the greatest reward for him or her. Expectancy "What's the probability that, if I work very hard, I'll be able to do a good job?" Expectancy refers to the strength of a person's belief about whether or not a particular job performance is attainable (Kothari & Gaurav, 2014). This theory thus emphasizes on payoffs, or rewards. As employees have to believe than the rewards the organization is offering align with their wants. It is a theory based on self-interest, that is, each individual seeks to maximize his or her expected satisfaction. A major concern here therefore is the attractiveness of the reward; hence there is need for knowledge and understanding of what value the individuals put on organizational payoffs so that employees can be rewarded with the things they positively value (Kothari & Gaurav, 2014).

2.4 Conceptual Framework

A conceptual framework is a logically developed and elaborated network of interrelationships among variables integral in the dynamics of a situation being investigated. It explains the theory underlying these relationships, also a diagrammatical representation that shows the relationship between dependent variable and independent variables (Mugenda and Mugenda, 2012).

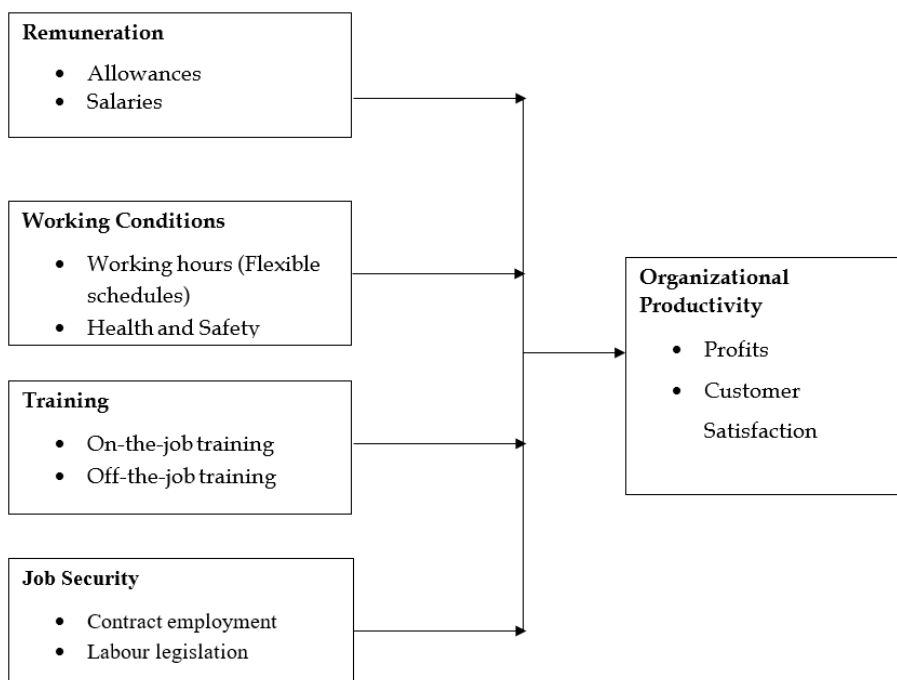


Figure 1: Conceptual Framework

3. RESEARCH METHODOLOGY

3.1 Research Design

The study adopted a descriptive approach. Use of descriptive statistics was applied because of its capability to summarize large quantities of data using understood measures in form of graphical and numerical techniques (Burns, 2010). Descriptive studies are said to be a type of survey design that can give specific or group characteristics for a sampled population (Kothari, 2012). It determines the frequency with which something occurs or its association or correlation with something else. It also minimizes bias and maximizes reliability of the evidence collected if designed within precise objectives and on relevant data. The study population comprised of all the employees of Ken Trade Network Agency Company Mombasa Branch who are 45 in number. The target population was derived from the employees in Mombasa Branch (45) as follows; top management 5, middle Management 15, and Lower Management 25. The sampling technique that was used was convenient sampling. According to Mugo (2010), a convenient sample results when the more convenient units were chosen from a population for observation. The study population was segmented into three groups: Top Management, Middle Management and Lower Management. This ensured representation across the various departments.

4. RESEARCH FINDINGS AND DISCUSSIONS

A simple bivariate correlation of the variables is exhibited in Table 4.9. This table provides the Pearson's correlation coefficient for the selected variables. The highest correlation coefficient is 0.477 which indicates that multicollinearity between variables does not exist. The reason being that social science researchers normally used bivariate correlation higher than 0.80 as a benchmark for identifying multicollinearity between variables.

Table 1: Correlation Matrix

		Remuneration	Working conditions	Training	Job security	Organizational productivity
Remuneration	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	40				
Working conditions	Pearson Correlation	.477**	1			
	Sig. (2-tailed)	.002				
	N	40	40			
Training	Pearson Correlation	.045	.497**	1		
	Sig. (2-tailed)	.003	.001			
	N	40	40	40		
Job security	Pearson Correlation	.106*	.248*	.193**	1	
	Sig. (2-tailed)	.019	.001	.017		
	N	40	40	40	40	
Organizational productivity	Pearson Correlation	.353*	.401*	.445**	.508*	1
	Sig. (2-tailed)	.025	.010	.004	.000	
	N	40	40	40	40	40

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

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

The study used Pearson correlation to identify the relationship between independent variables and depended variable. Table 4.9 indicates that there was a moderate positive correlation of ($r=0.353$, $P=0.025$) between remuneration and organizational productivity indicating that the remuneration has a moderate effect on productivity. There was also a moderate positive correlation of ($r=0.401$, $P=0.010$) between working conditions and organizational productivity. Further, there was a moderate positive correlation of ($r=0.445$, $P=0.004$) between training and organizational productivity. Finally, there was a strong positive correlation of ($r=0.508$, $P=0.000$) between job security and organizational productivity. These findings concur with Irum (2014) who stated that reward management is one of the ingredients that shall ensure high performance of organizations. Reward management system consist both extrinsic and intrinsic rewards, where former involves financial rewards (salary, bonus etc.) and the later includes non-financial rewards like recognition, security, title, promotion, praise, decision making involvement, flexible working hours, workplace comfort ability, feedback, work design and social rights.

4.2 Regression results

Findings under this section present the results on the relationship test between the dependent and independent variables. The significance of the regression model was tested at the 5% level of significance.

a) Model Summary

Table 2: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.581 ^a	.338	.283	.976

a. Predictors: (Constant), Remuneration, Working conditions, Training, Job security

According to regression results in table 4.10, the regression equation between employee motivation and organizational productivity had a moderate regression. In the model summary, the R² is 0.338 indicating that independent variables (remuneration, working conditions, training and job security) cause 33.8 percent variation in organizational productivity, while the remaining 66.2% are attributable to other factors not considered in the study.

b) Statistical Significance

This is a statistical method used to test differences between two or more means.

Table 3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.505	4	4.376	4.470	.002 ^b
	Residual	34.270	35	.979		
Total		51.775	39			

a. Dependent Variable: Organizational productivity

b. Predictors: (Constant), Remuneration, Working conditions, Training, Job security

ANOVA was used to compare the difference of means amongst the various groups (dependent and independent variables). To test the fitness of the model, a two-way ANOVA was carried out where the statistics (F (4, 35) = 4.376, P-value=0.002) was realized as shown in table 4.11 above. This implies that the model was significantly fit to be used in predicting the relationship between the study variables.

c) Regression Coefficient

This is an extension of simple linear regression. It is used to predict the value of a variable based on the value of two or more variables. The variable to predict is called the dependent variable or sometimes, the outcome, target or criterion variable.

Table 4: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	4.357	1.890		2.305	.000
	Remuneration	.140	.061	.380	2.292	.028
	Working conditions	.109	.042	.013	2.595	.000
	Training	.354	.127	.469	2.790	.008
	Job security	.461	.205	.211	2.249	.017

a. Dependent Variable: Organizational productivity

The regression equation was:

$$Y = 4.357 + 0.140X_1 + 0.109X_2 + 0.354X_3 + 0.461X_4$$

The estimates of the regression coefficients, t-statistics and the p-values for the relationship between employee motivation and organizational productivity are presented in table 4.12. These coefficients answer the regression model relating to the dependent and the independent variables. The researcher concludes that at the point where the independent variables are absent (all at zero), organizational productivity shall be at a level of 4.357. Regression results further indicate that

remuneration on organizational productivity had a positive and significant relationship ($\beta=0.140$, p-value 0.028). The findings imply that an increase in the remuneration by one unit would lead to increase in organizational productivity by a coefficient factor of 0.140. Results further indicate that working conditions had a positive and significant relationship with organizational productivity ($\beta=0.109$, p-value 0.000). The findings imply that an increase in the working conditions by one unit would lead to increase in organizational productivity by a coefficient factor of 0.133. Also, regression results show that training had a positive and significant effect on organizational productivity ($\beta=0.354$, p-value 0.008). This implies that a unit increase in training would lead to an increase in organizational productivity by a coefficient factor of 0.354. Finally, the results showed that job security had a strong positive and significant relationship with organizational productivity ($\beta=0.461$, p-value 0.017). The findings imply that an increase in job security by one unit would lead to increase in organizational productivity by a coefficient factor of 0.461. All the explanatory variables were significant at $P<0.05$.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The study concludes that organizational productivity is highly influenced by remuneration with a correlation coefficient of 0.140 and a p-value of 0.028. The study concludes that promotion expectation, bonus, allowances motivate employees to work hard and that there is a significant relationship between employee motivation and remuneration since a unit change of remuneration 0.140 results to 0.140 change in organizational productivity. From the research findings, the study concludes that employees are provided with adequate working tools. The study concludes that good working environment motivates employees to give their best and that good working environment creates team work and good customer services perform better. Finally, the study concludes that conducive and comfortable work environment leads to general good organizational productivity whereby a unit change of working conditions level (0.109) resulted to 0.109 changes in organizational productivity. The study concluded that job performance level rises when training sessions are organized in an organization since a unit change of job training 0.354 resulted to 0.354 change in organizational productivity. The study concludes that giving employees' freedom to act leads to their increase in motivation. The study also concludes that on-the-job performance increases due to attending training and training facilitates in utilizing and building new skills and current knowledge. Finally, the study concludes that job insecurity is associated with a strong relationship with tension among employees. The study concludes that insecure job setting results in depression among employees. There is a positive and direct significant correlation between job security and organizational commitment. Finally, the study concludes that job security plays an important role in both social and working life of an employee since an increase in job security by one unit would lead to increase in organizational productivity by a coefficient factor of 0.461.

5.2 Recommendations

The study recommends that:

- i) The management should review employee's remuneration so as to influence organizational productivity.
- ii) The organization should provide employees with adequate working tools. The organization should strive to make working environment as conducive as possible.
- iii) Management should provide employees with continuous trainings so as to improve organizational productivity.
- iv) Management should absorb all employees on permanent basis so as to create a sense of job security as it was established that job insecurity brings about tensions among employees. Job security of employees leads to increased loyalty to the organization hence organizational productivity.

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