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EFFECT OF EMPLOYEE MOTIVATION ON EMPLOYEE PERFORMANCE IN NON-PROFIT ORGANIZATIONS IN KENYA: A CASE STUDY OF THE FRED HOLLOWS FOUNDATION KENYA

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Abstract: **In a highly competitive and dynamic global environment, organizations are constantly under pressure to retain their workforce. Highly skilled, reliable and experienced employees are a valuable asset for any organization. The rationale for hiring of professionals and experienced personnel to work in organizations has been applied in many organizations yet employee performance in Kenya is still wanting. Hence this study examines the effect of employee motivation on employee performance in non-profit organization in Kenya: A case Study of The Fred Hollows Foundation Kenya. The specific objectives included; monetary compensation, promotions, recognition and lastly supervision on the employee performance in Non-profit organizations in Kenya. The population for this study consisted of all employees at The Fred Hollow Foundation Kenya. The total target population was 150. A total of 45 respondents was used as the sample size for the study. Descriptive survey design research design was used in this study. Primary and secondary data was used. While self-administered questionnaire and interview guide were used to collect primary data, the study reviewed the previous evaluation reports to seek the secondary data on performance. The data collected was then analyzed by both descriptive and inferential statistical tools. Being that the current study was dealing with the relationship study, the study therefore used regression model as a tool of analysis and the results generated were presented in form of tables. The results established that monetary compensation, promotion, supervision and recognition affected employee performance. The study further recommended that clear policies on compensation, promotion and recognition should be documented. The study also recommended employment of competent staff which will make work easier and encourage better performance.**

Keywords: **Employee performance, Employee recognition, Employee supervision, Promotion and Monetary compensation.**

1. INTRODUCTION

The achievement or failure of every firm fundamentally rest on the efficiency of human capital. Efficiency of human capital also relies mostly on motivation of employees in both public and private organizations. The term motivation is derived from the Latin word 'movere' which means to move (Baron, Henley, McGibbon and 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). This has made the human resource management function as one of the key in any success of organizations, since it is responsible for the maintenance of human relationships and managing the physical wellbeing of employees to enhance their productivity and efficiency at work (Lawler & Boudreau, 2018). It is argued that a motivated employee is a productive employee.

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Employee Motivation is the process through which people choose between forms of behavior in order to achieve goals (Cole, 2002). It is the guiding principle and force that pushes individuals to focus on a particular path to achieve a set goal or desire. Employee motivation is a psychological concept concerned with the intrinsic forces operating within an individual, which impel him or her to act or not to act in a particular way. A motive is a personal and internal feeling. The process of motivation is dynamic and continuous as it deals with human beings who are ever changing modifying themselves from time to time. Due to their changing nature, people must be provided with the stimulus to work because the satisfaction of one need gives rise to another. Internationally, employee motivation is recognized as one of the key functions under human resource management due to its influence on employee and organizational performance.

Statement of the Problem

In a highly competitive and dynamic 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. The rationale for hiring of professionals and experienced personnel to work in organizations has been applied in many organizations yet employee performance in Kenya is still wanting. This raises some doubts on whether high performance is pegged to the level of knowledge and experience of employees. Very central to performance management is how management establishes a high performance culture through motivation of employees. Motivated, both the individual and the teams take responsibility for the continuous improvement of business processes not on the basis of coercion or force but from the inner drive and realization that they feel the need for performance.

In this respect, employee motivation then becomes a key aspect to count in the overall organizational output. This is because employee motivation serves as a framework within which the internal employees disposition in the working environment is given meaning. Without motivation, talks on performance become irrelevant pieces of information. The individual employee working in such an environment sees no need of injecting any effort or insight to the job. In case the workers happen to offer any success in terms of performance, it is not their performance but the managers “imposed preferences”.

Non-profit organizations currently are under intensive pressure to become accountable against corporate performance criteria. End of the year statements of accounts for many organizations reflect profits or losses. The rising cases of employees unrest, cases in the industrial courts, corruption and poor service delivery is another indication that the employees are not motivated enough to perform with the interest of their employers at heart. Despite hiring qualified personnel, having the best equipment and providing a good working environment, employee performance at non-profit organizations has not improved for the last couple of years. As indicated in the end of year report, low staff morale and inadequate service delivery will be among the challenges faced by the society. Management took a number of measures to improve the situation among them staggering working hours, increasing personnel and expanding the facilities but the fruits are not as expected. Against this background, organizations performance hangs on a motivational balance, a reality that has not been understood and embraced by many organizations including Kenya. Therefore, this study was carried out with an aim of being an invaluable resource in helping organizations identify and maximize on ways to motivate employees whilst mitigating employee turnover and under-performance (Steers &Porter, 2011).

Objectives

1. To establish the effect of monetary compensation on the employee performance at The Fred Hollows Foundation Kenya.

2. To determine the effect of promotions on the employee performance at The Fred Hollows Foundation Kenya.

3. To assess the effect of recognition on the employee performance at The Fred Hollows Foundation Kenya.

4. To examine the effect of supervision on the employee performance at The Fred Hollows Foundation Kenya.

Theoretical review

Maslow’s Theory of Hierarchy of Needs

This theory is based on human needs by Abraham H Maslow, an American psychologist. Maslow, in his theory of motivation, classified human needs into five hierarchal categories; physiological needs, safety needs, social needs, esteem needs and self-actualization needs. The theory assumes human needs follow in sequence and when one need is satisfied it

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decreases in strength and the higher need dominates. Employees of Nonprofit organisations must have their lower level needs met by for example, adequate pay, safe working conditions, and job security before they are motivated by increased job responsibilities, challenging assignments and status.

According to Maslow (1964), human behavior is seen as dominated by his unsatisfied need and he is “perpetually wanting animal” for when one need is satisfied, he aspires for the next higher need. This shows that people are only motivated by unsatisfied needs and that satisfied needs have no motivational power. It gives employers a guide on the rewards that are valued by employees and how to ensure the rewards are perceived as so by the employees. Maslow’s theory positive all employees of Nonprofit Organizations regardless of the age, gender, and qualification and so on; they choose the occupation that they like to be satisfied. For maximum productivity, the management of Nonprofit Organizations must set a platform for identifying and rewarding employees at their different stages of their needs. Hence this theory has positive significant effect on monetary compensation on the employee performance in Non-profit organizations in Kenya.

Herzberg Two Factor Theory

Herzberg, Mausner and Snyderman, (2011), argued that employees are motivated by internal values rather than external values to their day to day operations. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the link in which Herzberg termed the motivators. These intrinsic variables included: advancement, growth, recognition, work itself, achievement and responsibility. On the other hand, Herzberg noted that certain factors induce dissatisfying experiences to employees and these factors largely result from non-job related variables which he termed as extrinsic variables.

Herzberg, Mausner, and Snyderman, (2011) termed these variables as hygiene factors which although do not motivate employees but, nevertheless, must be present in the workplace to make employees happy. These dissatisfiers are: salary, co-worker relationships, company administration policies, supervising or management styles and work environment (Armstrong and Taylor, 2014). According to Herzberg, Mausner, and Snyderman (2011), motivation would only occur as a result of the availability of intrinsic factors and lack of motivation means the employees would likely not stay (Samuel *et al.*, 2009).

Alternatively, where extrinsic factors do not give motivation for improved performance of the workforce, it does not mean that employees have to work and live in bad working conditions environment because this may result in reduced vigor to give their best and to achieve productivity. Indeed, unpleasant working conditions is a recipe for the workers to start deserting their workplace for another employer. Therefore, the theory is relevant to the study in that it takes into account that workforce has two categories of needs that operate at the workplace and which need to be fulfilled otherwise they will seek ways to satisfy themselves including deserting/leaving. Therefore, Nonprofit organizations need not only to address issues of intrinsic motivation but equally address issues pertaining to improvement of the work conditions including providing working equipment’s and mechanisms for improved corporate governance to enhance employee performance.

Expectancy Theory by Victor Vroom

Vroom (1964) in an influential work, focused his attention on individual behavior in the workplace. He observed the work behavior of individuals with the object of explaining the process involved as assumed that much of the observed behavior is motivated. The work behavior was the result of the preferences among possible outcomes and expectations concerning the consequences of actions (Cole, 2002). The crux behind this theory is that motivation is a product of two key variables; the valence of an outcome for the individual and the expectancy that a

particular act will be followed by a predictable outcome. Thus the basic formula motivation (force) = V x E. The force behind an employee’s performance is a product of valence and expectancy. Vroom further stated that the rewards that individuals will find attractive (those which have a high valence for the individuals) may be intrinsic or extrinsic rewards. In his opinion, the main variables affecting motivation will be; supervision, job content, wages, promotion, hours of work and the work group (Cole, 2002).

Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it. He suggests that motivation leads to efforts and the efforts combined with employees’ ability together with environment factors which interplay resulting to performance. This performance, in return leads to various outcomes, each of which has an associated value called Valence. This theory assists in identifying employees’ values and preferences, valuing rewards, and coming up with rewards that can be tied to performance. It also guides Nonprofit organizations management on how to redesign job to incorporate rewards sought by employees.

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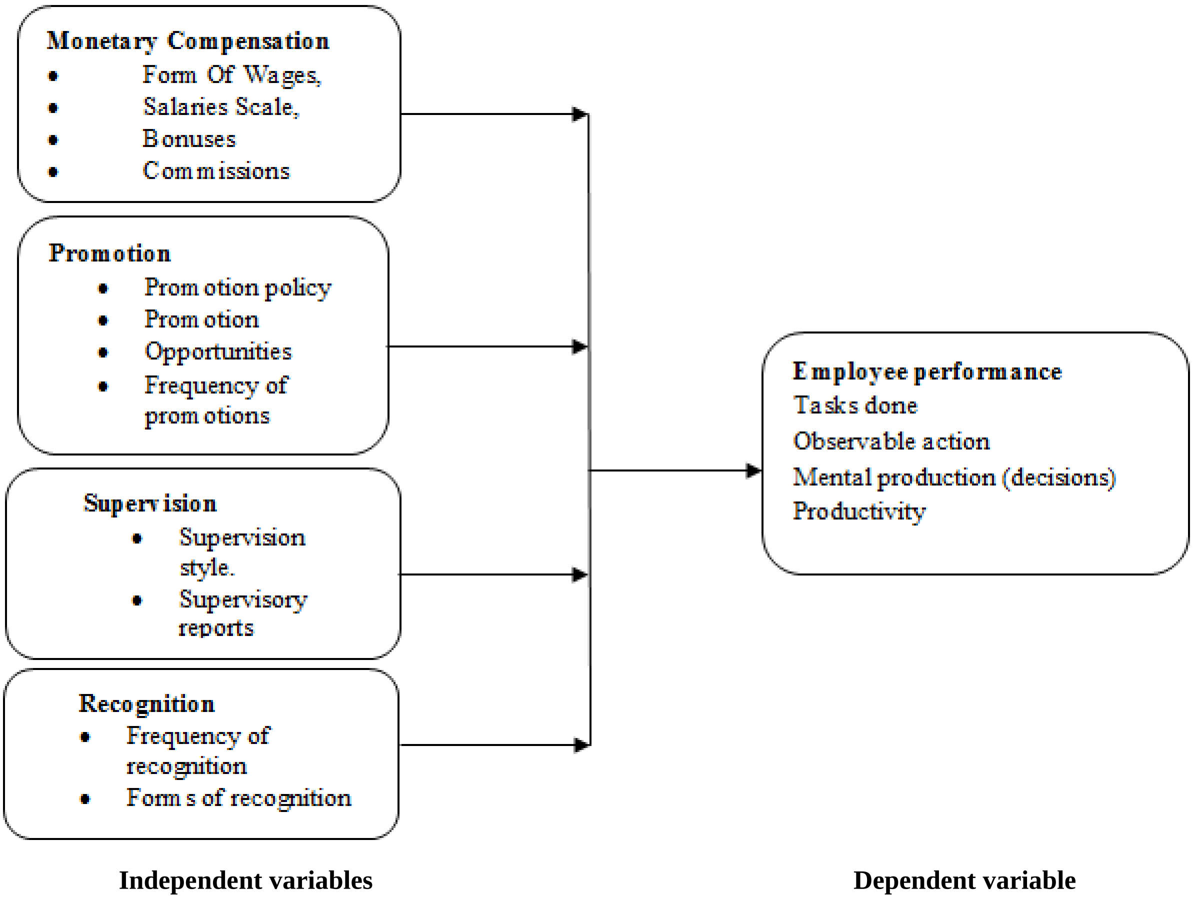
Goal Setting Theory

Latham and Locke (2002), states that motivation and performance are higher when individuals set specific goals, when goals are difficult but accepted and when there is feedback on performance. Locke (1994) argued that difficult specific goals lead to significantly higher performance than easy goals, no goals or even the setting of an abstract goal such as telling employees to do their best. The goal theory suggests that the joint setting of objectives, feedback and involvement, which are all part of a managerial approach, can improve motivation. The theory places particular emphasis on goal-setting behavior and stipulates that the goals need to be clear, specific and achievable if they are to motivate. Nagyms (2002) argued that employees are motivated if they are aware of what needs to be done in achieving a specific goal, irrespective of the difficulties they might encounter in doing so. This theory lies at the center of performance based motivation programme which are effectively applied in human resource management in form of management by objectives (MBO) technique that harbors employee involvement in goal setting, decision making and feedback. Robbins (2006) states employees will perform better if they get continuous feedback in terms of how well they are progressing towards their goals. Employees granted the opportunity to be involved in the preparation of their own goals would be more committed in achieving such goals.

Ngo board of Kenya should set an enabling environment so that employee's needs are met. They should also ensure that employees participate in goal setting and they should not be too rigid or difficult to achieve. Employees expect to be given feedback to be able to know their progress.

2. CONCEPTUAL FRAMEWORK

A conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of inquiry and used to structure a subsequent presentation (Myers, 2013). A conceptual framework shows the relationship between the independent variables and the dependent variable below. The independent variables of the study will be monetary compensation, promotions recognition and supervision. The dependent variable of the study will be performance of employees. The researcher strongly believes that the independent variables can have a significant effect on the dependent variable. A conceptualization of the relationship between the independent variables and the dependent variable is illustrated in figure below



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3. RESEARCH METHODOLOGY

A case study research design was used in this study. The choice of this design is appropriate since it allows an in-depth understanding of the behavior pattern of the concerned unit. It is also forms a framework that guides the collection and analysis of data. A target population is that population to which a researcher wants to generalize the findings of the study. The study targeted 150 employees in the categories of top management, middle level management and low level management staffs at Fred Hollows Foundation Kenya. The target sample was 30% of the population. According to (Mugenda and Mugenda 1999) and (Kothari, 2004) a sample size of 10% to 30% of target population is adequate for a descriptive study research. The target sample was 45 respondents. Stratified random sampling technique was used to determine the sample size. This method was preferred because; the population that was sampled was divided into homogenous groups based on characteristics considered important to the indicators being measured. A survey questionnaire was developed to measure variables. Questionnaires were used to collect data from the respondents. Questionnaires were preferred for the study as they have advantages over other instruments on that they can seek for large amounts of data. The study did utilize stratified sampling in the selection of the sample. Employees at The Fred Hollows Foundation Kenya were clustered into three strata. The strata was based on three broad employee categories in the organization; Top management, middle management and low level management. Simple random sampling was applied to select individuals in the respective strata. Data was gathered and organized for manipulation through SPSS Version 22. Quantitative and qualitative methods were employed for data analysis. A linear regression model was used to indicate the extent to which each independent variable affected employee performance at The Fred Hollows Foundation Kenya. The model is as shown below;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \mathcal{E}$$

Where Y represents employee performance and is the dependent variable, β_0 is a constant term, β_1 is the better coefficients, X_1- monetary compensation, X_2-promotion X_3-recognition and X_4- supervision and $\mathcal{E}$ is the error term.

4. DATA ANALYSIS AND PRESENTATIONS

Normality Test

Skewness and kurtosis statistic has been considered testing the normality in the study based on Myoung (2008) suggestions. The skewness value for a normal distribution is zero, which reflects symmetric distribution, at the same time Kurtosis is a measure of the peakness of a distribution. West et al. (1996) indicated a substantial departure from normality as an absolute skewness value which is greater than 2 and an absolute kurtosis value greater than 7. Unlike West et al (1996), in this research study the provision by Myoung (2008) who expressed that in a rule of thumb a variable is reasonably close to normal if its skewness and kurtosis have values between -1.0 and + 1.0. The results presented in table 4.1 shows that monetary compensation had a skewness coefficient of 0.745 and its kurtosis coefficient being 0.295. Based on these it was concluded that monetary compensation, promotion, supervision, recognition and employee performance were normally distributed.

Table 4.1: Normality test

Variables	Monetary Compensation	Promotion	Supervision	Recognition	Employee Performance
Mean	3.97	4.16	4.17	3.98	4.22
Std. Error of Mean	.081	.059	.077	.080	.084
Std. Deviation	.648	.473	.612	.644	.669
Variance	.420	.224	.375	.414	.447
Skewness	-.745	-1.516	-1.688	-1.179	-2.038
Std. Error of Skewness	.299	.299	.299	.299	.299
Kurtosis	-.295	3.210	2.015	1.369	4.026
Std. Error of Kurtosis	.590	.590	.590	.590	.590

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Correlations Analysis

The correlation coefficient is a measure of linear association between two variables. Values of the correlation coefficient are always between -1 and +1. A correlation coefficient of +1 shows that two variables are positively and perfectly related in linear form and also that a correlation coefficient of -1 provides that two variables are perfectly related in a negative linear form but a correlation coefficient of 0 shows that there is no linear relationship between the two variables. A correlation coefficient of between 0.0 and 0.19 is considered to be “very weak”, between 0.20 and 0.39 is considered to be “weak”, between 0.40 and 0.59 is considered to be “moderate”, between 0.60 and 0.79 is considered to be “strong” and between 0.80 and 1.0 is considered to be “very strong”. The researcher carried out correlation analysis between the variables of the study using Pearson product-moment correlation coefficient. Correlation Coefficient was used to test whether there existed interdependency between independent variables and also whether the independent variables were related to the dependent variable (employee performance). The findings show that all the independent variables had a positive and significant correlation with employee performance. Monetary compensation (r=1, p-value=0.000), promotion (1=0.694, p-value=0.000), supervision (r=-0.561, p-value=0.000), recognition(r=0.774, p=0.00) had a positive and significant correlation.

Table 4.2: Correlation analysis

		Monetary compensation	Promotion	Supervision	Recognition	Employee performance
Monetary compensation	Pearson Correlation	1	.694**	.561**	.774**	.729**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	40	40	40	40	40
Promotion	Pearson Correlation	.694**	1	.884**	.759**	.963**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	40	40	40	40	40
Supervision	Pearson Correlation	.561**	.884**	1	.670**	.860**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	40	40	40	40	40
Recognition	Pearson Correlation	.774**	.759**	.670**	1	.819**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	40	40	40	40	40
Employee performance	Pearson Correlation	.729**	.963**	.860**	.819**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	40	40	40	40	40

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

Multivariate Regression Analysis

This section presents the results on the combined effects of all the independent variables which are monetary compensation, promotion, supervision and recognition on the dependent variable that is employee performance. A multiple linear regression model was used to test the significance of the effect of the independent variables on the dependent variable. Therefore the overall model for the study was; $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_{4+} e$ where:

Y = employee performance

X_1 = monetary compensation

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X_2 = promotion

X_3 = supervision

X_4 = recognition

Table 4.3 shows the analysis of the fitness of the model used in the study. The results indicate that the overall model was satisfactory as it is supported by coefficient of determination also known as the R-square of 0.705. This means that all the independent variables explain 70.5% of the variations in the dependent variable.

Table 4.3: Overall model fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.840[a]	.705	.370	.531	.476

a. Predictors: (Constant), Recognition, Promotion, monetary compensation, Supervision

b. Dependent Variable: Employee Performance

Table 4.4 provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant. This was supported by an F statistic of 10.259 and the reported p value (0.000) which was in conformance with the conventional probability of 0.05 significance level. These results suggest that the independent variables are good predictors of employee performance.

Table 4.4: Analysis of variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	62.496	4	15.624	156.066	.000[b]
1	Residual	3.504	35	.100		
	Total	66.000	39			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Recognition, Promotion, monetary compensation, Supervision

Regression of coefficients results in Table 4.5 shows that there is a positive and significant relationship between employee performance (dependent variable) and Recognition, Promotion, monetary compensation, Supervision: (explanatory variables). From the finding, the overall model obtained is expressed as:

$Y=0.462+0.174X_1+ 0.807X_2+0.010X_{3+}-083X_4$

These were supported by beta coefficients of 0.169, 0.571, 0.009 and -0.080 respectively. This result shows that a change in either of the variables will definitely lead to a positive change in employee performance.

Table 4.5: Overall regression model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.462	.889		.520	.605		
Monetary compensation	.174	.106	.169	1.643	.106	.946	1.057
Promotion	.807	.146	.571	5.523	.000	.935	1.069
Supervision	.010	.115	.009	.084	.933	.897	1.115
Recognition	-.083	.110	-.080	-.756	.453	.895	1.117

a. Dependent Variable: Employee Performance

5. CONCLUSION

The study findings from the interpretations and analysis made several conclusions on the study variable which included; monetary compensation, promotion, supervision and recognition. The results establishes the real issues on these variables and conclude that monetary compensation, promotion, supervision and recognition affected employee performance and thus employee motivation affected employee performance; the conclusion from individual variables is as follows;

The study concluded that monetary compensation affected employee performance and that such compensations as bonuses, salary and overtime payment need to be in agreement with the employment terms. On the eve of employment all these need to provide for in order to avoid conflicts when such demand issues are raised when necessary or failure to remit such on time. Remuneration is the first and foremost employee motivation factor that ought to be considered by employers before proceeding to look at other things surrounding employee motivation. Engage employees on reasonable amount of pay to enable them perform their job. As the study concludes on employee compensation, it should be noted that the results are consistent with other findings and may slightly deviate from other findings due to other factors such as the scope and organization of the study and also the variables included.

The study however concludes that promotion relatively affected employee performance and this could have been so due to the nature of the organization and what promotion would bring forth. Some people are comfortable doing their jobs and do not care whether they are promoted or not, it should be known that promotion is necessary for employees as to enable others rise in the ranks of the organization and also that clear policies and documentation should be made available to avoid conflicts of the same.

Supervision which was the third variable has been conceived to affect employee performance to a large extent and that should be carefully dealt with in order to maintain the performance on the core objectives of the organization. Supervisors should be skilled in their supervision to create harmonious relationship with their workmates and should know they are all employees with significant efforts in the organization, the past researchers in this area have also commented on supervision and that it positively play an important role in employee performance which is reflected on organizational performance.

The study ends by making a justifiable conclusion on employee recognition, and that it affected employee performance, recognizing employees makes them feel that they are part of the organization and will contribute positively towards the organization and influence performance.

Therefore employee motivation affects employee performance under the variable monetary compensation, promotion, supervision and recognition.

6. RECOMMENDATIONS

After making several conclusions from the study I wish to make the following recommendations for each and every variable;

The study proposes that in order to improve performance employees need to be paid well and reasonable amount of salary; and that all these should be disclosed by the employer at the point of entry into the organization, the employees should be made aware of the packages and the terms of employment should be clear to avoid conflicts. Monetary compensation ought to consider the nature of the job such as risks involved, the economic status of the company and the economic trends in the environment in which the organization operates. The policies regarding monetary compensation should be documented and known to all employees and key stakeholders of the organization.

The study also recommends that promotion should be pegged purely on performance so as to improve the overall performance of all employees in the organization and such promotion should be in organizational policies, thus priority should be given to people with ideas to take organization far in the competitive environment.

The study recommends that supervision is necessary to guide employees especially those new to the organization and just to keep employees on toes, it should be done to some extent leaving the employees with sometime to think for themselves and out of this some may end up coming up with new innovative ideas that can help the organizations prosper.

Recognizing employees should include development and training those involved in order to learn new tricks in the job market and perform better. Therefore for an organization to influence employee performance through recognition it has to be a powerful recognition, recognition schemes ought to be placed by the organization.

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