

Effects of Employee Motivation on Organizational Performance among Part – Time Lecturers in Selected Private Universities Kisumu County

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Abstract: Motivation is an integral role in all organizations, whether private or public. In order for an organization to achieve its objectives, they must motivate their employees to work towards them. The purpose of this study was to establish the effect of employee motivation on organizational performance among part-time lecturers in selected private universities. The study was guided by the following objectives: To examine the effect of employee job satisfaction on organizational performance among the part-time lecturers in selected private universities. The study adopted Abraham Maslow’s hierarchy of needs which falls under content theory and Equity theory which falls under process theory. Descriptive survey research design was adopted. The target population comprised of all part time lecturers of GLUK University and Mount Kenya University a total of 140. The census technique was used in order to capture the entire population, since the target population was small. The study used questionnaire to interview the respondents, while Statistical Package for Social Science (SPSS) was employed to analyze the data gathered from the field. Multiple regression analysis and ANOVA was used to test the significant level of one variable over the others. The results of the study showed that the employee job satisfaction has a significant effect on organizational performance in the selected universities. The study recommends that the institutions should recognize the employees’ contributions and rewards them for high performance by the use of non-monetary rewards like recognition. The study also recommends that the institutions should make their pay competitive compared to other organizations in the same industry to enhance employee motivation. The study recommends that the institutions should also improve on work environment which leads to increase level of employee retention which can help the organization have more experienced employees. The study will be of significant to the management of the GLUK University and MKU to enable them identify which motivational techniques are preferred by the part time lecturers. The study will also be beneficial to future researchers and scholars who may wish to conduct related research studied on the issues at stake as it will be a reference material for them. The study focused on the effects of employee motivation on organization performance among part timers in selected private universities.

Keywords: Job Satisfaction, Employee Motivation.

1. INTRODUCTION

Every organization desires to be successful, even in the current environment which is highly competitive. The term motivation is derived from the Latin word ‘movere’ meaning to move, influence, affect, and excite (Baron, Henly, 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). According to Re’em (2011) organization regardless of the size and market of the company, strive to motivate their best employees, acknowledging their important role and influence on organizational effectiveness (Dobre,

2013). In order to encourage productivity, organizations should create a strong and positive relationship with its employees and direct them towards task fulfillment (Albeit, 2015). The need for achievement always results in a desire to do extra effort to have something done better and have the desire for success. The job of a manager in the workplace is to get things done through employees. To do this the manager should be able to motivate employees. But that is easier said than done (Dinler, 2008). Managers have to understand what will help motivate their employees. Among all the roles of a manager, motivating employees is uncertainly very complicated. Today, human resources are considered to be the most important resources of an organization. Employee motivation is compulsory for getting efficiency. Nevertheless, just few organizations consider human capital as being their main asset, capable of leading them to success or if not managed properly to decline. This implies that, if employees are not satisfied with their jobs and not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success.

Performance of the 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 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). Although some of these activities may seem harmless, they may result in a loss of effectiveness and efficiency that may be required to meet targets and goals the organization intends to achieve Asim, (2013). Increasing competition forces organization to have highly skilled, motivated and loyal employees who work for the success of the organization. The only way to get people to work hard is to motivate them. Every individual in an organization is motivated by some different way and it is therefore important for managers to understand what really motivates employees and that cannot be achieved by simply asking them Dobre, (2013). Uzonna (2013) stated that, to understand motivation, one must understand human nature itself, and that is where the problem of motivation lies. He states that human nature can be very simple, yet complex too, and that an understanding and appreciation of this is a prerequisite to effective employee motivation in the workplace and therefore effective management and leadership. Uzona (2013) adds by stating that it has therefore been taken upon by organization to come up with ways of motivating employees if they are to get the best performance out of them and ultimately that of the organization as a whole. According to Yang (2008), the motivational techniques implemented by organizations vary and can include team building, training, enhanced communication, targets, rewards and incentives, job enrichment, quality of working life programs, encouraging participation, job rotation, promotions, freedom (autonomy), job security, recognitions among others.

According to Shanks (2012), motivation is an individual concept that can be described using three main pillars of motivation: arousal, referring to the drive or energy that ignites behavior, direction, which has to do with the type of behavior that is exerted and whether it is in line with organization goal; and persistence which deals with the lastingness of behavior. As a result different employees will be motivated by different things and it is therefore important for managers to understand what really motivate employees. A research conducted in U.S.A concluded that employee motivation had a positive influence on hospital patients' experience (Pelter and Dahl, 2009). A positive relation of employee motivation has been established on customer satisfaction in airline industry of Pakistan (Ahmad, Wasay and Malik, 2012). Still the Banking sector of Pakistan seem to have adopted the advice of Mr. Stew Leonard whose role number 1 is that customer is always right and role number 2 is that even if the customer is wrong, reread role number 1. (Kotler, Armstrong, Agnihontri and Ehsan-ul-Hq, 2010). Organizations worldwide have been following these rules and banks in Pakistan are no exception to it. The significance of employee motivation and their influence on organizational performance have largely been ignored in the operations Management literature (Boudreau, 2004). Several studies conducted globally in this field have shown a positive impact of employee motivation on organization performance. Studies using data collected in the United Kingdom also attest to the role of non-financial incentives in motivating employees to high productivity. In a 2009 McKensey Quarterly survey, 1047 executives, managers and employees from a range of sectors in the United Kingdom (Vrancic, 2010). Another study conducted by Singh, P., Bhandarker, A. & Rai, S. (2012) sought to study the expectations and priorities of young employees. They found that this category of workers rated opportunities for career advancement as the most desirable work related attribute followed by good people to relate to and opportunities for good training and development. According to these researchers, surprisingly, pay, benefits and job

security were ranked in the middle behind career advancement. In Pakistan, Tausif (2012, as cited in Haider, et al., 2015) conducted a survey among public school teachers and found that non-financial rewards were essential in developing employees' job satisfaction and motivation. Bull (2015) conducted a study and concluded that challenging jobs are enhanced employee job satisfaction. Finally, several universities and technology related institutions in the United States like Massachusetts Institute of Technology (MIT), University of Washington and University of California have designed, implemented and maintained employee recognition programmes to encourage hard work and productivity in the workplace.

The work done by Banjoko, S.A. (2010) showed that employees who received individual incentives performed better than those who did not received, workers exhibited productive work behavior when rewards were made contingent upon performance. This was in line with equity theory which emphasizes the fairness in the remuneration package leads to produce higher performance from workers. The work of Akerele (2011) can also be said to have agreed with the findings which supported equity theory. He observed that poor remuneration in relation to profits made by organization, wage differentials between high and low income earners among other things contribute to low morale, lack of commitment and low productivity. The finding of Egwurudi (2008) did not confirm that low income workers were intrinsically motivated. Based on these findings, it can be said that it is pertinent for employers of labour to know the kind of rewards that they can use to influence their employees to perform well on a job. In other the relevance of motivational factors depends not only on its ability to meet the needs of the employees, but also that of the organization as well. In another study, Sajuyigbe, A.S., Clawoye, B.O & Adeyemi, M.A. (2013) collected data from 100 employees of selected manufacturing companies in Ibadan, Nigeria and concluded that pay, performance bonus, recognition and praise were significantly related to organizational performance, supporting Herzberg's motivation hygiene theory. Another study by Beran (2005) confirmed that majority of companies have in place one form of non-financial rewards or the other especially employee recognition and that the policy enhanced productivity. In another study, Rose (1998) discovered that the respondent companies that prefer non-financial rewards are those that rely on high level of customer contact.

In Kenya, Gichunge & Musungu (2010) found that there is a direct relationship between motivation and employees' productivity in the Kenya Construction Industry. Njoroge (2011) also found a positive effect of motivational techniques such as good performance appraisals, training and enhanced job security on performance of employees in Kenya government ministries. Albeit (2015) found that reward systems such as stock options, profit sharing, pay were the most popular and had a positive effect on the performance of employees at Victoria Commercial Bank of Kenya. Mulwa F.W (2003) conducted a study on employee performance in public audit institutions in Kenya. He explains the various motivational theories like Abraham Maslow's hierarchy of needs, Herzberg's two factor theories and the equity theory of Adams. The review shows that motivation is key for the productivity, profitability and sustainability of every institution as the employees are the engine of the organization. That motivation is not a one off undertaking rather it's a continuous undertaking by management as long as the organization does exist. It is the responsibility of the management to continually work on employee motivation for sustainability of the organization. Motivation refers to the process by which a person's efforts are energized directed and sustained towards attaining a goal; (Robbins, Coulter and Vohra, 2010). Therefore, employee motivation may simply be defined as the level of energy, commitment and creativity that the organizations workers employ in performing their jobs and duties in order to achieve organization's goals and objectives. Employee motivation is always a challenging task for organization, because it is not precisely known what motivates the employee. A Gallop poll indicates that as high as 73% of the US employee doesn't feel excited and motivated about their jobs (Robbins, Coulter and Vohra, 2010). A factor may be motivating for some employees and may not be motivating for others. It is for this reason that organizations are still making their attempts to understand and explain employee motivation by aligning employee's personal interest along with organizations interest and provide a conducive work environment. Motivated employee exhibit better results as compared with those employees who are not motivated (Ahmad, Wasay and Malk, 2012).

Employee motivation is highly important for every organization due to the benefits that it brings to the organization. Among the benefits of employee motivation include: increased employee commitment – when employees are motivated to work, they will generally put their best effort in the tasks that are assigned to them. Another benefit of employee motivation is improved employee satisfaction meaning employee satisfaction is important for every organization because this can lead towards a positive growth for the organization. Improved employee efficiency is another benefit of having a workforce that is motivated; an employee's efficiency level is not only based on their abilities or qualifications. For the

organization to get the very best results, an employee needs to have a good balance between the ability to perform to task and willingness to want to perform the task. The balance can lead to an increase of productivity and an improvement in efficiency.

Contented workers give the firms a good reputation making it easier to recruit the best workers, an organization with good perks and good reputation is an organization that people will want to identify with. Motivated employees are also likely to improve product quality or customer service. There will be lower levels of absenteeism as the employee are contented with their working lives, lower levels of staff turnover, higher level of staff retention, Another benefit of a motivated workforce is promoting an open and honest culture in the organization by encouraging the employees to speak out any concerns they have and by management being able to put their ideas forward valuing their opinion. However, there has been challenges of demoralization, discrimination, job stress, inaccuracies, ineffectiveness, high employee turnover, lack of employee training, lack of cohesiveness, failing to focus on customer experience, not delivering according to customer expectation, time wastage, loss of existing customer, loss of future customers, ignorance, customer dissatisfaction, and even low returns on investment among others. Therefore the study sought to examine the effect of employee job satisfaction on organizational performance among the part-timers in selected private universities in Kisumu County.

2. EFFECT OF EMPLOYEE JOB SATISFACTION ON ORGANIZATIONAL PERFORMANCE

Job satisfaction can be defined as psychological state of how an individual feels towards work, in other words, it is people feelings and attitude about variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. The elements of job satisfactions are related to pay, promotion, benefits, work nature, supervision and relationship with colleagues Mosadeghard, (2003). Employees' satisfaction is considered as all-round module of an organization human resource strategies. Boamah, Read, &Laschinger (2017) said that job satisfaction is a kind of commitment factor which is related with business effectiveness. Laschinger (2017) also said that the elevated level of job satisfaction contributes to low level of employee turnover that help organization become profitable and get outstanding reputation. Employee dissatisfaction resulting from poor workplace environment can also lead to a decrease in productivity leading to poor organization performance Chandraseker, (2011). Employee performance is the degree of accomplishment of tasks assigned to a person in his job (TahirSulman, 2006). Performance is defined as activities that are normally part of a person's occupation and activities and must do so Zakerford,(2009). A person's potency and desire are key factors in the performance and productivity of the individual. That is, to what extent the person has the ability (Knowledge, skills, expertise and competence) to do the work and to what extent, desire (motivation, interest, commitment and trust) to do the work (Keshtkar and Ghazanfari, 2017).

Job satisfaction is a positive feeling about the work resulting from an evaluation of the character of characteristics Robbins, Stephen and Timothy (2017). A person with a high level of job satisfaction means having a positive attitude towards their work. Employees who have job satisfaction can certainly speak positively about the organization far beyond the normal expectations of their job. Job satisfaction can help the emergent of organizational commitment; individuals who were satisfied with the job will have a commitment to the organization and vice versa. If the individual is not satisfied with his work it is difficult to have commitment to the organization. Job satisfaction is influenced by two factors, normally intrinsic and extrinsic factors. Job satisfaction is believed to be how comfortable satisfied employee is with his or her job, whether he or she like his or her job or nature of job. Today's organizations operated in a competitive environment at a global level and are forced to do everything to become and remain competitive. In view of such situations, it is crucial that management takes care of employee satisfaction, which is a key factor for organization effectiveness and efficiency and for the successful implementation of the corporate strategy (Bigliardi, B., Dormiom A.I., Galati, F., Schiuma G. (2012).

According to Jex and Britt (2008), satisfaction in the workplace is crucial for organizational success. They also argued that satisfied employees commit to work more and have higher rate in retention and productivity. The authors also assert that high satisfaction often means lower level of absenteeism while improving mental and physical health. People do not work for free; employees want to be compensated for the work that they do. Employees must be motivated through adequate incentives plans and reward systems and this will invariably encourage them to be proactive and have right attitude to work, thereby promote organizational productivity (Armstrong, 2007). McChilloh (2001) argues that financial incentives mean any inducement involving the payment of money and reduction in price paid for goods or services or any award of credit. Employees stay in an organization because the benefits of being part of an organization far outweigh the

cost of leaving the organization (Saleem, 2011). The fact that employees fear losing their job makes money an extremely effective motivator because it is indispensable for survival in an economy (Cole, 2000). The major objective of a manager is to ensure that business and corporate objectives are realized. This is only possible if employees, who are the key assets of an organization, have a positive attitude towards their organizations (Banjoka, 1996). To keep the pace of achieving goals organizations try to hire competent human resource. Employing competent human resource, organizations have to offer better working environment, market based salaries, job security, empowerment etc (Hersberg, 2009) attain greater productivity. It is therefore imperative that organizations think critically about the remuneration packages that they offer to their employees. Financial incentives enhance the employment relationship because it creates the basis for high levels of commitment and therefore, firms must develop strategies that include financial incentives and rewards for example promotion, bonus, profit sharing or gain sharing and employees stock ownership etc (Ismail, Guatleng, Chheking, and Ibrahim, 2009). In fact, some authors assert that the primary aim of incentives is to enhance extrinsic motivation by satisfying an individual employee's needs indirectly through means of pay and bonuses (Anthony and Govindarajan, 2007). A natural way to motivate workers at any level is to offer them financial incentives; linking pay to performance improves the motivation value of money (Kinicki and 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 people fits principles of positive reinforcement and punishment (Aguinis, 2012). A useful principle of using financial incentives to motivate workers at all levels is to investigate which incentives are most appealing to groups and individuals (Denisi and Pritchard, 2016). Many workers are extrinsically motivated by salaries and benefits while others are intrinsically motivated by recognition and rewards or better health benefits (Giancola, 2011).

According to Kinicki and Kreitner (2016), financial incentives are more effective when they are linked to (or contingent upon) good performance. A key principle is for managers to explain clearly to employees how performance is linked to pay, including the fact that unethical behavior will not be tolerated as a way of attaining a performance goal (Steers and Porter, 2011). Literature has shown that remuneration issues play a critical role in organizations; however, there has been little advice that companies could use in terms of when certain incentive system designs have been more or less appropriate (Dubrin, 2012). The use of pay- for performance plans is growing (Kepner, Wyoski, Mckenzie and Ballentine, 2003) and there is a trend to increasing variable pay as a percentage of total remuneration (McChilloh, 2001). Compensation is one of the physical needs that influence motivation which in turn will affect the employee performance (Hersberg, 2009). Compensation has a big influence in the recruitment of employees, motivation, productivity and employee turnover (Steers and Porter, 2011). Financial incentives are largely regarded as an adequate means to motivate employee and to improve their performance (Smith and Hitt, 2005).

The type of reward practices used by an organization plays an important role in motivating employees to perform (Beer and Walton, 2014), this ultimately affect the performance of the organization (Hansen, Smith and Hansen, 2012). Based on decades of research on operant conditioning and behavior modification, it is commonly believed that if rewards are used effectively, they can motivate individuals to perform at higher levels, and the use of proper rewards culminated in firm's performance at the organizational level (Giancolam 2011). The hygiene – motivator distinction clearly maps onto the reward-recognition distinction. In fact, Hersberg himself made this point: in his motivation –hygiene theory, Hersberg stated that work motivation is largely influenced by the extent to which a job is intrinsically challenging and provides opportunities for recognition and reinforcement (Giancola, 2011). In other words, reward represents the application of hygiene factors, and recognition represents the application of motivation factors (Allen and Helms, 2011). Positive reinforcement for workers often takes the form of tangible rewards as well as recognition and praise. A combination of recognition and rewards, along with informal praise, is likely to be the most motivational (Kinicki and Kreitner, 2016). In his popular book 1001 Ways to Reward Employee, Bob Nelson as cited by Giancola (2011), concluded that rewards must have a positive impact on performance and he found that the most desired form of rewards by employees was verbal appreciation or praise by their immediate boss.

Many organizations have formal recognition and reward programs and these recognition programs usually include rewards because good performances are recognized with rewards (Deci, 2013). Among the rewards given are plaques, gift cards, jewelry and on the spot cast awards (Allen and Helms, 2011). More sophisticated recognition program recognize behavior that support organizational values, so the awards are a reminder of what is important to the company (Aguinis, 2012). Teams, as well as individuals should receive recognition to enhance motivation (Riggion, 2014). As

with most motivation and retention programs, recognition and reward must be carefully planned, otherwise they may backfire and lose money for the company (Kinicki and Kreitner 2016). Increasingly, it has become clear that the battle for talent involves much more than highly effective strategically designed compensation and benefit programs. While these programs remain critical, the most successful companies have realized that they must take a much broader look at the factors involved in attraction, retention, and motivation (Gianclola, 2011). And they must deploy all of the factors – including compensation and benefits – to their strategic advantage (Hansen, Smith and Hansen, 2012). Praising workers for good performance is a major type of informal recognition (Allen and Helms, 2011). Although praise costs no money and only requires a few moments of time, many workers feel that they do not receive enough praise (Aguinis, 2012) managers therefore have a good opportunity to increase motivation by the simple act of praising good deeds (Kinicki and Kreitner, 2016). Rewards reflect both personal and institutional goals, and stand to assist an understanding of what directs both individuals' engagement and workplace and personal trajectories, and permit a consideration of the degree to which there is consonance between these trajectories (Judge and Ferris, 2013). Hence they richly inform the relational interdependence between the personal and social. In general, there seems to be agreement that recognition and rewards are important motivators for individual and for organizational performance (Hansen, Smith and Hansen, 2012).

According to Daniel and Metcalf (2009), recognition is a return on an employee's effort and dedication at work, as well as his or her results. An employee recognition program can be a great morale-building tool for any organization, whether large or small. An effective recognition program can lead to innovation, higher productivity and greater job satisfaction for the workers (Beer and Walton, 2014). Employee recognition is one of the strong motivation factors; employees feel comfortable when they are praised and recognized (Armstrong, 2007). No resource is more critical to an organization's success than its human resources are (Denisi and Pritchard, 2016). The concept of reward and recognition has gained much importance in the current times and has captured the attention of organizational managers and researchers equally (Mandal and Dalal, 2016). Consequently, different organizations used 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 benefits of certain desirable behaviors (Storey, 2013). Employees don't only want a good salary and benefit package, they also want to be valued and appreciated for their work (Wiese and Coetzee, 2013). When employees feel recognized and involved, they are much less likely to worry about money and security (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 strategies of the organization due to the following nine reasons listed according to order of importance a) create a positive 21 work environment b) creating a culture of recognition c) motivating high performance d) reinforcing desired behaviors e) increasing employee morale f) supporting the organization mission and vision g) increasing retention and decreasing turnover h) encourage loyalty and i) supporting a culture change.

Other reasons for adapting a recognition program included: reducing costs, retaining key employees, increasing employee productivity, competitiveness, revenues and profitability, improving quality, safety and customer service and lowering stress, absenteeism, and turnover (Daniel and Metcalf, 2009). All organizations experience turnover and therefore retention of valuable employees is critical for the success of any business. The Jackson organization (Elton and Gostick, 2006), an independent research firm, indicates that investing in recognizing employee excellence is strongly associated with the best financial performance. Companies that have implemented employee recognition programs enjoy a return on equity that is more than triple the return of companies who don't implement recognition programs (Elton and Gostick, 2006). The most important human resource management issue nowadays is reward structure (Milkovich and Newman, 2008). Bown (2002) describes reward as something which is given or received in return for a success or achievement. Allen and Helms (2002) describe reward as a material or financial expression of appreciation that is conditional on results. Employees who are effective and efficient are likely to be confined if they are not motivated to perform (Sajuyigbe, Olaoye and Adeyemi, 2013). Mendonca (2002) sees reward and compensation as a system that is based on the expectancy theory, which suggests that employees are more likely to be motivated to perform when they perceive there is a strong link between their performance and the reward they receive. Reward is a critical element that motivated employees to perform as expected (Armstrong, 2007). Employee performance plays crucial role in an organization's performance. Further, in performance and growth of organization, rewards employees play an important role (Aguinis, 2012). Rewards are focal device to improve motivation among employees and no organization can imagine reaching their goals and objectives without motivation of employees in terms of their identification, their working capacity and performance is

very high. Reward schemes are designed to enhance company performance by aligning the interest of employees with the financial performance of the companies (Chin-Ju, 2010). Reward is a system (e.g Bonus and profit sharing) that contributes to performance by linking the interest of employees to those of the team and the organization, thereby enhancing effort and performance (Armstrong, 2007).

There are two types of rewards; financial and non-financial. Nonmonetary incentives are to reward employees on excellence job performance through opportunities (Kepner, Wyoski, McKenzie, Ballentine, 2009). It usually comes in form of more enabling authority, award, participating in the management, promotion, holidays, better working environment, written recognition, gifts, formal dinners, informal parties, plaques, etc. (Allen and Helms, 2011). Rewards play a vital role in determining the significant performance in job and it is positively associated with the process of motivation (Huselid, 2005). Freedman (1978) as cited in (Beer and Walton, 2014) is of the view that when effective rewards and recognition are implemented within an organization, favorable working environment is produced which motivated employees to excel in their performance. The level of motivation of employees increases when employees get an unexpected increase in recognition, praise and pay (Dubrin, 2012). One valuable reason for recognizing employees is that studies show that people who feel appreciated are more positive about themselves and their ability to contribute, i.e. employee recognition can boost productivity and increase job satisfaction (Hansen, Smith, and Hansen, 2012).

3. METHOD

The study adopted a descriptive research design with a target population of all the part time lecturers of GLUK University and MKU (144 in total). The Census technique was used in the study to select the respondents from the list of employees provided by the human resource department in order to capture the entire population. Data collection instrument structured questionnaires which was issued to the respondents through informal self-introduction. Piloting was done to test the validity and reliability of the data collection instrument. The data collected was coded and captured into the computer for analysis using Statistical Packages for Social Sciences (SPSS) version 24. The descriptive analysis was used to determine the proportions and frequency of the variables. The statistical Package for Social Scientists (SPSS) was used to facilitate the data analysis. The results were presented in the form of tables and figures. Multiple regression analysis was adopted.

4. DISCUSSION

Mosadeghard, (2003). Employees' satisfaction is considered as all-round module of an organization human resource strategies. Boamah, Read, &Laschinger (2017) said that job satisfaction is a kind of commitment factor which is related with business effectiveness. Laschinger (2017) also stated that the elevated level of job satisfaction contributes to low level of employee turnover that help organization become profitable and get outstanding reputation. According to Jex and Britt (2008), satisfaction in the workplace is crucial for organizational success. The first objective of the study aimed at examining the effect of employee job satisfaction on organizational performance among the part- time lecturers in selected private universities in Kisumu County. The objective was assessed by use of statements in the questionnaire in which the respondents were required to state their position on the basis of a likert scale that was provided. In this part the study shows the effect of employee job satisfaction on organizational performance among the part- timer lecturers in selected private universities in Kisumu County. The objective was assessed by use of statements in the questionnaire that respondents were required to state their position on the basis of likert scales. The results according to the respondent's views are shown in Table 4:1.

Table 4.1: Effect of employee job satisfaction on organizational performance among part time lecturers in selected private universities in Kisumu County.

Statement	SD	D	N	A	SA
The organization recognizes my contribution as an employee and rewards	50	30	18.6	1.4	0
The employer uses non-monetary rewards like recognition to motivate the employees	36.7	40.4	5.7	11.4	5.8
The organisation rewards employees for high performance	30.4	46.7	5.7	7.2	10

The salary level motivates employees to stay in the job	5.7	18.6	7.2	47.1	21.4
The pay offered by the organisation is competitive compared to other organizations in the same industry	33.4	43.7	5.7	6.2	11
Employee's job performance is highly recognized	10.6	48.1	7.2	28.5	5.9
Employee's job satisfaction enhances organisational performance	11.0	6.2	5.7	45.7	10.4

The findings showed that majority 50 percent of the respondents strongly disagreed while 30 percent disagreed that the organization recognizes the employee's contribution and rewards. 18.6percent were neutral and 1.4 percent agreed that the organization recognizes my contribution as an employee and rewards. This means that in majority 80percent of respondents disagreed that the organization recognizes their contribution as employees and rewards them. The findings obtained data on whether the employer uses non-monetary rewards like recognition to motivate the employees. The results of data analysis results shows that majority 40.4percent of respondents disagreed while 36.7percent strongly disagreed that the employer uses non-monetary rewards like recognition to motivate the employees, totalling 77.1percent. But 5.7percent were neutral, 11.4percent agreed while 5.8percent strongly agreed. This implies that majority of the respondents disagreed that the employer uses non-monetary rewards like recognition to motivate the employees.

The results of the study also showed that majority 46.75percent of the respondents disagreed while 30.5percent strongly disagreed that the organisation rewards employees for high performance. But 5.7percent were neutral, 7.2percent agreed and 10percent strongly agreed. This shows that majority 77.1percent disagreed that the organisation rewards employees for high performance. The findings further showed majority 47.1percent of respondents agreed while 21.4percent strongly agreed that the salary level motivates employees to stay in the job. While 7.2percent were neutral, 18.6percent disagreed and 5.7percent strongly disagreed. This shows that majority 68.5percent agreed that the salary level motivates employees to stay in the job.

The results of the study also showed that majority 33.75percent of the respondents disagreed while 43.5percent strongly disagreed that the pay offered by the organisation is competitive compared to other organizations in the same industry. But 5.7percent were neutral, 7.2percent agreed and 11percent strongly agreed. This shows that majority 77.1percent disagreed that the pay offered by the organisation is competitive compared to other organizations in the same industry. Further, the findings obtained data on whether employee's job performance is highly recognized. The results of data analysis results shows that majority 48.1percent of respondents disagreed while 10.6percent strongly disagreed that employee's job performance is highly recognized, totaling 58.7 percent. But 7.2percent were neutral, 28.5 percent agreed while 5.9 percent strongly agreed. This implies that majority of the respondents disagreed that employee's job performance is highly recognized. Finally, the findings obtained data on whether employee's job satisfaction enhances organisational performance. The results of data analysis showed that majority 10.4percent of respondents agreed while 44.3 percent strongly agreed that employee's job satisfaction enhances organisational performance, totaling 54.7 percent. But 5.7percent were neutral, 6.2 percent disagreed while 11.0 percent strongly disagreed. This implies that majority of the respondents agreed that employee's job satisfaction enhances organisational performance.

Inferential Statistics

The researcher did inferential statistics on the quantitative data. The statistics done included correlation, regression and ANOVA.

Correlation

The study analysed data on effect of employee job satisfaction on organizational performance among the part- time lecturers in selected private universities in Kisumu County and presented the results in Table 4:2below;

Table 4.2: Pearson Correlation of effect of employee job satisfaction on organizational performance among the part- timers

Variable	Test	Organizational performance
Employee job satisfaction	Pearson Correlation	.751**
	Sig. (2-tailed)	.000
	N	140

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

The study shows that employee job satisfaction has positive relationship on organisational performance. The r value is 0.751 which is relative strong at 2 tailed significance of 0.000 which is below 0.01 significant levels.

Regression

The study did regression on quantitative data between employee job satisfaction on organisational performance and presented the findings in the Table 4:3

Table 4.3: Coefficients^a Determination of effect of employee job satisfaction on organizational performance among the part- timers

Model 1	Unstandardized Coefficients		Standardized Coefficients t	Sig.
	B	Std. Error		
(Constant)	2.922	.182		24.520 .000
Employee job satisfaction	.322	.352	.308	.869 .377

a. Dependent Variable: organizational performance

Table 4:3 provides the information needed to organizational performance from employee job satisfaction. Both the constant and employee job satisfaction contribute significantly to the model. The regression equation is presented as follows; organizational performance = 2.922 +0.322 (employee job satisfaction).

Model Summary

The model summary of the relationship of employee job satisfaction against organizational performance is presented in table 4:4.

Table 4.4: Model Summary of employee job satisfaction against organizational performance

Model 1	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.350 ^a	.137	.079	.467

a. Predictors: (Constant), employee job satisfaction

Table 4:4 provides the R and R2 value. The R value is 0.35, which represents the simple correlation. It indicates an average degree of correlation. The R2 value indicates how much of the dependent variable, "organisational performance ", can be explained by the independent variable, "employee job satisfaction". In this case, 13.7 percent can be explained, which is relatively significant.

In summary

$$Y = \beta_0 + \beta_1 X_1 + e$$

By replacing the values (Y) Organizational performance = 2.922 +0.308 (employee job satisfaction).

Multiple regressions give the constant as

Therefore the overall regression model is (Y) Organizational performance = 2.922 +0.308 (employee job satisfaction). Statistical analysis shows that employee job satisfaction has highest influence on organizational performance.

Based on these findings:The null hypothesis H_{01} : Employee Job Satisfaction does not have a significant effect on organizational performance in selected private universities in Kisumu County: *is rejected* Therefore, employee job satisfaction has a significant effect on c organizational performance in selected private universities in Kisumu County.

5. CONCLUSIONS AND RECOMMENDATIONS

Based on the findings, the study concluded as follows;

Employee Job Satisfaction ($\beta_1=.322$) was found to be positively related to the organizational performance in the selected private universities. From t-test analysis, the t-value was found to be 0.869 and p-value .000.

Therefore the study recommends that the organization should recognize the employee's contribution and reward them for high performance and motivation by applying the use of non-monetary rewards like recognition to motivate the

employees. The organisation should also find ways of retaining the employees to the organisation to realize their performance. The institution should make their pay competitive compared to other organizations in the same industry to enhance employee's job satisfaction. They should also recognize and dignify the employees as partners in the achievement of the organisation goals. They should also improve on work environment to increase employee motivation level and also improve on their communication to the employees. They should provide safe working environment for it leads to increased level of employee retention and this can help the organization to have more experienced employees.

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