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Strathmore
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**INFLUENCE OF EXTRINSIC MOTIVATION ON EMPLOYEE
PERFORMANCE IN PUBLIC INSTITUTIONS: A CASE STUDY OF KENYA
BROADCASTING CORPORATION**



**A Dissertation Report Submitted in Partial Fulfillment of the Requirements for the Degree
of Master of Business Administration at Strathmore University, Strathmore Business
School, Strathmore University Nairobi, Kenya**

AUGUST, 2021

DECLARATION

I ALEXANDER KAREGA MUNYAMBU declare that this work has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the dissertation contains no material previously published or written by another person except where due reference is made in the dissertation itself.

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Signature:----------

Approval:

This dissertation was approved for examination by:

Name of Supervisor: Dr. Angela Ndunge

Vice-Executive Dean, Strathmore University Business School



Signature:.....



DEDICATION

This study is dedicated to my wife and children for their constant inspiration and forbearance during my academic tussle and my father and mother for laying foundation for me in the academic endeavor. May the Almighty God Bless you.



ACKNOWLEDGEMENT

The completion of this study would not have been possible without the material and moral support from various people. It is my obligation therefore to extend my gratitude to them. First of all I thank the Almighty God for giving me virtuous fitness, and maintaining me both health wise and financial wise throughout my academic journey. I am greatly grateful to Dr. Angela Ndunge who was my supervisor for her incredible supervision, devotion, accessibility and proficient advice. I extend my appreciation to my lecturers who taught me in the MBA program. Last but not the least I owe my colleagues much gratitude for their support and encouragement all through my study.



ABSTRACT

Maintaining a motivated workforce is critical to achieving the objectives of every organization. Many organizations especially public organizations have for a long time been blamed for having poor staff motivation schemes resulting to frequent unending employees' strikes. This study, therefore, sought to find out the influence of extrinsic motivation on employee performance in public institutions in a case study of Kenya Broadcasting Corporation (KBC). The specific objectives of this study were to examine the influence of salaries/remuneration, employees' promotions, training and development and incentives on employee performance at Kenya Broadcasting Corporation (KBC). Theoretical and empirical studies were reviewed to assess the factors likely to influence employee performance. The study adopted descriptive research survey. The study employed simple random sampling to select eighty two (82) respondents drawn from the general staff and upper, middle and lower level employees at KBC. The data was collected primarily through semi-structured questionnaire. The study adopted descriptive statistics analytical techniques to analyze the variables, using Statistical Program for Social Sciences (SPSS). Statistical tools used for the research analysis were mainly the inferential statistics, specifically correlation patterns and multiple regression analysis. The study found out that the management of KBC employs quantity of work, quality of work, job knowledge, creativeness, cooperation (punctuality) and dependability to measure employee performance and that the performance of employees at Kenya Broadcasting Corporation based on the above measures was generally good. The study further showed that among the four variables that influence employee performance at KBC, salary scored the highest with a mean of 4.26, followed by incentives 4.1, then promotion at 3.95 and the least important factor is training and development with a mean of 3.75. Furthermore, the study found out that in order to improve employee performance, the management of KBC should increase incentives such as paid-in vacations, decent housing, overtime allowances and company vehicles based on equity and fairness. Finally, the regression model showed that salaries contributes most to employee performance at KBC followed by incentives, then promotion and the least significant is training and development. The study recommends that; the management of KBC should design a good remuneration system that should be updated according to the labor market. The study also recommends that the management of KBC should focus on providing competitive salaries in order to reduce the frequent incidences of employee strikes. The management of KBC should also fast track on investing in training and development of staff, providing equitable incentives and providing fair promotion opportunities. The main limitation of the study was that data collection was conducted in the wake of the Covid-19 pandemic thus having to adhere to set health measures led to untimely responses. This study contributes to this subject by identifying the extrinsic motivational factors that could be optimised with a view to enhancing employee performance amongst government employees, while providing evidence of how the two variables interplay.

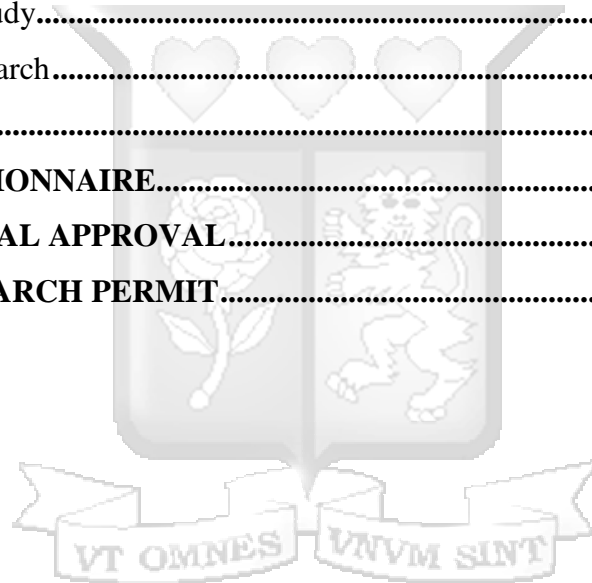
Key words: Employee motivation, extrinsic motivation, employee performance, salaries, employees' promotions, training and development and employee incentives.

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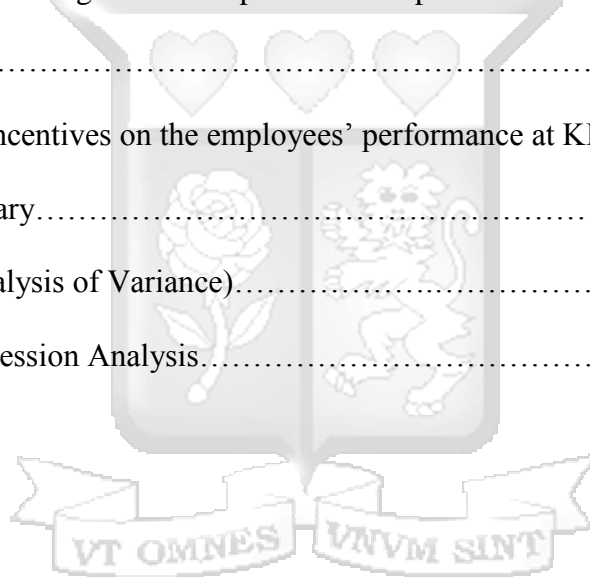
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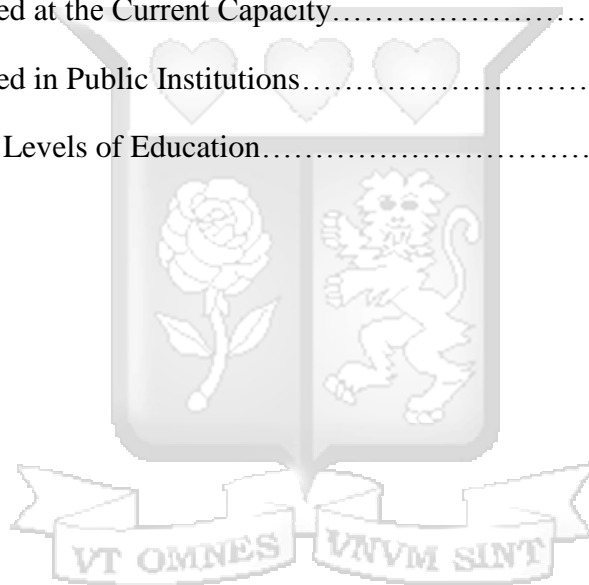
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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The belief that people are inspired to work in the public service due to the desire to serve or to have a positive impact in the society is far from the truth and therefore sustaining a motivated workforce is imperative to achieving the objectives of desired reforms. In organizations where extrinsic motivations, such as pay, are being perceived as inadequate, it is critical that public service managers become aware of the importance of fostering and supporting not only the intrinsic but also extrinsic motivations of employees (Mumbi, 2015). According to Mumbi (2015), people are motivated by many different considerations to work for and in government. As noted by Perry and Hondelghem (2014), the public sector has traditionally offered some strong extrinsic motivators that might attract people, such as security of tenure, career and development opportunities and the pension system.

However, there are different views in regard to the Kenyan Public Sector when it comes to the application of the extrinsic motivators. For instance a study by KIPPRA (2013) found out that civil service motivation practices in Kenya reveals disparities in the structures. The report indicates that on the average, an individual in the lowest job-group (A) earns 1 percent of the basic salary of the highest earner. The distribution of allowances follows a similar trend, such that individuals in the lowest job group earn the least. There is also evidence that some allowances are paid selectively (KIPPRA, 2013).

The findings of this study further identifies weaknesses in extrinsic motivators such as in equality in remuneration, poor career advancement programs and a narrow scope in non-

monetary compensation (KIPPRA,2013). The report therefore advises the public sector in Kenya to; create a more favorable work environment for career advancement and job satisfaction and widen the scope of non-monetary incentives while ensuring equality in access among potential beneficiaries, link public sector pay to levels of competencies and productivity, embrace such practices as job security, quality of work, harmonized allowances and other non-wage benefits as interventions towards motivating workers in retaining their jobs in the civil service; public sector remuneration in Kenya should be linked to employee performance by linking payment to proven skills competencies and achieved results and ensure equity and greater flexibility in career advancement criteria in the public sector (KIPPRA,2013). Similar findings were reported by a study by UNDP (2016) which observed that in Kenya, low morale is widespread in the public sector where a survey conducted indicated that 57 percent of officials think their salaries are too low; 19 percent believe they have no opportunity for promotion; 17 percent feel their working conditions are poor and over 6 percent feel their work is unchallenging and demeaning or that they are frustrated by their superiors (UNDP, 2016). Hence, this study pursued to find out the influence of extrinsic motivation on employee performance in public institutions in a case study of Kenya Broadcasting Corporation (KBC).

Filimonov (2017) elaborate that extrinsic motivation are rewards that emanate from external sources in terms of money, promotion, recognition, career opportunities and incentives. According to Mullins (2015) and Armstrong (2016) extrinsic motivations are seen as tangible remunerations in form of salaries/ incentives, fringe benefits, security, promotional benefits, training opportunities, service contracts and working conditions that are necessary to stimulate personnel. According to Warsame, (2017), employee performance entails the successful

accomplishment of tasks by employees in reference to the standard set and measured to previously set satisfactory criteria whereas employing existing resources competently and meritoriously (Warsame, 2017). However, according to Van de Walle, S., Steijn, B., & Jilke, S. (2015), among the determinants why people choose public sector jobs on an individual level is the availability of extrinsic motivations, while on the contrary intrinsic motivation is negatively related to people's inclination to work in public sector.

Gomes (2013) underlined the eight pointers of employee performance as: quantity of work, quality of work, job knowledge, creativeness, cooperation, dependability, initiative and personnel qualities (Gomes, 2013). Similar sentiments were echoed by Mathis and Jackson (2009) who defined employee performance as quantity of output, quality of output, timeliness of output, job presence, efficiency and value of the work accomplished. This study thus adopted the eight metrics to gauge the employee performance at Kenya Broadcasting Corporation (KBC). In regard to the extrinsic motivators, this study used salaries, employee promotions, training and development and incentives to examine their influence on employee performance at Kenya Broadcasting Corporation (KBC).

1.1.1 Overview of Kenya Broadcasting Corporation (KBC)

Kenya Broadcasting Corporation (KBC) is the state-run media organization in Kenya that started its life in 1928. The corporation has since grown and currently owns three television stations and several FM radio stations. The media giant is now facing stiff competition due to market penetration of private broadcasting houses within the media industry. A report by Kenya Audience Research Foundation (KARF), August to October 2019, on the media audience

research findings, revealed that the national media market share for KBC's flagship brand, KBC Channel 1, stands at 2.5% (KARF, 2019). A similar report conducted in 2018 revealed KBC Channel 1 had a national media market share of 4.0% (KARF, 2018). This represents a drop in market share of 1.5% within a span of one year. The market share translates to the revenue share KBC is able to bring on board through advertising. Other media channels such as newspapers and online platforms also enjoy part of the advertising share (KARF, 2019). The Corporation is struggling to meet its financial obligations, retain and sustain the size and respect of an overwhelming nostalgic audience, attract advertisers and above all support the heavy burden of public service broadcasting. KBC no longer enjoys the Government's goodwill through state funding and license fee, and thus has been left alone to battle it out with new private commercial stations which are edging it out of the cut-throat competitive broadcast sub-sector market. KBC thus stands as a representative of a public entity seeking good performance within a market share that consists of private media houses.

1.2 Statement of the Problem

While there are other numerous factors that would influence performance in any particular organization, performance of organization and employee motivation has been at lens of rigorous investigation endeavor recently (Mumbi, 2015). Proprietors both in public and private sector organizations are becoming ever more cognizant that motivation escalates productivity (Mumbi, 2015). Gichure (2014) posits that it is a fact that no organization can grow without motivated staffs. Gichure (2014) states that many organizations especially public organizations have for a long time suffered from poor staff motivation schemes. According to a study conducted by Kiprop (2012), there exists undesirable employee performance resulting from inadequate

motivational strategies in Kenyan public sector which is categorized by low employee performance and poor service conveyance. The problem pointers, for both extrinsic and intrinsic demotivation comprise; absenteeism, lateness, a high rate of complaints, low quality work output, a high turn-over of professional staff and frequent unending employees' strikes (Kiprop, 2012).

Such an organization is Kenya Broadcasting Corporation (KBC). KBC staffs have had strikes several times since 2012 with three more consequent strikes in 2015, 2017 and 2019 (Business Daily, 2019). A report by the Business Daily (2019) provides probable insights into the KBC's poor employee motivation. The report indicated that operations at Kenya Broadcasting Corporation (KBC) were to be interrupted on December 7th 2019 after its unionisable staff issued a notice to strike (Business Daily, 2019). The aforementioned indicators, including frequent strikes is an indicator of lack of employee motivation of which there could be a dotted link pointing towards poor employee performance at KBC.

Therefore, it is imperative to establish how the extrinsic motivation influences employees' performance at KBC, which will be a representative frame of public institutions in this study. It is against this backdrop that this study sought to find out the influence of extrinsic motivation on employee performance in public institutions in a case study of Kenya Broadcasting Corporation (KBC).

1.3 Research Objectives

1.3.1 General Objective

To find out the influence of extrinsic motivation practices on employee performance at Kenya Broadcasting Corporation (KBC).

1.3.2 Specific Objectives

- i. To find out the influence salaries/remuneration on employee performance at KBC.
- ii. To examine the influence of employee promotions on employee performance at KBC.
- iii. To explore the relationship between training and development and employee performance at KBC.
- iv. To assess the influence of on incentives on employee performance at KBC.

1.4 Research Questions

- i. To what extent does salaries/remuneration influence employee performance at KBC?
- ii. What is the influence of promotions on employee performance at KBC?
- iii. What is the relationship between training and development and employee performance at KBC?
- iv. What is the influence of incentives on employee performance at KBC?

1.5 Scope of the Study

Cognizant that there are other factors that influence motivation and performance, this study focused on the influence of extrinsic motivation on employee performance at Kenya

Broadcasting Corporation. The study targeted the entire human resources department of 30 officers at KBC and thus captured views from the upper, middle and lower management levels. An additional 75 respondents were drawn across the other 15 departments making a total population of 105 respondents. The study was restricted to motivational practices as factors that would influence employees' performance.

1.6 Significance of the Study

An organization's workforce forms a source of competitive advantage for the business, relatively more than financial capability and capital and adoption of technology. It is therefore rational to submit that, consideration needs to be observed to the nature of this resource and how the management guarantees workforce performance by applying motivation systems. This is because motivation dictates the human resource behavior and performance and subsequently the performance of the organization. The findings of this study will help the management of KBC to embrace suitable compensation schemes for employees' ingenuities to augment their performance thus increasing productivity. Furthermore, the findings of this study will profit other scholars in conducting more experiential exploration on the link between motivation and employee performance. The study would also enable researchers to find out how various factors influence employee compensation. This research study will also help to highpoint additional significant factors that require further research; this may be focusing of other variables that may influence employees' performance. Finally, the study will help other public organizations in Kenya on policy formulation aimed at motivating employees for enhanced performance.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature related to employee motivation and employee performance. The chapter begins with reviewing theoretical literature citing their implication to the study, discussing the empirical literature, then proceed to identify the research gaps and culminate by presenting the conceptual framework.

2.2 Theoretical Literature Review

Various theories of motivation have been developed to expound on the study of motivation and its influence on employee performance.

2.2.1 Maslow's Hierarchy of Needs

The development of this theory was based on human needs by Abraham H. Maslow's, an American psychologist. Maslow, in his theory of motivation, classified human needs into five pyramidal classes namely; physiological needs, safety needs, social needs, esteem needs and self-actualization needs. The theory takes up that human needs follow in sequence and when one need is satisfied it decreases in strength and the higher need takes over. Therefore in the case of this study, employees of KBC must have their lower level needs met by for example, adequate pay, safe working conditions, and job security before they will be motivated by increased job responsibilities, challenging assignments and status.

According to Maslow (1964), human behavior is seen as controlled by unsatisfied need and the aspiration for the subsequent upper need. This illustrates that people are only motivated by unsatisfied needs and that satisfied needs have no motivational influence. This theory therefore,

gives employers a direction on the rewards that are appreciated by employees and how to warrant the rewards that are professed as so by the employees. D'Souza and Gurin (2016) stated that Maslow (1973) continued to magnify the self-actualization into four needs: cognitive, aesthetic, self-actualization and self-transcendence. Since there were eight needs, Maslow (1973) classified the four top needs as D-needs, denoting to deficient needs and the bottom four into B-needs, referring to being needs (D'Souza and Gurin, 2016). According to Singh (2016), physiological, safety and existence needs can be provided by extrinsic means such as salary and incentives, while belongingness, affiliation, relatedness, bonding, self-actualization, growth, and learning needs are principally intrinsic feelings that can be provided by creating opportunities for interpersonal and social interaction, granting promotions and presenting chances for growth in form of training and development (Singh, 2016).

The implication of this theory to this study therefore is the fact that the reasoning behind Maslow theory lies on the fact that it is able to suggest to managers how they can make their employees become self-actualized and have a sense of security through providing the safety needs (Kaur, 2013). This is because self-actualized employees are likely to work at their maximum creative potentials. Kaur (2013) proposes that it is imperative to make workers realize this by affording monetary safety and enticements. Monetary wellbeing is a vital kind of safety need. Therefore, for entities to motivate their employees, it is imperative to make them financially secure by offering competitive salary package. The incentives can be served through promotional opportunities (Kaur, 2013). Therefore KBC can serves its workforce with physiological needs by giving employee recognition, praises and complimenting, birthday

celebrations and pleasant working environment and medical covers as a form of incentives program.

2.2.2 Two Factor Theory by Herzberg

This theory was founded from a research study conducted by Fredrick Herzberg and his colleagues based on the interviews of 200 engineers and accountants working in eleven different companies in Pittsburg, USA. This theory is essentially founded on Maslow's hierarchy of needs although it differentiates needs grounded on their stimulus on employees' satisfaction and dissatisfaction. These needs are hygiene and motivation factors. Hygiene factors are pronounced as factors essential to augment the employees' psychology in which their deficiency demotivates employees but their manifestation does not motivate employees in a robust manner (Saleemi, 2015). These factors comprise salary, job security, working conditions, technical supervision, interpersonal relations and prestige (Saleemi, 2015).

Motivation factors instead are job environments that function principally to form robust motivation and high job satisfaction although their lack does not generate robust dissatisfaction. These factors consist of recognition, achievement and career progression. The theory aids employers in appreciating the effect of job features on motivation and performance. The key role of this theory is that it acmes the significance of job content in employee motivation. It also puts forth the considerable role of motivation on performance of employees at KBC. According the proponents of this theory, performance manifest itself as a discharge of perception of achievement, progression are growth which are linked to motivation. Herzberg opines managers to shun enlisting stout weight on satisfying hygiene needs as this will upshot in employees

depending more on extrinsic rewards and may pose obstacles to the future triumph of the organization. As an alternative, managers should put more emphasis on crafting further fundamentally inspiring responsibilities, offering recognition and endowing employees' relative to their ability, which are the real motivators. The fulfillment of these motivators at KBC can thereby contribute to lasting constructive effect on employee's performance.

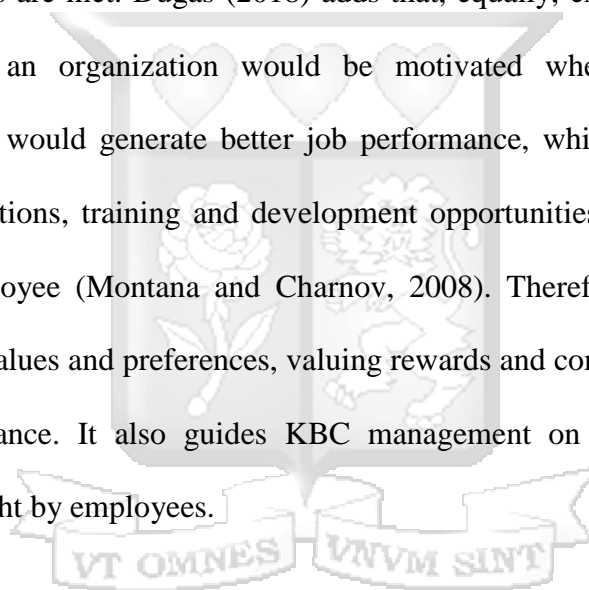
2.2.3 Expectancy Theory

The proponent of the expectancy theory was Victor Vroom in 1964). In regard to the influential work, Vroom focused his lenses on distinct employees' behavior in the work place. He detected 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, 2012). 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) = $V \times E$. The force behind an employee's performance is a product of valence and expectancy.

Vroom (1964) 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 were; supervision, job content, wages, promotion, hours of work and the work group (Cole, 2012). 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.

Expectancy theory is relevant to this study because it provides different variables that motivate employees, for instance according to Lunenburg (2011), expectancy refers to the belief that a particular action would lead to a particular desired outcome. Instrumentality referred to the belief that an individual would receive a reward for example promotion, recognition, pay increase, if performance expectations are met. Dugas (2018) adds that, equally, expectancy theory foretells that employees within an organization would be motivated when they considered that contributing more effort would generate better job performance, which lead to organizational rewards (salaries, promotions, training and development opportunities and incentives) that are appreciated by the employee (Montana and Charnov, 2008). Therefore, this theory assist in identifying employees' values and preferences, valuing rewards and coming up with rewards that can be tied to performance. It also guides KBC management on how to redesign job to incorporate rewards sought by employees.



2.3 Empirical Literature Review

In this section, we systematically examine past empirical studies and identified key words that will seek to explore the various extrinsic motivators and their influence on employee performance.

2.3.1 Employee Performance

Mathis and Jackson, (2009) describe performance as quantity of output, quality of output, timeliness of output, job attendance, efficiency and effectiveness of the work accomplished. In

other words, employee performance entails the successful completion of tasks by employees according to the standard set and measured as per previously set satisfactory metrics whereas applying existing means competently and meritoriously (Warsame, 2017). Rehman, (2009) on the other hand states that employee performance entails the level to which the employees might utilize the knowledge, skills and attitudes aimed at achieving the anticipated outcomes in accordance to the stated intentions. Bohnstedt and Larsen (2014) provides the metrics for measuring employee performance which can be measured indirectly using employee behaviour at work such as speed, courtesy, etiquette, precision, time management, consistency and influence on colleagues (Bohnstedt and Larsen, 2014). However, in most cases performance is often determined by financial performance.

In the same breadth, Rudman (2013) observed that gauging the performance entails the assessment of the key tasks accomplished by the employee in a specified duration in relation with the goals set at the beginning of the period (Rudman, 2013). According to Kuvaas, (2016), measuring also encompasses the quality of the accomplishments, the compliance with the desired standards, the costs involved and the time taken in achieving the results. Bond and Fox, (2017) contend that measuring employee performance is the basis of performance appraisal policy and performance management. Therefore, accurate and efficient performance measurement not only forms the basis of an accurate performance review but also gives way to judging and measuring employee potential (Fletcher and Bailey, 2013).

Asina, (2018) states that employee performance is an ongoing process where the main objective is to improve both individual and organizational performance. Moreover, employee's

performance is a process used in most organizations to determine the abilities and productivity of the employees and usually employees set their objectives and goals for the upcoming period; they do the best to achieve it, monitor it and develop the right skills (Vallerand, 2013). It is also a way to evaluate employees on their effectiveness at work in the organization through performance appraisals which looks at the weaknesses and strengths of the individual to determine where they might improve. Work performance as a system comprising three main elements arranged in a linear sequence: inputs, including employee knowledge, skills and competencies (i.e. abilities and attitudes), as well as other tangible and intangible resources; human resource throughputs (activities that transform inputs into outcomes, including, most importantly, work effort and other behavior); and outputs, including outcomes from work behavior that is results. Therefore, an employee provides work inputs in the form of knowledge, skills, abilities and attitudes, applies these through effort and related forms of work behavior and these efforts produces a certain quantity of products or services of a certain quality within a certain period of time.

Apparently, inputs in the form of knowledge, skills and competencies are not tantamount to performance but they have to do with the employee's potential to perform (Shields, (2016). In every organization, the decision to promote, retain or sack an employee is made based on employee performance measurement. Performance measurement is defined as the regular measurement of the results (outcome) and efficiency of services produced by an employee. This implies the steady measurement of progress towards accurate outcome (it is a fundamental component of any attempts at managing for results), a customer tailored procedure that focuses on maximizing benefits and minimizing negative cost for customers of services. When

performance is not measured or is measured incorrectly, those using the information will be misinformed and bad verdict will be likely followed (Hatry, 2016). Performance measurement offers general information that can be exploited for decision making purpose both for management and for all levels of employees. Performance measurement system can become the instrument panel. This instrument panel is used for strategic maneuvering, day to day running of the organization and planning, implementing improvements and changes (Andersen and Fagerhaug, 2012).

The conventional measures of organizational performance were finance and accounting based. Presently, it has developed into modern systems which have many functions. Firstly, the financial measures as a tool are used to control the financial resources of companies in order to support organizational objectives. Secondly, financial performance measures acts as barometers to point at accomplishments against major organization objectives. Thirdly, they also serve as incentive for future achievements. Moreover, by providing a window of the past they are thought to be the influencing factors for future successes (Manzoni and Islam, 2015). According to Rudman, (2013), measuring the performance covers the evaluation of the main tasks completed and the accomplishments of the employee in a given time period in comparison with the goals set at the beginning of the period (Rudman, 2013). According to Kuvaas (2016), measuring also encompasses the quality of the accomplishments, the compliance with the desired standards, the costs involved and the time taken in achieving the results.

Gomes (2013) highlighted the eight indicators of employee performance as follows: quantity of work, quality of work, job knowledge, creativeness, cooperation, dependability, initiative and personnel qualities (Gomes, 2013).

In regard to the relationship between extrinsic motivation practices and employee performance, Mboi (2014) did a study to find out the factors influencing the performance of public servants in Kenya in a case study of Machakos County. The findings of the study indicated that salary, wages, overtime payments, training and development are key determinants of the employee motivation in the public sector and that the employees of the County government of Machakos have low motivation, with majority attributing this to job insecurity, non-commensurate monetary compensation and the lack of incentives like medical and social schemes.

2.3.2 Salaries

Salaries and other payments are a form of direct reward which entails compensating employees with money paid directly for their services rendered to the organization. According to Dessler (2008) the direct payments include bonuses, commissions, wages and salaries. Dessler, (2008) define direct compensation as payment to employees that enhance employee's financial position when paid to them. Direct compensation is most widely known and recognized form of conversation. Most sought after by works, direct compensation is the money which is paid directly to employees in exchange of the labor. These includes; everything from hourly wages to set salaries, bonuses, tips and commission. Direct compensation is categorized into basic pay and contingent pay. Basic pay can be expressed n form of normal rate which can be weekly, hourly, monthly or annually and allowances which may include overtime, adjustment in cost of living (Amstrong, 2008). Contingent pay is bonus financial rewards in the form of merit pay, commissions, which are given to employees based on their performance in the organization (Amstrong, 2008). Financial payments have been linked to extrinsic motivation (external factors). Extrinsic motivation (financial payment) motivates staff to complete their assigned tasks to be able to receive the payments (Ryan and Deci (2012). Mondy, (2008) came up with

indicators to measure direct compensation as follows; salary, allowances, official travel expenses, performance and an increase system of basic salary.

Various studies have been conducted to find out the relationship between direct compensation with employee performance. Setyadi and Subekti, (2016) carried out a study on the implication of the financial compensation on employee performance in Indonesia. The findings of the study indicate that financial compensation does not have an effect on employee performance. In the study of Niode (2011), the findings indicated a positive effect on employee performance. Umar, (2012) also found a positive relationship between salary and employee performance. Khan, Farooq and Ullar, (2010) in their study found out that there is direct and positive relationship between financial compensation and employee performance. This means that if the employee salary is altered, it will have a direct impact on the work motivation of the employee. When an employee is motivated, their job performance will improve.

In an equally similar study, Ali and Akram (2012) wanted to find out the impact of financial payments on employee motivation and satisfaction in pharmaceutical industry in Pakistan. The study found out that the employees of the pharmaceutical industry in Pakistani were well remunerated and were satisfied. The study proved that there was a positive impact of financial payments on employee's motivation and satisfaction. This means that if employees are well remunerated with monetary payments, they will be motivated leading to good employee performance.

In another study, Mbah, Mgbemena and Ejike (2015) sought to find out the relationship between effective salary management and employee performance in civil service in Nigeria. The study

looked at both the financial and non-financial payments. The findings of the study revealed that there is a positive and significant relationship between pay and some non-financial form of payments such as employee recognition, conducive working environment and staff development with employee performance. According to Lotta (2012) financial rewards are very effective in motivating employees. Ojokuku and Sajuyigbe (2013) in their study found out that financial rewards positively and significantly affect employee's performance. Although there have been various study showing significant relationship between monetary form of payments and employee performance, the debate is still going on as to whether money motivates employees (Ejumudo, 2014).

In the Kenyan context, Gichure (2014) sought to find out the factors influencing employee motivation and its impact on employee performance in a case of AMREF Health Africa in Kenya. A descriptive research design was adopted, with Amref Health Africa in Kenya being the focus organization. The populations for the study were employees of Amref Health Africa in Kenya since this is the organization under study. The study population comprised a total of 412 employees from various functions. Stratified random sampling technique was used to draw a sample size of 96 respondents. The data collection instrument was a tailor-made structured questionnaire developed by the researcher, specifically for this study. A set of descriptive statistics including bar graphs and frequency tables were used to present the results of the study. Correlations among the variables were calculated using Statistical Package for Social Scientists (SPSS) version 21.

The key findings of the study were that the extrinsic factors affect the achievement aspects of employee motivation and the affiliation motivation as well as the competence motivation. These

extrinsic factors include, work condition, pay, fringe benefits and the work environment among others. Furthermore, the extrinsic factors are fundamental in influencing the employee to strive at achieving the set goals by efficiently performing the necessary tasks.

2.3.3 Employee Promotions

Gathungu, Iravo and Namusonge (2015) conducted a study titled the effect of Promotion Strategies on the Organizational Commitment of Banking Sector Employees in Kenya. This study sought to assess the effect of promotion practices on the employee commitment in the banking industry in Kenya. Data were collected through a self-administered questionnaire from employees in different commercial banks. Correlation results reveal that Promotion has a weak relationship with commitment at $r = 0.291$, $p < 0.001$, at the 0.01 level of significance. Further analysis revealed that promotion has a negative and significant relationship with commitment (Beta = -0.022, at $p > 0.05$). The study divided the target population into two groups, those on contract and permanent employees.

The results indicated that promotion had a significant relationship with commitment for contract ($p=0.000$) while for permanent employees, there was no significant relationship ($p=0.443$). The study concludes that, there is need to improve the promotion criteria and the benefits that employees receive on promotion. Further, there is need to base promotion on merit in order to motivate employees' performance and productivity and that the human resources managers need to be more involved in the employee promotion evaluation process to remove the subjectivity in the process.

2.3.4 Training and Development

Effective and prosperous eventual fate of an organization is reliant on its gifted, proficient and very much experienced workforce (Mutsotso, 2016). Training and development of employees result in non-reduction of job and encourage professional task assignments between organizations that will see low turnover probabilities and increased output (Khalid and Nawab 2015). It deals with the acquisition of understanding, know-how, techniques and practices so as to improve performance at individual, collegial and organizational level. To intensify one's capacity to take action, organizations are progressively becoming meticulous with organizational learning and therefore collective development (Kipsegerwo, Kimutai and Kimani, 2016).

In Ethiopia, Gidey (2016) conducted a study on the effects of Training and Development on Employees Performance for Commercial Bank using self-administered questionnaire. The gathered information was analyzed using descriptive statistics and multiple regressions. As to the frequency of training, 93 out of 282 respondents were reported to have admitted that they took training for a couple of spells. This is prone to hinder viability and motivation of employees and performance of organizations. Sixty seven (67%) percent (189 out of 282 respondents) avowed to the fact that their trainings were through lecture. This findings on the effect of training on employee output is significant and clearly demonstrate that jobs are delineated and easy to perform with contentment of getting enough guidance from their peer and supervisors.

In Kenya Amadi (2014) conducted a study on training and development at Safaricom Limited Call Centre. The focus was on training, employee output, and evaluation of training in relation to development and employee performance. This was a case study approach where by information had to be gathered over a populace testing of 340 workers at the Call Center Division of

Safaricom. Descriptive and graphical techniques were used in data analysis and presentation. Findings suggests that training needs at Safaricom ought to be considered based on organization goals. Moreover, that the organization ought to determine training programs that befit staff.

In another study, Ombayo, Egessa and Shiamwama (2014), conducted a study on the association that exist between Career Training and Employee output in Sugar Firms at Kakamega County, using correlation research design. The study was anchored on the theory of Career Decision Making by Krumboltz 1976. A sample size of 10% of 3020 workers which gave an aggregate of 302 representatives was utilized. The findings demonstrated that frequency and quality of training mattered hence the more the training the higher the productivity. The recommendation therein was that sugar firms incorporate quality and frequent training of operators to increase employee output level.

2.3.5 Incentives

Milton (2013) defines incentives as variable rewards granted according to variations in the achievement of specific results. It is also called a stimulus to greater action. They may be used to incite action or greater effort. An incentive is anything which can be given in addition to wages. Incentives are therefore motivations for work. They could be financial or non-financial rewards. Incentives provide zeal in the employee's for better performance. It is a natural thing that nobody acts without a purpose behind. Therefore, a hope for a reward is a powerful incentive to motivate employees. Besides monetary incentive, there are some other stimuli which include job satisfaction, job security, job promotion, and pride for accomplishment. Heathfield (2013) defines incentives as things that motivate an employee to perform an action. It can be used by the

organization to motivate employees to increase performance or increase their efforts in doing something. He continues to explain that it comes in form of monetary and non-monetary payments. Monetary could include lump sum bonuses, overtime payment and pay rise amongst others. Non-monetary could include employee recognition, praises and complimenting employees in company meetings, birthday celebrations, staff training and pleasant working environment amongst others. There is agreement among various scholars that employees will only be loyal to an organization if their needs and demands are adequately addressed (Heathfield, 2013).

A number of studies have been done to find out the relationship between incentives and employee performance. For instance, Karim and Reddy (2013) in their study on the impact of incentive schemes on employee performance, found out that incentives are key in improving employee performance apart from the income and other benefits given to them. In another study conducted by Hameed et al (2013) on the impact of incentive motivators on employee's performance revealed a positive and significant influence of incentive motivators on employee performance.

Gichuru (2015) studied the relationship between incentives and employee performance and found out that motivational incentives had positive effect on employee performance in the organization in different ways which included improved participation, improved employee relations, improved employee morale and increased output.

Mamdani and Minhaj (2016) did a study on the effects of motivation programs on employee performance with a focus on 15 banks of Karachi in Pakistan. The study's core objective was to find out the level of motivation and to analyze the impact of it on the employee performance. The study results revealed that motivation had impact on employee performance.

In another study by Ahiabor (2013) on the impact of on the productivity of firms in Ghana, the findings revealed positive relationship between and productivity, monetary included. In addition the study found out that non-monetary like health and equipment use amongst other factors were valued by employees more than monetary payments. The study commended that organizations should establish a unit to look into the issues of that in turn will enhance employee performance.

2.4 Research Gap

Various studies have been done on the relationship between motivational practices and employee performance. In regard to the influence of salary on employee performance, Khan, Farooq and Ullar (2010) found a direct and positive relationship between financial compensation and employee performance. This means that if the employee salary is altered, it will have a direct impact on the work motivation of the employee. However this study failed to examine other motivational variables such as promotion, training and development and incentives.

Ali and Akram (2012) sought to find out the impact of financial payments on employee motivation and satisfaction in pharmaceutical industry in Pakistan. The findings of the study showed that monetary payments motivate employees to productivity and performance. However this study focused on a private company in addition to the fact that it was done in a different

context. Mbah, Mgbemena and Ejike (2015) sought to find out the relationship between effective salary management and employee performance in civil service in Nigeria. The study showed a positive and significant relationship between pay and non-financial form of payments such as employee recognition, conducive working environment and staff development with employee performance. However, this study failed to examine other factors such as promotion and incentives.

Another study by Gichure (2014) sought to find out the factors influencing employee motivation and its impact on employee performance in a case of AMREF Health Africa in Kenya. Findings of the study were that the extrinsic factors that affects include; work condition, pay, fringe benefits and the work environment. However this study failed to examine the influence of promotion and training and development.

In regard to employee promotions, Gathungu, Iravo and Namusonge (2015) conducted a study titled the effect of Promotion Strategies on the Organizational Commitment of Banking Sector Employees in Kenya. The results indicated that promotion had a significant relationship with commitment for contract employees while for permanent employees, there was no significant relationship. The study further stated a need to base promotion on merit in order to motivate employees' performance. However, this study failed to examine the effects of other factors such as salary, incentives and training and development.

In regard to training and development, Gidey (2016) conducted a study on the effects of Training and Development on Employees Performance for Commercial Bank in Ethiopia. The study

findings indicated that effect of training on employee output is significant and clearly demonstrate that jobs are delineated and easy to perform with contentment of getting enough guidance from their peer and supervisors. However, this study failed to investigate other factors such as the effects of salary, promotions and incentives on employee performance. In Kenya Amadi (2014) conducted a study on training and development at Safaricom Limited Call Centre. Findings suggest that training needs at Safaricom ought to be considered based on organization goals. Moreover, that the organization ought to determine training programs that benefit staff. However the findings of this study were too shallow as they did not consider other motivational factors that influence employee performance.

In another study, Ombayo, Egessa and Shiamwama (2014), conducted a study on the association that exist between Career Training and Employee output in Sugar Firms at Kakamega County. The findings demonstrated that frequency and quality of training mattered hence the more the training the higher the productivity. However, this study did not elaborate the influence of training and development on employees' quantity of work, quality of work, job knowledge, creativeness, cooperation, dependability, initiative and personnel qualities.

In regard to promotion, Karim and Reddy (2013) studied the impact of incentive schemes on employee performance and found out that incentives are key in improving employee performance apart from the income and other benefits given to them. However, this study did not elaborate on how specifically incentives influence employees quality and quantity of output. In another study by Hameed et al (2013) on the impact of incentive motivators on employee's performance, findings revealed a positive and significant influence of incentive motivators on

employee performance. However, this study failed to consider other motivational factors such as salary, incentives or training and development.

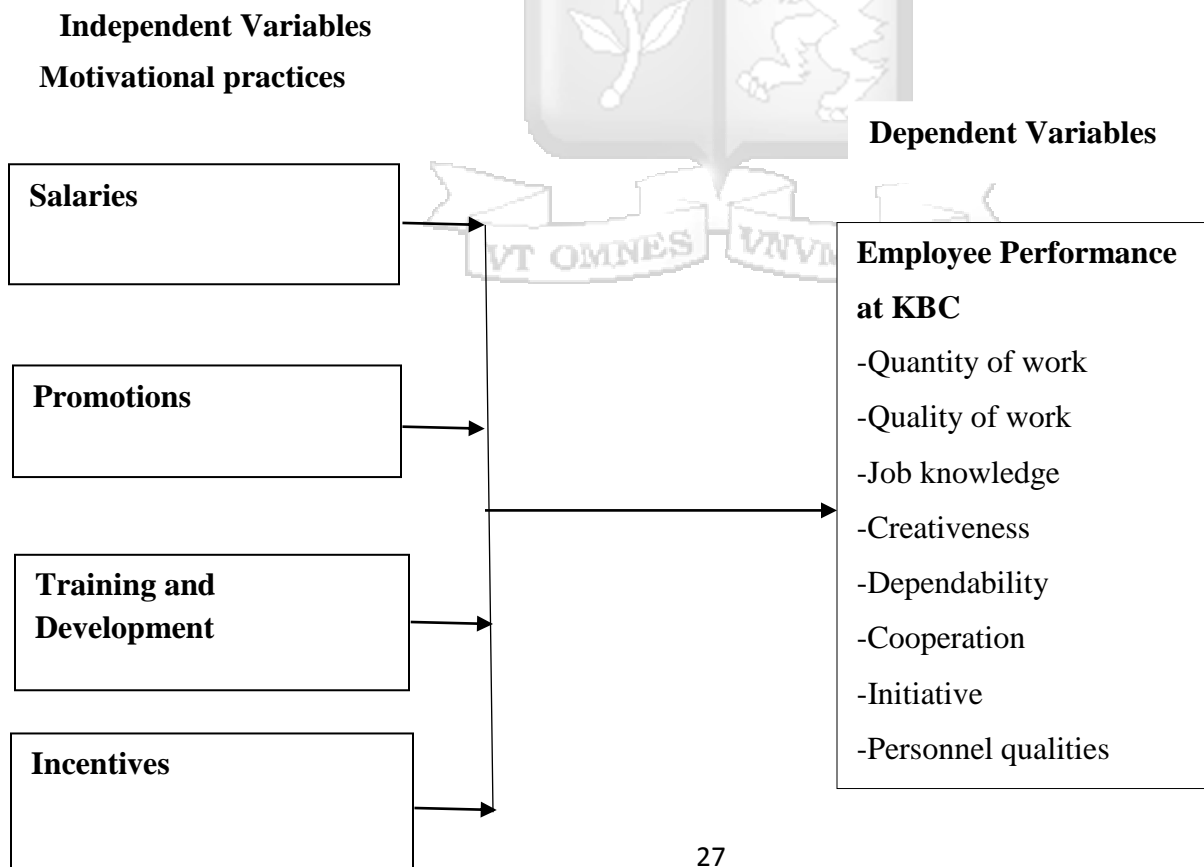
In another study by Ahiabor (2013) on the impact of on the productivity of firms in Ghana, the findings revealed that non-monetary incentives such as health allowance and equipment use amongst other factors were valued by employees' more than monetary payments. This study however failed to elaborate the response of employees' value to incentives in regard to their performance. In the Kenyan context, Gichuru (2015) that studied the relationship between incentives and employee performance and found out that motivational incentives influence employee performance to improve participation, improved employee relations, improved employee morale and increased output. However, this study failed to consider other motivational factors such as salary, incentives or training and development.

Therefore, looking at the studies reviewed, it is evident that none of the studies has attempted to examine the influence of salary, promotions, training and development and incentives, all combined, on their influence on employee performance. Furthermore, none of the studies have attempted to examine the influence of extrinsic motivation on employees' performance indicators such as quantity of work, quality of work, job knowledge, creativeness, cooperation, dependability, initiative and personnel qualities. Finally, it is evident that none of the reviewed studies has examined the influence of extrinsic motivation on employee performance at Kenya Broadcasting Corporation (KBC). This study therefore, sought to fill this specific gap.

2.5 Conceptual Framework

A conceptual framework is an interconnected set of ideas about how a particular phenomenon functions or is related to its parts (Burns & Burns, 2016). It is a diagrammatic, flow chart or figurative illustration explaining the relationships between factors and variables identified, relevant to the study (Burns & Burns, 2016). A framework depicts major variables and categories, connected by lines and arrows to show relationships and interactions, in much the same way that an architect or designer makes preliminary sketches of a building. Figure 2.1 below shows the relationship between adoption of motivational practices and employee performance.

Figure 2.1: Conceptual Framework, Source Author, 2020



2.5.1 Salaries

Salary is defined as fixed amount of money paid to a worker usually measured a worker measured as monthly and annual basis, not hourly, as opposed to wages. Wilfred, Elijah and Muturi (2014) support that salary is a fixed periodical payment for non-manual employees usually expressed in annual terms, paid per month with generally no additions for productivity. Similarly, salary is fixed amount of money or compensation paid to an employee by an employer in return of work done (Idrees et al., 2015).

This implies that salary is the most obvious reward employee receives at work. Attractive salaries or pays are valuable tool and play an important role to increase employee's performance and also increase the productivity of an organization (Muogbo, 2013). The payment of good salaries and wages is fundamental to the prerequisite for effective performance. In order to motivate people to put maximum efforts, it is essential that their various needs, especially as it concern their wages and other fringe benefits as far as practicable.

It is worthy to note that, employee are often motivated by money and the salary a worker is paid has great influence on his productivity in the organization. Employees see salary as the value of his employer place on him as a worker. Therefore, the level of appreciation a worker feel can have a direct impact on his overall motivation (Woods, 2017)

2.5.2 Promotion

Promotion is a shifting of employee for a job of higher significance and higher compensation. The movement of an employee upward in the hierarchy of the organization, typically that leads to enhancement of responsibility and rank and an improved compensation package (McCausland, Pouliakas, and Theodossiou, 2015). A promotion can involve advancement in terms of

designation, salary and benefits, and in some organizations the type of job activities may change a great deal. It is usually symbolized with a change of job and title. It can be attached with an increase in pay, power, and responsibility. Or, it can also include an increase in freedom or independence, or a decrease in danger or discomfort. It may mean less inconvenience in terms of hours or location for some employee.

Promotion is said to have happened when an employee makes a shift in the upward direction in organizational hierarchy and moves to a place of greater responsibility (Dessler, 2008).

2.5.3 Training and development

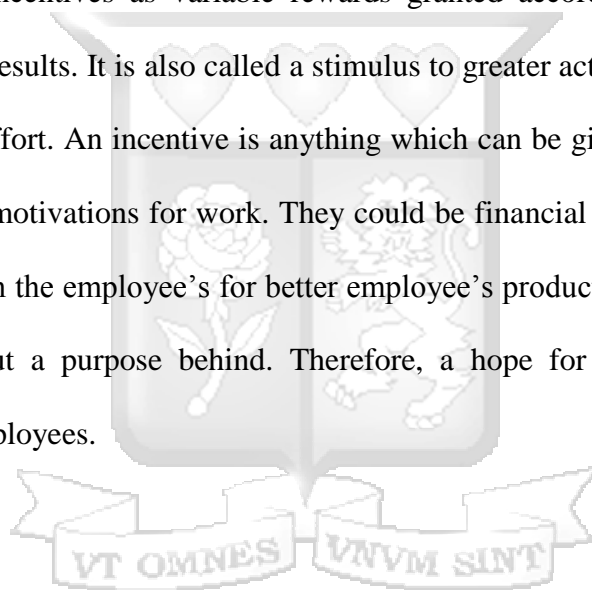
According to Abbas (2014) training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. According to Saleem et al. (2011) training is an organized increase of the know-how, skills and sensations needed for staff members to execute their tasks efficiently. Furthermore, training also increases the abilities of employee's by motivating them and converting them in to well organize and well-mannered, that ultimately affects the performance of organization.

However, Laing (2016) states that training enhances superior skills, knowledge, capabilities and outlook of the employees that results in effective performance of the workers. On the other hand development means those learning opportunities designed to help employees to grow. According to Karim, Choudhury and Bin Latif, (2019), development is not primarily skills oriented, instead it provides the general knowledge and attitudes, which helps employers in higher positions.

Development programs are regarded as specific framework for helping employees to develop their personal and professional skills, knowledge, attitudes, behavior and consequently improve their abilities to perform specific task in the organization (Karim, Choudhury and Bin Latif, 2019). It provides knowledge about business environment, management principles and techniques, human relations, specific industry analysis (Drucker, 2015).

2.5.4 Incentives

Milton (2013) defines incentives as variable rewards granted according to variations in the achievement of specific results. It is also called a stimulus to greater action. They may be used to incite action or greater effort. An incentive is anything which can be given in addition to wages. Incentives are therefore motivations for work. They could be financial or non-financial rewards. Incentives provide zeal in the employee's for better employee's productivity. It is a natural thing that nobody acts without a purpose behind. Therefore, a hope for a reward is a powerful incentive to motivate employees.



CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design, research site, target population, sampling strategy, data collection tools and procedure, nature of pilot study, reliability and validity of research instruments, data analysis and presentation methods and ends with the ethical considerations.

3.2 Research Design

Research design is a framework for empirical research aimed at answering specific research questions, testing hypotheses and must specify at least three processes: the data collection process, the instrumentation process and the sampling process. Kothari (2016) argues that a research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

Orodho (2015) argues that a descriptive survey is a way of collecting data by administering a questionnaire to a sample of respondents. The main purpose of a descriptive survey is to detail the situation as is, that is, the researcher reports the findings (Kombo and Tromp 2016). This method is suitable when collecting information about peoples' attitudes, habits or variety of education and social issues (Orodho and Kombo, 2017).

Therefore, owing to the wide range of benefits, definitions, descriptions and strengths, exploratory descriptive survey design was used in the proposed study. A descriptive survey design was applied to collect data from the Human resources management department at KBC in Kenya. The design was used because it allowed for an in-depth investigation on the influence of

motivation on employee performance at Kenya Broadcasting Corporation (KBC). The study was both quantitative and qualitative in nature. The likert scales was used to collect quantitative data while the open ended questions was used to collect qualitative data.

O'stlund, et. al.,(2016) states that combining qualitative and quantitative findings, allows an overall or negotiated account of the findings to be forged which is not possible by using a singular approach (Bryman, 2015). Combining qualitative and quantitative methods can also help to highlight the similarities and differences between particular aspects of a phenomenon (Bernardi, Kleim and von der Lippe, 2014).

3.3 Population of the Study

Population refers to the larger group from which the sample is taken (Kombo & Tromp, 2016).

The population of this study was K.B.C which comprises of fifteen departments; that is Television, Radio department, Corporate Affairs, Advertising, Information technology, Procurement, Finance, Marketing, Advertising, Security, Human resource, Legal Affairs, Signet, Technical, Transport and Environment. In this case, this study targeted staffs in each department and also the upper level managers, middle level managers and lower level managers working specifically in the Human Resources Department at KBC. Therefore the population for this study comprised five (5) respondents drawn from the general staff from each of the fifteen departments at KBC and thirty (30) respondents drawn from the upper, middle and lower level managers working at the Human Resources department at Kenya Broadcasting Corporation (KBC). Therefore, the total population for this study was one hundred and five (105) respondents.

3.4 Sampling Design

The study employed simple random sampling to select respondents for this study. The simple random sample means that every case of the population has an equal probability of inclusion in sample (Ghuri and Gronhaug, 2005). Mugenda and Mugenda (2003) recommend the following formula of substitution: $Nf = n/1 + (n/N)$. According to the above formula: $nf =$ desired sample size when the population is less than 10,000, $n =$ desired sample when the population is more than 10000 (384) $N =$ estimate of the size. Thus, in order to arrive at the sample size for this study; $nf = 384/1 + (384/105); = 384/4.66 = 82$. Therefore the sample size for this study was 82 respondents.

3.5 Data Collection

The study used semi-structured questionnaires to collect primary data from the general staff and respondents drawn from the upper, middle and lower level managers working at the Human Resources department at Kenya Broadcasting Corporation (KBC). The reasons for using semi-structured questionnaire was because they are an effective method for data collection when the researcher wants to collect qualitative, open-ended data; to explore participant thoughts, feelings and beliefs about a particular topic and to delve deeply into sometimes sensitive issues (DeJonckheere and Vaughn, 2019). The questionnaire was prepared by the researcher and administered on all the respondents. The questionnaire contained two sections: the respondents' profile and an analysis the influence of motivation on employee performance at Kenya Broadcasting Corporation (KBC).

To do this, the questionnaire had six sub-sections that sought answers to the influence of motivation on employee performance at Kenya Broadcasting Corporation (KBC); namely: employee performance metrics used at KBC; the relationship between salaries and employee performance; the relationship between promotions and employee performance; the relationship between training and development and employee performance and the relationship between employee incentives and employee performance. The questionnaire was developed in line with the objectives of the study stated above. This has ensured that the study covers all the necessary points and this has enabled generation of more explicit questions.

The researcher sought permission to collect data from the respondents through an introduction letter. The questionnaires were hand delivered to each of the respondents through research assistants and some of the questionnaires were sent via email so as to ensure that all the selected respondents were reached.

3.6 Reliability and Validity

A pilot study was conducted with an aim of familiarizing the research assistants with the area of study as well as testing the validity, reliability, clarity, flexibility and applicability of the research questions.

3.6.1 Reliability

According to Shanghverzy (2018), reliability refers to the consistency of measurement and is frequently assessed using the test–retest reliability method. Reliability is increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures. To test for reliability of the questionnaire, eight questionnaires were piloted and the responses input into a statistical software and the results of the reliability test produced. The study relied on the Cronbach’s alpha (Cronbach, 1951), also known as the reliability coefficient to determine the internal consistency/ reliability of the Likert-type scales used in the research instrument. This is an index of reliability associated with the variation accounted for by the true score of the underlying construct. Its computation was based on the reliability of a test relative to other tests with same number of items and measuring the same hypothetical variable that this study was targeting. Cronbach’s alpha (α) was computed using equation 7.

$$\alpha = \frac{k}{k-1} \left(1 - \frac{1}{S_T^2} \sum_{i=1}^k S_i^2 \right) \quad (7)$$

Where k is the number of items

S_i^2 is the variance of the i^{th} item

S_T^2 is the variance of the total score formed by summing up all items

10% of the total sampled respondents, amounting to 8 respondents participated in the pilot study.

The pilot study targeted eight (8) officers who were excluded from the final study. Data captured through the questionnaire was inputted into the SPSS statistical analysis software Version 20 that to compute the Cronbach’s alpha using split half method. A Cronbach alpha reliability

correlation coefficient of at least 0.70 was indicative of high degree of reliability of the instrument (Nunnaly, 1978).

3.6.2 Validity

Validity refers to the degree to which the instrument measures what it purports to measure or what it intends to measure. In this study, content validity of the research instruments was assessed using the Content Validity Index (CVI) developed by Waltz and Bausell (1983). The researcher further consulted supervisors and research experts to review the research instruments by rating each item in the questionnaire based on relevance, clarity, simplicity, and ambiguity on a four-point scale given in Table 3.1. This facilitated the necessary revision and modification of the research instrument thereby enhancing validity.

Table 3. 1: Criteria for Determining Content validity

Criteria	Rating
Relevance	1 = not relevant
	2 = item need some revision
	3 = relevant but need minor revision
	4 = very relevant
Clarity	1 =not clear
	2 = item need some revision
	3 = clear but need minor revision
	4 = very clear
Simplicity	1 = not simple
	2 = item need some revision

Criteria	Rating
Ambiguity	3 =simple but need minor revision
	4 = very simple
	1 = doubtful
	2 = item need some revision
	3 = no doubt but need minor revision
	4 = meaning is clear

Then, for each item in the research instrument, CVI was computed as the number of experts giving a rating of either 3 or 4, divided by the total number of experts (Denise and Beck, 2006; Muij's, 2004). Consequently, the content validity index (CVI) of each of the items in the research instruments was calculated using equation 6.

$$CVI = \frac{E_{r3,4}}{E_T} \dots\dots\dots (6)$$

Where, CVI is the content validity index

$E_{r3,4}$ is the expert rating of either 3 or 4

E_T is the total number of experts

The items that had CVI over 0.75 were retained (Yaghmale, 2003), while the rest were modified, based on the experts' opinions.

3.7 Data Analysis

According to Zikmund, Babin, Carr & Griffin (2017), data analysis refers to the application of reasoning to understand data that has been gathered with the aim of determining consistent

patterns and summarizing the relevant details revealed in the investigation. The data collected was analyzed by use of the Statistical Package for Social Sciences (SPSS) program. The study used both quantitative and qualitative methods. Qualitative data was analyzed using content analysis which entailed coding responses, identifying categories across codes, identifying themes and patterns across categories and drawing interpretations and implications. Roller and Lavrakas (2015) define content analysis as the systematic reduction of content, analyzed with special attention to the context in which it was created, to identify themes and extract meaningful interpretations of the data (Roller and Lavrakas, 2015).

Quantitative methods like mean, percentages and frequencies were used to describe the findings while inferential statistics like correlation analysis were used to establish relationships between the independent and dependent variables. The findings were presented in frequency tables, charts and graphs. A multiple regression model was used to measure the level of significance of the influence of the independent variables on the dependent variable.

The multiple regression model for this study was:

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

Where;

Y= Employee performance (dependent variable)

β_0 = Constant

$\beta_1, \beta_2, \beta_3,$ and β_4 are regression coefficients

X_1 = Salaries

X_2 = Promotions

X_3 = Training and development

X4= Employee

ε is error term, that is, a surrogate for all variables influencing market share

Using statistical software, this regression model was tested to see how well it fits the data. The significance of each independent variable was also tested. Fischer distribution test that is called F-test was applied. It refers to the ratio between the model mean square divided by the error mean square. F-test was also used to test the significance of the overall model at a 5 per cent level of confidence. The p-value for the F-statistic was applied in determining the robustness of the model.

3.8 Ethical Considerations

The CEOs/Head of department of Kenya Broadcasting Corporation (KBC) was contacted to provide a written consent before the research assistants are allowed to collect the data. The raw data and the findings were stored in computer folders that are password protected to avoid unauthorized access. The meeting between the research assistants and the respondents was scheduled at the convenience of the respondents. The respondents were briefed on the purpose and significance of the study before the questionnaires were administered. All the respondents were assured of their confidentiality. Any respondent who was not willing to participate in the study was accorded their rights.

Further, the researcher sought authorization to proceed with the research and attained the NACOSTI permit as well as an Ethical Approval from Strathmore University Ethics Review Committee.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

The objective of this study was to find out the influence of extrinsic motivation practices on employee performance at Kenya Broadcasting Corporation (KBC). This chapter presents the analysis of the results, their interpretation and discussion of the results.

4.2 Response Rate

The study used simple random sampling arrive at a sample size of eighty two (82) respondents drawn from the general staff, upper, middle managers and lower level managers working at Human resources department at KBC. The response was received from 75 respondents, which translates to a response rate of 91%.

4.3 Demographic Information

4.3.1 Gender

The study sought to find out the gender of the respondents, from the findings, 60% of the respondents were female while 40% were male as shown in the figure 4.1 below:

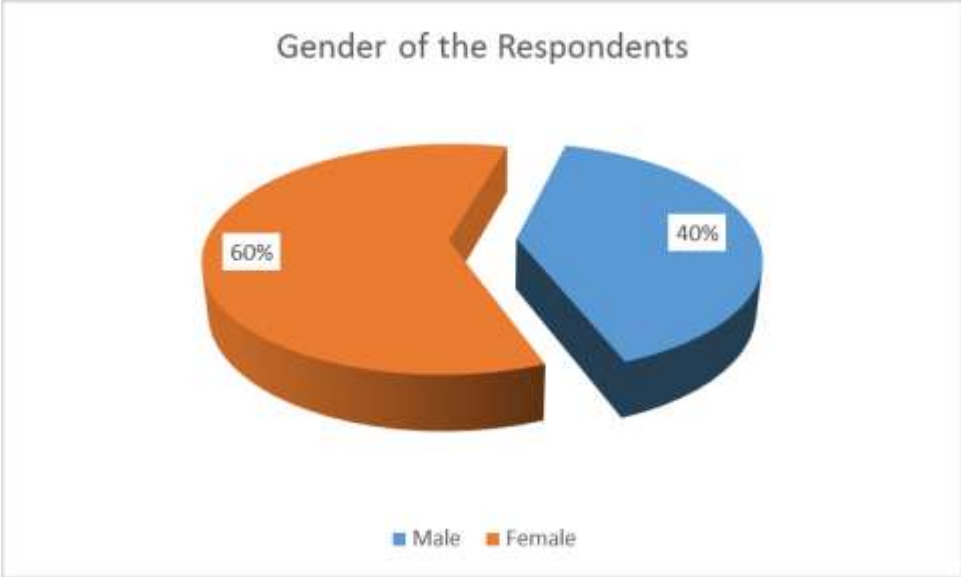
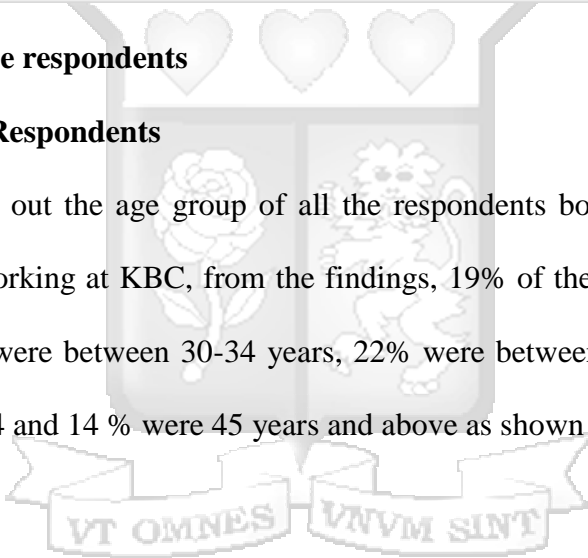


Figure 4.1: Gender of the respondents

4.3.2 Age Group of the Respondents

The study sought to find out the age group of all the respondents both from the management level and general staff working at KBC, from the findings, 19% of the respondents were below 30 years, a further 19% were between 30-34 years, 22% were between 35-39 years, 26% were between the ages of 40-44 and 14 % were 45 years and above as shown in the figure 4.2 below:



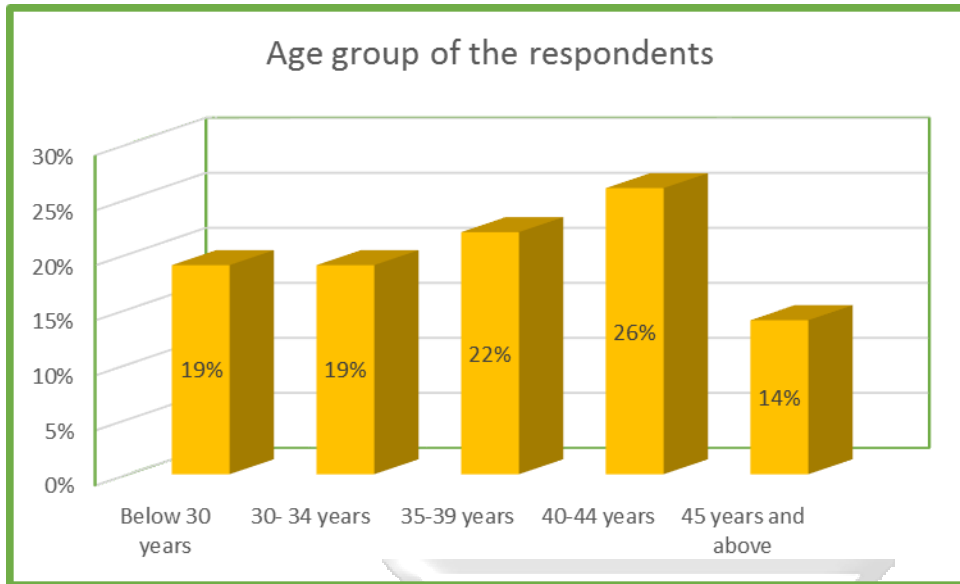


Figure 4.2: Age Group of the Respondents

4.3.3 Level of Management in the HR department

The study sought to find out the level of management in the HR department of the respondents working at KBC, from the findings, 19% of the respondents were from lower level management, 30% were from the middle level management and majority 51% were from the upper level management as shown in the figure 4.3 below.

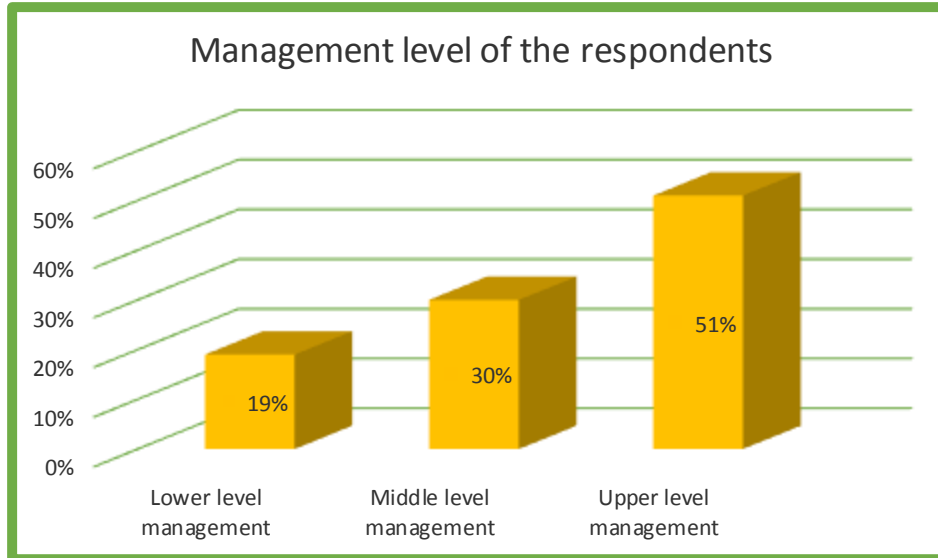


Figure 4.3: Level of Management in the HR department at KBC

4.3.4 Period of Continuous Service at the Corporation

The study sought to find out the respondent's period of continuous service at KBC, from the findings 15% of the respondents had worked for 5 years and below, a further 30% had worked between 6-10 years, 26% had worked between 11-15 years, 22% had worked between the 16-20 years and 7% had worked for 21 years and above as shown in the figure 4.4 below:



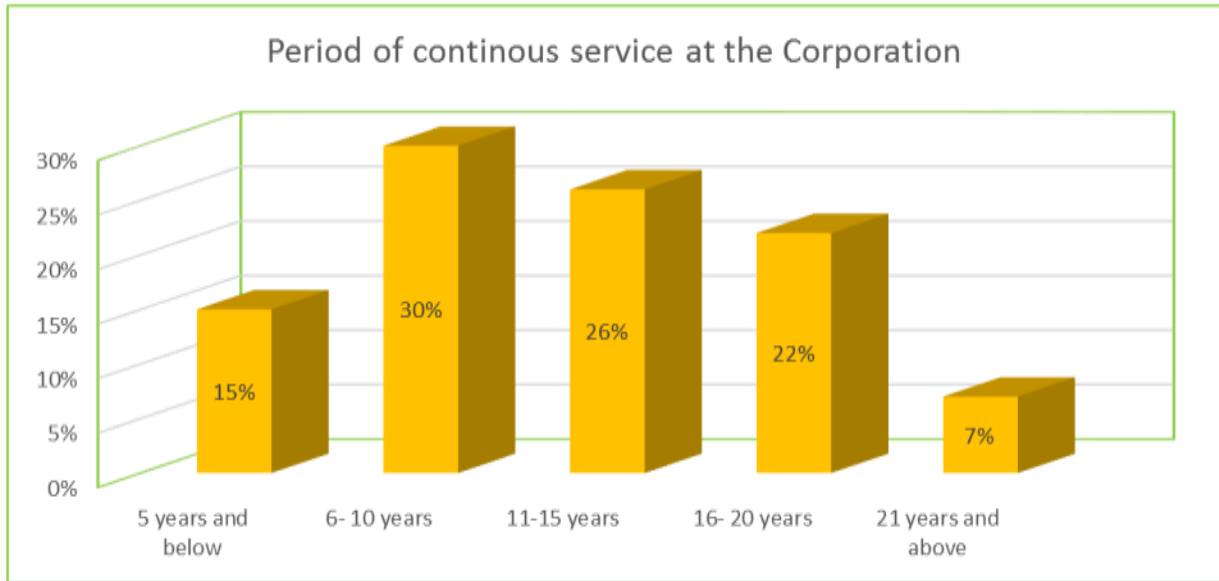


Figure 4.4: Period of Continuous Service at the Corporation

4.3.5 Period Worked at the Current Capacity

The study sought to find out the period worked at the current capacity in the HR department at KBC, from the findings 22% of the respondents had worked for 3 years and below, a further 30% had worked between 3-5 years, 37% had worked between 6-9 years and 11% had worked for 10 years and above as shown in the figure 4.5 below:

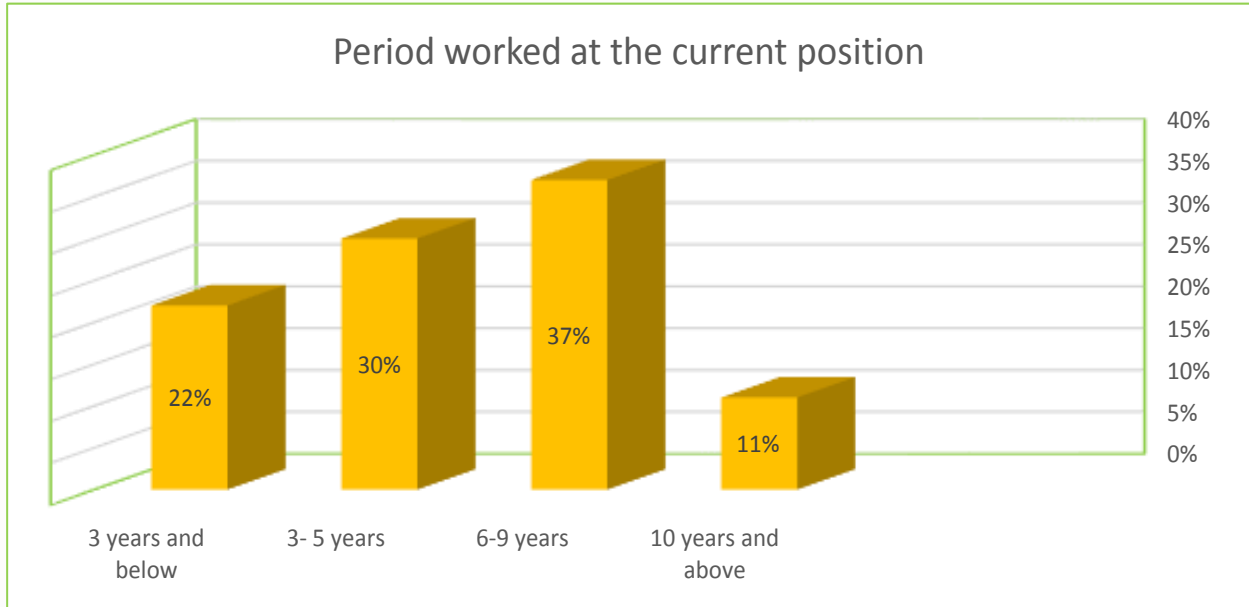
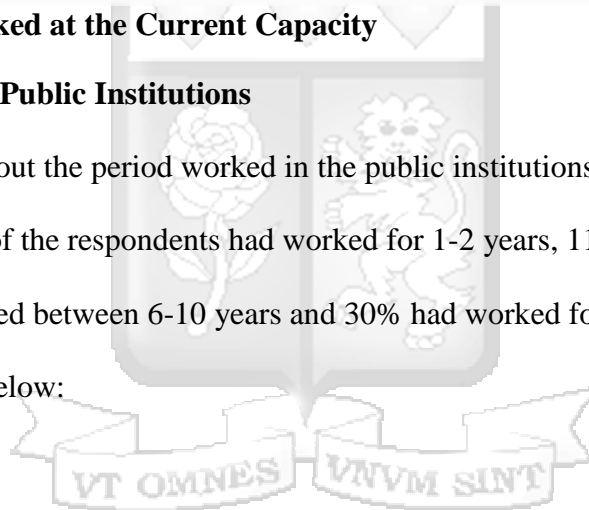


Figure 4.5: Period Worked at the Current Capacity

4.3.6 Period Worked in Public Institutions

The study sought to find out the period worked in the public institutions in Kenya. According to the study findings, 19% of the respondents had worked for 1-2 years, 11% had worked between 3-5 years, 40% had worked between 6-10 years and 30% had worked for 10 years and above as shown in the figure 4.6 below:



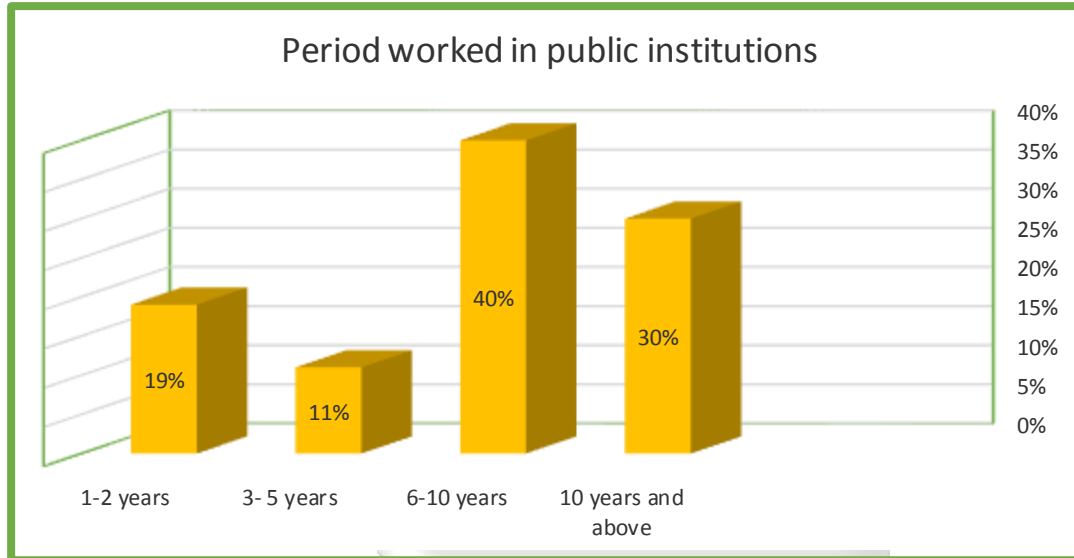


Figure 4.6: Period Worked in Public Institutions

4.3.7 Highest Level of Education

The study sought to find out the level of education, from the findings 15% had a diploma, 30% had an undergraduate degree, and 52% had a Master's degree while 3% had a Doctoral degree as shown in the figure 4.7 below.

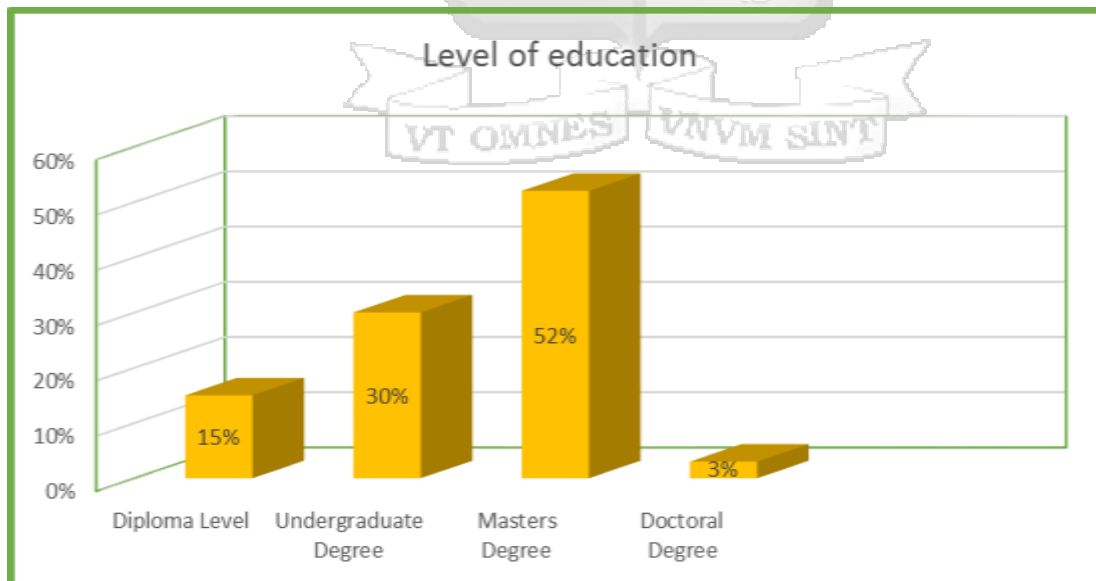


Figure 4.7: Respondents Levels of Education

4.4 Study Variables

4.4.1 Employee Performance

The study sought to find out the indicators of employee performance by KBC to measure employee performance. Among the eight indicators of employee performance the senior Human resources manager at KBC indicated that KBC employs quantity of work, quality of work, job knowledge, creativeness, cooperation (punctuality) and dependability to measure employee performance. When asked how to rate the performance of employees at Kenya Broadcasting Corporation based on the above selected indicators, the senior human resources manager stated that that the performance was generally good.

Table 4.1 Employees' views on the relationship between motivation variables and employee performance

	Top level managers	Middle level managers	Lower level managers	General staff	(Mean Frequency) Range 1.00 –5.0
Employee performance is influenced by the amount of salary they receive.	3.7	4.2	4.5	4.7	4.26
Promotion opportunities influences employees Performance at KBC	3.1	3.7	4.4	4.6	3.95

Training and development programs enhance employee performance at KBC	3.0	3.5	4.2	4.3	3.75
Providing incentives will increase employee performance at KBC	3.3	3.9	4.6	4.7	4.1

As it can be seen from the table 4.1 above, in regard to the influence of salary on employee performance scored the least with a mean of 3.7, followed by the lower level managers with a mean of 4.2, followed by the middle level managers at 4.5 and the upper level managers had the highest mean of 4.7. These findings can be interpreted to mean that the upper management were pleased with their salaries levels while general staff were the least satisfied with their salaries levels.

Further findings indicate that among the four variables that influence employee performance, the salary scored the highest with a mean of 4.26, followed by incentives at 4.1, then promotion at 3.95 and the least important factor is training and development with a mean of 3.75. These findings can be interpreted to mean that, chronologically, salary is the most desired motivation factor for employees at KBC followed by incentives, then promotion opportunities and finally training and development is the least motivator. Furthermore, when respondents were asked to state what else they thought can be done to improve employee performance at KBC, majority of the respondents (78%) stated that they would want the management of KBC to fast track the remittance of statutory deductions and improve on the working conditions.

When the human resources managers were asked to explain briefly on what else they think can be done to improve employee performance at KBC, 60% of respondents stated that the management should involve employees in decision making so as to arouse the confidence of their employees on them. While 40% of respondents stated that KBC management need to enact goals that show and solidify the trust between employer and employee, for instance abolishing authoritarian styles of management.

When the general staffs were asked on what they think can be done to improve employee performance at KBC, they were in a unanimity that providing better physical facilities can play a very important role in the organizational performance as good physical facilities will encourage and make the work easier for the employees.

4.4.2 Salaries/ Remuneration

Table 4.2: Influence of salaries as a motivational strategy on the employees’ performance

	Top level managers	Middle level managers	Lower level managers	General staff	(Mean Frequency) Range 1.00 – 5.0
Salary influence employees’ morale to work	3.1	4.0	4.8	4.7	4.15
Employee performance is influenced by the amount of	3.5	3.8	4.9	4.6	4.2

salary they receive					
KBC pays its workers commensurate to the amount of work done.	4.5	2.9	1.4	2.2	2.75
Employees will increase performance if their salaries are competitive in relation to salaries paid by private broadcasters	3.2	3.9	5.0	4.9	4.25

Findings from the table 4.2 above, in regard to the statements related to the Influence of salaries as a motivational strategy on the employees' performance; the statement that employees will increase performance if their salaries are competitive in relation to salaries paid by private broadcasters scored the highest at a mean of 4.25; followed by the statement that employee performance is influenced by the amount of salary they receive at a mean score of 4.2; then followed by the statement that salary influence employees' morale to work and that employees with a mean score of 4.15 and the statement that KBC pays its workers commensurate to the amount of work done scored the least with a mean score of 2.75.

These findings can be interpreted to mean that the general staff are least satisfied with the salary levels being offered at KBC followed by the lower level managers.

4.4.3 Employee Promotions

Table 4.3: Influence of employee promotions on the performance of employees at KBC

	Top level managers	Middle level managers	Lower level managers	General staff	(Mean Frequency) Range 1.00 – 5.0
When an employee performs well consistently, they are promoted.	3.5	3.2	2.1	1.5	2.58
There is relatively equal treatment of employees depending on their efforts, experience and education.	3.2	2.8	2.2	1.2	2.35
There exists an elaborate promotion policy at KBC	3.3	2.6	2.0	1.7	2.4
Promotions are performed often based on preset achievements goals	3.1	2.7	2.3	1.9	2.5

As it can be seen from the table 4.3 above, in regard to the agreement of the promotions factors that influence the performance of employees at KBC, findings indicate that the statement that; when an employee performs well consistently, they are promoted score the highest mean at 2.58, followed by the statement that promotions are performed often based on preset achievements

goals at 2.5, followed by the statement that there exists an elaborate promotion policy at KBC with a mean score of 2.4 while the statement that there is relatively equal treatment of employees depending on their efforts, experience and education scored the least at a mean score of 2.35. The low score for the general staff and the lower level managers can be interpreted to mean that they disagree that there is an elaborate promotional program at KBC. Furthermore, when employees were asked, how many times they have been promoted since joining KBC, majority (85%) indicated that they have never been promoted while 15% stated that they have only been promoted in 1-2 times.

For those promoted (15%) stated that the basis for their promotion was based on the period of service and none indicated promotion based on performance. When the human resources managers were asked whether there is a clear policy on promotions in the organization, they stated that there was a promotion policy in place although it is rarely implemented due to financial difficulties facing the corporation. The senior human resources manager further stated that the implication of promotion challenges on employees and organization performance may be the results of high employee turnover and frequent strikes issued by the KBC employees.

When the general staffs were asked whether KBC's organizational structure provide room for career advancement, they stated that KBC management encourage team members to pursue relevant business courses and workshops that will further their career advancement.

When the general staffs were asked whether KBC's organizational structure provide room for career advancement, they stated that KBC management encourage team members to pursue relevant business courses and workshops that will further their career advancement.

When the general staffs were asked to state factors affecting the implementation of promotion procedures at KBC, they pointed out work experience, tribalism or ethnicity, educational similarities, success in projects, organizational politics- social relations with the “right” people and constant pressure by worker.

When the general staffs were asked to point out the challenges facing promotion processes at KBC, they outlined the fact that promotions at KBC are based more on longevity of service than merit. Furthermore, the decision on who to promote is often based on more intuition and inscriptive criteria than Institutional development.

When the general staffs were asked to state the implication of promotion challenges on employees and organization performance, they observed that these challenges negatively influence job engagement, job satisfaction, encouragement and motivation for the long serviced employees which consequently results to poor performance improvement and high industrial strikes.

When the general staffs were asked to offer recommendations on to improve promotional programs they observed the need for promotion based on merit, linking rewards like promotions to excellent performance and achievement of the relevant qualifications for the position at hand.

4.4.4 Training and Development Practices

Table 4.4: Influence of Training and development on the performance of employees at KBC

	Top level managers	Middle level managers	Lower level managers	General staff	(Mean Frequency) Range 1.00 –5.0
Training opportunities offered at KBC result in higher output among employees.	4.6	3.2	3.8	2.3	3.48
KBC offers scholarships for training to motivate workers to be creative.	2.6	2.5	1.1	1.8	2.0
Mentorship of workers assists in their resilience.	2.7	2.6	3.6	1.9	2.7
In-servicing staff training helps staff meet set deadlines.	4.2	3.9	3.9	3.6	3.9
Training facilities lead to higher staff creativity.	4.4	4.2	3.4	4.0	4.0
If accorded training I am likely to meet the corporation's performance objectives	4.3	4.1	4.8	4.7	4.48

Job enrichment is used to reward employees	3.3	2.7	2.5	2.1	2.65
There are fair opportunities for upward mobility	3.1	2.6	0.9	2.0	2.15
Ability, training and experience improves an individual's capability to perform	4.8	4.5	4.7	4.6	4.65

The study further was to find out the respondent's views in regard to the statements in the table 4.4 above. Results findings indicate that the statement that; ability, training and experience improves an individual's capability to perform scored the highest mean of 4.65; the statement that, if accorded training the employee is likely to the corporation's performance objectives was next with a mean of 4.48; Training facilities lead to higher staff creativity had a mean of 4.0; in-servicing staff training helps staff meet set deadlines had a mean of 3.9;; the statement that mentorship of workers assists in their resilience had a mean score of 2.7 followed by the statement that job enrichment is used to reward employees had a mean of 2.65 while the statement that there are fair opportunities for upward mobility scored a mean of 2.15 while the statement that KBC offers scholarships for training to motivate workers to be creative scored the least with a mean of 2.0.

These findings can be interpreted to mean that the general staff are the least satisfied with the training and development practices being offered at KBC. The study also sought to find out the training and development practices applied by KBC as a strategy to motivate the employees.

Among the various training and development practices, the lower level managers and the general staff employees indicated that KBC applies mentorship, in-servicing training of staff and provision of training facilities to motivate employees, however they felt that these programs are inadequate. The respondents further stated that they would feel more motivated if KBC added scholarships for further training.

When asked to explain how the training and development practices already in place influence their performance, majority of the employees (67%) stated that they are satisfied with the current practices while 33% of the respondents indicated that the current practices are inadequate. Furthermore, all the respondents stated that the management of KBC does not involve staff in identifying areas requiring improvement as a result of the issues raised in the performance appraisal process and their career path needs.

When asked what other training and development practices that KBC should adopt in order to improve employees motivation, the head of HR stated that the importance of job rotation, computer-based training (CBT), the trainee uses computer-based and or DVD systems to interactively increase the knowledge or skills and Electronic learning (eLearning).

When asked how the training and development practices currently being adopted by KBC influence employees' performance, the both upper and middle HR managers stated that formal training programs are an effective way of directly transferring the organizational goals and values to a whole group of people simultaneously as appropriate training can develop managers at all levels including the knowledge and skills required to gain competency in order to manage

change in organization in any business environment. To the general staff, the HR managers stated that the training programs increases higher productivity through better job performance, more efficient use of human resources, goals and objectives more effectively met, reduced cost due to less labour turnover, reduced errors, reduced accidents and absenteeism, more capable, and mobile workforce and retention of the existing staff.

When asked whether KBC management involve staff in identifying areas requiring improvement as a result of the issues raised in the performance appraisal process and their career path needs, the upper HR managers stated that although so far it is not adequate, there is a need to increase employee engagement by planning more opportunities for them to get involved. This should be done through engaging fellow experienced staffs as trainers or subject matter experts, or could assist in evaluating their new colleagues and helping to reinforce their training.

When the general staffs were asked to state other training and development practices would you recommend KBC to adopt in order to improve employees motivation, they outlined; on-the-job coaching such as technical training, safety training, quality training, and professional training. Each of these should be viewed as separate training programs, requiring an individual framework for each type of training. For example, an employee orientation framework will look entirely different from an in-house technical training framework.

When the general staffs were asked to state how the training and development practices already being applied at KBC influence employees' performance at KBC, they stated that there is a need for introducing an employee training and development program that cultivate, retain and attract

top talent, reducing turnover and hiring costs. Furthermore they observed that training help employees perform their current jobs more efficiently and ensures consistency which in turn leads to quality and accurate work.

When the general staffs were asked to offer suggestions for improvement with regard to training opportunities that could enhance employee performance, they said that talking with employees about their goals and what they hope to achieve can be a good first step in developing a formal career development program and application of cross-training which enables general staff employees can gain management experience, even if for short periods of time.

When asked whether KBC management involve staff in identifying areas requiring improvement as a result of the issues raised in the performance appraisal process and their career path needs, the general staffs stated that it is done through conducting individual assessment that looks at the performance of an individual employee and determines what training should be accomplished for that individual.

4.4.5 Incentives

Table 4.5: Influence of incentives on the employees’ performance at KBC

	Top level managers	Middle level managers	Lower level managers	General staff	(Mean Frequency) Range 1.00 –5.0
When employees meet the set targets,	3.1	2.5	1.2	0.8	1.9

they are paid a bonus.					
Employees are rewarded for work well done	3.1	2.3	0.8	0.5	1.68
Free and subsidized meals are provided to employees	4.5	4.3	3.9	4.7	4.35
Vouchers and tangible merchandises are given at the end of year	4.6	4.4	4.0	4.5	4.38
Incentives such as paid-in vacations, decent housing, company vehicles etc. are provided with equity and fairness	3.1	2.5	1.1	0.2	1.73
Employees receive pension upon exit	2.7	2.1	1.3	2.8	2.23
Employees are given extraneous allowances	2.8	1.6	0.5	0.2	1.28
Mean frequency (Range 1.0-5.0)	3.41	2.81	1.83	1.96	2.51

As it can be seen from table 4.5, the respondents level of agreement to statements related to influence of employee incentives on the employee performance at KBC; the statement that vouchers and tangible goods are given at the end of year scored the highest mean of 4.38; the statement that free and subsidized meals are provided to employees scored a mean of 4.35; the statement that when employees meet the set targets they are paid a bonus scored 2.27; further, the statement that employees receive pension upon exit scored a minimal mean of 2.23; the statement that when employees meet the set targets they are paid a bonus scored 1.9; the statement that incentives such as paid-in vacations, decent housing, company vehicles are

provided with equity and fairness scored a mean of 1.73; the statement that employees are rewarded for work well done scored a mean 1.68 while the statement that employees are given extraneous allowances had the least mean of 1.28. In regard to the employee category, the upper level managers scored the highest with a mean of 3.41, followed by the middle level managers at 2.81, then middle level managers at a score of 1.83 and the general staff scored the least a mean score of 1.96. The low score by the general staff may be interpreted to mean that they were in disagreement with adequacy of the incentive programs offered at KBC.

Additionally, when the study respondents were asked to outline recommendations on what should be done to improve the employee incentive programs at KBC, majority of the respondents (89%) stated that in order to improve employee motivation that will drive performance of employees at KBC; the management should increase such as paid-in vacations, decent housing, overtime allowances and company vehicles based on equity and fairness.

When the senior HR managers were asked to outline brief recommendations on what should be done to improve the employee incentive programs at KBC, they stated that the HR management recommended that the senior management at KBC should ensure that the incentive plans are in line with HR policies and the organizational strategy and the organizational culture, climate and philosophy should support the effective administration of the incentive plans adopted to ensure fairness and consistency.

When the general staffs were asked to offer recommendations on how to make employee incentives program better, majority of the respondents recommended that KBC management

should offer a choice of rewards as the employees want to choose their reward that best satisfies them and involve team leaders, supervisors and managers in designing incentives program.

4.5 Regression Analysis

Having considered each factor singly, a multi-regression was generated to establish the combined salaries/remuneration, promotions, training and development and incentives. The multiple regression analysis also provided the relative importance of each of the variables with respect influence of extrinsic motivation practices on employee performance at Kenya Broadcasting Corporation (KBC). This section presents a discussion of the results of inferential statistics.

Table 4. 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784 ^a	.796	.628	.312

a. Predictors: (Constant), salaries/remuneration, promotions, training and development and incentives

Survey Data, 2020

Dependent Variable: influence of extrinsic motivation practices on employee performance at Kenya Broadcasting Corporation (KBC). Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (influence of extrinsic motivation practices on employee performance at Kenya Broadcasting Corporation (KBC) that is

explained by all the four independent variables (salaries/remuneration, promotions, training and development and incentives).

The four independent variables that were studied, explain 79.6 percent of variance in influence of extrinsic motivation practices on employee performance at Kenya Broadcasting Corporation (KBC) by the R^2 . This therefore means that other factors not studied in this research contribute 20.4 percent of variance in the dependent variable. Therefore, further research should be conducted to evaluate the influence of extrinsic motivation practices on employee performance at Kenya Broadcasting Corporation (KBC).

Table 4. 2: ANOVA (Analysis of Variance)

Model		Sum of Squares	D.f	Mean Square	F	Sig.
1	Regression	781.106	4	195.276	722.208	.000 ^b
	Residual Error	42.992	159	.270		
	Total	824.098	163			

a. Predictors: (Constant), salaries/remuneration, promotions, training and development and incentives).

b. Dependent Variable: influence of extrinsic motivation practices on employee performance at Kenya Broadcasting Corporation (KBC).

Source: Research Data, 2020

The F critical at 5 percent level of significance was 1.84 since F calculated is greater than the F critical (value =0.722), this shows that the overall model was significant. The significance is less

than 0.05, thus indicating that the predictor variables), explain the variation in the dependent variable which was influence of extrinsic motivation practices on employee performance at Kenya Broadcasting Corporation (KBC). If the significance value of F was larger than 0.05 then the independent variables would not explain the variation in the dependent variable.

Table 4. 3: Multiple Regression Analysis

Coefficients^a						
Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		b.	Std. Error	Beta		
1	(Constant)	.446	.172		2.598	.010
	Salaries	.181	.019	.467	9.402	.000
	Promotion	.083	.018	.248	4.568	.000
	Training and development	.023	.012	.082	1.900	.009
	Incentives	.088	.020	.216	4.489	.000

a. Predictors: (Constant), salaries/remuneration, promotions, training and development and incentives).

b. Dependent Variable: influence of extrinsic motivation practices on employee performance at Kenya Broadcasting Corporation (KBC).

Survey Data, 2020

From the regression findings, the substitution of the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$$Y = 0.446 + .0181X_1 + .083X_2 + 0.23X_3 + .088X_4$$

Where Y is the dependent variable (influence of extrinsic motivation practices on employee performance at Kenya Broadcasting Corporation), X_1 is Salaries variable, X_2 is promotions, X_3 is Training and development and X_4 is the incentives.

According to the equation, taking all factors (salaries/remuneration, promotions, training and development and incentives) constant at zero, influence of extrinsic motivation practices on employee performance at Kenya Broadcasting Corporation (KBC) indicates a correlation coefficient of 0.446. The data findings also show correlation coefficients of independent variables which indicate that a unit increase in salaries variable will lead to a .181 increase in influence of extrinsic motivation practices on employee performance at Kenya Broadcasting Corporation (KBC).

A unit increase in promotions will lead to .083 increase in influence of extrinsic motivation practices on employee performance at Kenya Broadcasting Corporation (KBC); a unit increase in training and development will lead to a .023 increase influence of extrinsic motivation practices on employee performance at Kenya Broadcasting Corporation (KBC) and a unit increase in incentives will lead to a .088 increase in influence of extrinsic motivation practices on employee performance at Kenya Broadcasting Corporation (KBC). From the results, salaries contribute the most to employee performance at KBC as it has the greatest t value of 9.402.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This section covers the summary of findings, conclusion and recommendations in line with the topic of study that is the influence of extrinsic motivation practices on employee performance at Kenya Broadcasting Corporation (KBC).

5.1 Summary of Findings

The study found out that the indicators of employee performance at KBC are quantity of work, quality of work, job knowledge, creativeness, cooperation (punctuality) and dependability and that the employee performance based on these indicators was generally good according to the senior human resources manager. These indicators are in line with the definition offered by Mathis and Jackson (2009) who observed that employee performance is measured by the quantity of output, quality of output, timeliness of output, job attendance, efficiency and effectiveness of the work completed.

In regard to the employees' views on the relationship between motivation variables on employee performance, findings indicate that among the four variables that influence employee performance, the salary scored the highest with a mean of 4.26, followed by incentives at a mean of 4.1, then promotion at 3.95 and the least important factor was training and development with a mean of 3.75.

These findings can be interpreted to mean that the general staff are the least satisfied with the motivational strategies applied at KBC and the upper level managers are the most satisfied. These findings also mean that salary is an important motivator for good performance. These

findings are supported by a study by Ojokuku and Sajuyigbe (2013) who found out that financial rewards positively and significantly affect employee's performance. However, although there have been various study showing significant relationship between monetary form of payments and employee performance, the debate is still going on as to whether only money motivates employees better (Ejumudo, 2014).

Further findings indicated that the majority of the respondents (78%) would wish the management of KBC to fast track on the remittance of statutory deductions and improve on the working conditions. These findings are also supported by the study by Mbah, Mgbemena and Ejike (2015) who found out a positive and significant relationship between pay and some nonfinancial form of motivation such as conducive working environment.

5.1.1 Findings on the influence of salaries/remuneration on employee performance at KBC.

In regard to the influence of salaries as a motivational strategy on the employees' performance, majority of KBC employees stated that they would increase performance if their salaries are competitive in relation to salaries paid by private broadcasters scored the highest at a mean of 4.25; followed by the statement that employee performance is influenced by the amount of salary they receive at a mean score of 4.2; then followed by the statement that salary influence employees' morale to work and that employees with a mean score of 4.15 and the statement that KBC pays its workers commensurate to the amount of work done scored the least with a mean score of 2.75.

These findings are supported by studies conducted by Niode (2011); Umar (2011); Khan, Farooq and Ullar (2010) and Mbah, Mgbemena and Ejike (2015) who found out that there is direct and

positive relationship between financial compensation and employee performance. The findings are further supported by Maslow (1964), who states that human behavior is seen as controlled by unsatisfied need and the aspiration for the subsequent upper need. Need for higher salary to manage the basic needs cannot be substituted by need for belonging which can be attained through promotion.

5.1.2 Findings on the influence of employee promotions on employee performance at KBC.

In regard to the influence of employee promotions on the performance of employees at KBC, majority of employees agreed that when an employee performs well consistently, they are promoted scored the highest mean at 2.58, followed by the statement that promotions are performed often based on preset achievements goals at 2.5, followed by the statement that there exists an elaborate promotion policy at KBC with a mean score of 2.4 while the statement that there is relatively equal treatment of employees depending on their efforts, experience and education scored the least at a mean score of 2.35.

The low score for the general staff and the lower level managers can be interpreted to mean that they disagree that there is an elaborate promotional program at KBC. These findings are in tandem with a study conducted by Gathungu, Iravo and Namusonge (2015) who found out that there is need to improve the promotion criteria and the benefits that employees receive on promotion.

Furthermore, when employees were asked, how many times they have been promoted since joining KBC, majority (85%) indicated that they have never been promoted while 15% stated that they have only been promoted in 1-2 times. For those promoted (15%) stated that the basis

for their promotion was based on the period of service and none indicated promotion based on performance. These findings are supported by the study by Gathungu, Iravo and Namusonge (2015) who found that there is need to base promotion on merit in order to motivate employees' performance and productivity, and further stated that the human resources managers need to be more involved in the promotion evaluation process to remove the subjectivity in the process.

In addition, when the human resources managers were asked whether there is a clear policy on promotions in the organization, they stated that there was a promotion policy in place although it is rarely implemented due to financial difficulties facing the corporation.

5.1.3 Findings on influence of training and development on employee performance at KBC.

In regard to the influence of training and development on the performance of employees at KBC, the statement that ability, training and experience improves an individual's capability to perform scored the highest mean of 4.65; the statement that, if accorded training the employee is likely to the corporation's performance objectives was next with a mean of 4.48; Training facilities lead to higher staff creativity had a mean of 4.0; in-servicing staff training helps staff meet set deadlines had a mean of 3.9; the statement that mentorship of workers assists in their resilience had a mean score of 2.7 followed by the statement that job enrichment is used to reward employees had a mean of 2.65 while the statement that there are fair opportunities for upward mobility scored a mean of 2.15 while the statement that KBC offers scholarships for training to motivate workers to be creative scored the least with a mean of 2.0.

These findings can be interpreted to mean that the general staff are the least satisfied with the training and development practices being offered at KBC. Furthermore, the lower level managers

and the general staff indicated that KBC applies mentorship, in-servicing training of staff and provision of training facilities to motivate employees, however they noted that these programs are inadequate. The respondents further stated that they would feel more motivated if KBC would upscale scholarships for further training. When asked to explain how the training and development practices already in place influence their performance, majority of the employees (67%) stated that they are satisfied with the current practices while 33% of the respondents indicated that the current practices are inadequate. Furthermore, all the respondents stated that the management of KBC does not involve staff in identifying areas requiring improvement as a result of the issues raised in the performance appraisal process and their career path needs. The views of the KBC employees concur with the findings of a study conducted by Ombayo, Egessa and Shiamwama (2014) which reiterated the importance of frequency and quality of training hence the more the training the higher the productivity. The study also recommended organizations should incorporate quality and frequent training in order to increase employee output level.

5.1.4 Findings on the influence of incentives on employee performance at KBC.

In regard to the influence of incentives on the employees' performance at KBC, the statement that the statement that vouchers and tangible goods are given at the end of year scored the highest mean of 4.38; the statement that free and subsidized meals are provided to employees scored a mean of 4.35; the statement that when employees meet the set targets they are paid a bonus scored 2.27; furthermore the statement that employees receive pension upon exit scored a minimal mean of 2.23; the statement that when employees meet the set targets they are paid a bonus scored 1.9; the statement that incentives such as paid-in vacations, decent housing,

company vehicles are provided with equity and fairness scored a mean of 1.73; the statement that employees are rewarded for work well done scored a mean 1.68 while the statement that employees are given extraneous allowances had the least mean of 1.28.

The employees also stated that they would feel more motivated if the management can introduce incentives such as paid-in vacations, decent housing, overtime allowances and company vehicles based on equity and fairness. These findings are in tandem with findings of a study by Gichuru (2015) that found out that motivational incentives have positive effect on employee performance in the organization in different ways such as improved participation, improved employee relations, improved employee morale and increased output.

5.2 Conclusion

This study makes the following conclusions; the management of KBC employs quantity of work, quality of work, job knowledge, creativeness, cooperation (punctuality) and dependability to measure employee performance and that the performance of employees at Kenya Broadcasting Corporation based on the above measures was generally good. The study further concludes that among the four variables that influence employee performance, the salary scored the highest with a mean of 4.26, followed by incentives 4.1, promotion at 3.95 and the least important factor is training and development with a mean of 3.75.

The study also concludes that in order to improve employee performance, the management of KBC should increase such as paid-in vacations, decent housing, overtime allowances and company vehicles based on equity and fairness. Finally, the regression model showed that salaries contributes most to employee performance at KBC followed by incentives, then promotion and the least significant is training and development.

5.3 Recommendations

From the findings, it is evident that the employees of KBC feel that salary will be a good motivator for performance to the employees, therefore this study recommends that the management of KBC should keep its good progress in availing employee with a good remuneration system that should be updated according to the labor market.

The findings shows that the lower level managers and the general employees, were least satisfied with the salary levels in comparisons to other media employees in private stations, therefore this study recommends that the management of KBC should focus on providing competitive salaries since it will promote advantages to the institution by motivating the workforce which will in turn improve the employee performances and reduces the frequent incidences of employee strikes.

The promotion practices, incentives and training and development did not also score well according to the findings, therefore this study recommends that the management of KBC should fast track on the investing in training and development of staff, providing equitable incentives and providing fair promotion opportunities as this will lead to achieving employee performance and an increased understanding of the new technologies incorporated into the processes and practices will lead to the realization of the institutions goals and objectives, invest in a strong strategic reward management team so as to ensure that the staff is rewarded in accordance with their value to the institution by giving them monetary rewards which are needed to encourage and improve staff competencies.

Finally, the senior human resources managers further stated that the implication of promotion challenges on employees and organization performance may be as the results of high employee turnover and frequent strikes issued by the KBC employees.

Therefore, this study recommends that the management of KBC should encourage and support their employees who are seeking for career advancement because it will improve their professional skills and competence, which in turn will have a direct influence of employee performance.

On a wider scope, this study contributes to this subject by identifying the extrinsic motivational factors that could be optimised with a view to enhancing employee performance amongst government employees, while providing evidence of how the two variables interplay.

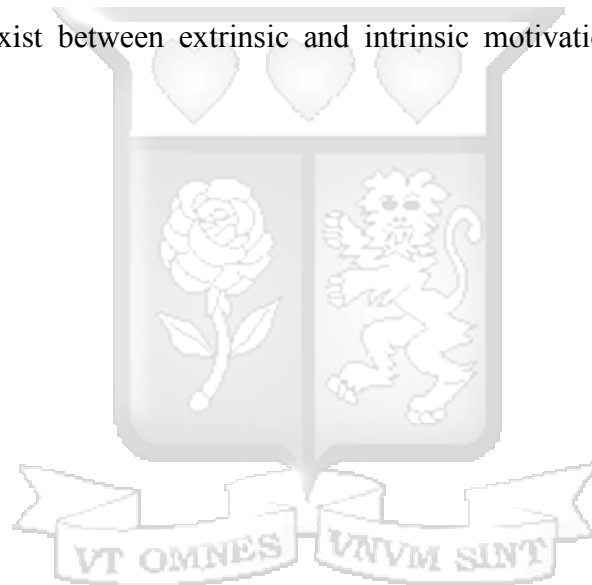
5.4 Limitations of the Study

One of limitation anticipated for this research was the untimely response from respondents expected due to the busy schedule of the targeted population at KBC, leading to prolonged study period. This limitation was however managed by the researcher making prior arrangements to engage the respondents during their free time.

Another limitation was that data collection was conducted in the wake of the Covid-19 pandemic. There existed unsurmountable challenges in collecting data having to adhere to social distancing, lockdown and quarantine measures. However, the researcher had to plan for the new normal by taking time to collect data at the same time adhering to the public health measures released by the government.’

5.5 Areas of Future Research

This study concentrated on the influence of extrinsic motivation practices on employee performance at Kenya Broadcasting Corporation (KBC). However, researcher suggests that it would be valuable to conduct an enquiry to find out the influence of intrinsic motivational factors on employee performance at Kenya Broadcasting Corporation (KBC). The aim of such a study would be to establish if a relationship exists between intrinsic motivational practices such as control, recognition and management cooperation on employee performance. The findings from such a study could be compared with the findings from the current research to identify if significant differences exist between extrinsic and intrinsic motivational practices on KBC's employees.



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APPENDIX 1: QUESTIONNAIRE

SECTION A: TO BE FILLED BY THE HRM AT KBC

Dear Respondent,

I am a student from Strathmore Business School and I am carrying out a survey to determine the impact of motivation on employee performance and overall service delivery in public institutions. This will be a case study for Kenya Broadcasting Corporation. I kindly request you to spare some time to fill in the questionnaire that will only take 15 minutes of your time. The outcome of this study will enable the Corporation to identify the gaps in areas that affect the staff in terms of job satisfaction and motivation. The findings will further be useful in providing the necessary measures that need to be taken to bridge the gap, enabling management to make informed decisions in pursuit of achieving sustainable service delivery. You retain the right to participate or not to participate in the study.

PART A: DEMOGRAPHIC DATA

1. What is your current Job group?

2. What is your designation at the Corporation?

3. Gender (Tick one)

Male Female

4. What is your age group?

a) Below 30 years

b) 30 – 34 years

c) 35 – 39 years

d) 40 – 44 years

e) 45 years and above

5. In which Level of management do you work within your department in the Corporation?

a. Senior Management

b. Middle Level Management

c. Other ()

6. Indicate the length of continuous service at the Corporation.

5 yrs and below

6- 10 years

11-15 years

16- 20 years

21 years and over

7. How long have you been working in your present capacity?

Less than 3 years () 3-5 years () 6-9 years () 10 and above ()

8. How long have you worked for Public institutions?

1 – 2 years () 6 – 10 years () Over15year () 3 – 5 years ()

10 – 15 years ()

8. Highest level of education

Diploma

Undergraduate

Masters []

Doctoral []

Any other (specify) _____



SECTION I: TO BE FILLED BY THE HUMAN RESOURCES DEPARTMENT

PART B: EMPLOYEE PERFORMANCE

9a. Among the eight indicators of employee performance, please indicate the ones used by KBC to measure employee performance? (Tick)

Quantity of work ()

Quality of work ()

Job knowledge ()

Creativeness ()

Cooperation ()

Dependability ()

Initiative ()

Personnel qualities ()

9b. How do you rate the performance of employees at Kenya Broadcasting Corporation based on the above selected indicators?

a) Excellent ()

- b) Good ()
- c) Average ()
- d) Below average ()

10. For each of the following statements about performance of employees, please indicate (by ticking) the extent to which you agree with them, using the following scale: (Strongly Agree, Agree, Undecided, Disagree and Strongly disagree).

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Mean
Employee performance is influenced by the amount of salary they receive.						
Promotion opportunities influences employees Performance at KBC						
Providing will increase employee performance at KBC						
Training and development programs enhances employee performance at KBC						

11. Please explain briefly on what else do you think can be done to improve employee performance at KBC?

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.....

PART C: SALARIES/ REMUNERATION

12. For each of the following statements about the influence of salaries as a motivational strategy on the performance of employees, please indicate (by ticking) the extent to which you agree them, using the following scale: (to a big extent, to a small extent, not at all).

	1	2	3	4	5
Salary influence employees' morale to work					
Employee performance is influenced by the amount of salary they receive.					
KBC pays its workers commensurate to the amount of work done.					
Employees will increase performance if their salaries are competitive in relation to salaries paid by private broadcasters					

13. Competitive salaries: On a scale of 1-5 kindly indicate the extent to which you agree with the following statements, where Strongly Agree 5, Agree 4, Disagree 3, Strongly Disagree 2, Not Sure 1.

	1	2	3	4	5
Salary is above market pay rates					
The pay is fair in terms of International standards					
There are opportunities for upward mobility					
Salary is fair and equitable within the internal job descriptions					
Employees are highly motivated					
The salary structure is commensurate with skills in the medical facility					
The salary incremental rates are high at KBC					

PART D: EMPLOYEE PROMOTIONS

14. For each of the following statements about the influence of employee promotions on the performance of employees, please indicate (by ticking) the extent to which you agree them, using the following scale: (to a big extent, to a small extent, not at all).

	1	2	3	4	5
When an employee performs well consistently, they are promoted.					
There is relatively equal treatment of employees depending on their efforts, experience and education.					
There exists an elaborate promotion policy at KBC					
Promotions are performed often based on preset achievements goals					

PART E: TRAINING AND DEVELOPMENT PRACTICES

10. Using a scale of 1-5 where 5 = Strongly agree (SA), 4=Agree (A), 3= Neutral (N), 2= Disagree(D), 1= Strong disagree (SD) Please tick in the appropriate box the extent to which you agree with each of the statements in regard to the importance of training and development practices at KBC.

	Statements	Level of importance				
		5	4	3	2	1

		SA	A	N	D	SD
1	Training opportunities result in higher output among workers.					
2	Scholarships for training motivate workers to be creative.					
3	Mentorship of workers assists in their resilience.					
4	In-servicing staff training helps staff meet set deadlines.					
5	Training facilities lead to higher staff creativity.					
6	If accorded training I am likely to satisfy customers.					
7	Job enrichment is used to reward employees					
8	There are fair opportunities for upward mobility					
9	Ability, training and experience improve an individual's capability to perform					

11.a Among the following training and development practices please indicate the ones used by KBC as a strategy to motivate the employees? (Tick appropriately)

- Training & development opportunities []
- Mentorship []
- Scholarships for training []
- In-servicing training staff []
- Communication []
- provision of training facilities []

11.b What other training and development practices would you recommend KBC to adopt in order to improve employees motivation. Please list here below:

	1	2	3	4	5
When employees meet the set targets they are paid a bonus.					
Employees are rewarded for work well done					
Free and subsidized meals are provided to employees					
Vouchers and tangible goods are given at the end of year					
such as paid-in vacations, decent housing, company vehicles etc. are provided with equity and fairness					
Employees receive pension upon exit					
Employees are given extraneous allowances					

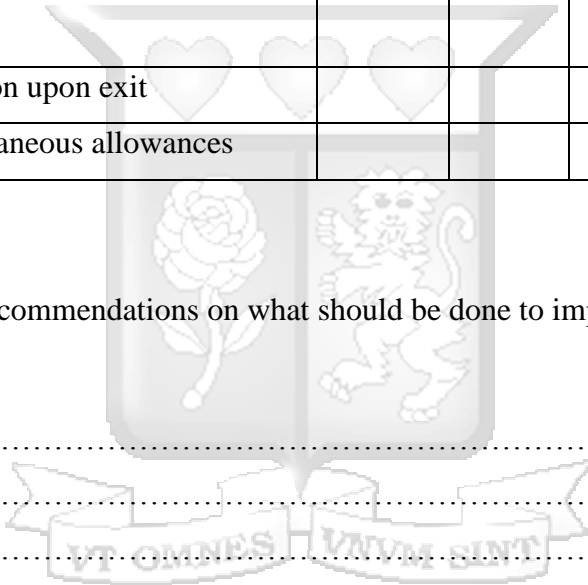
15. Please outline brief recommendations on what should be done to improve the employee programs at KBC?

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.....

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Thank you for your response

SECTION B: QUESTIONNAIRE FOR THE GENERAL STAFF

PART A: DEMOGRAPHIC DATA

1. What is your current Job group?

2. Gender (Tick one)

Male []

Female []

3. What is your age group?

a) Below 30 years []

b) 30 – 34 years []

c) 35 – 39 years []

d) 40 – 44 years []

e) 45 years and above []

4. Indicate the length of continuous service at the Corporation.

○ 5 yrs and below []

○ 6- 10 years []

○ 11-15 years []

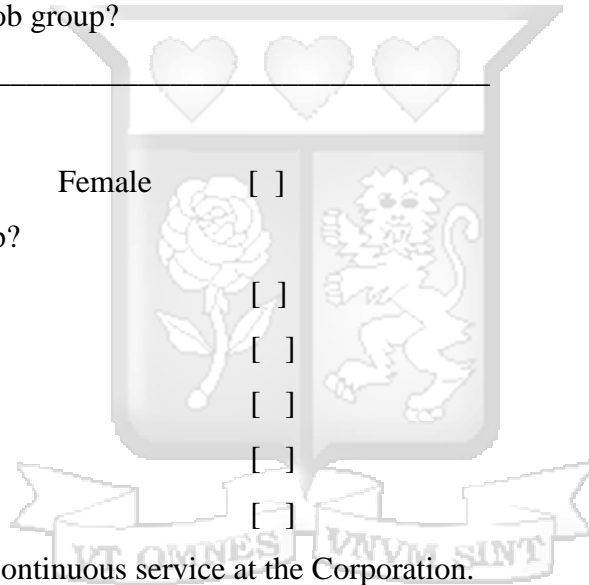
○ 16- 20 years []

○ 21 years and over []

5. How long have you worked for Public institutions?

1 – 2 years () 6 – 10 years () Over 15 year () 3 – 5 years ()

10 – 15 years ()



6. Highest level of education

Diploma []

Undergraduate []

Masters []

Doctoral []

Any other (specify) _____

PART B: EMPLOYEE PERFORMANCE

7. For each of the following statements about performance of employees, please indicate (by ticking) the extent to which you agree with them, using the following scale: (Strongly Agree, Agree, Undecided, Disagree and Strongly disagree).

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Mean
Employee performance is influenced by the amount of salary they receive.						
Promotion opportunities influences employees Performance at KBC						
Providing will increase employee performance at KBC						
Training and development programs enhances employee performance at KBC						

8. Please explain briefly on what else do you think can be done to improve employee performance at KBC?

.....

.....

.....

.....

PART C: SALARIES/ REMUNERATION

9. For each of the following statements about the influence of salaries as a motivational strategy on the performance of employees, please indicate (by ticking) the extent to which you agree them, using the following scale: (to a big extent, to a small extent, not at all).

	1	2	3	4	5
Salary influence employees' morale to work					
Employee performance is influenced by the amount of salary they receive.					
KBC pays its workers commensurate to the amount of work done.					
Employees will increase performance if their salaries are competitive in relation to salaries paid by private broadcasters					

10. Competitive salaries: On a scale of 1-5 kindly indicate the extent to which you agree with the following statements, where Strongly Agree 5, Agree 4, Disagree 3, Strongly Disagree 2, Not Sure 1.

	1	2	3	4	5
Salary is above market pay rates					
The pay is fair in terms of International standards					
There are opportunities for upward mobility					

13. What was the basis of your latest promotion?

a) Good Performance

b) Period of service

c) Seniority in rank

d) Any other

.....

14. Does promotion improve your morale to perform?

Yes ()

No ()

15. Is there a clear policy on promotions in the organization?

Yes ()

No ()

16. Does the organizations structure provide room for career advancement

.....

.....

17. What factors affecting the implementation of promotion procedures a KBC?

.....

.....

.....

18. What challenges are facing promotion processes at KBC?

.....

.....

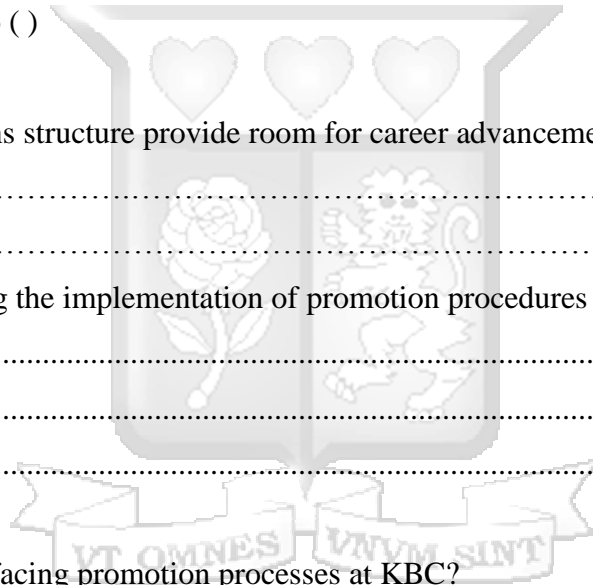
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19. What is the implication of promotion challenges on employees and organization

performance?.....

.....



.....

.....

20. Recommendation on what should be done to improve the process/procedures/practice of promotion at KBC?

PART E: TRAINING AND DEVELOPMENT PRACTICES

21. Using a scale of 1-5 where 5 = Strongly agree (SA), 4=Agree (A), 3= Neutral (N), 2= Disagree(D), 1= Strong disagree (SD) Please tick in the appropriate box the extent to which you agree with each of the statements in regard to the importance of training and development practices at KBC.

	Statements	Level of importance				
		5	4	3	2	1
		SA	A	N	D	SD
1	Training opportunities result in higher output among workers.					
2	Scholarships for training motivate workers to be creative.					
3	Mentorship of workers assists in their resilience.					
4	In-servicing staff training helps staff meet set deadlines.					
5	Training facilities lead to higher staff creativity.					
6	If accorded training I am likely to satisfy customers.					

	Statements	Level of importance				
		5	4	3	2	1
		SA	A	N	D	SD
7	Job enrichment is used to reward employees					
8	There are fair opportunities for upward mobility					
9	Ability, training and experience improve an individual's capability to perform					

22.a Among the following training and development practices please indicate the ones used by KBC as a strategy to motivate the employees? (Tick appropriately)

- Training & development opportunities []
- Mentorship []
- Scholarships for training []
- In-servicing training staff []
- Communication []
- provision of training facilities []

22.b What other training and development practices would you recommend KBC to adopt in order to improve employees motivation. Please list here below:

.....

.....

.....

.....

.....

22.c Please explain briefly, how the training and development practices chosen in question 1a. Above, influence employees' performance at KBC?

.....

.....

.....

.....

 23. What suggestions would you give for improvement with regard to Training opportunities that could enhance employee performance?

24. Does the KBC management involve staff in identifying areas requiring improvement as a result of the issues raised in the performance appraisal process and their career path needs?

PART F: EMPLOYEES INCENTIVES

25. Using a scale of 1-5 where **5 = Strongly agree (SA), 4=Agree (A), 3= Neutral (N), 2= Disagree(D), 1= Strong disagree (SD)** Please tick in the appropriate box the extent to which you agree with each of the statements in regard to the importance of employees at KBC

	1	2	3	4	5
When employees meet the set targets they are paid a bonus.					
Employees are rewarded for work well done					
Free and subsidized meals are provided to employees					
Vouchers and tangible goods are given at the end of year					
such as paid-in vacations, decent housing, company vehicles etc. are provided with equity and fairness					

Employees receive pension upon exit					
Employees are given extraneous allowances					

26. Please outline brief recommendations on what should be done to improve the employee programs at KBC?

.....

.....

Thank You for taking your time to participate in this survey.



APPENDIX II: ETHICAL APPROVAL



30th April 2019

Alexander Munyambu
akarega@gmail.com

Dear Alexander,

REF Protocol ID: SU-IERC0422/19

EFFECTS OF MOTIVATION ON EMPLOYEE PERFORMANCE IN PUBLIC INSTITUTIONS

We acknowledge receipt of your application documents to the Strathmore University Institutional Ethics Review Committee (SU-IERC) which includes:

1. Study Protocol submitted 18th April 2019
2. Cover letter listing all submitted documents 18th April 2019
3. Proposal declaration page signed by supervisors 18th April 2019

The committee has reviewed your application, and your study "effects of motivation on employee performance in public institutions" has been granted approval.

This approval is valid for one year beginning 30th April 2019 until 30th April 2020

In case the study extends beyond one year, you are required to seek an extension of the Ethics approval prior to its expiry. You are required to submit any proposed changes to this proposal to SU-IERC for review and approval prior to implementation of any change.

SU-IERC should be notified when your study is complete.

Thank you

Sincerely,

Prof Florence Oloo
Secretary
Strathmore University Institution Ethics Review Committee



APPENDIX III: RESEARCH PERMIT


REPUBLIC OF KENYA


NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **666492** Date of Issue: **17/March/2021**

RESEARCH LICENSE



This is to Certify that Mr. Alexander Karega Munyambu of Strathmore University, has been licensed to conduct research in Nairobi on the topic: INFLUENCE OF EXTRINSIC MOTIVATION ON EMPLOYEE PERFORMANCE IN PUBLIC INSTITUTIONS: A CASE STUDY OF KENYA BROADCASTING CORPORATION for the period ending : 17/March/2022.

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