

**THE INFLUENCE OF INTRINSIC MOTIVATION ON EMPLOYEE PERFORMANCE IN
PUBLIC ORGANIZATIONS IN KENYA**

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DECLARATION

I 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 thesis contains no material previously published or written by another person except where due reference is made in the thesis itself.

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ABSTRACT

The purpose of this study was to establish the influence of intrinsic motivation on employee performance in public organizations in Kenya. Intrinsic motivation is important not only with a view to satisfy the needs and expectations of individual people who work in the public service but also create a feeling of belonging and commitment among the employees. Low motivation in public organizations has been cited as a major factor in Africa's human resource crisis, non-monetary motivators that foster team and organizational commitment are employee recognition, employee development, participatory environment, job security and job autonomy. A descriptive research design was adopted which was deemed to be the most appropriate since it permitted the researcher to describe the characteristics of the variables mentioned in the study. The research targeted employees of 65 public organizations in Nairobi County-Kenya which due to various constraints, due to Covid 19 pandemic restrictions only employees of 25 organizations were sampled. 375 employees were sampled using stratified random sampling. Primary data was collected by means of a structured questionnaire, which was self-administered. The data collected was analysed using descriptive statistics with the help of Statistical Package for Social Sciences (SPSS) to achieve the objectives of the study. Simple regression analysis and correlation analysis were used to analyse data. The study found that employee development, recognition, job autonomy and employee achievement motivation had significant and positive effect on employee performance. The study recommended that the overall management of public organizations put greater emphasis on recognition and non-monetary reward programs to attain higher employee performance. The management should also give the employees the autonomy to do their jobs which will improve employee attitude and in turn enhance employee performance. The study concluded that employee development has a positive effect on employee performance and that motivation influences job performance but they there are many challenges associated with motivation that are essential to optimize employee performance.

This study only focused on employee performance; future studies could focus on both employee and firm performance.

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DEDICATION

This thesis is dedicated to my family. The employers mostly the human research department of various organizations who may need to use this research for motivation purpose for the employees. I also dedicate this research to future researchers for further researches on employee and organization performance.

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LIST OF ABBREVIATIONS AND ACRONYMS

CFA	Confirmatory Factor Analysis
EWCO	Equal Weight Communication
HR	Human Resource
ICT	Information Communication and Technology
KBC	Kenya Broadcasting Corporation
KPLC	Kenya Power and Lighting Company
MBO	Management by objectives
MSQ	Minnesota Satisfaction Questionnaire
NGO	Non-Government Organization
NHIF	National Hospital Insurance Fund
NPM	New Public Movement
NSSF	National Social Security Fund
PSM	Public Service Motivation
PSM	Public Service Motivation
SDL	Self-Directed Learning
SEM	Structure Equation Modelling
SPSS	Statistical Package for Social Sciences
SUMAJKT	Shirika la Uzalishaji Mali la Jeshi la Kujenga Taifa
TQM	Total Quality Management
TSC	Teachers Service Commission

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Employee motivation has been a topic of growing interest in the learning communities, Ceni A, (2011). Olusadum and Anulika (2018) study indicated that in order to become successful, organizations need to maximize the use of their employees' actual and potential skills. Mensah and Tawiah (2016) pointed out that human resource is the most important asset of any organization whether in the public or private sector and that in order to get efficient and effective result from human resource, motivation is necessary. According to Olusadum and Anulika (2018) intrinsic motivation refers to doing something because it is inherently interesting or enjoyable. Intrinsic rewards include; achievement, autonomy, responsibility, personal and professional growth status, recognition, praise from superiors and co-workers, personal satisfaction and feelings of self-esteem (Mensah & Tawiah 2016).

Public sector employees who are intrinsically motivated tend to exhibit high levels of organizational commitment, job satisfaction, increasing productivity and improving employee performance (Ganta, 2014). Furthermore, hiring intrinsically motivated public servants is an effective way to improve job satisfaction and to overcome incentive problems in the public sector (Ezeali & Esiagu, 2009). Intrinsic motivation is important not only with a view to satisfy the needs and expectations of individual people who work in the public service but also create a feeling of belonging and commitment among the employees. Motivation is very important in public sector because it increases employee's productivity (Georgellis et al., 2011). Similarly, public servants have an intrinsic motivation to serve the public (O'Riordan, 2013). Working in the public service sector has been associated with "an attitude, a sense of duty" and "public morality" (Zaman et al., 2011). However, public service morale and the sense of self-worth among public officials have been in decline for many years (Olusadum & Anulika, 2018).

Most studies indicate that employee motivation is crucial for improved employee and organisational performance in both private and public sectors. They argue that intrinsic motivation is critical to the public sector in enhancing employee performance through creation of a feeling of commitment to the organization.

Intrinsic motivation in public sector creates a feeling of belonging among the employees which leads to improved employee productivity and satisfaction (Ceni A, 2011). The public organizations need to come up with intrinsic motivational programs in order to enhance employee productivity, commitment and satisfaction. Public sector employees with higher levels of intrinsic motivation are likely to report high satisfaction scores with intrinsic job characteristics and a high level of commitment to the organization (Georgellis et al., 2011). Having intrinsically motivated public servants is directly related to individuals' work performance (Brewer, 2014). Consequently, intrinsically motivated public servants are more committed to their work; they strive to attain set goals and objectives which in turn enhances their job performance. Studies by Ceni A. (2011), Georgellis et al., (2011) and Brewer (2014) show that intrinsic motivation is a key factor in enhancing employee performance in the public sector setting and that the commitment and productivity among employees are the key indicators of employee performance due to the intrinsic motivation rewards adopted by public organizations. Employee empowerment, work autonomy, employee recognition and employee development programs are key factors both in the private and public sectors that ensure employee intrinsic motivation is achieved (Akhtar et al., 2014; Mensah and Tawiah, 2016; Zaman et al.,2011).

Kenyan public organizations have gone through transformations due to motivation practice in the last decade which has led to their growth (Too and Kwasira, 2018). However, demotivation in personnel has continued to be a challenge. The public servants have also shown poor performance metrics despite the cash bonuses introduced as a form of reward for employee performance (Njanja, Maina, Kibet & Njagi, 2013). Intrinsic motivation will therefore be a solution to the challenge of low performance metric in the public sector. Employee performance is how an employee fulfills their job duties and executes their required tasks (Robbins and Coulter, 2003). This study seeks to investigate how intrinsic motivation influences employee performance in public organizations in Kenya.

1.1.1 Intrinsic motivation

Intrinsic motivation is doing something simply for the pleasure of performing that particular activity (Deci, 2019). Intrinsic rewards are derived from the content of the task itself (Mensah & Tawiah, 2016). They include achievement, responsibility, and growth and development. Others include achievement motivation, status, recognition and work autonomy, praise from superiors and

co-workers, empowerment, personal satisfaction, and feelings of self-esteem (Özutku, 2012). Examples of intrinsic factors are employee growth and development, interest in work, recognition, and employee achievement (Van Yperen & Wörtler, 2017). This study looked at employee development, recognition, job autonomy and achievement as a boost to self-worth and logic of accomplishment. Intrinsic motivation relates to a feeling of love for a task/job among employees which is created by non-monetary rewards that an employee gets from an organization. In this study, the researcher adopted employee development, employee recognition, work autonomy and employee achievement as the intrinsic factors as it is described on the definitions of intrinsic motivation.

Employee development has been cited as a key intrinsic motivator in both private and public organizations (Rosita, 2019; Hameed & Waheed, 2011; Harrison, 2012). Rosita argued that employee development related to sharpening of skills and capabilities of individual employee for the purpose of enhancing their performance. Furthermore, Hameed & Waheed, Rosita and Harrison measured employee development in terms of workshops, mentorship, desired behaviour and self-direction. Hameed and Waheed defined employee development as the development of abilities of an individual employee and organization as a whole and that it consists the overall growth of the organization's workers, as a result of this development the organization would flourish and employee performance increase as well. It is also measured in terms of employee learning, skills growth and employee attitude towards work.

Employee learning increases the abilities and competency of the employee (Dixon, 1999). Skills growth develops the employee which enable them to handle their tasks with expertise (Anyim, Chidi & Badejo, 2012). Self-direction relates to the ability of the employee to take a specific path in terms of what they want and need to do (Harrison, 2012). The ability of an employee to define their career path creates self-motivation which lead to achievement of set targets and goals for improved job performance metrics. The other development measure is employee attitude which is the responsiveness of an employee to an organization or a job (Rogelberg, Luong, Sederburg & Cristol, 2000). A positive change in attitude creates a feeling of development in terms of attitude and hence would yearn to do better in their job. Hence, employee development improves employee effectiveness and efficiency which in turn improved their performance metrics and those of the organization. The other intrinsic factor considered in this study is employee recognition.

Generally, in the workplace, employee recognition is considered as the most powerful tool for employee motivation (Robbins, 2003). Also, it consists of personal attention, expressing interest, promotion, approval and appreciation for a job well done. Junior staff want to know that their superiors appreciate their work. Employee recognition plays a vital role in improving employee performance as well as achievement of the organizational goals (Munir, Lodhi, Sabir & Khan, 2016). Recognition is an essential factor in enhancing employee's job satisfaction and work motivation which is directly associated with organizational achievement (Manzoor, 2012). From the discussion, employees in the public organizations feel the need to be recognized for the excellent accomplishment of their given tasks. This can be done through appreciation through certificates, gift vouchers, letters and trophies.

Work autonomy is another key intrinsic factor considered in this study. Lin and Ping (2016) posit work autonomy as the degree to which employees have freedom, independence and discretion to plan, schedule and do their work. It is the freedom that managers delegate to their subordinates in the process of carrying out their tasks. Work autonomy can be measured in terms of employee freedom to design their tasks, come up with work schedule to do their job and design the content of their jobs (Lin & Ping, 2016). High level of autonomy nurtures self-responsibility, since employees view their work outcomes as directly linked to their own efforts (Khakpour, Habibi & Fathi, 2018). This in turn motivates them towards doing better in their job. Özutku (2012) measured job autonomy as scheduling own activities, decision making capacity and job designing (Özutku, 2012). The study measured work autonomy in terms of scheduling own activities, decision-making and designing job contents. Another key intrinsic motivation considered in this study is employee need for achievement. Achievement motivation is referred to as the need for achievement (Elliot & McGregor, 1999). They indicated that achievement motivation relates to the confidence that employees have in themselves as they perform their job-related duties. They measured employee need for achievement in terms of challenging tasks, goal setting and persistence. It is the need for success that indicates the wish of attaining excellence (Jex & Britt, 2008) and they measured employee achievement in terms of persistence, confidence in success and preference for difficult tasks. This study used persistence, goal setting and preference for difficult tasks as the measures of employee recognition.

The definitions of the concepts in intrinsic motivation such as achievement motivation, intrinsic reward, work autonomy and employee development are important since they form important foundations of the study. They also helped during data collection as they acted as key determinants to look out for when measuring the levels of intrinsic motivation used in different organisations.

1.1.2 Employee Performance

Robbins and Coulter (2003) defined employee performance as a measure of the achieved results against the set targets. They measured employee performance using attributes of effectiveness, efficiency, quality, innovation, creativity, commitment, satisfaction, cohesiveness, flexibility, customer relations, communication patterns and employee efforts towards the goals of an organization. Rosita notes that employee performance is the result of one's work achieved in carrying out the task assigned to him based on skills, experience, and ingenuity and time (Rosita, 2019). Employee performance comprises the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment (Thao & Hwang, 2015). Employee performance is a measure of comparative achievement of set goals and targets. Several measures of employee performance have been adopted. Safavi and Karatepe measured employee performance in terms of job satisfaction, teamwork and improved productivity per hour or per day (Safavi & Karatepe, 2018). Robbins and Coulter together with Tarandung measured performance in terms of employee productivity and commitment (Robbins & Coulter, 2003; Tarandung, 2016). Based on the measures defined by Rosita et al., this study adopted productivity, commitment and satisfaction as the measures of employee performance.

Employee productivity' refers to the time spent by an employee actively executing the job he or she was hired to do, in order to produce the desired outcomes expected from the employees' job description (Ferreira & Plessis, 2009). Productivity is concerned with the output per person, system, machine or group of people working together for the same objectives. It comprises the results achieved, the performance of activities, competencies needed to perform these activities from every individual, team or department and the organization as a whole. Therefore, it denotes how well an individual performs their duties.

Osa and Amos (2014) defined organizational commitment as the belief by the employee which reflects the strength of a person's attachment to an organization. Employee satisfaction explains attitude of employees toward their job. Employee satisfaction as an intangible variable could be expressed or observed via emotional feelings. In other words, it hinges on the inward expression and attitude of individual employee with respect to a particular job (Cook, 2008).

Theoretical and empirical research has shown that intrinsic motivation relates to employee performance. When individuals are intrinsically motivated, they portray better outcomes for the organisation such as creativity, performance and involvement and such employees are ready to take more responsibilities (Dysvik & Kuvaas, 2008). Well-maintained intrinsic motivational factors have positive and significant influence on job performance because employees' productivity emanating from motivation is evaluated on how well they perform a job (Mundung & Pangemanan, 2015). Superior job performance is obtained from non-financial rewards (Nduro, 2012). This was also supported by Albeiti (2015) who noted that challenging work responsibilities, provisions of challenges and support from the organization for professional development of the employee fetch better job performance. This study focused on the public organizations in Kenya, which have shown employee performance issues in the recent years. Therefore, this study aimed at how intrinsic motivation impacts the employee performance in public organization.

1.1.3 Public Organizations in Kenya

A public organization is a state-run organization. According to the O'Riordan (2013) the effectiveness and efficiency of a country's public sector is vital to the success of its development activities. Sound financial management, an efficient civil service and administrative policy, efficient and fair collection of taxes and transparent operations that are relatively free of corruption contribute to a good delivery of public service. Relatively, for an efficient public sector that offers good delivery of public service, intrinsic motivation is key. The public sector of Kenya comprises of the central government, local government, development partners and public corporations (Mutua, 2017). The public sector provides basic goods or services that either are not or cannot be provided efficiently by the private sector. Also, the objectives of the public sector are to enhance quality and efficiency of public service delivery, to improve performance management in the public service, to strengthen management systems and processes in government, to enhance the capability of public

service leadership, management and to transform the culture and attitude of public service employees (Njanja et al., 2013).

The government organization comprises of public sector ministries, state departments, constitutional commissions and independent offices (Government of Kenya Report, 2016). One of the key roles of public organizations is to improve performance management as well as ensure and enhance quality and efficiency of public service delivery (Mutua, 2017).

Employee motivation

plays a critical role in the overall performance and growth of public organizations. Most of the employees in the civil service exhibit low motivation which to a certain extent contributes to the minimal performance. The government of Kenya through its ministries since the early 1990's has come up with strategies towards performance improvement (Chepkwony & Njoroge, 2019). Thus, the need for highly motivated state employees to ensure public state organizations meet their set goals.

1.2 Problem statement

The problem statement of this research is low intrinsic motivation in public organisations in Africa's human resource especially in Kenya which is the study site. Low motivation in public organizations has been cited as a major factor in Africa's human resource crisis (Wouter Van Acker, 2020). Motivation influences job performance yet there are many challenges associated with motivation that are essential to optimize employee performance (Mensah & Tawiah, 2016). Public organizations in Kenya have experienced poor performance in the recent years (Public Service Commission, 2016). For example, the public sector experienced poor employee commitment and low productivity from their employees (Mumbi & Makori, 2015). Additionally, public organizations in Kenya have been experiencing reduced motivation despite the organizations rewarding their employees extrinsically (Kilimo, Namusonge, Makokha & Nyagechi, 2016). This study sought to find out whether intrinsic motivation is a key factor of employee performance improvement in public organizations.

Proven non-monetary motivators that foster team and organizational commitment are employee recognition, employee development, participatory environment, job security and job autonomy (Panagiotakopoulos, 2013). Therefore, it is important not only to analyse the concept of intrinsic motivation in the Kenya's public organizations but also reveal the underlying intrinsic motivators that lead to public servants in Kenya performing better.

Locally, studies have been done on employee performance and employee motivation. Despite these studies relating to employee performance and motivators, Kuria studied the impact of employee motivation on employee performance in a government parastatal. He focused on National Social Security Fund Kenya which may not be representative of all public organizations (Kuria, 2013). Mumbi and Makori (2015) studied the influence of employee motivation on organizational performance but not on employee performance, which is the focus of this study. On

the other hand, Munyua (2017) focused on private organization rather than public sector although his study looked at intrinsic factors and employee performance; the case study of K-unity in Kiambu county. The above discussed studies on intrinsic motivation focused on private institution while the other focused on organization performance. This created a knowledge and research gap that this study sought to fill.

1.3 Research objectives

The general objective of this study was to determine the influence of intrinsic motivation on employee performance in public organizations.

The specific objectives were:

- i. To determine the extent to which employee development influences employee performance in public organizations in Kenya.
- ii. To establish the extent to which employee recognition influences employee performance in public organizations in Kenya.
- iii. To determine the extent to which job autonomy influences employee performance in public organizations in Kenya.
- iv. To determine the extent to which employee achievement motivation influences employee performance in public organizations in Kenya.

1.4 Research questions

- i. To what extent does employee development influence employee performance in public organizations in Kenya?
- ii. What is the extent to which recognition influences employee performance in public organizations in Kenya?

- iii. What is the extent to which job autonomy influences employee performance in public organizations in Kenya?
- iv. To what extent does employee achievement influence employee performance in public organizations in Kenya?

1.5 Justification of the study

In enacting HR policies governing employee relations, the government and policy makers could benefit from the research findings on the subject matter under study. It will enable them to make

informed decisions when formulating policies regarding state employees working in public organizations.

The study findings should offer valuable insights to public organization personnel at management level. It will give recommendations about current status of staff motivation which could form the basis of instituting measures for necessary improvement in terms of performance. The HR managers may use the findings to help re-evaluate HR policies and look at how best to motivate employees with the overall aim of increasing productivity.

This study should also be important to the management and the labour unions as it will help them to better understand how the various motivational factors could be harnessed to inspire staff to increase and sustain productivity.

Those who have scholarly interest in motivation may use this research as it provides a source of reference and basis upon which further studies can be developed.

1.6 Scope of the study

This study focused on 65 public organizations with headquarters in Nairobi County. This was because of the organizations with headquarters in Nairobi. The methods scope was limited to a quantitative research approach and took place between April to May 2020.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section examines as well as analyses the literature that has been provided by different scholars, researchers, academicians and authors with regards to the influence of intrinsic motivation on employee performance in public organizations. This section also outlines the various theories of motivation and how they relate to employee performance, as well as the conceptual framework.

2.2 Theoretical Review

This study was anchored on the Public Service motivation theory (PSM). PSM is defined as an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations (Perry, Hondeghem & Wise 2010). Brewer and Selden (2008) describe it as the motivational force that induces individuals to perform meaningful public service.

Rainey (2009) defines PSM as a general altruistic motivation to serve the interests of a community of people, a state, a nation or mankind. The Public Service Motivation theory postulates that public employees are unique and differ from their private sector counterparts in so far as they are driven primarily by intrinsic motives rather than extrinsic ones, such as financial rewards (Biget et al., 2010). The idea of PSM was developed in response to the rise of the New Public Management movement since the beginning of the 1980s, which calls for the introduction of market-style mechanisms like performance-related pay into the public sphere (Perry & Hondeghem, 2008). PSM posits that public servants are driven by higher-order needs and have a zeal for serving the general public good.

Perry, Hondeghem and Wise (2010) recognize three categories of PSM: Rational – individual's involvement in the public sector is grounded in a wish for utility maximization. For instance, attraction to public policy making. Norm-Based – involvement is the efforts to conform with norms, e.g. the desire to serve the public or self-commitment to reach social equity. Affective – involvement is triggered by emotional responses to social contexts. That can be compassion or self-sacrifice/altruism. All three categories have been proven to have motivational influence on public employees (Biget et al., 2010).

In part, PSM can be explained by a self-selection process that helps endow public organizations with a high PSM workforce (Gailmard, 2010). The growing evidence of the existence of PSM has led Paarlberg, Perry, and Hondeghem (2010) to develop strategies that reinforce individuals' PSM behaviour. These strategies incorporated public service values across all levels of the organization's management system.

According to Paarlberg et al. (2010) strategies, PSM supports the use of training, feedback, important work, goal-setting, participation, interpersonal relationships, relatedness and rewarding as motivational factors. On PSM, recognition has been shown to be a strong motivator in the public sector (Biget et al., 2010) hence the reason this study focused on intrinsic motivation in the Kenyan public sector. This theory defines the motivational factors that define the job and organizational performance of public institutions. This PSM theory hence fits this research and formed a theoretical basis in the interpretation of the influence of intrinsic factors on employee performance in Kenyan public organizations.

The three PSM informed my study in that it drives intrinsic motivation. As a result, it can better explain how intrinsic motivation can lead to better performance and delivery of services in Public organisations.

2.3 Empirical Review

In this section, the research work compares and contrasts different authors' views on intrinsic motivation and employee performance.

2.3.1 Employee Development and Employee performance

Sal and Raja (2016) studied the impact of training and development on employee's performance and productivity. A quantitative approach was used with data collected through structured questionnaire. Subjects for the study consisted of 254 employees which constituted 60% of the total target population of 420 people. 254 structured questionnaires were distributed to employees on job location, 212 questionnaires were returned and only 188 were suitable for statistical analysis. SPSS version 16 was used for data analysis. Both descriptive and inferential statistics were used for data analysis. The statistical tools were aligned with the objective of the research. For this purpose, frequency tables, percentages, means and standard deviations were computed and substantively interpreted. Inferential statistics like Pearson product moment correlation

coefficient (r) and linear regression were used to determine if there is a significant positive relationship existed between the employee development and employee performance and productivity. The results showed that employee development had a positive and significant effect on employee productivity as a measure of employee performance.

Jehanzeb and Mohanty (2018) studied the impact of employee development on job performance and organizational commitment in the telecommunications sector of Pakistan. The results indicated a positive impact of employee development initiatives on employee job performance. The results however, revealed an inverse relationship between employee development and organizational commitment. Agrawal (2013) studied employee development and its effect on their performance. A descriptive design was adopted for the study. The study reviewed 300 empirical studies done in Africa, Europe and America. Desktop research was used for data collection and involved a team of 20 research assistants. The study found that employee development positively influenced employee performance in the three continents. This study guided the employee development and growth objective and enabled the researcher to relate this to employee performance.

Lejeune, Beusaert and Raemdonck (2018) did a study on the impact on employees' job performance of exercising self-directed learning (SDL). Longitudinal data on 3,661 employees working in 16 countries was extracted from an electronic talent management system. Two path analyses were conducted to study the relationships between SDL exercised and job performance, and to test the research hypotheses. Results validated the hypotheses, confirming that learning impacts positively on job performance. Despite this, the impact was not significant.

Shahzadi, Javed, Pirzada, Nasreen and Khanam (2014) studied the impact of employee motivation on employee performance. This research method was descriptive research. The population for present study is the teaching faculty of government and private schools of Bahawalpur, Yazman, and Alipur, Pakistan. Data was collected from 160 teachers of Government and private schools by using self-administered questionnaire. Regression analysis was applied. The results of this study show that significant and positive relationship exists between employee motivation and employee performance. The results further showed that employee development as an intrinsic factor contributed to 47.2% of the change in employee performance.

Muogbo (2013) studied the impact of employee motivation on organisational performance of selected firms in Anambra state Nigeria. The population of the study was 120 workers of selected manufacturing firms in Anambra State. The study used descriptive statistics (frequencies, mean, and percentages) to answer the research questions for the study. The Spearman Rank Correlation Coefficient was used to test the hypotheses that guided the study. The result obtained from the analysis showed that there existed relationship between employee development in a firm and the organizational performance.

Muiruri, Kahuthia and Muraguri (2019) studied the effects of employee development on employee performance in Rift Valley Machinery Services Limited. The study adopted a case design to answer questions in relation to the study. The target population was 180 respondents who are employees in Rift Valley Machinery Services Limited and 54 respondents were sampled randomly for the study representing 30% of the target population. The study was conducted between February 2019 and May 2019. Questionnaires were used to acquire pertinent information from respondents by the researcher. In addition, interviews were also administered to managers in selected departments who were sampled purposively using the same questionnaire. The data was then analysed quantitatively and qualitatively and presented using frequency distribution tables, bar graphs and pie-charts. The study established that employee development had a positive effect on employee performance of Rift Valley Machinery Services Limited.

The knowledge gap identified here was that there is lack of enough literature concerning employee development and employee performance in the public sector especially in Kenya. The study was therefore essential to add on to the existing body of knowledge. This may later provide a source of reference for further research by scholars or policy makers.

2.3.2 Recognition and Employee performance

Recognition pertains to both informal and formal intangible incentives that show appreciation and provide praise (Ryan & Deci, 2016). Recognition always has a positive connotation and it acknowledges good behaviour or actions. Recognition generally costs nothing and is immensely motivating, yet is underutilized (Van Wart, 2008). For example, managers can intersperse informal recognition while managing by walking around. They can also offer a good word, a short-written comment on a submitted paper, a celebration toast, a pat on the back, or just a warm handshake.

Formal recognition also does not cost a lot, but it requires thought and preparation. Taking the time and putting the thought into preparing the element of recognition, sometimes it's even more appreciated than the element itself. Formal recognition may be letters of appreciation, trophies, or plaques that state the achievement (O'Riordan, 2013). A public recognition can motivate not only the employee in question, but also his/her colleagues and subordinates. Unlike rewarding, recognition is timeless and should be offered throughout the year, in particularly informal recognition (Re'em, 2013). However, managers should not automatically recognize every behaviour (especially not in a formal way), in order not to wear out the effectiveness of the tool and make it be taken for granted (O'Riordan, 2013).

In the private sector recognition is one of the mostly used motivational tools. Over the years it has been proved to work effectively and has resulted to improved employee performance and organizational growth. However, in the public sector the same cannot be said. According to O'Riordan, employee recognition is rarely used in public organizations and these could be among the reasons public employees are believed to be highly demotivated. Lin and Ping (2016) carried out a study where the main aim of this study was to perceived job autonomy and employee engagement as predictors of organizational commitment.

Hussain, Khaliq, Nisar, Kamboh and Ali (2019), studied the impact of employees' recognition, rewards and job stress on job performance of call-centres located in Lahore, Pakistan. This study is based on quantitative design. The data was gathered through survey method of questionnaire. A simple random sampling technique was used for the study. Confirmatory factor analysis (CFA) and structure equation modelling (SEM) techniques was used for statistical analysis. Results showed that employee rewards and recognition have a significant and positive effect on employee performance whereas job stress has a significant and negative effect on employee performance. Findings also revealed that perceived organizational support significantly and fully mediates the relationship between employee rewards, recognition, job-stress and employee performance.

Bradler, Dur, Neckermann and Non (2016) did a field experiment on employee recognition and performance. The researchers hired more than 300 employees to work on a three-hour data-entry task. In a random sample of work groups, workers unexpectedly received recognition after two hours of work. The study found out that recognition increased subsequent employee performance substantially and particularly when recognition is exclusively provided to the best performers.

Remarkably, workers who did not receive recognition were mainly responsible for this performance increase.

Kalimullah and Khan (2010) conducted a study in which they examined the relationship between rewards and employee motivation in commercial banks of Pakistan. The study focused on four types of rewards of which one was recognition which they tested through Pearson correlation. The results showed that recognition correlates negatively but significantly with employee work motivation. Imran, Ahmad, Nisar and Ahmad (2014) did a descriptive study relationship among rewards, recognition and employees' job satisfaction of libraries in Pakistan. Questionnaire method adopted to collect the responses. Data was collected by using the simple random sampling technique. After applying different statistical tools results indicated that recognition positively related with employees' job performance. Positive correlation existed between recognition and employees job performance.

A study was conducted in Pakistan to examine the job satisfaction among bank employees in Punjab (Salman et al, 2010). The study concluded that job satisfaction is directly associated with internal work motivation of employees increases as the satisfaction of employees increases (Salman et al, 2010). That is why a study says that deficiency of appropriate recognition reduces employees work motivation and job satisfaction. Hence, administration of organizations and institutions should build up the arrangement for giving rewards and recognition to enhance employee job satisfaction and motivational level (Reena & Ali, 2009).

A study carried out by Kuria (2013) to investigate the impact of employee motivation on employee performance in a government parastatal the National Social Security Fund (NSSF) in Kenya, showed that that symbolic rewards e.g. praise and recognition were the most common form of motivation adopted by the organisations and that recognition as a motivational factor affects employee performance. However, a study carried out in the National Hospital Insurance Fund by Mutua (2017) and Kenya Power in Kenya by Njanja et al. (2013) showed that employee recognition was not popular and where applied in Kenya power, it had no significant effect on employee performance. The above literature, studies and discussion fully supports the notion that recognizing employees' work improved their performance.

Linz (2010) revealed that several reviewed studies had found that there is a positive relationship between intrinsic motivation and job performance as well as intrinsic motivation and job

satisfaction. This is significant to institutions in today's highly competitive business environment in that intrinsically motivated employees will perform better, be more productive because satisfied employees will remain loyal to their institution and feel no pressure or need to move to a different institution.

Empirical studies provide evidence of intrinsic motivation in the public sector. Early research shows that public sector managers are motivated by a high need for achievement and they place higher values on service to society as opposed to monetary rewards than private managers do (Breugh, Ritz & Alfes 2018; Coccia 2019; Chen & Xu, 2018). In the same spirit, Shim and Faerman (2018) shows that public sector employees exhibit a higher interest in altruistic behaviours of their employees compared to private sector employees.

Public sector employees rank intrinsic rewards higher than extrinsic rewards whilst the opposite is true for private sector employees (Crewson, 2017). Largely, studies confirm that intrinsic motivation or public service motivation, predicts individuals' desire to work in the public sector (Lewis & Frank 2012; Linz 2010). Brewer and Selden (2008) find evidence of intrinsic motivation amongst whistle-blowers, their sample comprised of only public sector employees. Other studies supporting the presence of intrinsic motivation among public sector employees include those of O' Riordan (2013) and Olusadum & Anulika (2018).

A study by Mumbi and Makori (2015) sought to establish influence of employee motivation and its impact on organizational performance in government ministries in Kenya looking at the case of ministry of agriculture, livestock and fisheries. The study findings concluded that motivation was necessary in the ministry and career development, training and performance appraisal needed more attention to ensure better performance. A study that sought to investigate employee motivation and its impact on organizational performance in public sector organizations looking at the case of Teachers Service Commission (TSC) of Kenya (Thiong'o, 2012), established a relatively low motivation of TSC employees by their employer. Employee motivation was also found to affect employee productivity as a measure of employee performance. This study involved public officers which relates to the current study. However, the study used organizational performance as a measure of employee performance other than employee performance. The study involved both extrinsic and intrinsic factors with the current study used intrinsic factors only.

However, a studied carried on the relationship between reward systems and employee motivation amongst the civil service employees of the Kenya, concluded that rewards given to civil servants affected the employee level of motivation and resulted in improved performance of the Ministry but not necessarily in individual employee performance in the public sector (Njoroge, 2012). Ezeali and Esiagu (2009) point out that when money is used as an external reward there is a decrease in intrinsic motivation, while verbal reinforcement and positive feedback increases intrinsic motivation. Consequently, according to (Yazdani et al., 2011) reward procedures for poorly defined performance result in lower intrinsic motivation whilst reward procedures requiring specific task performance that signal personal or social significance result in increased intrinsic motivation.

Munyua (2017) studied the influence of intrinsic motivation on job performance and organisational commitment among the employees of K-Unity, Kiambu County, Kenya. The study adopted a quantitative and descriptive research design. A structured study instrument was used to collect the relevant data that adopted content, face, construct and concurrent validity while instrument reliability was addressed through a pilot survey to pre-test the questionnaire. Simple random sampling method was used to get the appropriate population size of 187 while correlational and analysis of variance was used to find the relationship between the study's independent and dependent variable measures based on the study's objectives and hypothesis. The findings established that intrinsic motivation and rewards contribute significantly to employees' job performance.

The knowledge gap identified here was that there is a lack of literature about employee recognition in public organisations to the point of being non-existent. The study is therefore essential to examine this deeper and provide valuable insight on employee recognition in public organisations especially those in Kenya since it is the focus of this study.

2.3.3 Job Autonomy and Employee performance

Managers define what needs to be done (the "what") and entrust their workers with the ability to come-up with their own implementation plan (the "how"). Responsibility and autonomy are a matter of taste – some employees like it and wish for more, others make efforts to avoid it (Özutku, 2012). Thus, managers must learn their employees' characters before giving them more freedom.

Young employees at the bottom of the hierarchy chain are usually very motivated by receiving responsibility and autonomy.

When granting responsibility, managers should clearly distinguish between their role and the role

of the employee (Deeb et al, 2020). In general, it is recommended that managers define the task the “what” to do, whereas employees are free to come up with an implementation plan the “how” to do. Furthermore, managers who offered their employees responsibility should get off their tails and give them a real opportunity to deliver. Increased autonomy enhances work productivity, amplifies employees’ wisdom of self-efficacy and their motivation to get upon and complete certain tasks (Mani, 2010). Managers should regard employees in decision-making procedures (Brewer et al., 2014).

However, in the public sector work autonomy is rarely practiced as compared to the private sector (Jin & Lee, 2012). Jin and Lee further conducted a study to investigate the effect of autonomy and job satisfaction in the public sector in 18 countries. The study concluded that different countries respond to work autonomy in different ways as a result of different cultures. They identified two types of job autonomy that can positively influence job satisfaction and employee performance, control of task and control of time.

According to the EWCO report in 2006 on the European Foundation for the Improvement of Living and Working Conditions, in the case of the Netherlands, taking time off during working hours, deciding the order of work activities, and interrupting work at any moment to take a break and deciding the way the work is done all showed positive and statistically significant associations with employee performance (Jin & Lee, 2012). However, Petrova (2011) carried out an empirical investigation on work autonomy and motivation, the study concluded that offering autonomous jobs to unmotivated workers will not necessarily stimulate them to be more motivated. Rather, Autonomy is necessary but not a sufficient condition on improved performance. Further, motivated people have a lower cost of processing information than unmotivated ones.

2.3.4 Employee Achievement and Employee performance

Achievement motivation is referred to as the need for achievement (Elliot & McGregor, 1999). It is the need for success and indicates the wish of attaining excellence. Achievement may vary depending on different people. For example, it is the need for enjoyment and fulfilment to have a

work-life balance, to feel engaged and satisfied with the work but still able to enjoy meaningful life to the fullest. Or it is simply about the impact their work has had on e.g. society and environment. Feeling that you are making a difference, changing the world in a positive way and making it a better place to live is really a powerful motivator (Jex & Britt, 2008).

Elliot and McGregor (1999) indicated need for achievement relates to the confidence that employees have in themselves as they perform their job-related duties. This study was based on the confidence in success, persistence, goal setting, commitment and preference for difficult tasks. The outcome of every employee depends on his/her desire to work. The work should match the person and at the same time the person also should match the job. Due to this nature, organization experience high labour turnover, absenteeism, low efficiency and productivity. They concluded that these areas needed more attention to ensure better performance.

Khan, Shahid, Nawab and Wali (2013) studied the influence of intrinsic and extrinsic rewards on employee performance in the banking sector of Pakistan. Data was collected through short form of the Minnesota Satisfaction Questionnaire (MSQ) survey for measuring the level of satisfaction with intrinsic and extrinsic rewards, given to 200 bank employees in Pakistan, provided the basis for analysis and a total of 165 employees completed the questionnaire. SPSS 16.0 was used for analysing the data. Both descriptive and inferential statistics were used to analyse the data. The statistical tools were aligned with the objectives of the research. For this purpose, the means and standard deviations of intrinsic rewards were computed and substantively interpreted. Pearson (r) was used to determine if there is a significant, positive association between each motivation type and employee performance. The intrinsic rewards found to significantly and positively correlate with employees' performance were job security, need for achievement and authority.

Alam, Mia and Gnepa (2016) studied the need for achievement, style of budgeting and managerial performance in a non-government organization (NGO). The participants in the study was 114 field officers (managers) having budgetary responsibilities in a large NGO in Bangladesh, this study focused on investigating if the managers' need for achievement had an impact on their performance. The results revealed that the budgeting style acted as an intervening variable in the relationship between field officers' need for achievement and

performance. The study found that need for achievement positively influenced managerial performance of NGOs in Bangladesh.

Mgimba (2014) studied on effectiveness of motivation on job performance in Tanzania construction sector, the study employed questionnaire survey and interview methods for data collection. Specifically, the study was carried out at SUMAJKT where 100 respondents were involved due to shortage of time and cost considerations. The study found that need for achievement as an intrinsic motivation factor influenced job performance of SUMAJKT.

Mahenthiran (2011) studied the impact of employees' need for achievement on their performance. Data collection for the study was accomplished through Likert scale questionnaire as well as interview guide. The sample covered seventy-five school teachers from eight schools. Random sampling was used to select respondents from the population. With the help of SPSS 13.0 package, Pearson's correlation- co-efficient and correlation determinant were calculated. The study found out that there was an insignificant moderate correlation between need for achievement and job performance. Further, the study found out that the majority prefer government employment due to job security and other benefits though they do not have greater job satisfaction.

2.4 Gaps in research

Despite the topic of motivation being widely covered, public sector motivation has had limited coverage in research especially in Kenya as many researches have been done outside Kenya. Several researches have established that the utilization of intrinsic motivation and its effect to both employee and organizational performance are undisputable. However, intrinsic motivation and employee performance in the public sector have been examined outside Kenya (Brewer, 2014 & Olusadum & Anulika, 2018). Although, most of these studies have been conducted globally they have been done in the private sector with majority focusing on organizational performance other than employee performance.

Locally studies have been conducted on intrinsic motivation focus on both private organizations and public organizations but focusing on organizational performance (Thiong'o, 2012). The study carried out investigating the impact of employee motivation on employee performance in a government parastatal the National Social Security Fund (Kuria, 2013). This study involved public organization which relates to the current study. However, the study involved both extrinsic and intrinsic factors while the current study is using intrinsic factors only. Njoroge (2012) studied the relationship between reward systems and employee

motivation amongst the civil service employees of the Kenya. This study despite focusing on public organizations, it was based on

reward systems other than intrinsic motivation factors. Munyua (2017) studied the influence of intrinsic motivation on job performance and organisational commitment among the employees of K-Unity sacco, kiambu county-Kenya, the study focused on intrinsic motivation and employee performance (organizational commitment) which relate to the current study. Nevertheless, the study focused on private organization other than public organization. This created a research gap which this study sought to fill.

2.5 Conceptual Framework

A conceptual framework is an aspect of research in which a precise idea is described as a quantifiable incident which provides a coherent interpretation of the variables (Mugenda & Mugenda, 2012).

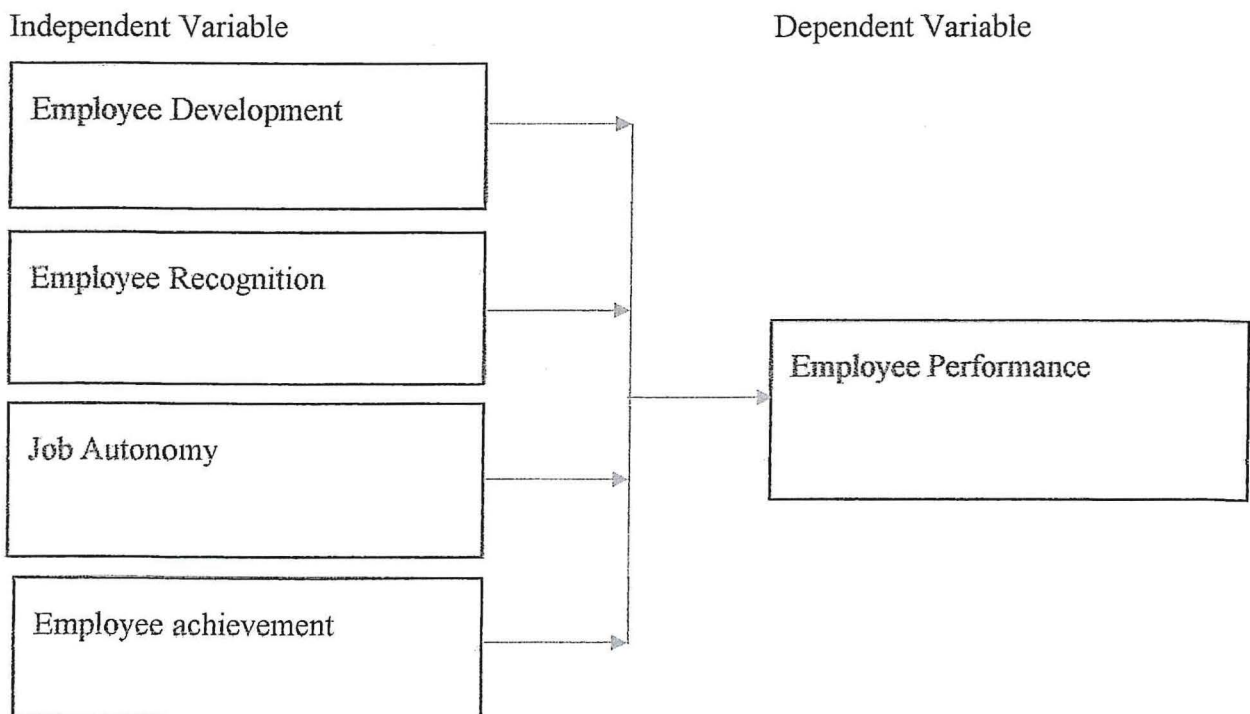


Figure 2.1: Conceptual Framework

Source: Researcher, 2020

2.6 Operationalization of Variables

Variable	Constructs	Operational Indicators	Measurement Indicator	Literature Source
Independent Variable	Employee Development	<ul style="list-style-type: none"> Employee Learning Skill Growth Self-direction Employee attitude 	Likert scale	Sal and Raja (2016) Agrawal (2013)
	Employee Recognition	<ul style="list-style-type: none"> Trophies Certificates Gift Vouchers Appreciation letters 	Likert scale	Ryan and Deci (2016) O'Riordan (2013)
	Job Autonomy	<ul style="list-style-type: none"> Scheduling own activities Decision-making Designing job contents 	Likert scale	Jin and Lee (2012) Petrova (2011)
	Employee Achievement	<ul style="list-style-type: none"> Goal setting Preference for difficult tasks Persistence 	Likert scale	
Dependent Variable	Employee Performance	<ul style="list-style-type: none"> employee commitment employee satisfaction productivity 	Likert scale	Safavi & Karatepe, (2018) Thao and Hwang (2015)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section is a presentation of the road map that was followed in the quest to answer the research questions. The segment is divided into the research design, the population of the study as well as data collection methods and procedure. Additionally, it also covered the validity and reliability of the research instrument and the ethical considerations that were taken into account by the study.

3.2 Research Philosophy

Research philosophy is defined as the belief that a researcher holds regarding the appropriate way in which data should be collected, analysed and used (Alavi & Carlson, 1992). There are various approaches that can be adopted by scholars: positivism, interpretivism, critical realism and pragmatism (Abardeen 2013; Yin 2009). This study adopted a positivism as a research philosophy by assuming precise and clear-cut knowledge. Positivism seeks to use existing theory to develop hypotheses that are tested and confirmed wholly, in part, or otherwise refuted leading to further development of theory to be tested with further research. Saunders Lewis and Thornhill (2009) stated that through positivism the researcher is concerned with facts and not impressions. Positivism is a highly objectivist view of a common, single reality. Ryan (2015) argued that positivism is the oldest and most widely used philosophy in the research papers. Positivist research allows for application of quantitative methods, empirical rational techniques and is associated with testing of hypothesis. Positivists hold that facts do exist and can actually be measured. Positivism also allows for use of survey approach hence covering a wider population area (Mukherji & Albon, 2010). Thus, it is widely favoured in the use of this research which enabled the researcher to apply quantitative methods on a wide population.

3.3 Research Design

Research design refers to the structure of an enquiry. It ensures that evidence collected enables one to answer questions as unambiguously as possible (De Vaus, 2001). A descriptive research design was adopted for this study. According to Sekaran (2005), descriptive research allows one to collect quantitative data which can be analysed quantitatively using descriptive and inferential

statistics (Saunders, Lewis & Thornhill, 2009). According to Mugenda and Mugenda (2012) descriptive design is appropriate for a research seeking to establish a cause-effect relationship between two or more variables.

3.4 Population of the study

Target population is defined by Mugenda, and Mugenda (2012) as a universal set of the study of all members of real or hypothetical set of people, events or objects to which an investigator wishes to generalize the result. The target population was employees from 65 public organizations in Kenya which have their headquarters located in Nairobi County in Kenya as at the end of 2016.

The unit of observation was the employees in public organizations.

3.5 Sampling design

This research sample was determined by the selection of appropriate and accurate number of employees using the Taro Yamane sampling formula shown below:

$$n = \frac{N}{1+N(e)^2}$$

Where:

n = sample size required

N = number of people in the population

e= allowable error (0.05)

hence,

$$\begin{aligned} n &= \frac{65}{1 + 65(0.16^2)} \\ &= \frac{65}{2.6} \\ &= 25 \\ n &= 25 \end{aligned}$$

Therefore, for the study, 25 organizations were selected as a sample size for the study. This was 38% of the listed public organizations for the study. This is sufficient as Mugenda and Mugenda (2012) recommended a sample of at least 30% of the target population. The study sampled 15

employees per organization (3 employees each from the 5 departments selected that are relevant for the study). In each of the organizations in the sample, the questionnaires were sent randomly to 15 employees. Thus, 375 questionnaires were sent out.

3.6 Data Collection Procedure

Using the Nacosti research license and the letter from the university to allow the data collection, the emails of the respondents were requested from the Human resources department. A link with the questionnaire was sent via mail to the respondents and reminded to fill it with the highest level of accuracy possible.

The questionnaires were coded for easy reference. A time frame of about 14 days within which to fill up the questionnaires was included in the email. The data collection was done within two weeks.

3.7 Data Analysis

Data analysis is concerned with totalling of certain measures in probe for a sequence of associations that exist in the data (Sekaran, 2005). This section discusses the techniques that were used to analyse data and test the variables. Quantitative data analysis was done on data that was in form of numbers and used mathematical operations. The study employed both descriptive and inferential statistics to analyse data collected from the respondents.

Among the data analysis techniques used for quantitative data analysis includes: means, standard deviations, percentages, correlation (Pearson) and regression analysis. The data was then used to make comparisons, examine relationships and explore the research questions of the study. SPSS Version 22 software was used for quantitative data analysis. The study used the simple regression models below to test the relationship between the dependent and independent variables:

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

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon$$

$$Y = \beta_0 + \beta_3 X_3 + \varepsilon$$

$$Y = \beta_0 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Employee performance

X_1 = Employee Development

X_2 = Employee Recognition

X_3 = Job autonomy

X_4 = Employee achievement

β_0 = Constant term

$\beta_1 - \beta_4$ = Coefficient of X_1, X_2, X_3 and X_4

ϵ = Error Term

ϵ are the random errors that influence employee performance, other factors that have impact on intrinsic motivation but were not captured by the study.

3.8 Research Quality

Research quality is measured by two aspects, the reliability and validity of the findings and of the techniques used. Validity and reliability are critical features of effective research. Validity refers to the extent to which questions in an instrument accurately measure the variables there in (Yin, 1994), while reliability is a measure of how consistent the results from a test were, (Mugenda & Mugenda, 2010). Reliability tests were conducted to the responses made to the questionnaire, using Cronbach's alpha measure via SPSS to assess reliability and internal consistency.

3.9 Ethical Considerations

The entire research process made the following considerations: All the respondents involved were informed with regards to the goals of the research and what their participation comprised of. Similarly, confidentiality as well as anonymity of information supplied by the participants was adhered to and respected as required. The online links to the forms did not save any personal or individual employee's information. Participation was voluntary and they were at liberty to quit the exercise at any time.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND INTERPRETATION

4.1 Introduction

This chapter presents data analysis, interpretation, presentation and discussion of findings. The purpose of this study was to determine the influence of intrinsic motivation on employee performance in public organizations. The study was organized based on the objectives of the study including influence of development, recognition, job autonomy as well as determining the influence of employee achievement on employee performance.

The responses were analysed into frequencies, percentages and mean and presented in tables. Out of the 375 questionnaires distributed to the respondents, 270 questionnaires were returned answered. The effective questionnaire return rate was 72%. Mugenda and Mugenda (2012) indicated above 70% questionnaire return rate as excellent and sufficient for analysis.

4.1.1 Reliability Test

Cronbach's alpha was used to measure internal consistency or reliability of the scale used in the data. Cronbach's alpha coefficient of 0.65 and above indicates that the research instrument is reliable. Where the reliability statistics are below 0.6, there are reliability problems and statements with low alpha value in an objective should be discarded or revised (Gliem & Gliem, 2003). From the findings the variables displayed alpha values of more than 0.6 an indication that the questionnaire was reliable.

**Scale: Employee Development
Case Processing Summary**

		N	%
Cases	Valid	270	100.0
	Excluded ^a	0	.0
Total		270	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's

Alpha	N of Items
.671	7

Scale: Employee Recognition

Case Processing Summary

		N	%
Cases	Valid	270	100.0
	Excluded ^a	0	.0
Total		270	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's

Alpha	N of Items
.706	4

Scale: Job Autonomy

Case Processing Summary

		N	%
Cases	Valid	270	100.0
	Excluded ^a	0	.0
Total		270	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's

Alpha	N of Items
.695	7

Source: Research Data, (2019)

Scale: Employee Achievement

Case Processing Summary

		N	%
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		N	%
Cases	Valid	270	100.0
	Excluded ^a	0	.0
Total		270	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's

Alpha	N of Items
.763	9

Scale: Employee Performance

Case Processing Summary

		N	%
Cases	Valid	270	100.0
	Excluded ^a	0	.0
Total		270	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's

Alpha	N of Items
.755	4

4.2 Demographic Information

The study sought to analyze the demographic information relating to the respondents. They included employment period, work department and age of the respondents. From table 4.2, 37% (100) of the respondents had worked in their current organization for between 6-10 years, 27.4% (74) had worked for 11-15 years, 20% (54) for 1- 5 years and 15.6% (42) of the staff had worked in the current organization for more than 15 years. With regards to work department, 39.6% (107) of the staff worked in the accounting department, 23.7% (64) worked in human resource, 22.6% (61) worked in the finance department, 10% (27) worked in the procurement department while 4.1% (11) of the staff worked in the legal department. This shows that the various departments in public organizations were well represented in the study. In addition, 51.9 % (140) of the staff were aged between 26-33 years, 23.3% (63) were aged between 34-41 years, 14.8% (40) were aged between 42-49 years and 10% (27) of the staff were aged between 18-25 years This shows that the staff were young and energetic to work towards achieving the organization objectives.

Table 4.1: Respondents' Demographic Information

Variable	Classification	Frequency	Percentage
Employment Period	1-5 years	54	20.0
	6-10 years	100	37.0
	11-15 years	74	27.4
	15 years and above	42	15.6
Work department	Human resources	64	23.7
	Finance	61	22.6
	Procurement	27	10.0
	Accounting	107	39.6
	Legal	11	4.1
Age	18-25 years	27	10.0
	26-33 years	140	51.9
	34-41 years	63	23.3
	42-49 years	40	14.8
Total		270	100.0

Source: Author (2019)

4.3 Model Summary

This study sought to determine the effect of the independent variables and employee performance. The adjusted R^2 , refers to the percentage of variance on dependent variable uniquely described by independent variables. The R Squared which is the coefficient of determination (R^2) was 0.772 which means 77.2% of the variance in employee performance was explained by the independent variables chosen for this case study. The remaining 12.8% is a result of other factors.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.879 ^a	.772	.769	.33529	.772	224.925	4

a. Predictors: (Constant), Employee Achievement, Employee Recognition, Employee Development, Job Autonomy

4.4 Correlation Analysis

The study applied the Pearson correlation coefficient which is used to measure statistical association or relationship between two variables of interest. It was used to measure the degree of association between the dependent and independent variables. The coefficient value normally abbreviated as "r" can range from +1 to -1, where -1 indicates a negative relationship while +1 indicates a positive relationship and 0 indicates no relationship. Where the Pearson coefficient is less than 0.3, the correlation is weak and 0.5 implies a strong correlation.

Table 4.10 shows the correlation summary where the associations between the dependent variable and each of the independent variables were significant at the 95% confidence level. There was a strong positive relationship between job autonomy and employee performance with a coefficient of 0.849 with a significance of 0.000. Employee recognition showed a coefficient of 0.224 with a significance vale of 0.000. This indicates a weak positive relationship between employee recognition and employee performance.

In addition, correlation between employee achievement and employee performance was 0.185 with a p-value of 0.000. This shows a weak positive relationship between the two

variables. Employee development showed a correlation coefficient of 0.533 with a p value of 0.000. This shows a strong positive relationship between achievement and employee performance.

Correlations

		Employee Performance	Employee Development	Employee Recognition
Pearson Correlation	Employee Performance	1.000	-.003	.224
	Employee Development	.533	1.000	.103
	Employee Recognition	.224	.103	1.000
	Job Autonomy	.849	.008	.000
	Employee Achievement	.185	.053	.024

		Job Autonomy	Employee Achievement
Pearson Correlation	Employee Performance	.849	.185
	Employee Development	.008	.053
	Employee Recognition	.000	.024
	Job Autonomy	1.000	.162
	Employee Achievement	.162	1.000

4.5 ANOVA (Analysis of Variance)

From the ANOVA statistics, the study established that the regression model had a significance level of 0.000 indicating that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. A higher F-statistic also indicated significant impact on employee performance of public organizations. The significance value was less than 0.05 indicating that the model was significant.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101.144	4	25.286	224.925	.000 ^b
	Residual	29.791	265	.112		
	Total	130.935	269			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Employee Achievement, Employee Recognition, Employee Development, Job Autonomy

4.6 Significance of Variables

The significance of the coefficients of the independent variables was .000. The value was less than 0.05 indicating that the model was significant thus showing that the variables were ideal for this research.

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	Std. Error	T
1	(Constant)	-1.152	.244			-4.713
	Employee Development	-.018	.032	-.017	.030	-.563
	Employee Recognition	.259	.034	.225	.029	7.622
	Job Autonomy	1.019	.036	.842	.030	28.351
	Employee Achievement	.047	.033	.042	.030	1.415

		Coefficients ^a				
		95.0% Confidence Interval for B			Correlations	
Model		Sig.	Lower Bound	Upper Bound	Zero-order	Partial
1	(Constant)	.000	-1.633	-.671		
	Employee Development	.000	-.081	.045	-.003	-.035
	Employee Recognition	.000	.192	.325	.224	.424
	Job Autonomy	.000	.948	1.090	.849	.867
	Employee Achievement	.018	-.018	.111	.185	.087

		Coefficients ^a		
		Correlations	Collinearity Statistics	
Model		Part	Tolerance	VIF
1	(Constant)			
	Employee Development	-.016	.986	1.014
	Employee Recognition	.223	.988	1.012
	Job Autonomy	.831	.974	1.027
	Employee Achievement	.041	.970	1.031

a. Dependent Variable: Employee Performance

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the study focuses on interpretations and implications of the study based on the research questions and objectives. The purpose of this study was to establish the influence of intrinsic motivation on employee performance of public organizations in Kenya. The chapter is structured as follows; discussions of the findings, conclusion, recommendations as well as the limitations of the study and areas of further study.

5.2 Summary of findings

This section provides the summary of findings according to the study objectives. The study established that the organizations had experienced improved employee productivity. However, the employees indicated that they were not committed to the organization. They were also not satisfied with the organization.

From the correlation and analysis, employee development showed a significant positive correlation against employee performance. This was confirmed by the regression analysis which showed a positive effect. This indicates that employee development had a significant positive effect on employee performance of public organizations.

The findings concur with the findings of Sal and Raja (2016) who found a positive relationship between employee development and productivity. It also concurs with the findings of Jehanzeb and Mohanty (2018); and Shahzadi et al (2014). However, the findings differed with those of Lejeune et al (2018) who found that employee development had an insignificant effect on employee performance. Employee development sharpen the employee skills and capabilities which make them efficient and effective in their work. This in turn lead to improved performance metrics. So, when there is no development in the employees, their performance is affected negatively.

The regression analysis showed that employee recognition had a positive effect on employee performance. The study findings are similar to those of Reena and Ali (2009) and Mutua (2017) who found that employee recognition in form of trophies and appreciation letters improved employee job performance. On work autonomy, the less limited the employees were at defining their tasks, the higher the autonomy and in turn higher performance by the

employees. Deeb *et al.* (2020) noted that managers define the tasks and differentiate the employee role and that of the management. From the regression analysis, job autonomy showed a significant positive effect on employee performance. Lastly, the study revealed that work autonomy had a positive relationship with employee performance as shown by the significant and positive correlation coefficient.

The study concurred with previous studies of Jin and Lee (2012) and Deeb *et al.* (2020) that work autonomy has a positive relationship with performance. However, the study differs from the findings of Petrova (2011) that offering autonomous jobs to unmotivated workers will not necessarily stimulate them to be more motivated. Autonomy is therefore a necessary but not a sufficient condition on improved performance.

The findings showed that the employees were given difficult tasks by the management despite them preferring working on simple tasks in their jobs. Despite the organizations considering employee recommendations when setting organizational goals, the employees were not allowed to set their own job goals. The employees recognized the need for persistence, involvement in setting schedules and goals for improved job performance. From the correlation analysis, employee achievement showed a positive relationship with employee performance. The findings concur with those of Khan, Shahid, Nawab and Wali (2013), and Alam, Mia and Gnepa (2016) who found a positive relationship between need for achievement and employee performance. However, Mahenthiran (2011) found an insignificant relationship between need for achievement and job performance which differs with the findings of this study.

5.3 Conclusions

The study found that apart from employee productivity, organizational commitment and employee performance were low among the employees. This shows that employee performance in Kenyan public organizations is poor. The intrinsic motivators studied were: development, recognition, job autonomy and need for achievement. The study revealed that the intrinsic motivators considered in the study had a significant positive effect on employee performance. This leads to the conclusion that intrinsic motivation has a positive effect on the employee performance of public organizations in Kenya.

The findings showed that employees attended seminars and workshops which enabled them grow their skills. This gave them self-direction in their jobs. This leads to the conclusion that in public organizations in Kenya, employee development is key. However, the poor attitude

towards learning among the employees is a barrier to employee development. The study concludes that employee development has a positive effect on employee performance of public organizations in Kenya.

This study concludes that non-monetary recognition is poor among employees of public organizations. From the regression analysis, the study concludes that employee recognition has a positive effect on employee performance of public organizations in Kenya.

The employees were allowed to design the content of their jobs with the management defining the tasks and how the tasks should be done. Thus, the study concludes that job autonomy exists in public institutions in Kenya but at a low level. From the regression analysis, the study found that job autonomy had a positive and significant effect on employee performance. This leads to the conclusion that job autonomy has a positive effect on employee performance of public organizations in Kenya.

Despite the organizations considering employee recommendations when setting organizational goals, the employees were not allowed to set their own job goals. This shows that employee need for achievement in public organizations in Kenya have a high need to achieve but rarely met the need. From the regression analysis, the findings showed that need for achievement had a positive and significant effect on employee performance. This led to the conclusion that achievement has a positive effect on employee performance of public organizations in Kenya.

5.4 Recommendations

The recommendations from the findings of the study are as follows;

The public organizations should encourage human capital growth and development within the public sector, specially to encourage employee commitment and build motivation. The management of public organizations should put greater emphasis on recognition in form of non-monetary rewards like trophies and appreciation letters to attain high and improved employee performance. The management should also give the employees the autonomy in their jobs where they define how to undertake the tasks given. This will improve the employee performance as they would be responsible for how they do their jobs. Management in public organizations should give employees challenging tasks that would sharpen their skills. They should be given the leeway of setting their own job goals which would suffice their need to achieve in their jobs.

Further exploration into ensuring a suitable working environment for public servants as well as ensuring work autonomy in the work place is recommended. The strategic implementation of employee motivators both intrinsic and extrinsic should continue in the sector as these also has a role in ensuring that efficiencies of human resource are achieved.

5.5 Limitations of the Study

The purpose of the study was to find out the influence of intrinsic motivation on employee performance in the public sector in Kenya. This research was faced by a few constraints. The study was only conducted in the public sector; therefore, the findings can only be generalized to public organizations in Kenya and not the private firms in Kenya. The study was also limited by the variables under consideration. This means that other factors influencing performance of employees in public organizations were not considered.

5.6 Areas of Further Research

This study only focused on intrinsic motivation. Hence, a study is recommended on extrinsic motivation and employee performance for comparison of results.

From the regression analysis, the variables considered in the study were not the only intrinsic factors influencing employee performance. This study, therefore, recommends a study focusing on other sets of intrinsic motivators influencing employee performance such as organizational commitment or loyalty.

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APPENDICES

Appendix I: Introduction letter



13 March 2019

TO WHOM IT MAY CONCERN

Facilitation of Research for Nyaga, Agatha Ngithi Student No. 101900

Ms Nyaga Agatha Ngithi is a postgraduate student in our Master of Commerce (MCom) programme. In partial fulfilment of the MCom degree, students are required to carry out a research project and write a thesis on a contemporary subject within their field of specialisation. Among other activities, the project involves data collection and analysis.

Agatha is requesting to gather information to be used in her research. The information she will obtain from your organization will be used for this academic purpose only and will be kept confidential. The results of the survey will be in summary form and will not disclose any individual, company name or company information in any way.

Our MCom seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share the findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

The research study is entitled "The influence of intrinsic motivation of employee performance of public organisations in Kenya."

We appreciate your support and shall be willing to provide any further information if required.

Yours faithfully,

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Appendix II: Questionnaire

This questionnaire seeks information on **the influence of intrinsic motivation of employee performance of public organizations in Kenya**. The study hopes to obtain the required data through filling out the questionnaire by ticking in the answer box that goes with your choice. For confidentiality purposes do not indicate your name or that of the organization.

Section A: Demographic Information

Tick where appropriate

1. For how long have you been employed by your current employer? (Please tick one)

Less than a year [] 1-5 years [] 6-10 years [] 11-15 years []

15 years and above []

2. In which departments are you? (Please tick one)

Human Resource [] Finance/Accounting [] Procurement [] Marketing [] Legal []

3. What is your age bracket? (Please tick one)

18 - 25 years [] 26 - 33 years [] 34 - 41 years [] 42 - 49 years []

50 years or above []

Section B: Intrinsic Motivation and Employee Performance

Employee Development

4. To what extent do you agree with the following statements related to empowerment in your organization? Please indicate the extent to which you agree or disagree with each of the statements. (Scale: 1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree)

Statement	1	2	3	4	5
Employees in my firm have the curiosity to learn					
Employee learning increase the employee ability and competency in an organization					
have grown my skills while in the					

current organization					
I attend seminars in my organization					
I have attended workshops while in my job					
The employees in my organization have a positive attitude towards the organization					
I have self-direction in my job					

Recognition

5. To what extent do you agree or disagree with the following statements related to recognition process in your organization? Rate where 1 is to a strongly disagree and 5 is to strongly agree. (Scale: 1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree).

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Employees and teams are given trophies as a form of recognition for excellent performance					
Employees in my organization receive appreciation letters for improved performance					
Employees always get support and feedback from their superiors and co-workers					
Managers in the organization acknowledge good behaviour through					

person-to-group public announcement					
All cadre of employees from top management to subordinate workers are given gift vouchers as a form of appreciation					

Work Autonomy

6. To what extent do you agree or disagree with the following statements related to work autonomy in your organization? Rate where 1 is to a strongly disagree and 5 is to strongly agree. (Scale: 1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree).

Statement	1	2	3	4	5
Employees have significant autonomy in determining how do their jobs					
Managers in the organization define the tasks and let employee determine how to do it					
Employees in my organization are allowed to do schedule their job activities					
Employees have considerable opportunity for independence and freedom in how to do their job					
Employees have control over those aspects of my job for which they are accountable					
Managers in then organizations create opportunities to delegate responsibilities					
Employees in my organization are allowed to design the content of their jobs					

Achievement Motivation

7. To what extent do you agree or disagree with the following statements related to achievement motivation in your organization? Rate where 1 is to a strongly disagree and 5 is to strongly agree. (Scale: 1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree).

Statement	1	2	3	4	5
Goal setting allows employees to have a feeling of achievement in an organization					
The organization allows the employees to set their own job goals					
My organization considers employee recommendations when setting organizational goals					
I prefer working on difficult tasks in my job					
I am given challenging tasks by my organization					
Completing difficult tasks make me feel that I have achieved					
I have persistence in my job					
I try until I complete any task given to me					
Persistence leads to excellence and creates a feeling of achievement					


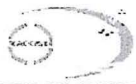



Section D: Employee Performance

8. To what extent do you agree or disagree with the following statements related to ' 1 in your organization? Rate where 1 is to a strongly disagree and 5 is to strongly agree (Scale: 1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree).

Statement	1	2	3	4	5
My productivity has been increasing.					
I am committed to my organization.					
I have no plans to leave this organization.					
I am satisfied with my job					

Thank You for your participation.

Appendix III: Research License

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
RefNo 322456	Date of Issue: 16 March 2020
RESEARCH LICENSE	
	
<p>This is to Certify that Ms. AGATHA NGITHINYAGA of Strathmore University, has been licensed to conduct research in Nairobi on the topic: THE INFLUENCE OF INTRINSIC MOTIVATION ON EMPLOYEE PERFORMANCE OF PUBLIC ORGANIZATION KENYA for the period ending : 16 March 2021.</p>	
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Appendix IV: List of Public Organizations in Kenya.

Public Organizations			
	Name		Name
1	Central Bank of Kenya	29	Consolidated Bank of Kenya
2	Competition Authority of Kenya	30	Kenya Post Office Savings Bank
3	Kenya Revenue Authority	31	Kenya National Assurance
4	Insurance Regulation Authority,	32	Kenya Trade Network Agency
5	Capital Markets Authority	33	National Housing Corporation
6	Capital Markets Tribunal	34	Retirement Benefits Authority
7	Retirement Benefits Tribunal	35	Kenya Reinsurance Corporation
8	National Environmental Management Authority	36	National Land Commission
9	National Bank of Kenya	37	Kenya Urban Roads Authority
10	Kenya Foreign Service Institute	38	Kenya Water Institute
11	Kenya Industrial Research and Development Institute	39	Kenya Agricultural research institute
12	Kenya Industrial Training Institute	40	Kenya Wildlife Service
13	Kenya Bureau of Standards	41	Kenya Industrial Property Institute
14	East African Portland Cement Co	42	Ministry of petroleum and mining
15	Kenya Institute of Technology	43	Kenya National Highways Authority
16	Kenya Planters Cooperative Union	44	Ministry of environment and forestry
17	Kenya Leather Development Council	45	Industrial Development Bank
18	National Industrial Training Authority	46	Kenya Investment Authority
19	Kenya forestry research institute	47	Ministry of tourism and wildlife
20	New Kenya Cooperatives Creameries	48	National Transport Safety Authority
21	Savings and Credit Societies Regulatory Authority	49	Kenya National Trading Corporation,

22	Africa Trade Insurance	50	Kenya Institute of Business Training
23	Anti-Counterfeit Authority,	51	Kenya Broadcasting Corporation
24	Communications Authority Kenya,	52	Kenya Institute of Mass Communication
25	Telkom Kenya Ltd	53	Kenya ICT Authority
27	Kenya Sports Authority	54	National Museums of Kenya
28	Kenya National Library Services	55	Teachers Service Commission
56	Kenya Literature Bureau	57	Kenya Medical Supplies Authority
58	Kenyatta National Hospital	59	Kenya Medical Training College
60	National Hospital Insurance Fund	61	Kenyatta International Convention Centre
62	Tourism Regulatory Authority	63	Kenya Railways Corporation
64	Kenya Civil Aviation Authority	65	Kenya Airports Authority

Appendix V: Output.

		Notes
Output Created		07-NOV-2020 19:30:12
Comments		
Input	Data	C:\Users\Agatha\Downloads\WORK\Project assignment 1\Agatha.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	270
Missing Handling	Value Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /DESCRIPTIVES /STATISTICS=ALL /DEPENDENT=Employee Performance /enter=Employee Development Employee Recognition Job Autonomy Employee Achievement.
Resources	Processor Time	00:00:00.11
	Elapsed Time	00:00:00.08
	Memory Required	5472 bytes
	Additional Memory Required for Plots	0 bytes

Notes

Output Created

07-NOV-2020 19:30:11

Comments

Input	Data	C:\Users\Agatha\Downloads\WORK\Project assignment 1\Agatha.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	270
	Matrix Input	
Missing Handling	Value Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY VARIABLES=ED1 ED2 ED3 ED4 ED5 ED6 ED7 /SCALE('Employee Development')=ED1 ED2 ED3 ED4 ED5 ED6 ED7.
Resources	Processor Time	00:00:00.05
	Elapsed Time	00:00:00.07

Notes

Output Created

07-NOV-2020 19:30:11

Comments

Input	Data	C:\Users\Agatha\Downloads\WORK\Project assignment 1\Agatha.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	270
	Matrix Input	
Missing Handling	Value Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY VARIABLES=RC1 RC2 RC3 RC4 RC5 /SCALE('Employee Recognition')=RC2 RC3 RC4 RC5.
Resources	Processor Time	00:00:00.03
	Elapsed Time	00:00:00.05

Notes

Output Created

07-NOV-2020 19:30:11

Comments

Input	Data	C:\Users\Agatha\Downloads\WORK\Project assignment 1\Agatha.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	270
	Matrix Input	
Missing Handling	Value Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY VARIABLES=WA1 WA2 WA3 WA4 WA5 WA6 WA7 /SCALE('Job Autonomy')=WA1 WA2 WA3 WA4 WA5 WA6 WA7.
Resources	Processor Time	00:00:00.03
	Elapsed Time	00:00:00.22

Notes

Output Created

07-NOV-2020 19:30:12

Comments

Input	Data	C:\Users\Agatha\Downloads\WORK\Project assignment 1\Agatha.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	270
	Matrix Input	
Missing Handling	Value Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY VARIABLES=AM1 AM2 AM3 AM4 AM5 AM6 AM7 AM8 AM9 /SCALE('Employee Achievement')=AM1 AM2 AM3 AM4 AM5 AM6 AM7 AM8 AM9.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.04

Notes

Output Created

07-NOV-2020 19:30:12

Comments

Input	Data	C:\Users\Agatha\Downloads\WORK\Project assignment 1\Agatha.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	270
	Matrix Input	
Missing Handling	Value Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY VARIABLES=EP1 EP2 EP3 EP4 /SCALE('Employee Performance')=EP1 EP2 EP3 EP4.
Resources	Processor Time	00:00:00.03
	Elapsed Time	00:00:00.02