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**DETERMINANTS OF EMPLOYEE MOTIVATION AMONG TEMPORARY
WORKERS IN BEER DISTRIBUTION FIRMS IN NAIROBI CITY COUNTY,
KENYA**



**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS
ADMINISTRATION OF STRATHMORE UNIVERSITY**

MARCH 2021

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, this dissertation does not contain any content that was produced by another person except where due reference is made in the dissertation itself.

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Robert Kibaara

MBA/109955/2018

Sign: 

Date: 7th March 2021

Approval

This dissertation has been submitted for examination with my approval as the university supervisor.

Prof. Ruth Kiraka

Strathmore University

Sign: 

Date: ...8th March 2021

ABSTRACT

Employee motivation has been widely studied by scholars and human resource practitioners. However, most of the studies have invested in employee motivation among permanent employees with less focus being put on temporary workers' motivation. Beer distribution firms rely predominantly on temporary personnel due to the cyclic nature of their business operations. This research sought to examine the determinants of employee motivation among temporary workers in beer distribution firms. The research specifically examined the effect of monetary benefits, work environment, and training and development on motivation among temporary workers. The theoretical review was based on Herzberg two factor theory of motivation. The research employed a descriptive research design with a quantitative approach. The population of the study was the 304 temporary employees working within the four beer distribution firms in Nairobi City County. The sample was calculated using the Yamane formula. The sample size was 225 temporary workers who were apportioned across the beer distribution firms. The study used a structured questionnaire to collect data using the drop and pick method. The collected research data was analyzed using descriptive and inferential statistics. The correlation tests indicated there is a positive and significant relationship between monetary benefits (i.e., remuneration, fringe benefits, bonuses, overtime pay) and employee motivation, with all relationships showing moderate strength. The study also found a positive and significant relationship between training and development (i.e., on-job training, workshops and seminars, career progression, professional development) and employee motivation, with all relationships being strong except workshops and seminars that showed moderate strength. The research also revealed that the work environment (i.e., co-worker relations, work-life balance, communication, teamwork, work supervision) and temporary employee motivation were positively correlated. The study revealed that 77% of changes in employee motivation among temporary workers could be determined by the three factors; monetary benefits, work environment and training and development. The research recommends that the organization should invest in employee training and skills development as well as offer monetary benefits that will improve the reward and recognition of temporary workers' efforts. The study suggests that the organization should create a supportive work environment that will be key to improving the motivation of temporary workers.

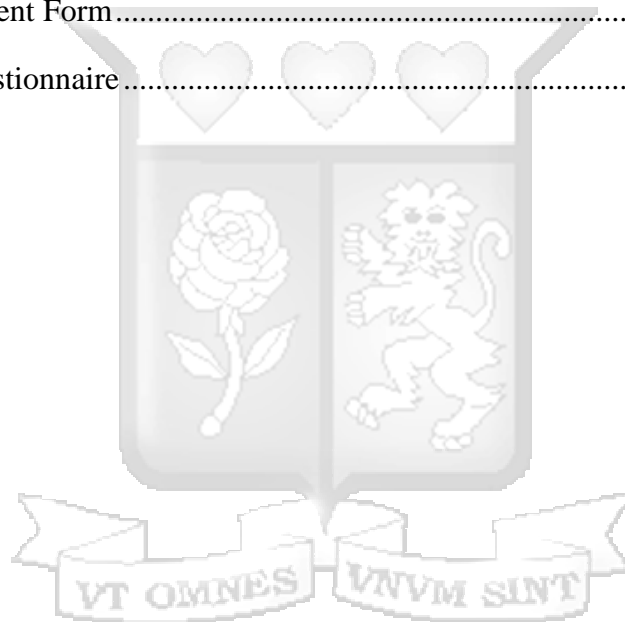
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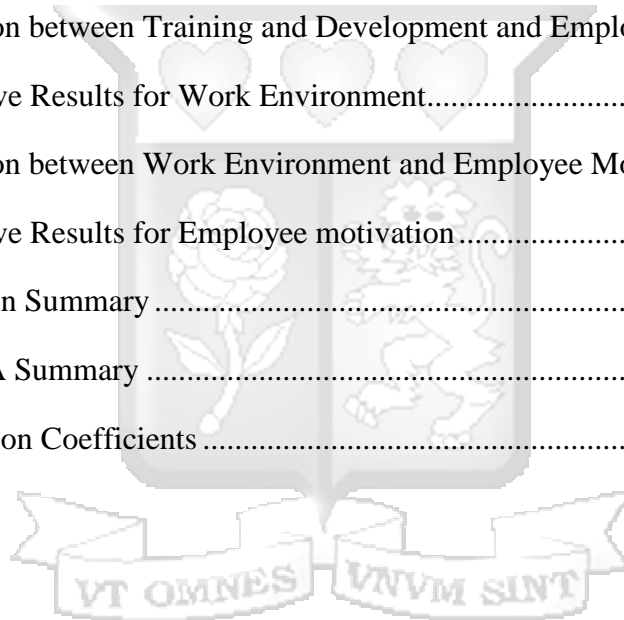
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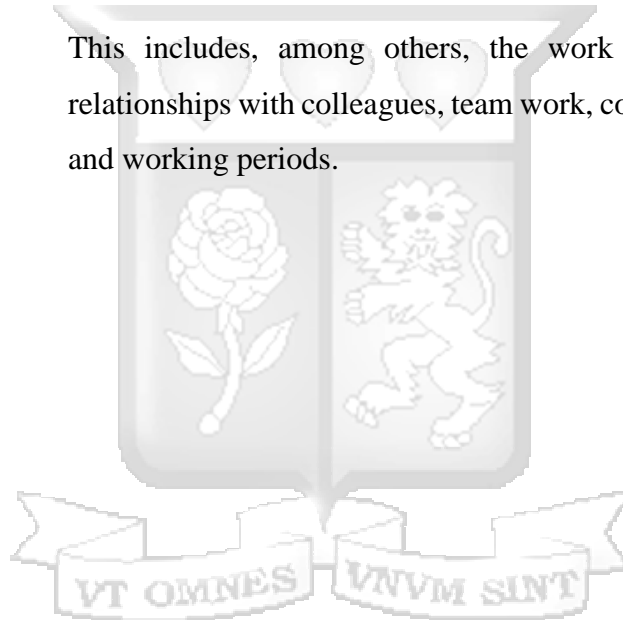
LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
EABL	East Africa Breweries Limited
IT	Information Technology
SPSS	Statistical Package for Social Sciences
TVET	Technical Vocational and Education Training



OPERATIONAL DEFINITION OF TERMS

Monetary benefits	Monetary rewards refer to the value given to employees in financial/money terms. This is either through salaries, bonuses, and other fringe benefits
Motivation	The procedure via which a person is directed to behave or act in specific ways.
Training and development	These refer to the various practices of imparting knowledge, services, and attitudes that are associated to a thin expanse of employment
Work environment	This includes, among others, the work facilities, structures, relationships with colleagues, team work, configuration of values, and working periods.



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employees' perceived motivation is the sum of positive attitudes and fulfilments that workers get by performing their job (Khan, Khan, & Khan, 2011). Due to its effects on both employee satisfaction and performance, perceived employee motivation has become a matter of concern for managers and academia (Kim, MacDuffie, & Pil, 2010). One of the important resources in an organization is the employee. This calls for the organization to invest highly in its employees for the smooth running of activities and for positive outcomes (Lemmergaard, Vaiman, & Azevedo, 2011). Most of the activities that call for creativity, innovation and strategy implementation come from the employees thus making them valuable assets to any organization (Malaolu & Ogbuabor, 2013).

Motivation is crucial in any dialogue of work conduct because it is understood to have a direct connection to work performance, and subsequently, the presumption that the motivated employee is the productive employee (Riggio, 2014). Employee motivation affects organizational performance, and thus a critical part of the manager's role is guiding subordinates' enthusiasm with the aim of realizing the objectives of the organization (Bhuvanaiah & Raya, 2015). To motivate employees, human resource managers have deployed a host of strategies and tactics (Sougui, Bon, Mahamat, & Hassan, 2017).

According to Akah (2010) and Dobre (2013), managers have had to use a variety of strategies that include financial incentives, non-financial incentives, and support tactics to motivate and reward employees. According to Jamsheed and Zaman (2011), motivating employees is very critical to any organization in the modern-day competitive environment. Employee motivation upsurges the levels of their loyalty, the levels of commitment, as well as employee productivity. Markova and Ford (2011) argue that employee motivation is significant for the reason that employees who receive the appropriate amount of motivation are associated with exemplary service rendering as well as results. Further, they argue that employee motivation enhances the ability of employees to commit to an organization since they have a perception that the organization has their best interest at heart.

1.1.1 Determinants of Employee motivation

Motivation is the mental procedure that dictates behaviour, drive and purpose (Halbesleben & Bowler, 2007); an inclination to behave in a manner that gears to the attainment of needs that

are to be met (Lemmergaard, Vaiman, & Azevedo, 2011); and the will to achieve (Ayub & Rafif, 2011). Instinctive as well as rational procedures via which people fulfil their elementary urges, desires, in addition to self-oriented goals and objectives based on the derivation of human behaviour is the description of motivation (Furnham, Eracleous, & Chamorro-Premuzic, 2009).

In their study, Sandra and Anne (2009) defined motivation as the procedure that involves a person being guided to behave or act in certain ways. Besides, motivation enhances the employees to promote or carry themselves in a manner that promotes the financial performance of the company. According to Tremblay, Leclerc, Machionni, and Drevniok (2010), employee motivation is described as the employees' personal anticipation to put in a great amount of effort in fulfilling organizational objectives as well as conditioned with interest to satisfy and fulfil individual employees' needs. While the above definitions are broadly similar and relevant to this study, this definition by Tremblay, Leclerc, Machionni, and Drevniok (2010) was adopted for this study as it balances the needs of the individual as well as those of the organization.

Some of the essential components that affect employee motivation are work enhancement, communication, management of information, as well as adequate training (Njambi, 2014). With the training that comes from within the organizations, employees are able to gain skills and knowledge that are applicable to the job, and thus the organization is bound to have a smooth run in its activities (Bratton & Gold, 2007). According to Boswell (2006), there are many reasons that make people terminate their employment status with an organization, and these include, salary, work condition, the culture that an organization is rooted on, and the content of the job.

The reasons mentioned above are just some of the few highlighted. Other factors that might appertain to health issues such as stress can also not be put aside (Ayub & Rafif, 2011). It is essential to note that the motivation accorded to an employee is directly proportional to their stay in an organization if other matters do not arise. These employees are also known to love their work and grow in it, thus bringing forth direct positive output and becoming valuable assets to the employer (Lemmergaard, Vaiman, & Azevedo, 2011). In their study, Jamsheed and Zaman (2011) found that some of the factors that influenced employee motivation include working conditions, employee-employer relations, organization culture, and training and development opportunities. Dobre (2013) notes that improving working conditions, rewards,

and recognition, career progression, and employee training are key to improving employee motivation. Yang and Wang (2013) posit that employee motivation was positively predicted by job characteristics, organization-environment factors, salary, task variety, and co-worker relations.

However, Wheeler and Buckley (2001) noted that most studies on employee motivation focused on permanent or full-time employees and indicated that despite temporary labour being an extensive concept, the issue had received scant attention. The researchers note that motivating temporary workers needs an alternative context than the one for managing the permanent workforce; hence, there is a need for personnel policies and work environment to recognize the importance of temporary workers. Dwivedula, Bredillet, and Müller (2015) focused on work motivation in temporary organizations and noted that there were similarities in the motivation factors with the permanent organizations since the nature of work, intrinsic motivation, financial and non-financial incentives as well as a proclivity for collegiality were key determinants of temporary workers motivation.

1.1.2 Temporary Employee motivation

According to the International Labour Organisation (ILO), temporary employees are those that are engaged only for a specific period of time, in fixed-term, project- or task-based contracts, or seasonal or casual work, including day labour. ILO further defines casual workers as those employed on a “very short term or on an occasional and intermittent basis, often for a specific number of hours, days or weeks, in return for a wage set by the terms of the daily or periodic work agreement.” (ILO, 2020). Based on this definition, casual workers found in beer distribution firms fit in the category of temporary employees that was the central focus of this research.

According to Slattery, Selvarajan, Anderson and Sardesai (2010) despite there being increasing use of a temporary workforce, relatively little research has been conducted on how management practices influence a temporary worker’s work-related attitudes, with most studies focusing on the difference between permanent and temporary employees’ work-related attitudes. Bozionelos and Nikolaou (2010) indicate that organizations rely on temporary workers to enhance their competitiveness. However, they noted that motivation of temporary workers is more difficult than permanent employees. The researchers indicate that the motivation of temporary employees is achievable through company support, provision of inducements, and offering similar responsibilities to permanent employees.

The above studies indicated that companies need to approach the motivation of temporary employees differently from that of permanent employees. As firms seek to cut costs and become more competitive due to the cyclical nature of their businesses, the demand for temporary workers grows (Chumo, 2013; Odhong & Omolo, 2014; Damiani, Pompei, & Ricci, 2016), hence the need to further explore the determinants of job motivation among temporary workers. Other studies such as Dickson and Lorenz (2009) and Busk, Dauth, and Jahn (2017) discuss motivation and satisfaction generally without focusing on a specific sector. Sector-specific dynamics are important in understanding employee motivation, as suggested by Damiani, Pompei, and Ricci (2016), hence the focus of this study on the beer distribution sector. This study therefore examined what motivates temporary workers, and took a sector-specific approach that unveiled determinants of employee motivation in the beer distribution industry.

The literature also indicates a lack of agreement as to the factors that affect employee motivation in general and temporary employee motivation in particular. Various studies suggest that key factors that influence employee motivation can be grouped into three, namely; monetary benefits, training and development, and work environment (Dobre, 2013; Yang and Wang, 2013; Amuedo-Dorantes, 2001; Tan and Tan, 2002; Ouya 2012; José-Chambel and Sobral, 2011; Giunchi, Chambel, and Ghislieri, 2015).

1.2 Statement of the Problem

Most companies in Kenya that go through the path of temporary employment in larger quantities are known for making their employees work for up to five years (Chumo, 2013). This suggests that just like permanent employees, temporary staff are important in determining organization performance. Literature indicates that employee motivation enhances the levels of productivity in employees and organizations at large, improves employee retention rates, and reduces wastage in the organization through employee absenteeism (Malaolu & Ogbuabor, 2013; Mimouni-Chaabane & Volle, 2010). Amuedo-Dorantes (2001) found that opportunities for promotion to permanent employees and flexible wages are key to motivating temporary employees. Tan and Tan (2002) note that temporary workers are driven by financial incentives, career progression opportunities, and a conducive work environment. José-Chambel and Sobral (2011), in their study, indicated that training is key to temporary employee motivation and performance. Giunchi, Chambel, and Ghislieri (2015) noted that perceived organization support and pay positively contributed to the affirmative dedication of temporary workers. Ouya (2012) examined the practices employed by Barclays Bank in balancing between

temporary (contract) and permanent employees' expectations. The study indicated that staff training, sense of job security, and offering contractual staff longer contracts resulted in better productivity within the bank.

In other studies, Nyabegera and Gicheru (2016) found that employee work design, responsibility, skill variety requirements and advancements, as well as autonomy and view of their work, was key to permanent employee motivation. Puspita and Susanty (2017) showed that career development positively enhanced work motivation and reduced turnover intention among permanent/contract IT employees. Falola, Ibidunni and Olokundun (2014) posited that a fair reward system that incorporated monetary incentives such as salary, commissions, bonus, retirement plans, insurance, subsidized housing and retirement plans was integral in enhancing work attitude and job performance. A study by Kilungu (2016) indicated that financial motivation programs such as level of commissions, bonus levels, house allowances, level of a retainer and non-financial options contributed positively to work performance. The above literature indicates there are studies, albeit limited, on temporary employee motivation within various industries; however, there is limited contextualization and examination of motivation among temporary employees, thus forming an empirical gap that was central to this research.

Further, in the review of previous studies, various research gaps were identified that the current study sought to address. The previous studies largely focused on permanent or contracted employees, and less on temporary workers (for example Nyambegera & Gicheru, 2016; Puspita & Susanty, 2017). This is corroborated by Wheeler and Buckley (2001) who noted that temporary employee motivation has received scant attention, hence the need to focus on temporary workers. Second, previous studies focused more on employee performance as opposed to employee motivation (for example, Falola, Ibidunni & Olokundun, 2014; Kilungu, 2016; Raziq & Maulabakhsh, 2015). Third, sector-specific dynamics are important in understanding employee motivation as suggested by Damiani, Pompei and Ricci (2016).

This study therefore examined job motivation of temporary workers and used the four beer distribution firms as the sub-sector for the investigation to unveil determinants of employee motivation for this particular sub-sector. An ILO (2016, p.161) report on non-standard employment around the world observed that a beer company's "true competencies" are in "brewing and marketing beer" and that "many of their distribution and transportation activities might be more effectively contracted out". The current study aimed to expand the available knowledge on the determinants of motivation among temporary workers and focused on how

monetary benefits, training and development, and the work environment affect temporary employee motivation in selected beer distribution firms in Nairobi City County.

1.3 Objectives of the Study

The main objective of the research was to examine the determinants of employee motivation among temporary workers in selected beer distribution firms in Nairobi City County.

1.3.1 Specific Objectives

The specific objectives of this study were to:

- i. Examine the effects of monetary benefits on the motivation of temporary workers in beer distribution firms in Nairobi City County.
- ii. Establish the effects of training and development on the motivation of temporary workers in beer distribution firms in Nairobi City County.
- iii. Determine the effects of the work environment on the motivation of temporary workers in beer distribution firms in Nairobi City County.

1.4 Research Questions

- i. What is the effect of monetary benefits on the motivation of temporary workers in beer distribution firms in Nairobi City County, Kenya?
- ii. How does training and development influence the employee motivation of temporary workers in beer distribution firms in Nairobi City County, Kenya?
- iii. What is the effect of the work environment on the employee motivation of temporary workers in beer distribution firms in Nairobi City County, Kenya?

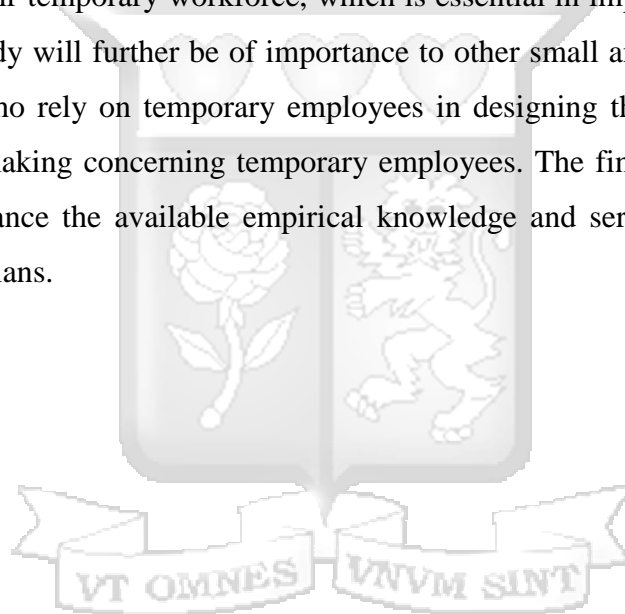
1.5 Scope of the Study

The study scope was limited to the four beer distribution firms in Nairobi City County contracted with East African Breweries Limited. East Africa Breweries Limited controls over 90% of Kenya's formal alcohol market (Africa Yield, 2014), hence the selection of the distributors would be representative of other distributors. Furthermore, the beer distribution sector in Kenya is contextually unique in three ways; First, the previous studies highlighted above have not focused on the sector with regards to employee motivation. Second, the sector relies heavily on casual temporary employees and not permanent or contracted temporary employees, which is the focus of the previous highlighted studies. Third, the sector relies on temporary employees for extended periods of time of up to 5 years. The variables of the study were limited to examining how monetary benefits, training and development, and work

environment influence employee motivation among temporary employees. The theoretical scope of the research was limited to Herzberg's Two-Factor Theory of Motivation and the three-factor theory of human motivation. The research adopted a quantitative approach with structured research questionnaires being utilized in the data collection process.

1.6 Significance of the Study

The current research work is anticipated to be integral to some participants within the Kenyan economy. To the government and the National Employment Authority, the findings of the research will be vital in strengthening the policies guiding motivation and work fulfilment amid temporary employees within institutions. The results of the study are expected to foster managerial practice at beer distribution firms, by identifying the key factors that can promote motivation among their temporary workforce, which is essential in improving their outcome. The results of the study will further be of importance to other small and medium enterprises within the country who rely on temporary employees in designing their firm structure and improving decision making concerning temporary employees. The findings of the study are also expected to enhance the available empirical knowledge and serve as future reference material for academicians.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the theoretical and empirical literature. Herzberg's Two-Factor Theory is discussed. The empirical literature discusses how the three variables of the study affect employee motivation. The chapter concludes by highlighting the research gaps, developing the conceptual framework and operationalizing the study variables.

2.2 Theoretical Review

A theoretical framework is made up of empirically proven and tested facts that help to support and direct a study (Swanson, 2013).

2.2.1 Herzberg's Two-Factor Theory of Motivation

Psychologist Frederick Herzberg (2008) proposed the Two-Factor Theory of Human Motivation and explained that there is a basic relationship between employees and their job roles, and that job assignments can be approached based on individual worker's attitude towards the assignment. Herzberg examined the specific factors in the workplace that people considered as satisfying and those they considered as dissatisfying. The research noted that workers consider the factors that make them dissatisfied with their work and those that cause them to be satisfied, as well as the factors that cause them to be extremely dissatisfied or satisfied and concluded that people experienced job satisfaction or dissatisfaction based on completely different sets of factors (House & Wigdor, 1967).

Herzberg (2008) identified factors that caused employee satisfaction and called them motivation factors while he called those that led to dissatisfaction the hygiene factors. The researcher noted that hygiene factors were a prerequisite for an employee not to be dissatisfied. Herzberg further asserted that, based on human motivation theory, satisfaction and dissatisfaction were not opposites, and eliminating dissatisfaction at work did not necessarily mean that workers would be satisfied (DeShields, Kara, & Kaynak, 2005). Herzberg concluded that managers needed to do two things to ensure motivation of their workers; remove factors that cause dissatisfaction (existence of hygiene factors to create a peaceful working

environment) and also incorporate motivation factors in the workplace (Lundberg, Gudmundson, & Andersson, 2009).

According to Bratton and Gold (2007), there is a relationship between the two; some factors cause dissatisfaction in all cases, and some factors cause satisfaction in all cases. Further to this, some internal factors, being recognized or advancing at work (development) and opportunities for training are related to job satisfaction. Similarly, factors such as the company's policies and administrative practices, behaviours of supervisors, working conditions, and salary, are strongly related to job dissatisfaction. This theory was relevant in the current research in underpinning the key determinants that propel employee motivation among temporary employees within the firms under study; training and development (Motivator), work environment and monetary benefits (Hygiene factors).

2.3 Empirical Review

The review of empirical literature focused on an examination of previous research studies. The empirical review highlights the research gaps that the study sought to fill.

2.3.1 Employee Motivation

Motivation is referred to as individuals' ways of choosing their goals and trying to change their behaviour to suit those goals, and is concerned with the strength and direction of behaviour and, for organizations, aspects influencing employees to act or behave in a particular manner (Armstrong, 2010). Mills, Mills, Bratton and Forshaw (2006) noted that motivation is connected to the worker's desire to direct their energy towards optimally performing to their abilities in order to complete the given task.

Omar, Munir, Kaizan, Noranee and Malik (2019) noted that high motivation within employees is manifested through job satisfaction, feelings of fulfilment in work, long-term productivity and cultivating the strong bond between employees. Azar and Shafiqhi (2013) examined motivation in the beverage industry, and noted that task fulfilment and taking responsibilities were key constructs of employee motivation. Abdi, Ibrahim and Hussein (2017) examined employee motivation as the level of energy, the commitment to the firm, creativity and discipline brought to the workplace. Ibrahim (2015) indicated that motivated employees are able to bond with the organization, are satisfied with their work, attain personal goals and are efficient in task fulfilment.

Omollo and Oloko (2015) in an examination of Kenya Commercial Bank, indicated that employee motivation is measured by the level of productivity, the staff retention and the staff commitment to the organization. Gakure, Muriu and Orwa (2013) indicated that motivation of employees can be identified through the increase in performance, accomplishment of tasks, increased commitment and satisfaction with their work duties. Ek and Mukuru (2013) examined employee motivation and posited that commitment and job fulfilment within employees is predicted by the level of training, remuneration and the working environment. Based on the reviewed measures of motivation from various studies, this study assessed the motivation of the temporary employees using: commitment, task fulfilment, productivity, job satisfaction and employee energy.

2.3.2 Monetary Benefits and Employee Motivation

Jehanzeb, Rasheed and Rasheed (2012) studied the impact of rewards on motivation and job satisfaction in the banking sector of Saudi Arabia. The study focused on 568 banking sector employees and relied on regression analysis in testing the relationship between the variables. The results of the research indicated that rewards had a positive effect on employee motivation and satisfaction among employees. In a similar study, Meyer and Nujjoo (2012) examined the relative importance of different types of rewards for employee motivation and commitment in South Africa. The research adopted a cross-sectional research design focusing on 399 South African employees. The study adopted a quantitative research design, and the results of the analysis indicated there was no direct link between monetary rewards and intrinsic motivation within the firm. The study further noted that non-monetary awards did not account for variance in intrinsic and extrinsic motivation.

Mabaso and Dlamini (2017) analyzed the impact of compensation and benefits on job satisfaction within South Africa. The study adopted a quantitative research approach and sampled 279 personnel drawn from higher education institutions. The results of the inferential analysis indicated that compensation had a positive effect on job satisfaction. Findings of the research indicated that there was no significant link between benefits and job satisfaction; however, the study pointed out that increasing salary and overtime pay resulted in better satisfaction levels within the institutions.

Falola, Ibidunni and Olokundun (2014) studied the relationship between incentives packages and employees' attitudes to work in selected government parastatals in Nigeria. The study

applied a descriptive research design focusing on four key parastatals in Nigeria. The study relied on descriptive and correlation analysis. A similar study was conducted by Agwu (2013) in the Nigerian Agip Oil Company. Both of these studies found a positive correlation between incentive packages and employees work attitudes. They posited that a fair reward system that incorporated monetary incentives such as salary, commissions, bonus, retirement plans, insurance, subsidized housing and retirement plans was integral in enhancing work attitude. A fair reward system also influenced job performance among 87% of the employees and contributed to 81% reduction in industrial action among employees.

Kilungu (2016) examined the association between salesforce motivation programs and performance of distributors of East African Breweries Limited (EABL) in the Mount Kenya Region. The research adopted a descriptive research design and sampled 115 sales staff within 7 distribution firms. The study indicated that financial motivation programs such as level of commissions, bonus levels, house allowances, level of a retainer and non-financial options contributed positively to work performance within EABL. The study indicated that motivational programs were key to improving employee motivation which predicts a firm's performance.

Onyango (2017) studied the effect of motivational strategies and sales force performance in the insurance industry in Kenya. The study employed a descriptive research design and sampled 163 respondents drawn from the 51 insurance companies. The findings of the study indicated that an effective reward mechanism led to higher levels of motivation which resulted in higher sales performance and that sales agents received additional benefits to their salaries such as overtime and sales commission.

The above studies provided contradictory findings on the effect of monetary benefits on employee motivation. On the one hand, Meyer and Nujjoo (2012) found no direct relationship between monetary rewards and motivation within the firm. Mabaso and Dlamini (2017) found no significant relationship between monetary benefits and job satisfaction; although they reported that increasing salary and overtime pay resulted in better employee satisfaction levels. On the other, Jehanzeb, Rasheed and Rasheed (2012), Agwu (2013), and Falola, Ibidunni and Olokundun (2014) all found that financial rewards had a positive effect on employee motivation and satisfaction among employees. The relationship between monetary benefits and employee motivation is, therefore still contentious. The current study measured monetary benefits using remuneration, fringe benefits, bonuses and overtime pay.

2.3.3 Training and Development and Employee Motivation

Adyasha (2013) conducted a qualitative study of various motivational practices used in organizations in India. The study employed a qualitative research design with interview schedules being utilized in the data collection. The thematic analysis indicated that enhancing the knowledge among employees and fostering the emotional intelligence and professional development increased motivation among personnel. The study dimensions also indicated that human development factors drove motivation among employees within the firm. In another study focusing on the effects of training on performance, Algharibeh, Almsafir and Alias (2014) indicated that job training, quality training, and training strategy were positively related to employee performance. The findings indicated that quality training had the highest contribution to employee performance. In a similar study focusing on employee productivity, Puspita and Susanty (2017) examined career development and work motivation in IT consulting in Indonesia. The study findings showed that career development positively enhanced work motivation and reduced turnover intention among IT employees.

Ndibe (2014) studied the effects of employees training on organisational performance in soft drinks bottling companies in Enugu State, Nigeria. The research adopted a survey research design and sampled 254 respondents within the firm. The results of the research indicated that employee training is key to enhanced firm productivity. The study further indicated that training design, training delivery style, employee perception of training and the length of employees training improved organization performance. This study was further supported by Onyema (2014), who examined the effect of human resource management on employee job satisfaction within a Nigerian food and beverage company. The findings indicated that training and development and career progression path were positively related to job satisfaction among employees. The study indicated that trained professionals should be recruited to handle human resource issues and that training procedures should be understood by employees.

Augustine (2018) studied the effect of training on the development of bottling firm Coca-Cola Kwanza Limited. The research adopted a mix of qualitative and quantitative research design with both primary and secondary research data being adopted. The results of the analysis indicated that on-job training, adoption of development programs, quality of training designs and identification of employee deficits was integral in the development of the firm. Similarly, Knott (2016) examined the effect of talent management practices on performance within Kenyan firms. The study adopted descriptive research with a focus on 95 employees drawn

from Suraya Property Group. The findings of the analysis indicated that training and development is an essential component of organizations' talent management strategies that enhanced employee performance. The results further showed that training enhanced the necessary skills and knowledge among employees and was integral to their job performance. The study further indicated that when designing career development paths, the firm should involve employees in order to enhance motivation.

Sitati, Were, and Waititu (2016) examined the effect of job promotion on employee retention in hotels in Kenya. The research adopted a survey research design targeting 137 hotels in Kenya through stratified random sampling. The results indicate that an increase in employee's responsibility, authority and independence enhanced employee retention. The study also indicated that having a clear promotion policy and reliance on internal promotions was key to improved retention rates.

From the above studies, there was convergence in the results obtained. Adyasha (2013), Algharibeh, Almsafir and Alias (2014) indicated that fostering professional development and training was key to improved employee performance. Susanty (2017) also noted that career development positively improved productivity among employees. Studies by Augustine (2018) and Knott (2016) noted that training and development enhanced employee and firm performance. These studies, therefore, focused on how training and development impacted the firm and employee performance. They did not relate training and development to employee motivation, which is the focus on the current study. The current study focuses on employee motivation as opposed to employee or firms' performance. From the reviewed literature the current research measured training and development using; on-job training, workshops and seminars, career progression and professional development.

2.3.4 Work Environment and Employee Motivation

Lorincová, Schmidtová and Javorčíková (2018) studied the impact of employee position of work on the level of employee motivation in Slovak furniture companies. The study collected data from managers, white and blue-collar workers within furniture firms. The results indicated that workplace setting, work team association, appraisal systems and work atmosphere were positive contributors to employee motivation within the firm. Similar work by Raziq and Maulabakhsh (2015) in Pakistan found a positive relationship between the working environment and job satisfaction. The study showed that working hours, job safety and

security, relationship with co-workers, esteem needs and top management relations were key predictors of employee job satisfaction. The study findings are similar to Al-Omari and Okasheh (2017), who explored the influence of the work environment on job performance in Jordan. The findings of the research revealed that major work environment issues such as noise, office furniture, ventilation and light negatively influence job performance. The results further showed that workplace arrangements and interactions could positively influence job performance.

Obamiro and Kumolu-Johnson (2019) examined the relationship between work environment and employees' performance within the Nigerian Beverage Firm. The study surveyed 132 employees. The results indicated that the psychical workplace setting, work systems and adoption of employee safety measures were positively correlated with job satisfaction. The findings are echoed by a similar study by Kiruja and Kabare (2018), who analysed the effect of the work environment on employee performance in public middle-level TVET institutions in Kenya. The study focused on school administrators and managers and found that lack of proper job descriptions, poor distribution of work infrastructure and poor safety measures limited employee performance within the institutions.

Barasa (2017) examined the influence of the work environment on the performance of the police in Nairobi, Kenya. The study surveyed 150 officers. The research established that the technical, human and organization environments were a key predictor of work performance within the public sector. The study indicated that the development of a meaningful, safe and secure environment was key to better performance. In another study, Nyambegera and Gicheru (2016) studied the extrinsic and intrinsic factors influencing employee motivation. The study sampled 96 AMREF employees. The results indicated that employee work design, responsibility, skill variety requirements and advancements, as well as autonomy and view of their work, was key to employee motivation.

All the studies examining the importance of the work environment in an organisation focused on how it affects employee performance with the exception of Nyambegera and Gicheru (2016), who also examined employee motivation. The relationship between work environment and employee motivation, therefore, remains largely unexplored. Based on this literature, the current study focussed on the following aspects of work environment; co-worker relations, work-life balance, communication, team work and work supervision.

2.4 Research Gaps

From the review of previous studies various research gaps were identified that the current study sought to address. First, the previous studies largely focused on permanent or contracted employees, not temporary workers (for example, Nyambegera & Gicheru, 2016; Puspita & Susanty, 2017). There was no mention of temporary workers and their motivation. However, as Chumo (2013) explained, there are human resource challenges arising from the use of temporary workers. Recruiting, training, orientation, socialization, motivation and integration of temporary workers are the main challenges facing firms. Yet, the demand for temporary workers continues to rise as projected by CareerBuilder (2015) owing to the need for firms to cut costs and become more competitive (Chumo, 2013; Odhong & Omolo, 2014; Damiani, Pompei, & Ricci, 2016).

Second, the studies focused more on employee performance as opposed to employee motivation (for example, Falola, Ibidunni & Olokundun, 2014; Kilungu, 2016; Raziq & Maulabakhsh, 2015). Third, sector-specific dynamics are important in understanding employee motivation as suggested by Damiani, Pompei and Ricci (2016). The current study therefore, points to the need to examine what motivates temporary workers and used the beer distribution firms as the sector for the investigation to unveil determinants of employee motivation for this particular sub-sector.

2.5 Conceptual Framework

According to Johnson and Christensen (2008), conceptual frameworks are designed from a number of broad ideas and theories that aid a researcher to suitably identify the problem they are researching on, structure their questions and find necessary literature. The study conceptual framework was informed by the constructs discussed under the Herzberg two factor theory. The Two-Factor Theory contends that meeting motivation factors will result in highly satisfied and motivated workforce. Thus, fostering hygiene factors (such as work environment and monetary benefits) and motivation factors (such as training and development) as indicated by Bratton and Gold (2007) will improve the employee satisfaction and relationship with the firm. The interaction of the variables is conceptualized as below.

Independent Variables

Dependent Variable

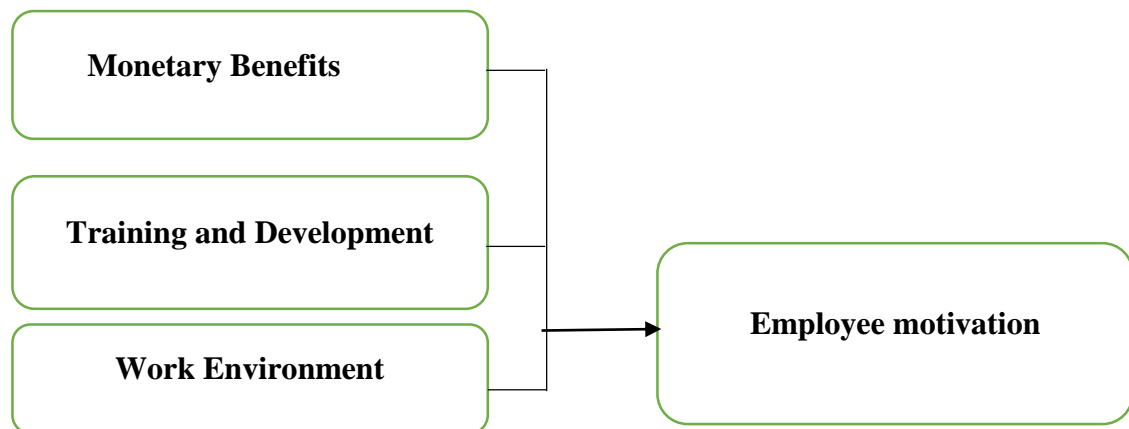


Figure 2.1 Conceptual Framework

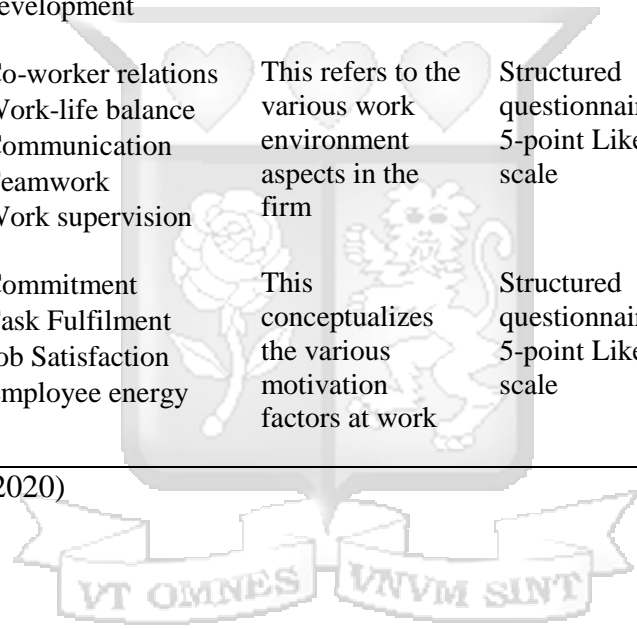
Source: Researcher (2020)

The main aim of the research was to examine the determinants of employee motivation among temporary workers at beer distribution firms in Nairobi City County. The study conceptualized monetary benefits, training and development, and the work environment as the main determinants. Employee motivation was conceptualized in terms of the commitment, task fulfilment, productivity, job satisfaction and employee energy. The independent variables for the study were monetary benefits, training and development and work environment. The monetary benefits were conceptualized as; remuneration, fringe benefits, bonuses and overtime pay. Training and development were conceptualized as; on-job training, workshop and seminars, career progression and professional development. The work environment variable was conceptualized into co-worker relations, work life balance, communication, teamwork and work supervision.

Table 2.1 Operationalization of Variables

Variable	Indicators	Measurement	Data collection tool	Data analysis
Monetary benefits	<ul style="list-style-type: none"> • Remuneration • Fringe benefits • Bonuses • Overtime pay 	This measures the various benefits being attained by temporary employees	Structured questionnaire; 5-point Likert scale	Descriptive analysis and inferential analysis
Training and development	<ul style="list-style-type: none"> • On-job training • Workshops and seminars • Career progression • Professional development 	This assesses the various training and development aspects at the firm	Structured questionnaire; 5-point Likert scale	Descriptive analysis and inferential analysis
Work environment	<ul style="list-style-type: none"> • Co-worker relations • Work-life balance • Communication • Teamwork • Work supervision 	This refers to the various work environment aspects in the firm	Structured questionnaire; 5-point Likert scale	Descriptive analysis and inferential analysis
Employee motivation	<ul style="list-style-type: none"> • Commitment • Task Fulfilment • Job Satisfaction • Employee energy 	This conceptualizes the various motivation factors at work	Structured questionnaire; 5-point Likert scale	Descriptive analysis and inferential analysis

Source: Researcher (2020)



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the methodology that was adopted in achieving the research objectives as outlined and discussed. This chapter covers the research design, the population, sampling technique, sample size, data collection instruments, data collection procedures, and data analysis as well as research quality and ethical considerations.

3.2 Research Design

According to Cooper and Schindler (2014), a research design is a blueprint that provides the structure of investigation used by the researcher to address the study's general and specific objectives. It is the researcher's roadmap for the study from hypotheses formulation to data collection, data analysis, and results from interpretation (Creswell, 2009). The research design guides the type of data to be collected, the procedure for data collection, and the method of analysis to ensure a cost-effective and efficient way to achieve the research objectives (Blanch, Durrheim, & Painter, 2006). Hair, Celsi, Ortinau, and Bush (2008) state that descriptive research design is useful when the research objectives include determining the degree to which one variable (independent) affects the other variable (dependent). The current research employed a descriptive research design that utilized a quantitative approach in the solving of the research problem.

3.3 Target Population

A population is the total collection of elements about which a researcher intends to carry out investigations to address specific questions. It refers to the people, events, or records that contain the desired information and can answer the measurement question (Cooper & Schindler, 2014). According to Green, Camilli, and Elmore (2006), the target population of a study is the population that data is collected from. The target population for the research was temporary personnel working at beer distribution firms in Nairobi City County. The population of the study was drawn from four beer distribution firms within Nairobi City County.

Using beer distribution firms as the sub-sector for this study, was also suitable since their businesses largely rely on a vast network of temporary workers for the day to day operations, mainly due to the seasonality element of beer consumption, and therefore the examination of the various motivation factors was integral to enhancing managerial practice and decision making in these and other similar firms. The selection of the four was justified by the fact that

they are the leading licensed distributors of East Africa Breweries Limited, which controls over 90% of Kenya’s formal alcohol market (Africa Yield, 2014). The selection of the firms was deemed suitable for the study since most of the alcohol distribution firms rely dominantly on temporary workers. Hence examining their motivation would be vital to expanding the practical implications across other industries. Findings from this population could offer generalizable and credible data on the key determinants of employee motivation among the temporary workforce in the beer distribution sub-sector.

Table 3.1 Target Population

Distribution firm	No of temporary workers	% proportion
Distributor A	103	34%
Distributor B	80	26%
Distributor C	48	16%
Distributor D	73	24%
Target Population	304	100%

Source: Researcher (2020)

3.4 Sampling Design and Sample Size

According to Nicholas (2009) sampling frame defines the complete listing of all the units of the population, which is purposely used to draw random samples. The sample frame for the research was drawn from the 304 temporary employees in beer distribution firms in Nairobi City County. The sample size was calculated using the Yamane formula, as shown below:

n =sample size,

N = population size

e =level of precision.

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

$$173 = \frac{304}{1 + 304 (0.05)^2}$$

The sample size for the study was 173 respondents. The research utilized non-random sampling in selecting study respondents. The sample size was distributed across the beer distribution firms in Nairobi City County, as shown below:

Table 3.2 Sample Respondents

Distribution firm	Sample respondents
Distributor A	$103/304 * 173 = 59$
Distributor B	$80/304 * 173 = 45$
Distributor C	$48/304 * 173 = 27$
Distributor D	$73/304 * 173 = 42$
Sample Respondents	173

Source: Researcher (2020)

However, owing to the likelihood of non-response, the sample size was increased by 30% as advised by Saunders, Lewis, and Thornhill (2019). The sample size was therefore 225.

3.5 Data Collection Instrument and Procedure

The research relied on a quantitative research instrument. Primary data was collected by the use of structured (closed-ended) questionnaires that captured the various variables of the study. The questionnaire was designed to address the specific objectives and research questions (Creswell, 2009). Questionnaires are preferred since, according to Kothari (2005), they are capable of data collection instruments that allow respondents to give data that can be generalized concerning the research problem. The research questionnaire was developed in line with the constructs included in the operationalization of the study variables. The development of the questionnaire captured each item in the conceptual framework to ensure it was suitable in answering the research problem. The questionnaire was developed by the researcher. Section A of the questionnaire captured the background information and Section B, C, D and E contained statements on the independent variables and the dependent variable respectively. To ensure reliability of the tool, reliability tests were conducted as explained below. According to Mackenzie and Knipe (2006), the data that was obtained from questionnaires was free from bias and researchers' influence, and thus accurate and valid. A copy of the data collection tool may be found in Appendix IV.

3.6 Research Quality

The research quality aspects of reliability, internal validity, and external validity were addressed. This study conducted a pilot test of the research instrument among 10% of the target population to test for reliability and validity of the questionnaire.

3.6.1 Reliability Tests

Reliability is the degree to which a test consistently measures what it measures (Golafshani, 2003). To ensure the reliability of the research instrument, a Cronbach alpha test was computed as a measure of the scale of reliability to determine its consistency focusing on convergent and divergent reliability. Golafshani (2003) provides the following rule of thumb: “>.9 Excellent, >.8 Good, >.7 Acceptable, >.6 Questionable, >.5 Unacceptable”. The researcher was targeting a Cronbach alpha of 0.7 and above for each variable.

Table 3.3 Reliability Results

Variable	Cronbach’s Alpha	Number of Items	Comment
Monetary benefits	.82	9	Accepted
Work environment	.78	14	Accepted
Training and development	.84	11	Accepted
Employee motivation	.79	9	Accepted

Source: Researcher (2020)

All the variables had a Cronbach Alpha, which was higher than 0.70 showing the research instrument’s internal consistency. Hence, the constructs were accepted for and utilized in the study.

3.6.2 Internal Validity Tests of Research Instrument

Internal validity refers to a measure of how much data collected using the instrument unequivocally and legitimately covers the projected issue and precisely how the data addresses the variable elements (Golafshani, 2003). Drost (2012) notes that the validity of content is of importance if the whole content is represented within the measurement unit. The measurement of the extent of the items to be tested is a representative of the domain of the properties that are to be measured. To ascertain content validity, the instruments were constructed from feedback obtained from human resource practitioners.

3.6.3 External validity

External validity is about the generalisability of the study findings (Drost, 2012). This study utilized population validity to examine external validity. This study enhanced external validity by ensuring that only temporary employees were included in this study. At the same time, all the permanent staff within the beer distribution firms was automatically excluded from participating in this study. It also sampled temporary employees from four large distributors of the largest brewery in Kenya, thereby ensuring a representative sample that allows for generalizability.

3.7 Data Analysis and Presentation

The researcher conducted data cleaning and screening to remove outliers that would be incomplete or poorly filled and counter checked to ensure that data were correctly filled. Statistical packages for social science (SPSS) was used for data analysis. The study relied on quantitative data which led to the selection of quantitative analysis which was deemed suitable. The tabulation of the study responses was conducted using descriptive statistics such as frequencies, percentages, mean, median and standard deviation. The study further employed inferential analysis to determine the association of the research variables. The study utilized both correlation and regression analysis. Correlation analysis using the Pearson correlation coefficient was applied in testing the nature of the correlation among the variables. Regression analysis was used to investigate the causal effect of the independent variable on the dependent variable. The researcher also used statistical testing, which included ANOVA to determine the statistical significance of variables on both discrete and nominal variables. Data were presented using descriptive tools like frequency tables, pie charts, and graphs.

The regression model for the research study is presented below;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

In which;

Y = employee motivation

B₀ - intercept coefficient

ε_i – error term (extraneous variables)

X_1 – monetary benefits

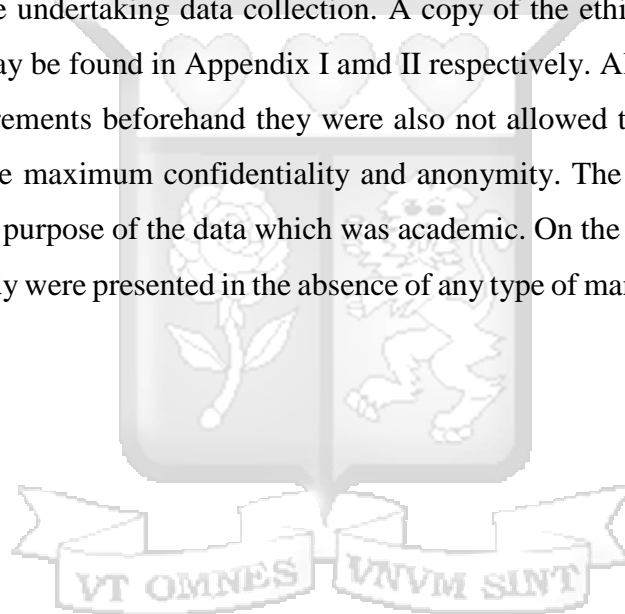
X_2 – training and development

X_3 – work environment

β_1 - β_3 =regression coefficients

3.8 Ethical Considerations

The researcher was keen in ensuring that right and privacy of the respondents were held highly thus the procedure of data collection was done with caution. The study sought ethical clearance from Strathmore University Institutional Research Ethics Committee and NACOSTI for a research permit before undertaking data collection. A copy of the ethical approval letter and the research permit may be found in Appendix I and II respectively. All the respondents were given the study requirements beforehand they were also not allowed to put up names on the questionnaire to assure maximum confidentiality and anonymity. The respondents were also guaranteed of the sole purpose of the data which was academic. On the hand of the researcher, the findings of the study were presented in the absence of any type of manipulation or influence.



CHAPTER FOUR

PRESENTATION OF RESEARCH FINDINGS

4.1 Introduction

This chapter presents the results of the analysis. It includes the background information, the results of the descriptive analysis, the correlation analysis, and the multiple linear regression analysis conducted to determine the magnitude of the relationship between the variables of the study.

4.2 Background Information

The study was limited to an examination of temporary employees working within the four leading beer distribution firms in Nairobi City County. The study sought to collect data from 225 participants drawn from the distribution firms and obtained a 76% response rate (n=171). According to Fincham (2008), the objective of the researcher should rely on the rate of response approximation 60 percent. Hence, the above response was deemed sufficient for the current study.

4.2.1 Demographic Information of Respondents

The results of the background information on the age of the participants, gender, work experience, education level, and firm they operate in are presented in summary below. The summary of the findings is presented using frequencies and percentages.

Table 4.1 Background Information

Characteristics	Grouping	Frequency	Percentage
Age of the respondents	18 – 24 years	34	19.9
	25 - 30 years	56	32.7
	31 - 34 years	27	15.8
	35 – 40 years	36	21.1
	41 – 44 years	4	2.3
	45 – 50 years	12	7.0
	Over 50 years	2	1.2
	Total	171	100
Gender of employees	Male	165	96.5
	Female	6	3.5
	Total	171	100
Working Experience	Less than one year	22	12.9
	1-5 years	72	42.1
	6-10 years	65	38.0
	Over ten years	12	7.0
	Total	171	100

Education Level	Secondary level	86	50.3
	Diploma level	72	42.1
	University degree	11	6.4
	Postgraduate	2	1.2
	Total	171	100
Beer Distribution Firm	A	59	34.5
	B	61	35.7
	C	19	11.1
	D	32	18.7
		171	100

The study results indicated that most of the participants, 32.7% were between age 25-30 years, 21.1% were aged between 35-40 years, while only 1.2% of the respondents were over 50 years of age. The findings further showed that the majority of the participants, 96.5% were male employees showing a high disparity of respondents based on their genders. The results showed that 42% of the respondents had worked for between 1-5 years, while 38% of the participants had worked for between 6-10 years within the distribution firms. Findings of the study further showed that the majority of the respondents, 50% had attained secondary level education. 42% were diploma holders, while 6.4% had attained a university degree. The results also showed that most of the respondents, 35.7% were Distribution firm B staff, 34.5% were from firm A, with only 11.7% of the participants working within firm C.

4.3 Monetary Benefits and Employee Motivation

The first objective of the study related to the monetary benefits within the distribution firms, and the responses are summarized in Table 4.3 below. The study measured monetary benefits using remuneration, fringe benefits, bonuses and overtime pay. The research tool used a likert scale of 1 to 5 where 1 = strongly disagree, 2 = disagree, 3 = moderately agree, 4 = agree and 5 = strongly agree.

Table 4.2 Descriptive Results for Monetary Benefits

	N	Mean	Median	Std. Deviation
Remuneration				
An increase in my pay would make me perform better	171	4.04	4.00	1.12
I usually find myself more motivated at the end of the month than at any other time in the middle of the month	171	3.82	4.00	1.30
Fringe benefits				

I prefer to have the meal subsidy paid off as cash rather than eat food at the canteen	171	4.13	4.00	1.08
I would appreciate getting a promotion at work than to earn a higher pay	171	3.45	4.00	1.46
Bonuses				
An annual bonus salary award fosters my productivity	171	4.06	4.00	1.14
Bonus salary awards should be paid equally to all employees, regardless of performance	171	3.94	4.00	1.09
I appreciate being offered monetary incentives by the firm for my job efforts	171	3.88	4.00	1.17
Overtime Pay				
I prefer to be paid Overtime in cash rather than given Time-Off	171	3.92	4.00	1.10
I'm always ready and willing to work extra hours to earn overtime	171	3.74	4.00	1.33
Average	171	3.89		1.20

The study showed agreement among participants that remuneration offered improved their work efforts (median = 4.00). The findings also showed participants agreement that fringe benefits, bonuses and overtime pay were being offered within the firm to boost employee productivity (median = 4.00).

4.3.1 Correlation between Monetary Benefits and Employee Motivation

The study adopted Spearman's correlation in analysing the relationship between monetary benefits and motivation. In interpreting the data, correlations with coefficients of less than 0.4 were considered weak, those between 0.4 and 0.6 were considered moderate, and those above 0.6 were considered strong (Saunders et al., 2019). The results may be found in Table 4.3 below:

Table 4.3 Correlation between Monetary Benefits and Employee Motivation

		Employee Motivation	
Spearman's rho	Employee Motivation	Correlation Coefficient	1.00
		Sig. (2-tailed)	.
		N	171

Remuneration	Correlation Coefficient	.45**
	Sig. (2-tailed)	.00
	N	171
Fringe Benefits	Correlation Coefficient	.53**
	Sig. (2-tailed)	.00
	N	171
Bonuses	Correlation Coefficient	.58**
	Sig. (2-tailed)	.00
	N	171
Overtime Pay	Correlation Coefficient	.49**
	Sig. (2-tailed)	.00
	N	171

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

The results from Table 4.3 above show that all the measures of monetary benefits were significantly and positively correlated to employee motivation at 0.01 level of significance. The findings indicated that all the measures had a moderate positive correlation with employee motivation (Rho = .45, .53, .58, .49, Sig = .00<.05).

4.4 Training and Development and Employee Motivation

The second objective of the research was to establish the effects of training and development on temporary employee motivation within the distribution firms, with the findings presented on Table 4.4 below. The study measured training and development using on-job training, workshops and seminars, career progression, and professional development. The research tool used a likert scale of 1 to 5 where 1 = strongly disagree, 2 = disagree, 3 = moderately agree, 4 = agree and 5 = strongly agree.

Table 4.4 Descriptive Results for Training and Development

	N	Mean	Median	Std. Deviation
On-Job Training				
I have had the opportunity to receive on-the-job training at work	171	4.26	5.00	1.00
I have had the opportunity to receive formal training at work	171	4.28	5.00	1.06
I take the opportunity to learn as much as I can at work	171	3.73	4.00	1.38
In-house training and development have improved my communication with my peers and superiors	171	4.04	4.00	1.24
Workshops and Seminars				
I'm happy with the training offered by my employer	171	4.15	4.00	1.01
I have been able to apply what I have learned in the training	171	4.00	4.00	1.18
Career Progression				
I try to learn even beyond my current responsibilities to develop myself further	171	4.20	5.00	1.09
I have been able to perform more challenging tasks after training	171	4.11	4.00	1.10
Professional Development				
Training has helped me learn more and accept changes in the organization	171	4.24	4.00	0.91
Training and development can increase my involvement in the organization	171	4.18	5.00	1.13
Training has helped me view my work and responsibilities differently and be more confident	171	4.13	4.00	1.11
Average	171	4.12		1.11

The results showed that most respondents strongly agreed that they had the opportunity to receive on-the-job training at work and receive formal training at work as shown by a median

of 5.00. Findings also showed agreement that most respondents strongly agreed that they try to learn even beyond their current responsibilities to develop further (median = 5.00). Also, results show agreement that training has helped employees view work and responsibilities differently and be more confident (median = 4.00).

4.4.1 Correlation between Training and Development and Employee Motivation

The study adopted Spearman’s correlation in the analysis with the results presented in Table 4.5 below. In interpreting the data, correlations with coefficients of less than 0.4 were considered weak, those between 0.4 and 0.6 were considered moderate, and those above 0.6 were considered strong (Saunders et al., 2019).

Table 4.5 Correlation between Training and Development and Employee Motivation

		Employee Motivation	
Spearman's rho	Employee Motivation	Correlation Coefficient	1.00
		Sig. (2-tailed)	.
		N	171
	On-Job Training	Correlation Coefficient	.73**
		Sig. (2-tailed)	.00
		N	171
	Workshops and Seminars	Correlation Coefficient	.48**
		Sig. (2-tailed)	.00
		N	171
	Career Progression	Correlation Coefficient	.64**
		Sig. (2-tailed)	.00
		N	171
	Professional Development	Correlation Coefficient	.78**
		Sig. (2-tailed)	.00
		N	171

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

The findings indicated there is a positive and significant effect of training and development constructs on employee motivation within beer distribution firms. The findings indicated there was a strong and positive correlation of professional development (Rho = .78, Sig = .00<.05) and on-job training (Rho = .73, Sig = .00<.05) on employee motivation.

4.5 Work Environment and employee motivation

The third objective of the study was to determine the effects of work environment on temporary employee motivation within the distribution firms, and the responses are summarized in Table 4.6 below. The study measured work environment using co-worker relations, work-life balance, communication and teamwork. The research tool used a likert scale of 1 to 5 where 1 = strongly disagree, 2 = disagree, 3 = moderately agree, 4 = agree and 5 = strongly agree.

Table 4.6 Descriptive Results for Work Environment

	N	Mean	Median	Std. Deviation
Co-worker Relations				
I feel safe around the various routes that we take in the distribution process	171	4.28	5.00	1.06
Am happy with the working relationship with my peers, supervisors, and managers	171	4.06	4.00	1.14
Work-Life balance				
Am comfortable with the flexibility in the work schedule at the firm	171	4.26	5.00	1.00
I'm able to provide a healthy balance between my work and social life	171	3.82	4.00	1.30
Am happy with the working hours at the organizations	171	3.74	4.00	1.33
Communication				
Employees are free to air their views openly concerning their work	171	3.73	4.00	1.38
I am well informed about any new development at work that affects me and my work	171	3.45	4.00	1.46
Teamwork				
I understand my role as an individual in the department	171	4.24	4.00	0.91
I understand how my contribution affects the department's performance.	171	4.04	4.00	1.12
Am happy with the safety precautions protecting every worker at the organizations	171	3.92	4.00	1.10
Work Supervision				
My supervisor explains my tasks clearly	171	4.20	5.00	1.09
I am comfortable with the roadworthiness of the vehicles we utilize in the distribution process	171	4.13	4.00	1.08
Am happy working in the department am in	171	4.11	4.00	1.10
Am happy with the tools provided for my use at work including the chair I sit on, the table and the computer I use	171	3.94	4.00	1.09
Average	171	4.00		1.16

Concerning the work environment within distribution firms, the findings showed that most respondents strongly agreed they feel safe around the various routes that they take in the distribution process (median = 5.00). The results also showed that most respondents strongly agreed that they feel comfortable with the flexibility in the work schedule at the firm (median = 5.00). Findings also indicated agreement that most of the respondents agreed that they feel happy with the safety precautions protecting every worker at the organizations (median = 4.00).

4.5.1 Correlation between Work Environment and Employee Motivation

The study adopted Spearman's correlation in the analysis, and the results presented in Table 4.7 below. In interpreting the data, correlations with coefficients of less than 0.4 were considered weak, those between 0.4 and 0.6 were considered moderate, and those above 0.6 were considered strong (Saunders et al., 2019).

Table 4.7 Correlation between Work Environment and Employee Motivation

		Employee Motivation	
Spearman's rho	Employee Motivation	Correlation Coefficient	1.00
		Sig. (2-tailed)	.
		N	171
	Co-Worker Relations	Correlation Coefficient	.56**
		Sig. (2-tailed)	.00
		N	171
	Work-life Balance	Correlation Coefficient	.52**
		Sig. (2-tailed)	.00
		N	171
	Communication	Correlation Coefficient	.63**
		Sig. (2-tailed)	.00
		N	171
	Teamwork	Correlation Coefficient	.59**
		Sig. (2-tailed)	.00
		N	171
	Work Supervision	Correlation Coefficient	.72**
		Sig. (2-tailed)	.00
		N	171

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

The study results indicated there is a moderately positive and significant correlation of co-worker relations ($R_h = .56$, $Sig = .000 < .05$), work-life balance ($R_h = .52$, $Sig = .000 < .05$), communication ($R_h = .63$, $Sig = .000 < .05$), teamwork ($R_h = .59$, $Sig = .000 < .05$) and a strong positive correlation of work supervision ($R_h = .72$, $Sig = .000 < .05$) on employee motivation among temporary workers within beer distribution firms in Nairobi County.

4.6 Employee motivation

The dependent variable for this study was the level of temporary employee motivation in the beer distribution firms as shown in Table 4.8. The research tool used a likert scale of 1 to 5 where 1 = strongly disagree, 2 = disagree, 3 = moderately agree, 4 = agree and 5 = strongly agree.

Table 4.8 Descriptive Results for Employee motivation

	N	Mean	Median	Std. Deviation
Job satisfaction				
I am satisfied with my work currently within the firm	171	4.13	4.00	1.11
I feel more trusted within the firm by the management team	171	3.80	4.00	1.24
My employer recognizes me when I perform very well	171	4.11	4.00	1.11
Task fulfilment				
I am satisfied with the task allocated within the workplace	171	4.18	5.00	1.13
I dedicate my energy towards accomplishing the tasks assigned efficiently	171	4.17	5.00	1.14
Commitment				
I have a positive attitude working within the firm currently	171	3.99	4.00	1.25
I am committed to working within the firm to the foreseeable future	171	3.46	4.00	1.47
Employee energy				
I am passionate about what I do.	171	4.00	4.00	1.18
I dedicate my time to ensure I fulfil the tasks assigned at work	171	4.04	4.00	1.24
Average	171	3.99		1.21

The results of the study indicated agreement among respondents that they are motivated with their jobs, as indicated by a mean of 3.99 and a standard deviation of 1.21. The results also showed agreement among respondents on job satisfaction, commitment and employee energy aspects as indicated by median of 4.00. The findings also showed strong agreement among respondents with regard to task fulfilment as noted by median of 5.00.

4.7 Regression Analysis

Regression analysis was conducted to determine the relationship between independent variables and the dependent variable. The multiple linear regression was employed in testing the magnitude of influence of monetary benefits, work environment, training, development, on employee motivation.

Table 4.9 Regression Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.88 ^a	.77	.77	3.13

a. Predictors: (Constant), Training Development, Monetary Benefits, Work Environment

The results of the regression analysis indicated that training development, monetary benefits, work environment lead to 77% ($R^2=.77$) variations in the employee motivation among temporary employees.

Table 4.10 ANOVA Summary

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5570.14	3	1856.71	189.12	.00 ^b
	Residual	1639.52	167	9.82		
	Total	7209.66	170			

a. Dependent Variable: Employee Motivation

b. Predictors: (Constant), Training Development, Monetary Benefits, Work Environment

The study sought to determine the statistical significance of the regression model utilized in determining the relationship between research variables. The findings showed that there was a statistically significant relationship between training development, monetary benefits, work environment, and employee motivation F -value = 189.12, $Sig = .000 < .05$.

Table 4.11 Regression Coefficients

The resulting regression equation is as summarized below;

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.25	1.54		-.16	.87
Monetary Benefits	.27	.14	.30	1.90	.06
Work Environment	-.25	.14	-.38	-1.74	.08
Training Development	.89	.09	.99	10.17	.00

a. Dependent Variable: Employee Motivation

$$Y = .25 + .27X_1 + -.25 X_2 + .89X_3 + 1.54$$

The study findings indicated that monetary benefit has a statistically insignificant influence on employee motivation ($\beta = .27$, Sig = $.06 > .05$). The study results showed that the work environment has a statistically insignificant effect on employee motivation ($\beta = -.25$, Sig = $.08 > .05$). The study results showed that training and development has a strong statistically significant positive effect on employee motivation ($\beta = .89$, Sig = $.000 < .05$). A unit change in the training and development is expected to yield a .89 change in the employee motivation among temporary employees in beer distribution firms.

4.8 Chapter Summary

The study employed a descriptive research design with the population of the research being received from the four-beer distribution firms within Nairobi City County. The research adopted a quantitative approach with structured research questionnaires being utilized in the data collection process. The study acquired a 76% response rate, with a large majority of the research participants being male employees within the beer distribution firms. The findings of the regression analysis show that training development, monetary benefits, work environment influence 77% variations in the employee motivation among temporary employees in beer distribution firms.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATION

5.1 Introduction

The fifth chapter of the study presents the discussions, conclusions, recommendations, and suggestions for further research work.

5.2 Discussions

5.2.1 Monetary Benefits and Employee motivation

Based on the Herzberg Two Factor theory, Bratton and Gold (2007) identified salary and bonuses as motivating factors that improve employee motivation within the workplace. This was affirmed by the study findings which indicated there was positive and significant correlation between remuneration, fringe benefits, bonuses, overtime pay and employee motivation. This implied that the tenets of the Two factor theory were able to explain employee motivation within the study context.

The findings in the current study showed that most of the respondents were in agreement that an increase in their pay would foster their performance level, and corroborates Mabaso and Dlamini (2017) who posit that compensation and benefits have an optimistic influence on work fulfilment. The current study also showed that most respondents prefer overtime payments, cash payment for meal subsidies, and are willing to work extra hours for overtime pay. The results were consistent with Giunchi, Chambel, and Ghislieri (2015) who revealed that adequate organization support and remuneration packages are critical to temporary worker's motivation. The findings revealed that respondents consider bonus salary as a predictor of productivity. These current study results were consistent with various empirical evidence on employee motivation. Jehanzeb, Rasheed, and Rasheed (2012) posited that having elaborate rewards systems was key to improving employee motivation among employees.

The study also noted that monetary incentives have been instrumental in enhancing their job motivation. Falola, Ibidunni, and Olokundun (2014) indicated that incentive packages offered by an organization are critical in enhancing attitude among employees. Onyango (2017) also found out that reward systems employed within organizations resulted in improved work inspiration. On the other hand, results of this study showed that most respondents would not want to get a job promotion over getting higher pay, thus indicating the need for monetary benefits within temporary workers. This is in line with Meyer and Nujjoo (2012), who noted

that non-monetary incentives were not linked to motivational dimensions among temporary employees.

The current study findings showed a positive but moderate correlation between monetary benefits factors; remuneration, fringe benefits, bonuses and overtime pay and employee motivation. The regression coefficients indicated a positive and significant influence of monetary benefits on the employee motivations (at $p \leq 0.1$). This indicated that when considered against the other three determinants in the multiple regression, monetary benefits were not as strong a predictor of employee motivation among temporary workers within distribution firms. This indicated that while temporary employees viewed monetary benefits as a determinant of their motivation levels, it was not a strong determinant.

5.2.2 Work Environment and Employee motivation

The current study discusses Herzberg's two-factor theory, which proposed that employees associated negative work events with external aspects of work (job context) such as working environment, which he called disatisfiers (Dailey, 2011). The current study measured work environment and the results showed that co-worker relations, work-life balance, communication, team work and work supervision were significantly correlated to employee motivation. This affirmed that the two-factor theory can be utilized in explaining temporary employees motivation.

The findings of the research showed that employees were comfortable with the flexible work schedules, the safety of the routes they utilize and can air their views openly within the workplace. Al-Omari and Okasheh (2017) noted that having adequate facilities within the workplace and offering a safe environment is key to improving job outcome. The findings of this study indicated that supervisors are supportive of the employees and are happy with various safety precautions put in place within the organization. The findings in the current study showed that participants are aware of their contribution to the department and the role they play in the firm. Kiruja and Kabare (2018) indicated that having a supportive work environment is key to enhancing employee motivation. Similarly, Puspita and Susanty (2017) noted that career development and training opportunities positively enhance work motivation.

The current study found out that respondents were comfortable with the working hours offered by the firm, the roadworthiness of the vehicles utilized at work, and the work-life balances within the organization. In their research, Lorincová, Schmidtová, and Javorčíková (2018) revealed that work team association, work atmosphere, and appraisal systems are key to

fostering employee motivation. Obamiro and Kumolu-Johnson (2019) also posited that having elaborate work systems and the physical setting is critical to improving satisfaction and productivity among employees. This study showed that workers are comfortable with the work association with personnel and administrators within the firm and were happy with the facilities put in place within the organizations. Nyambegera and Gicheru (2016) showed that having a supportive work design and clear responsibilities can help improve employee motivation among employees.

The correlation tests showed that co-worker relations, work-life balance, communication, teamwork and work supervision were significantly correlated to temporary employee motivation. The beta coefficients indicated that work environment had a negative and significant effect on temporary employee motivation at 0.1 level of significance ($p \leq 0.1$). The results implied that temporary employees viewed work environment as a key determinant of the motivation levels.

5.2.3 Training and Development and Employee motivation

Herzberg (2008) Two-Factor Theory proposed that there are certain factors that are able to stimulate satisfaction among employees within the workplace. The theory indicated that incorporating motivating factors such as recognition, advancement at work, working condition and goal achievement can predict satisfaction levels. The current study results resonated with the premise of the Herzberg theory based on the findings which indicated on-job training, workshop and seminars, career progression and professional development were positively associated with employee motivation.

The current study findings showed a positive and significant correlation between training and development factors; on-job training, workshops and seminars, career progression and professional development, and employee motivation. The regression coefficients indicated a strong, positive and significant influence of monetary benefits on the employee motivations (at $p \leq 0.05$). This indicated that when considered against the other three determinants in the multiple regression, training and development was a strong predictor of employee motivation among temporary workers within distribution firms. This indicated that temporary employees viewed training and development as a strong determinant of their motivation levels.

The study revealed that respondents were able to receive on-job training and formal training from the organizations. Empirical evidence by Algharibeh, Almsafir, and Alias (2014) showed consistent findings in that improving training among employees and the various training

strategies employed are key to fostering productivity and motivation among employees. This study showed that participants were enthusiastic about learning from the work training and were able to learn beyond their current job responsibilities. The findings are in line with José-Chambel and Sobral (2011), who note that training is key to improving motivation among temporary employees.

The current study also showed that the training offered to employees allowed them to handle the challenging task and helped them to learn and accept changes within the workplace. The research notes that training and development were key to fostering involvement in the workplace, enhancing confidence among employees, and improving communication within the firm. The results are in agreement with earlier studies by Puspita and Susanty (2017) who noted that career development opportunities are integral to better motivation levels among employees. Adyasha's (2013) findings showed that enhancing the professional and emotional aspects among employees are critical to improving motivation among employees. The current study noted that employees have been happy with the available training within the workplace and can apply what has been offered by the latter in their day to day job tasks. In a more similar study, Onyema (2014) posited that training and career progression is instrumental in increasing satisfaction levels among employees. The current study's findings are aligned to Adyasha (2013), who noted that enhancing an employee's professional development increases motivation among employees.

5.3 Conclusions

The results of the study indicated that monetary benefits have a positive and significant effect on employee motivation (at $p \leq 0.1$) while taken together with other variables. The results implied that remuneration levels, fringe benefits, bonuses and overtime payment offered to temporary employees yield a significant influence on the employee motivation within beer distribution firms.

The research concluded that work environment has a negative but significant effect on the temporary employees' motivation within the beer distribution firms (at $p \leq 0.1$). The findings showed that work-life balance, communication, teamwork, work supervision and co-worker relations do have a significant influence on the current levels of temporary employees' motivation.

The study concluded that training and development has a positive and significant influence on temporary employee motivation (at $p \leq 0.05$). The findings showed that on-job training, career

progression and professional development significantly improve employee motivation among beer distribution firms.

5.4 Recommendations

The study recommends that the management of the distribution firms should strive to offer fair wages to all temporary employees and design their wage structure to represent the various tasks and responsibilities done by the temporary workers. The study recommends that the organization should design non-monetary remunerations, such as recognizing task accomplishment and offering praise for better job performance, which can be critical to improving temporary worker's motivation. The study further recommends that implementing better human resource management will help in improving their motivation levels.

The research recommends that the firms should strive to improve the working and living conditions of their temporary employees by fostering the safety measures at work, formulating better health benefits, and ensuring that work organization is reflective of the design of jobs and the organization as a whole. The study recommends that policy-wise the distribution firms should enact policies that can help foster job security for temporary employees and ensure they are given priority when permanent jobs fall vacant within the organization. The study further recommends that improving the facilities available at the workplace will ensure that temporary employees can enhance their productivity and motivation levels.

In general, the organizations should provide a range of opportunities for staff to attend training courses, take study leave, and work on unique projects, to allow the staff to increase their skills and knowledge. The organizations should provide specific training that will help the employees to meet the necessary job requirements. The study recommends that offering new and innovative skills advancements for temporary employees should be supported by organizations as this will help in increasing their task accomplishment, productivity as well as strengthen their employability in the long-run.

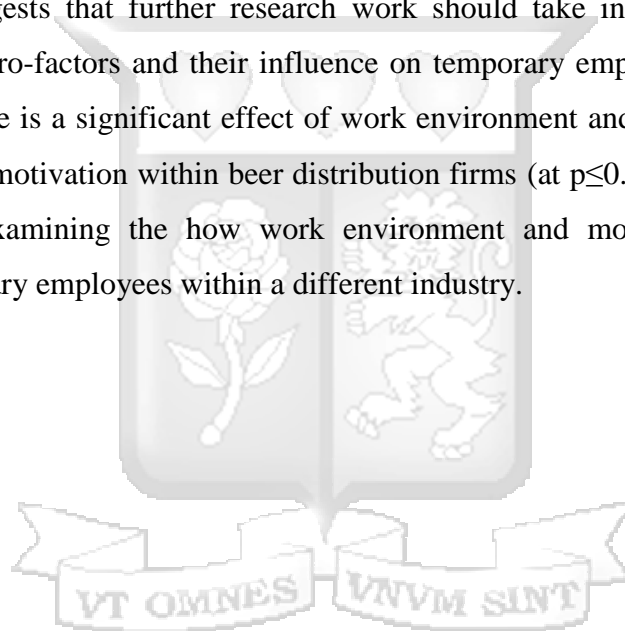
5.5 Limitations of the Study

The distribution operations within the selected firms is based on seasonality of product demands which implied that during low demand periods only a limited number of temporary employees are maintained by the firms. The study was conducted in a low season which limited the accessibility of study participants. This limitation was addressed by engaging with distribution and human resource managers to assist in delivering questionnaires to their temporary employees who were not working during the study period. The study to some extent

was affected by the COVID pandemic in that only a limited number of casual workers were available at any one time. This was mitigated by having physical questionnaires stationed across the four firms to ensure that as and when workers came to work they were able to complete the survey. Consequently, sufficient data was gathered to enable the research objectives to be achieved.

5.6 Suggestions for Further Research

The study was limited to temporary employees within the beer distribution firms; hence there is a need for further exploration of determinants of employee motivation across various industries to ensure generalizability of the results of the research. The research also notes that there are other contingent factors critical to employee motivation among temporary employees; hence the study suggests that further research work should take into consideration more organization and macro-factors and their influence on temporary employee motivation. The study established there is a significant effect of work environment and monetary benefits on temporary employee motivation within beer distribution firms (at $p \leq 0.1$). Further study work can be conducted examining the how work environment and monetary benefits affect motivation of temporary employees within a different industry.



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APPENDICES

Appendix I: Ethical Approval



Strathmore
UNIVERSITY

16th April 2020

Mr Kibaara, Robert
robert.kibaara@strathmore.edu

Dear Mr Kibaara,

RE: Determinants of Job Motivation Among Temporary Employees in Beer Distribution Firms in Nairobi County, Kenya

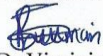
This is to inform you that SU-IERC has reviewed and **approved** your above research proposal. Your application approval number is **SU-IERC0691/20**. The approval period is **16th April 2020 to 15th April 2021**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-IERC.
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-IERC within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-IERC within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to SU-IERC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://oris.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,






for: 
Dr Virginia Gichuru,
Secretary; SU-IERC

Cc: Prof Fred Were,
Chairperson; SU-IERC



Ole Sangale Rd, Madaraka Estate. PO Box 59857-00200, Nairobi, Kenya. Tel +254 (0)703 034000
Email info@strathmore.edu www.strathmore.edu

Appendix II: NACOSTI Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 124012	Date of Issue: 23/March/2020
RESEARCH LICENSE	
	
This is to Certify that Mr., Robert Kibaara of Strathmore University, has been licensed to conduct research in Nairobi on the topic: DETERMINANTS OF JOB MOTIVATION AMONG TEMPORARY EMPLOYEES IN BEER DISTRIBUTION FIRMS IN NAIROBI CITY COUNTY, KENYA for the period ending : 23/March/2021.	
License No: NACOSTI/P/20/4377	
124012 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	

Appendix III: Consent Form

Title of the Proposed Study:

DETERMINANTS OF JOB MOTIVATION AMONG TEMPORARY EMPLOYEES IN BEER DISTRIBUTION FIRMS IN NAIROBI CITY COUNTY, KENYA

Section I:

Investigator: **Robert Kibaara**

Institutional Affiliation: **Strathmore Business School (SBS)**

Section II: Information Sheet–The Study

2.1: Why is this study being carried out?

The research is being undertaken as a partial requirement for the academic award of Masters of Business Administration Degree. The intent of the research will be purely for the academic purposes and no research data sought will be utilized beyond that parameter.

2.2: Do I have to take part?

No, your participation in the study will be upon your own willingness. Even upon consent to take part in the study, the respondent can decline to take part in the study at any point within the course of the exercise. The study will utilize a drop and pick method as well as electronic data collection techniques (using google forms) to collect data from the Main warehouses of the Beer Distribution firms.

2.3: Who is eligible to take part in this study?

The study will consider the temporary employees working within the beer distribution firms in Nairobi City County.

2.4: Who is not eligible to take part in this study?

This research study is not open to respondents who are permanent employees within the beer distribution firms

2.5: What will taking part in this study involve for me?

The study will require the participants to allocate atleast 10 minutes of their time to answer the mailed research instrument.

2.6: Are there any risks or dangers in taking part in this study?

The study poses no risk whatsoever to the respondents. The study will be conducted purely through electronic channels thus will not have any physical risks to the participants. Further, the anonymity of the participants will be upheld through the research process where questionnaires are considered in the data collection. The participants will not be required to identify themselves hence no risk of victimization

2.7: Are there any benefits of taking part in this study?

Yes, the findings of the research are expected to likely support better policy formulation in the beer distribution industry and transport/logistics sector as well as improve managerial practice as well as act as basis for future reference. The findings are also anticipated to help the firms in designing their job motivation practices.

2.8: What will happen to me if I refuse to take part in this study?

Nothing. Participation in the study is entirely voluntary.

2.9: Who will have access to my information during this research?

All the accessed research data will be treated with utmost confidentiality and will not be disclosed to any person who is not party to the research process. The results of this research

will be only utilized for academic purposes and access to the same will require the approval of the researcher and the Strathmore Business School.

The collected information will be stored securely by the researcher in Google drives and the results of the analysis will only be accessible upon request to SBS or the researcher personally.

2.10: Who can I contact in case I have further questions?

Any query can be directed to me **Robert Kibaara**. Any further information can be sought from my Research Supervisor **Prof Ruth Kiraka** through Strathmore university.

If you want to ask someone independent anything about this research please contact:

The Secretary–Strathmore University Institutional Ethics Review Board, **P. O. BOX 59857, 00200**, Nairobi, email **ethicsreview@strathmore.edu** Tel number: **+254 703 034 375**

I, _____, have had the study explained to me. I have understood all that I have read and have had explained to me and had my questions answered satisfactorily. I understand that I can change my mind at any stage.

Please tick the boxes that apply to you;

Participation in the research study

I AGREE to be part of the research ()

I DO NOT AGREE to be part of the research ()

Storage of information on the completed questionnaire

I AGREE to have my completed questionnaire stored for future data analysis ()

I DON'T AGREE to have my completed questionnaire stored for future data analysis ()

Participants Name:

Participants Signature: Date:

I, _____ (Name of person taking consent) certify that I have followed the SOP for this study and have explained the study information to the study participant named above, and that s/he has understood the nature and the purpose of the study and consents to the participation in the study.

Signature:

Date:

Name: **Robert Kibaara**



Appendix IV: Questionnaire

This questionnaire comprises two parts; kindly answer all the questions by ticking in the appropriate box provided. Please do not write your name anywhere on the form. Your views was treated with utmost confidentiality, purely for academic purposes only.

SECTION A: GENERAL INFORMATION

1. What is your age bracket? (Tick as appropriate)

- | | | | |
|---------------|--------------------------|---------------|--------------------------|
| 18 – 24 years | <input type="checkbox"/> | 25 - 30 years | <input type="checkbox"/> |
| 31 - 34 years | <input type="checkbox"/> | 35 – 40 years | <input type="checkbox"/> |
| 41 – 44 years | <input type="checkbox"/> | 45 – 50 years | <input type="checkbox"/> |
| Over 50 years | <input type="checkbox"/> | | |

2. What is your gender? (Tick as applicable)

- Male
- Female

3. What is your total working experience in the company? (Tick as applicable)

- | | | | |
|------------------|--------------------------|---------------|--------------------------|
| Less than 1 year | <input type="checkbox"/> | 6-10 years | <input type="checkbox"/> |
| 1-5 years | <input type="checkbox"/> | Over 10 years | <input type="checkbox"/> |

4. What is your education qualification? (Tick as applicable)

- | | | | |
|-------------------|--------------------------|---------------|--------------------------|
| Secondary | <input type="checkbox"/> | Diploma level | <input type="checkbox"/> |
| University Degree | <input type="checkbox"/> | Postgraduate | <input type="checkbox"/> |

5. What is your current job category? (Tick as applicable)

- Permanent Employee
- Contract Employee

Casual Employee []

6. Which beer distribution firm do you work within? (Tick as applicable)

A [] B []

C [] D []

SECTION B: EFFECTS OF MONETARY BENEFITS ON MOTIVATION

7. To what extent do you agree with the following statements about the monetary benefits as an employee?

Use a scale of 1 to 5 where 1= strongly disagree, 2 = disagree, 3 = moderately agree, 4 = agree and 5 = strongly agree.

	Statement	1	2	3	4	5
Remuneration						
a.	An increase in my pay would make me perform better					
b.	I usually find myself more motivated at the end of the month than at any other time in the middle of the month					
Fringe benefits						
c.	I prefer to have the meal subsidy paid off as cash rather than eat food at the canteen					
d.	I would appreciate getting a promotion at work than to earn a higher pay					
Bonuses						
e.	An annual bonus salary award fosters my productivity					

f.	Bonus salary awards should be paid equally to all employees, regardless of performance					
g.	I appreciate being offered monetary incentives by the firm for my job efforts					
Overtime Pay						
h.	I prefer to be paid <i>Overtime</i> in <i>cash</i> rather than given <i>Time-Off</i>					
i.	I'm always ready and willing to work extra hours to earn overtime					

SECTION C: EFFECTS OF WORK ENVIRONMENT ON MOTIVATION

8. To what extent do you agree with the following statements about working conditions as a factor that motivates you as an employee?

Use a scale of 1 to 5 where 1= strongly disagree, 2 = disagree, 3 = moderately agree, 4 = agree and 5 = strongly agree.

Work Environment and motivation		1	2	3	4	5
Co-Worker Relations						
a.	I feel safe around the various routes that we take in the distribution process					
b.	Am happy with the working relationship with my peers, supervisors, and managers					
Work-life balance						
c.	Am comfortable with the flexibility in the work schedule at the firm					

d.	Am happy with the working hours at the organizations						
e.	I'm able to provide a healthy balance between my work and social life						
Communication							
f.	Employees are free to air their views openly concerning their work						
g.	I am well informed about any new development at work that affects me and my work						
Teamwork							
h.	I understand my role as an individual in the department						
i.	I understand how my contribution affects the department's performance.						
j.	Am happy with the safety precautions protecting every worker at the organizations						
Work Supervision							
k.	My supervisor explains my tasks clearly						
l.	Am happy working in the department am in						
m.	Am happy with the tools provided for my use at work including the chair I sit on, the table and the computer I use						

n.	I am comfortable with the roadworthiness of the vehicles we utilize in the distribution process					
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SECTION D: EFFECTS OF TRAINING AND DEVELOPMENT ON MOTIVATION

9. To what extent do you agree with the following statements about training and development as an employee?

Use a scale of 1 to 5 where 1 = strongly disagree, 2 = disagree, 3 = moderately agree, 4 = agree and 5 = strongly agree.

	Training and development	1	2	3	4	5
On-Job Training						
a.	I have had the opportunity to receive on-the-job training at work					
b.	I have had the opportunity to receive formal training at work					
c.	I take the opportunity to learn as much as I can at work					
d.	In-house training and development have improved my communication with my peers and superiors					
Workshops and Seminars						
e.	I have been able to apply what I have learned in the training					
f.	I'm happy with the training offered by my employer					
Career Progression						

g.	I try to learn even beyond my current responsibilities to develop myself further					
h.	I have been able to perform more challenging tasks after training					
Professional Development						
i.	Training has helped me learn more and accept changes in the organization					
j.	Training has helped me view my work and responsibilities differently and be more confident					
k.	Training and development can increase my involvement in the organization					

SECTION E: EMPLOYEE MOTIVATION

10. To what degree do you agree with the following statements about your motivation as an employee within the firm?

Use a scale of 1 to 5 where 1 = strongly disagree, 2 = disagree, 3 = moderately agree, 4 = agree and 5 = strongly agree.

	Employee motivation	5	4	3	2	1
a.	I am satisfied with my work currently within the firm					
b.	I am satisfied with the task allocated within the workplace					
c.	I dedicate my time to ensure I fulfill the tasks assigned at work					

d.	I am passionate about what I do.					
e.	I have a positive attitude working within the firm currently					
f.	I am committed to working within the firm to the foreseeable future					
g.	I feel more trusted within the firm by the management team					
h.	I dedicate my energy towards accomplishing the tasks assigned efficiently					
i.	My employer recognizes me when I perform very well					

Thank You for Taking Time to Fill the Above Questionnaire

