

**MOTIVATION AND EMPLOYEE PERFORMANCE AT POWERMAX
GENERAL ELECTRICAL MERCHANTS LTD-NAIROBI COUNTY**

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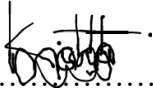
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DECLARATION

This research project is my original work that has not been presented for a degree in any other University



Signature

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This proposal is submitted with my approval as the University appointed supervisor

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DEDICATION

To Madam Janet Njeri, the HR Manager of Powermax, Gideon Karimi, the HR Assistant of Powermax, the entire management team of Powermax and all my friends who contributed towards my pursuit of knowledge in terms of finance, moral and psychological support.

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With great honor and praise, I thank God for the gift of life since my childhood.

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ABBREVIATIONS AND ACRONYMS

COTU Central Organization of Trade Unions

HR Human Resources

ABSTRACT

The focus of the study was on determination of the effect of motivation on employee performance at Powermax General Electrical Merchants Ltd-Nairobi County. Descriptive survey design was adopted targeting 135 staff working at Powermax General Electrical Merchants Ltd in Nairobi. Stratified random sampling was used to select 100 respondents. Primary data was gathered through the questionnaire and the analysis utilized means and standard deviations as well as regression analysis. It was observed that extrinsic motivation ($\beta=0.928$, $p<0.05$ & $t>1.96$) had the greatest and significant effect on employee performance at Powermax General Electrical Merchants Ltd followed by intrinsic motivation ($\beta=.333$, $p<0.05$ & $t>1.96$). The study concludes that motivation is a significant predictor of employee performance. The study recommends that competitive remuneration packages and good working environment should be provided by the HR Managers to employees working at Powermax General Electrical Merchants Ltd. The HR managers working in other electrical distributing companies in Nairobi should embrace motivation, both intrinsic and extrinsic so as to enhance employee performance.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Employee performance is one of the goals that guides the existence and operations of the firm (Maley, Dabic & Moeller, 2020). Employee performance allows the organization to remain viable and achieve the strategic goals and objectives (Diamantidis & Chatzoglou, 2018). However, high level of employee performance requires an organization to motivate staff (Kuswati, 2020). Highly motivated employees perform better than their poorly motivated counterparts. Motivated employees are characterized by high level of productivity with greater determination for success. Effective motivation is essential and critical for performance of employees at all levels and functions in an organization (Locke & Schattke, 2019). When there is no motivation, staff will not be able to execute their duties to the satisfaction of the managers in an organization (Guterresa, Armanu & Rofiaty, 2020). Thus, a positive relationship is anticipated between motivation and employee performance.

The expectancy theory and the two factor theory were used to provide an explanation of the link between motivation and employee performance. The expectancy theory developed by Vroom (1960) predicts that there is greater motivation when staff has confidence that putting in more efforts to their work would increase their performance which in turn would allow employees to attain their outcomes. The expectancy theory thus contributes to an understanding that staff would feel motivated to enhance their performance when they are fully convinced that such high performance would result into better salaries and bonuses as well as job security as a form of reward (Vroom, 1960). On the other hand, the two factor theory by Herzberg (1987) strives to establish hygiene and motivators as two crucial factors that influence the behavior of the staff. Herzberg (1987) theorizes that factors that appear to contribute to satisfaction of staff at the place

of work are linked with the contents of the job or some specific aspects of the job (motivators) like employee recognition. On the other hand, the factors that contributed to dissatisfaction of employees at the work place include the job context (hygiene factors) for instance the existing policies at the place of work.

The Electrical Merchants in Kenya operate in a highly competitive environment that requires them to have in place strategies of enhancing performance of their employees in order to survive and remain viable. An example of such firm is Powermax General Electrical Merchants Ltd that is experiencing a high staff turnover even after having in place competitive remuneration of employees (Gacheri, 2013). This has ignited a policy and unresolved debate on whether money alone is the only way an organization can leverage to motivate employees (Prasetio, Luturlean & Agathanisa, 2019). The future viability and survival of Powermax General Electrical Merchants Ltd therefore hinges more than ever on ability of the employees to realize superior performance which in turn call for motivation of the staff (Mohamud, Ibrahim & Hussein, 2017). This is so since employees are the most critical assets an organization like Powermax General Electrical Merchants Ltd has in place and they are the keystone to viability of the firm. It is of importance to note that existence of well-motivated staff at Powermax General Electrical Merchants Ltd is central towards superior performance. In as much as motivation and employee performance have been widely reviewed in literature (Kuswati, 2020), the same has largely been unexplored especially in context of electrical merchants like Powermax Ltd and thus the motivation of the proposed study.

1.1.1 Motivation

Motivation is the external and internal forces that contribute to commitment of an individual towards achievement of a given goal (Rozi & Sunarsi, 2020). It comprises of psychological

attributes at human level which direct and sustain the behavior of an individual in a specific direction (Lorincová, Štarchoň, Weberova, Hitka & Lipoldová, 2019). It is a force in the mind of an employee that guides the direction of how the staff behaves in an organization in terms of level of effort and determination when handling a given task. Motivation is any implication that results act as guideline or sustain the goal directed behavior of the staff in an organization (Forson, Ofosu-Dwamena, Opoku & Adjavon, 2021). Motivation is a set of forces that play role in triggering some specific behavior while regulating its course and intensity. Hanaysha and Majid (2018) define motivation as the inner state whose role include inspiration of actions besides direction of behavior towards a given goal. Motivation is the readiness at an individual level to put in extra efforts and energy so as to realize some established goals (Kuswati, 2020). Motivation is any action that moves a person towards specified goals. From the said definitions, it can be observed that as a whole, motivation is concerned with the elements or forces that act to trigger some human behavior (Wolor, Susita & Martono, 2020).

A number of benefits accrue to an organization that embraces motivation. According to Pârjoleanu (2020), motivation allows employee to meet the goals of the organization. Kalogiannidis (2021) argues that motivation contributes towards employee engagement in organization. Motivation can be intrinsic or extrinsic. At the place of work, intrinsic motivation can arise from within an activity or an individual staff. It is what staff enjoys and benefit after successfully accomplishing their tasks (Sutrisno & Sunarsi, 2019). An intrinsically motivated employee will engage in job activities without inducement except by the job activity itself. Managers in an organization can enhance intrinsic motivation of their employees through role design and feedback (Guterresa et al. 2020). On the other hand, extrinsic motivation arises from external to a given activity that employees are involved in. It requires staff to exert more efforts

so as to be rewarded. An extrinsically motivated staff will therefore remain dedicated and committed to achieving a given activity so long as there is availability of external rewards (Kuvaas, Buch & Dysvik, 2018). Thus, while internal forces are the pillars of intrinsic motivation, the external forces on the other hand determine extrinsic motivation among employees (Ryan & Deci, 2020). In the present study, intrinsic and extrinsic motivation were the measures that were adopted to represent the independent variable motivation.

1.1.2 Employee Performance

Employee performance is the quantity and quality of outputs realized by staff in an organization measured within a specific period of time. Employee performance can be defined as the extent and degree which staff attains their targets at the place of work (Budur & Poturak, 2021). To determine if employees are performing well, performance appraisals and measurements are usually conducted. During this stage, a comparison between actual outputs of employee is done against some established benchmarks. Superior employee performance is evident when staff in an organization either meet or exceed the expectations established in the benchmark (Asbari, Hidayat & Purwanto, 2021).

Employees perform their duties better when they are motivated. Lack of motivation therefore demoralizes employees and they will not be able to meet their targets and this will lead to poor employee performance (Olusadum & Anulika, 2018). Thus, a positive relationship is predicted between motivation and employee performance (Widagdo, Widodo & Samosir, 2018). This means that as employees get more motivated, they are driven to achieve better results hence superior employee performance (Sulila, 2019). There are several indicators available in literature for measuring employee performance at firm level. These measures include cooperativeness, timeliness and quality of output, intention to stay, effectiveness and efficiency, flexibility,

innovation and creativity (Rizky & Ardian, 2019). Although these measures have commonly been adopted in literature, every job may have clearly specified criteria of determining performance (Farisi & Fani, 2019). In the present study, employee performance was measured by intention to stay, efficiency and effectiveness.

1.1.3 Powermax General Electrical Merchants Ltd

Powermax General Electrical Merchants deals in distribution of electrical products with head office located in Nairobi. It is medium sized firm that operates in a highly competitive industry. Its major competitors include Backmart Merchants Limited as well as Match Electricals Limited among other industry players. The industry that these firms operate in is highly concentrated with a wide range of solar and electricity related products. Given these dynamics, the management of PowerMax General Electrical Merchants has come under intense pressure of seeking for innovative ways and strategies for competitiveness (Gacheri, 2013).

PowerMax General Electrical Merchants is currently facing challenges including high staff turnover as well as high level of absenteeism among staff. This has raised a number of concerns in regard to intention to stay among employees of Power Max General Electrical Merchants. All these issues can be summed up under a theme of employee performance. Even despite having in place competitive remuneration packages, concerns about employee performance at PowerMax General Electrical Merchants have remained persistent (Chemengich, 2015). It is against this background that the present study seeks to explore the current motivation practices at Power Max General Electrical Merchants and assess whether they might have contributed to the current poor employee performance in the firm.

1.2 Research Problem

Better employee performance is hinged on motivation efforts by supervisors and managers in a firm (Farisi & Fani, 2019). An organization that provides motivation to staff is characterized by superior employee performance as compared to the firm that does not recognize motivation (Diamantidis & Chatzoglou, 2018). As the forces of competition and ever changing needs and preferences of customers remain persistent, managers of organizations have consistently realized the need to motivate staff so as to realize superior performance (Kuswati, 2020).

Powermax General Electrical Merchants (is a medium sized firm operating in a highly concentrated industry that is characterized by high level of competition. The firm has persistently been facing challenges of high staff turnover which a key indicator of employee performance in an organization. Although the human resources managers of Powermax General Electrical Merchants have tried to remedy this challenge of poor employee performance by review of the remuneration policies, there is still a lot that needs to be done to save this firm from imminent corporate failure that can be occasioned by consistent poor employee performance track record (Gacheri, 2013).

The available studies include Hanaysha and Majid (2018) who undertook a study on motivation and the implication to organizational commitment and productivity with a focus on institutions of higher learning. It was shown that extrinsic and intrinsic factors are the key predictors of productivity. The study by Abdi-Mohamud, Ibrahim and Hussein (2017) was done in Somalia and it aimed at determining the link between motivation and employee performance. The results were that monetary rewards and job enrichment are significant indicators of motivation with implication on employee performance. The study conducted in Ethiopia by Zewde and Mentta (2020) was an analysis of motivation issues with implication on employee performance where a

significant link was noted. The study conducted in Jordan by Alwedyan (2021) placed emphasis on motivation and performance of employees in the agencies of the government and a positive relationship was pointed out.

In Kenya, Mona and Mwasiagi (2019) did a study on employee motivation and performance of the Central Organization of Trade Unions (COTU). It was noted that the system of reward and training are salient aspects of employee motivation that significantly drive organizational performance. Bukhuni, Namusonge and Makokha (2019) did a study with emphasis on motivation practices and performance of staff in public secondary schools in Kenya where a significant nexus was registered. Gideon and Elizabeth (2019) did a study on employee motivation and performance of staff of the New Cooperative Creameries in Kitale. The results were that there existed motivation that significantly enhanced performance of staff. Mwabu and Were (2019) were keen to appraise the nexus between employee motivation and performance of identified institutions of research in Nairobi. It was noted that an increase in rewards like bonuses, benefits, allowances and salaries leads to an improvement in performance.

The above reviewed studies like Mwabu and Were (2019) adopted cross sectional design targeting a number of research institutions unlike the present study that will only focus to one firm being Powermax Electrical Merchant Ltd. Other studies like Mona and Mwasiagi (2019) used organizational performance and not employee performance as the dependent variables leading to conceptual gap. Other studies like Alwedyan (2021) were done in Jordan and not in Kenya resulting into contextual gap. Thus, in response to the identified gaps, the following research question was evident: what is the effect of motivation on employee performance at Powermax General Electrical Merchants Ltd-Nairobi County?

1.3 Research Objective

The study sought to establish the effect of motivation on employee performance at Powermax General Electrical Merchants Ltd-Nairobi County

1.4 Value of the Study

The human resource managers at Powermax General Electrical Merchants Ltd are expected to have an understanding and an appreciation of the need to review the motivation practices. The employees working at Powermax General Electrical Merchants Ltd are expected to understand the salient issues at the work place which can motivate them to achieve superior performance. The managers working at Powermax General Electrical Merchants Ltd including supervisors are expected to adopt sound motivation efforts to enhance employee performance.

The policy makers at Powermax General Electrical Merchants Ltd would leverage the study to come up with sound motivation policies for better employee performance. The study would contribute the existing knowledge and literature on motivation and employee performance. In theory, the study would contribute towards understand and appreciating the role of role played by expectancy theory and the two factor theory in motivation of employee so as to realize superior performance. The study would either agree, disagree or extent the views of these theories.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter focuses on review of the expectancy theory and the two factor theory. Empirical literature is also reviewed to link motivation and employee performance.

2.2 Theoretical Foundation

The expectancy theory and the two factor theory were used to support the variables of the study.

2.2.1 Expectancy Theory of Motivation

This theory was proposed by Vroom (1960) and it brings forth three set of factors that shape and influence motivation of employees at the place of work: expectancy, instrumentality and valence. Expectancy is the degree which an employee is convicted that putting in more efforts at the place of work would lead to high performance level (Vroom, 1964). It is the perceived probability that the efforts that are exhibited by employees results into superior performance. Instrumentality is the perception on the degree which the performance of a given level lead to realization of the outcomes. Instrumentality is the perceived probability that superior and exceptional performance of the employees would result into the desired outcomes like better pay and recognition level (Vroom, 1964). The expectancy theory predicts that staff will have an incentive of performing at higher level only if they believe that doing so would result to outcomes like greater salaries and bonuses. Valence relates to the worth that a specific output have to the workforce team and the desire to achieve the same level (Vroom, 1964). Valence is a product of sources of inspiration, goals and desires that guide employees in an organization. Valence is the degree of attraction of the staff to the benefits that accrue after realization of a set of goals at an organizational level (Vroom, 1964).

Clear comprehensions of these three elements that make up this theory provide a basis of understanding the reasons driving employees to realize the goals of the organization (Alase & Akinbo, 2021). In as much as employee motivation and ultimately their performance can be individually affected by all these three components of the theory, they will have a greater implication on motivation of staff when they have been integrated (Bushi, 2021). George and Jones (2012) argue that motivation will only arise when all of the components of the theory have been attained. One of the assumptions of this theory is that employee behavior emanates from deliberate choices among alternative outcomes (Barnhill, Smith & Oja, 2021).

This theory has been criticized for being too simplistic and its inability to provide an explanation of the various levels of efforts demonstrated by employees in an organization (Uka & Prendi, 2021). Despite this criticism, this theory was helpful in understanding how expectancy, instrumentality and valence determine intrinsic and extrinsic motivation to drive superior performance at employee level.

2.2.2 Two Factor Theory

Herzberg (1987) developed this theory and its contribution to the study is that it places emphasis on two factors: hygiene and motivators that shape the motivation dynamics among employees of an organization. The theory predicts that motivation factors are linked to the nature of the job itself including the involved challenges. This may include the degree of autonomy that the job gives an employee and the responsibilities assigned for personal growth. Thus, motivators are aspects in the job content that motivate staff to realize superior performance. Herzberg (1987) further argued that aside from these job content specific factors (motivators), there are other factors (hygiene factors) that also have an effect on motivation of staff. These factors are related with psychological and physical context that a specific job is conducted. These hygiene factors

are satisfied by having in place such factors as comfortable and pleasant working conditions, effective company policies, good relationship with coworkers and job security (Herzberg, 1987).

The role of the human resource managers in an organization is to avail hygiene factors so as to minimize foundation of dissatisfaction among employees (Miah & Hasan, 2022). It is also important to ensure presence of motivator factors since they are the ones that make employees to feel motivated and ultimately their satisfaction (Prasad-Kotni & Karumuri, 2018). Employees who are motivated and contented will demonstrate their commitment to the work activities in turn leading to superior performance (Aquino, Le & Jalagat, 2020). One of the most important contributions of this theory to research and body of knowledge is that hygiene factors encompassing attractive and competitive monetary benefits, enhanced working conditions and other welfare related programs in the place do not result into high level of employee motivation. Rather, these factors are only preventive measures at the place of work hence supervisors and managers should go beyond mere provision of hygiene factors within the job context (Herzberg, 1987).

The theory has been criticized for assuming that there exists a kind of correlation between satisfactions of employees and their level of productivity. However, Herzberg placed more emphasis on satisfaction of staff and thus ignored their productivity. On the basis of this theory, Herzberg (1987) theorized that an organization can increase employee motivation by focusing on intrinsic and extrinsic aspects and hence its relevance to the present study.

2.3 Motivation and Employee Performance

The study conducted by Hanaysha and Majid (2018) focused on motivation and the role it plays as far as commitment and productivity at organizational level is concerned. The study was conducted among institutions of higher learning. Both descriptive and causal survey designs

were embraced and information was sought from first hand sources guided by questionnaire. It emerged from analysis that employee motivation and productivity at an organizational level are significantly connected with each other. Furthermore, extrinsic factors exerted greater effect on productivity as compared to the intrinsic factors. Engidaw (2021) focused on North Wollo zone to provide a prediction of motivation and employee engagement in the public institutions. The variables covered intrinsic and extrinsic motivation. Explanatory survey research design was adopted with mixed approaches of qualitative and quantitative methods. It emerged that extrinsic motivation factors exerted more influence on employee engagement as compared to the intrinsic motivators.

The study by Geelmaale (2019) focused on employee motivation and its implication on firm performance. Motivation was measured by around reward and the study exclusively dwelled on review of literature hence desk research methodology. The review of the existing information provided an indication that motivation of staff has an implication on performance of the firm. It was also observed that better rewards allow employees to be motivated thus enhancing organizational performance. Abdi-Mohamud, Ibrahim and Hussein (2017) conducted a study in Somalia and the focus was on motivation and its role in employee performance. The variables included monetary rewards, job enrichment and employee training. The design adopted was descriptive survey and the results were that motivation is positively connected with employee performance. The study conducted in Ethiopia by Zewde and Mentta (2020) was an assessment of motivation factors and their link with performance of employees. The study observed that the nature of work, conditions, salaries, appreciation for good work done, availability of opportunities for growth and advancement, leadership, responsibility and relationship with coworkers were instrumental motivational factors. Furthermore, competitive environment, job

security, compensation packages, task autonomy and performance based remuneration structures were also critical factors that enhanced performance of staff in an organization.

Hussein and Simba (2017) did a study in Somalia with emphasis on motivation of staff and the implication on performance of the firm. Leveraging the case of Mogadishu Al Port, the study used extrinsic and intrinsic rewards as well as participatory management as the variables of interest. Through adoption of descriptive design, the study observed that a significant link existed between tools of motivation like recognition, recommendations, remuneration as well as wages and performance of the staff in an organization. Assefa (2018) conducted a study in Ethiopia using the case of Bank of Abyssinia. Utilizing information from primary sources, the study noted that there was low level of motivation with promotion being the only evident motivational factor. The low level of motivation in the bank had led to reduced productivity of the staff. Within the context of Jordan, Alwedyan (2021) did a study with emphasis on motivation and its effect on performance of staff in agencies of the government. The design adopted was descriptive analytical approach with information being gathered from first hand sources. It was observed that motivation is a significant predictor of performance of the employees. In another study conducted in Mongolia by Chien, Mao, Nergui and Chang (2020), the main focus was on work motivation and its implication on performance of employees in 4-star rated hotels. The responses of 398 participants indicated that work motivation has positive implication on performance. The motivators that the study focused on included enjoyment of the job, goal internalization, internal as well as external self-concept and financial motivation.

Mona and Mwasiagi (2019) focused on COTU and assessed implication of motivation of staff and performance of the organization. Building on the descriptive survey research design, information of the study was sought from primary sources. The analyzed information provided

an indication that the systems of reward, training and participation of staff are instrumental in explaining performance of the organization. Bukhuni, Namusonge and Makokha (2019) sought to bring out the interplay between motivation practices and performance of staff in public secondary schools in Kenya. Mixed approaches were adopted and stratified random technique of sampling was embraced to sample participants to the inquiry. It emerged that motivation practices and performance of staff are positively and significantly intertwined. Gideon and Elizabeth (2019) did an inquiry whose focus was on motivation of staff and performance among staff with emphasis on New KCC in Kitale. Leveraging mixed approaches, the study pointed out that low performance is occasioned by weaknesses in leadership and inadequate motivation of staff. Inadequate allowances and low salaries were issues that led to low performance of the staff. A positive nexus between motivation and performance of staff was confirmed.

Okoth and Oluoch (2019) focused on motivation and its implication on performance of employees at Avenue Hospital within Kisumu. Descriptive survey design was embraced with data being gathered from primary sources. It emerged from the analyzed evidence that job security, training, recognition and job satisfaction have significant effect on performance of the staff. Mwabu and Were (2019) did an analysis of motivation and the implication on performance of some identified research institutions in Nairobi. Participants of the study covered management staff: directors, middle and lower level staff in managerial positions. Stratified random method was instrumental in determination of the study sample. It emerged from evidence that management of reward, training, working environment and career growth opportunities are instrumental motivators of organizational performance.

2.4 Empirical Study and Research Gaps

The chapter has reviewed literature that has created a number of gaps. The study conducted by Hanaysha and Majid (2018) focused commitment and productivity at organizational level which conceptually differ from employee performance. Engidaw (2021) used employee engagement and not employee performance as the dependent variable. Geelmaale (2019) used firm performance which may be differently conceptualized as employee performance. Alwedyan (2021) did a study in Jordan that is contextually different as Kenya. Chien, Mao, Nergui and Chang (2020) did a study in Mongolia with emphasis on hotels implying more firms were covered unlike the present study that use done firm being Powermax General Electricals Ltd.

2.5 Conceptual Framework

Two aspects of motivation are explored, intrinsic and extrinsic. It is expected that an employee who is intrinsically motivated will have a strong intention to stay and work more efficiently and effectively in executing his/her own duties in an organization. It is further envisaged that employees working in organization that provides extrinsic motivation would have a strong incentive to stay and demonstrate high degree of efficiency and effectiveness in their activities at the work place.

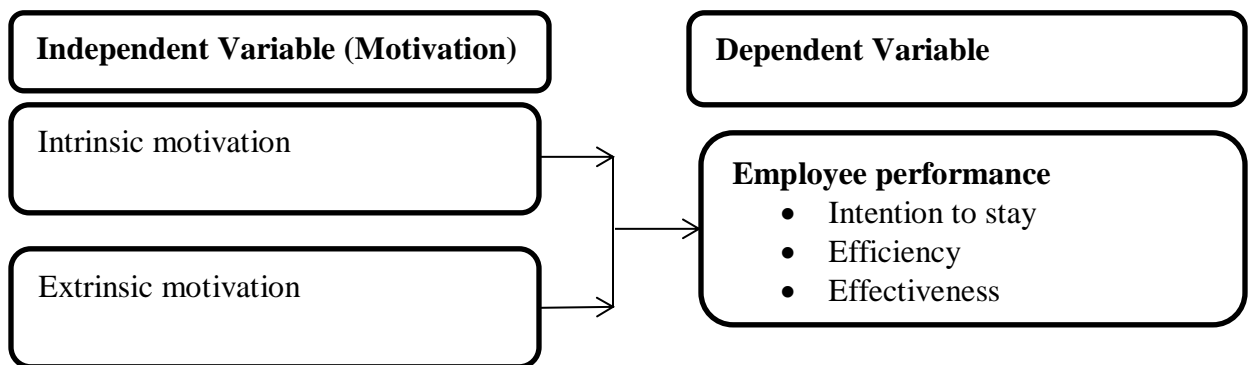


Figure 2.1: Conceptual Model

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The type of design, study population and determination of the study sample are covered in this chapter. The means of gathering and analyzing data are also outlined.

3.2 Research Design

The adopted design in this inquiry was descriptive survey design and it was meant to provide an actual state of affairs in regard to motivation and employee performance at Powermax General Electrical Merchants Ltd. The rationale of adopting this design is because other past and similar empirical studies like Abdi-Mohamud et al. (2017), Mona and Mwasiaji (2019) and Okoth and Oluoch (2019) also adopted the same design. This design was useful in describing both extrinsic and intrinsic motivation at Powermax General Electrical Merchants Ltd and whether they have contributed to employee performance. The study adopted descriptive survey design because primary quantitative data was gathered from the respondents through the questionnaire to help in addressing the objective of the study.

3.3 Population of the Study

The study targeted 135 staff working at Powermax General Electrical Merchants Ltd in Nairobi categorized into senior managers, middle managers and lower level management staff. The justification of selecting on employees at different levels is to avoid biasness and obtain accurate information that reflects motivation and employee performance in this organization. This information is further summarized in Table 3.1.

Table 3.1: Population of the Study

Employment category	Population
Senior managers	20
Middle managers	40
Lower level management staff	75
Total	135

Source: Powermax General Electrical Merchants Ltd

3.4 Sample Design

The formula by Yamane (1967) helped in determination of the sample size in this inquiry. This formula was successfully adopted by Chien, Mao, Nergui and Chang (2020).

$$n = N / (1 + Ne^2)$$

n = is the desired sample size

N = is the target population

e = is the acceptable margin of error estimated at 0.05 (at 95% confidence interval)

$$\text{Therefore, sample size (n) = } 135 \div (1 + 135 (0.0025))$$

$$= 135 \div (1 + 0.3375)$$

$$= 135 \div 1.3375$$

$$n = 100 \text{ respondents}$$

The study adopted stratified random sampling method as guided by the empirical study of Bukhuni, Namusonge and Makokha (2019) as well as Mwabu and Were (2019). The justification of adopting this sampling technique was because it allowed each the participants in strata an equal chance of being selected for inclusion in the study. Thus, respondents were

stratified into three strata based on their level of employment and a representative proportion from each stratum was selected. Thus, from the stratum of senior managers, 14 respondents were selected out of 20 employees. In the stratum of 40 middle managers, 30 of them were selected. Within the stratum of lower managers having 75 employees, 56 of them were selected. This information is clearly presented in Table 3.2.

Table 3.2: Sampling Procedure

Employment category	Population	Sample proportion	Sample size
Senior managers	20	$20/135*100\%=14.8\%$	$14.8\%*100=14$
Middle managers	40	$40/135*100\%=29.6\%$	$29.6\%*100=30$
Lower level management staff	75	$75/135*100\%=55.6\%$	$55.6\%*100=56$
Total	135		100

3.5 Data Collection

Information was obtained in its primary form using the questionnaire as the tool. The reason for picking upon questionnaire was that it is easy to design and administer and it can be used to obtain large amount of information from respondents within limited time frame (Harris, Holyfield, Jones, Ellis & Neal, 2019). The questionnaire was arranged into three sections covering the general information (A), motivation (B) and employee performance (C). A 5-point Likert scale where 1-strongly disagree and 5-strongly agree guided the formulation of the questionnaire. The questionnaire was constructed based on the reviewed literature in the study so as to take care of the reliability and validity issues. Only close ended questions were included on the questionnaire so as to obtain standardized responses from the participants in the study. This also eased the process of coding in the analytical software for analysis of the findings. The questionnaire was administered to participants by self, this was aimed to provide an opportunity

for respondents to share out any concern they might be facing as they handle the instrument. At the point of administering the questionnaire, participants were given some time to give their responses after which the same was recollected at a later date. This was in response to the busy schedule that respondents are likely to be having.

3.6 Data Analysis

The analysis of the gathered information was done using the Statistical Package for Social Sciences (SPSS) established by the means and standard deviations. In order to draw inferences with respect to motivation and employee performance for robust generalization of the results, regression analysis was adopted with the model as specified below:

$$EP = \beta_0 + \beta_1 EM + \beta_2 IM + \varepsilon$$

Where;

EP-is the dependent variable employee performance (as a composite of intention to stay, efficiency as well as effectiveness).

EM- Extrinsic motivation

IM- Intrinsic motivation

ε is the error term

β_0 is the regression beta coefficient

The interpretation of the regression results entailed an evaluation of the regression beta coefficients, p-values and the values of R-squared. The p-values were interpreted at 5% level of significance where $p < 0.05$ implied existence of a significant nexus between the relevant variables. The analyzed results were tabulated..

CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter is a write up of how the processing of the data was done. It details the response rate, descriptive statistics and regression analysis results.

4.2 Response Rate

Out of the 100 questionnaires administered to the participants in the inquiry, 75 got returned representing a 75 percent response rate. This was consistent with Babbie (2010) recommendation that favored an above 70%.

4.4 Descriptive Statistics

The section details an analysis of the descriptive statistics on the objective that guided the inquiry.

4.4.1 Intrinsic motivation

Consider Table 4.1 as a breakdown of the findings on intrinsic motivation.

Table 4.1: Intrinsic motivation

Statements on Intrinsic motivation	Mean	Std. Dev
I extent working hours because I believe in what I do	1.93	0.920
I work as a team player because I enjoy collaboration	3.77	0.689
I feel a sense of accomplishment for meeting my daily targets	3.71	0.731
I feel a sense of pride when carrying out tasks in this organization	3.44	0.740
I put in a lot of efforts when carrying out my duties in order to expand my knowledge	3.77	0.798
Average	3.32	0.776

Source: Field Data (2022)

From the findings in Table 4.1, respondents moderately appreciated intrinsic motivation (M=3.32, SD=0.776). Some of the aspects of intrinsic motivation that respondents highly rated include working as team players because they enjoyed collaboration (M=3.77, SD=0.689),

putting in a lot of efforts when carrying out their duties in order to expand their knowledge (M=3.77, SD=0.798) as well as feeling sense of accomplishment for meeting their daily targets (M=3.71, SD=0.731). However, on whether respondents felt sense of pride when carrying out tasks in their organization, neutrality was exhibited (M= 3.44, SD=0.740). Respondents disagreed on extending working hours because they believed in what they did (M=1.93, SD=0.920).

4.4.2 Extrinsic motivation

Table 4.2 provides summary of extrinsic motivation.

Table 4.2: Extrinsic motivation

Statements on Extrinsic motivation	Mean	Std. Dev
I report to the place of in this organization because I want to get money	4.26	0.768
I am never absent at the place of work so as to received praises	3.12	1.026
I work as a team player so as to be promoted	3.76	0.852
I am a disciplined to avoid punishment	3.83	0.665
I exceed my targets to get attention from supervisor	3.68	0.825
Average	3.73	0.827

Source: Field Data (2022)

Table 4.2 shows that respondents highly valued and appreciated extrinsic motivation (M=3.73, SD=0.827). This allowed the respondents to report to the place of work because they wanted to get money (M=4.26, SD=0.768), remain disciplined to avoid punishment (M=3.83, SD=0.665), work as team players so as to be promoted (M=3.76, SD=0.852) and also exceed their targets to get attention from supervisors (M=3.68, SD=0.825). However, on whether respondents were never absent at the place of work so as to received praises (M=3.12, SD=1.026), they were neutral on this statement.

4.4.3 Employee Performance

Table 4.3 is a breakdown of the findings on employee performance.

Table 4. 3: Employee Performance

Statements on employee performance	Mean	Std. Dev
I enjoy working in this organization	3.15	1.023
I am actively looking for other job opportunities out there	3.96	0.625
I am planning to move to another organization	3.77	1.055
I carry out my assignments efficiently	3.03	1.110
I accomplish my tasks effectively	2.81	1.147
Average	3.34	0.992

Source: Field Data (2022)

The key finding in Table 4.3 is that the level of employee performance in the studied organization was moderate (M=3.34, SD=0.992). Respondents shared that they actively looking for other job opportunities out there (M=3.96, SD=0.625) besides planning to move to other organizations (M=3.77, SD=1.055). On whether respondents enjoyed working in that organization (M=3.15, SD=1.023) or they carried out their assignments efficiently (M=3.03, SD=1.110), they were neutral. There was low rating by respondents on whether they I accomplished their tasks effectively (M=2.81, SD=1.147).

4.5 Regression Results

Regression analysis was useful in predicting motivation on employee performance.

Table 4.4: Regression Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791 ^a	.626	.615	1.77979

Source: Field Data (2022)

Motivation had strong and positive correlation with employee performance (R=0.791). The study noted that the regression model adopted in this study was fit (R²=0.626). The inquiry observed that 61.5% variation in employee performance at Powermax is explained by motivation (Adj.

$R^2=0.615$). This means that aside from motivation, there still exist other variables impacting on employee performance at Powermax that should be the focus of future inquiries. Table 4.5 is the ANOVA breakdown

Table 4.5: ANOVA Results

	Sum of Squares	df	Mean Square	F	Sig.
Regression	381.050	2	190.525	60.147	.000 ^b
Residual	228.070	72	3.168		
Total	609.120	74			

Source: Field Data (2022)

From Table 4.5, it can be inferred that the overall regression model adopted in this study was significant ($F=60.147$, $P=0.000 < 0.05$). Table 4.6 is a breakdown of the findings of beta coefficients and significance.

Table 4.6: Beta Coefficients and Significance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.994	1.647		3.032	.027
Intrinsic Motivation	.333	.104	.163	3.202	.019
Extrinsic Motivation	.928	.114	.693	8.168	.000

Source: Field Data (2022)

$$EP = 4.994 + 0.333EM + 0.928IM$$

Where;

EP-is the dependent variable employee performance (as a composite of intention to stay, efficiency as well as effectiveness).

EM- Extrinsic motivation

IM- Intrinsic motivation

Thus, the findings were that extrinsic motivation ($\beta=0.928$, $p<0.05$ & $T>1.96$) had the greatest and significant effect on employee performance at Powermax Ltd followed by intrinsic motivation ($\beta=.333$, $p<0.05$ & $T>1.96$). It then follows that motivation is a significant predictor of employee performance.

4.6 Discussion

Based on regression analysis, over half percent variation in employee performance at Powermax is explained by motivation. This means that aside from motivation, there still exist other variables impacting on employee performance at Powermax that should be the focus of future inquiries. The findings of regression were that extrinsic motivation had the greatest and significant effect on employee performance at Powermax Ltd followed by intrinsic motivation. The finding is consistent with Hanaysha and Majid (2018) who undertook a study on motivation and the implication to organizational commitment and productivity with a focus on institutions of higher learning. It was shown that extrinsic and intrinsic factors are the key predictors of productivity. This finding concurs with Abdi-Mohamud, Ibrahim and Hussein (2017) where results were that monetary rewards and job enrichment are significant indicators of motivation with implication on employee performance. Zewde and Mentta (2020) was an analysis of motivation issues with implication on employee performance where a significant link was noted. Alwedyan (2021) placed emphasis on motivation and performance of employees in the agencies of the government and a positive relationship was pointed out. Mona and Mwasiaji (2019) noted that the system of reward and training are salient aspects of employee motivation that significantly drive organizational performance. Bukhuni, Namusonge and Makokha (2019) did a study with emphasis on motivation practices and performance of staff in public secondary schools in Kenya where a significant nexus was registered. Gideon and Elizabeth (2019) noted

that there existed motivation that significantly enhanced performance of staff. Mwabu and Were (2019) noted that an increase in rewards like bonuses, benefits, allowances and salaries leads to an improvement in performance

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter details of the analyzed results and the conclusion. The recommendations and suggestions for further inquiries are also pointed out.

5.2 Summary of the Findings

The chapter details a summary of the analyzed findings based on objective variables. The study noted that respondents moderately appreciated intrinsic motivation. Respondents highly valued and appreciated extrinsic motivation. Based on regression analysis, over half percent variation in employee performance at Powermax is explained by motivation. This means that aside from motivation, there still exist other variables impacting on employee performance at Powermax that should be the focus of future inquiries. The findings of regression were that extrinsic motivation had the greatest and significant effect on employee performance at Powermax Ltd followed by intrinsic motivation.

5.3 Conclusion

The findings have demonstrated that employee performance has remained a challenge at Powermax Ltd. This was demonstrated by the views of the respondents that they were actively looking for other job opportunities besides planning to move to other organizations. Respondents further shared did not either enjoy working in that organization or carried out their assignments efficiently. The respondents shared that they preferred extrinsic as opposed to intrinsic motivation. Extrinsic motivation allowed respondents to report to the place of work because they wanted to get money, remain disciplined to avoid punishment, work as team players so as to be and also exceed their targets to get attention from supervisors.

On the other hand, intrinsic motivation allowed the respondents to work as team players because they enjoyed, put in a lot of efforts when carrying out their duties in order to expand their knowledge as well as feel sense of accomplishment for meeting their daily targets. Based on regression results, extrinsic motivation had the greatest and significant effect on employee performance at Powermax Ltd followed by intrinsic motivation.

5.4 Recommendations

The HR managers working at Powermax Ltd should balance between the two aspects of motivation evaluated in the study. Competitive remuneration packages and good working environment should be provided by the HR Managers to employees working at Powermax Ltd. The HR managers working in other electrical merchants in Nairobi should embrace motivation, both intrinsic and extrinsic. Better policies on motivation of staff at Powermax Ltd are encouraged.

5.5 Limitations of the Study

The study was limited to a case study where the focus was on Powermax Ltd. This is a limitation as it limits generalization of the findings to the rest of the electrical merchants operating in Nairobi. The other limitation presented by the study was the fact that the study used information in its primary form gathered through the use of questionnaire.

5.6 Areas for Further Research

In the present study, motivation was found to explain only 62.6% of variation in employee performance. This means that in addition to motivation, there are still other factors with an effect on employee performance that future studies should focus on. Apart from focusing on employee performance, future studies should be on other variables like employee engagement.

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APPENDICES

Appendix I: Questionnaire

SECTION A: GENERAL INFORMATION

1. Kindly indicate your gender

Male

Female

2. Kindly indicate your highest level of education

Certificate

Diploma

Undergraduate degree

Masters

3. How long have you worked in with Powermax General Electrical Merchants Ltd ?

Less than 5 years

6-10 years

11-15 years

Over 16 years

SECTION B: MOTIVATION

4. Below are a number of statements on motivation covering intrinsic and extrinsic motivation.

Kindly indicate the extent of your agreement with each statement. Use the scale below: 1-strongly disagree, 2 -Disagree, 3-Not sure, 4-Agree and 5-Strongly Agree

Statements on Intrinsic motivation	1	2	3	4	5
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I extent working hours because I believe in what I do					
I work as a team player because I enjoy collaboration					
I feel a sense of accomplishment for meeting my daily targets					
I feel a sense of pride when carrying out tasks in this organization					
I put in a lot of efforts when carrying out my duties in order to expand my knowledge					

Statements on Extrinsic motivation	1	2	3	4	5
I report to the place of in this organization because I want to get money					
I am never absent at the place of work so as to received praises					
I work as a team player so as to be promoted					
I am a disciplined to avoid punishment					
I exceed my targets to get attention from supervisor					

SECTION C: EMPLOYEE PERFORMANCE

5. Below are a number of statements on employee performance. Kindly indicate the extent of your agreement with each statement. Use the scale below: 1-strongly disagree, 2 -Disagree, 3- Not sure, 4-Agree and 5-Strongly Agree

	1	2	3	4	5
I enjoy working in this organization					
I am actively looking for other job opportunities out there					
I am planning to move to another organization					

I carry out my assignments efficiently					
I accomplish my tasks effectively					

THANK YOU