

**EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE AT THE  
INDEPENDENT POLICING OVERSIGHT AUTHORITY**

**BY**

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## DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no materials written or published by other people except where due reference is made and author duly acknowledged.

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## **EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE AT THE INDEPENDENT POLICING OVERSIGHT AUTHORITY**

### **ABSTRACT**

When civil servants perform dismally, the implementation of government policies and strategies will not only fail but citizens will also lose trust in the government. Motivation is cited as one way of improving employee performance hence organizational performance. The purpose of this research study was to establish the effect of motivation on employee performance at the Independent Policing Oversight Authority. The objectives of the study were; to establish the effect of extrinsic motivation on employee performance, to establish the effect of intrinsic motivation on employee performance and to establish the effect of work environment on employee performance. The study was grounded on three theories being the Frederick Herzberg Two-Factor Theory, the Incentive Theory and the Expectancy Theory. The study employed a descriptive research design with the IPOA staff of 218 members being the target population. The sample size was 139 respondents. A structured questionnaire administered through the online google forms platform was used to collect data. Analysis of data was conducted using Statistical Packages for Social Sciences (SPSS) program. The data analysis generated descriptive statistics including frequencies and percentages while inferential statistics included correlation analysis, pseudo-R squared and Multinomial Regression analysis conducted using the model:  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \mu$  where;  $Y$  = Employee Performance,  $X_1$  = Extrinsic Motivation,  $X_2$  = Intrinsic Motivation,  $X_3$  = Work Environment,  $\beta_0$  is the constant term,  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$  are coefficients of the variables and  $\mu$  = Error Term. Presentation of findings was done through the use of charts, graphs, tables and percentages. The response rate was 95% (132 out of the target 139 respondents). The study revealed that employees were not well accorded with basic motivation such as training and promotion. Better compensations indicated employee motivation and improved work performance. Further, there was a fair and positive feedback shared between employees and their managers in addition to a friendly relationship between employees and managers on and off the working environment. On the job satisfaction, the study found out that there was a clearly defined job description of every employee put in place. Further, the job gives the employees a significant positive difference in achieving the organizational mandate and has made them better people. This study found that employees of IPOA had a good working ambience with minimal congestion in the office leading to motivation at work place. In addition, sufficient lighting, ventilation, and room temperatures were adequate to the working environment. This study concludes that there was a significant relationship between extrinsic motivation, intrinsic motivation and working environment and employee performance at the Independent Policing Oversight Authority (IPOA). This was supported by inferential statistics that revealed that extrinsic motivation, intrinsic motivation and working environment contribute to 58.6% variations of employee performance at the Independent Policing Oversight Authority (IPOA) at 95% confidence interval. Further, intrinsic motivation, working environment and extrinsic motivation (with  $p < 0.001$ ) had a significant moderate correlation coefficient of 0.544, 0.516 and 0.367 respectively. Finally, the study recommended that; The IPOA should develop and implement an employee motivation policy as the findings have shown increased employee motivation would lead to increased performance in the organization. Further, IPOA should evaluate and consider market value for the employees in terms of remunerations, put more emphasis on training and consider those that have finished training to make use of the newly acquired skills to boost performance, ensure that there is a promotions policy in place, implement team work and team building activities in the organization to improve the sense of teamwork as well as maintain high standards of hygiene, lighting, temperature controls and provide adequate working tools for the employees as this was found to boost performance.

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## **DEDICATION**

I dedicate this work to all Public Sector Managers in Kenya as they continue enhancing service delivery to the benefit of the members of public.

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## **ACRONYMS AND ABBREVIATIONS**

CEO – Chief Executive Officer

HR – Human Resources

IPOA - Independent Policing Oversight Authority

ICPAK – Institute of Certified Public Accountants of Kenya

KIPPRA – Kenya Institute of Public Policy Research and Analysis

LSK – Law Society of Kenya

PRSK – Public Relations Society of Kenya

PSC - Public Service Commission

SPSS – Statistical Packages for Social Scientists

## OPERATIONAL DEFINITION OF TERMS

**Effectiveness:** is the rate of how well employee's performance meets the objectives and targets of an organization.

**Efficiency:** is the degree of how organizations realize outputs from the inputs while minimizing cost that are pegged to production. It is basically a derivation of the relationship between outputs and inputs.

**Employees:** are individual persons hired by an organization on the basis of a formal agreement. They are often referred to as the organizations' workforce.

**Employee Effectiveness:** is an indicator that is qualitative in nature of the extent to which issues associated with a job are tackled and the scale at which goals and objectives set by an organization are met by an employee.

**Employee Efficiency:** is the ability of an employee to optimize production of outputs with cost effective consumption of inputs.

**Employee Performance:** is the effectiveness and efficiency of an employee in completing a task.

**Extrinsic motivation:** refers to motivation that is invoked within a person by factors outside of the individual. The elements of motivation are external or outside and may include rewards such as grades and money among others.

**Motivation:** is an inherent drive that makes a person to act in a manner leading to achievement of a set goal. It is the reason one behaves in a particular manner.

**Organizational Performance:** It is the cumulative managers and employees' effectiveness and efficiency in utilizing resources to attain the organizations goals.

**Performance:** is the accomplishment of an assignment by applying human knowledge, skill and ability. It is the result of well applied efforts by employee to enhance achievement of the vision and mission as well as the goals of an organization.

**Work Station:** is an assortment of customized equipment placed in a certain area with an aim of aiding an individual perform a specialized assignment.

## CHAPTER ONE: INTRODUCTION

### 1.1 Introduction

This chapter lays the foundation of the study by way of presenting the background to the study, statement of the problem, research objectives, research questions and the significance of the study. Further, the chapter elaborates the scope of the study.

### 1.2 Background of the Study

Employee performance is the effectiveness and efficiency of an employee in completing a task. It is also referred to as the product or output achieved by employees after performing a set task. Often, performance is the response results from occurrences in the environment due to conversion of inputs into outputs with technical parameters and specified rates, Adnan (2021).

The term motivation originates from the Latin word '*movere*' which means 'to move', Baron, Henley, McGibbon and McCarthy (2012). Certo (2016) describes motivation as advancing of incentives to people to cause them to act in certain prescribed ways. From a human resources perspective, there exists two categories of motivation. These are, extrinsic and intrinsic motivations. Extrinsic motivation refers to motivation that is invoked within a person by factors outside of the individual. The elements of motivation are external or outside and may include rewards such as grades and money among others while intrinsic motivation is usually the behaviour manifested by a person because of the nice experience tied to such a behaviour Mosley, Pietri and Mosley Jnr (2012).

Human capital is very crucial compared to other resources and production factors where human capital is what sets an organization apart from the others Maimuna & Rashad (2013). For organizations to remain afloat and achieve their mandate and functions, it is imperative for

managers to attract and maintain efficient and effective employees in a bid to enhance performance Sunia, (2014).

The research endeavours to determine the relationship between employee performance and employee motivation at The Independent Policing Oversight Authority (IPOA) and such findings are instrumental in making recommendations to various actors on how to address any areas of concern.

### **1.2.1 Employee performance**

Employee performance refers to the effectiveness and efficiency of an employee in completing a task. It is the accomplishment of an assignment by applying human knowledge, skill and ability. It is the result of well applied efforts by employee to enhance achievement of the vision and mission as well as the goals of an organization. Measuring employee performance is variant across responsibilities and sections of an organization, but usually it is measured by; the speed, accuracy and efficiency of the employee in achieving a target, the quality and depth of how “good” is the employee’s work in comparison to workmates and other employees in the same rank, industry and confidence and consistency Ciner Lia (2019). Performance is achieved when an employee attains a firm’s goals in an effective and efficient way. This target is closely linked to the achievement of the overall target for the organization Njeri Kuria and Stephen Nzuve (2015).

Management theories explain performance at diverse spheres; performance at the sphere of the larger organization, at the leadership sphere, and at individual employees’ level. Hilal, (2009) identifies performance as the practise of completing tasks, assignment, functions, and similar organizational activities as envisioned by the organization’s leadership. Ismail & Zainal Abidin (2010), terms it as the rated competencies of employees which assist them reach the envisaged goals of organizations.

This research project purposes to establish the effect of motivation on employee performance in the Independent Policing Oversight Authority. Performance was measured using the elements of employee effectiveness and efficiency at the workplace as well as achievement of the organizational targets and goals.

### **1.2.2 Employee Motivation**

The issue of employee motivation remains a big challenge to organizations; both profitable and non-profitable globally especially where high performance affects or influences the aspects of profitability, stability, service delivery growth, expansion, and envisioned accomplishments of an enterprise. For organizations to realize and maintain an upper hand or to improve its levels of service delivery as well as boost individual employee performance, it is a necessity to ensure its employees are motivated.

Businesses, organizations and their leaders face numerous bottlenecks in their daily operations. A sample bottleneck concerns the field of management which requires efficiency and effectiveness in attaining the targets and objectives of an enterprise. Some of these leadership encounters are noticeable in matters of employees' concern such as monetary compensation, hiring, performance appraisal, coaching and professional growth, health and safety, benefits, motivation and administration. Human capital is the most crucial and high ranking of other production factors and this is what sets apart various organizations Maimuna & Rashad (2013). In this view, in order for enterprises to remain afloat and going concern, significant and economical, it is critical for such enterprises to formulate mechanisms that enable them to attract and retain efficient and effective employees who can enhance the performance of the organization, Sunia (2014). Although not tasked with income generation or profitability, public institutions, are funded through taxes collected from the public and hence their performance is on efficient service delivery to achieve the mandate of which the public institution is established. According to David G. and Adrian R. (2010), employees with

sufficient motivation are known to be the hallmark of all organizations, as work motivation is a key cog in driving forward the performance of individual employees and the performance of the corporate enterprise.

The word motivation is of Latin origin which relates to the term 'movere' which means 'to move' Baron, Henley, McGibbon and McCarthy (2012). Certo (2016) notes that motivation is the advancing of incentives to people to influence them to act in certain prescribed ways. According to Stanley (2012), in the current corporate world, where firms are after attaining an upper hand in the market, motivation is key for skills acquisition and retention as well as pushing for the performance of an organization. Chung (2013) states that in an effort to find the drivers of motivation and corporate performance in various fields, psychologists and industry captains have developed a variety of theories of (and approaches to) employee inspiration. A number of experts in psychology have come up with theories of motivation relating to human necessities or intention, while researchers in management have designed managerial theories in terms of inducements or motivation stimulating offers, Riggio (2014).

Motivation refers to the inherent drives that shape the bearing of a person's effort, as well as an individual's tenacity in the face of hindrances Stanley (2012). In an effort to understand employee motivation, it is crucial to differentiate between the two types of strategies of motivation namely; intrinsic and extrinsic motivation.

Intrinsic motivation emanates from a person need to be self-determining and competent. Intrinsically motivating tasks are those that come along as interesting and one enjoys performing them irrespective of external rewards. Intrinsic motivation relates to 'emotional' rewards such as the chance to use one's capability, an aspect of challenge and achievement, being appreciate, being recognized positively, and caring and considerate treatment. Extrinsic motivation is connected to 'substantial material' incentives such as money and other

allowances such as welfare, security, promotion, service agreement and work conditions. Such rewards are usually decided at the managerial level of the organization and often not within the individual employees' control.

Motivation of employees affects productivity and a labour force with low motivation levels is a threat to the performance of individual employees and that of the organization emanating from high staff turnover, rising expenses, regular non-attendance and a deterioration on the morale of workmates Jobber and Lee (2014). Deci (2013) postulates that the achievements of any firm mainly depend on the calibre of its workers, the field of its operations notwithstanding. Within which it is operating. It is in line with this postulation that managers should strive to make sure that their labour force is motivated and hence productive. Motivation is regarded as one of the four most important factors in aspects relating to human resources management (HRM) and organizational behaviour management, Nelson (2013).

Public service motivation is individuals' orientation offering credible service delivery to citizens aiming at doing well for the society and others, Andersen L.B., Jensen U.T., Kjeldsen A.M. (2020). According to Andersen L.B, Jensen U.T, et.al (2020), Motivation in the Public Service, leads to increased employee and firm's performance when civil servants agree with the norms of the public entities in which they work and carefully evaluate and find meaning in the impact they make in the society through successful accomplishment of their jobs.

### **1.2.3 Independent Policing Oversight Authority**

The Independent Policing Oversight Authority (IPOA) was established on 18<sup>th</sup> November, 2011 to provide for civilian oversight of the work of the National Police Service as stated in section 6(c) of Independent Policing Oversight Authority Act No 35 of August 2011. The key objectives of the Independent Policing Oversight Authority as provided in the

constitutive Act is to hold the police accountable, handle public complaints against the police and give effect to the provision of article 244 of the constitution that requires police to strive for professionalism, discipline, transparency and accountability. In addition, Independent Policing Oversight Authority has been given the power to investigate, recommend prosecution, and monitor police force operations, review investigation done by Internal Affairs Unit (IAU) of the National Police Service (NPS) as well as review police misconduct pattern with a view of making policy and institutional changes, Amnesty International (2013).

The creation of the Independent Police Oversight Authority was informed by the findings of the Commission of Inquiry into Post Election Violence (CIPEV) which was formed in response to establish the causes and triggers of the 2007/2008 post-election violence in Kenya. The commission consequently recommended comprehensive reform of the Kenya Police Service which would later give birth to a civilian oversight body over the work of the police, Amnesty International (2015).

As at June 2019, IPOA had two hundred and eighteen (218) employees. This was in comparison to a proposed staff establishment of three hundred and twenty-six (326) employees, IPOA (2019). The Authority had 100 members of staff based at its Headquarter in Nairobi and 118 members based in its seven regional offices in Kisumu, Eldoret, Nakuru, Nyeri, Meru, Mombasa and Garissa. The employees of IPOA work under four directorates including that of Investigations, Complaints and Legal, Inspections, Research & Monitoring and the Chief Executive Officer's directorate.

On matters performance, since its inception until June 2019, IPOA through its functions of complaint management, inspections, monitoring and investigations, had received and processed 13,618 complaints from both members of public and the police. Of these complaints, one thousand five hundred and eighteen (1,518) investigations had been completed, 160 case

files had been submitted to the ODPP for action and 6 convictions had been made. As at 30th June 2019, 67 cases were before courts while 2,003 were under investigations. Two hundred and forty-nine (249) Police operations had been monitored and 1,754 inspections had been conducted in various Police facilities IPOA (2020). This number has been growing progressively from 27 in FY 2013/2014 to 294 in FY 2016/2017. There was a sharp increase to 728 completed investigations in FY 2018/2019. This increase, according to the annual report, was attributed to an increase in the number of staff and enhanced capacity through training. For instance, to strengthen internal capacities, 228 members of staff and Commissioners participated in forums organized by professional bodies including LSK, ICPAK, PRSK, Institute of Directors, while others undertook courses in Human Rights, Investigations, Corporate Governance, among others, in that Financial Year IPOA (2020). Despite the statistics above, public confidence with the performance of the Authority still remains above average at 64.1% according to an End-line Survey conducted by IPOA (2019). This was an improvement from 34% public confidence rating in a Baseline Survey by IPOA in 2013.

#### **1.2.4 Emerging Issues in Employee Performance and Motivation**

According to Simriti Chand (2021), there are four main contemporary issues around employee motivation which would necessitate the need for continued research in the field of motivation and performance. These are ; cross cultural challenges especially where the motivation theories were developed in a different culture compare to the current area of study, tailor-made motivation for particular group of workers especially where an organization has employees with diverse sets of skills, abilities and interests, appropriateness of designing rewards programmes where objectivity and performance targets are clearly defined and fourthly, work life balance where employees find themselves having to balance the demands of work, family hobbies and other societal expectations.

Motivating employees is no easy feat; it requires leaders willing to learn and adapt, understand the individuals he leads, and provide an environment that sustains change and open communication. Leaders must understand the individual's strengths and weaknesses, respect, teach, mentor, and reward. The bottom line is that motivated employees who are correctly affected will perform at a higher level; high enough performing individuals build a culture that emphasizes their high performance. Not everyone is the same, and motivating individuals is not a cookie operation, but leaders who have themselves are motivated and in tune with the organization's goals will serve as an example for those that he leads. In light of the above, continuous research on employee motivation and performance becomes inevitable.

### **1.3 Statement of the Problem**

According to Adebabay (2011), when the performance of the civil servants in discharging their mandate is poor, the implementation of government policies and strategies will not only fail but also citizens will lose trust in the government. Government agencies at every level experience pressure to improve service delivery and their operations for them to adapt to rapidly changing economic, technological, social and other global environments.

The quality and quantity of an organization's human capital directly affect the consequent performance and productivity of the organization. Harvey-Beavis (2003) noted that there exists evidence of performance improvement amongst students in group-based performance reward programmes for teachers. This was from a study conducted in the United States. KIPPRA (2013) established that incentives and allowances play an important role in enhancing retaining of skilled employees within the civil service. On the other hand, the main factors that led to low motivation amongst employees included low monetary compensation, stagnated career growth and lack of a promotion policy as well as uncondusive environment at the workplace. They concluded that if a reward programme is seen to be fair, then employees expect their performance to be linked to such a programme.

Managers in various organizations can provide employ various techniques to ensure their employees are motivated to enhance work performance. Contrary to that, low or no motivation leads to employees' dissatisfaction, and impacts negatively on employee performance and organizations' achievements of goals, Adnan (2021). In line with the foretasted, managers must establish the behavioural needs, desirables and tendency of every member of staff and with such information apportion incentives and rewards to boost their motivation.

Basing on the above suggestions, understanding the effect of employee motivation on performance is an issue of concern to employers, managers and organizations. Independent Policing Oversight Authority is a creation of the IPOA Act of 2011 and thus a relatively young institution which began its operations in June 2012. Employee performance at IPOA is an issue of concern especially due to increase in demand of accountability of the Police by the citizens. As at June 2019, IPOA had 218 members of staff against a proposed staff establishment of 326 IPOA (2019). It is notable that the performance of an organization is usually the sum total of individual employees' performance. In terms of performance, as at June 2019, IPOA had received and processed 13,618 complaints through preliminary inquiries, investigations, inspections, monitoring and referral to other agencies; One thousand five hundred and eighteen (1,518) investigations had been completed, 160 case files submitted to the ODPP for action and 6 convictions had been made. As at 30th June 2019, 67 cases were before courts while 2,003 were under investigations. 249 Police operations had been monitored and 1,754 inspections had been conducted in various Police facilities IPOA (2020).

Public confidence with the performance of the Authority still remains above average at 64.1% according to an End-line Survey conducted by IPOA (2019). In the backdrop of such performance, it is imperative to examine, the available employee motivation strategies in the Authority and establish the effect of such motivation to the performance of employees of IPOA.

A study conducted among state parastatals by Margaret et.al. (2016) revealed that there is a direct positive relationship between motivation and employees' performance. In the study, employee performance was measured in terms of originality and innovativeness, non-attendance rate, attainment of targets and the worth of work while motivation factors meant extrinsic motivation, intrinsic motivation and skill ability. The findings found out that positive perception about care and support from management amongst employees boosts performance. Without knowledge on the effect of motivation on employee performance at IPOA, improving performance of the employees and consequently that of the organization may not be easy.

Therefore, this research becomes necessary, in light of the aforementioned, to ascertain the effect of motivation on performance of employees at the Independent Policing Oversight Authority.

#### **1.4 Research Objectives**

##### **1.4.1 General Objective**

To establish the effect of motivation on employee performance at the Independent Policing Oversight Authority.

##### **1.4.2 Specific Objectives**

- i. To examine the effect of intrinsic motivation on employee performance at the Independent Policing Oversight Authority
- ii. To examine the effect of extrinsic motivation on employee performance at the Independent Policing Oversight Authority
- iii. To establish the effect of work environment on employee performance at the Independent Policing Oversight Authority

### **1.5 Research Questions**

i. What is the effect of intrinsic motivation on employee performance at the Independent Policing Oversight Authority?

ii. What is the effect of extrinsic motivation on employee performance at Independent Policing Oversight Authority?

iii. What is the effect of work environment on the employee performance at the Independent Policing Oversight Authority?

### **1.6 Significance of the Study**

The findings and recommendations will help the management and leadership of the Independent Policing Oversight Authority (IPOA) and by extension the Public Service Commission (PSC) to understand how different forms of employee motivation affect organization performance. This would help managers improve performance through appropriate use of motivation strategies. The recommendations from the findings will further help policy makers come up with more effective human resource management policies that encourage employee motivation leading to enhanced performance and hence good service delivery to citizens.

The study would add value and knowledge on the effect of employee motivation on employee performance of the Independent Policing Oversight Authority as well as act as a foundation for further research in the field.

### **1.7 Scope of the Study**

The study majorly focused on aspects of employee performance and how such performance is affected by intrinsic and extrinsic motivation strategies as well as work environment at the Independent Policing Oversight Authority - IPOA in Kenya. The study targeted all ranks of employees of IPOA who are employed on a permanent and pensionable

basis. These are mainly employees who are at intermediate level of experience. According to Susan D. (2019), intermediate cadre employees are the ones who can work independently or with minimum supervision. The kind of roles they handle come along with some level of responsibility, problem handling skills and creativity. Work specific skills and experience together with professional degrees are among the prerequisites for these employees. In other words, these employees are the cogs on which the organizations mandates run.

This study adopted a descriptive research design which is largely quantitative. Creswell (2014) notes that descriptive research design involves gathering data that explains events and tabulating, organizing, depicting and explaining the data. The choice of this research design is informed by the quest of the study to establish the effect that motivation has on employee performance.

The employees were drawn from IPOA Headquarters and its 7 regional offices in Kisumu, Eldoret, Nakuru, Nyeri, Meru, Mombasa and Garissa. In addition, employees from all the four IPOA Directorates were sampled for as respondents for this study.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents the literature reviewed in line with the objectives of the study. The chapter covers theoretical and empirical reviews as well as the conceptual framework.

### **2.2 Theoretical Review**

Various theories explain the effect that employee motivation strategies have on employee performance emphasizing on the role of rewards and motivation management. These theories lay the foundation of this study and are discussed in detail in this section. This study is based on three theoretical foundations; Frederick Herzberg Two-Factor Theory the Incentive Theory and the Expectancy Theory.

#### **2.2.1 Frederick Herzberg Two-Factor Theory**

This theory was the work of Frederick Herzberg who maintained that two completely distinct set of factors determine employee behavior in organizations. These factors are Hygiene factors and Motivation factors. Herzberg noted that aspects which appeared to ensure an employee's job satisfaction were connected to the job contents or the elements of the job itself and he referred to them as motivators, on the other hand, aspects which appeared to cause employees dissatisfaction were connected to the context of the job and he called them hygiene factors Herzberg (2000).

Hygiene factors are those which will remove dissatisfaction in case it exists; they include company policies, basic needs, status, working environment, salary and supervision among others whereas motivators are the aspects which would lead to low motivation levels and disinterest in the job role when absent and this can easily lead to staff turnover. Hygiene factors are described as upkeep factors regarded as very crucial in avoiding dissatisfaction. On the flipside, these features alone do not ensure employee job satisfaction and increased degree of motivation. These are factors concerned with the job context (Smerek & Peterson, 2007).

These aspects are called hygiene factors because their availability assures high levels of satisfaction and lack of them causes dissatisfaction.

Motivators are issues to do with the job itself which include thought-provoking tasks, work achievements, acknowledgment and responsibility, chances for advancement and professional development, and recognition (Lumley, Coetzee Tladinyane & Ferreira, 2011). Motivated and gratified employees are better and stand higher chances of becoming and remaining more dedicated and are more industrious than a group of workers that is not merely not dissatisfied.

This theory therefore becomes a key anchor of this study as it lays bare that hygiene factors including monetary benefits, promotions, and work environment are vital to avoid job dissatisfaction and motivators, which include, employee training opportunities, involving tasks, recognition for performance and promotions are important for higher productivity levels from employees. This theory clearly fits in the three objectives of this study and it goes a long way in generating insights for enrichment of the study.

### **2.2.2 Incentive Theory**

This theory emerged in the 1940s and 1950s. It was a build-up on the earlier drive theories established by psychologists such as Clark Hull. This theory, alternatively called the Reward Motivation Theory, offers the notion that motivation is in a big way driven by the expectation of an external reward or incentive. Instead of focusing on more intrinsic forces behind motivation, the incentive theory proposes that people are pulled toward behaviours are rewarding and repelled away from things that might lead to unappealing consequences.

An incentive is an object or an event present in the environment that encourages an individual to perform an action in the absence of any physiological need. The incentive may be tangible for example, money, or an intangible one such as positive recognition by a

significant person. What is necessary is for the reward to be given after the performance of an action or a behaviour with the specific intention of eliciting the repeated performance of the same behaviour. Franco et al. (2004) argued that incentives could help improve motivation, divided into financial and non-financial incentives. The theory comes from the perspective of motivating employees. Studies have shown that external factors can alter human behaviour and contribute to internal motivation.

This theory postulates that motivation is a mediation of externalities rather than internal pushes. Although external factors are the main pivots for motivating an individual, the incentive theory still acknowledges the indirect role of intrinsic motivation in accelerating the individual toward the achievement of the incentive or the target.

The relevance of the Incentive theory in this research lies in the postulation that employee behaviour in carrying out their tasks is motivated extrinsically and this enables the study to ascertain the applicability and practicability of the theory on the level of employee performance at IPOA.

### **2.2.3 Expectancy Theory**

The concept of expectancy was originally contained in the Valency–Instrumentality–Expectancy (VIE) theory formulated by Vroom (1964). In this theory, Valency stood for value, instrumentality was said to be the belief that if we do one thing it will lead to another while expectancy was said to be the probability that action or effort will lead to an outcome.

The theory was designed by (Porter & Lawler, 1973) into a model that follows Vroom’s ideas by suggesting that the effort applied by individuals in their jobs is shaped by two factors.; which are the value of the reward to individuals in so far as they satisfy their need for security, social esteem, autonomy and self-actualization and the probability that reward depends on effort, as perceived by people. The theory affirms the greater the value of a set of

rewards, and the higher the probability that receiving each of these rewards depends upon effort, the higher the effort applied in a task. But, the theory emphasizes, effort alone is not satisfactory. It has to be an effective effort if it is to produce the envisaged performance.

Sturman et al, (2011) argues that as much as the strength of expectations may be based on the strength met, expectations have on a number of scenarios improved performance among employees. He proposes that reward management is about having knowledge on the expectations of the workforce and meeting these expectations to ensure their performance keeps rising.

Further, this theory relates to the diversity existing in the workplace as regards the opinions, thoughts and concerns of workers including their attitude and behaviours towards the job Purvis, Zagenczyk and McCray (2015). This theory pinpoints two key issues; the first issue is that irrespective of various probable outcomes, employees are motivated to commit their efforts to an organization only if they are sure that the end result or outcome will realize a particular level of performance George & Jones, (2012).

Expectancy theory therefor explains the effects rewards and expectation of reward has on the performance of individual employees. The theory applies in this study as it will inform the exploration and interpretation of the various elements of rewards and expected rewards and their effect on employee performance. In this study, the Expectancy theory becomes imperative in understanding how both extrinsic and intrinsic motivation would affect employee performance.

### **2.3 Empirical Review**

This section presents empirical literature associated with the objectives of the study. The literature review of the previous scholars on the subject matter is significant for

improvement of this study. Organization desire to attain their missions and objectives of productivity so that clients stick and in the long run their mandate is achieved.

### **2.3.1 Employee Performance**

Employee performance is the effectiveness and efficiency of an employee in completing a task. **It** is the accomplishment of an assignment by applying human knowledge, skill and ability. It is the result of well applied efforts by employee to enhance achievement of the vision and mission as well as the goals of an organization. Measuring employee performance is variant across responsibilities and sections of an organization, but usually it is measured by; the speed, accuracy and efficiency of the employee in achieving a target, the quality and depth of how “good” is the employee’s work in comparison to workmates and other employees in the same rank, industry and confidence and consistency Ciner Lia, (2019). Performance is achieved when an employee attains a firm’s goals in an effective and efficient way. This target is closely linked to the achievement of the overall target for the organization, Njeri Kuria and Stephen Nzuve (2015).

Management theories explain a number of performance levels: performance at the level of the larger organization, at the leadership level, and at individual employees’ level. Hilal, (2009) identifies performance as the process of completing tasks, assignment, functions, and related activities of an organization as anticipated by the organization’s management. (Ismail & Zainal Abidin 2010) describes it as the rated capabilities of employees which assist them reach the envisaged goals of organizations.

This research project purposes to establish the effect of motivation on employee performance in the Independent Policing Oversight Authority. Performance is measured using the elements of employee effectiveness and efficiency at the workplace.

(Bhatti & Qureshi, 2007) were of the perspective that productivity can be seen as a measure of performance that encompasses both efficiency and effectiveness. Alternatively, it is viewed as the ratio of output or production capacity of the laborforce in an organization. It is the correlation that exists between the quantity of inputs and outputs from a clearly defined process. The results achieved by a business entity and which defines its continued existence and operation is dependent on the level of productivity of its employees. Yesufu (2000) stated that;

*‘The prosperity of a nation as well as social and economic welfare of its citizens is determined by the level of effectiveness and efficiency of its various sub components.’*

This research study focuses on establishing the effect of motivation on employee performance in the Independent Policing Oversight Authority. Performance is measured using the elements of employee effectiveness and efficiency at the workplace.

#### **2.3.1.1 Efficiency of Employees**

Efficiency is the degree of how organizations realize outputs from the inputs while minimizing cost that are pegged to production. It is basically a derivation of the relationship between outputs and inputs. Furthermore, performance benefits, job security, and salary form a significant part of the workers' job satisfaction Guinn (2013). Everyone can potentially be motivated to perform, but there are those individuals that are self-motivated, curious, want to be challenged, held responsible, and accountable that organizations can look upon to set the standard for the rest of the organization—ensuring that organizations are hiring the appropriate person for the job and that they exhibit the factors that while thriving within the organization. More than just the employment of these motivating factors, it is vital that leaders do more than understand what motivates employees but practice them Sunia, (2014). Assessing the organization, its climate, and employee productivity is what brings it all together. Engaged

workers are more motivated to safeguard the company's reputation by rendering a more spirited job performance towards achieving the corporation's mission and goal and satisfying the customers' expectations. The engaged employees will have a strong emotional attachment to their corporations because they will invest their time, commit their lives, and have their hearts and minds betrothed in their tasks. As a result, high job performance will be realized in the organization.

Some organization does not take its employees serious. HR managers assume it is the responsibility of the employees to perform well and be more effective. Therefore, the information in this report will bring light to these kinds of HR management. It will help them understand the benefits that are associated with training their employees. They will realize that training employees will provide additional skills and knowledge, making them perform better, hence having a more productive workforce. Rob H. Kamery, (2004) concludes that; the level of employing strategies of motivating employees by managers will to a large extent and directly affect how productive and efficient will become in order to keep up with the pace of the business environment today.

#### **2.3.1.2 Employee Effectiveness**

Employee effectiveness is an indicator that is qualitative in nature of the extent to which issues associated with a job are tackled and the level at which objectives and set targets are achieved by the individual employee. It is the level to which objectives are met while the designed policies are meeting their purpose. Any aspect of a program, a strategy or an activity can be said to be effective when and only when the purpose of which it was designed is accomplished.

Regarding employees, it is the degree of how well an employee performance contributes and effects the objectives, mission and vision of an organization Yesufu (2000). To

sum it up, an employee is said to be effective if he or she utilizes provided tools of work to generate outputs that are in line with the targets of the organization.

### **2.3.1.3 Achievement of Employee Targets**

According to (Mahmood & Azam 2014), corporations have continued to acknowledge that to make customers maintain their loyalty to their products and services. It is necessary to satisfy workers through motivations. Multiple pieces of research acknowledge that the communication process is associated with a company's work motivation, productivity, and job performance. Through communication, workers can learn how to accomplish their tasks and being mindful of other people's welfare at the workplace (Florea & Manea, 2016). Motivating employees has a positive effect on the outcome of job performance.

Additionally, the work environment is directly linked to productivity; productivity creates a positive culture within the organization. A culture of success is as viral as a culture of failure, and managers and leaders must monitor the culture to ensure it maintains motivation. Rehiring, training, and lapse in continuity can cause organizations thousands. The effects of motivated employees drive the optimal utilization of organizational resources, reduction in labour issues, increase productivity and production, cooperation, and a culture of success, all of which ultimately contribute to organizational success.

Each worker has multiple roles to play within a company that put their mark on their behaviours and needs. Motivation at the organization encompasses character as workers' interest, persistence in performing tasks, and orientation. This character relies on the employee's or the context whereby they work as well as the interaction between the individual's personality and the work environment, Muscalu & Ciocan, (2016). Motivating employees is no easy feat; it requires leaders willing to learn and adapt, understand the individuals he leads, and provide an environment that sustains change and open communication. Leaders must understand the individual's strengths and weaknesses, respect,

teach, mentor, and reward. The bottom line is that motivated employees who are correctly affected will perform at a higher level; high enough performing individuals build a culture that emphasizes their high performance. Not everyone is the same, and motivating individuals is not a cookie operation, but leaders who have themselves are motivated and in tune with the organization's goals will serve as an example for those that he leads.

### **2.3.2 Extrinsic Motivation and Employee Performance**

Extrinsic motivation is associated with 'tangible' rewards such as salary and other allowances and benefits, security, promotion, service agreement, and work conditions. Such rewards are usually decided by the organization leadership and are often not within the individual employees' control.

Farooqui and Nagendra, (2014) refer to rewards that are extrinsic in nature as among others, employee compensation or other incentives like fringe benefits, allowances and other tangible items advanced to employees for meeting and /or achieving their targets and those of the organization. Burton (2012) emphasizes the importance of extrinsic rewards in that they play a critical role in enhancing employee motivation which in turn leads to improved performance.

The quality and quantity of an organization's human capital directly affect the consequent performance and productivity of the organization. Harvey-Beavis (2003) noted that there exists evidence of performance improvement amongst students in group-based performance reward programmes for teachers. This was from a study conducted in the United States. KIPPR (2013) established that incentives and allowances play an important role in enhancing retaining of skilled employees within the civil service.

Extrinsic reward systems are designed in line with the organizational procedures of performance systems that determine the rate of compensation for employees. Therefore, it is

necessary that the reward systems be viewed as fair to all employees in terms of procedures, guidelines, regulations, and award mechanisms Pratheepkanth (2011) and Lotta (2012).

### **2.3.2.1 Monetary Compensation and Employee Performance**

One step of motivating workers is to redesign the pay and benefits packages. Employees will also feel they are being paid on the basis of their abilities and the worth they offer to the enterprise. Providing tuition reimbursement will help the employees further themselves. Increasing safety in the workplace by implementing a zero-tolerance of workplace bullying and compensation if injuries occur because of bullying motivates employees and thus increases job performance.

Rewards, in general, can be used to improve performance by setting targets in relation to the work given e.g. surpassing some set performance targets. For instance, when a worker exceeds their set target, they can be issued with a bonus salary which would make them work harder to make more achievement Pinar (2011).

In a study based on self-determination theory it is revealed that (extrinsic) rewards produce opposite effects Weibel et al., (2010): a) they augment extrinsic motivation; b) they threaten the need for autonomy, competence, and relatedness, lowering intrinsic motivation. Monetary inducements are more likely to create a greater crowding out of intrinsic motivation in public sector than in private sector since there is more motivation of intrinsic nature in the public sector and hence more can of the motivation be destroyed.

Hence it is noted that monetary rewards can act both negatively and positively in affecting employee performance. It is important for managers to know to which extent to use monetary rewards in order to improve performance.

### **2.3.2.2 Promotions and Employee Performance**

Ensuring that accomplishments are recognized and that individuals have the flexibility to make decisions within their realm. Managers should thus identify appropriate methods to promote and reward corporation workers (French & Emerson, 2015). Just as important as understanding what motivates employees, managers must know what demotivates employees. Many variables an individual that for the most part enjoys their work and suddenly becomes unmotivated and disgruntled. In general terms, extrinsic motivation in the public sector, for example performance-based pay and promotion can channel bureaucrats' time and energy into public service and subsequently minimize on public resources plunder as a positive (Liu & Tang, 2011).

Alshammari (2016) however had a different opinion that the guaranteed promotion structure in public organization can lead to inefficiency. The workforce is assured of annual promotions and little salary increments, should they be effective or not at work. Employees know their ranks and compensation in all cadres of their professional engagements. So, such a not flexible working environment demotivates employees from acquiring new skills or putting more effort to work. Employees who are not hardworking and those that rarely meet their target can keep their jobs in the public sector because of poor monitoring of service delivery in the public sector.

### **2.3.2.3 Training and Employee Performance**

In case of work in competencies, employees should be trained and motivated to improve the working conditions, resulting in increased organizational job performance. Training encourages workers to enhance their job performance because they will perform better jobs (Maimuna & Rashad, 2013). They will have a better understanding of their responsibilities, building their confidence. Motivation enhances the satisfaction and morale of the workers.

When workers are appreciated after some achievements, it illustrates a sense of their value. Motivating workers to assist human resource management handles the weaknesses of the workforce within the organization (DeCenzo, Robbins & Verhulst, 2016). Most employees have a lot of flaws in their workplace skills. Therefore, an effective training program will allow human resource management to strengthen the employees' skills that need improvement. Training and motivation encourage employees' consistency. A robust training and motivation program will ensure a consistent experience for the workers (DeCenzo, Robbins & Verhulst, 2016). It will also ensure that they have consistent background knowledge.

Training and motivation of employees enhance the reputation and profile of a company. When human resource management incorporates solid and successful training strategies, it helps develop its brand and makes it a prime consideration for graduates and mid-career changes. Through motivation and training, the most significant advantage of training as a tool for improving employees' performance and motivation programs is that it creates several benefits for both the working and employer (Schuler & MacMillan, 2018). Training and motivation make employees feel more engaged, encouraging them to work harder, benefiting organizational performance Chung (2013). For example, ExxonMobil is one of the world's best-performing companies, with approximately 74,900 employees Coll, (2020). The main reason it has been able to sustain all the employees is through proper training programs and motivation to them by encouraging autonomy and ensuring they have a healthy work-life balance. The following steps can be used by human resource management to ensure training and motivational programs are effective in enhancing the skills and performance of employees; contextualizing the staff's work – to ensure that an employee does not feel like they are not part of the company's overall mission statement, human resource management is required to contextualize on its staff's work, Jackson et al., (2018). Through training, they will be able to

present an opportunity to demonstrate the values of all employees and show where their excellent work benefits the company's overall objective. Improving workflow is essential.

### **2.3.3 Intrinsic Motivation and Employee Performance**

Intrinsic motivation emanates from a person need to be competent and self-determining. Intrinsically motivating intrinsically motivating tasks are those that come along as interesting and one enjoys performing them irrespective of external rewards. Intrinsic motivation relates to 'psychological' rewards such as the chance to use one's ability, an aspect of challenge and achievement, being appreciate, being recognized positively, and caring and considerate treatment.

#### **2.3.3.1 Job Sense of Satisfaction**

Job satisfaction refers to the fulfillment attained by an individual emanating from the job they perform. It is connected to attainment of targets, meeting of a client's needs, and inherent feeling of motivation, desire to be present at work, psychological and physical health and generally a feeling of satisfaction by a particular employee Saleem, (2011). A number of studies conducted regarding satisfaction of employees with their jobs, have established that there exists a significant impact of job satisfaction on employee performance, their attendance to work, retention and turnover and their psychological wellbeing Storey, (2013). Various studies as postulated by (Ismail, Guatleng, Chhekiong, & Ibrahim, 2009) point to a positive correlation between motivations and satisfaction of employees with their job to a degree that Kreitner and Kinicki (2001), propose that organizational leaders can to a large extent improve workers level of motivation through enhancement of employee job satisfaction.

Herzberg's motivation theory emphasizes that only motivation factors have the probability of raising job satisfaction. Compared to motivation factors, hygiene factors are only useful in eliminating elements of dissatisfaction and cannot be used as incentives to bring forth satisfaction Steers and Porter (2011). A particular employee could be well satisfied with the

work environment at an overall level but still may lack the motivation to continue working and attain performance to his/her maximum potential, Storey (2013).

### **2.3.3.2 Relationship with Management and Employee Performance**

According to Andersen et al., (2020), motivated individuals increase production and productivity, directly impacting profits. A culture does not sustain itself without constant improvement and direction. Ensuring that disgruntled employees be singled out and eradicated before they affect the rest of the team. Motivation derives from the word motive, which is a person's desires, wants, and needs. It is the process of inspiring individuals to achieve. The primary motivations in business are job satisfaction, achievement, challenging work, self-improvement, financial success, and respect. Leaders provide incentives, and challenging work that increases employee performance and, when completed, gives the employee a sense of achievement and satisfaction.

(Mahmood & Azam, 2014) study found that managers should consider workers' interest and future aspirations, enabling them to have a positive attitude towards job performance. Excellent relationships with every worker affect their behaviour, which has an impact on the job performance. Considering the type of organization, motivated employees' motivational efforts go past the locality of that employee. Individuals that work in customer service have direct contact with the organization's consumer. As the face and voice of the organization, it is vital that the employee is motivated and concerned with representing the organization the correct way. Acknowledging the desire for workers' motivation enhances the employees' quality of life, resulting in a better performance.

### **2.3.4 Work Environment and Employee performance**

The environment of work affects employee psychological and emotional conditions, concentration, behaviour, actions, and abilities. It is a considerable factor in the wellbeing of

the employee as well as in their productivity. The environment where employees operate in has sizeable influence for the organization in retaining high degrees of workers' performance and in the process lead to improved organization's performance.

Work environment includes anything that exists around the employees, where they work and which affects how they perform their tasks. It is a combination of the outside and inside conditions which have an effect on the working spirit and can easily manifest in the employee's performance at work. There is a formidable relationship between performance of employees and physical work environment Satyendra (2019). Attributes of physical work environment are crucial to the performance of workers, their levels of satisfaction, their social relationships and their general health, both physical and mental. The elements of the environment at the place of work are also useful factors which have an influence of the motivation of employees and their job fulfilment hence their performance.

Inhabitable surroundings pose several dangers at the place of work which make the environment unsafe and hinder employees from achieving high rates of performance. Hence, the place of work needs to have an environment where workers can conduct their activities without any disruptions or obstacles. It is the quality of the workplace environment that mostly influences the level of motivation that employees can attain (Bindu A.O. & Rupa G. 2012).

#### **2.3.4.1 Physical Office Environment and Employee Performance**

Employees spend several hours of their time inside buildings where the physical surroundings can influence their overall wellbeing and in turn affect their performance. Employees who are satisfied with the physical surroundings of their workplace are likely to be more productive. Various elements like temperature, quality of air, lighting and noise conditions in the office affect the work concentration and productivity, N. Kamarulzaman et.al

(2011). The way office space is laid out is one of the common factors of the place of work environment that influences such tendencies by employees.

Most layouts of the workplace usually provide offices that are shared by employees. There is continued increase of the concept of open plan office since it is attributed to providing more convenience and the costs of setting up are also thought to be lower as it avoids a lot of partitioning which come with higher costs. As mentioned by (Smith-Jackson, & Klein 2008), open-plan designs refer to offices with individual workstations placed within an open space; at times they could be partitioned by panels but in some instances, they could also include standard shared offices with many more workers in an office space. Inside office climate condition influences both the health and performance of an employee.

On colour schemes for offices, some professions especially those that need great concentration may be ideal in a neutral colour scheme, professions like accounting and those done by attorneys may be ideal in a stronger colour scheme while journalism would work best in exciting and energetic colours with high contrast value. O'Brien (2007), proposes that a blue office is ideal for professionals dealing with figures and numbers while colour green is a touted as an ideal preference for a management office as it has a balancing effect, and yellow is favourable for employees who work in the sales department.

#### **2.3.4.2 Office Hygiene and Employee Performance**

According to Fabio Vitali (2017), provision of high standards of hygiene and cleanliness at the place of work is among the way's organizations could apply to improve the level of safety, health, productivity and overall satisfaction of employees. Among the other several ways that businesses can use to make a significant positive impact on the health and safety, productivity, and satisfaction of employees, is by providing a clean and hygienic workplace, from the workstations, the walkways, the washrooms, the pantry and even the

boardrooms. To maximize the benefits of a clean work environment, managers in the facilities and service contactors for buildings must comprehend the correlation that exists between hygiene and wellness of workers, as well as ordinary but successful tips for providing care to these environments.

Maintaining cleanliness at the workplace bears huge benefits especially those related to the workers' health and safety, including: curbing the spread of germs and illness, calming stress and anxiety and minimizing the occurrence of accidents and injuries. With the global pandemic of COVID- 19, the workplace cleanliness cannot be overemphasized. Organizations have taken measures to ensure offices are cleaned regularly and hand washing or sanitizing points have also been established. Frequent and thorough wiping of high-touch surfaces, like door handles, phones and desks with disinfectants has been effective in preventing germs and viruses from spreading and leading to common illnesses.

Mohit Tater, (2019) postulates that in addition to a clean office boosting morale among workers, it also improves the sense of motivation amongst them. As earlier suggested, clean offices most often increase the dignity and respect for the premises which in turn positively influences employees' mind-set. Therefore, ensuring and maintaining pristine conditions for offices encourages employees to act like professionals that they really are. With a clean workplace, focusing on the job becomes easier and raises motivation for an individual to perform well since there are no distractions from other things.

#### **2.3.4.3 Quality of Workstation and Employee Performance**

A comfortable office workstation is essential to a productive and healthy workforce, Mark Kaelin (2017). Employees health and comfort enhances their productivity. It is rather obvious that an employee who is upright health wise and also is comfortable in office will focus more on his/her targets and hence achieving his performance goal becomes easy. Office design

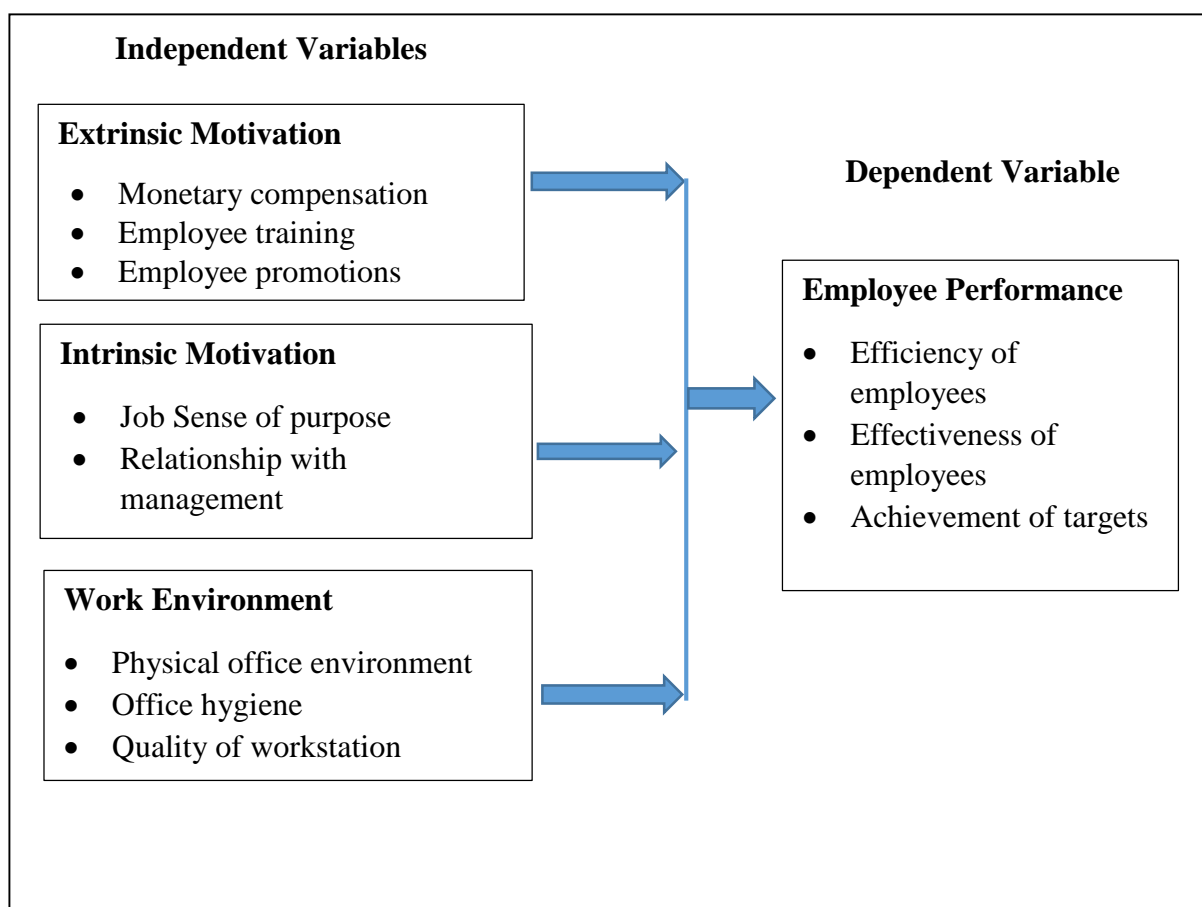
influences employee productivity and comfort with the workstation coming top of the list. In an office set up, a workstation is an assortment of customized equipment placed in a certain area with an aim of aiding an individual perform a specialized assignment. An ideal workstation consists of, furniture, computers, internet connection, printers, desk telephones, cabinets and document holders among others. A good and relaxing workplace produces higher job satisfaction. Employees will feel comfortable, relaxed, and happy in the company, so they are likely to remain for longer periods in the company by resisting the desire to leave for other companies. A conducive and comfy work environment has been found to reduce employee turnover thus saving organizations costs associated with regular recruitments, induction and training of new employees.

Anna Kovalchenko, (2015) argues that the experiences of working in a comfortable office environment and that of working in an uncomfortable office environment are totally different. A relaxed workplace helps employees work efficiently and helps them increase their productivity. In addition, it makes employees enjoy their work. On the contrary, when an employee works in an uneasy place and uncomfortable office, they become restless. This may influence their mood and working attitude negatively. In such situations, employees lose focus and cannot concentrate hence become less productive.

## 2.4 Conceptual Framework

This study conceptualized that extrinsic motivation factors (employee compensation, promotion, training), intrinsic motivation factors (job sense of satisfaction, relationship with management) and work environment (office space, quality of workstation, office hygiene) could influence employee performance in terms of effectiveness, efficiency and achievement of targets by employees.

**FIGURE 1**  
**Conceptual Framework**



*Source: Author (2021)*

## 2.5. Operationalization of Variables

This section seeks to identify what defines an independent variable and dependent variable. It presents the independent variables and the dependent variable, their indicators, scale of measurement and the type of analysis applied to the variables.

**TABLE 1**  
**Operationalization of Variables**

<b>Variable</b>	<b>Type of Variable</b>	<b>Indicators</b>	<b>Measurement Scale</b>	<b>Type of Analysis</b>
<b>Extrinsic Motivation</b>	Independent	<ul style="list-style-type: none"> <li>• Monetary compensation</li> <li>• Employee training</li> <li>• Employee promotions</li> </ul>	<ul style="list-style-type: none"> <li>• Nominal</li> <li>• Ordinal</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptive statistics</li> <li>• Inferential Statistics</li> </ul>
<b>Intrinsic Motivation</b>	Independent	<ul style="list-style-type: none"> <li>• Job Sense of purpose</li> <li>• Relationship with management</li> </ul>	<ul style="list-style-type: none"> <li>• Nominal</li> <li>• Ordinal</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptive statistics</li> <li>• Inferential Statistics</li> </ul>
<b>Work Environment</b>	Independent	<ul style="list-style-type: none"> <li>• Physical office environment</li> <li>• Office hygiene</li> <li>• Quality of workstation</li> </ul>	<ul style="list-style-type: none"> <li>• Nominal</li> <li>• Ordinal</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptive statistics</li> <li>• Inferential Statistics</li> </ul>
<b>Employee Performance</b>	Dependent	<ul style="list-style-type: none"> <li>• Efficiency of employees</li> <li>• Effectiveness of employees</li> <li>• Achievement of targets</li> </ul>	<ul style="list-style-type: none"> <li>• Nominal</li> <li>• Ordinal</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptive statistics</li> <li>• Inferential Statistics</li> </ul>

## **CHAPTER THREE: METHODOLOGY**

### **3.1 Introduction**

The chapter highlights the research methods and techniques that were used during the study. It highlights the Research design, Research variables, Targeted population, Sample size, Sampling Technique, Data collection tools, and Data Analysis and Presentation.

### **3.2 Research Design**

This study adopted a descriptive research design which was largely quantitative. Creswell (2014) notes that descriptive research design involves gathering data that explains events and tabulating, organizing, depicting and explaining the data. The choice of this research design is informed by the quest of the study to establish the effect that motivation has on employee performance. Further, descriptive research design was suitable for this study because it reduced prejudice, provided privacy, to respondents, and enabled study of larger samples increasing significance of the study.

### **3.3 The study population**

The study was conducted among employees of the Independent Policing Oversight Authority (IPOA). The target population was all the employees working in the Authority. This is because all the employees in IPOA have signed their performance targets and issues of motivation are instrumental to all of them. According to IPOA Performance Report IPOA (2019), as at 30<sup>th</sup> June 2019, the Authority had 218 employees and this is the figure the study drew the sample from.

### **3.4 The study sample and sampling procedure**

This study used the formula given by Kothari and Garg (2014) to give a good representative of the population. The choice of this sampling procedure was informed by the fact that it was not possible to reach all the respondents in the population due to logistical

challenges and the restriction of mobility of public service employees in adherence to the COVID-19 control regulations. Therefore, a sample of the population was more likely to give a higher response rate hence precision and significance of the findings. The formula by Kothari and Garg (2014) therefore states;

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

**Whereby:**

n represents the sample size

Z = standard normal distribution at predetermined confidence level. (At an assumed 95% confidence level, the value of Z is 1.96)

N represents the Target population

e = margin of error or the term of error which is 0.05

p = the proportion in the target population estimated to have characteristics as 0.5

q = 1-p

Therefore

$$n = \frac{1.96^2(0.5)(0.5)218}{0.05^2(218-1) + 1.96^2(0.5)(0.5)} = 139$$

The sample size is 139 members of IPOA staff. To ensure representativeness of the sample, the study employed cluster sampling technique to group the respondents into Headquarter staff and Regional Offices Staff. Based on the IPOA statistics (2018) indicating that the Headquarters had 118 members of staff and the regional offices 100 members of staff, the study used proportional ratio to arrive at 64 respondents from regional offices and 75 respondents from the Headquarter. The specific respondents were picked randomly from the two clusters since their rank and other characteristics like age, gender and culture are not of interest to this particular study.

### **3.5 Research Instrument**

The data was collected using a questionnaire. A questionnaire was the most appropriate tool for this study since it provided a quick and efficient way of gathering data from the respondents. Besides, most of the information sought by this study was quantitative. The questionnaire was structured with closed questions on a Likert scale where a respondent ticked the appropriate response. The questionnaire was administered through online based google forms.

### **3.6 Reliability and validity of the research instrument**

Egbert (2015) notes that validity is the scope to which an instrument of measurement, effectively describes or computes the element being computed. Two types of validity usually come into play in research instruments; a) face validity and b) content validity. Face validity refers to whether a test appears (at face value) to measure what it claims to while content validity refers to the extent to which the items on a test are fairly representative of the entire domain the test seeks to measure. To enhance validity, the study adopted use of simple words as well as terms that are familiar in the employee performance field as well as in IPOA. The supervisors were also consulted to ensure disambiguation of any vague terms. On face validity, a pilot study was conducted within the class group to establish whether the instrument is actually measuring the intended subjects.

Reliability involves testing whether a research tool would give consistent results each time the tool is employed for a similar subject in the same setting, Russell (2013). To enhance reliability of the instruments, the tool employed drop down filters on the options provided for responses and lock out particular respondents from filling the online tool depending on their personal information provided in Section 1 of the instrument. The tool was administered within a strict period of one week to ensure that respondents are subjected to similar timelines and occurrences to attain consistency.

To measure reliability, Cronbach Alpha ( $\alpha$ ) was used. As per the regression model, a 0.5 alpha value was the minimum for a reliable data collection instrument. Questionnaire responses were fed into a statistical package for social sciences (SPSS) software and Cronbach's alpha coefficient generated to assess reliability. The closer the Cronbach's alpha coefficient to 1, the higher the internal consistency reliability. 0.7 is the recommended coefficient by Cronbach (Russell, 2013).

**TABLE 2**  
**Reliability Test**

Variables	Items	Cronbach`s Alpha
Extrinsic Motivation	22	0.769
Intrinsic Motivation	14	0.870
Work Environment	11	0.899

The results depicted in Table 3.1 showed that the statements under the variables had a Cronbach alpha of above 0.769, 0.870 and 0.899 for extrinsic motivation, intrinsic motivation and work environment respectively hence the statements were considered reliable and accepted.

### **3.7 Data Collection Procedure**

Questionnaires were administered through the online based google forms. The online portal remained open for 7 days to enable the respondents fill the questionnaire. This minimized physical contacts with printed questionnaires as a way of precaution against the spread of Corona Virus, which was by then a pandemic in Kenya. The questionnaire had three sections; section 1 composed questions on demographic characteristics of the respondents, section 2 covered questions on employee motivation factors and section 3 covered employee performance.

### **3.8 Data analysis and Presentation**

The data collected was verified for completeness and correctness then coded and analysed. Statistical package for social sciences (SPSS) program was used to run the analysis. Descriptive data analysis entailed generating of statistics and measures of central tendency such as frequencies, percentages and mean. This is mainly due to the fact the data was quantitative in nature. The analysis also generated inferential statistics by way of Cross tabulation and correlation of variables to generate contingency tables which provided basis for establishment and interpretation of the relationship between employee motivation and employee performance.

Further, inferential statics were generated in terms of Correlation Analysis and Regression analysis. Multinomial Regression analysis was conducted at 95% confidence level using the model:  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \mu$  where: Y = Employee Performance,  $X_1$  = Extrinsic Motivation,  $X_2$  = Intrinsic Motivation,  $X_3$  = Work Environment,  $\beta_0$  is the constant term,  $\beta_1, \beta_2, \beta_3$  are coefficients of the variables and  $\mu$  = Error Term. The findings were presented in the form of tables, equations and graphs and where necessary, there are narrative paragraphs to elaborate the discussions.

### **3.9 Diagnostic Tests**

These are tests conducted to establish how good a regression model will fit. In order to conduct the regression analysis and determine which type of model to fit, the following 4 tests were conducted on the collected data; i) linearity ii) autocorrelation iii) normality and iv) multicollinearity. The tests were conducted using SPSS version 20.

#### **3.9.1 Linearity**

Linearity test was conducted to establish whether the predictor variables (extrinsic motivation, intrinsic motivation and work environment) and the outcome variable

(performance of employees) had a straight-line relationship. A linear relationship is an assumption made while running linear regression analysis.

### **3.9.2 Normality**

This is a test conducted to determine whether the data collected had a normal distribution. Normally distributed data is a condition/assumption in linear regression. The findings revealed that the data was not normally distributed hence multinomial regression analysis instead of linear regression analysis.

### **3.9.3 Autocorrelation**

This means that the residual(error) terms are not correlated or simply, no correlation exists between the error terms. Lack of correlation further means that the residual terms are independent. The absence of correlation increases the accuracy of the model fitted and its presence narrow the probability of the model accuracy.

### **3.9.4 Multicollinearity**

This phenomenon means that the independent variables should not be correlated. Absence of multicollinearity is among the assumptions of linear regression analysis. If a model has correlated independent variables, it becomes complex to establish which predictor variable is causing an effect on the outcome variable.

### **3.10 Ethical Considerations**

This study observed and upheld standard ethical research guidelines. To enhance research ethics, participation by the respondents was on a voluntary basis. The respondents gave their consent to fill in the tool after the research procedures and objectives of the study had been explained to them. Their right to privacy and human dignity was observed by assuring them that the information they provided would be very confidential and that this particular research project was purely academic. All respondents were required to tick in the affirmative, a consent clause for them to continue participating in the research.

## **CHAPTER FOUR**

### **DATA ANALYSIS, FINDINGS AND DISCUSSIONS**

#### **4.1 Introduction**

The main aim of this study was to establish the effect of motivation on employee performance at the Independent Policing Oversight Authority, IPOA. The study specifically focused on the effect of monetary compensation, employee training, employee promotion, relationship with management, job sense satisfaction and working environment on employee performance at the Independent Policing Oversight Authority, IPOA. Data was collected through questionnaires and was analysed in two main ways as to generate both descriptive statistics and inferential statistics.

#### **4.2 Rate of Response**

In total, one hundred and thirty-nine (139) questionnaires were set as the maximum limit for the respondents who would have filled the online tool. This limit was the sample size for the study. The link was shared through a common email address to employees of the Independent Policing Oversight Authority (IPOA). One hundred and thirty-two (132) respondents filled the online tool up to the end of the allowed seven days period. This response rate was 95.0%. The high response rate was as a result of good rapport with the leadership of IPOA as the target institution as prior authorization had been sought to collect data. Cooperation of the employees who consented and voluntarily agreed to participate in this study was also a factor.

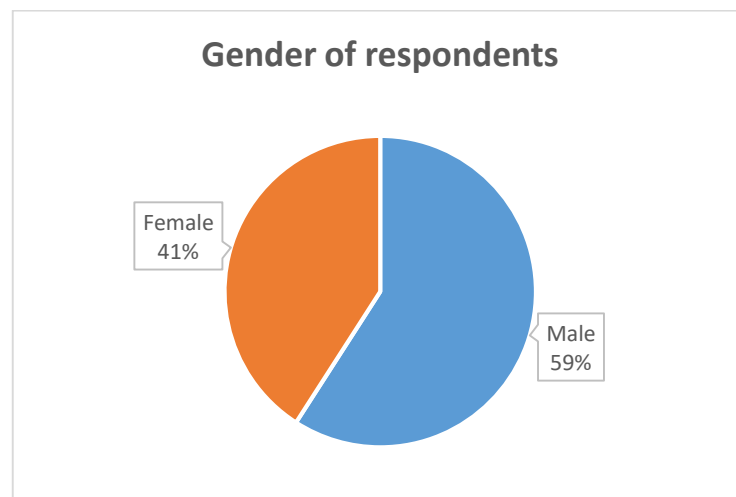
#### **4.3 Demographics**

Section 4.3 of this study highlights the various features of the respondents that are considered as crucial for this study. The features presented are gender, academic qualifications and the length of service of the respondents with IPOA.

### 4.3.1 Respondents' Gender

From the study findings, there was almost an even distribution of respondents as far as gender was concerned. There were 78 male respondents and 54 female respondents which was 59.1% and 40.9% respectively. This finding shows that the IPOA has implemented the constitutional requirement as outlined under Article 27(8) of the Kenya Constitution 2010, which stipulates that; there should be no members of one gender that fills or occupies more than 2/3 of employment or appointive offices. The distribution of respondents on the basis of gender is as illustrated in figure 2;

**FIGURE 2**  
**Gender of Respondents**



### 4.3.2 Respondents' Academic Qualifications

As per the findings of this study, majority (66.7%) of the respondents had a qualification of a university degree, 27.3% had a master's degree, 2.3% of respondents each had diploma and high school qualification while only 1.5% of the respondents had attained a PhD degree (doctorate). The academic qualifications point to well-educated personnel at the IPOA Academic prowess is a great component of ensuring high quality of service delivery. In addition, due to dynamics in the global trends, high academic levels have become very important for organizations and as such, it is imperative that employers put into consideration

various levels of education for various tasks to meet the ever-increasing demands of a very well-educated clientele. In general, the organization had a good blend of education experience to tackle and handle various responsibilities associated with the various departments. Table 3 summarizes these qualifications;

**TABLE 3**  
**Respondent’s Education Levels**

Level of Education	Frequency	Percent
Doctorate degree	2	1.5%
Master's degree	36	27.3%
Bachelor's degree	88	66.7%
Diploma	3	2.3%
High school completed	3	2.3%
Total	132	100.0%

#### **4.3.3 Working Experience of Respondents at IPOA**

Almost all respondents (95.5%), had worked at the Independent Policing Oversight Authority for at least a year as established by this study. According to the findings, 81.9% of the respondents had worked in IPOA for over 3 years. Only 4.5% of the surveyed respondents had less than a year at the organization. From a varied long duration of service in the organization, the respondents were a crucial resource for the study as the long duration working in the organization had equipped them with experience and they were very knowledgeable on the various aspects that leads to employee performance. Their responses also came from a point of a comprehensive institutional memory which was a rich element for enhancing the quality of the findings. Table 4 below illustrates.

**TABLE 4**  
**Working Experience**

Years of experience	Frequency	Percentage
1 year and below	6	4.5%
1 to 2 years	18	13.6%
3 to 4 years	60	45.5%
Over 4 years	48	36.4%
Total	132	100.0%

#### **4.4 Descriptive Statistics**

In this section, characteristics of the data collected and analysed with regards to effect of motivation on employee performance are summarized. The summary of findings is done in percentages and frequencies and presented in tables.

##### **4.4.1 Monetary compensation**

The study endeavoured to establish monetary compensation factors that would have an effect on employee motivation at the organization. The respondents generally registered dissatisfaction with the amounts paid to them as salaries and they also noted that the said salary was not competitive with other organizations at 50.0% and 70.4% respectively. In addition, the salary structure does not attract nor retain the workers at 77.3%. This indicates that, majority of the employees do not find their salaries as a motivating factor to continue working at the organization. In essence, offered a better salary elsewhere, 77.3% of the employees would leave the Independent Policing Oversight Authority. Particularly, 40.9% of the respondents reported that the pension scheme is more attractive. The payment for other and extra allowances was reported to be low with 63.6% of respondents citing the same. The organization has improved and attractive medical insurance at 59.1%. It's reported that there is a high likelihood of the monetary compensation at IPOA on motivating the employees to perform better at 84.1%. This finding affirms that of Pinar (2011) which established that issuing monetary rewards to employees would boost them to make more achievement. The elaborate findings are highlighted in table 5.

**TABLE 5**  
**Elements of Monetary Compensation**

Statements	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
I am satisfied with the salary I receive	0 (0%)	6 (4.5%)	60 (45.5%)	39 (29.5%)	27 (20.5%)
My salary is competitive with other organizations in the sector.	0 (0%)	9 (6.8%)	30 (22.7%)	54 (40.9%)	39 (29.5%)
My organization offers other allowances e.g., sitting, taskforce, extraneous, etc	9 (6.8%)	12 (9.1%)	27 (20.5%)	24 (18.2%)	60 (45.5%)
The pension Scheme plan in my organization is attractive	18 (13.6%)	36 (27.3%)	63 (47.7%)	9 (6.8%)	6 (4.5%)
The medical and Work Injury Insurance in my organizations are attractive	12 (9.1%)	66 (50%)	51 (38.6%)	0 (0%)	3 (2.3%)
My organizations salary structure helps attract and retain high calibre workers	3 (2.3%)	6 (4.5%)	21 (15.9%)	42 (31.8%)	60 (45.5%)
My monetary compensation indicates the level of value placed on my services.	0 (0%)	6 (4.5%)	45 (34.1%)	48 (36.4%)	33 (25%)
I am paid an allowance whenever I work for extra time	9 (6.8%)	0 (0%)	6 (4.5%)	33 (25%)	84 (63.6%)
An improved Monetary compensation in my organization would motivate me to perform better	78 (59.1%)	33 (25%)	12 (9.1%)	3 (2.3%)	6 (4.5%)

#### **4.4.2 Employee Training**

The study sought to find out how various elements of employee training would affect employee motivation at the organization. From the findings, it was generally reported that there was inadequate training offered and implementation of the same was low. Of the respondents, only 18.1% reported the existence of a comprehensive training facility at the IPOA and another 11.4% reported that trainings at IPOA were tailormade with regards to the organizations

strategic plan. A paltry 22.7% of the respondents reported to have ever attended a relevant training organized by the organization with those who applied the learning from the training not well supported nor considered for the new roles at 47.7% and 77.30% respectively. In general, 77.3% of the respondents reported that the training opportunities help motivate the employees and perform their roles better. The findings regarding training as a form of motivation affirm the findings of (Maimuna & Rashad, 2013) who concluded that; training encourages workers to enhance their job performance because they will perform better jobs. They will have a better understanding of their responsibilities hence building their confidence. In this case, IPOA needs to up their strategies on matters training of employees.

**TABLE 6**  
**Elements of Employee Training**

Statements	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
A comprehensive training policy exists at my workplace	6 (4.5%)	18 (13.6%)	48 (36.4%)	24 (18.2%)	36 (27.3%)
I have attended relevant trainings organized by my organizations	3 (2.3%)	27 (20.5%)	51 (38.6%)	21 (15.9%)	30 (22.7%)
I am supported to use what I learn during trainings in my daily work.	3 (2.3%)	24 (18.2%)	42 (31.8%)	42 (31.8%)	21 (15.9%)
My organization's tailor makes training plan with the strategic plan	0 (0%)	15 (11.4%)	45 (34.1%)	42 (31.8%)	30 (22.7%)
Employees who apply skills gained from trainings are considered for new roles.	0 (0%)	9 (6.8%)	21 (15.9%)	45 (34.1%)	57 (43.2%)
Training opportunities motivate me to perform my roles better	45 (34.1%)	57 (43.2%)	18 (13.6%)	6 (4.5%)	6 (4.5%)

#### **4.4.3 Employee promotion**

Aspects of employee promotion that affect employee motivation at the organization were rated by the respondents in this section. The findings reveal that there was no clear policy

on the employee promotions as indicated by 72.7% of the respondents. Alternatively, the policy could be in existence but such a big proportion of the employees were not aware. This would call for the organization to beef up awareness creation strategies if at all the policy exists. Majority of the respondents reported not receiving promotions since joining the organization at 72.7%. Those who get promoted are reported to get increased responsibility at 56.9%. The organization in most cases did not use promotion as a strategy for skilled staff retention at 63.6%. Again, majority of the respondents were of the view that, the organization does not use promotion as a strategy for retaining talent and special skills. Overall, 72.7% of respondents agreed that promotion opportunities motivate staff to perform better. On the contrary, Alshammari (2016) notes that the guaranteed promotion structure in a public organization can lead to inefficiency. This is because the employees will not put effort to gain more skills since their promotions are guarantee after a certain period of time. The findings are summarized in table 7.

**TABLE 7**  
**Employee Promotion**

Statements	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
My organization has clear policy on employee promotions	0 (0%)	9 (6.8%)	27 (20.5%)	42 (31.8%)	54 (40.9%)
I am aware of the promotion procedure in my organization	0 (0%)	18 (13.6%)	21 (15.9%)	39 (29.5%)	54 (40.9%)
I have ever been promoted since joining my organizations	12 (9.1%)	18 (13.6%)	6 (4.5%)	18 (13.6%)	78 (59.1%)
Employee promotions come with increased responsibilities	15 (11.4%)	60 (45.5%)	42 (31.8%)	3 (2.3%)	12 (9.1%)
Employee promotions come with improved monetary compensations	24 (18.2%)	66 (50%)	30 (22.7%)	3 (2.3%)	9 (6.8%)
My organization uses promotions as a strategy for skilled staff retention	0 (0%)	15 (11.4%)	33 (25%)	30 (22.7%)	54 (40.9%)
Promotion opportunities motivate staff to perform better in my organization	57 (43.2%)	39 (29.5%)	21 (15.9%)	0 (0%)	15 (11.4%)

#### **4.4.4 Relationship with management**

Factors of how employees relate with management and how they affect motivation were inquired and the findings are summarized in table 8. Only less than half of the respondents (43.2%) acknowledged that fair and positive feedback was shared by their managers. In almost similar findings, it is only 34.1% of the employees who reported that they were ever praised by their supervisors for exceeding their performance targets. About existence of a good working relationship off work between employees and the supervisors was rated at 45.5%. Giving praise to employees who perform their tasks diligently naturally motivates them to even perform better in subsequent assignments. In particular, 56.9% of the respondents reported participating in the goal/target setting in the organization and there was a strict professionalism between employees and the managements at 47.8%. The findings show that the ratings for various elements of relationship with management are below average. This points to a poor relationship between the employees and the managers which may lead to poor performance as argued by (Mahmood & Azam, 2014) in a study that found that excellent relationships with every worker affect their behavior, which has an impact on the job performance.

**TABLE 8****Relationship with Management**

Statements	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
My managers give me fair and positive feedback	9 (6.8%)	48 (36.4%)	39 (29.5%)	24 (18.2%)	12 (9.1%)
My managers praise me whenever I exceed expectations	12 (9.1%)	33 (25%)	36 (27.3%)	33 (25%)	18 (13.6%)
I relate in a friendly manner with my supervisor outside work related engagements	18 (13.6%)	42 (31.8%)	45 (34.1%)	15 (11.4%)	12 (9.1%)
I am provided with adequate opportunities to contribute to decisions that affect me	3 (2.3%)	30 (22.7%)	42 (31.8%)	39 (29.5%)	18 (13.6%)
I am loyal to the organization, and this is partly due my relationship with managers.	9 (6.8%)	48 (36.4%)	21 (15.9%)	36 (27.3%)	18 (13.6%)
I usually participate in my goal/target setting	15 (11.4%)	60 (45.5%)	33 (25%)	12 (9.1%)	12 (9.1%)
There is only a strictly professional relationship with my managers	15 (11.4%)	48 (36.4%)	36 (27.3%)	21 (15.9%)	12 (9.1%)

**4.4.5 Job sense of satisfaction**

Job sense of satisfaction factors to employee motivation at the organization were highlighted by the respondents and the findings are summarized below; The respondents generally reported that there is a clearly defined job description at (79.6%) while 50.0% of respondents reported that their job gives a feeling of a meaningful career. Of the respondents, 40.9% of reported having stress because of their work while 45.5% noted they would not be engaged in the workplace in the next 5 years. An impressive 72.7% of the respondents reported that their job makes a significant positive difference in achieving the organizational mandate and another 75% reported that their job has made them a better person. The findings are impressive since employees who are finding satisfaction in their jobs are poised to perform better. The emphasis is laid further by various studies as postulated by (Ismail, Guatleng, Chhekiong, & Ibrahim, 2009) point to a positive correlation between motivations and

satisfaction of employees with their job to a degree that Kreitner and Kinicki (2001), propose that organizational leaders can to a large extent improve workers level of motivation through enhancement of employee job satisfaction.

**TABLE 9**  
**Job Sense of Satisfaction**

Statements	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
I have a clearly defined job description	27 (20.5%)	78 (59.1%)	21 (15.9%)	6 (4.5%)	0 (0%)
My job does not stress me	0 (0%)	33 (25%)	45 (34.1%)	33 (25%)	21 (15.9%)
I really enjoy my work	12 (9.1%)	60 (45.5%)	30 (22.7%)	21 (15.9%)	9 (6.8%)
I want to work in this workplace in the next at least 5 years	12 (9.1%)	33 (25%)	27 (20.5%)	24 (18.2%)	36 (27.3%)
My job gives a feeling of a meaningful career	9 (6.8%)	57 (43.2%)	36 (27.3%)	15 (11.4%)	15 (11.4%)
My job makes a positive difference in achieving the organization mandate	33 (25%)	63 (47.7%)	27 (20.5%)	6 (4.5%)	3 (2.3%)
My job has made me a better person holistically	27 (20.5%)	72 (54.5%)	30 (22.7%)	0 (0%)	3 (2.3%)

#### **4.4.6 Physical Office Environment**

Office congestion was minimal with 54.5% of respondents reporting no congestion in the office. Circulation of air in the office was also commendable as 75% of the respondents agreed that there was sufficient ventilation in the office. Adequate lighting in the office was affirmed by 84.1% of the respondents while temperature control had average rating at 50%. This shows that half of the respondents in IPOA were not satisfied with the aspects of temperature control in the offices. To amplify on the physical environment, Satyendra (2019) concluded that there is a formidable association on how employees perform and the physical attributes of the environment they are working in. Table 10 below summarizes the findings.

**TABLE 10****Physical Office Environment**

Statements	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
There is no office congestion in my workplace	30 (22.7%)	42 (31.8%)	42 (31.8%)	12 (9.1%)	6 (4.5%)
The ventilation in my workplace is sufficient	30 (22.7%)	69 (52.3%)	24 (18.2%)	9 (6.8%)	0 (0%)
There is sufficient lighting in my workplace	45 (34.1%)	66 (50%)	18 (13.6%)	3 (2.3%)	0 (0%)
Temperature levels within my workplace are well regulated. (No extreme cold/heat)	21 (15.9%)	45 (34.1%)	36 (27.3%)	27 (20.5%)	3 (2.3%)

**4.4.7 Office Hygiene**

On matters office hygiene, it is imperative to note that the study was conducted in the wake of the COVID19 pandemic in the country. Therefore, aspects of hygiene mattered a lot in informing how the work environment was construed by the respondents. Handwashing and sanitizing stations and facilitation in the office was rated impressively by 79.5% of the respondents. General levels of cleanliness in the offices were approved by 77.2% while painting in the office was rated at 50%. There was a 41% neutral rating of the painting around the office. All these measures promote a good working environment. Only 45.4% of the respondents acknowledged that there was good ambience in the office to motivate them work better. This finding could be interpreted to mean that painting in the office improves ambience since as rated in painting, 45.5% of the respondents also gave a neutral rating for ambience. The findings are outlined in table 11. A previous study done by Fabio Vitali (2017), concludes that provision of high standards of hygiene and cleanliness at the place of work is among the way's organizations could apply to improve the level of safety, health, productivity and overall satisfaction of employees.

**TABLE 11****Office Hygiene**

Statements	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
Painting around my office is impressive	27 (20.5%)	39 (29.5%)	54 (40.9%)	9 (6.8%)	3 (2.3%)
High levels of cleanliness are maintained in my office	30 (22.7%)	72 (54.5%)	30 (22.7%)	0 (0%)	0 (0%)
I am satisfied with sanitizing and hand washing measures within my office	33 (25%)	72 (54.5%)	24 (18.2%)	0 (0%)	3 (2.3%)
The ambience in my workplace motivates me to work better	21 (15.9%)	39 (29.5%)	60 (45.5%)	12 (9.1%)	0 (0%)

**4.4.8 Quality of Workstation**

There was relatively adequate provision for workstation tools like computers and telephones as rated by 56.9% of the respondents. Also, slightly more than half (52.3%) of the respondents acknowledge that they had the necessary comfort provided by the furniture (chair and desk) provided to them. However, it is only 36.4% of the respondents who noted that they had every tool they needed in their workstation. This shows that there were several tools that were still missing on the workstations. Table 12 presents findings. Anna Kovalchenko, (2015) argues that the experiences of working in a comfortable office environment and that of working in an uncomfortable office environment are totally different. Therefore, to improve performance at IPOA, it is imperative that employees be provided with a quality workstation.

**TABLE 12****Quality of Workstation**

Statements	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
I am satisfied with my workstation tools e.g., computers, telephone	24 (20.5%)	45 (36.4%)	30 (22.7%)	27 (15.9%)	6 (4.5%)
My chair and desk in the office provide me with necessary comfort in the office	24 (18.2%)	45 (34.1%)	30 (22.7%)	27 (20.5%)	6 (4.5%)
Every tool I need in my workstation is provided	21 (15.9%)	27 (20.5%)	36 (27.3%)	27 (20.5%)	21 (15.9%)

#### **4.4.9 Employee Effectiveness**

The respondents were asked to rate the various aspects of their effectiveness as employees of the IPOA. Only 43.2 % of the respondents indicated that there was a strong sense of team work in the organization while another 38.7% acknowledged the management's commitment to quality work. A paltry 36.3% noted that the organization sets accurate goals while 36.4% of the respondents decried uneven distribution of workload in the organization. On most aspects of employee effectiveness, only less than half of the respondents responded to the positive. This relates well with the responses on several factors of intrinsic and extrinsic motivation evaluated in the previous sections. In addition, these findings project a low degree of performance basing on the postulation by Yesufu (2000) that effectiveness is the degree of how well an employee performance contributes and effects the objectives, mission and vision of an organization. Further, measuring employee performance is variant across responsibilities and sections of an organization, but usually it is measured by; the speed, accuracy and efficiency of the employee in achieving a target, the quality and depth of how "good" is the employee's work in comparison to workmates and other employees in the same rank, industry and confidence and consistency Ciner Lia, (2019). Performance is achieved when an employee attains a firm's goals in an effective and efficient way. The findings are illustrated in table 13.

**TABLE 13****Effectiveness of Employees**

Statement	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
There is a strong sense of teamwork and cooperation in the organization.	12(9.1%)	45(34.1%)	57(43.2%)	15(11.4%)	3(2.3%)
The management is committed to quality work	15(11.4%)	36(27.3%)	51(38.6%)	24(18.2%)	6(4.5%)
My organization sets accurate goals	3(2.3%)	45(34.1%)	60(45.5%)	24(18.2%)	0(0.0%)
My organization provides clearly defined goals	9(6.8%)	51(38.6%)	57(43.2%)	15(11.4%)	0(0.0%)
The workload is evenly distributed in my organization	0(0.0%)	39(29.5%)	45(34.1%)	36(27.3%)	12(9.1%)
I am facilitated with the necessary tools for my job	12(9.1%)	30(22.7%)	42(31.8%)	24(18.2%)	24(18.2%)

**4.4.10 Efficiency of employees**

The respondents were asked to rate the various aspects of their efficiency as employees of the IPOA. Majority of respondents, 52.3%, noted that the execution of assignments within set timelines was average. In terms of managing costs while executing duties, 61.3% of the respondents confirmed that they actually manage such costs while an impressive 75% of the respondents noted that they utilize the organization resources including working tools prudently. This is as illustrated in table 14. The above average ratings of elements of employee efficiency are a positive thing for the organization since employee efficiency is an ingredient of overall performance. Efficiency is the degree of how organizations realize outputs from the inputs while minimizing cost that are pegged to production. It is basically a derivation of the relationship between outputs and inputs and the findings point to a high level of employee efficiency at IPOA. The findings relate to (Rob H. Kamery, 2004) who concludes that; the level of employing strategies of motivating employees by managers will to a large extent and directly

affect how productive and efficient will become in order to keep up with the pace of the business environment today. In addition, According to Adebabay (2011), when the performance of the civil servants in discharging their mandate is poor, the implementation of government policies and strategies will not only fail but also citizens will lose trust in the government. Government agencies at every level experience pressure to improve service delivery and their operations for them to adapt to rapidly changing economic, technological, social and other global environments. Thus, the Independent Policing Oversight Authority ought to ensure their performance meets the expected standards so as to gain public trust.

**TABLE 14**  
**Employee Efficiency**

Statement	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
The organization periodic assignments are achieved within set timelines	6(4.5%)	30(22.7%)	69(52.3%)	15(11.4%)	12(9.1%)
I properly do my job within the set timelines	9(6.8%)	54(40.9%)	60(45.5%)	3(2.3%)	6(4.5%)
I often get my assignments done within manageable costs	9(6.8%)	72(54.5%)	42(31.8%)	3(2.3%)	6(4.5%)
I utilize company resources including tools of work prudently	30(22.7%)	69(52.3%)	24(18.2%)	6(4.5%)	3(2.3%)

#### **4.4.11 Achievement of Organizational Goals**

Various aspects of achievement of the IPOA goals were rated and the findings are as illustrated table 15. A big percentage of the respondents, 81.8%, indicated that they had a good understanding of the organizational mission, vision and goals. This is a positive finding since the first step of achieving the organization mandate is by employees clearly understanding the vision, mission and goals. In addition, 88.6% of the respondents understood how their role contributes to the organization’s outcomes. Majority of the respondents, 86.4% also

acknowledged that there was an annual work plan at the organization. However, it is slightly more than half of the respondents, 59.1%, who acknowledged meeting their annual performance targets. Exactly half of the respondents, 50%, noted that the organization fulfills its mandate and function. According to (Mahmood & Azam 2014), corporations have continued to acknowledge that to make customers maintain their loyalty to their products and services, it is necessary to satisfy workers through motivations. IPOA's achievement of goals is average as rated by the respondents and hence there is need to improve motivation of employees in order to increase performance. Deci (2013) postulates that the achievements of any firm mainly depend on the calibre of its workers, the field of its operations notwithstanding. Within which it is operating. It is in line with this postulation that managers should strive to make sure that their labour force is motivated.

**TABLE 15**  
**Achievement of Organization's Goals**

Statement	Strongly Agree	Agree	Average	Disagree	Strongly Disagree
I have a good understanding of the mission and the goals of my organization.	45(34.1%)	63(47.7%)	18(13.6%)	3(2.3%)	3(2.3%)
I understand how my role contributes to achieving the organization's outcomes	45(34.1%)	72(54.5%)	12(9.1%)	0(0.0%)	3(2.3%)
There is a clear Annual Work Plan in my organization	57(43.2%)	57(43.2%)	15(11.4%)	0(0.0%)	3(2.3%)
I usually meet my annual targets as per my individual work plan	15(11.4%)	63(47.7%)	30(22.7%)	15(11.4%)	9(6.8%)
Performance appraisals conducted in the organization are based on organizational goals.	33(25.0%)	69(52.3%)	24(18.2%)	3(2.3%)	3(2.3%)
My role contributes to the achievement of organizations mandate	45(34.1%)	75(56.8%)	6(4.5%)	3(2.3%)	3(2.3%)
My organization fulfils its mandate and functions	12(9.1%)	54(40.9%)	51(38.6%)	12(9.1%)	3(2.3%)

## **4.5 Inferential Statistics**

This section presents inferential statistics. These are statistics that use measurements of the sample to establish the features of the sample and make generalized conclusions about the population. Correlation analysis and multinomial regression analysis resulting into the Pseudo  $R^2$  (Nagelkerke) and the likelihood ratio test were conducted and the findings are presented in this section.

### **4.6.1 Correlation Analysis**

The study conducted correlation analysis to find out whether there exists any relationship between the predictor variables and the outcome variable. In this study, the relationship being established is between; intrinsic motivation, extrinsic motivation, work environment as the independent variables and employee performance as the dependent variable. The findings are shown in Table 4.14. The findings illustrate that intrinsic motivation, working environment and extrinsic motivation with  $p < 0.001$  had a significant moderate correlation coefficient of 0.544, 0.516 and 0.367 in that order with the employee performance.

Generally, from this relationship, a conclusion can be drawn that; an increase or improvement in one unit of intrinsic motivation, working environment and extrinsic motivation, causes the same increase in one unit of employee performance. These findings tally with those of Anna Kovalchenko, (2015) who argues that the experiences of working in a comfortable office environment and that of working in an uncomfortable office environment are totally different.

A relaxed workplace helps employees work efficiently and helps them increase their productivity. In addition, there exists formidable association as far as employee performance and physical work environment are concerned (Satyendra 2019). In terms of extrinsic motivation, there is concurrence with the findings of Burton (2012) who emphasizes the

importance of extrinsic rewards in that they play a critical role in enhancing employee motivation which in turn leads to improved performance. The correlation coefficients are as shown in table 16.

**TABLE 16**  
**Bivariate Correlation Analysis**

N=132		Employee Performance	Extrinsic motivation	Intrinsic motivation	Working environment
Employee Performance	Spearman	1	.367**	.544**	.516**
	Sig. (2-tailed)		0.000	0.000	0.000
Extrinsic motivation	Spearman	.367**	1	.494**	.267**
	Sig. (2-tailed)	0.000		0.000	0.002
Intrinsic motivation	Spearman	.544**	.494**	1	.198*
	Sig. (2-tailed)	0.000	0.000		0.023
Working environment	Spearman	.516**	.267**	.198*	1
	Sig. (2-tailed)	0.000	0.002	0.023	
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

#### 4.6.2 Pseudo R<sup>2</sup>

In ordinal regression, the SPSS software produces 3 different values of R squared being; Cox and Snell, Nagelkerke and McFadden as shown in table 17. This study picks on the Nagelkerke value of the R squared since it is more like the R squared for linear regression. Nagelkerke R squared measures the proportion of the total variation of the dependent variable that can be explained by independent variables in the current model. Nagelkerke values range from 0 to 1. According to the findings in Table 17, Nagelkerke is 0.586 at and this implies that, 58.6% variations of employee performance at the Independent Policing Oversight Authority, IPOA, was due to changes in extrinsic motivation, intrinsic motivation, and working environment at 95% confidence interval. The findings concur with those of Jobber and Lee (2014) who concluded that extrinsic motivation is connected to ‘substantial material’ incentives such as money and other allowances such as welfare, security, promotion, service agreement

and work conditions. Such rewards are usually decided at the managerial level of the organization and often not within the individual employees' control. Motivation of employees affects productivity and a labour force with low motivation levels is a threat to the performance of individual employees and that of the organization emanating from high staff turnover, rising expenses, regular non-attendance and a deterioration on the morale of workmates.

**TABLE 17**  
**Pseudo R-Square**

Cox and Snell	0.562
Nagelkerke	0.586
McFadden	0.257

Note: The SPSS software produces a table with the 3 values for R squared.

#### **4.6.3 Multinomial Regression Analysis**

The study conducted a multinomial regression analysis to determine the effects (establish the nature of relationship) of the dependent variables on the independent variable. This was analysed at 95% confidence level. With a  $p < 0.001$ , the independent variables added to the model had a statistically significant improvement to the model as compared to the intercept alone. The finding connotes that the full model stands a better position to make a significant statistical prediction of the outcome variable as compared to the intercept-only. There exists a significant relationship between extrinsic motivation, intrinsic motivation and working environment variables with the dependent variable, employee performance at the Independent Policing Oversight Authority, IPOA. This is outlined in table 18 below which shows  $P < 0.001$  hence the model significantly fits the data.

The findings are similar to those of Burton (2012), which emphasize the importance of extrinsic rewards in that they play a critical role in enhancing employee motivation which in turn leads to improved performance.

**TABLE 18****Model Fitting Information**

Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	406.638			
Final	297.557	109.081	12	P<0.001

**Likelihood Ratio Tests**

This shows the impact of each independent variable on dependent variable. Table 4.15 explains which of the independent variables are statistically significant. All the three independent variables; extrinsic motivation, intrinsic motivation and working environment with p-value less than 0.05, are statistically significant. Statistically, the findings show that when all other predictor variables are at zero, increasing extrinsic motivation by one unit will cause employees' performance to rise by 329.43, increasing intrinsic motivation by one unit will cause employees' performance to rise by 322.23 while increasing work environment by a single unit will cause employees' performance to rise by 343.39. This implies that increasing the factors of motivation namely; extrinsic, intrinsic and working environment would lead to a rise in performance of employees. This is shown in table 19;

**TABLE 19****Likelihood Ratio Test**

<b>Likelihood Ratio Tests</b>				
Effect	Model Fitting Criteria	Likelihood Tests	Ratio	
	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	363.008	65.451	4	0.000
Extrinsic motivation	329.429	31.872	4	0.000
Intrinsic motivation	322.211	24.654	4	0.000
Working environment	343.388	45.831	4	0.000

Therefore; the regression

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \mu$  (where:  $Y = \text{Employee Performance}$ ,  $X_1 = \text{Extrinsic Motivation}$ ,  $X_2 = \text{Intrinsic Motivation}$ ,  $X_3 = \text{Work Environment}$ ,  $\beta_0$  is the constant term,  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$  are coefficients of the variables and  $\mu = \text{Error Term}$ ) becomes;

Employee Performance = 363.0 + 329.43(extrinsic motivation) +322.21(intrinsic motivation) +343.388(working environment)

The findings align with the Incentive Theory, established by psychologists such as Clark Hull, which offers the notion that motivation is in a big way driven by the expectation of an external reward or incentive. An incentive is an object or an event present in the environment that encourages an individual to perform an action in the absence of any physiological need. The incentive may be tangible for example, money, or an intangible one such as positive recognition by a significant person

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

In this chapter, a summary of findings, conclusion and recommendations from the findings are of the effect of motivation on employee performance at the Independent Policing Oversight Authority are outlined. It also makes a recommendation for further research.

#### **5.2 Summary**

The goal of this study was to find out the effect of motivation on employee performance at the Independent Policing Oversight Authority (IPOA). Specifically, this study examined the extrinsic motivation, intrinsic motivation and working environment as the effect of the employee motivation.

The study adopted a descriptive design and targeted employees of the Independent Policing Oversight Authority (IPOA). A sample size of 139 respondents from the Independent Policing Oversight Authority (IPOA) total number of staff of 218 was arrived at using Kothari and Garg (2014) formular. Data was collected using questionnaires and analysed through descriptive and inferential statistics. The response was by 132 out of the target 139 respondents which put the response rate at 95%. Summary of findings is given below:

##### **5.2.1 Extrinsic Motivation at IPOA**

Extrinsic motivation is a critical element of employee motivation. It involves employing various strategies of motivating employees by fulfilling their requirements such as monetary compensation, training, and promotion. Findings from this study revealed that employees are not well equipped with basic needs such as training and promotion. Also, the remuneration is a bit low as compared to the market standards. In addition, better compensations indicated employee motivation and improved work performance. Findings further showed that there is inadequate evidence of training with minimal strategy tailored

towards training plans. No clear policies on promotion are set up by the organization and no procedure on the promotion of the employees.

### **5.2.2 Intrinsic Motivation at IPOA**

Intrinsic Motivation is a critical element of employee motivation. It involves regular monitoring and employee-employer relationship as well as job satisfaction of the employees. This study found that there is a fair and positive feedback shared between employees and their managers. In addition, there is a friendly relationship between employees and managers on and off the working environment. There is a code of professionalism that exist between employees and managers.

On the job satisfaction, the study established the existence of a clearly defined job description of every employee put in place. Further, the job gives the employees a significant positive difference in achieving the organizational mandate and has made them better people.

### **5.2.3 Working environment at IPOA**

Working environment forms a critical part of any organization. It creates a sane and conducive setting for every employee. This study found that employees of IPOA had a good working ambience with minimal congestion in the office leading to motivation at work place. In addition, sufficient lighting, ventilation, and room temperatures were very adequate to the working environment.

The study further indicated that, there was a high quality of painting that promotes an enabling working condition, maintenance in terms of cleanliness and provision of sanitization and hand washing equipment.

Finally, the study also revealed adequate provision for workstation tools in terms of computers and the high quality of furniture.

#### **5.2.4 Employee Performance at IPOA**

Employee performance was evaluated using the aspects of effectiveness and efficiency of employees as well as the achievement of organizational goals. The study concludes that employees at IPOA were highly efficient as revealed by the data. However, the level of effectiveness was not as high as various aspects of effectiveness scored less than 40% as highlighted by the respondents.

There is a high level in terms of achievement of the organization goals as most of the constituent elements were rated in the affirmative by over 80% of the respondents. However, the fulfilment of IPOA's mandate was rated at 50% which is just average. The organization needs to improve on other factors that would affect fulfilment of its mandate in addition to motivation.

#### **5.3 Conclusions**

From the findings, the study draws a conclusion that there exists a significant relationship between extrinsic motivation, intrinsic motivation and working environment and employee performance at the Independent Policing Oversight Authority (IPOA). This is supported by inferential statistics that revealed that intrinsic motivation, working environment and extrinsic motivation with  $p < 0.001$  had a significant moderate correlation coefficient of 0.544, 0.516 and 0.367 respectively. The findings agree with those of David G. and Adrian R. (2010), who concluded that employees with sufficient motivation are known to be the hallmark of all organizations, as work motivation is a key cog in driving forward the performance of individual employees and the performance of the corporate enterprise.

Further, this study concludes that there is a significant relationship between extrinsic motivation, intrinsic motivation and working environment and employee performance at the Independent Policing Oversight Authority (IPOA). This is supported by inferential statistics that revealed that extrinsic motivation, intrinsic motivation and working environment

contribute to 58.6% variations of employee performance at the Independent Policing Oversight Authority, IPOA. At 95% confidence interval. This finding affirms that of Jobber and Lee (2014) who presented that motivation of employees affects productivity and a labour force with low motivation levels is a threat to the performance of individual employees and that of the organization emanating from high staff turnover, rising expenses, regular non-attendance and a deterioration on the morale of workmates.

Multinomial statistics revealed that that the employee performance coefficient was 363.008. Further, this implies that, when all other predictor variables are at zero, increasing extrinsic motivation by one unit will cause employees' performance to rise by 329.43, increasing intrinsic motivation by one unit will cause employees' performance to rise by 322.23 while increasing work environment by a single unit will cause employees' performance to rise by 343.39. This implies that increasing the factors of motivation namely; extrinsic, intrinsic and working environment would lead to a rise in performance of employees. This concurs with a study conducted among state parastatals by Margaret et.al. (2016) which revealed that there is a direct positive relationship between motivation and employees' performance.

#### **5.4 Recommendations**

1. The IPOA should develop and implement an employee motivation policy as the findings have shown increased employee motivation would lead to increased performance in the organization.
2. This study recommends that the Independent Policing Oversight Authority, should evaluate and consider market value for the employees in terms of remunerations. The findings on market value of employee's salaries were very low at a paltry 6.8%.
3. The IPOA should put more emphasis on training and consider those that have finished training to make use of the newly acquired skills to boost performance.

4. The IPOA should ensure that there is a promotions policy in place. Only a meagre 13.6%. of the respondents noted that they were aware of its existence.

5. The IPOA needs to implement team work and team building activities in the organization to improve the sense of teamwork. Only 43.2 % of the respondents indicated that there was a strong sense of team work in the organization and it is imperative to improve this rating to boost performance.

6. The IPOA should maintain high standards of hygiene, lighting, temperature controls and provide adequate working tools for the employees as this was found to boost performance. Of the three variables of motivation evaluated, work environment has the highest influence on performance at a coefficient of 343.38.

7. The IPOA management team needs to find out the tools needed by their employees on their work station as it is only 36.4% of the respondents who noted that they had every tool they needed in their workstation. This shows that there were several tools that were still missing on the workstations and the management has a responsibility of finding out the missing tools and provide.

8. There is need for the IPOA to enhance the provisions of its training policy to factor in their relevance and their alignment with the strategic plan as well as implement the policy. Much as training of employees is a strong way of motivating employees and improving their performance, the ratings of employee training were very with only 22.7% of the respondents acknowledging to ever have attended a relevant training.

### **5.5 Recommendation for further studies**

Future studies could widen the scope of this study by adding more factors into the three categories of motivation evaluated in this study. The extrinsic motivation category covered only three factors (monetary, training, promotions), the intrinsic category covered 2 factors

(job sense of satisfaction, relationship with management) while the work environment category covered three factors (physical environment, quality of workstation and hygiene.)

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**APPENDIX I: QUESTIONNAIRE**  
**SURVEY QUESTIONNAIRE: EFFECT EMPLOYEE MOTIVATION ON THE**  
**EMPLOYEE PERFORMANCE OF IPOA**

**INTRODUCTION**

My name is Job Mugiira, a student at KCA University taking a Master's Degree in Corporate Management. I am undertaking a research project on the Effect of Employee Motivation on the Employee Performance at the Independent Policing Oversight Authority (IPOA). I request for your participation in the study by filling this questionnaire. Your responses will remain confidential and the responses will be specifically used for this study only. Kindly consent to our request. Thank you in advance.

**SECTION 1**

1. What is your job cadre
  - i. Entry Level { }
  - ii. Experienced { }
  - iii. Supervisor { }
  - iv. Management { }
  
2. Duration of service in IPOA?
  - i. Below 1 year { }
  - ii. 1-2 Years { }
  - iii. 2 – 4 years { }
  - iv. Over 4 Years { }

3. Education level reached
  - i. Certificate { }
  - ii. Diploma { }
  - iii. Degree { }
  - iv. Master's Degree { }
  - v. Doctorate (PhD) { }

4. Which is your department? Please specify

## **SECTION 2: FACTORS OF EMPLOYEE MOTIVATION**

### **2 A: Extrinsic Factors**

1) On the 5 point scale given below, please tick as appropriate (1=Strongly Disagree, 2=Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

S/N	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	<b>A: MONETARY COMPENSATION</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1.</b>	I am satisfied with the salary I receive					
<b>2.</b>	My salary is competitive with other organizations in the sector.					
<b>3.</b>	My organization offers other allowances e.g. sitting, taskforce, extraneous, etc					
<b>4.</b>	The pension Scheme plan in my organization is attractive					
<b>5.</b>	The medical and Work Injury Insurance in my organizations are attractive					
<b>6.</b>	My organizations salary structure helps attract and retain high caliber workers					
<b>7.</b>	My monetary compensation indicates the level of value placed on my services.					
<b>8.</b>	I am paid an allowance whenever I work for extra time					

S/N	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
9.	An improved Monetary compensation in my organization would motivate me to perform better					
<b>B: EMPLOYEE TRAINING</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	There is a comprehensive training policy at my workplace					
2	I have attended relevant trainings organized by my organizations					
3	I am supported to use what I learn during trainings in my daily work.					
4	My organization's tailor makes training plan with the strategic plan					
5	Employees who apply skills gained from trainings are considered for new roles.					
6	Training opportunities motivate me to perform my roles better					
<b>C: EMPLOYEE PROMOTIONS</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
i.	My organization has clear policy on employee promotions					
ii.	I am aware of the promotion procedure in my organization					
iii.	I have ever been promoted since joining my organizations					
iv.	Employee promotions come with increased responsibilities					
v.	Employee promotions come with improved monetary compensations					
vi.	My organization uses promotions as a strategy for skilled staff retention					
vii.	Promotion opportunities motivate staff to perform better in my organization					

## 2B: Intrinsic Factors

<b>D: RELATIONSHIP WITH MANAGEMENT</b>		<b>1</b> Strongly Disagree	<b>2</b> Disagree	<b>3</b> Neutral	<b>4</b> Agree	<b>5</b> Strongly Agree
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	My managers give me fair and positive feedback					
	My managers praise me whenever I exceed expectations					
i	I relate in a friendly manner with my supervisor outside work related engagements					
ii	I am provided with adequate opportunities to contribute to decisions that affect me					
	I am loyal to the organization and this is partly due my relationship with managers.					
v	I usually participate in my goal/target setting					
vi	There is only a strictly professional relationship with my managers					
<b>E: JOB SENSE OF SATISFACTION</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	I have a clearly defined job description					
	My job does not stress me					
	I really enjoy my work					
	I want to work in this workplace in the next at least 5 years					
	My job gives a feeling of a meaningful career					
	My job makes a positive difference in achieving the organization mandate					
	My job has made me a better person holistically					

## 2C: Work Environment

<b>Physical Work Environment</b>		<b>1</b> Strongly Disagree	<b>2</b> Disagree	<b>3</b> Neutral	<b>4</b> Agree	<b>5</b> Strongly Agree
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
i.	There is no office congestion in my workplace					
ii.	The ventilation in my workplace is sufficient					
iii.	There is sufficient lighting in my workplace					

iv.	Temperature levels within my workplace are well regulated. (no extreme cold/heat)					
<b>Office Hygiene and Cleanliness</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
v.	Painting around my office is impressive					
vi.	High levels of cleanliness are maintained in my office					
vii.	I am satisfied with sanitizing and hand washing measures within my office					
viii.	The ambience in my workplace motivates me to work better					
<b>Quality of Workstation</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
ix.	I am satisfied with my workstation tools e.g computers, telephone					
x.	My chair and desk in the office provide me with necessary comfort in the office					
xi.	Every tool I need in my workstation is provided					

<b>SECTION 3: PERFORMANCE</b>						
<b>A: EFFECTIVENESS</b>						
		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		<b>1</b>	<b>2</b>	<b>3</b>		
i.	There is a strong sense of teamwork and cooperation in the organization.					
ii.	The management is committed to quality work					
iii.	My organization sets accurate goals					
iv.	My organization provides clearly defined goals					
v.	The workload is evenly distributed in my organization					
vi.	I am facilitated with the necessary tools for my job					
<b>B) EFFICIENCY</b>		<b>1</b>	<b>2</b>	<b>3</b>		
	The organization periodic assignments are achieved within set timelines					
vii.	I properly do my job within the set timelines					
viii.	I often get my assignments done within manageable costs					

<b>SECTION 3: PERFORMANCE</b>						
<b>A: EFFECTIVENESS</b>		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
ix.	I utilize company resources including tools of work prudently					
x.	<b>C) ACHIEVEMENT OF ORGANIZATIONAL TARGETS AND MANDATE</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
xi.	I have a good understanding of the mission and the goals of my organization.					
xii.	I understand how my role contributes to achieving the organization's outcomes					
xiii.	There is a clear Annual Work Plan in my organization					
xiv.	I usually meet my annual targets as per my individual work plan					
xv	Performance appraisals conducted in the organization are based on organizational goals.					
xvi	My role contributes to the achievement of organizations mandate					
xvii	My organization fulfils its mandate and functions					

THANK YOU FOR YOUR TIME