EFFECTS OF ORGANIZATIONAL CULTURE ON EMPLOYEE EFFECTIVENESS AMONG MANUFACTURING COMPANIES IN KENYA: A CASE OF NAIROBI BOTTLERS LIMITED.

BY

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THE RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF REQUIREMENT FOR THE AWARD OF DEGREE IN HUMAN RESOURCE MANAGEMENT TO MANAGEMENT UNIVERSITY OF AFRICA.

SEPTEMBER 2018
DECLARATION

Declaration by the student

This research study is my original work and has not been presented to any other examination body. No part of this research should be produced without my consent or that of the Management University of Africa.

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Admission: ……….BML/14/00544/2/1016….

Declaration by the supervisor

This research has been submitted for defense with my approval as the Management University of Africa supervisor.

Name: ……Daniel Komu……..Signature: ………………………Date: ….…..

Lecturer supervising.

For and behalf of the Management University of Africa

Name: ………………………..Signature: ………………………Date: ………………….

Branch manager – Nairobi Branch
DEDICATION
I sincerely dedicate this research project to my entire family especially my parents for their love they have shown me and their immense encouragement and support both financially and morally.
ACKNOWLEDGEMENT
I humbly acknowledge God for gift of grace and ability He has granted me to fully concentrate in my studies. I also appreciate that the success of this study has been largely due to the concentration efforts and cooperation of many people whom I owe a lot of gratitude. I am duly and deeply indebted to my research supervisor Mr. Daniel Komu his positive criticism and dedicating his time and attention that he has enabled me to come up with an awesome work. I also appreciate the Management University of Africa for the support and services they have contributed towards my studies in the institution.
ABSTRACT
The objective of the study was to investigate the effects of organizational culture on employee effectiveness among manufacturing companies with the specific reference of Nairobi Bottlers limited. The specific purpose of the study were to investigate the effects of reward on employee’s effectiveness, to establish the effects of training on employee’s effectiveness, to assess the effects of promotion on employee’s effectiveness and to find out the effects of employee’s motivation on employee’s effectiveness. The study will benefit the management of the Nairobi Bottlers limited, general public and other researchers.

Descriptive research design was used to collect data and the target population was 83 employees. The researcher used stratified random sampling procedure to select sample size of 49 respondents; questionnaires were used for collecting data which was analyzed using statistical tools and presented quantitatively and qualitatively.

The study summary indicated that the four factors highly contribute to effectiveness of employees in manufacturing companies. In this regards the response for reward was 89%, response for training was 84%, response for promotion was 96% and the response of employee’s motivation was 93%. From the study it was true that the four factors that is; reward, training, promotion and employees effectiveness.

The study recommended that the organization management should give reward to employees according to their performance. The employees should be trained effectively in relation to the activities they carry daily. The organization should have good ways of carrying out promotion which will not undermine the employees who have not gotten the promotion. Effective promotion will contribute highly to employee’s effectiveness. The organization should come up with better ways of motivating the employees more than the ones they have used to in the past.
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Kuul (1984) reported sampling as the formation through which a small number of persons, objects or events are selected and analyzed to find out the entire population from which the sample is preferred. A sample is a systematic form selected using a small proportion of targeted population. The research method used was stratified random sampling design to select a sample that represented the entire population. These procedures was preferred since it involves dividing of the population into homogeneous subgroups then taking a sample in each subgroup Kombo and Tromp (2006). This procedure was also preferred because it enables generalization of a larger population with a margin of error that is statistically determined Mugenda and Mungenda (2003). The sample size was 59% of the total population.

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<td>Promotion</td>
<td>This is advancement of employees to bigger posts, carrying greater responsibilities, higher status and better salary.</td>
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<td>Training</td>
<td>This is acquisition of competencies knowledge and skills as a result of teaching.</td>
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<td>Employee motivation</td>
<td>This is a good directed behavior which involves taking the course of action which leads to attainment of a goal.</td>
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<td>MUA</td>
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<td>BML</td>
<td>Bachelor of Management and Leadership</td>
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CHAPTER ONE

INTRODUCTION OF THE STUDY

1.1 INTRODUCTION

This is the introductory chapter of the study and it presents background of the study, statement of the problem to indicate what makes it necessary for the study on this topic. This chapter outlines the objective of the study, poses the research questions, significance, limitations and the scope of the study.

1.2 BACKGROUND OF THE STUDY

Organizational culture remains an indispensable component in facilitating the realization of the organizational goals, objectives and core values. This concept is generally recognized and evident in various facets of the society, especially in the manufacturing organization and the business arena. Today most organizations understand that they operate in unpredictable and dynamic business environment that is marked with change in customer purchasing behavior, price fluctuation, influx of force of demand and supply, introduction of new legislation and unprecedented change in the political environment. Although this is the case, organizations conceptualize that the option they have is to balance these challenges against their objectives and goals to remain competitive and relevant in business.

Empirical studies reveal that these factors may have adverse effects on the organization performance and efficiency and there is need for the organization management team to devise new strategies and measures to enhance their productivity, efficiency and competitive edge in market. Some organizations have embraced technology in their operations and the concept of organizational culture to improve their productivity and competitive advantage.

Mary Ann Von Gilnow (2007) asserted that organizational culture is the basic pattern of shared assumptions, values and beliefs that govern behavior within particular organization. Assumptions refer to shared mental models or theories-in-use that guide people’s perception and behaviors on the other hand beliefs represent an individual’s perception of reality and values are more stable, long lasting beliefs about what is important.
Every organization has a unique culture that is composed of shared values, beliefs and societal norms. According to Steven L.C.M (2007), this culture is shown in the ways that the organization conducts its business; treats its employees, customer and the community at large. It is brought out by the flexibility allowed in decision making, personal expression, how power and information flow through its hierarchy and how committed employees are towards collective objectives of an organization argued Rodha R. Sharma, (2005).

Organizational culture is social glue, which bonds people together as stated by Phegan (2000). The focuses here are the role of culture in promoting and reinforcing the right thinking and good behaviors and discourage wrong thinking and bad behavior. The dedication identifies that culture at time will make the employees to feel as part of the organization experience. It also brings out the idea of behavioral ‘norms’ that must be upheld and associated social sections that are imposed on those who do not stay within the line. Organizational culture is also a sense making-process that helps the employees to understand the organizational events. They get task at hand rather than spend time trying to figure out what is expected of them.

Ravas et al (2006) reported that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations. Organizational culture may therefore have a positive or negative aspect in an organization.

The Nairobi Bottlers limited have embraced the concept of the organizational culture in their operation. As a private institution the NBL industry is responsible of overseeing the satisfaction of their customers, suppliers and the employees at large.

To achieve its core and goals the company has embraced on the concept of organizational culture as one of its strategic and competitive advantage aimed to enhance the employee’s effectiveness and improve organizational productivity. The company has to put in place strategies in rewarding, training, promoting and motivating employees as an aspect that improves the organizational culture. Despite all these strategies the company has not realized its optimal productivity thus raising the concern to examine the effectiveness in the company. It is on this respect that the study aims to examine the effects of organizational culture on employee’s effectiveness in manufacturing companies.
1.2.1 Nairobi bottlers profile
Nairobi bottler limited was founded in 1948 by Coca-Cola Company. In November 1995, Coca-Cola South Africa bottling company (Coca-Cola sabco) in partnership with centum (ICDC) acquired the Nairobi bottlers from Coca-Cola Company. In December 2004, the business closed its manufacturing facilities in Nakuru and Machakos and consolidated its operations into one facility in Nairobi, Embakasi plant. The Nairobi bottlers Ltd is a private company categorized under manufacture and located in Nairobi Kenya. It manufactures and markets colas, other carbonated soft drinks and alternative beverages. It operates both locally and globally. Also it fulfills the refreshment of 50% in Kenya.

The Nairobi bottlers limited is headed by board of directors and it has many departments including sales and marketing human resource, distribution, finance administration and supply chain departments. The company also uses the latest technology in each of its area of competence.

Fig 1.1 Organizational structure of the Nairobi Bottlers limited.

Source: Nairobi bottlers limited (2018)
1.3 Statement of the problem
Companies in the manufacturing industry in Kenya largely depend on the sales volume and the product acceptance in the local and worldwide market. The main challenge facing manufacturing companies is the effectiveness of the employee’s performance. The ineffectiveness of the employees can simply be identified when there is evidence of lack or decrease in productivity in an organization.

Expectations for the employee’s effectiveness are established in employee’s performance plans. These contractual plans must outline the critical and non-critical elements including their performance standards. The element of the performance explains to the employees what they have to do and the standards explain to the employees how well they have to do it. The set performance elements and standards should be understandable, measurable, fair, attainable and challenging to the employees for employees to start a chance of performing effectively in an organization.

Effectiveness means that employees can organize work progress in such a way he/she will be able to perform more task within a short time. The aim of every business is to improve and increase employee’s effectiveness so as to improve the sales volume and acceptance of their products in the market.

Documented studies reveal that few case studies have been conducted in manufacturing for instance companies on these topics but most of these studies have failed to exhaustively elaborated and examine the effect of the organizational culture on employee’s effectiveness in organizations. Therefore it is in this state that forms the basis of this study to examine the effects of the organizational culture on employee’s effectiveness in Nairobi Bottler Limited and provide viable recommendation on how to construct a framework to promote its effectiveness.

1.4 Research objective

1.4.1 General objectives
The vital intention of this study was to analyze the impact of organizational culture on employee’s effectiveness in manufacturing companies with reference of Nairobi Bottlers Limited.
1.4.2 Specific objectives

i. To investigate the effects of reward on employee’s effectiveness in manufacturing companies

ii. To establish the effect of training on employee’s effectiveness in manufacturing companies

iii. To assess the effect of promoting on employee’s effectiveness in manufacturing companies

iv. To find out the effects of employee’s motivation on employees effectiveness in manufacturing companies

1.5 Research Questions

i. What are the effects of reward on employee’s effectiveness in manufacturing companies?

ii. How does training affect employee’s effectiveness in manufacturing companies?

iii. How does promotion affect employee’s effectiveness in manufacturing companies?

iv. To what extent does employee’s motivation affect the effectiveness of the employee’s in manufacturing companies?

1.6 Justification of the study

The researcher’s finding is helpful to both the company and the society as a whole. This broadly explains the effects of the organizational culture on employee’s effectiveness in manufacturing companies as reported by different researchers in the past.

1.6.1 Management of Nairobi Bottlers Limited

The study clarifies the extent in which their organizational culture on reward, training, promotion and employees motivation affects the effectiveness of the employees in Nairobi Bottlers limited. Research findings is of great paramount important to the management of the Nairobi Bottler limited in the sense that it assists the company to identify, manage and address managerial challenges associated with the concept of organizational culture on employee’s effectiveness.
1.6.2 General public

The research findings is of benefits to the general public since through implementation of the findings recommendation; increase employee’s effectiveness will lead to better and quality service delivered by the organization to the public. Also great customer satisfaction was achieved.

1.6.3 Other researchers

The study is of significance to academicians and researchers who may find gaps in the existing literature and further research on other variable that have an impact on the phenomena of the organizational culture. Research findings are relevant in the sense that it added value to the existing information.

1.7 Scope of the study

It focused on the effects of organizational culture on employee’s effectiveness. Specific reference to the Nairobi Bottlers Limited and a sample size of 52 respondents representing 63% of the target population was chosen. The study targeted top level management, middle level and support staff. The Nairobi Bottlers is situated at Embakasi, Nairobi. The research study will be undertaken within a period of three months. That is May to August 2018.
CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION
The implication of this chapter and literature review is to understand what other writers have written about effects of organizational culture on employee’s effectiveness in manufacturing companies. This chapter helps to appreciate what other writers have written about this field of the study and access what possibly needs to be researched further. Most important try and fill in the gaps the other researchers left. Various past researchers’ studies and literature are to be collected and gathered to complete this chapter.

2.2 THEORATICAL REVIEW

2.2.1 Hierarchy of needs theory
Maslow (1954) asserts that motivations is based on a number of human needs and are organized into an hierarchy that dictates that the lower and more basic needs to be satisfied before increasingly less basic ones. He believed that there are five basic needs of the proposed theory. Maslow’s hierarchy of needs is one of the most famous motivation theories and it has been extensively explored by management researchers (Katz, 2004). Self-actualization needs- refer to personal growth and development. Self-esteem needs- refer to need for status and self-respect. Social needs-refer to the need to be part of a social group and belongingness. Safety needs – refer to security and need for shelter from physical danger. Physiological needs – refer to basic life needs i.e. food, drink, shelter etc.

2.2.2 X and Y theory
(Mc Gregor, 1960) observed that the relationship between managers and employees could be immensely improved if the assumptions that had developed about how people behave at work were changed from theory X view to theory Y view. The Theory X was based on a scientific management school of thought and projected that productivity could result from breaking jobs down into small units of work and giving workers a small range of tasks to do. (Gray & Stark, 1984) reported that most employees do not like to work and want to evade work as much as possible. Most employees in the work place do not want to be responsible for their work and therefore managers ought to take some actions like convincing and supervising strategies to help
them finish their mission. Theory X simulated that human actions are dictated by low-level needs.

Based on Theory Y, in prevailing theory of management there could be no trust between management and employee hence a small opportunity for relationship between management and employees. (Gray & Stark, 1984) observed that some employees treat work as entertainment and rest is natural. Employees should have the ability to make creative decisions, not just managers.

According to Theory Y, human actions are determined by high level needs. Theory X and Y can influence how motivating factors are used within an organization. Theory X has to do with external reward like pay in order to motivate people to execute good performance in their job while theory Y has to do with working environment in which employees may anticipate in internal rewards in their job.

**2.2.3 Hygiene theory**

(Herzberg 1959) proposed his two factor theory of human motivation known as motivation hygiene theory. This theory is based on things people identify as satisfying in their jobs are not always the opposite of things they find dissatisfying. Herzberg’s theory is based on the findings of research into the factors in workplace that lead to employee satisfaction. Herzberg used a survey titled, “what do people want from their jobs?” to obtain insights into the workplace. The factors people perceive as satisfying and dissatisfying. He asked people to describe into detail some of the workplace factors which led to satisfaction and which factors led to dissatisfaction.

**2.2.4 Expectancy theory**

In this theory Vroom suggests people should expect particular actions to achieve a desired result and that the desired result is something worth striving for or avoiding. The theory does not give attention to needs, but rather focuses on outcomes. In this theory, Vroom identifies two terms (Vroom, 1964). **Expectancy:** Expectancy is considered stronger where the assurance that an action would be followed by a particular outcome is stronger

**Valence:** means effective orientations towards particular outcome either positive or negative.
2.2.5 Existence-Relatedness- Growth Theory
The theory has similarities to Maslow’s needs hierarchy. (Alderfer C.P, 1969) presents an extended and simplified Maslow’s hierarchy theory. He shortened it into a set of three needs which are existence, relatedness and growth (ERG theory). (Hollyforde & whiddett 2002) defines existence needs as concern with basic material subsistence and size of how satisfied this need are in conditions of what one person has in relation to others. Existence needs is based on various forms of material and physiological needs. Relatedness needs refers to motivation we have that supports the maintaining of interpersonal relationships. Growth needs refer to an internal desire for personal development that relates to personal creativity and productivity.

2.3 EMPIRICAL REVIEW
Corporate culture is an area that has not been fully researched on especially for Kenyan based organizations. Notably, literature in the area of organizational culture “reveals no clear pattern of effect and relationship between organizational culture and organizational outcomes, such as quality service, customer satisfaction and organizational performance” Junes (2008). This established the basis of this study’s objective that sought to establish the correlation of organizational values and employees output.

To remain competitive and to achieve sustainable competitive advantage, organizations should constantly evaluate their corporate core values and practices to align with their corporate strategies and business strategies. A research in the area of corporate culture would justify the need to assess the leadership, management style and how far an organization’s employee behavior matches its corporate core values and how this affected their performance.

2.4 Review of Analytical
2.4.1 Reward
According to Biswaseet pattanayak (2008) a reward or an incentive is anything that attracts the worker’s attention and motivates them to work. The ward of Burack and Bold smith elaborates that an incentive scheme is a plan or a program to motivate individuals or group performance. An incentive programme scheme is a plan or a program to stimulate individuals or group of performance. The incentive program is most frequently built on monetary rewards but may also take the form of non-monetary rewards or prizes. There are many theories of applied motivation
such as need theory, reinforcement theory and expectancy theory. A close look at these theories reveals a common driving principle that people generally prefers to do what they are rewarded for. Rewards could be of two types: primary rewards and secondary rewards.

Primary reward is a process that reinforces behavior something that satisfies basic physiological needs (Handle & Seemly, 2010). A reward is a concept for describing the positive value and individual attributes to an object, behavioral act or an internal physical state.

According to Alex (2000) secondary reward are which the person learns because of his/her experience like money or any other tangible gains. Secondary rewards drive their values from primary reward. The function of reward is based directly on the modification of behavior and indirectly on the sensory properties of reward. Rewards are generally considered more effective than punishment in enforcing positive behavior in an organization.

Monetary rewards or financial tends to create a strong emotion and attitude Steven L. Mc Shane (2005). Money is an important factor in satisfying individual needs because it allows people to buy food, clothing and shelter. Some researchers have identified that money have gained importance in people lives and that monetary compensation is one of the top factor attracting individuals to work effectively and efficiently for an organization.

Biswaheet pattanatak (2008) surveyed that non-monetary rewards is fast becoming its own reward. He reported that organizations must institutionalize non-monetary reward and recognize system to motivate their employees. This recognition is a basic requirement for creating a positive culture in an organization. It enthuses employees and encourages them to innovate products and processes. Non-monetary rewards may be expressed inform of treats, public acknowledgement, knick-knacks, awards and office environment token or on the job rewards.

Lawler (1977), recommended that rewards should be distributed based on the performance of the employees. The principal of paying for performance is so logical and so deeply instilled in our value system that few attack it like apple pie, that flag and motherhood, the allocation of rewards on basis of performance is a revered concept in organization. Performance requires some agreed upon criterion for defining performance. Vroom (1957), stated that employee’s compensation refers to all forms of pay or rewarding going to employees and arising from their environment. Its main components are direct financial payments which include wages, salaries, commissions,
incentives, bonus and indirect payments are paid out in form of financial benefit like insurance allowances.

Reward that is non-visible to the employees may fail to achieve the desired motivating effect from the employees. On the other hand a truly visible rewards attention not only of individual employees but also their peers. This later quality means visible rewards can contribute to satisfying an employee’s esteem and recognition needs.

The management of an organization can increase the visibility of reward by allocating annual salary increase in a lump sum rather than spreading them out on the entire year and eliminate the secrecy surrounding pay by opening communicating compensation. Theories have been suggested to define what happens when individuals perceive an inconsistency between what they put into a job and the remuneration. Compensation of employees forms the lowest cost pay structure that will motivate, attract and retain qualified employees and that also will be thought of as fair by these employees. The pursuit for fairness is pursued by both the employees and employer because fairness is a wage or salary that is commensurate to the demands and requirement of the job.

2.4.2 Training
Armstrong (2001), defined training as the acquisition of knowledge, skills and competence as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Training consists of those activities which are tailored to improve employee’s skills and performance in a current held job or one related to it. It was thus aimed at helping employees to do their present jobs influence, strategies and development programs are designed by organizations to educate employees beyond their requirements of their currents positions so that they are prepared for a broader and more challenging role in the organization.

These strategies include coaching, job rotation, house coursed, seminars and professional programs. The ultimate aims of putting in place those strategies and a development program is to elevate the future performance of the employees and the organization itself. The general strategies programs consist of assessing the company’s needs appraising the employee’s performance and the actual strategy. Employee’s strategies can be said to be any attempt to improve employee’s performance by increasing their ability to perform (Tan 1995).
According to Walter (2004), to maintain a productive and a motivated work force training is of great importance. Due to rapid change in methods of production and the improved technology there is need of continuous training. This will help in updating the workers by rejuvenate their working morale and sharpening their working skills. The effectiveness of the employees in organizations depends directly on how well these employees are equipped with relative skills. New employees require some form of training before assuming new their jobs while the older employees will also need training to coup with the ever developing technology.

The effective functioning of a company requires employees to learn and perform their jobs to a satisfactory level of competency. Previous research done by Tata William James (1996), shows that employees could retain their jobs by working at a mere 20% to 30% percent of their potential. He further explains that if the same employees were probably motivated they could work at 80% to 90% of their capacities. Training can be used to attain such improvements in an organization.

According to Feldman, D (2000), different companies have established different types of employee’s development programs for a variety of reasons. It is in line with the emphasis in which employees place on the opportunity to grow and develop both their skills and career while in their jobs. Zachary (2000) contributed more on training saying that, employees may not feel motivated and committed to their tasks due to insufficient knowledge and skills which can be imparted to them through training.

Spring (2002) continue to argue that training is a process of increasing the knowledge and skills of an employee for doing a particular job. Training is an activity designed to create change in the thinking and behavior of people and to empower them to do their job in more efficient manner. Industry it implies conveying technical knowledge, skills, problems solving capability and positive attitude on other hand development means growth of an individual in all aspect. An organization makes arrangements for the development is career bound. To him the need for training arises because of ineffectiveness of the workers. He noted that training gives employees confidence in handling the job assigned to them to achieve the level of performance required to them. This will improve job satisfaction and boost the morale and self-confidence thus making them to be committed to the organizational goals, higher output of quality goods.
As stated by Armstrong (2000), systematic training is based on four simple methods which include defining training needs if based on training or learning new opportunities and decide what sort of training is required in satisfying needs to use experienced and trained trainers to plan and implement training. Finally he emphasized the management to follow up and evaluate training trainers to ensure that it is effective. Various methods are used to offer training. Training is a major component in enhancing business skills within an organization efficiency and effectiveness of the employees.

Training can be well defined if the learning needs of an organization and the group and individuals have been systematically identified and analyzed (Armstrong 2000). It is desired at achieving adequate performance in an activity or a set of activities. Its aim in work situation is to develop the capability of individual and to meet current and future manpower needs of the organization.

Employees have been defined as valued assets whose value should be increased by systematic and development. To bee (2006), human resource development is about enhancing and widening skills by helping people grow with the organization and enabling them to make better use of their skills and ability. He identified the following benefits of training employees improve job performance with resulting improvement in productivity; improve service to customers greater commitment of staff.

### 2.4.3 Promotion

Dr.C.B Gupta (2008) defines promotion as advancement of an employee to a higher post carrying greater responsibilities, higher status and better salary. He continued to further explain that promotion is the ascending of employees in the organization hierarchy, to a different job commanding greater authority, higher status and better working conditions.

According to Kovach (1995), succession planning is not only identifying the future leaders of accompany but also planning for the potential vacancies throughout the organization. Succession planning and promoting solution brings about job satisfaction, motivation to the employees thus bringing in their effectiveness in an organization.

The economic time (2008), stated that promotion should be invented without regards to race, color, gender, age, religion, ethnicity or disability of the employee. Promotion stimulates self-
development and creates interest in the job according to Yoder (1958), promotion provides incentives to initiative, enter price and ambition minimizes discontent and unrest attracts capable individuals necessitates logical training for advancement and forms an effective reward for loyalty and cooperation long service etc.

Promotion is the ultimate motive motivation factor for any employee because it moves the employee forward in hierarchy to attain additional responsibility higher, respect or honor with increase in grade pay and allowance this makes employees to feel more satisfied thus working very effectively. The appointment of an employee to a level requiring higher qualification such as higher skills or longer experience involving higher level of responsibility, higher rate of pay and a little change is considered as promotion. Following the same line of arguments Suleiman (2011) an employee may be raised to a higher rank due to how past performance shown the potential for sustained superior performance in the job the employee will be promoted to and how the employees accomplishment were both noteworthy and how that performance contributed to the goals of the organization.

Cynicism rarely breeds happiness and in brutally competitive business environment like today business needs satisfied employees more than ever. Happy employees are more effective and productive employees and that employees happiness depend on setting accurate expectations for pay and promotion convincing employees that your organization really does promote fairly compensation plan and then making sure your employees knows about it.

The system can easily create tailored job benchmark for the various positions throughout the organization once a candidate is compared to multiple benchmarks for career and succession planning. As well, multiple candidates can be compared to one benchmark to identify the best candidate for succession planning or to fill a current vacancy (Kovach 1995)

Some example of the question that we can help you answer is set out below should I promote one of my sales reps to sale manager? Who in the plant should be the next supervisor? Which one of my customer service reps is the next outside sales rep which of my staff are best suited for senior management position which employees should be leading my company’s various departments in 10 years. Undoubtedly business that does not work in the incentive rewards industry will be tempted not to adopt such an incentive health program.
Not every corporation can throw that kind of money at health management resources and not every corporation has the built in cost saving as a business that specializes in providing incentives reward programs Kavach (1998). For certain rich incentive reward like merits will break through the glaze that appears over many employees eye when they are encouraged to do something new, different or challenging ‘would apply to workplace Health promotion program. So where does that leave corporation who are willing or unable to provide incentive reward for health promotion programs motivate employees before and after sign-up (Rose 2008)

Employee’s health promotion plan administration should keep the long term view in mind when trying to get employees to get critical first step. Care should be taken to run good wellness survey before you develop your workforce health promotion program. The goal is positive outcomes not high enrolment number Rose (2008).She also stated that the potential and wellness benefits are clearly worthy reaping for both business and other co-workers.

2.4.4 Employee motivation
According to N.G Hair (1999), motivation is the stimulation of any emotion or desire operating upon ones will and prompting or driving it to action. He further explained that employee’s motivation as a degree of readiness of an employee to go after some set goals and implies the determination of the nature and manner of the forces including the degree of readiness. Armstrong (2006), defined motivation as a goal directed behavior which involves taking a course of action which leads to the attainment of a goal or a specific valued reward.

Robbins and Coulter (1996) described the motivation as the willingness of an employee to exert some effort or action in order to achieve organizational goals, conditioned by the action’s ability to satisfy employee’s individual needs. Employee’s motivation at work takes place in two forms. Firstly, intrinsic motivation-people are internally motivated and generally do not need external rewards like pay or praise to do well in job.

They are self-driven because they enjoy performing the actual task or enjoy successfully completing the tasks. Secord, externally motivated-people, who are extrinsically motivated generally do not enjoy the work but are motivated to perform well by some kind of compensation, pay, promotion and praise. Intrinsic motivation has a strong and long term effects on employees because it is inherit in employees and not imposed by the management. It is the
best form of motivation (Armstrong 2006). Employee motivation comes from two things; you, and other people there is extrinsic/external employee motivation, which comes from within (Drucker 1995).

Employees should be made flexible and recognized by the organization structure, they should not be ignored since it is the key direction to motivate employees. According to Kerr (2008), applying proper employee motivation techniques can be much harder than it seems. He acclaimed that when creating a reward system it is easy to reward A, while hoping for B and in the process reap harmful impacts that can threaten your goals. Reward can also be organized as internal or external. Some authors distinguish between two forms of internal employee motivation; One based on enjoyment, the other form based on obligation which refers to employee motivation based on what individual thinks and needs to be done in the same manner with a feeling of responsibility for a goal and helping others beyond what is easily observable.

Extrinsic employee motivation is what is done for people to motivate them. It constitutes things like rewards, such as increased pay, promotion, praise, punishment such as disciplinary action, withholding pay or criticism. The role management in the organization is to watch out on the employee motivation issue and set structure which will allow the employee to motivate themselves and develop a way of motivating them. Employee motivation theories, approaches to employee motivation are underpowered by employee motivation theory, the most serves as the means of ensuring that people have or act in a desired way. Content theory, which focuses on the content of employee motivation. It states that employee motivation is essentially about taking action to satisfy needs and identifies the main needs that influence behavior need theory was originated by Maslow (1954) and their two factor model. Herbage (1957), listed needs which they termed satisfies.

According to Ducker (1995), stated that senseless motives add to the risk of interpreting human behavior to the extent that they are present and complicate the life of the administrator on the other hand with the knowledge that senseless motives existence can lead to a more careful assessment of behavioral problems. Few contemporarily psychologists deny the existence of senseless motive aspects. Many people do believe that these are activated only in times of anxiety and stress, though it is activated in the ordinary course of events and the human behavior from the subject point of view is rationally purposeful.
Fritz (1987), stated that there is unconscious employee motivation. Psychologist affirmed that the important portion of human behavior is energized and directed by unconscious motives. According to Maslow, ‘psychoanalysts have often proven that the relationship between a vigilant ambition and the extreme senseless aim that underlines its needs.’ In other words, he concluded that motives do not always trial those inferred by skilled observers for example, it is possible that a person can be involved in an accident and because he has an unconscious desire to hurt himself and not because he is careless or ignorant of the safety rules. Similarly, some overweight people are not hungry at all for food but for attention and love. Eating is morally defensive and more equipped than others because it harbors unconscious feeling of aggression towards authority figures.

Employee motivation is widely practiced today across corporate sectors regardless of their size of being either big or small. Psychological need for any individual to be appreciated over his or her effort, the same idea of thought is the need for reward and recognition in order to increase the work to drive of an employee to increase his efficiency and effectiveness towards work. Today’s organizations worldwide strive to motivate their employees in order to survive and compete in the dynamic of corporate environment successfully as motivation puts human resources into action and improves level of efficiency of employees. Motivation also enables organizations to attain sustainable competitive advantages over the competitor and finally leads to the achievement or organizational goals.

The key features of employee motivation are that it determines extent to which an individual wish to place his or her knowledge and skills at the effects of obstacle and difficulties in so doing. Armstrong defines employee motivation as a reason for doing something. Employee motivation is concerned with the aspects that influence people to behave in a certain way is very important for an organization’s success. Motivated and commitment employees with high level of job involvement are considered as an important asset to an organization and keeping the employees motivation, committed employees are more productivity usually result in higher profits (Denton, 1987).
2.6 Summary
Reward is anything that motivates the employee’s attention and encourages the employees to work. Incentives scheme is a platform to motivate employees or group achievement in an organization. This programme is most frequently built on monetary reward or non-monetary rewards. Experiments demonstrate that organization must institutionalize reward programmer to their employees to create appositive culture in an organization.

Training is a practice of developing the ability and accomplishment of an employee for doing an appropriate work. Organization adapting training usually defines their need for the training. In accordance with a well-organized procedure, such policy will entail looking at training need from a number of different perspectives.

Employee’s promotion plan administrators should keep a longstanding view in mind when exacting to get employees to take that critical step. Before you build your workplace promotion programs make sure to run good wellness surveys so workers input and needs are being met by four promotion programs.

Employee’s motivation can be of great needs if there is involvement of incentives. The reward is normally presented after the existence or occurrence of an activity i.e. nature with the intent to cause the nature to occur again. The activity is done by identifying positive implication to the nature. Investigations show that if a person receives the reward immediately the impact would be higher and decline the duration length. Continual activity-benefit combination can cause the activity to become a routine.
2.7 Conceptual framework
Figure 2.1 conceptual framework

2.7.1 Rewards
Rewards can help create the right employees management team environment. Rewarding means providing incentives to employees and recognizing them as members of groups for their achievements and recognizing their contribution to the organization mission. Rewards create an atmosphere that is encouraging and favorable to achieving the contribution and effort needed.

2.7.2 Training
Training for employment is very important. It makes one to compete at the workplace. If the employees are trained by the organization the chance of leaving the employment are very minimal. Training leads to building of employees confidence in their respective job tasks and employees tend to feel more empowered and recognized when doing their jobs. This greatly determines the level of employee’s effectiveness and efficiency of the employees in their respective jobs.
2.7.3 Promotion
Promotion is the eventual motivation aspect for any employees considering it advances an employee into a higher post in an organization. This makes employees to feel more satisfied thus working very effectively. Promotion is therefore of great importance in any organization because motivated employees will contribute greatly in attaining the goals and objectives of the organization.

2.7.4 Employee motivation
Employee motivation refers to the compliance of an employee to apply some effort in order to achieve the goals of the organization, modified by the activity skills to satisfy individual employee’s demands. An organization should continuously motivate their employee in order to increase their work drive and commitment in their tasks.
CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction
This chapter gets to do with study designs such as target population, sampling design, data collection methods, instruments, reliability, validity, analysis methods and procedures. The research is formulated to research objectives to ensure that the data collected was of relevance to the research questions and also able to describe the effect of organizational culture on employee’s effectiveness in manufacturing companies.

3.2 The Research designing method
The research method used is descriptive research design in carrying out the study activity. The design was preferred because it is concerned with answering question such as who, how, what, which, when and how much Cooper and Schinder (2001). A descriptive study is carefully designed to ensure complete description of the situation confirm that there is minimum bias in the collection in data and to reduce errors in interpreting the data collected (Kothari 2004).

3.3 Target population
Target population was from Nairobi Bottlers Limited top management level, middle management level and support staff.

Table 3.1 target population

<table>
<thead>
<tr>
<th>Class</th>
<th>Target population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>High level management</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Middle level management</td>
<td>15</td>
<td>18</td>
</tr>
<tr>
<td>Support staff</td>
<td>62</td>
<td>75</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>83</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source:** Author (2018)
3.4 Sampling Design

Kuul (1984) reported sampling as the formation through which a small number of persons, objects or events are selected and analyzed to find out the entire population from which the sample is preferred. A sample is a systematic form selected using a small proportion of targeted population. The research method used was stratified random sampling design to select a sample that represented the entire population. These procedures was preferred since it involves dividing of the population into homogeneous subgroups then taking a sample in each subgroup Kombo and Tromp (2006). This procedure was also preferred because it enables generalization of a larger population with a margin of error that is statistically determined Mugenda and Mungenda (2003). The sample size was 59% of the total population.

Table 3.2 Sample size

<table>
<thead>
<tr>
<th>Class</th>
<th>Target population</th>
<th>Sample size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>High level management</td>
<td>6</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Middle level management</td>
<td>15</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Support staff</td>
<td>62</td>
<td>37</td>
<td>75</td>
</tr>
<tr>
<td>Total</td>
<td>83</td>
<td>49</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

3.5 Data collection methods and instruments

3.5.1 Primary data

Mugenda Mugenda (2003) described primary data as first-hand information collected, complied and published for some purpose. The researcher collected this data from the respondents inform of questionnaires that were required to fill. The researcher also collected data from experience and observation for a specific purpose.

3.5.2 Secondary data

Kothari (2005), refers secondary data as information already collected by someone and some purpose and available for the present study. The researcher collected this data from academic journals, textbooks, policy briefs and magazines.
3.5.3 Questionnaires
The researcher used questionnaire collect data from the respondents and the method allowed each of the respondents to receive the same set of questions in exactly the same way. The questionnaires used yield data more comparable than informative obtained through an interview.

3.5.4 Reliability validity of data collection tools
Specific questions were incorporated in questionnaires which aim at capturing specific information from the respondent. These questionnaires were sent to be respondent to fill and sent them back for evaluation. Pretest was done on the questionnaires using a selected sample of respondent and data acquired evaluated. The pilot study was undertaken to present the methods and tools of data collection. Developed questionnaires were sent to some selected samples of respondents from each subgroup that is top, middle and support staff and then the information acquired will be evaluated to access their reliability. The researcher will identify that the questionnaires were reliable for the study and information required was accessed. The questionnaires were given out at random to respondent from each subgroup.

3.6 Data Analysis
The data was collected by use of the various instruments, was first edited to get the significant data from the study. The edited data was then coded for easy classification in order to facilitate record. The recorded data was then analyzed quantitatively by calculating various percentages where possible. Data collection was calculated by use of statistical inference such as mean, mode where applicable. Presentation of data was inform of pie charts and bar graphs only, whereby they provided a successful interpretation of the findings. The Descriptive data was analyzed qualitatively for the description and explanation of the study findings.
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction
The study analyses the data collected and interpreted according to research statistics. The data was collected through questionnaires and analyzed according to the research objectives of the study. Qualitative and quantitative techniques of analysis were both used to analyze the data collected.

4.2 presentations of findings

4.2.1 Response rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondents</td>
<td>45</td>
<td>87</td>
</tr>
<tr>
<td>Non respondents</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.1 Response Rate

Source: Author (2018)
Table 4.1 and figure 4.1 represent the response rate. The respondent stands at 45 who make up 87% of the total sample population targeted and non-respondent stand at 7 which make up 13% who never responded reasons being unknown to the researcher. The response rate of 87% was considered significant enough to provide a basis for reliable conclusion. It can be inferred that there was good response rate.

4.2.2 Gender Analysis

Table 4.2 Gender of respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>26</td>
<td>58</td>
</tr>
<tr>
<td>Female</td>
<td>19</td>
<td>42</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Gender distribution in figure 4.2 and table 4.2 stands at 58% male and 42% for female. The study shows that total number of males and females who responded from table 4.2 that were more male respondents than female.
4.2.3 Age analysis

Table 4.3 Age of respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-30</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td>31-40</td>
<td>19</td>
<td>43</td>
</tr>
<tr>
<td>41-50</td>
<td>15</td>
<td>33</td>
</tr>
<tr>
<td>51 and above</td>
<td>5</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.3 Age of respondents

![Age Distribution Graph]

Source: Author (2018)

The highest number of respondents in figure 4.3 and table 4.3 was aged 31-40 years, which is 43%. There is need to recognize that 33% of respondents were aged between 41-50 years, age 21-30 were at 13% and minorities were of age above 51 years at 11%. This shows that most of employee’s age range as from 31-40 years of age.
4.2.4 Educational levels

Table 4.4 Highest level of education

<table>
<thead>
<tr>
<th>Class</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>9</td>
<td>20</td>
</tr>
<tr>
<td>Diploma</td>
<td>12</td>
<td>27</td>
</tr>
<tr>
<td>Degree</td>
<td>19</td>
<td>42</td>
</tr>
<tr>
<td>Post graduate</td>
<td>5</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2018)

In the table 4.4 and figure 4.4 the result of the study indicated that 20% of the respondents had attained certificate education, 27% diploma education, 42% had attained degree education while 11% had attained post graduate education and this shows that the majority were of degree education.
4.2.5 Analysis of working experience

Table 4.5 Work experience

<table>
<thead>
<tr>
<th>Class</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 1 year</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>1-5</td>
<td>9</td>
<td>20</td>
</tr>
<tr>
<td>6-10</td>
<td>28</td>
<td>62</td>
</tr>
<tr>
<td>Above 10 years</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.5 Work Experience

According to the study carried out on work experience of the employees on table 4.4 and figure 4.5, it was found that the majority of the staff has worked for a period of 6 to 10 years constituting of 62%, this group is therefore believed to have joined enough experience in the industry. This was followed by 1-5 years consisting of 20%, above 10 years 13% and finally < 1 year 5%. These were believed to be under probation.
4.2.6 Marital Status Analysis

Table 4.6 Marital Status

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>28</td>
<td>62</td>
</tr>
<tr>
<td>Singles</td>
<td>14</td>
<td>31</td>
</tr>
<tr>
<td>Windowed</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Divorced</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2018).

Figure 4.6 Marital Status

Source: Author (2018)

Of the population studied based on marital status on figure 4.6 and table 4.6 it came out that the highest percentage marked accounted for 62% of total are married. On the other hand 31% are singles, 3% windowed and the remaining 4% of the population are divorced.
4.2.7 Rewards
The analysis if reward affects employee’s effectiveness

Table 4.7 Effect of Reward

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>40</td>
<td>89</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: author (2018)

Figure 4.7 Effects of Reward

Source: Author (2018)

Table 4.7 and figure 4.7 show the analysis of reward. Based on the analysis 89% of the total respondents indicated that reward had an effect on employees effective in manufacturing companies while 11% of the organizational efficiency in manufacturing companies. From the study it was concluded that reward had an effect on employee’s effectiveness in manufacturing industries.
4.2.8 Reward rating
The analysis of reward was as follows:

4.8 The extent to which rewards affects employees effectiveness in manufacturing companies

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>25</td>
<td>56</td>
</tr>
<tr>
<td>Good</td>
<td>10</td>
<td>22</td>
</tr>
<tr>
<td>Fair</td>
<td>8</td>
<td>18</td>
</tr>
<tr>
<td>Poor</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.8 the extent to which reward affects employees in manufacturing companies

Source: Author (2018)

Table 4.8 and figure 4.8 analyze the extent to which reward affects employee’s effectiveness in the sector and the responses were as follows: Excellent 56%, good 22%, fair 18% and poor 4%. 
4.2.9 Training
The analysis if training affects employee’s effectiveness in manufacturing companies

Table 4.9 Effect of Training

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>38</td>
<td>84</td>
</tr>
<tr>
<td>No</td>
<td>7</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 3.9 Effects of training on employee’s effectiveness in manufacturing companies

Source: Author (2018)

Table 4.9 and figure 4.9 shows training based on the analysis 84% of the total respondents suggested that training had an impact on employee’s effectiveness in manufacturing companies while 16% of the total respondents stated training had no effect on employee’s effectiveness in manufacturing. From the study it was concluded that training had an effect on employee’s effectiveness.
4.2.10 Training rating
The analysis of training was as follows:

Table 4.10 Rating training an employee’s effectiveness in manufacturing companies

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high</td>
<td>22</td>
<td>49</td>
</tr>
<tr>
<td>High</td>
<td>15</td>
<td>33</td>
</tr>
<tr>
<td>Average</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>Low</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.10 Rating training on employee’s effectiveness in manufacturing companies

Source: Author (2018)

The above table 4.10 and figure 4.10 shows training rating based on the analysis 49% of the total respondents rated training as very high, 33% as high, 15% as average while 3% of the respondents rated training as low. From the analysis it can be concluded that training had very high effect on employee’s effectiveness.
4.2.11 Promotion

Table 4.11 Effect of promotion on employee’s effectiveness

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>43</td>
<td>96</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

As in table 4.11 and figure 4.11 above, 96% of the total respondents had a feeling that promotion affected employee’s effectiveness in manufacturing companies in Kenya, while 4% of the total respondents stated that promotion had no effect on employee’s effectiveness in the sector. From the study it was concluded that promotion had an effect on employee’s effectiveness in manufacturing companies.
4.2.12 Promotion rating
The analysis of promotion was as follows:

Table 4.12 Rating on effects of promotion of employee’s effectiveness

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>30</td>
<td>67</td>
</tr>
<tr>
<td>Moderate</td>
<td>12</td>
<td>27</td>
</tr>
<tr>
<td>Low</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Very low</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.12 Rating on effects of promotion on employee’s effectiveness

Source: Author (2018)

From the findings in table 4.12 and figure 4.12 the response of 67% indicated high, 27% moderate, 6% low while none of the total respondents indicated very low. This indicates that the majority of the respondents rated promotion effects as having high impact.
4.2.13 Motivation

Table 4.13 Effects of motivation on employee’s effectiveness

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>42</td>
<td>93</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.13 Effects of motivation on employee’s effectiveness

Source: Author (2018)

From the table 4.13 and figure 4.13, 93% of the respondents indicated motivation affects employee’s effectiveness, while 7% indicated that motivation did not affect employee’s effectiveness. This clearly indicated that motivation affect employees effectiveness as majority has indicated.
4.2.14 motivation rating
Response on how they rate motivation on employee’s effectiveness

Table 4.14 Motivation Rating

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very high</td>
<td>25</td>
<td>56</td>
</tr>
<tr>
<td>High</td>
<td>15</td>
<td>33</td>
</tr>
<tr>
<td>Average</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Low</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)

Figure 4.14 Rating on effects of motivation on employee’s effectiveness

Source: Author (2018)

Table 4.14 and figure 4.14 above indicate how they rated motivation. Majority of respondents 56% rated motivation as very high, 33% rated it as high,7% as average while 4% of respondents rated motivation as low. From the analysis was concluded that majority were of the opinion that motivation had a very high effect on employee motivation.
4.3 SUMMARY OF DATA ANALYSIS

4.3.1 General Information
Total number of the respondents who successfully filled and completed the questionnaires to required satisfaction of the research were 45 which comprised 87% while 7 comprising 13% of the respondents did not participate adequately. Based on the analysis is concluded that the response rate was extremely high.

The total number of male respondents was 26 making 58% while the number of female’s respondents were 19 comprising 42%. From the study is concluded that the number of male respondents was higher than the number of female respondents.

The 13% of the respondents were of age bracket 21-31, 43% where between the ages of 31-41, 33% were between the ages of 41-50 while 11% were above 50 years. Based on the study, it is inferred that majority of respondents were between age of 31-40 years.

About the numbers of years in employment majority have worked 6-10 years which is 62% of the respondents and they add up to 28 out of 45 respondents. Those whom worked for 1-5 years are 20% which is 9 out of 45 respondents and those whom have worked above 10 years are minority have worked for less than 1 year is 5% which is 2 out of 45 respondents.

Based on the findings 62% of the respondents were married, 31% of the respondents were single, 3% were widowed and 4% were divorced. It signifies that married respondents were the majority in the organization.

The study conducted 42% of the respondents were university graduates while 27% other diploma, 20% had certificates and 11% were post graduates. It can be deduced that the majority were not the responds of university level. This implies that the institutions has high literacy level since majority of the workers were past primary school and most of them had joined colleges and universities to improve on their academic.

4.3.2 Reward
The study conducted that the reward is a factor affecting the employee’s effectiveness in manufacturing companies in Kenya. The majority response said that the reward enables the
employees to work competitively to attain the reward line in the organization which affects their productivity effectiveness. A reward was said to affect the effectiveness of employees to a great extend. This was indicated that, with high employees motive to perform it would result to high organizational effectiveness.

4.3.3 Training
The majority response in the organization indicated training to be an important factor which needs to be taken serious for organizational success. Respondents indicated training of the employees enhances their effectiveness in their job. It was said that the employees who are trained they will work on them effectively which will bring about good returns to the organization.

4.3.4 Promotion
The employees promotion was indicated by majority workers would be among the major factor which affects the employee’s effectiveness in manufacturing companies. The promotion in the organization was said to be done well which gives favor to the workers who have been working effectively for better results.

The respondent is indicated that the organization should come up with the strategies to be followed in the promotion process.

4.3.5 Motivation
The organization motivation to employees got different contribution. In this regards the respondents who indicated that it affects employee’s effectiveness gave the majority respond.

The respondents indicated that the organization motivation determines the employee’s aim to achieve the set objectives. The organization respondents indicated that the management needs to give employees good motivation so as to be able to realize the employee’s effectiveness in their job, which will enhance better productivity in manufacturing companies in Kenya.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction
These chapter layouts the summary of the study finding and suggestions for further research. This creates a good understanding of what was attained by the study conducted and what needs to be done in the near future.

5.2 Summary of findings

5.2.1 To what extend do reward affect employee’s effectiveness in manufacturing companies
Based on the analysis 90% of the respondents indicated that reward affects employees effectiveness. The 10% of the total respondents stated that reward had no effect on employee’s effectiveness in manufacturing companies.

5.2.2 How does training affect employee’s effectiveness in manufacturing companies?
Based on analysis 84% of total respondents recorded that training had an effect on employee’s effectiveness. The 16% stated that training did not affect the employee’s effectiveness. From the study it is concluded that training has an effect on the employee’s effectiveness in manufacturing companies.

5.2.3 How does promotion affect employee’s effectiveness in manufacturing companies?
Table 4.11 under figure 4.11 shows the analysis of effects of promotion on employee’s effectiveness. Based on the analysis 96% of the total respondents indicated that promotion has a great effect on employees effectiveness. 4% stated that promotion had no effect on employee’s effectiveness. The study can be concluded that promotion has effect on employee’s effectiveness in manufacturing companies.

5.2.4 To what extent does employees motivation affects effectiveness of employees in manufacturing companies.
Based on the analysis 93% of the total respondents indicated that motivation affects employees effectiveness. The 7% of the total respondents stated that motivation had no effect on employee’s effectiveness. The analysis can be concluded that motivation affects the employee’s effectiveness in manufacturing companies.
5.3 Conclusion
The study made the conclusion based on the respondent’s response. In this case the study concluded that the mentioned factors affect employee’s effectiveness in manufacturing companies to a great extent which on the other hand affects the organizational performance. This was indicated so because the majority of response said that the reward enables the employees to work competitively in order to be able to attain the reward line in organization which affects their effectiveness.

It is true that training is a significant aspect which needs to be taken seriously for benefits of the organization. This enthuses respondents that training of employees enhances employee’s effectiveness in the manufacturing companies. It was said that the duties easy to perform and also they will work on them willingly and effectively, which will bring about good returns to the organization.

The promotion in the organization is an issue of concern to effectiveness of employees. The respondents indicated that if promotion is done effectively, it will give favor to the workers who have been working effectively for better results. If promotion is done effectively, it creates an atmosphere of high performance and satisfaction.

The organization motivation determines the employee’s effectiveness which contributes to determine the effort to achieve the set objectives. The respondent’s should give the employees good motivation values so as to enable the employees to realize high returns.

Due to the above commends by the respondents it was concluded that employee’s effectiveness in manufacturing companies is affected by the four factors.

5.4 Recommendations.
Depending on the study of the findings the following recommendations were invented on the basis of the variables such as rewards, training, promotion and employees motivation.
5.4.1 Reward
The study recommended that the organization should give reward to the workers according to their performance which will enable employee’s effectiveness leading to better results, of the activities assigned to them hence enabling high organization productivity.

5.4.2 Training
The employees should be trained effectively in relation to their daily activities at the work place. This enables better and successful functioning of the organization since the employees find the work easier to do. Training conveys high employee’s effectiveness to the organization.

5.4.3 Promotion
The promotion should be well planned in relation to the vacancies in the organization. The organization should have good ways of carrying out promotion which will not undermine the employees who have not got the promotion. Effective promotion will contribute highly to employee’s effectiveness since every employee will feel that it has been done correctly.

5.4.4 Employees motivation
The organization should come up with better ways of motivating the employees more than the ones they have used to. This will change the altitude of employee’s performance due to satisfaction they will realize from the employees. This can only be realized where the employees will be able to view the motivation being different one from what has been existing.

5.5 suggestions for further studies
The study was carried out at manufacturing company. A similar study can be replicated in a different organization and environment. The study should also be carried out to investigate to what extent staff teamwork and cohesion affect employee’s effectiveness in any given organization.
REFERENCES

Alex H (2002), Employee Recognition: Rewarding Employees for a Job Well Done


Kotter, S (1990), a Force for Change, New York U.S.A.


APPENDIX 1

QUESTIONNAIRE
Personal information

1. Gender
   - Male
   - Female

2. Age
   - 20-30 years.
   - 31-40 years.
   - 41-50 years.
   - 51 and above years.

3. Marital status
   - Married
   - Single
   - Windowed
   - Divorced

4. Education level
   - Certificate
   - Diploma
   - Degree
   - Post graduate
5. **Reward**

i. Does reward affect employee’s effectiveness in manufacturing company?
   - Yes
   - No

ii. How would you rate the impact of reward on employee’s effectiveness in manufacturing companies?
   - Excellent
   - Good
   - Fair
   - Poor

iii. Suggest ways to improve employee’s effectiveness through reward in manufacturing companies:

   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………

5. **Training**

Does training affect employee’s effectiveness in manufacturing companies?

- Yes
- No
6. Promotion

i. Is does promotion in manufacturing companies affect employees effectiveness

Yes ☐

No ☐

Explain

………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………

ii. How would you rate the impact of promotion on employee’s effectiveness in manufacturing companies?

High ☐

Moderate ☐

Low ☐

Very low ☐

7. Employees motivation

i. Is does motivation affect employees effectiveness in manufacturing companies?

Yes ☐

No ☐

Explain

………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
ii. How would you rate the impact of motivation to employee’s effectiveness in manufacturing companies in Kenya?

Very high

High

Average

Low

iii. Suggest ways to improve employee’s effectiveness through motivation in manufacturing companies

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THANKYOU FOR YOUR COOPERATION