IMPACT OF MOTIVATIONAL FACTORS ON WORKER
PERFORMANCE: A CONTEXTUAL INVESTIGATION OF KAREN
CHRISTIAN COLLEGE

MUCHIRI DORCAS WAMBUI
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DECLARATION

This report is my original work and has not been presented for the award of degree in any other University.

Signature…………………………… Date ………………………

Muchiri Dorcas Wambui

ODL-BML/2/00038/1/2014

This report has been submitted for examination with my approval as University Supervisor.

Signature…………………………… Date ………………………
Dr. Thomas Ngui
The Management University of Africa
DEDICATION

This work is dedicated to my beloved Husband Boniface Saringe, my son Mark Senteu and daughter Elise Naisola who have been my greatest source of inspiration for working hard. This research project would not have been accomplished without your love, patience, encouragement and understanding. Thank you.
ACKNOWLEDGMENT

I wish to acknowledge the almighty God for His guidance and support through my studies even to this moment. I also wish to acknowledge the support and guidance plus timely advice of my supervisor Dr. Thomas Ngui and the staff of The Management University of Africa for their dedication and support towards making my degree a success.
ABSTRACT

The objective of the investigation was to look at the impact of motivation on the performance of workers utilizing the instance of Karen Christian College, Nairobi. The investigation was guided by the accompanying exploration questions: How do money related elements affect the performance of workers at Karen Christian College? How does job design affect the performance of staff at Karen Christian College? How does staff training and development affect the performance of staff at the College? What is the effect of structure of work on performance of staff at the College? The examination utilized a descriptive research design. The population in this examination involved all the employees of Karen Christian College in Nairobi. The examination populace and inspecting outline involved a rundown of all agents that worked at the College in Nairobi and was got from the HR office. The convenient sampling procedure was utilized in the examination to choose the respondents from the rundown of workers given by the human asset division so as to speak to the whole population; accordingly, the sample size of the investigation was 30. Essential information for the examination was assembled utilizing a sorted out survey. The crude information was deciphered and investigated subjectively by utilization of topics and displayed it in story frame. The quantitative information was sorted out and outlined utilizing graphic measurements particularly frequencies and rates. Quantitative information was introduced utilizing tables. The examination discovered that that Karen Christian College utilizes money related prizes to inspire its representatives. The examination uncovered that the staff trusted that cash was a vital motivator to work inspiration and that the vast majority of them utilized the estimation of cash to play out the capacity of a scorecard by which they surveyed the esteem that the association had put on their administrations. The examination demonstrated that representatives at KCC were miserable with their activity configuration as far as the errands they performed and the association did not include them in the activity configuration prompting their demotivation. The examination additionally uncovered that, training that KCC representatives attended enhances their capacities towards their work, and in addition raise their assurance and trust in the employments. The examination presumes that representatives at KCC were miserable with their activity outline and work organizing as far as the assignments they performed and the association did not include them in the activity configuration prompting their demotivation. The investigation likewise reasons that KCC representatives attended training for enhancing their capacities towards their work, and in addition increased their spirit and trust in the activity and that the representatives in the association had a conviction that all is good worked from their preparation that encouraged their capacity to oversee elements and new circumstances inside the association. The investigation prescribes that administration utilize the non-money related rewards as a savvy method for keeping the workforce profoundly energetic, yet in addition incorporate fiscal prizes that ought to be connected straightforwardly to the pay plan and give and make a useful activity revolution program and build up a far reaching program for its electiveness. The examination prescribes chiefs to likewise give ideal motivational frameworks that should be resolved for actualizing work turn arrangement.
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## OPERATIONAL DEFINITION OF TERMS

| **Management** | A social process consisting of planning, controlling, coordination and motivating |
| **Leadership** | The ability of influence the behaviors of others |
| **Objectives** | Specific aims of a firm |
| **Quality of working Life** | It is a systems approach to job design and enrichment |
| **Job Enrichment** | The attempt to build a higher sense of challenge and achievement into a job |
| **Performance** | Results achieved against specified objectives |
CHAPTER ONE

INTRODUCTION

1.0 Introduction

This section presents the investigation by taking a gander at its experience and expressing the issue. It additionally looks at the reason and destinations of the examination, inquire about inquiries, importance, degree and constraints of the investigation.

1.1 Background to the study

All associations need to be effective, even in the present condition which is profoundly focused. As indicated by Dobre, 2013 organizations regardless of the size and market attempt as much as they can to rouse their best staff which recognizes their imperative job and impact on adequacy of the association. If workers are not happy with their employments and not roused to satisfy their errands and accomplish their objectives, the association will fail.

As prior expressed, the performance of staff is a worry for any association since it decides if the association meets its objectives. Human resources are crucial for an organization to do well and meet its targets. According to Osei, 2011 even skilled and talented workers may not accomplish the organization’s targets if they are not motivated. Shanks, 2012 noted that lack of motivation would make workers fail to give their full effort towards the organizational tasks and instead engage in other non-work related tasks. The best way to inspire representatives to buckle down is to propel them. Each individual worker in an association is motivated in a different way. One of the critical jobs of an administrator in the working environment is to complete things
through representatives. To do this the administrator ought to have the capacity to inspire workers. As indicated by Shahzadi et al. (2014) inspiration practice and hypothesis are troublesome subjects, addressing a few orders. The creators express that, notwithstanding colossal research, essential and connected, the subject of inspiration isn't plainly comprehended and as a general rule ineffectively rehearsed. Uzona (2013) expresses that, human instinct can be exceptionally basic, yet extremely complex as well, and that a comprehension and energy about this is an essential to compelling representative inspiration in the working environment and along these lines viable administration and initiative.

As it were, inspiration is an interior drive to fulfill an unsatisfied need and to accomplish a specific objective. It is likewise a methodology that starts through a physiological or mental need that fortifies an execution set by a target.

Motivation can be natural, from within the individual or outward, from the environment. At the work environment the outward inspiration is accomplishment of objectives that are non-business related, for example, motivating cash to pay individual bills.

Having concentrated on motivation, we currently take a gander at representative performance and what it involves. In each association, there are numerous variables that become an integral factor if the association is to meet its objectives. Performance or execution of the worker is considered as what a representative does and in addition what they don't. Representative execution includes quality and amount of yield, nearness at work, accommodative and supportive nature and auspiciousness of yield.
Associations can utilize coordinate rewards in view of individual execution if representative execution is recognizable.

To fulfill clients, firms pay much exertion yet don't focus on fulfilling representatives. Clients would not be fulfilled until and except if representatives are fulfilled.

Karen Christian College (once Karen Bible School) is a Christian establishment supported by Free Pentecostal Fellowships in Kenya, whose theory is established in the Holy book and philosophical duty of the Pentecostal Fervent custom. It is based on a seven section of land cultivate in Karen zone in the Southern piece of Nairobi at the foot of Ngong Slopes. Many Pastors, evangelists and church servants have been trained in the College for the past 42 years.

The College was built up in 1976 as Karen Bible School by the Scandinavian evangelists as a peaceful preparing theological college for the sole reason for preparing church clergymen of Free Pentecostal Fellowship in Kenya. The Bible school filled this need by offering three months short courses until 1989 when the requirement for a more drawn out time of preparing was acknowledged and the one year preparing program was executed.

The quick development of instruction in Kenya prompting high proficiency levels in the urban and the provincial territories likewise affected the requirement for further developed preparing of the ministry. In 1993 the name Karen Bible School was altered to Karen Bible College. This programme had been going ahead up to 2008 when the name changed to Karen Christian College, to consolidate Early Childhood Development and Education to serve the general public comprehensively. As said over
the school has prepared roughly 500 Ministers, evangelists and other church specialists who have are as yet having effect in the Kenyan church and society.

The school has developed to a degree of building up other associated course focuses in the nation, in particular: Nyambare Mission Center, Nyamira Center, Kiptere Center, Oyugis Center, Kitale Center and Thessalia Course Center. The examination was restricted to the fundamental grounds situated in Nairobi Karen suburb.

1.2 Statement of the problem

Researches on the effect of motivation on employee performance have found varying results (Dinler, 2008). Most previous studies have found out that motivation directly impacts on staff performance. Employees from different places and cultures were not motivated by the use of the same motivational techniques implying that different techniques may need to be applied. Asim (2013) found that training is an important motivational technique that leads to a positive impact on employee performance in the educational sector in Pakistan. However, the study only focused on training as a source of motivation leaving a gap to be filled by examining other motivational techniques.

According to Gichunge and Musungu (2010) there is a direct relationship between motivation and employees’ productivity in the Kenyan building and Construction Industry. Njoroge (2011) also noted a positive impact of motivational strategies such as good performance appraisals, training, and enhanced job security on the performance of workers in Kenyan government ministries. Findings by Albeiti (2015) stated that reward systems such as stock options, profit sharing, and pay were the most popular and had a positive impact on the performance of employees at Victoria Commercial Bank of Kenya. These studies point towards a positive impact of
motivation on the performance of employees, but none of the studies examines the impact of motivation on performance of employees in Karen Christian College, which has been examined in this study. Therefore, the identified gap needs to be filled, and thus the need for this study to examine the impact of motivational factors on the performance of employees of Karen Christian College in Nairobi.

1.3 Objectives
The principle reason for the examination was to investigate the impacts of inspiration on the execution of staff at Karen Christian College.

1.3.1 Specific objectives
i. To find out the effects of monetary factors on the performance of employees at KCC
ii. To evaluate the extent to which job design affects the performance of staff at KCC
iii. To establish how training and development is a factor that affects employees at KCC
iv. To establish how the structure of work is a factor that affects employees performance at KCC?
1.4 Research questions
i. To what extent do monetary factors affect the performance of employees at KCC?
ii. What extent does job design have on employee performance?
iii. How does training and development affect performance of employees at KCC?
iv. How does the structure of work affect performance of employees at KCC?

1.5 Significance of the Study
1.5.1 Management of KCC
The institution will benefit from the findings of the study because it will address the issues highlighted in the study and enhance programs that can motivate their employees and improve performance.

1.5.2 Employees of KCC
The employees will also benefit from the findings of the study because the management will address the issues highlighted in the study and formulate strategies which will be of benefit to the employees.

1.5.3 Institutions of learning
The study would help institutions of learning to be more informed on what practices are most effective in motivating their employees.

1.5.4 Other Researchers
The study will enable future researchers to not only acquire practical skills in the field of research but it will also enable them to evidently recognize the actual correction that emphasize the effects of motivation on the performance of employees.
1.6 Scope of the Study

The examination was aimed at exploring the impacts of motivation on the performance of staff at Karen Christian College. The target population of the study will be 30 people. These respondents will be from various departments within the organization which includes: Finance, Human Resource, Administration, Teaching staff and Non teaching staff. The period of study will be from June to November 2018.

1.7 Chapter Summary

This chapter gives an overview of motivation theories and how they affect employee performance. A brief background of the organization being studied is also given. The chapter also provides information on the problem statement, purpose, significance as well as the extent of the investigation.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction
In this section the impact of motivation on worker performance will be given an inside and out investigation and distinctive writing be inspected. The exploration will consider area of writing from an assortment of sources. The wellsprings of writing will be reading material, magazines, diaries, past research works, the web and perceptions identified with the issue in question. This will clear up, reinforce and as needs be immediate each phase of research from the definition of the exploration theme to the dispersal and use of research discoveries.

2.1 Theoretical Literature Review
It is sufficiently recorded in the writing that few masterminds like Maslow and others have thought about human conduct from alternative points of view. That is monetary, mental, and social with the aim of comprehending what propel individuals to do the things they do. All the while, they built up a few speculations of inspiration. This area shows a concise survey of a portion of the hypotheses of inspiration in connection to profitability. The hypotheses of inspiration can be arranged in to content speculations and process hypotheses. Content speculations manages what rouses and are worried about recognizing individuals' needs and their relative qualities and the objectives they seek after so as to fulfill these requirements. The primary substance hypotheses incorporate Maslow's progressive system needs: Herzberg's two factor hypothesis and McClelland's accomplishment inspiration hypothesis. Process speculations then again, put accentuation on the real procedure of inspiration. These hypotheses are worried
about the connections among the dynamic factors which make up inspiration and with how conduct is started, coordinated and supported.

2.1.1 Abraham Maslow's theory of hierarchy of needs

The most well known hypothesis of inspiration in the traditional writing is maybe that of an assembled States clinician, Abrahams Maslow's Chain of importance of Necessities Hypothesis. (Maslow, 1943) talked about five levels of workers needs: mental, wellbeing and security, social, regard or conscience and self realization. As indicated by this hypothesis, individuals have numerous necessities which persuade them to work, that those requirements are organized in a progressive way so that lower level needs must be fulfilled before the following more elevated amount need would spur representatives to buckle down and increment efficiency. Abraham's hypothesis identifies with this examination in that, when a level of need is met, there will be inspiration for the workers in that level. An inspired representative is a cheerful worker and the outcome is his/her great execution at his zone of task.
2.1.2 Herzberg's two factor theory
Therapist Frederick Herzberg (1966) contributed the inquiry "what do individuals need from their employments?" through this inquiry Herzberg distinguished the variables that prompt extraordinary satisfaction (motivators) and outrageous disappointment (cleanliness). Variables prompting fulfillment, for example, accomplishment, acknowledgment, duty, the work itself, headway and development are additionally called characteristic components, though those prompting disappointment, when not present, for example, organization arrangement and organization, supervision, relational relations and working conditions are called outward factors.. From this hypothesis it is clear that those components of fulfillment are vital with regards to execution. This is on the grounds that a persuaded specialist is
will tend to love what he or she does and henceforth his execution will be influenced emphatically.

2.2 Empirical literature review
All the hypotheses talked about above have been tried experimentally. One of the early exact examinations on Maslow's progressive system of requirements hypothesis attempted to test whether the rundown of necessities got from American culture by Maslow is pertinent to different societies.

2.2.1 Performance
Having an effective execution administration process and devices is basic for worker inspiration for superior. However this isn't a satisfactory condition for powerful execution administration. The most essential factor with any execution framework is the way it is taken and how devotedly it is utilized by directors and representatives (Pulakos, 2009). Execution administration is likewise about flawlessness, synchronizing, moving up to make an incentive for and from client with the aftereffect of monetary esteem creation to investors and proprietors. The viable administration of execution requires a strong comprehension of the execution area. That is, understanding the obligation territories and assignments that are a piece of the expected set of responsibilities inside an organization or association. When you have a sufficient authority of what the activity requires, you have the reason for evaluating and enhancing execution. This is the establishment for evaluating and enhancing execution inside an organization. At the point when this is inadequate with regards to it results to a missing connection in assessing representative execution and the likelihood of enhancing the worker execution inside the association.
2.2.2 Motivation

Certo, 2016 portrays inspiration as giving individuals motivations that reason them to act in wanted ways. Motivation is a basic fixing in worker execution and efficiency. With the common vulnerability in the economy, couple with the accentuation on consumer loyalty and long haul business relations, there is resuscitated enthusiasm for the inspiration of offers delegates. Reggio, (2014) recommended that the determinants of occupation fulfillment were not the same as those of employment disappointment.

Inspirations are things that lead representatives to be fulfilled and persuaded by their occupations and need to do with work content, they are innate in the work itself. Cleanliness factors are identified with the setting in which individuals play out their occupations e.g supervisory issues, relational relations, low compensation, managerial practices, poor working conditions and ominous organization strategies. An essential inquiry in the investigation of inspiration is what motivational procedures managers would be able to use to propel their workers and increase execution. Major motivational procedures can be recognized as:

2.2.2.1 Monetary factors

In McClelland's gained needs hypothesis, cash is an essential wellspring of execution input for rapid achievers. Investigators reaffirm that by far, for most of the workforce, standard pay is completely essential keeping in mind the end goal to meet fundamental physiological and wellbeing needs.

Armstrong, 2007 additionally bring up that prizes can go about as an objective that representatives by and large make progress toward, and as an instrument which gives esteemed results. Numerous associations confront issues when attempting to
comprehend the relationship that exists among remunerations and inspiration, notwithstanding, the creators contended that for remunerations to persuade individual, certain conditions must be met.

2.2.2 Job design

Occupation configuration has been a standout amongst the best instruments utilized for enhancing a representative's execution. Presently it is trusted that the vast majority of the representatives are not content with their activity plan or not lined up with the undertakings that they feel urged and propelled to perform. Occupation configuration assumes an essential job in the accomplishment of association and additionally close to home objectives. These necessities may incorporate social, innovative, individual and hierarchical wants.

Employment plan of one's own decision brings contribution, fulfillment and inspiration. Such representatives bear more agony for their work, they make the most of their work and remain additional hours eagerly. Despite what might be expected if the representatives are not happy with their activity plan they feel depleted and unwilling to work legitimately just for hierarchical objectives (bates, 2006). Uninspired workers turn into a weight for the company in the event that they remain in it. If they quit or move to another organization they cause high worker turnover cost for the association (Knapp and Mujtaba, 2010). A few ways to deal with to build a compelling job design are through job rotation, job environment improvement and job extension, which can be utilized to draw in, energize and include workers in their work.
2.2.2.1. Job rotation

It’s the process of moving workers from one job or task/role to another. This helps them in gaining abilities and employment autonomy, expanding inspiration, work execution and efficiency (Bennett, 2013). The activity revolution applications are critical for creation laborers as well as for representatives considered as administrator applicants.

All together for the activity turn methodology to be compelling and the worker not be pivoted in an unseemly activity position, four elements ought to be considered. That is, the sex of the representative, the physical requests of the activity, the aptitudes and the time required for performing different undertakings (Carnahan et al, 2000).

Besides, performing normal occupations job rotation could enhance trust among the staff and help them to enhance their activities.

2.2.2.2 Job enrichment

Employment enrichment is viewed as a procedure where administration gives expanding duties which are frequently relegated by the bosses to the representatives. Occupation enhancement as a type of vertical development of work, it is unquestionably identified with work examination. Notwithstanding being a piece of the examination, work advancement can be seen as an immediate use of employment investigation. At the point when an occupation is improved then the set of working responsibilities will change (increment in a quality) and afterward likewise change the activity determination expected to fill or run an occupation.

An advanced activity offers more self-governance and opportunity in executing the related duty and mixes it up and test to a worker's every day schedule. What's more the
monetary compensation related to work, an enhanced activity renders self-satisfaction, realization and happiness. Lawler (2003) distinguishes three mental conditions for a vocation to be considered as improved. These are; involvement of importance, the experience of obligation regarding results and criticism or learning of results.

2.2.2.3 Job enlargement
This can be defined as assessing staff additional same level activities, thus increasing the number of tasks they perform.

Kaymaz (2010) notes that enlarging jobs is a strategy the top management uses to reduce costs of hiring new employees, so it is just a matter of workload.

2.2.2.3 Training and development programs
Preparing/training is the procedure of outfitting the workforce with the vital learning, abilities and state of mind to handle the activity duties. Staff advancement then again is change of the representative's abilities for future natural requests and flexibility. Partnerships are putting forth an assortment of preparing projects to meet their authoritative needs. These incorporate substance on IT and frameworks, procedures, methodology and business hones, industry-particular trainings, administrative or supervisory preparing, relational abilities, consistence, deals, official advancement, fundamental aptitudes, new representative introduction, client administration and quality. Improvement is a long haul instruction process using a deliberate and sorted out system by which administrative work force learn applied and hypothetical information for broadly useful. Preparing and advancement enhances the workforce fitness with a specific end goal to make an upper hand and add to hierarchical achievement. Preparing and Improvement is additionally a method for businesses to address the worker's needs. Improvement infers it is a continuous procedure and that
advancement is set aside a few minutes and this fits likewise with the accentuation on long life learning.

2.2.3.1 Training and development Techniques
Administration likewise utilize this procedure to create appropriate HR advancement program that guarantee workers are prepared and their abilities are redesigned as they go up the associations step to possess places of higher obligations.

They express that, if an expansion in the preparation strategies isn't suitable, learners may wind up not profiting from the activity. Extensively, preparing programs are arranged into: at work preparing and off-the-work preparing. At work preparing is likely the most widely recognized way to deal with preparing and range from the specifically unsophisticated methodology which includes verbal guidelines or showings of how to utilize instruments and different types of gear.

It has the upside of fact and prompt since the student works, learns and creates aptitude in the meantime. For the most part of the work preparing incorporates the accompanying kinds of preparing, introduction or acceptance preparing, apprenticeship and boost preparing.

Off-the-work preparing might be important to make tracks in an opposite direction from the prompt workplace to a place where the dissatisfaction and hustle of work is wiped out. This empowers the students to think about hypothetical data or be uncovered new and inventive thoughts. This kind of preparing happens on exceptional courses or in a preparation zone or focus that has been particularly prepared and staffed for preparing. They include: addresses, preparing by administration foundations, meetings, classes, contextual analysis and conceptualizing.
The smaller scale recognizes how much inside profession improvement frameworks encourage authoritative movement and self-improvement. It additionally addresses the degree to which associations see requirement for expertise upgrade to outfit representatives with significant abilities for future work request. These methodologies incorporate profession advancement data innovation, work configuration, work upgrade, work development and 360 degrees criticism.

2.2.3.2 Formal Training Courses and Development Programs
There are various techniques which might be utilized to build up the aptitudes required inside an association. These courses and projects are generally an arrangement of characterized and known projects where the substance, terms and every one of the insights about the preparation are obvious to both the association and the work force to be prepared (Beardwell, Holden and Claydon, 2004). Dissimilar to casual trainings and projects, formal preparing and projects can be arranged before and furthermore plan for their assessment.

Representatives may attempt these courses and projects while totally off work for a specific length of time or then again be available for work on low maintenance premise. These projects can be held inside the association (in-house) or off the activity. Off the activity is contended to be more compelling since representatives are far from work put and their focus is completely at preparing. Contingent upon the information required, association's structure and strategies, the mentors too might go in close vicinity to the partnership or outside the association (Harrison, 2010.).

2.2.3.4.1 Employment Rotation and Transfers
Occupation rotation and exchanges is a method for creating worker aptitudes inside association includes developments of representatives starting with one authority
obligation then onto the next for instance going up against higher rank position inside the association, and one part of the association to another (McCourt and Eldridge, 2013). For exchanges for instance, it could include development of workers starting with one nation then onto the next. These pivots and exchanges encourage workers gain information of the distinctive tasks inside the association together with the distinctions existing in various nations where the association works. The information obtained by the chose representatives for this strategy is gainful to the association as it might build the upper hand of the association.

2.2.3.4.2 Instructing and or Mentoring
This includes having the more experienced representatives mentor the less experienced workers (McCourt and Eldridge, 2013; Torrington et al., 2005). It is contended that coaching offers an extensive variety of points of interest for improvement of the obligation and relationship building (Torrington et al., 2005). McCourt and Eldridge (2013) states that, the training is frequently connected to recently enrolled graduates in the association by being appended to guide who may be their prompt directors or another senior chief. Torrington et al. (2005) noticed that, this anyway does not suggest that more seasoned representatives are barred from this preparation and advancement technique yet it is chiefly underscored for the recently utilized people inside the association.

2.2.3.4.4 Workshops and seminars
As a preparation and improvement strategy, meetings includes introductions by in excess of one individual to a wide gathering of people. It is more savvy as a gathering of workers are prepared on a specific theme all in the meantime in huge crowds. This strategy is anyway disadvantageous on the grounds that it is difficult to guarantee that
every individual student comprehend the current point all in all; not all learners pursue at a similar pace amid the instructional courses; center may go to specific learners who may appear to see quicker than others and hence driving tot under preparing different people (Wognum, 2011).

### 2.2.3.4.5 Role playing
Includes preparing and advancement systems that endeavor to catch and deliver basic leadership circumstances to the worker being prepared (McNamara, 2008). As it were, the strategy enables representatives to carry on work situations. It includes the introduction of issues and answers for instance in an association setting for discourse. Students are furnished with some data identified with the depiction of the jobs, concerns, destinations, obligations, feelings, and some more. Following is arrangement of a general depiction of the circumstance and the issue they confront. The students are there after required to showcase their jobs. As indicated by McCourt and Eldridge (2013), this strategy is more compelling when completed under tranquil or then again insignificant pressure conditions to encourage simpler learning. It is an extremely powerful preparing strategy for an extensive variety of workers for instance those in deals or client benefit zone, administration and bolster representatives.

### 2.2.3.5 Impact of Training on Performance.
In reality, progressive improvement and headway is impacted by different factors. In light with the present investigation in the midst of the change of association, representative preparing accept an irreplaceable part in improving execution and moreover extending gainfulness. This consequently prompts setting relationship in the better positions to confront contention and remain at the best (Wright and Geroy, 2011). This along these lines recommends a nearness of a vital qualification between
the association that set up their specialists and those that don’t.

Existing composition presents affirmation of a nearness of apparent effects of getting ready and change on representative’s execution. A few examinations have continued by taking a gander at execution as far as representative execution specifically (Purcell, Kinnie and Hutchinson 2013; Harrison 2010) while others have reached out to a general standpoint of hierarchical execution (Guest 1997; Swart et al., 2005). In the way, the two are associated as in laborer execution is a part of authoritative execution since representative execution impacts general hierarchical execution (Wright and Geroy, 2011).

In association with the above, Wright and Geroy (2011) take note of that laborer capacities change through practical getting ready projects. It as needs be not simply upgrades the general execution of the workers to effectively play out their present occupations also it enhances the learning, abilities and mentality of the representatives for the future employment, thusly adding to pervasive hierarchical execution. Preparing has been shown to create execution change related points of interest for the specialist and furthermore for the association by decidedly influencing representative execution through the headway of worker learning, aptitudes, capacity, abilities and conduct (Appiah 2010; Harrison 2010; Guest 1997).

Besides, different investigations for instance one by Swart et al. (2005) expand on preparing as a technique for overseeing capacity deficiencies and execution holes as a strategy for improving worker execution. As indicated by the creator, associating the execution hole implies realizing a pertinent planning intervention for making particular states of mind and capacities of the specialists and enhancing worker
execution. He empower expand the thought by communicating that planning urge relationship to see that its pros are not performing incredible and an in this way their insight, mentalities and perspectives ought to be framed by firm needs. It is for the most part with the objective that workers have a particular proportion of data related to different livelihoods.

2.2.3.6 Qualify of working life/Satisfaction
Personal satisfaction isn't just worried about the money related perspectives however states of business, relational clashes, work weight, absence of opportunity and nonattendance of difficult work. QWL is a far reaching program assigned to enhance workers' fulfillment. It is a mindset about individuals, work and association and makes a feeling of adoptability and by and large adequacy of an association. QWL is characterized as the ideal conditions and situations of a working environment that help and advance representative fulfillment by giving them rewards, employer stability, and development openings.

Poor workplaces, inhabitant hostility, outstanding task at hand, failure to convey nature of consideration favored, lopsidedness of work and family, move work, absence of contribution in basic leadership, proficient disengagement, absence of acknowledgment, poor associations with bosses/peers, job strife, absence of chance to learn new abilities are the significant boundaries in the change of QWL of representatives.

2.3 Summary and research gaps
Most previous studies have found out that motivation directly impacts on staff performance. Asim (2013) found that preparation is a vital motivational strategy that
prompts a positive effect on worker execution in the instructive part in Pakistan. The examination just centered on training as a wellspring of motivation. The above examinations all point towards a positive effect of inspiration on the execution of staff; however none of the investigations inspects the effect of motivation on performance of workers in Karen Christian College, which has been analyzed in this investigation.

In this way, the distinguished gap should be filled, and accordingly the requirement for this investigation to inquire into the impact of motivation on performance of employees at Karen Christian college in Nairobi.

2.4 Conceptual Framework
The model below illustrates some of the motivating factors which affect performance of employees.

Figure 2.4: The Conceptual Framework

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Money</td>
<td></td>
</tr>
<tr>
<td>Job Design</td>
<td></td>
</tr>
<tr>
<td>Training and Development programs</td>
<td></td>
</tr>
<tr>
<td>Quality of Working Life/Fulfillment</td>
<td>Employee’s Performance</td>
</tr>
</tbody>
</table>

Source: Research, (2007)

2.5 Operationalization of Variables
The link between performance and motivation is a positive one, increased motivation results in more effort and improved performance. However, it can be argued that while
higher motivation will produce better performance, improvements in performance will increases motivation due to resulting sense of achievement.

**Figure 2.5 Motivation/Performance Relationship**

![Figure 2.5 Motivation/Performance Relationship](image)

**KEY:**

- **P** - performance
- **M** - Motivation

Motivation influences performance, for example when recognition of achievement of an individual’s performance is realized then the output of the individual is likely to increase. Productivity expresses the relationship between output from systems and inputs, which go into their creation. Performance is related to productivity when productivity is used as a means of measuring actual operations thus used as a way of analyzing and evaluating performance.

**2.6 Chapter Summary**

In this chapter the researcher has focused on the past related literature on the relationship between motivation and performance of employees. The next chapter will present essential research methods that will be used to carry out this research.
CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction
In this section the investigator describes the research design used in the study, population under study, sample size and sampling procedure used, research tools and data collection instruments as well as data analysis procedures.

3.1 Research Design
Research design is a methodology that gives answers to issues, for example, procedures to use to accumulate information, the sort of inspecting techniques and instruments to be utilized and how time and cost limitations will be managed. (Saunders, 2003) The examination received an enlightening exploration plan. The researcher used descriptive research design to carry out the investigation.

3.2 Target Population
Populace alludes to the aggregate number of subjects under study. The target population for this study comprised of 30 staff member of Karen Christian College who came from various departments within the organization.

Table 3.1 Population Distribution

<table>
<thead>
<tr>
<th>Section</th>
<th>Population Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrator</td>
<td>4</td>
</tr>
<tr>
<td>Academic Staff</td>
<td>11</td>
</tr>
<tr>
<td>Non Academic Staff</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
</tr>
</tbody>
</table>

Source: Author (2018)
3.3 Sample and sampling technique

3.3.1 Sample size
A sample is characterized as a little extent of a whole populace, a determination from the populace (Lohr, 2010). In this study a convenience sample of 30 respondents has been obtained.

Table 3.3.1 Sample Size Distribution

<table>
<thead>
<tr>
<th>Section</th>
<th>Population Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Employees Numbers</td>
</tr>
<tr>
<td>Administration</td>
<td>4</td>
</tr>
<tr>
<td>Academic Staff</td>
<td>11</td>
</tr>
<tr>
<td>Non Academic Staff</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
</tr>
</tbody>
</table>

Source: Author (2018)

3.3.2 Sampling Technique
Measurable examining systems are the methodologies connected by specialists amid the factual testing process (Noy, 2008). The investigation utilized a statistics inspecting procedure. It is known as a total distinguishing proof which suggests a total tally. The sampling technique used was convenient sampling. The study population was segmented into three groups: Administrative staff, academic staff and non-academic staff. This ensured representation across the various departments.
3.4 Data collection Instruments
Data collection instruments involved methods which were used to collect data from the selected respondents. In the study the researcher used structured and unstructured questionnaires and interviews as well as observation schedules to gather the data for the investigation.

3.5 Pilot study
Research Instruments such as the questionnaire were utilized to gather information. So as to increase and test the unwavering quality of the instrument, a pilot ponder was done. Either way, a pilot study allows one to test several variables and to iron out any initial problems before preparing the broad plan that will direct the entire research project. The idea is not to get data per se, but to learn about the research process, interview schedule, observation techniques and the researcher as the instrument. The variables being tested include the data collection methods, the time frames of the investigation and the researcher as the instrument.

For the pilot study, the researcher used some church ministers in a church in Dagoretti where the researcher fellowships to test the instruments. The pilot study was done not only to ensure that the study’s instruments would yield the needed information but also as an additional way of increasing the quality of the data for this study.
3.6 Data collection procedure
A letter addressed to management of the College was written requesting for permission to carry out the research. The data collection method used was a self-administered structured questionnaire. The questionnaire was also pre-tested with selected respondents before it was administered to all the employees. A letter addressed to the respondents, assuring anonymity was also attached to the questionnaire. In order to improve returns (response rate), the researcher employed the drop and pick later method and stationed a drop box at the office.

3.7 Data Analysis and Presentation
The researcher read the data recorded in the questionnaires thoroughly in order to obtain a feel of the respondents. The raw data was interpreted and analyzed qualitatively by use of themes and presented it in narrative form. The quantitative data was organized and summarized using descriptive statistics specifically frequencies and percentages and presented in form of tables.

3.8 Ethical factors considerations
The investigator observed various ethical considerations while conducting the research. Among the considerations were: the respondents were not coerced to take part in the inquiry but rather it was a voluntary participation, the research had to ensure that the respondents were participating on the basis of informed consent hence the research provided sufficient information and assurances about taking part to allow individuals to understand the implications of participation and to reach a fully informed, considered and freely given decision on participation and the researched ensured that there was no of use of offensive or discriminatory or other unacceptable language during the formulation of the questionnaire.
3.9 Chapter Summary

This chapter has given the approach and methodology that as used to carry out the investigation. The researcher conducted a case study and administered a questionnaire to each respondent. The study was based entirely on primary data collected from the respondents. After the data was collected, the researcher used descriptive statistics to analyze and derive the findings. The next chapter looks at the data collected and presents it in the form of graphs, tables and charts in order to ease understanding and interpretation.
CHAPTER FOUR

FINDINGS OF THE STUDY AND DISCUSSIONS

4.0 Introduction
In this section, data collected on the effect of motivation on employee performance at Karen Christian College is provided using explanations, tables, graphs and charts where applicable. The limitations of the study will as well be discussed.

4.1 Data presentations

4.1.1 Questionnaire response and return rate
Table 4.1. Table revealing the response and return rate of the questionnaires

<table>
<thead>
<tr>
<th>Factor</th>
<th>Frequency (f)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded to</td>
<td>25</td>
<td>83</td>
</tr>
<tr>
<td>Not responded to</td>
<td>5</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Out of the 30 questionnaires that were given, 25 questionnaires were properly answered and returned which was 83.3% of the total questionnaires, while 25 questionnaires were not returned which was 16.66% of the total questionnaires. The 83.3% return rate indicates a substantial representation of data from the sample.

4.1.2 Descriptive findings
Under this section, the researcher sought to establish the demographic characteristics of the respondent. The researcher sought to find out the sex of the respondents, their age bracket, their staffing level, their tenure in the organization and final their level of education. The information is broken down as follows;

Table 4.2 Descriptive findings
<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Frequencies</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Below 25 years</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>26 – 35 years</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td>36– 45 years</td>
<td>15</td>
<td>60</td>
</tr>
<tr>
<td>46 – 55 years</td>
<td>14</td>
<td>56</td>
</tr>
<tr>
<td>Above 55 years</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>15</td>
<td>60</td>
</tr>
<tr>
<td>Female</td>
<td>10</td>
<td>40</td>
</tr>
<tr>
<td><strong>Academic qualifications</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PHD</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Masters</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>7</td>
<td>28</td>
</tr>
<tr>
<td>Diploma</td>
<td>5</td>
<td>20</td>
</tr>
<tr>
<td>Certificate</td>
<td>5</td>
<td>20</td>
</tr>
<tr>
<td>Secondary</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Primary</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td><strong>Departments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td>Academic</td>
<td>9</td>
<td>36</td>
</tr>
<tr>
<td>Support Staff</td>
<td>12</td>
<td>48</td>
</tr>
<tr>
<td><strong>Tenure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Above 20 years</td>
<td>8</td>
<td>32</td>
</tr>
<tr>
<td>16 – 20 years</td>
<td>5</td>
<td>20</td>
</tr>
<tr>
<td>11 -15 years</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>6-10 years</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>0-5 years</td>
<td>8</td>
<td>32</td>
</tr>
</tbody>
</table>
As represented in the above table, Out of the 25 respondents, 15 indicated that they were male which was 60% of the total respondents, while 10 respondents were female which 40% of the total respondents were.

The respondents were required to indicate their ages that were given in various categories. From the findings one respondent was below 25 years (4%), 4 respondents were somewhere in the range of 26 and 35 years of age as represented by (16%). 15 respondents (60%) demonstrated that they were somewhere in the range of 36 and 45 years and 14. (56%) of the respondents demonstrated that they were between ages 46 and 55 years of age. There was only one respondent who indicated that they were above 55 years (4%).

The subjects were asked to indicate the department in which they served. Four of them indicated that they were serving in the administration department which was 16% of the total number of respondents. Eleven of them showed that that they were serving in the academic department which was 36% of the total respondents while 15 indicated that they were serving in the non-academic department as represented by 48% of the total.

They were also asked to indicate the period as far as the number of years they had worked at KCC. Eight respondents (32%) recorded that they had worked for between 0 and 5 years, two (8%) demonstrated that they had worked for somewhere in the range of 6 and 10 years, two respondents (8%) indicated that they had worked for between 11 and 15 years, Five respondents (20%) indicated that they had worked for somewhere in the range of 16 and 20 years while eight respondents (32%) indicated that they had worked for somewhere in the range of over 20 years. This was an
unmistakable sign that the standard for dependability of workers at the association was very high.

Respondents were required to indicate their highest level of academic qualification to work at the College. One respondent (4%) indicated that their highest level of academic qualification was primary school education, two respondents (8%) indicated that their highest level of academic qualification was secondary school education, five respondents (20%) recorded that their highest level of academic qualification was certificate training education. Five (20%) recorded to had reached diploma level whereas seven respondents (28%) recorded that undergraduate degree was their highest level of education. Four respondents (16%) indicated that master’s level of education was whereas one respondent (4%) claimed to have attained doctorate level of education. Majority of the respondents had reached the minimum education qualifications.

4.1.3 Monetary factors and performance of the employees at KCC
The investigator sought to find out the effects of monetary factors on staff performance.

4.1.3.1 Effect of monetary factors on performance of employees
Respondents were asked whether they thought monetary factors affected their performance. Their responses are presented in table 4.3.
Table 4.3: Table showing responses on whether monetary factors had impacted on performance of employees

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>23</td>
<td>92</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>25</td>
<td>100</td>
</tr>
</tbody>
</table>

Respondents were asked to indicate whether they thought that monetary factors affected the performance of staff in their organization. 23 respondents representing (92%) of the total number indicated that monetary factor indeed affected the performance of staff, while 2 respondents representing 8% of the total number demonstrated that monetary factor did not have an impact on the performance of employees in the College.
4.1.3.2 Influence of monetary factors on performance of employees in the organization.

Table 4.4: Table showing the degree of agreement by the respondents regarding effects of monetary factors on performance of employees at the College.

<table>
<thead>
<tr>
<th>Items</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early salary payment promotes performance of duties by employees</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>7</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>4%</td>
<td>28%</td>
<td>68%</td>
</tr>
<tr>
<td>Salary advance payments encourages hard work among the employees</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>4%</td>
<td>12%</td>
<td>12%</td>
<td>72%</td>
</tr>
<tr>
<td>Salary increment increases the level of output of employees</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>4%</td>
<td>4%</td>
<td>92%</td>
</tr>
<tr>
<td>Statutory deduction and remittance promotes employees job satisfaction</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>12%</td>
<td>4%</td>
<td>12%</td>
<td>16%</td>
<td>56%</td>
</tr>
<tr>
<td>Payment of salary during leave period encourages employees to continue working</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>4%</td>
<td>4%</td>
<td>92%</td>
</tr>
<tr>
<td>Delayed payment of salaries hinders performance of roles by employees</td>
<td>0</td>
<td>0</td>
<td>4%</td>
<td>4%</td>
<td>92%</td>
</tr>
</tbody>
</table>

The subjects were required to indicate their extent of agreement on whether early payment of salaries promotes performance of their duties. None of them strongly disagreed or disagreed, 1(4%) were neutral, 7(28%) agreed while 17(68%) strongly agreed. They were required to indicate whether salary advance payment encourages hard work among the employees. None of them strongly disagreed, 1(4%) disagreed, 3(12%) were neutral, 3(12%) agreed while 3(12%) strongly agreed. They were to
indicate whether Salary increment increases the level of output of employees. None of them strongly disagreed, none disagreed, not even one of them were neutral, 10(40%) agreed, while 15(60%) strongly agreed. They were also to indicate whether statutory deduction remittance promotes employees job satisfaction. 13(5.2%) of the total number of subjects strongly disagreed with the factor. 19 (7.6%) of them disagreed with the factor, 37(14.8%) of them were neutral, 140(56%) of the respondents agreed while 41(16.4%) strongly agreed with the statement. They were also to agree whether Payment of salary during leave period encourages employees to continue working. None of them disagreed, 14%) were neutral, 1(4%) agreed while 23 (92%) strongly agreed. Table 4.9 gives a summary of the respondents’ views.

4.1.4 Effects of job design on performance of the staff at KCC.

Table 4.5: Table showing response on whether job design affects employee performance in the organization

Respondents were required to demonstrate whether job design affected their performance.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>23</td>
<td>92</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>8</td>
</tr>
</tbody>
</table>

| Total    | 25        | 100        |

From the table 23 respondents representing 92% of the total number felt that job design affected their performance while 38% of the respondents thought that job design did not affect their performance.
Table 4.6: Table showing the degree responses regarding effects of job design on performance of the staff at KCC.

<table>
<thead>
<tr>
<th>Items</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am required to utilize various abnormal state aptitudes while leading my activity</td>
<td>4</td>
<td>3</td>
<td>1</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>(16%)</td>
<td>(12%)</td>
<td>4%</td>
<td>(32%)</td>
<td>(40%)</td>
</tr>
<tr>
<td>This activity includes finishing a bit of work that has no undeniable start and end</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>(4%)</td>
<td>(4%)</td>
<td>(20%)</td>
<td>(4%)</td>
<td>(68%)</td>
</tr>
<tr>
<td>The work exercises themselves give immediate and clear data about the adequacy of my activity execution in terms of value</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>(4)</td>
<td>(12)</td>
<td>(4)</td>
<td>(32)</td>
<td>(48%)</td>
</tr>
<tr>
<td>My activity gives me the chance to sort out how I ought to do it</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>(8%)</td>
<td>(4%)</td>
<td>(16%)</td>
<td>(20%)</td>
<td>(48%)</td>
</tr>
<tr>
<td>This activity barely gives me the opportunity to characterize it</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>(40%)</td>
<td>20%</td>
<td>(40%)</td>
</tr>
</tbody>
</table>

The respondents were asked to demonstrate their agreement on whether they were required to utilize various abnormal state aptitudes while leading their activity. 16% of the respondents strongly disagreed with the statement, 12% of them disagreed, 4% of them were neutral, 32% of the total agreed while 40% of the sum strongly agreed with the statement. They were also asked to demonstrate their agreements on whether their activities included finishing a bit of work that had no undeniable start and end. 1(4%) strongly disagreed to the statement, 1(4%) disagreed 5(20%) were neutral, 1(4%) agreed while 17(68%) strongly agreed. They were also supposed to show their agreement on whether the work exercises gave immediate and clear data about the adequacy of staff activity execution in terms of value 1 (4%) strongly disagreed, 3(12%) disagreed, 1(4%) were neutral, 8(48%) agreed while 12 (48%) strongly agreed. They were also requested to indicate whether their jobs gave them the
opportunity to organize how they could do it. 2(8%) strongly disagreed, 1(4%) disagreed, 4(16%) were neutral, 5(20%) agreed while 12(48%) of them strongly agreed. They were to finally indicate whether their tasks barely gave them the opportunity to characterize them. None of them strongly disagreed, none of them disagreed, 10(40%) were neutral, 5(20%) agreed while 10(40%) strongly agreed. Despite what might be expected, if the representatives are not happy with their activity plan they feel depleted and unwilling to work legitimately just for hierarchical objectives (bates, 2006).

4.1.5 Effect of training and development on performance of employees

4.1.5.1 Does training and development affects employee performance in the organization?

Table 4.7: Table showing response on whether training and development affects employee performance in the organization

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>No</td>
<td>23</td>
<td>92</td>
</tr>
<tr>
<td>Total</td>
<td>25</td>
<td>100</td>
</tr>
</tbody>
</table>

The participants were supposed to demonstrate whether training and development affected the performance of staff in their organization. 23 (92%) of the total number of the respondents indicated that training and development affected the performance of staff, while 2 (8%) of the respondents showed that training and development affected the performance of staff in the College.
4.1.5.2 Quality of the training and development

Table 4.8: Table showing responses on the quality of the training and development programmes they had participated in.

<table>
<thead>
<tr>
<th>Quality of Training and Development programmes</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very poor</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Poor</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Average</td>
<td>6</td>
<td>24</td>
</tr>
<tr>
<td>Good</td>
<td>10</td>
<td>40</td>
</tr>
<tr>
<td>Very good</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td>Excellent</td>
<td>2</td>
<td>8</td>
</tr>
</tbody>
</table>

Participants were also asked to rate the quality of the training programmes for which they had participated in the College. (4%) indicated that it was very poor, 2(8%) indicated that it was poor, 6(24%) indicated that it was average, 10(40%) indicated that it was good, 4(16) indicated that it was very good while 2(8%) indicated that it was excellent. This data is presented in table 4.7.

4.1.5.3 Relevance of the training

Table 4.9: Table showing responses of the participants on relevance of the training programmes to their roles for which they had participated in the College.

<table>
<thead>
<tr>
<th>Relevance of Training</th>
<th>Frequency</th>
<th>percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not relevant at all</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Not relevant</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Not sure</td>
<td>5</td>
<td>24</td>
</tr>
<tr>
<td>Relevant</td>
<td>12</td>
<td>40</td>
</tr>
<tr>
<td>Very relevant</td>
<td>4</td>
<td>16</td>
</tr>
</tbody>
</table>

Participants were also asked to rate the relevance of the training programmes to their roles for which they had participated in the College. 2(8%) indicated that it was not
relevant at all, 2(8%) indicated that it was not relevant, 5(20%) indicated that they were not sure, 12(48%) indicated that it was relevant while 4(16) indicated that it was very relevant. This data is presented in table 4.7.

4.1.6 Effect of quality of work life on the performance of staff in the College.

4.1.6.1 Responses of the participants on their thoughts on whether the quality of work life had an impact on their performance in the College.

Table 4.10: Table showing responses of the participants on their thoughts on the effect of quality of work life on their performance in the College

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>5</td>
<td>20</td>
</tr>
<tr>
<td>No</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>Total</td>
<td>25</td>
<td>100</td>
</tr>
</tbody>
</table>

The participants were asked to indicate whether the structure of work has an impact on their performance in the College. 20(80%) of the respondents indicated that it had an impact while 5(20%) of them indicated that it did not have an impact. These findings are represented in table 4.10.
4.1.6.2 Responses of the participants on their thoughts about quality of working life in the College.

Table 4.11: Table showing responses of the participants on their thoughts on the quality of working life in the College

<table>
<thead>
<tr>
<th>Work factor</th>
<th>Division of labour</th>
<th>Specialization</th>
<th>Hierarchy of authority</th>
<th>Role/job description</th>
<th>Communication</th>
<th>Policies &amp; procedures</th>
<th>Control systems</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>F</td>
<td>f</td>
<td>F</td>
<td>f</td>
<td>f</td>
<td>F</td>
<td>F</td>
</tr>
<tr>
<td>Very Poor</td>
<td>12</td>
<td>10</td>
<td>16</td>
<td>24</td>
<td>12</td>
<td>3</td>
<td>13</td>
<td>33</td>
</tr>
<tr>
<td>Poor</td>
<td>10</td>
<td>20</td>
<td>24</td>
<td>17</td>
<td>12</td>
<td>1</td>
<td>20</td>
<td>56</td>
</tr>
<tr>
<td>Average</td>
<td>16</td>
<td>4</td>
<td>4</td>
<td>20</td>
<td>12</td>
<td>1</td>
<td>10</td>
<td>80</td>
</tr>
<tr>
<td>Good</td>
<td>24</td>
<td>24</td>
<td>20</td>
<td>12</td>
<td>4</td>
<td>2</td>
<td>12</td>
<td>129</td>
</tr>
<tr>
<td>Very Good</td>
<td>12</td>
<td>17</td>
<td>12</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>60</td>
</tr>
<tr>
<td>Excellent</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>18</td>
<td>29</td>
</tr>
</tbody>
</table>

Participants were also asked to rate their thoughts about the structure of work (division of labor, specialization, hierarchy of authority, role/job description, communication, policies and procedures and control systems) in the College as either very poor, poor, average, good, very good or excellent. The frequencies out of the twenty five of the respondents on these factors are indicated with tallies in table 4.11. Most of the respondents indicated that the structure of work in the College was good as indicated by a total frequency of 129.
4.2 Discussions of the findings

4.2.1 Effects of Monetary factors on staff performance
From the participants responses monetary factors affects the performance of employees in the organization. Most of them agreed with the statements requiring them to agree or disagree on the impact. Cash is the vital prompting and no other motivating force approaches it concerning its compelling worth (Locke and Latham, 1990). In McClelland's gained needs hypothesis, cash is an essential wellspring of execution input for rapid achievers.

Investigators have reaffirmed that for most of the workforce, standard pay is completely vital in meeting fundamental physiological and wellbeing needs.

4.2.2 Effect of job design on employee performance
From the above findings most of the respondents agreed that job design impacts on employee performance in the College. Despite what might be expected if the representatives are not happy with their activity plan they feel depleted and unwilling to work legitimately just for hierarchical objectives (bates, 2006).

4.2.3 Effect of training and development on performance of employees
The above findings indicated that training and development had an impact on the execution of employees in the organization as most of them agreed to the statement on whether there as a connection between the training and development and performance of the employees in the College.
4.2.4 Effect of quality working life on the performance of staff in the College.

Participants were also asked to rate their thoughts about the structure of work (division of labor, specialization, hierarchy of authority, role/job description, communication, policies and procedures and control systems) in the College as either very poor, poor, average, good, very good or excellent. The frequencies out of the twenty five of the respondents on these factors are indicated with tallies in table 4.11. Most of the respondents indicated that the structure of work in the College was good as indicated by a total frequency of 129.

4.3 Limitations of the study

The researcher encountered lack of cooperation from the administration in that they did not want to allow them to conduct their research in the College. This was however managed when an introduction letter indicating that it was for academic purpose was given hence, permission was granted to distribute questionnaires to the respondents.

4.4 Summary of the Chapter

This chapter has presented the findings of the study by giving brief explanations on the figures presented. The findings have been presented in the form of figures and tables. Frequency analysis has been used to give the percentages; descriptive analysis has been used to give the percentages. The next chapter gives the study’s discussion, conclusion and offers recommendations.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction
This section gives the Summary, conclusions and recommendations of the investigation based on the findings of the researcher on the effect of motivation on employee performance at Karen Christian College.

5.1 Summary of findings
Out of the 30 questionnaires that were given, 25 questionnaires were properly answered and returned which was 83.3% of the total questionnaires, while 25 questionnaires were either not returned or not correctly filled which was 16.66% of the total questionnaires. Mugenda and Mugenda (2003) said that 50% of a sample data is good enough to carry on with the research so, 83% was quite good enough for the researcher to continue with the analysis of the data. This also shows that the data provided by the respondents widely represented the views of the wider population.

5.1.1 Effects of monetary factors and staff performance
From the participants responses monetary factors affected the task execution of workers in the organization. Money is the vital prompting and no other motivating force approaches it concerning its compelling worth (Locke and Latham, 1990). In McClelland's gained needs hypothesis, cash is an essential wellspring of execution input for rapid achievers Investigators have reaffirmed that for most of the workforce, standard pay is completely essential keeping in mind the end goal to meet fundamental physiological and wellbeing needs. Employees must be motivated through adequate incentives plans and reward systems and this will invariably
encourage them to be proactive and have right attitude to work, thereby promoting organizational productivity (Armstrong, 2007).

5.1.2 Effect of job design on employee performance
According to the investigation findings most of the respondents agreed that job design impacted on employee performance in the College. According to Bates, 2006, a working job design brings commitment of a worker in work relates activities which clearly portrays his output despite what might be expected if the representatives are not happy with their activity plan they feel depleted and unwilling to work legitimately just for hierarchical objectives.

5.1.3 Effect of training and development on performance of employees
Training and development impacted on the execution of tasks among the staff in the College as per the findings in chapter four.

5.1.4 Effect of quality working life on the performance of staff in the College.
Most of the respondents indicated that the structure of work in the College was good. The quality of work life was found to be among the key factors affecting of motivation affecting employee performance at Karen Christian College. There was an agreement among respondents that the management has provided good division of labor, communication, policies and procedure that ensure good working life.
5.2 Recommendations

5.2.1 Impact of monetary factors on performance of employees.
KCC needs to reexamine its propelling structure since the composed report uncovered that the representatives trust that cash is a pivotal impetus to work put inspiration and the greater part of them utilized the estimation of cash as a reason for the overflowing of their obligation. The examination prescribes that administration should utilize the non-money related wages as a financially savvy method for keeping the workforce exceptionally energetic, yet additionally incorporate fiscal reward that ought to be connected straightforwardly to the remuneration plan.

5.2.2 Impact of job design and structure of work on employee performance
The study uncovered that the association did not hone different professions developments like employment turns among other arrangement. This investigation accordingly suggests that, directors at KCC give and make a down to earth work revolution program and build up a program for its electiveness. The examination prescribes chiefs to likewise give ideal motivational frameworks that should be resolved for actualizing work turn strategy, installment in view of execution and especially learning assorted abilities in motivational frameworks, and arrangement of duty and government organization while executing the procedure.

5.2.3 Impact of training and development on performance of employees.
This study demonstrated that worker introduction in the association did not assist representatives with familiarizing themselves with errands and additionally get preparing while at work. The College ought to guarantee that the workers end up occupied with the association's continuous learning forms, through coaches, and this ought to go past imparting strategies and techniques, the association ought to make a
mutual vision by acclimatizing the recently employed staff into the hierarchical culture and qualities, and also the generally authoritative system.

5.2.4 Impact of quality of working life on performance of employees
This study demonstrated that employees are the most valuable asset in any organization. Therefore, the quality of work life must be effective in order to ensure high performance. This can be achieved by establishing a workable hierarchy, effective communication, division of labour, setting up policies and procedures that govern how work is carried out.

5.2.4 Recommendations for further studies
This examination concentrated on the effect of motivation on execution of staff at KCC. The outcomes in this manner can't be summed up to different Colleges and organizations of learning inside the nation. Given the various complex regions that encompass the topic of representative inspiration, that have not been tended to in this investigation, extra examinations should be completed, including replications of this investigation among different divisions and establishments.
5.3 Conclusions

5.3.1 Effects of monetary factors on employee performance
From the examination it tends to be inferred that, the administration in the College utilizes money related prizes to propel its workers. The representatives trusted that cash was an urgent impetus to work inspiration and the greater part of them utilized the estimation of cash as a spurring factor behind rendering their administrations and playing out their jobs. This could have contrarily influenced the assignments execution of the workers at the College because of the way that the College faces money related difficulties like deferred installment of pay rates, low enlistment and consequently low wage among different difficulties.

5.3.2 Effects of job design and structure of work on Employee Performance
From the investigation it very well may be presumed that staff at KCC was not content with their activity plan. The establishment did not include them in the activity configuration prompting belittling. The College did not utilize work revolution that would encourage its representatives to learn new abilities at work and also expanding their individual information and experience. This would likewise diminish their burnout and weariness. From the investigation, it tends to be reasoned that the administration of the association did not expand workers' obligations by building their feeling of self-administration and independence. The representatives did not discover their occupations fulfilling because of the absence of duty, opportunity, and independence.

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5.3.3 Effects of training and development on Performance of staff
The investigation presumes that KCC representatives obtain preparing to enhance their insight, abilities and states of mind towards their work, and in addition increment their assurance and Confidence in the activity. It tends to be inferred that the representatives in the association had a feeling that all was well with the world in which they worked from their preparation and this encouraged their capacity to oversee changes and new circumstances that happened inside the association in this manner upgrading execution.

5.3.4 Effects of quality of working life on performance of staff
Engaging the employees and providing them with better quality of work may not only lead to satisfied workforce, and improved overall performance, it can also help in retaining the work force. Therefore the research concludes that variables that contribute to a better quality of work should be taken into consideration by the KCC Management in order to achieve high performance of workers.
REFERENCES


APPENDICES

APPENDIX I

INTRODUCTORY LETTER

Muchiri Dorcas Wambui
Management University of Africa
P.O Box,
Nairobi
To,
The principal
Karen Christian College
P.O Box, Karen
Nairobi
Dear Sir,

REF: REQUEST FOR COMPLETION OF QUESTIONNAIRE
My name is Muchiri Dorcas Wambui, a student of the Management University of Africa pursuing a Bachelor’s Degree in Management and Leadership. I hereby request for your permission to issue questionnaires to the employees in your organization for purposes of collecting data for my research project, which is required as a fulfillment for the completion of my degree. The answers will be treated with utmost confidentiality for they shall be used for purposes of academic research only.

Your consideration will be greatly appreciated.

Yours sincerely

............... 

Muchiri Dorcas Wambui
APPENDIX II

QUESTIONNAIRE

Answer the questions below appropriately.

SECTION A; PERSONAL DETAILS

Kindly indicate your Gender:
Male [ ] Female [ ]

Which Age bracket do you belong:
Below 25 [ ] 26-35 [ ] 36-45 [ ] 46-55 [ ] Over 55 years [ ]

Staff level
Administration [ ] Academic [ ] Support [ ]

Tenure: How long have you worked at the College?
0-5Yrs [ ] 6-10Yrs [ ] 11-15Yrs [ ] 16-20Yrs [ ] above 20Yrs [ ]

Level of Education

Primary [ ] Secondary [ ] Certificate [ ] Diploma [ ]
Degree [ ] Masters [ ] P HD [ ]

SECTION B:
STAFF MOTIVATION
A. Monetary factors

1. Do you think monetary factors affect performance of staff in the College?
   Yes ……            No………

2. Why do you say so?
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………

3. Choose from the suggested list below your level of agreement or disagreement to the following monetary factors and indicate how each motivates you in the College
### B. Job design

1. Do you think that job design affects performance in your organization?

   Yes [  ]  
   No [  ]

   Why do you say so?

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

<table>
<thead>
<tr>
<th>Monetary factors that Motivate staff</th>
<th>Strongly Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early salary payment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary advance payment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary increment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Statutory deductions remittances</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payment of salary during leave period</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delayed payment of salary</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2. Using the key below, please indicate the extent to which you agree with each statement.

1= Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5= Strongly Agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am required to use a number of high level skills while conducting the job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This job involves completing a piece of work that has no obvious beginning and end</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My job gives me opportunity to organize how I should do it</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The work activities themselves provide direct and clear information about the effectiveness of my job performance in terms of quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The job hardly provides the chance to define it</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

C. 1. Do you think training and development affects performance of staff in your organization?

Yes ( ) No ( )

2. Why do you think so?

…………………………………………………………………………………………

…………………………………………………………………………………………
3. How will you rate the quality of the training programmes for which you have participated in the College?

a) Very poor ( )
b) Poor ( )
c) Average ( )
d) Good ( )
e) Very good ( )
f) Excellent ( )

4. How relevant were the training you received to your work?

a) Not relevant at all
b) Not relevant
c) Not sure
d) Effective
e) Very effective

D. 1. Does the structure of work affect the performance of staff in your organization?

Yes (  )                No (   )

3. Why do you think so?

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
4. How will you rate the following qualities of the structure of work in your organization?

<table>
<thead>
<tr>
<th>Work structure factor</th>
<th>Very poor</th>
<th>poor</th>
<th>Average</th>
<th>Good</th>
<th>Very good</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Division of labour</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Specialization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hierarchy of authority</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Role/job description</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policies &amp; procedures</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX III: INFORMED CONSENT FORM

Muchiri Dorcas Wambui
Management University of Africa
P.O Box,
Nairobi
To,
The Staff
Karen Christian College
P.O Box, Karen
Nairobi

Dear Sir/Madam

REF: INFORMED CONSENT TO PARTICIPATE IN A RESEARCH SURVEY

My name is Muchiri Dorcas Wambui, a student of the Management University of Africa pursuing a Bachelor’s Degree in Management and Leadership.

I am writing to request for your consent to participate in a research study by answering a questionnaire.

Your participation in this survey is voluntary. You may refuse to take part in the survey without any action taken on you. You are free to decline to answer any particular question you do not wish to answer for any reason.

You will receive no direct benefits from participating in the survey. However your response may be of benefit to the Karen Christian College fraternity.

There are no foreseeable risks involved in participating in this study. Your answers will be treated with almost confidentiality.

Your consideration will be greatly appreciated.

Yours sincerely,

...................

Muchiri Dorcas Wambui