EFFECTS OF MOTIVATION ON EMPLOYEES PERFOMANCE IN E- COMMERCE RETAIL PLATFORM COMPANIES IN KENYA: A CASE STUDY OF SOKOWATCH COMPANY LIMITED.

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DECLARATION

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

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

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DEDICATION

This research is devoted to my mother, Mrs. Winny Chepkwony, a strong and compassionate person who taught me to trust God, believe in hard work, and that a little may go a long way. Her unwavering support and encouragement throughout my life has been a blessing that I will never forget, and I am eternally grateful. This initiative is also dedicated to my late father, Mr. John Chepkwony. Thank you for imparting in me the value of education and the drive to continue learning; your spirit lives on in us. Finally, to my siblings Mercy, Faith, Dickson, Gertrude, and Brian, as well as my nephews Jayden, Myles, and Tedrick: may you continue to seek your finest selves with unwavering vigor and endurance.

God bless you, and I adore you all.

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ACRONYMS AND ABBREVIATIONS

SPSS- Statistical Package for Social Sciences

HRM - human resources management

IP- Internet protocol

ABSTRACT

Employees are at the core of every company. Employee collaboration is essential for every company to run effectively and without interruption. The primary goal of this research was to investigate the impact of motivation on employee performance in an E-commerce Retail Platform. The study strived to determine the influence of motivational goal setting on the performance of employees at Sokowatch company limited, to determine the effect of monetary factors on performance of employees at Sokowatch company limited, to determine the effect of recognition programs on the performance of employees at Sokowatch company limited, and to determine the effects of rewards to employees at Sokowatch company limited. The study used a sample of 50 respondents. Descriptive analysis was used to determine the proportion and frequencies of the variables. The correlation test was used to draw references about the population from the sample and statistical package of social sciences (SPSS) was used to facilitate the data analysis. According to the findings of the study, Sokowatch Company Limited's management employed goal-setting to inspire its staff in part. The management enabled the employees to be engaged in goal formulation, despite the fact that they did not find the goals demanding or difficult at all, despite their specificity. The survey also revealed a lack of regular training and development for employees to enhance their essential skills and expertise, which is an issue that should be addressed. Furthermore, there was no mentorship program for workers, either at onboarding or to help them accomplish their goals, which would have been extremely useful. As a result, management should restructure the goals they give and establish mentoring and training programs. According to the findings of the survey, employees at Sokowatch Company Limited were extremely unsatisfied with the monetary package offered by the business. According to the research, employees did not consider their salary and benefits package to be competitive when compared to other real estate firms. The study showed that money was a very motivating element for employees, and management should consider boosting the monetary and benefit package they provide. The research concluded that the firm employed recognition and incentive programs in part, but they were ineffective in encouraging people to succeed. Staff viewed present recognition and incentive systems to be inequitable and unjust, rendering them useless in encouraging employees. As a result, the research suggests that management re-evaluate and re-engineer the present recognition and incentive program, therefore changing workers' perceptions of it.

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OPERATIONAL DEFINITION OF TERMS

Goal setting is a process that begins with serious thought of the ultimate goal and concludes with a great deal of hard effort to accomplish it. Between these two points, there are a few very well-defined stages that transcend the details of each objective. Understanding these stages will enable you to create objectives that are attainable.

An employee is someone who is paid for their services for another person or firm.

Motivation is a critical factor that inspires individuals to work at their best and contributes to the achievement of business objectives. A high positive motivation enables workers to improve their production, while a negative drive reduces their performance.

Employee recognition is the act of praising a company's employees for their exceptional performance. Employee recognition in the workplace is primarily intended to reward certain behaviors, practices, or actions that result in improved performance and good business outcomes.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The drive of this study was to examine the effect of motivation on the performance of employees in e-commerce retail platform using the case of Sokowatch Limited**.** The specific objectives of this study are; to determine the influence of motivational goal setting on the performance of employees at Sokowatch Company, to determine the effect of monetary factors on performance of employees at Sokowatch Company limited and to determine the effect of recognition programs on the performance of employees at Sokowatch Company. This chapter focuses on the background information to the study, statement of the problem, objectives of the study, research questions, significance and scope of the study.

1.1 Background of the study

The term "motivation" comes from the Latin word "movere," which means "to move" (Baron, Henley, McGibbon & McCarthy, 2012). According to Certo (2016), motivation is defined as "providing individuals incentives that drive them to behave in desirable ways." Motivation may also be described as the process of initiating and sustaining goal-directed behavior (Nelson, 2013).

There are two forms of motivation, extrinsic and intrinsic. Intrinsic motivation refers to activity that an individual generates because of the pleasurable sensations involved with the behavior itself (Mosley, Pietri & Mosley Jnr, 2012). They are motivated by the job itself. Receiving good acknowledgment, praise, a sense of accomplishment, and meeting a challenge are some examples. According to Beer and Walton (2014), intrinsic benefits result from the job itself and may include a sense of achievement or influence. Extrinsic motivation is defined by Mosley, Pietri, and Mosley Jr. (2012) as behavior performed for the sake of the consequences rather than for the sake of the behavior itself. Salary perks, and working conditions are a few examples. Extrinsic incentives are provided by the company in the form of money, perks, or promotions from supervisors and coworkers as a form of acknowledgment (Beer & Walton, 2014). Employees are driven by a combination of both elements at any one time (Riggio, 2013).

Most Kenyan organizations are experiencing globalization. According to Neeraj (2014), the possibilities and challenges of leadership and management are vastly different from those of the past, particularly the recent decade. Industrial psychologists and management practitioners have long sought to discover variables that influence motivation and productivity (Chung, 2013). According to Stanley (2012), motivation is essential for personnel retention and performance in today's competitive economy, as businesses seek a competitive advantage. Regardless of the economic climate, the objective is to establish an engaging and stimulating workplace where people want to remain, grow, and offer their knowledge, experience, and skills. According to Chung (2013), in order to identify the drivers of motivation and performance in industry, industrial psychologists and management practitioners have created a range of theories on (and methods to) human motivation. Many psychologists have created motivational theories based on human wants or motives, whereas most management experts have established managerial theories based on incentives or inducements. (Riggio, 2014)

The study of work performance has traditionally been founded on two rather separate assumptions: that performance can be described in terms of the individual's capacity to do the tasks, and that performance is entirely reliant on the degree of motivation (Chung, 2013). Motivation is often defined as the psychological variables that influence a person's level of effort and persistence in the face of adversity (Stanley, 2012).

The duty for motivation is shared by three people: top management, direct managers, and employees (Bhuvanaiah & Raya, 2015). There are several elements at play, ranging from trust, involvement, and values (individual and organizational) to work satisfaction, accomplishment, acknowledgment, and incentives. Motivation is essential for working autonomously, as well as for collaboration and effective teamwork (Stanley, 2012). Motivating people to perform better includes the following important factors: employee engagement, corporate vision and values, management acknowledgement and recognition of well-done work, and overall authenticity of leadership (Neeraj, 2014).

One of the most important human resource (HR) practices used in organizations is performance appraisal, in which supervisors evaluate the performance of subordinates (Neeraj, 2014). According to Aguinis (2013), the focus of the performance assessment is on evaluating and enhancing the employee's existing performance as well as the person's future potential; it tries to measure what an employee performs. Performance appraisal is widely regarded as one of the most important human resource management functions (Judge & Ferris 2013); additionally, a competent performance appraisal and management system is an essential component of an organization's human resource management capabilities (Guest, 1997). Employee reactions to evaluation in terms of perceived employee fairness, accuracy, and satisfaction are essential components of appraisal effectiveness because these perceived employee reactions can encourage employees to improve their performance (Taylor, Tracy, Renard, Harrison & Carroll 2015). In other words, performance evaluation acts as a way of delivering feedback that can lead to improved performance (Tornow, 2013).

According to performance evaluation research, performance appraisal features (such as appraisal purpose and source) can evoke favorable employee reactions to performance appraisal, which in turn can drive employees to improve their performance (DeNisi & Pritchard 2016). As a result, by focusing on performance, performance assessment gets to the core of people management and establishes various objectives that are directly accountable for employee career development as well as the organizations' continuing growth and development (Selvarajan & Cloninger, 2016).

Employee turnover is a global issue that all organizations face (Stanley, 2012). Demotivation is one factor that contributes to high employee turnover (Mosley, Pietri & Mosley Jnr, 2012). Managers and leaders are increasingly agreeing on the need of integrating effective motivational incentives to drive high performance (Cole & Kelly, 2011). In order for companies to achieve their goals, they must have a motivated staff that works hard to achieve those goals (Steers & Porter, 2011).

Motivating people is difficult, and keeping employees engaged is much more difficult (Levy, 2013). Organizations are under intense pressure today to identify and implement programs that will prove effective in increasing employee productivity (Deci, 2013). It is no longer sufficient to raise pay and expect improved performance; the situation is far more complicated (George & Jones, 2013).

Employee motivation influences productivity, and a badly motivated workforce is costly to the business in terms of poorer productivity and performance, excessive employee turnover, increased expenditures, frequent absenteeism, and a negative impact on colleague morale (Jobber & Lee, 2014). It is a well-known truth that an organization's performance is heavily dependent on the quality of its people resources, regardless of the industry in which it works (Deci, 2013). With this in mind, leaders and managers must strive to ensure that their workforce is motivated and thus productive. Motivation is regarded as one of the most significant aspects in human resource management (HRM) and organizational behavior management (Nelson, 2013)

Motivation, according to work performance theories, is a significant factor of performance. The function of motivation in the workplace has been researched in order to understand what motivates people to strive for excellence, or more precisely, what motivates the arousal, direction, and persistence of goal-directed voluntary activities (Mitchell & Linden, 2012). As a result, managers must understand what motivates employees and how to motivate them effectively (Deci, 2013).

Numerous studies have been conducted on motivation and employee performance. Many researchers have proposed ideas to try to explain what motivation is and how it impacts humans (Fincham & Rhodes, 2015). Abraham Maslow established a particularly important theory known as the hierarchy of needs (Riggio, 2014). The heart of

Maslow's hierarchy of needs is divided into five categories. They are psychological, security, social, esteem, and self-actualization requirements (Kreitner & Kinicki, 2016).

Another well-known motivation scholar is Frederick Herzberg. According to his two factor theory, dissatisfaction results from the absence of hygiene factors such as salary and relationships with others, whereas satisfaction results from the presence of motivating factors such as job opportunities and recognition (Kinicki & Kreitner, 2016).

V.H Vroom developed the expectation theory of motivation. It states that individuals are most driven to seek outcomes that they value highly and believe they can attain. It is based on employees' perceptions of rewards and their ability to attain them (Certo, 2016).

The study at Sokowatch Company limited will focus mainly on the following variables; Monetary factors, motivational goalsetting and recognition programs affecting employee performance.

1.1.1 Sokowatch Company Limited

Sokowatch Company limited is a company that operates an e-commerce platform for retail shops. The company was founded in 2013 and has approximately 125 employees.

By linking tiny shops to the internet economy, Sokowatch revolutionizes access to critical goods and services in Africa. It allows businesses to place orders through SMS or mobile app and receive free same-day delivery to their store from Sokowatch-managed regional warehouses. The procedure makes it easier for shops to obtain critical items while also assisting producers in ensuring that their products are consistently available to clients in remote locations. The company also provides data and business analytics, as well as loans and other financial services that are not normally available to these informal shops, allowing them to harness the potential of e-commerce.

1.2 Statement of the problem

In today's competitive environment, corporate organizations face ever-increasing problems in terms of employee dedication, engagement, belief, recruiting, and retention. Motivation is about providing your employees with the proper combination of advice, direction, resources, and rewards so that they are inspired and eager to work in the manner that you desire. As a result, a substantial number of the problems may be simply handled by instilling adequate motivation. In this day and age of severe competition, companies are putting a greater emphasis on human resource management. A successful manager is one who can effectively manage his or her employees. In this setting, motivational tools are the most successful. We must constantly remember that employees are not only driven by money, and that employee behavior is connected to their attitudes and abilities, such as skills, equipment, suppliers, and time.

Several researchers have recently addressed the issue of motivation in the public sector in their research. For example, Gisela (2014) conducted a study on the "effects of motivation factors on employees' job performance" and discovered a mismatch between employer rewards and employee needs, which negatively impacts employee performance.

Managers at Sokowatch Company have faced a significant problem in deciding how they might achieve optimum motivation for their staff, which they feel would go a long way toward improving organizational performance. Many managers have sought to motivate their staff by employing tactics that have proven successful in other parts of the world, only to be let down.

1.3 Objectives of the study

This study of effects of motivation on the performance of employees in e-commerce retail platform in Kenya consisted of general objectives and the specific objectives of the study.

1.3.1 General objective

The overall objective of the study was to examine the effect of motivation on the performance of employees in e-commerce retail platform using the case of Sokowatch Limited.

1.3.2 Specific objective

i. To find out the influence of goal setting on the performance of employees at Sokowatch Company
ii. To determine the effect of monetary factors on performance of employees at sokowatch company limited
iii. To determine the effect of recognition programs on the performance of employees at sokowatch company.
iv. To determine the effect of reward programs on the performance of employees at sokowatch company.

1.4 Research questions

The study was guided by the following research questions:

i. How does goal setting affect the performance of employees at Sokowatch Company Limited?
ii. In what ways monetary factors affect the performance of employees at Sokowatch Company Limited?

iii. To what extend does recognition programs affect the performance of employees at sokowatch Company limited?

iv. How does reward affect the performance of employees at Sokowatch Company Limited?

1.5 significance of the study

The completion of this study would aid academicians in acquiring information while doing future research in the relevant area using easily available academic resources. The research will educate government policymakers on the most successful methods for motivating their workers, allowing them to create more efficient incentive policies that have a more beneficial impact on employee performance.

Furthermore, the findings would benefit the management of Sokowatch and other organizations create and improve programs to encourage employees and increase performance, add to the current body of research on the influence of motivation on employees in e-commerce retail platform.

1.6 Scope of the study

The study essentially concentrated on the effects of motivation of employee’s performance in e-commerce retail in Kenya where the study focused on the following variables; goal-setting, monetary factors, recognition programs and rewards. The study was carried in Sokowatch Company limited, Nairobi. The study was conducted from April 2021 to August 2021 in Sokowatch Company limited targeting 50 employee. The survey was conducted on employees of different department and on employees with different experience.

1.7 chapter summary

The drive of this chapter was to provide an overview of motivation theories and how they impact employee performance. A brief history of the organization under consideration was also provided. The chapter also included information on the problem's history and statement, the study's goal and importance, the research questions, and the scope of the investigation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This part aims to provide a survey of key theoretical and empirical literature relevant to the research topics under consideration. The goal of this study is to see how motivation affects employee performance in the case of Sokowatch Company Limited in Nairobi. This part will go through the influence of motivating goal setting on employee performance, the impact of monetary considerations on employee performance, the impact of rewards on employee performance, and the impact of recognition programs on performance.

2.1 Theoretical literature review

This study examined three theories associated with employee engagement: Theory X and Y, Goal Setting Theory, and the Two Factor Theory.

2.1.1 Goal-setting theory

Edwin Locke proposed the goal setting theory in 1960, asserting that goal setting is intrinsically related to performance (Locke, 1968). Goal Setting Theory is an academic theory about motivation that is predicated on the premise that objectives do indeed influence employee behavior. According to goal theory, there is a positive correlation between performance and goal complexity, with tough objectives motivating more effort than easy goals (Martin & Manning, 1995). This theory argues that conduct is intentional and that objectives direct workers' efforts toward completing particular tasks (Locke & Latham, 1990). As a result, the Goal Setting hypothesis is a successful approach for motivating employees via feedback, engagement, and participation (Latham et al, 2002).

Employee behavior is influenced by necessary feedback and employee participation in goal formulation, while the lack of feedback and non-involvement leads in worse performance. Additionally, precise, challenging objectives increase engagement by including employees in goal formulation, strengthen employer-employee relations, and improve performance by eliciting increased levels of effort and preparation (Latham et al (2002). Thus, goal setting may be an effective way of influencing performance by increasing staff participation efforts through proper communication and a consistent feedback system (Latham et al 2002).

2.1.2 Two Factor Theory

Fredrick Herzberg introduced the two-factor theory in 1959, and Barbara Snyderm and Bernard Mausner elaborated on it extensively later that year. Herzberg (1959) developed a dual-dimensional model of the variables influencing people's work philosophy. Herzberg and his adherents compartmentalized the two types of models he labeled satisfiers and dissatisfiers. According to the dual factor hypothesis, the presence of motivational elements results in job satisfaction, while their absence does not result in job unhappiness. Recognition, incentives, success, and accountability are all examples of motivating motivations. On the other hand, hygienic elements that define the work environment do not generate emotions of pleasure; nevertheless, their absence results in job discontent. Examples include supervision, job security, and monetary considerations (Daft, 2003).

Additionally, Herzberg (1959) asserts that a lack of cleanliness elements in the workplace may result in employee unhappiness, since hygiene factors prevent employee discontent. In other words, these factors do not contribute to motivation; rather, their absence results in dissatisfaction. In contrast to cleanliness concerns, motivation concerns may genuinely motivate employees to work hard and love their employment. These elements pertain to the work that people do on a daily basis and must be included into employment in order to foster intrinsic motivation (Herzberg, 1984). Additionally, Herzberg (1959) stated that hygiene factors have a short-term impact on job performance and attitudes, while motivators are usually directly linked to the actual duties assigned and had a long-term beneficial effect on job performance.

The two component theory is significant for this study because it puts a premium on work motivating elements such as employee recognition, incentive provision, competitive compensation, and career development possibilities. As a result, the dual factor theory offers a framework for arguing that employee recognition and engagement improve job performance in companies.

2.1.3 Theory X and Y

McGregor (1960) pioneered the Theory X and Theory Y management styles in his edition titled the human aspect of business. He presented and addressed the foundational ideas and differing assumptions about the nature of people in organizations, as well as the tenets of Theory X and Theory Y management methods. McGregor (1960) argued that leaders guided by Theory Y worked under a set of suppositions dubbed classical management, and that people, on average, prefer to be managed, avoid responsibility, and lack ambition. As a result of these presuppositions, managers opposed giving workers authority over their work environment. Theory X managers prioritize the chain of command, advocate for motivating techniques of punishment or reward, and maintain strict control over employee conduct. McGregor (1960) concluded from these assumptions that traditional management styles were retrogressive and harmed an organization's ability to accomplish its objectives.

Mcgregor (1960) proposed a distinct set of management presumptions based on this conclusion, dubbed Theory Y leadership style. Theory Y argues for a participatory and involvement-based management style and encourages workers to exercise self-control, self-direction, and dedication to the organization's success. Additionally, Theory Y leaders assume that individuals are dedicated to work and capable of resolving work-related problems (Hindle, 2003). Additionally, leaders that adhere to Theory Y believe that workers are naturally driven to work, and therefore prefer to distribute power down the chain of command. Individuals are given autonomy by managers, and work is structured to offer sufficient chance for workers to be creative and inventive. Additionally, managers that embrace Theory Y create the organizational environment in such a way that individual objectives are connected to the organization's broader goals, resulting in increased creativity and productivity. Thus, Theory Y leadership prioritizes the type of connections that foster employer-employee relationships, the development of an atmosphere favorable to organizational commitment, and the ability of workers to exercise initiative, inventiveness, and self-direction (McGregor, 1960).

A significant application of Theory Y to this study is that it promotes employee participation and recognition, since managers who apply it are more likely to include workers in decision-making and value relationships above outcomes (Sergiovanni, 1975). Thus, in order to increase employee engagement in companies, emphasis must be given to creating a good, enabling, and supportive work environment favorable to the adoption of a participative management style (Sergiovanni, 1975).

2.2 Empirical Literature Review

The researcher mainly focused on the empirical literature review on goal setting and employee performance, monetary factors and employee performance, recognition and employee performance and lastly rewards and employee performance

2.2.1 Goal setting and employee performance

A goal is the purpose of an action or endeavor that a person actively wishes to accomplish or acquire (Locke & Latham, 2002). Goal setting is a motivational approach that is widely used in companies to focus people' efforts at work and to provide a benchmark against which performance can be measured (Lunenberg, 2011). Since it was originally studied five decades ago, goal-setting theory has been the most investigated, used, and established theory of work motivation in the area of industrial and organizational psychology (Buchanan, 2012).

A goal is essentially what a person is deliberately attempting to accomplish (Lunenberg, 2011). Newstrom (2013) defined Goals as "targets and objectives for future performance that assist employees in focusing their attention on items of greater organizational importance, encourage better planning for the allocation of critical resources (e.g., time, money, and energy), demonstrate the value of persistent effort, and stimulate the development of action plans for goal attainment."." Goal-setting research has also emphasized the significance of having employees engaged to objectives, since without such commitment, goal setting is unlikely to be motivating (Riggio, 2014). Evidence indicates that if employees engage in goal formulation rather than having managers establish the objectives, they are more motivated (Gomez-Mejia, Balkin, & Cardy, 2015).

Goal commitment is critical in deciding goal-setting success or failure. When individuals are dedicated and committed to their objectives, there is a significant goal-performance connection (Locke & Latham, 2002). Bipp and Kleingeld (2011) describe goal commitment as one's connection to or resolve to achieve a goal, as well as the cognitive, emotional, and behavioral elements of the goal-striving process. According to Locke and Latham (2002), goal commitment is the level of determination used to accomplish an agreed objective.

Acceptance of goals is required. Accepting a goal is the first step in developing motivation (Locke & Latham, 2002). Simply giving objectives to organization members may not result in their commitment to those goals, particularly if the goal is difficult to achieve (Lunenberg, 2011). Commitment is more essential and significant when the objectives are difficult to achieve (Locke & Latham, 2006). The idea that goal commitment tempers the goal-performance connection makes intuitive sense—goal setting can't be expected to succeed if objectives are easily abandoned at the first hint of difficulties (Kurose, 2013). Allowing workers to participate in goal-setting is a compelling way to gain acceptance. In other words, involvement in the goal-setting process tends to increase goal commitment (Lunenberg, 2011).

Importance and self-efficacy are two key variables that contribute to goal commitment (Locke and Latham, 2002). Self-efficacy is an individual's confidence in his or her own capacity to achieve, and it corresponds with both higher objectives and a greater dedication to them (Latham, 2007). According to Locke and Latham (2006), self-efficacy significantly increases goal commitment, and leaders can increase their subordinates' self-efficacy in three ways: one, by ensuring adequate mastery training that includes success experiences; two, by role modeling or identifying models with whom the person can identify; and three, by persuasive communication that expresses confidence (Latham, 2007).

Importance refers to the elements that make achieving a goal significant, such as the anticipated results (Locke & Latham, 2002). There are many methods to persuade individuals that goal achievement is important, such as making a public commitment to the goal, which increases dedication, probably because it elevates one's activities to the level of virtue in one's own and others' views (Fried & Slowik, 2004).

The second moderator of goal setting is goal difficulty. Difficult, specific objectives lead to better performance than best or simple goals, and this is at the heart of the high performance cycle (Bipp & Kleingeld , 2011). According to goal theory, the driving factor is the goal itself (Cole & Kelly, 2011). Goals should be set high enough to promote great performance yet low enough to be achievable (Latham, 2007) The important idea is that a goal must be challenging as well as precise in order to improve performance (Lunenberg, 2011). According to Kurose (2013), performance improves with the degree of objective difficulty, provided the person trying to achieve the goal is dedicated to attaining it and has the capacity to do so.

Goals that are too simple or too tough have a detrimental impact on motivation and performance; thus, one should establish goals that are realistic, achievable, and challenging (Redmond, 2015). The best motivation and performance are obtained with moderately tough objectives (something between too easy and too difficult) that are achievable but being demanding (Locke & Latham, 2002).

Finally, feedback is an essential modulator of goal setting efficacy. It goes without saying that without any sort of feedback in connection to goal pursuit, goal setting loses its force since one cannot evaluate progress toward his or her objectives (Kurose, 2013). Feedback assists workers in meeting their performance objectives and is essential for goals to stay successful and maintain commitment (Redmond, 2015). People are blind to their progress or regression in the absence of feedback; it is also difficult to assess the amount of effort required to pursue the objective successfully (Sorrentino, 2006). Feedback is most successful when it is aimed towards establishing more difficult objectives (Locke & Latham, 2002) since it enables individuals and teams to discover any flaws in their existing goals, allowing changes to be made (Smith & Hitt, 2005).

Of course, certain kinds of feedback are more helpful than others, and the impact of feedback may also vary based on the individual's qualities (Lunenberg, 2011). Positive feedback improves motivation when given in connection to personally valued objectives, while negative feedback enhances motivation when given in relation to compulsory goals (Van-Dijk & Kluger, 2004). The overall theme that emerges from studies on feedback in the workplace is that feedback is an important component of the goal setting process, but that the exact function of feedback varies depending on feedback qualities as well as contextual and individual-level factors (Lunenberg, 2011). Feedback associated with goal achievement may also improve a worker's job performance and capacity to become more inventive and creative on the job (Fincham & Rhodes, 2015).

2.2.2 Monetary factors and employee performance

Money is the primary enticement, and no other reward comes close in terms of its persuasive power (Locke & Latham, 1990). Money has the power to attract, retain, and encourage people to perform better (Stanley, 2012). People do not labor for free; they expect to be paid for their efforts. Employees must be motivated via appropriate incentive programs, which will always inspire them to be proactive and have the correct attitude about work, thus increasing organizational productivity (Armstrong, 2007).

According to McChilloh (2001), financial incentives include any enticement involving the payment of money and a decrease in the price paid for products or services, as well as any grant of credit.

Financial incentives have a beneficial impact on employee commitment or loyalty. Employees remain with an organization because the advantages of being a member of it exceed the costs of leaving it (Saleem, 2011). Employees' fear of losing their jobs makes money an incredibly powerful incentive since it is required for survival in an economy (Cole, 2000).

A manager's primary goal is to guarantee that commercial and corporate goals are met. This is only feasible if workers, who are an organization's most valuable asset, have a good attitude about their workplace (Banjoka, 1996). Organizations strive to recruit qualified human resources in order to keep up the pace of accomplishing objectives. When hiring competent human resources, companies must provide a better working environment, market-based wages, employment stability, empowerment, and so on (Hersberg, 2009).

While there are many techniques for compensating a sales staff, most businesses choose one of three: straight pay, straight commissions, or a mix of salary and commissions (Wiese & Coetzee, 2013). In addition to pay and commission, financial remuneration may include reimbursement of sales costs and transportation (Wiese & Coetzee, 2013). According to Fredrick Taylor, money is the most important element in encouraging industrial employees to increase production (Steers & Porter, 2011). As a result, businesses must think critically about the compensation packages they provide to their workers.

Financial incentives improve the work relationship by providing a foundation for high levels of commitment. As a result, businesses must design strategies that incorporate financial incentives and rewards such as promotion, bonus, profit sharing or gain sharing, employee stock ownership, and so on (Ismail, Guatleng, Chhekiong, & Ibrahim, 2009). Indeed, some writers argue that the main goal of incentives is to boost extrinsic motivation by indirectly fulfilling an individual employee's requirements via salary and bonuses (Anthony & Govindarajan, 2007). Offering financial incentives to employees at any level is a natural approach to encourage them; connecting compensation to performance increases the motivating value of money (Kinicki & Kreitner, 2016). Many professions need financial incentives to encourage workers, and many individuals work solely to earn money or get the recognition indicated by financial incentives (Giancola, 2011).

Using financial incentives to encourage individuals adheres to positive reinforcement and punishment concepts (Aguinis, 2012). Investigating which rewards are most attractive to groups and individuals is a helpful concept of utilizing financial incentives to encourage employees at all levels (Denisi & Pritchard, 2016). Many employees are extrinsically driven by pay and perks, while others are intrinsically motivated by recognition and incentives or improved health advantages (Giancola, 2011).

Financial incentives, according to Kinicki and Kreitner (2016), are more successful when they are connected to (or dependent upon) excellent performance. Managers must clearly explain to workers how performance is related to compensation, including the fact that unethical conduct will not be allowed as a means of achieving a performance objective (Steers & Porter, 2011). Many company strategies are being supported by an increased effort by managers and compensation experts to connect pay to performance- employees get financial incentives for performing in ways that are compatible with the business plan (Aguinis, 2012).

Literature has demonstrated that compensation problems are important in organizations; yet, there has been little guidance that businesses may use to determine whether particular incentive system designs are more (or less) suitable (Dubrin, 2012). Compensation-for-performance schemes are becoming more popular (Kepner, Wyoski, McKenzie, & Ballentine, 2003), and there is a tendency toward increasing variable pay as a proportion of overall salary (McChilloh, 2001).

One of the physical requirements that influences motivation, which in turn influences job performance, is compensation (Hersberg, 2009). Compensation has a significant impact on employee recruitment, motivation, productivity, and turnover (Steers & Porter, 2011). Financial incentives are often considered as an effective method of motivating workers and improving their performance (Smith & Hitt, 2005).

2.2.3 Recognition and job performance

Daniel and Metcalf (2009) define recognition as a reward for an employee's effort and commitment at work, as well as for his or her performance. Employee appreciation programs may be an excellent way to boost morale in any company, big or small. A successful recognition program may result in increased creativity, production, and job happiness for employees (Beer and Walton, 2014). Employee recognition programs may include a variety of degrees of recognition, ranging from a basic Certificate of Appreciation to Employee of the Month to division and company-wide honors. Recognition should be given to individuals that go above and beyond expectations and deserve the award (Steers and Porter, 2011). Employees feel secure when they are complimented and rewarded (Armstrong, 2007).

No resource is more important to the success of a company than its human resources (Denisi & Pritchard, 2016). The idea of recognition has grown in prominence in recent years, capturing the interest of both organizational leaders and academics (Mandal & Dalal, 2006). As a result, many companies use recognition as a means of motivating employees to perform better (Beer & Walton, 2014). These incentives and recognition come in the form of monetary and non-monetary rewards associated with particular desired actions (Storey, 2013). Employees want not just a competitive pay and benefit package, but also to be recognized and acknowledged for their efforts (Wiese and Coetzee, 2013). When workers feel appreciated and engaged, they are much less likely to be concerned about money and security (Elton & Gostick, 2006).

Employers may benefit from a recognition program by attracting and retaining high-performing workers. According to Daniel and Metcalf (2009), businesses are connecting their employee recognition programs closely with their organizational goals for the following nine reasons, given in order of importance: Create a pleasant work environment; Establish a culture of recognition; Motivate excellent performance; Reinforce desirable behaviors; Boost employee morale; Support the organization's purpose and vision; Increase retention and decrease turnover; Encourage loyalty; and Support a cultural transformation. Additional advantages for implementing a recognition program include cost savings, keeping important workers, boosting staff productivity, competitiveness, revenue, and profitability, enhancing quality, safety, and customer service, and decreasing stress, absenteeism, and turnover (Daniel & Metcalf, 2009).

Because all companies suffer turnover, retaining talented workers is essential to a business's success. According to The Jackson Organization (Etlon & Gostick, 2006), an independent research company, investing in employee recognition is highly linked with financial success. Those that have adopted employee appreciation programs get a return on equity that is more than twice that of businesses that do not (Elton & Gostick, 2006).

2.2.4 Rewards and job performance

The most significant problem in human resource management today is incentive structure (Milkovich & Newman, 2008). According to Bowen (2002), a reward is anything that is given or received in exchange for accomplishment or performance. According to Allen and Helms (2002), reward is a tangible or monetary statement of gratitude that is conditional on outcomes.

Employees who are effective and efficient are more likely to be restricted if they are not driven to do well (Sajuyigbe, Olaoye, & Adeyemi, 2013). According to Mendonca (2002), reward and compensation are part of a system based on the expectation theory, which states that workers are more likely to be motivated to perform when they believe there is a strong connection between their performance and the reward they get. Employees are motivated to work well when they are rewarded (Armstrong, 2007).

Employee performance is critical to an organization's success. Furthermore, incentives for workers have an essential influence in the organization's success and development (Aguinis, 2012). Employee motivation is improved via the use of rewards, and no company can envision achieving its goals and objectives without inspiring their workers (Kumari, 2014). According to Baron (1983), when we acknowledge and reward workers based on their identity, their working capacity and performance improve dramatically. Reward programs are intended to improve business performance by connecting workers' interests with the financial success of their firms (Chin-Ju, 2010). Reward is a mechanism (for example, bonuses and profit sharing) that helps to

performance by connecting workers' interests to those of the team and the company, thus increasing effort and performance (Armstrong, 2007).
There are two kinds of rewards: monetary and non-monetary. Nonmonetary incentives are used to reward workers for outstanding job performance by providing them with new possibilities (Kepner, Wyoski, McKenzie & Ballentine, 2003). It often takes the shape of increased enabling authority, an award, participation in management, promotion, holidays, a better working environment, written acknowledgment, presents, formal dinners, informal gatherings, plaques, and so on (Allen & Helms, 2011). Rewards are important in deciding major work performance and are favorably linked with the motivational process (Huselid, 2005).

According to Freedman (1978), as quoted in (Beer & Walton, 2014), when appropriate incentives and recognition are applied inside a company, a positive working atmosphere is created, motivating workers to succeed in their performance. Employee motivation rises when they get unexpected boosts in recognition, praise, and compensation (Dubrin, 2012). One important rationale for recognizing workers is because studies indicate that individuals who feel recognized are more optimistic about themselves and their capacity to contribute, implying that employee recognition may improve productivity and job happiness (Hansen, Smith, & Hansen, 2012).

2.3 summary and knowledge gap

Table 1 Summary and knowledge gap

Study	Focus of the study	Main findings	Knowledge gap	Focus of the proposed study
Redmond 2015	Goal setting difficulty	Goals that are too easy or difficult negatively affect employee performance	The study was conducted in convectional retail store	The study focuses on e-commerce companies.
Hansen, Smith,& Hansen, 2012	The impacts of employee recognition	employee recognition can boost productivity and increase job satisfaction	The study was conducted in wholesale store	The study focuses on e-commerce companies
Stanley, 2012	The impact of money in employee retention and employee motivation	Money has the dominancy to magnetize, retain and motivate individuals towards higher performance	The study was conducted in office of the vice president ,Dar es salaam	The study focuses on e-commerce companies in kenya
Allen & Helms, 2011	The role of reward on employee motivation	There is a positive correlation between goal setting and employee performance	The study was conducted in banking company limited	The study focuses on e-commerce companies

2.4 Conceptual framework

Independent variables **Dependent variable**

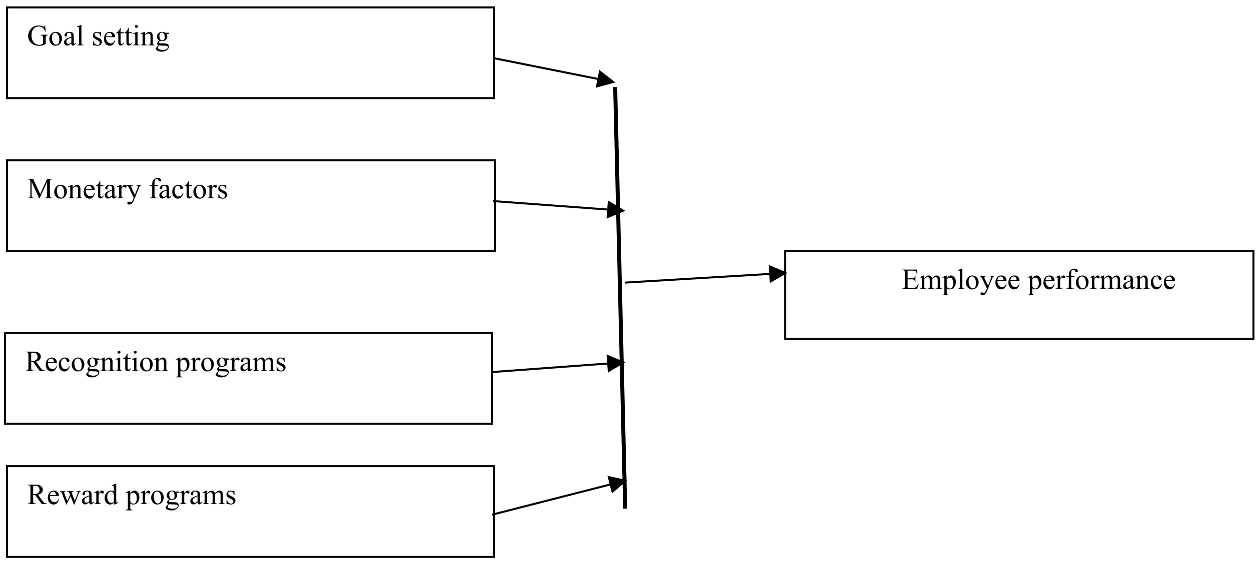


Figure 1 Conceptual Framework

2.5 Operationalization of Variables

Table 2 Operationalization of variables

Variables	Indicators	Measurements
Goal setting	• Participation • Organizational objective • Regular training • Mentoring • Regular feedback	▪ Measurement scale of 1-5 ▪ 1 = Strongly agree to 5 = Strongly disagree
Monetary factors	• Satisfaction • Competitive pay and benefits • Company pay policy • Profit sharing scheme • Working conditions	▪ Measurement scale of 1-5 ▪ 1 = Strongly agree to 5 = Strongly disagree
Recognition programs	• Formality • Management • Inclusive decision making • Flexible working hours	▪ Measurement scale of 1-5 ▪ 1 = Strongly agree to 5 = Strongly disagree
Reward programs	▪ Non-monetary rewards ▪ Motivation ▪ Rewards are viewed as goals ▪ Long -term improvement	▪ Measurement scale of 1-5 ▪ 1 = Strongly agree to 5 = Strongly disagree

2.6 Chapter summary

Three theories relating to employee engagement were reviewed: Theory X and Y, Goal Setting Theory, and the Two Factor Theory. The empirical literature review on goal setting and employee performance, monetary factors and employee performance, recognition and employee performance and lastly rewards and employee performance was discussed. Summary and knowledge gap, Conceptual framework and Operationalization of research variables were also discussed.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter describes the methods utilized to perform the research study. This chapter discusses the study's design and concentrates on the sampling processes, population, data collecting, and analytic methodologies.

3.1 Research design

A research design is the framework within which a researcher chooses study methodologies and procedures. The design enables researchers to fine-tune research techniques that are appropriate for the topic matter and to put themselves up for success with their investigations (Snyder, 2018). Descriptive research entails collecting data, describing phenomena, and then organizing, tabulating, depicting, and describing data collection in the form of graphs and charts to assist the reader in understanding the distribution of data (Cooper & Schindler, 2011).The research design for this study was descriptive survey. The goal of utilizing descriptive surveys was to gather comprehensive information about existing phenomena.

3.2 Target population

The study population consisted of 50 workers from the company. The entire collection of components from which one wishes to analyze or draw conclusions is referred to as the study population (Cohen, Manion & Morrison, 2013). The population aspect, on the other hand, refers to the individual participant or item being measured; it is the unit of research (Cooper & Schindler, 2011). Because they form the basis of the study and give meaningful responses to the research questions, the population of this study consisted of all workers of Sokowatch Company Limited, Nairobi (50 in total). The research population included all of the organization's staff members from different departments.

Table 3.1 Target population

Category	Target Population	Percentage
Top Level Management	7	14
Middle Level Management	40	80
Support Staff	3	6
Total	**50**	**100**

Source: Sokowatch Company limited (2021)

3.3 Sample and sampling technique

This is the number of items chosen from a particular population (Denscombe, 2014). The process of deciding how many observations or repetitions to include in a statistical sample is known as sample size determination (Singh, 2008). Given that the sampling method used for the research was a census, the sample size of the study was all 50 workers of Sokowatch Company Limited in Nairobi.

3.4 Data collection Instrument

The main tool for data collection used was structured questionnaires, which comprised of both open and closed ended questions.

The questionnaires was each divided into two sections; section A seeked to collect information about the profiles of the respondents and departments they represent in the Company. Section B seeked to address the effects of motivation of employee performance in e commerce platform at Sokowatch Company Limited

3.5 Pilot study

A pilot study is a short study used to test research procedures, data collecting tools, sample recruitment techniques, and other research methodologies in preparation for a larger study. A pilot test was conducted with 5 questionnaires from Sendy Company limited.

3.5.1 Validity

Validity is a characteristic assigned to propositions or measurements of how closely they correspond to established knowledge or truth (Maestrini, 2018). An attitude scale is deemed legitimate, for example, to the extent that its findings agree with other measures of attitude possession. First, the researcher tested and reviewed the instrument's items with supervisors, department lecturers, and coworkers. The advice provided by these individuals significantly aided the researcher in determining the validity of the study tools. Suggestions, clarifications, and other contributions are included in the advice. These recommendations were utilized to make the required modifications. Second, the content validity of the instruments was established via piloting, in which the participants' answers were compared to the study goals, using a sample of some questionnaires which were distributed to non-participating respondents in the actual study.

3.5.2 Reliability test

Cooper and Schindler (2003) define reliability as an evaluation of the measuring instrument's consistency. Similar method reliability ensures consistent findings across time and among researchers. To guarantee dependability in this study, a well-prepared edited and tested research instrument was used to crosscheck confusing terms and phrases.

Also, a test for Cronbach’s alpha was conducted where the researcher obtained Cronbach’s alpha coefficient of 0 .79 Cronbach alpha value, which suggested that the scale has good internal consistency according to Nunnally (2012).

3.6 Data collection procedure

A letter was sent to the company's management asking permission to conduct the study. The researcher created a specially designed questionnaire for this investigation. The data collecting technique to be utilized was a structured questionnaire, particularly one that was self-administered. The questionnaire was accompanied by a letter addressed to the responders, guaranteeing their privacy. The researcher used the drop and picks later technique and stationed a drop box at the workplace to increase returns (response rate).

3.7 Data analysis and presentation

The goal of data analysis is to compress large amounts of data to manageable sizes by creating summaries, searching for trends, and using statistical methods (Cooper & Schindler, 2011). The gathered data was coded and entered into a computer for analysis using the Statistical Package for

Social Sciences (SPSS) version 22. For simpler analysis and understanding, the data was presented in a user-friendly and instructive manner, including frequency tables, graphs, and charts.

The proportions and frequency of the variables were determined using descriptive analysis. Correlation tests were performed to infer demographic characteristics from the sample, and the Statistical Package for Social Scientists (SPSS) was utilized to assist data processing. Tables and figures were used to present the findings.

3.8 Ethical consideration

These are the observed set of conduct when carrying out a research project in order to determine the unacceptable and acceptable code of behaviors.

3.8.1 Informed consent

To ensure that the study conforms to the ethical concerns associated with research, authorization to perform the study was obtained from the appropriate authorities. A letter of introduction was acquired from the business to serve as proof of the study's aim..

3.8.2 Voluntary participation

The researcher informed the prospective participant that participation in the study was entirely voluntary and that he or she may withdraw at any moment. According to the information, refusing to participate or withdrawing would not result in any fines or loss of benefits to which the participant is otherwise entitled.

3.8.3 Confidentiality

The authorities were given a complete disclosure of all actions related to the research, including the study's aim, which was only for educational reasons.

3.8.4 Privacy

Privacy refers to “persons and to their interest in controlling the access of others to themselves,” the researcher guaranteed the participants that they would not be forced to reveal information that they do not wish to reveal. Personal identifiers such as names, birthdates, and places of residence was not collected.

3.8.5 Anonymity

The researcher did not personally identify participants in the study for example IP address, phone number, identification number, names and email address.

3.9 Chapter summary

This chapter has presented the procedures that were used to carry out the research were recognized as well as the research design, target population and sampling technique. The researcher will conduct a case study and administer questionnaire to each respondent. The study will be based totally on primary data collected from the respondents. Following data collection, the researcher evaluated and derives the results using SPSS.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

The conclusions of the data analyzed from the questionnaires are discussed in this chapter. The data was analyzed using a statistical program to produce frequency distribution tables, means, and charts based on the study goals and questionnaire questions, and the findings are given below.

4.1 Presentation of Research Findings

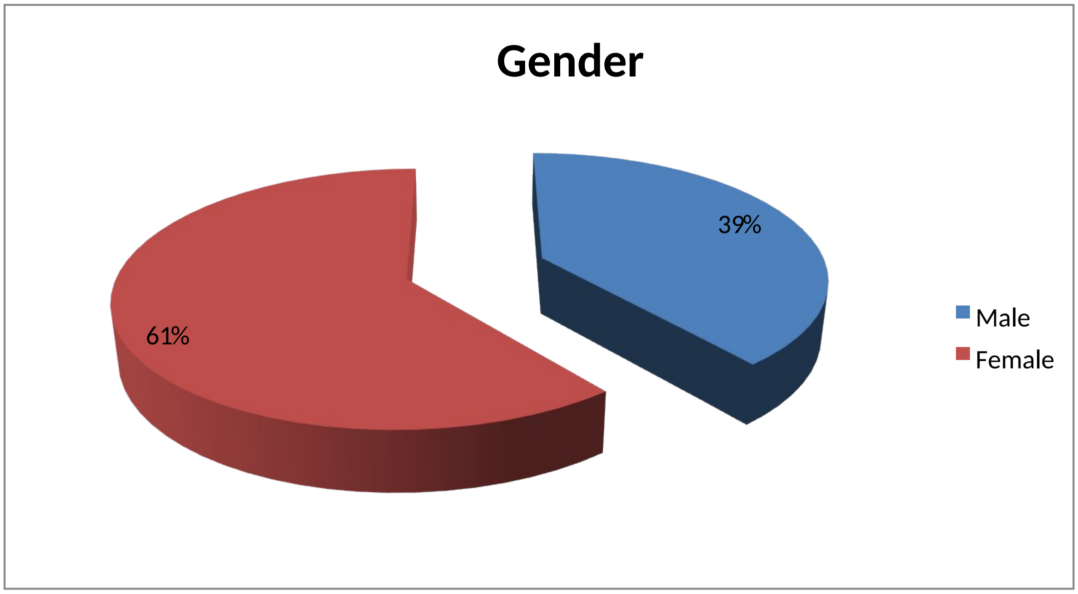
4.1.1 Response Rate

The 50 questionnaires were given to the general public, and 48 were returned. After carefully analyzing the data to verify that all questions were correctly filled out, 46 remained, giving this research a response rate of 92 %, which is considered to be enough in making conclusions for the study. A 50% response rate is adequate, 60% good and above 70% is rated as very good, (Mugenda & Mugenda, 2003)

4.1.2 Gender

The gender of the respondents was questioned, and the results are given below. Figure 4.1 depicts the findings collected, in which 61 % were female and % were male, showing that Sokowatch Company Limited, Nairobi has more female employees compare to male employees.

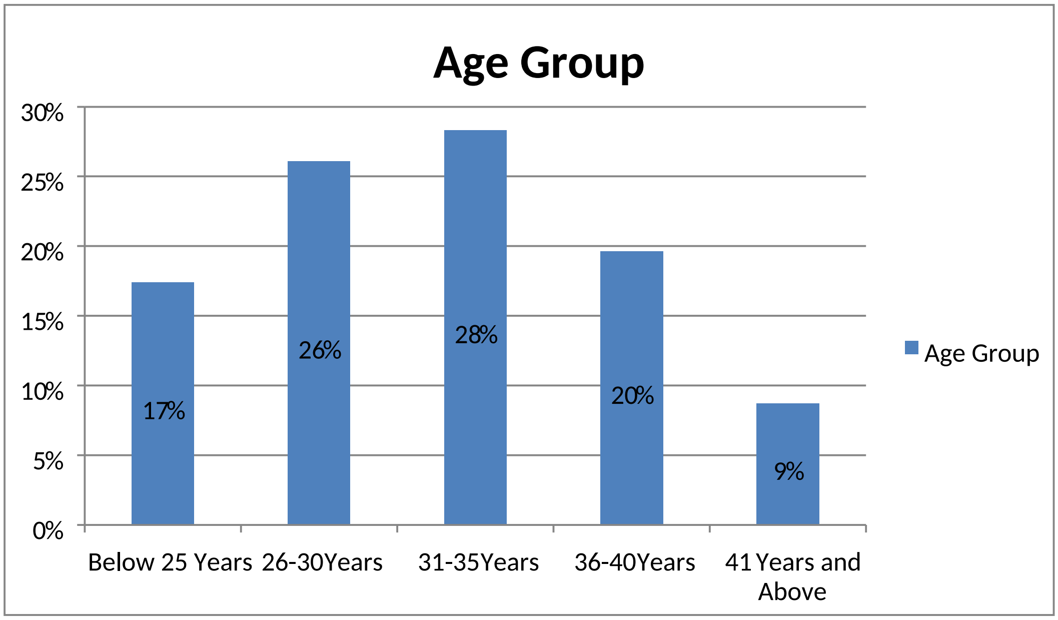
Figure 2 Gender of Respondents



4.1.3 Age Group

Figure 3 indicates that 17 % are under the age of 25, 26 % are between the ages of 26 and 30, 28 %are between the ages of 31 and 35, % are between the ages of 36 and 40, and 9 % are above the age of 41. This demonstrates that the majority of responders are between the ages of 31 and 35.

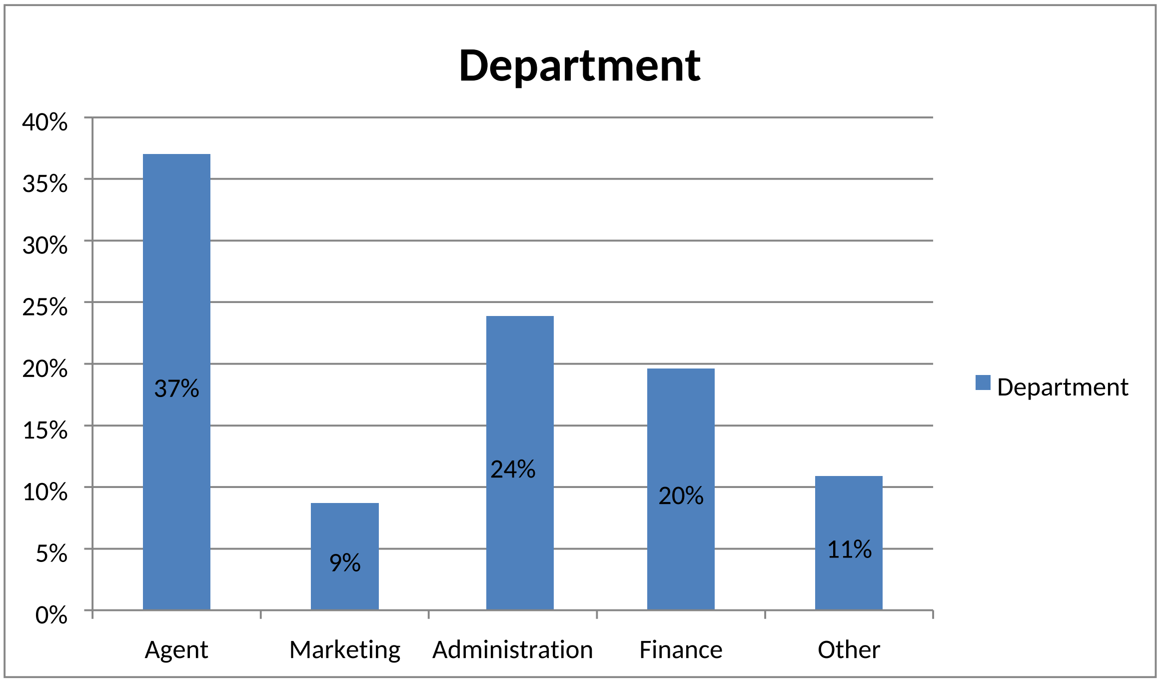
Figure 3 Age Group



4.1.4 Department

The respondents were asked to identify the department in which they worked, Figure 4 shows that 37% of the respondents are agents, 9% work in the marketing department, 24% are in administration, 20% are in finance and 11% are in other departments namely legal and architectural departments respectively. The findings indicate that agents are the biggest department, accounting for 37% of all responses.

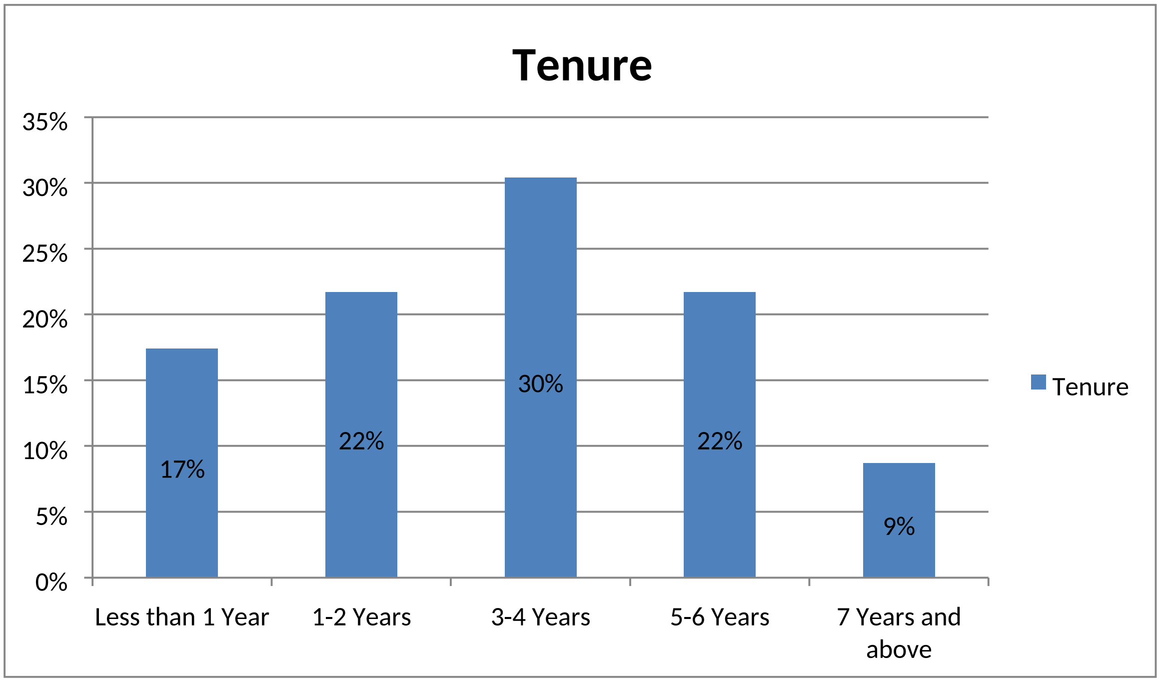
Figure 4 Department



4.1.5 Tenure

The respondents were asked to identify their tenure with the company. According to Figure 5, 17% of respondents have worked for less than a year, 22% have worked for 1-2 years, 30% have worked for 3-4 years, 22% have worked for 5-6 years, and 9% have worked for 7 years or more. This demonstrates that the majority of responders had worked for at least 2-3 years.

Figure 5 Tenure



4.1.2 Impact of Motivational Goal-setting on Employee Performance

Respondents were asked to evaluate different goal-setting variables on a scale of SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, and SA=Strongly Agree. The study's findings were as follows:

4.1.2.1 Participation in Setting Goals

The respondents were asked whether their manager encourages them to contribute in goal setting, and the results are shown. According to Table 4, 13% strongly disagreed, 15% severely disagreed, 22% agreed, 41% agreed, and 9% strongly agreed. This demonstrates that the vast majority of workers contribute to goal setting.

Table 4 Participation in Setting Goals

Participation in Setting Goals	Frequency	Percent
Strongly Disagree	6	13
Disagree	7	15
Neutral	10	22
Agree	19	41
Strongly Agree	4	9
Total	**46**	**100**

4.1.2.2 Importance of Goals

The respondents were asked to identify their level of understanding of the significance of their goals in relation to the organization's overall objective. According to Table 5, 2% strongly disagreed, 9% moderately disagreed, 15% were neutral, 57% agreed and 17% strongly agreed. This demonstrates that the majority of workers comprehend the critical significance of their own objectives in connection to the organization's overall objective.

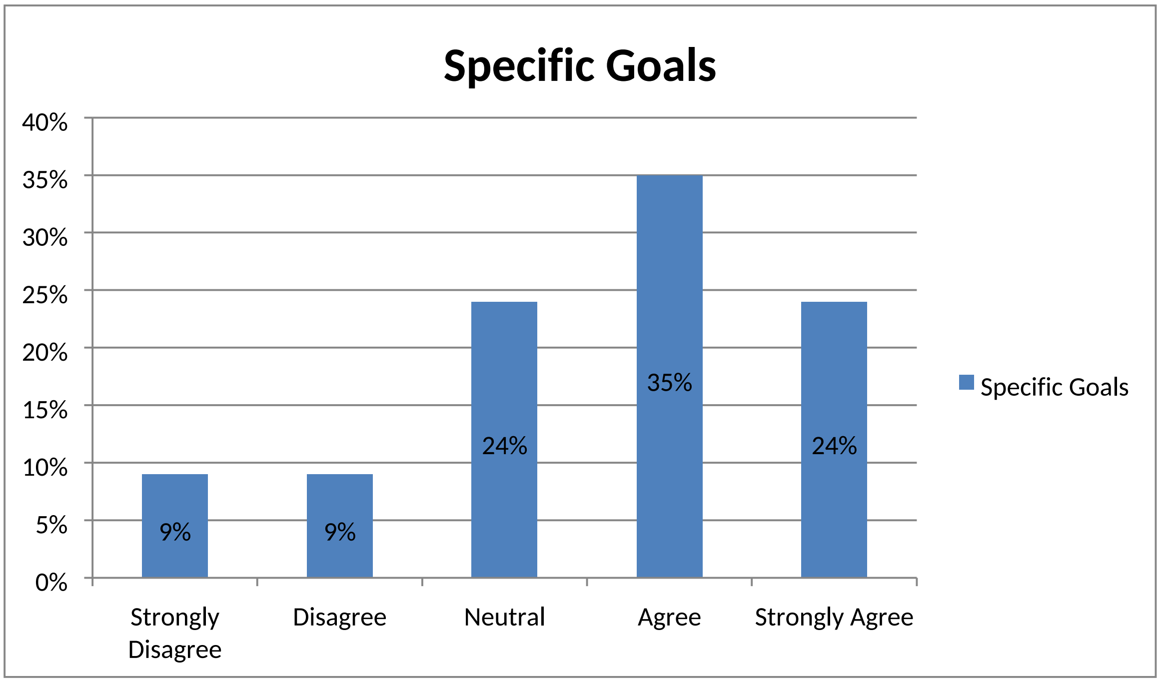
Table 5 Understands Importance of Goals

Understands Importance of Goals	Frequency	Percent
Strongly Disagree	1	2
Disagree	4	9
Neutral	7	15
Agree	26	57
Strongly Agree	8	18
Total	**46**	**100**

4.1.2.3 Specific Goals

The respondents were asked whether they have a definite objective in mind for their work, and the results are illustrated. According to Figure 6, 9% strongly disagreed, 9% disagreed, 24% were neutral, 35% agreed and 24% strongly agreed. This implies that the majority of workers have particular job-related objectives.

Figure 6 Specific Goals



4.1.2.4 Realistic and Achievable Goals

The respondents were asked whether they had realistic and attainable objectives for their work. As per Table 6, 13% strongly disagreed, 17% disagreed, 22% were neutral, 35% agreed and 11% strongly agreed. This suggests that the majority of workers believe they have reasonable and attainable performance targets.

Table 6 Realistic and Achievable Goals

Realistic and Achievable Goals	Frequency	Percent
Strongly Disagree	6	13
Disagree	8	17
Neutral	10	22
Agree	16	35
Strongly Agree	6	11
Total	**46**	**100**

4.1.2.5 Satisfaction with Work Challenges

The respondents were questioned about their satisfaction with the difficulties presented by their employment. Per the Table 7, 9% strongly disagreed, 24% strongly disagreed, 17% were neutral, 35% agreed and 15% strongly agreed. This means that the majority of workers are pleased with the difficulties presented at work.

Table 7 satisfaction with Work Challenges

Satisfaction with Work Challenges	Frequency	Percent
Strongly Disagree	4	9
Disagree	11	24
Neutral	8	17
Agree	16	35
Strongly Agree	7	15
Total	**46**	**100**

4.1.2.6 Difficult Goals at Work

The respondents were asked if they face challenging job aims. According to Table 8, 17% strongly disagreed, 22% disagreed, 37% were neutral, 15% agreed and 9% strongly agreed. This indicates that the majority of employees believed their job targets were neither challenging nor simple.

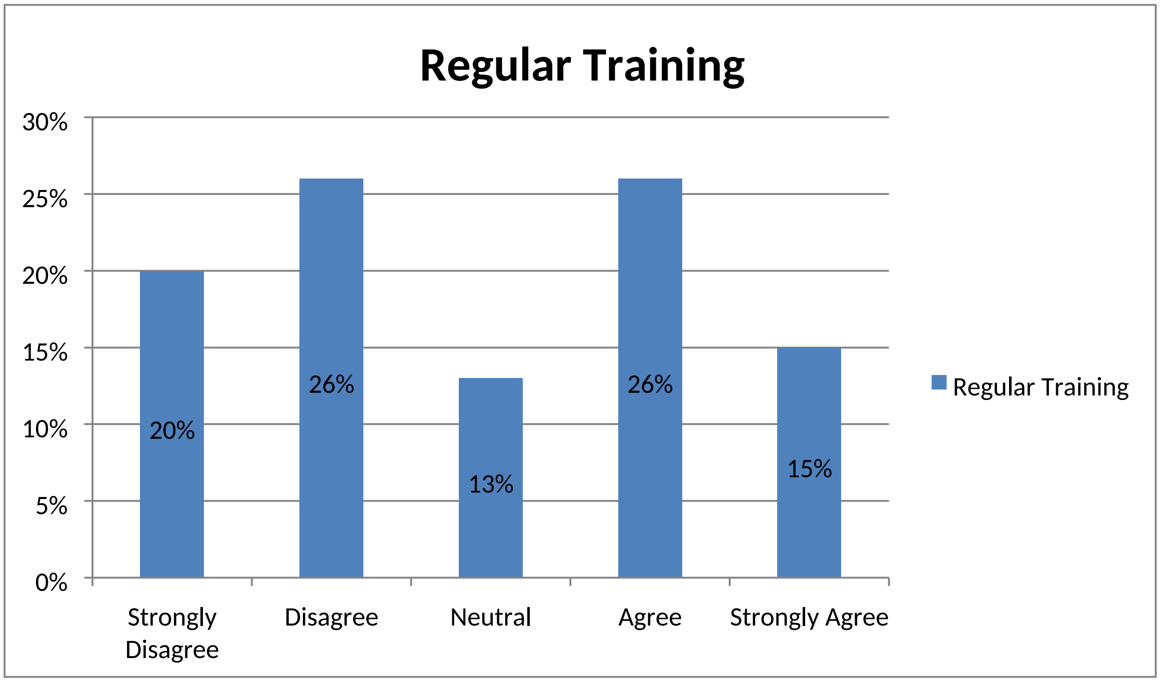
Table 8 Difficult Goals at Work

Difficult Goals at Work	Frequency	Percent
Strongly Disagree	8	17
Disagree	10	22
Neutral	17	37
Agree	7	15
Strongly Agree	4	9
Total	**46**	**100**

4.1.2.7 Regular Training

The respondents were asked if their company provides frequent training to help them gain new information and skills. According to Figure 7, 20% strongly disagreed, 26% highly disagreed, 13% were neutral, 26% agreed, and 15% strongly agreed. The findings indicate that an equal proportion of workers agree and disagree that they get frequent training to improve their knowledge, skills, and attitudes toward work.

Figure 7 Regular Training



4.1.2.8 Mentorship

The respondents were asked if their company had assigned them mentors to assist them in attaining their goals. As per Table 9, 35% strongly disagreed, 20% disagreed, 24% were neutral, 17% agreed and 4% strongly agreed. The findings revealed that the majority of workers lack a mentor to assist them in attaining their objectives.

Table 9 Mentorship

Mentorship	Frequency	Percent
Strongly Disagree	16	35
Disagree	9	20
Neutral	11	24
Agree	8	17
Strongly Agree	2	4
Total	**46**	**100**

4.1.2.9 Constructive Feedback

The respondents were asked whether they got constructive criticism on a consistent basis about their goals. According to Table 10, 11% strongly disagreed, 20% disagreed, 35% were neutral, 28% agree and 7% strongly agreed. The findings indicate that the majority of workers are receptive to constructive criticism about their objectives.

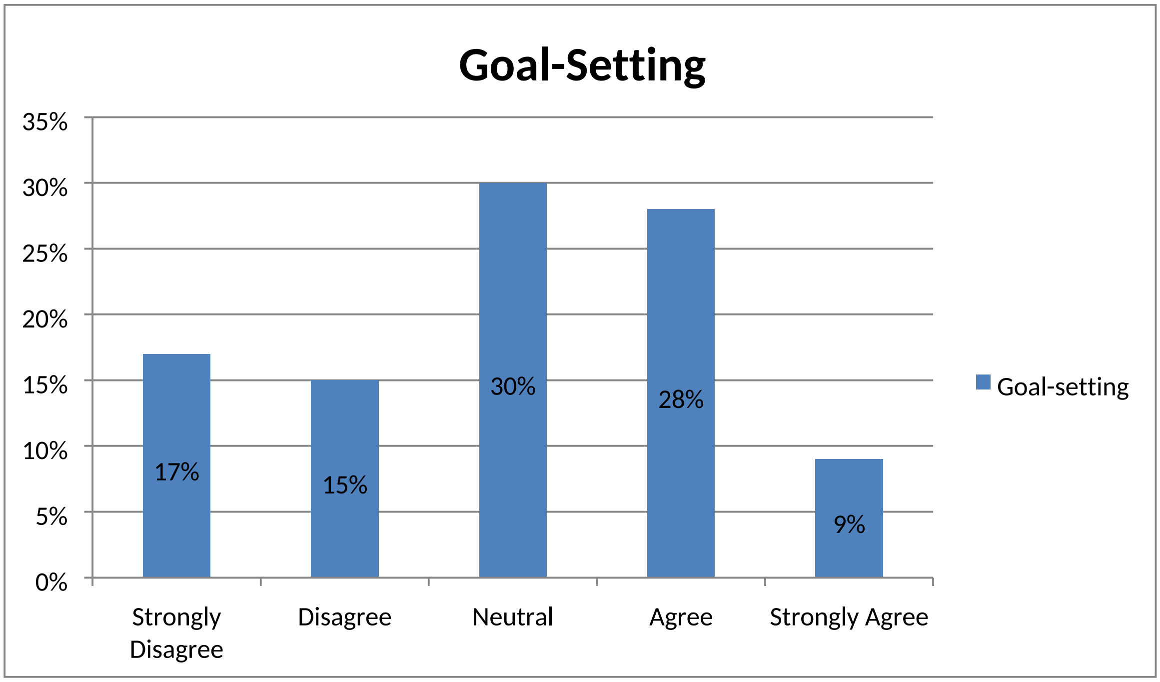
Table 10 Constructive Feedback

Constructive Feedback	Frequency	Percent
Strongly Disagree	5	11
Disagree	9	20
Neutral	16	35
Agree	13	28
Strongly Agree	3	7
Total	**46**	**100**

4.1.2.10 Goal-setting

When asked whether establishing objectives had helped their overall performance, the respondents said yes or no. On the other hand, Figure 8 indicates that 17% of people severely opposed, 15% disagreed, 30% were neutral, 28% agreed, and 9% highly agreed. Figure 8: It is clear from the data that establishing objectives has not improved performance for most of the workers.

Figure 8 Goal-setting



4.1.2.11 Relationship between Goal-setting and Employee Performance

The significance of the parameters (the independent variables) and their effect on employee performance were assessed using the Pearson correlation test (the dependent variable). For significant variables, the research needed a P value between 0.00 and 0.05.

Table 11 demonstrates that involvement in goal setting was significant (P=0.001). The importance of objectives in connection to the organization's ultimate aim was significant (P=0.007). It was significant (P=0.002) to have precise, unambiguous objectives to strive towards. The use of realistic and attainable objectives was significant (P=0.000). Work-related difficulties generated a substantial level of satisfaction (P=0.000). Workplace objectives that were difficult and hard to achieve were significant (P=0.000). The use of training to acquire and enhance knowledge, abilities, and work attitudes was significant (P=0.001). The use of mentors at work for goal assistance was significant (P=0.001). Receiving objective and constructive feedback on objectives was negligible (P=0.187). The effect of goal setting on overall performance was substantial (P=0.000).

Table 11 Relationship between Goal-setting and Employee performance

Goal-setting Factors	Correlations
Participation in the setting of goals	.355" .001
Importance of goals in relation to the overall objective of the organization	.422" .007
Use of specific, clear goals to aim for	.487" .002
Use of goals that are realistic and achievable	.638" .000
Satisfaction with challenges provided by work	.555" .000
Difficult and challenging goals to be met at work	.459" .000
Use of training to acquire and improve knowledge, skills and attitudes towards work	.423" .001
Use of mentors at work for guidance in achieving goals	.544" .001
Receiving fair and constructive feedback related to goals	.598" .187
Setting of goals has improved overall performance	.648" .000

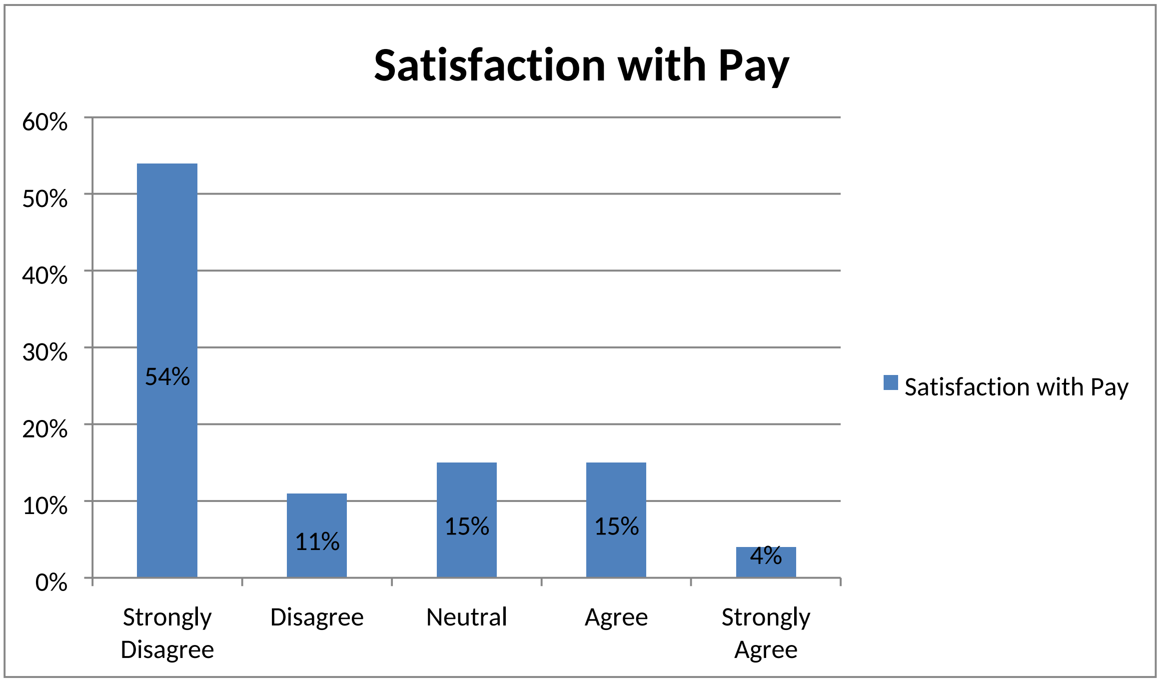
4.1.3 Effect of Monetary Factors on Employee Performance

A scale of SD=Strongly Disagree to SA=Strongly Agree was used to gauge how the respondents felt about different monetary variables. The following are the study's findings:

4.1.3.1 Satisfaction with Pay

The respondents were asked whether they were happy with their pay/salary. According to Figure 9, 54% strongly disagreed, 11% severely disagreed, 15% were neutral, 15% concurred, and 4% strongly agreed. The findings indicate that the majority of workers are unhappy with their salary.

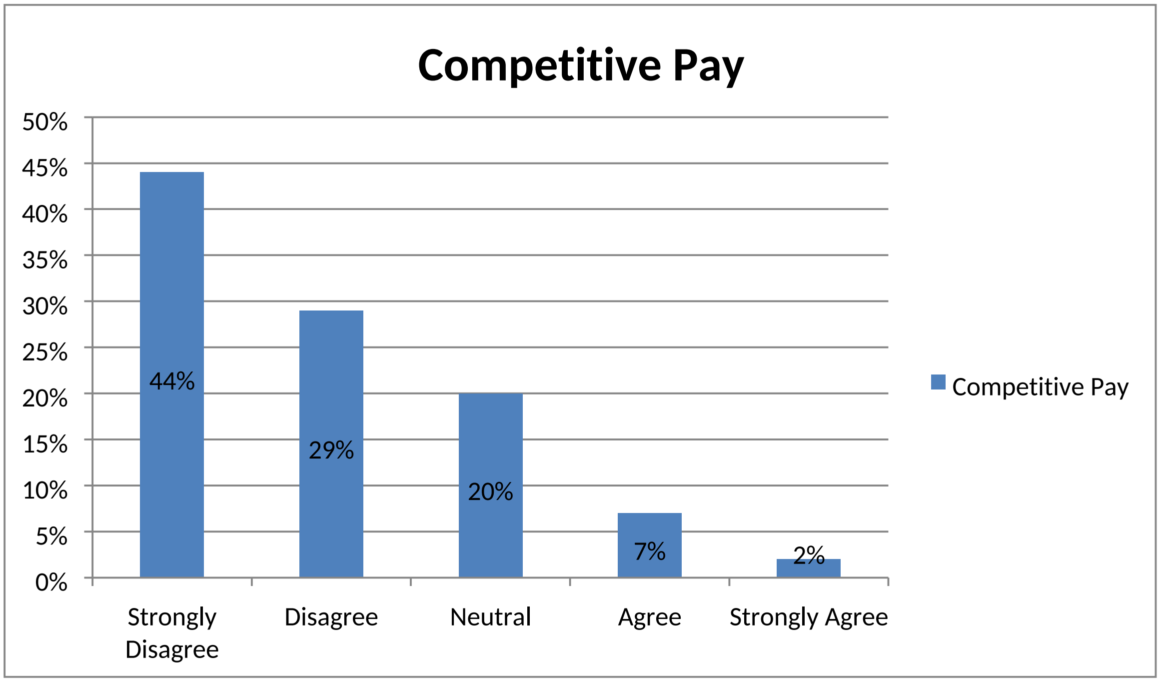
Satisfaction with salary (Figure 9)



4.1.3.2 Competitive Pay

The respondents were asked if their compensation is comparable with that of other businesses in their sector. According to Figure 10, 44% strongly opposed, 29% disagreed, 20% were neutral, 7% agreed and 2% strongly agreed. The findings indicate that the majority of workers believe that the organization's compensation is not competitive when compared to other businesses in the industry.

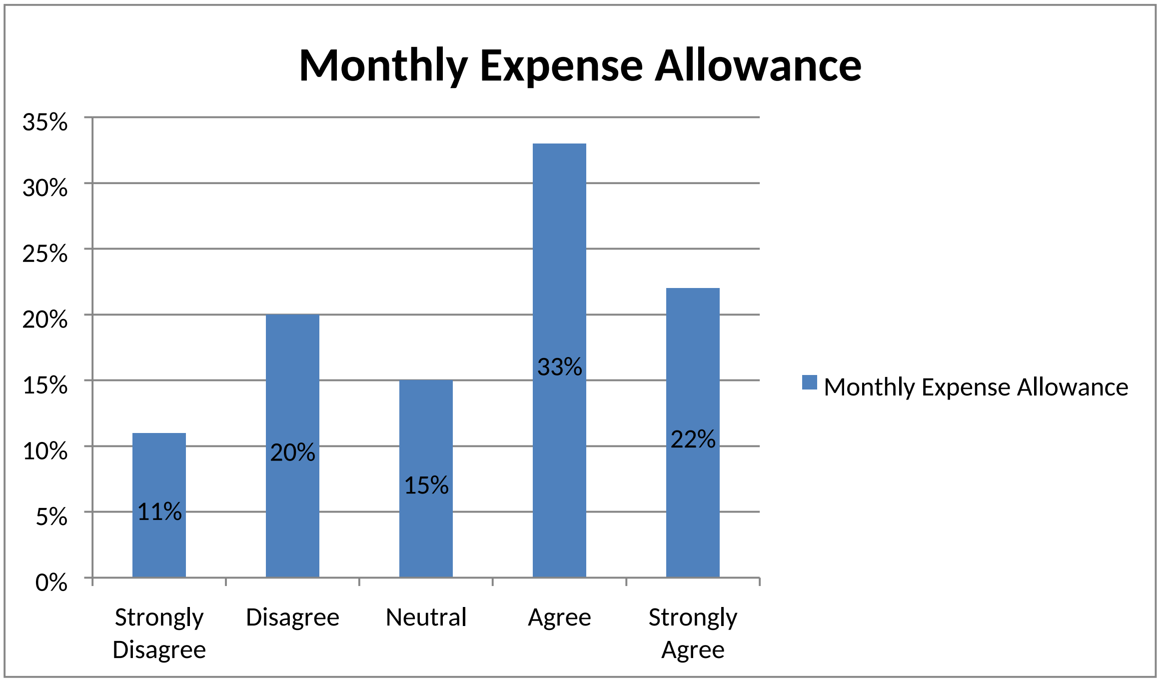
Figure 9 Competitive Pay



4.1.3.3 Monthly Expense Allowance

Respondents were asked whether they would be happy with a monthly cost allowance. According to Figure 11, 11% strongly disagreed, 20% severely disagreed, 15% were neutral, 33% agreed and 22% strongly agreed. The analyses showed that the majority of workers would be content with a monthly expense allowance.

Figure 10 Monthly Expense Allowance



4.1.3.4 Money as an Incentive

Respondents were asked if money is a critical motivator for job motivation. As per Table 12, 7% strongly disagreed, 15% disagreed, 17% were neutral, 20% agreed, and 41% strongly agreed. The findings indicate that the majority of workers believe that money is a critical motivator for job motivation.

Table 12 Money as an Incentive

Money as an Incentive	Frequency	Percent
Strongly Disagree	3	7
Disagree	7	15
Neutral	8	17
Agree	9	29
Strongly Agree	19	41
Total	**46**	**100**

4.1.3.5 Value on Services

The respondents were questioned if the compensation they get is a strong indicator of the organization's value put on their services. According to Table 13, 17% strongly disagreed, 15% disagreed, 22% were neutral, 35% agreed, and 11% strongly agreed. The findings indicate that the majority of workers think their compensation is a significant indicator of the value put on their services.

Table 13 Value on Services

Value on Services	Frequency	Percent
Strongly Disagree	8	17
Disagree	7	15
Neutral	10	22
Agree	16	35
Strongly Agree	5	11
Total	**46**	**100**

4.1.3.6 Profit Sharing

Respondents were asked if a profit sharing arrangement would encourage them to perform better. According to Table 14, 13% strongly disagreed, 11% disagreed, 24% were neutral, 26% agreed and 26% strongly agreed. The findings indicate that the majority of staff would be more motivated to perform well if their employer adopted a profit sharing program.

Table 14 Profit Sharing Scheme

Profit Sharing Scheme	Frequency	Percent
Strongly Disagree	6	13
Disagree	5	11
Neutral	11	24
Agree	12	26
Strongly Agree	12	26
Total	**46**	**100**

4.1.3.7 Relationship between Monetary Incentives and Employee Performance

The Pearson correlation test was used to evaluate the importance of financial/monetary elements (the independent variables) and their effect on employee performance (the dependent variable). For significant variables, the research needed a P value between 0.00 and 0.05.

Table 15 demonstrates that satisfaction with salary received was statistically significant (P=0.000).

The company's commitment to maintaining a competitive pay and benefits package was significant (P=0.005). If a monthly cost allowance is provided, satisfaction increases significantly (P=0.000). Money was shown to be a major motivator for job motivation (P=0.000). Money was significant (P=0.060) as a strong indicator of the organization's value put on services provided. The likelihood that a profit-sharing system would encourage workers to perform well was substantial (P=0.000).

Table 15 Relationship between Monetary Factors and Employee Performance

Monetary Factors	Correlations
Satisfaction with pay received	-.124" .000
Company maintains competitive pay and benefits package	.-.478" .0 05
Would be satisfied if monthly expense allowance is given	.494" .000
Money is a crucial incentive to work motivation	.262" .00 0
Money as a strong indication of the value the organization has placed on services offered	.279" .060
If there was a profit-sharing scheme, it would motivate employees to perform	.353" .00 0

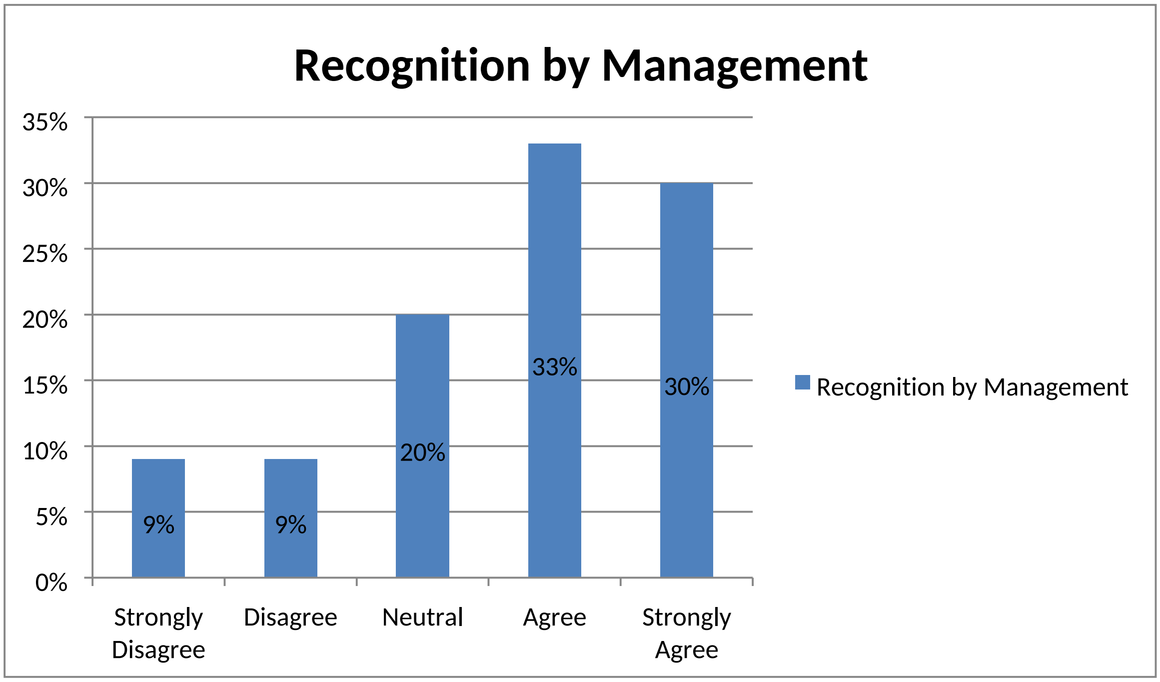
4.1.4 Effect of Recognition programs on Performance

The respondents were asked to rate various recognition programs using the scale 'SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree'. The results of the study were as follows:

4.1.4.1 Recognition by Management

The respondents were questioned if it is important for them to be acknowledged officially by management. According to Figure 12, 9% strongly disagreed, 9% disagreed, 20% were neutral, 33% agreed and 30% strongly agreed. The conclusions indicate that the majority of workers want official recognition from management for a job well done.

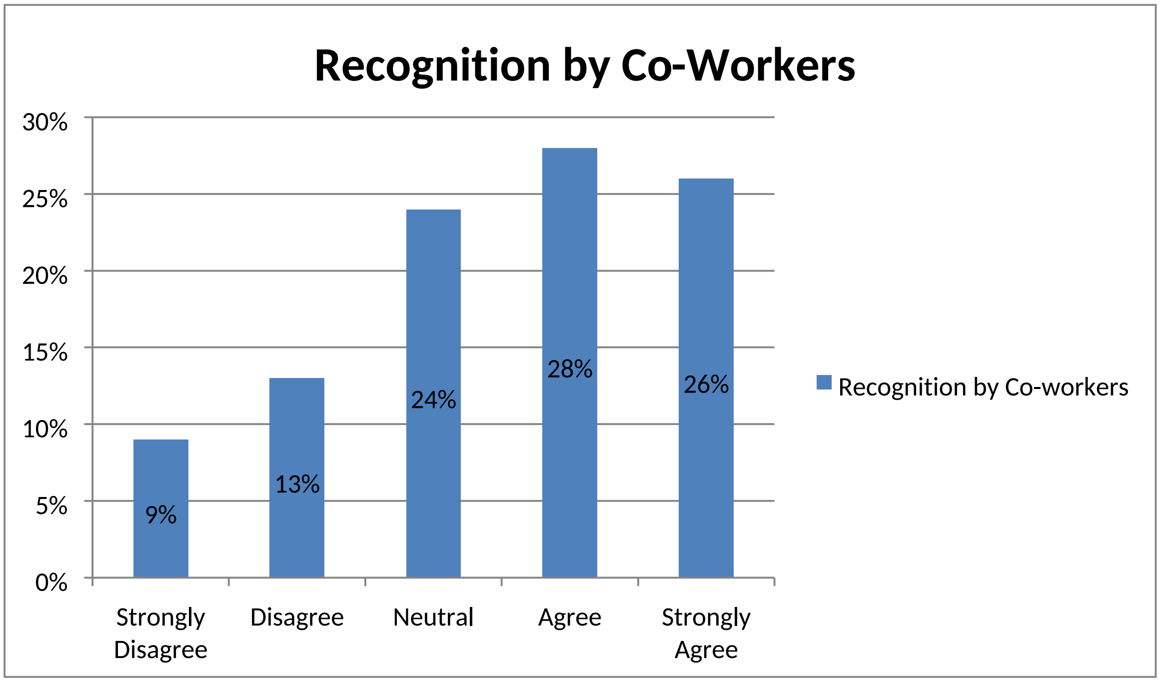
Figure 11 Recognition by Management



4.1.4.2 Recognition by Co-workers

The respondents were asked if recognition from their coworkers is essential to them. According to Figure 13, 9 % highly disagreed, 13% strongly disagreed, 24% were neutral, 28% agreed and 26% strongly agreed. The results indicate that the majority of employees want formal recognition from their coworkers for a job well done.

Figure 12 Recognition by Co-workers



4.1.4.3 Non-monetary factors

The respondents were asked if their company motivates them via non-monetary incentives such as recognition, participation in decision-making and flexible work hours. As per Table 16, 8% strongly disagreed, 13% severely disagreed, 7% were neutral, 13% agreed and 5% strongly agreed. The findings indicate that an equal proportion of workers agree and disagree that the business motivates them via non-monetary incentives.

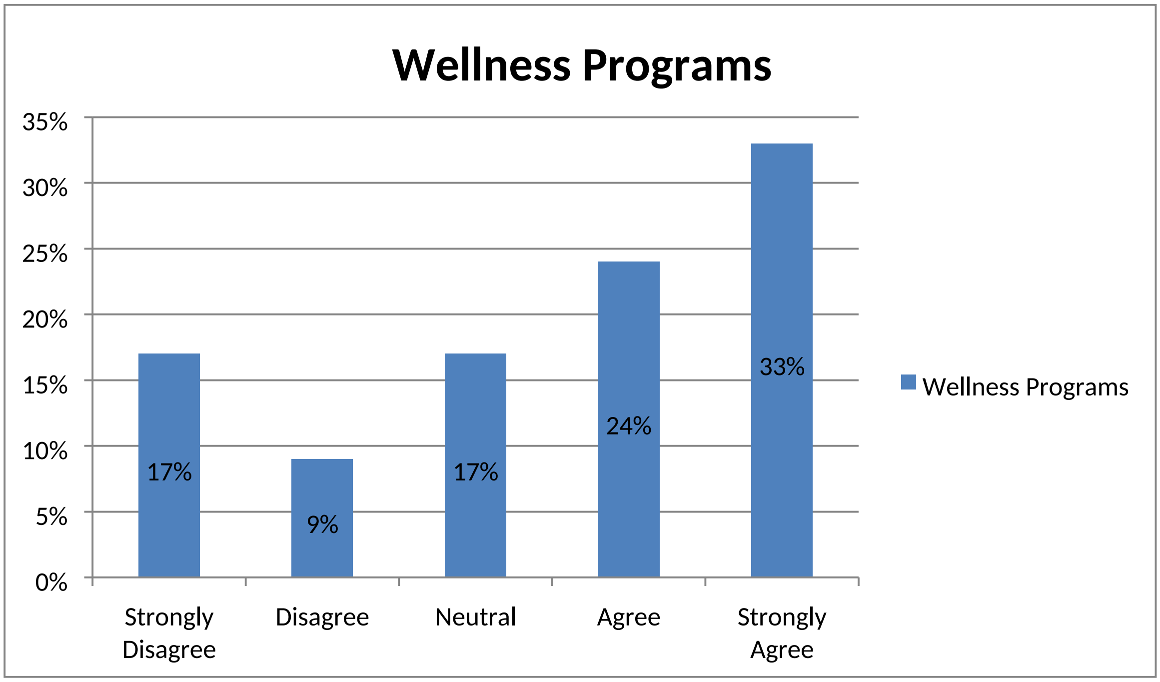
Table 16 Non-monetary factors

Non-Monetary factors	Frequency	Percent
Strongly Disagree	8	17
Disagree	13	28
Neutral	7	15
Agree	13	28
Strongly Agree	5	11
Total	**46**	**100**

4.1.4.4 Wellness Programs

The respondents were asked if they would be motivated by the introduction of a wellness program such as a gym membership. According to Figure 14, 17% strongly disagreed, 9% severely disagreed, 17% were neutral, 24% agreed and 33% strongly agreed. The findings suggest that the majority of the workers would be encouraged to participate in a wellness program if the company established one.

Figure 13 Wellness Programs



4.1.4.5 Relationship between Recognition programs and Employee Performance.

On recognition programs, the Pearson correlation test was used to assess the importance of the components (the independent variables) and their effect on employee performance (the dependent variable). P values between 0.00 and 0.05 were needed for significant variables in the research.

Table 17 demonstrates that management's usage of recognition systems such as Formal acknowledgement for a job well done was statistically significant (P=0.000). Coworker recognition for a job well done was statistically significant (P=0.001). The use of non-monetary incentives such as gift and meal vouchers was statistically significant (P=0.000). The wellness benefit program had a negligible effect on motivation (P=0.079).

Table 17 Relationship between Recognition and Employee Performance

Recognition and Reward Factors	Correlations
Formal recognition by management for a job well done	-.471” .00 0
Recognition by co-workers for a job well done	-.341” .001
Use of non-monetary rewards like gift and meal vouchers	.350” .000
Wellness benefit program for motivation	.262” .07 9

4.1.5 Effect of Reward programs on Employee Performance

The respondents were asked to evaluate different incentive schemes on a scale of SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree and SA=Strongly Agree. The study's findings were as follows:

4.1.5.1 Non-monetary Rewards

The respondents were questioned about their organization's usage of non-monetary incentives. According to Table 18, 8% strongly disagreed, 13% severely disagreed, 7% were neutral, 13% agreed and 5% strongly agreed. The findings indicate that an equal proportion of workers agree and disagree that the business motivates them via non-monetary incentives.

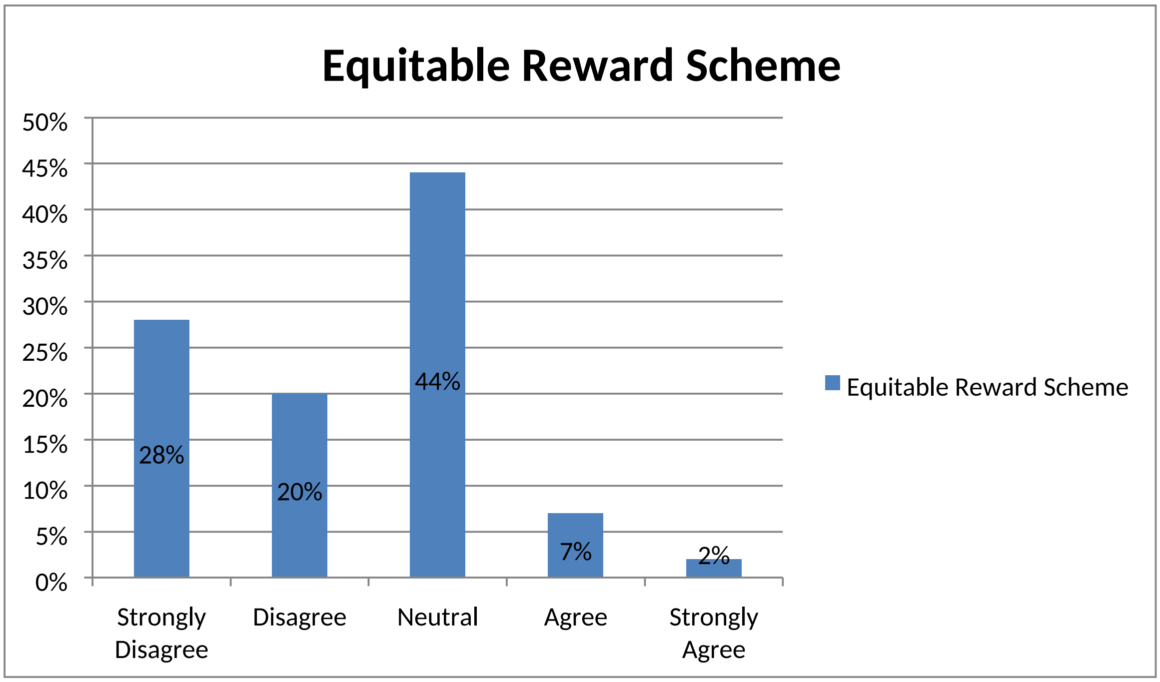
Table 18 Non-monetary Rewards

Non-Monetary Reward	Frequency	Percent
Strongly Disagree	8	17
Disagree	13	28
Neutral	7	15
Agree	13	28
Strongly Agree	5	11
Total	**46**	**100**

4.1.5.2 Equitable Reward Scheme

The respondents were asked to rate the present remuneration scheme's equity. Figure 15 indicates that 28% strongly disagreed, 20% disagreed, 44% were neutral, 7% agreed, and 2% strongly agreed. The findings indicate that workers do not see the present compensation system as fair or inequitable and may feel indifference about it.

Figure 14 Equitable Reward Scheme



4.1.5.3 Rewards as Goals

The respondents were asked to identify whether they see incentives as attainable objectives. According to Table 19, 9 % strongly disagreed, 20% disagreed, 42% were neutral, 22% agreed and 9 % strongly agreed. The findings indicate that the majority of workers had an indifferent attitude about the company's incentives.

Table 19 Rewards as goals

Rewards as Goals	Frequency	Percent
Strongly Disagree	4	9
Disagree	9	20
Neutral	19	42
Agree	10	22
Strongly Agree	4	9
Total	**46**	**100**

4.1.5.4 Long-term Improvement

The respondents were asked if the present incentive scheme had resulted in any long-term increase in work quality. According to Table 20, 33% strongly disagreed, 24% disagreed, 33% were neutral, 0% agreed and 5% strongly agreed. The findings indicate that the incentive system did not incentivize workers to enhance the quality of their work.

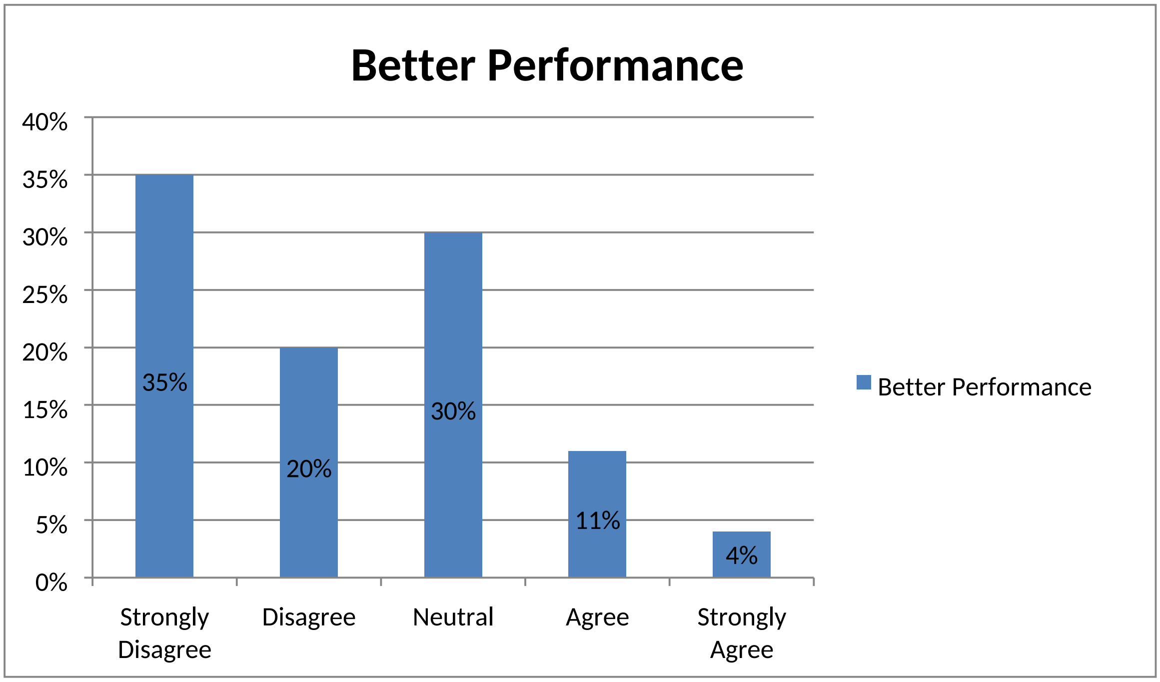
Table 20 Long-term Improvement

Long-term Improvement	Frequency	Percent
Strongly Disagree	15	33
Disagree	11	24
Neutral	15	33
Agree	0	0
Strongly Agree	5	11
Total	**46**	**100**

4.1.5.5 Better Performance

The respondents were asked if their present recognition and incentive program encouraged them to improve their performance. According to Figure 16, 35% strongly disagreed, 20% disagreed, 30% were neutral, 11% agreed and 4% strongly agreed. The findings indicate that the existing recognition and reward system is ineffective at motivating workers to improve their motivation.

Figure 15 Better Performance



4.1.5.6 Relationship between Reward programs and Employee Performance.

On incentive programs, the Pearson correlation test was used to assess the importance of the components (the independent variables) and their effect on employee performance (the dependent variable). For significant variables, the research needed a P value between 0.00 and 0.05.

Table 21 indicates that the usage of non-monetary incentives such as gift and meal vouchers was significant (P=0.000). The presence of a company with a fair and equitable incentive system was significant (P=0.000). The use of incentives as objectives for which workers strive was negligible (P= 0.413). The organization's long-term increase in work quality as a consequence of the incentive system in place was negligible (P= 0.525). The current recognition and incentive scheme significantly increases motivation (P=0.000).

Table 21 Relationship between Rewards programs and Employee Performance

Recognition and Reward Factors	Correlations
Use of non-monetary factors like inclusive decision-making and flexible working hours	.283” .05 7
Company has a fair and equitable reward scheme	.326” .000
Use of rewards as goals that employees strive for	.293” .413
Organization has observed long-term improvement on the quality of work as a result of the reward system in place	.096” .525
Current recognition and reward program boosts motivation	.444” .00 0

4.2 Limitations of the study

The primary challenge encountered while conducting this study was that most employees are field based which required extensive travel and other related expenses. This was managed through proper planning and coordination with the various respondents hence ensuring limited time was lost in the process

4.3 Chapter Summary

This chapter summarized the study's results by providing short explanations for the figures. Demographics of the population were presented in the form of charts, and percentages were calculated using frequency analysis. Gender, age group, department, and tenure in the company were the demographics examined. This chapter also provided the results (in the form of figures and tables) on the influence of motivating goal setting on performance, the effect of money on performance, the effect of recognition and reward programs on performance, and the impact of recognition and reward programs on performance. Pearson's Correlation was also utilized for analysis, and the findings were presented in the form of tables for clarity. The study's limitations were also addressed.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

The research is summarized in this chapter. The chapter provides a study overview as well as conversations that are driven by the study goals. The chapter presents the research conclusions drawn from the study results. The chapter also makes suggestions for the study, which are divided into those for improvement and those for further research.

5.1 Summary of Findings

According to the findings of the research, Sokowatch Company Limited utilized motivational goal-setting to inspire its workers. According to the research, management enabled workers to engage in goal setting even if they did not have tough or challenging objectives to achieve. The research also revealed that workers recognized the significance of their objectives and set precise, clear, and attainable goals for themselves. Employees were also pleased with the difficulties given by their jobs, according to the research, and they got frequent feedback linked to their objectives. According to the findings of the research, workers were not routinely educated to gain essential skills and information for their jobs. Furthermore, they were not assigned a mentor to assist them in attaining their objectives.

According to the findings of the research, Sokowatch Company Limited did not utilize monetary incentives to encourage its workers. According to the findings of the research, workers were dissatisfied with their compensation and did not believe it was comparable with other businesses in the sector. According to the findings of the research, the business did not maintain a competitive benefits package. Furthermore, the research found that workers would welcome a monthly cost allowance, which is presently not given by the business. According to the research, employee discontent was caused by the pay they were given, which was an indicator of the importance the company put on employee services. The research also revealed that workers put a high value on money since they think it is a critical motivator for job motivation. According to the findings of the research, the business does not have a compensation strategy that attracts and keeps high-performing workers. Furthermore, the research indicates that if the business adopted a profit-sharing system, it would be a motivating element for workers.

According to the findings of the research, Sokowactch Company utilized recognition but not incentives to encourage its workers. According to the findings of the research, existing recognition and incentive systems do not inspire workers. According to the findings of the research, it is critical for employees to be acknowledged for a job well done by both management and coworkers. According to the findings of the research, the business employs recognition and inclusive decision making. However, the business did not utilize incentives such as gift cards and meal vouchers to encourage workers, and incentives were not regarded as objectives that employees usually aim for. According to the research, if the business established a wellness benefit incentive scheme, it would encourage workers. Furthermore, the business did not utilize training and development to encourage workers, and no long-term increase in job quality was seen. Furthermore, the research found that the present recognition and reward system is seen to be inequitable.

5.2 Conclusion

According to the findings of the research, management at Sokowatch Company Limited enabled its workers to participate in goal formulation, and the employees recognized the significance of their objectives to the overall success of the company.

The research also found that the objectives were precise and obvious, but not difficult. Furthermore, there was a dearth of constructive criticism, mentoring, and training, which had an effect on the workers' general motivation.

According to the findings of the research, workers were dissatisfied with the monetary incentives provided by Sokowatch Company Limited. It can be shown that the company did not utilize monetary incentives to encourage workers, and that the employees saw money as a critical motivator for job motivation. It is also possible to infer that the company did not have a competitive compensation and benefits package when compared to other firms in the industry, and that the existing pay policy did not attract and retain high-performing workers.

According to the findings of the research, Sokowatch Company Limited did not utilize recognition programs to encourage its workers. Furthermore, the existing recognition scheme was regarded as inequitable by the workers. It was also discovered that employees of the company valued being acknowledged for a job well done by both management and coworkers.

According to the findings of the research, Sokowatch Company Limited did not utilize incentive programs to encourage its workers. Furthermore, the existing incentive scheme was regarded as inequitable by the workers. According to the findings of the research, the organization's performance did not improve long term as a consequence of the incentive system in place.

5.3 Recommendations

The research found that although workers were permitted to establish precise, unambiguous objectives, the goals themselves were neither demanding nor tough for them. The research suggests that the company re-evaluate its objectives and apply constructive feedback in connection to those goals. Furthermore, the research suggests that the company incorporate mentoring and frequent training to keep employees engaged and responsible to their objectives.

According to the findings of the research, the company did not meet the financial requirements of its workers. As a result, this research advises that the company re-evaluate its pay and benefits package since workers view the money they are given as a clear indicator of the importance the firm places on their services. This may assist improve staff morale and motivation, as well as their performance.

According to the findings of the research, workers consider the existing recognition program to be inequitable. As a result, the company should re-evaluate the existing program and get input and buy-in from workers on how to make it more fair and equal for everyone.

According to the findings of the research, workers consider the existing incentive scheme to be inequitable. As a result, the company should re-evaluate the existing program and get input and buy-in from workers on how to make it more fair and equal for everyone. Furthermore, the research suggests that the company adopt incentives programs as a cost-effective method of improving employee morale.

This study's direct focus was Sokowatch Company Limited, Nairobi, and its workers. As a consequence, the findings were restricted in terms of generalizations and do not reflect the whole company or other businesses. Given the many complicated problems surrounding the subject of employee motivation that this study has not addressed, more research should be conducted to enhance the present study and expand knowledge and understanding on employee motivation.

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APENDIX I: REQUEST FOR RESEARCH DATA

DIANA CHEPNGENO,

P.O BOX 29677 – 00100,

NAIROBI.

Dear respondent,

<u>RE: REQUEST FOR RESEARCH DATA</u>

I am undergraduate student at Management University of Africa pursuing a degree in Bachelor of Management and Leadership (purchasing and supply management option). In partial fulfillment of the requirement of the stated degree program, I'm conducting a research project on the effect of motivation of employee's performance in E - Commerce retail platform companies in Kenya; a case study of Sokowatch Company limited.

I therefore request you to provide us with the data requested for in the questionnaire for this study. The data acquired will be confidential and used for academic purpose only.

Yours faithfully

DIANA CHEPNGENO

APPENDIX II: QUESTIONNAIRE

The overall goal of this research is to evaluate the effect of motivation on employee performance in a company. The research will concentrate on Sokowatch Company Limited, which is headquartered in Nairobi. The following questionnaire was created to assist the researcher in gathering the information needed to answer the study's research questions. Please fill it out correctly.

PART A: Demographics

Gender:

Male [ ] Female [ ]

Age Group:

Below 25 [ ] 26-30 [ ] 31-35[ ] 36-40 [ ]

41 and above [ ]

Department:

Agent [ ] Marketing [ ] Administration [ ] Finance [ ]

Other (please state) …………………….

Tenure: How long have you worked at Sokowatch Company Limited?

Less than 1 Yr [ ] 1-2 Yrs [ ] 3-4 Yrs [ ] 5 Yrs and above [ ]

PART B: Impact of Motivational Goal-setting on Performance

The questions in this section concern characteristic related to goal/targets within the context of the job itself. 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

Goal- Setting	1	2	3	4	5
My manager lets me participate in the setting of my goals/targets					
I am aware of the significant relevance of my goals/targets in relation to the organization's main objective					
I have specific, clear goals/targets to aim for in my job					
My goals/targets are realistic and achievable					
As an employee, I like the responsibilities presented by my job					
As an employee, I have difficult and challenging goals to meet at work					
As an employee, I get ongoing training to enhance my knowledge, abilities, and attitudes about my job					
I have a mentor assigned to me within the organization to guide me in achieving my goals/targets					

PART C: Effect of Financial/Monetary Incentives on Employee Performance

The questions in this section concern characteristic related to monetary factors and their effect on employee performance. 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

Monetary Factors	1	2	3	4	5
I am satisfied with the level of pay I receive					
The company's compensation package is very competitive when compared to other businesses in the industry					
I would be satisfied if I received a monthly expense (e.g. fuel and telephone) allowance					
I think that money is an important motivator for work since it is what I utilize to buy the things I need and want					
I think the amount of money I get paid reflects the importance the institution has on my work					
If the business had a profit-sharing plan, it would encourage me to work more					

PART D: Effect of Recognition Programs on Performance?

The questions in this section concern characteristic related to recognition programs, and their effect on employee performance. 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

Recognition	1	2	3	4	5
It is critical that I get official recognition from management/supervisor for a job well done					
It is critical for me to be acknowledged officially by coworkers for a job well done.					
Our business motivates us via non-monetary incentives such as recognition, inclusive decision-making and flexible work hours.					
I would be inspired if our business offered a wellness benefit package, such as gym or sports club membership.					

PART E: Effect of Reward Programs on Performance?

The questions in this section concern characteristic related to reward programs, and their effect on employee performance. 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

Reward	**1**	**2**	**3**	**4**	**5**
Non-monetary incentives (such as gift cards, movie tickets, or lunch/dinner for two) are used by our business to encourage employees.					
Our company has a fair and equitable reward scheme					
In our company, incentives are regarded as goals that workers strive for and a tool that delivers valuable results.					
As a consequence of the existing incentive structure, our company has seen a long-term increase in work quality.					
Our present recognition and incentive scheme encourages me to work more.					