MOTIVATION AND EMPLOYEES PERFORMANCE IN COUNTY ASSEMBLY OF MANDERA, KENYA

BY

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JULY, 2019
DECLARATION

I declare that this project is my original work and has not been submitted for an award of a degree in any other university.

Signed: ______________________                                        Date: ________________

Hussein Adan Hassan

D53/OL/GAR/26770/2014

I confirm that the work was done by the candidate under my supervision

Signed:________________________                                    Date:__________________

DR. Priscilla Ndegwa

Kenyatta University
DEDICATION

I dedicate this research project to my family members for their love, support and encouragement.
ACKNOWLEDGEMENT

First I thank the God Almighty for the gift of life and protection. I hereby also thank my supervisor Dr. Priscilla Ndegwa for her positive guidance and support during the writing of this project. I acknowledge the support of the lecturers in the university, the administration staff and the whole university fraternity who have always been supportive. My appreciation also goes to my fellow classmates for their assistance and moral support. I am grateful for their company, positive discussions and support as they accorded me towards the achievement of my post graduate degree.

Special thanks go to my family members who stood by me and gave me the moral support to complete my studies. I owe my success to their sacrifices.
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<td><strong>GOK</strong></td>
<td>Government of Kenya</td>
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<tr>
<td><strong>NACOSTI</strong></td>
<td>National Commission for Science, Technology and Innovation</td>
</tr>
<tr>
<td><strong>SPSS</strong></td>
<td>Statistical Package for Social Sciences</td>
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<tr>
<td><strong>ISO</strong></td>
<td>International Standard Organization</td>
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<tr>
<td><strong>KPI</strong></td>
<td>key Performance Indicator</td>
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OPERATION DEFINITION OF TERMS

**Compensation package:** This is the combination of salary and fringe benefits an employer provides to an employee.

**Employee motivation:** This refers to the factors that cause employees to behave a certain way when doing their work, and this can include how committed the employee stays to company goals and how empowered they feel in their daily work.

**Employee Performance:** This means rating an employee behavior in relation to how well they do their job compared with a set of standards determined by the employer.

**Employee Promotion:** This refers to the advancement of an employee from one job position to another job position that has a higher salary range, a higher level job title, and, often, more and higher level job responsibilities in an organization.

**Employee:** Means an individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties.

**Job security:** This is the probability that an individual will keep their job (job continuity) without arbitrary termination, layoffs, and lockouts.

**Working environment:** This refers to the physical geographical location, immediately surroundings of the workplace, as well as the psychological aspects of how employees’ work is organised and their wellbeing at work.
ABSTRACT

The introduction of devolution saw a great number of staff transferred from the national government to the County government. However, human resource management became a major challenge across all counties as most Counties lacked capacity. As a result there has been job dissatisfaction among employees of the county governments which can be detrimental to performance of both employees and county assembly at large. Hence there was need to implement strategies that can motivate employees in order to enhance their performance so as to get desired results from them. The general objective was to determine the effect of motivation on employee performance of in county assembly of Mandera, Kenya. The specific objectives were to: examine the effect of compensation package on performance of employees in Mandera County; to establish the effect of working environment on performance of employees in Mandera County; to assess the effect of job security on performance of employees in Mandera County; and to assess the effect of employee promotions on performance of employees in Mandera County. The study was informed by the equity theory, goal setting and the expectancy theory. The study adopted descriptive research design. The study population consisted of 150 employees in the County Assembly of Mandera. The population was grouped into departments of employees in the county Assembly. Stratified random sampling technique was used to select the sample. The study grouped the population into stratas, whereby from each stratum the study took a 30% sample. The sample size was 45 respondents. The study collected primary data through use of a questionnaire. The questionnaire had both closed and open-ended questions. The developed questionnaire was checked for its validity and reliability through pilot testing. The quantitative data was analyzed using descriptive and inferential statistics. The quantitative data was analyzed by using descriptive statistics which included frequency distribution tables and measures of central tendency (the mean), measures of variability (standard deviation) and measures of relative frequencies. The inferential statistics included a regression model which established the relationship between variables. Data was presented using tables, charts and graphs. The study findings show that compensation package, working environment, job security and employee promotions have an effect on performance of employees. The study concludes that compensation management can affect job satisfaction and employees organizational commitment, employees’ will improve their performance if the problems identified during the research are tackled by the management and that Work environmental factors that influenced employee performance were physical environment factors, reward, management / leadership style, training and development and work-life balance. This study recommends that management and decision makers should endeavour to review compensation packages at various levels in order to earn employees’ satisfaction, organizations should enhance flexibility of working environment, reduce work noise distraction and enhance supervisor’s interpersonal relationship with subordinates. Organizations should have well recognized job pay package, job security, and reward system for their employees and organizations should be able to recognise employee who have done well at work, device mechanisms to retain and reward an employee for his years of service to the organization.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizations in this dynamic globalized world are continuously trying to develop and motivate their employees to help to enhance performance with various Human Resource applications and practices (Shahzadi, Javed, Pirzada, Nasreen, & Farida, 2014). Human resource (employees) plays a very important role in the development of the organizations. Human Resource Management focuses on personnel related areas such as job design, resource planning, performance management system, recruitment, selection, compensations and employee relations (Dechev, 2010). All organizations want to be successful, even in current environment which is highly competitive. Therefore, organizations irrespective of size and market strive to retain the best employees, acknowledging their important role and influence on organizational effectiveness. In order to overcome these challenges, organizations should create a strong and positive relationship with its employees and direct them towards task fulfilment (Dobre, 2013).

Employees are the bedrock of every business; and to be successful, a business requires the commitment and sacrifice of employees. Employees are particularly important participant in the formulation of the image that customers get in relation to the service outcome (Ibrahim & Brobbey, 2015). Because of the importance of this interaction with the customer, employees have to communicate effectively the quality standards of their organisation to new starters. To successfully market or sell the company’s services or products, the company must first and foremost target employees. Employees are therefore the first customers of every organization. Once the company is able to identify employees’ needs, then they will be motivated to work effectively to achieve the goals of the organization (Ibrahim & Brobbey, 2015).

Reward management system is the highly used practice for the enterprises to achieve the desired motivation goals (Güngör, 2011). According to Barber and Bertz (2012), reward management system helps the organizations to attract, capture, retain and motivate
employees with high potential and in return get high levels of performance. Reward management system consists of both extrinsic and intrinsic rewards; where former involves financial rewards (salary, bonus etc) and the later includes non-financial rewards like recognition, security, title, promotion, appreciation, praise, decision making involvement, flexible working hours, workplace comfort ability, feedback, work design, social rights etc (Yang, 2008). Adequate levels of earnings, safe and humane conditions of work and access to some minimum social security benefits are also the major qualitative dimensions of employment which enhance quality of life of workers, motivation and their productivity (Venugopal *et al.*, 2011). Organization tries to satisfy and motivate their employees to get better result (Dechev, 2010).

Diversity at workplace has provided managers with substantial magnitude of problems, the big difference between employees in every organization means that there is no best way to deal with such problem. What motivates some employee to perform very well may be discouraging to other employee, therefore it poses a big challenge to present day managers (Obiekwe, 2016). Employee motivation is considered as a force that drives the employees toward attaining specific goals and objectives of the organization. Now days, it is one of the sizzling issue in organizations since every wants to make best use of their financial and human resources (Shahzadi *et al.*, 2014).

Motivation is an area that is extensively researched in Africa as organisations are seeking various ways to motivate employees. In Ghana, Ibrahim and Brobbey (2015) established that the general problems mostly inherent in organizations and institutions in Ghana are low salaries and wages, irregular promotional structures, lack of recognition of workers achievements and other poor conditions of service. They indicated that motivation is one of the factors that affect employees’ performance. Motivation improves employees’ level of efficiency, helping employees to meet their personal goals, employee satisfaction, and helping employees bond with the organization.

In Kenya, studies have shown that motivation enhances employee performance. For instance Wanjihia (2016) established that a good salary and compensation package, and a yearly bonus would greatly motivate employees in addition to other non-monetary
rewards such as gift vouchers and paid vacations for them. In regard to achievement and recognition as motivating factors, it was established that employees greatly value these motivators and especially when done publicly or in the presence of their colleagues. It concluded that reward, achievement and recognition, and, performance appraisal and feedback have a great influence on employee motivation and consequent performance at the workplace.

1.1.1 Employee Performance

Performance of the employee is considered as what an employee does and what he doesn’t do. Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output. According to the results of the study conducted by Yang (2008) on individual performance showed that performance of the individuals cannot be verified. Similarly he asserts that organizations can use direct bonuses and rewards based on individual performance if employee performance is noticeable.

On the other hand, Yazici (2008) revealed that moral and productivity of employees is highly influenced by the effectiveness of performance of an organization and its reward management system. To satisfy customers, firms do much effort but do not pay attention on satisfying employees. But the fact is that customer would not be satisfied until and unless employees are satisfied. Because, if employees are satisfied, they will do more work therefore ultimately customers will be satisfied (Ahmad et al., 2012). Employee performance is actually influenced by motivation because if employees are motivated then they will do work with more effort and by which performance will ultimately improve (Azar & Shafighi, 2013).

1.1.2 Concept of Motivation

Employee motivation is defined as the willingness to exert high levels of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual need. To engage in the practice of motivating employees, employers must understand the unsatisfied needs of each of the employee groups (Ramlall, 2004). Helepota (2005) also
defined motivation as a person participation in achieving the desired results of an organization. Motivation is an important issue in any organization because it is involved in energizing or initiating human behaviour, directing and channelling that behaviour and sustaining and maintaining it (Steers & Porter, 1987). Motivated employees are highly involved and engaged in their job and try to make their performance best. Motivated employees are those who work according to the clearly define goals and take their actions to achieve that goals (Vansteenkiste, 2007).

Employee motivation is very important for organizations as every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it (Abbah, 2014). This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources (Rothberg, 2005). It results into increase in productivity, reducing cost of operations, and improving overall efficiency. According to a study conducted by Grant (2008), motivation imposes employee outcomes for instance performance and productivity. He also established that motivated employees are more oriented towards autonomy and are more self-driven in contrast to less motivated employees. Further, motivated employees are highly engaged and involved in their work and jobs and are more willing to take responsibilities (Kuvaas & Dysvik, 2009).

Herzberg (1987) indicated that in order to motivate employees through performance appraisal, the system should be used for reward and recognition. There is no doubt, however, that extrinsic incentives can boost performance (Herzberg, 1987). Goal-setting theory (Locke & Latham, 1979) states that motivation and performance are higher when individuals are giving specific goals, when goals are difficult but accepted and when there is feedback on performance. Motivation and performance will improve if people have challenging but agreed goals and receive feedback (Armstrong, 2006).

There are two measures of motivation that is, monetary and non-monetary incentives which can be offered by to employees by the management. According to Torrington, Hall and Taylor (2008) both monetary and non-monetary positive motivators foster team spirit and include financial compensation, recognition, responsibility, and advancement.
Managers, who recognize the "small wins" of employees, promote participatory environments, and treat employees with fairness and respect will find their employees to be more highly motivated. In this study, both monetary and non-monetary indicators will be employed as measures of employee motivation. These will include: financial compensation, employee working environment and employee recognition.

1.1.3 Mandera County

Mandera County is located in the North Eastern part of Kenya and it covers an area of 25,991.5 Km2 and. It borders Ethiopia to the North, Somalia Republic to the East, and Wajir County to the South and West (GoK, 2013). The county is divided into six administrative sub-counties namely: Banissa, Lafey, Mandera West, Mandera East, Mandera North and Mandera Central. These sub-counties are further sub-divided into 22 divisions, 97 locations and 141 sub-locations. The county has six parliamentary constituencies namely: Mandera East, Banissa, Mandera West, Lafey, Mandera North and Mandera South. Moyale town is the county headquarters.

With the introduction of devolution, a great number of staff were transferred from the national government to the County government. Some of the devolved sectors include: health, agriculture, water, among others. Human resource management has been cited as a major challenge across all counties as most Counties lacked capacity. Mandera County have also employed other more staff to enhance service delivery in the County. This study sought to determine the effect of motivation on performance of employee in Mandera County.

1.2 Statement of the Problem

There are challenges of employee motivation, capacity and performance in Mandera County (Yussuf, 2016). The County have not been able to attain its revenue collection targets. Controller of Budget report (2017) showed that Mandera County was among those Counties that generated the least amounts of revenue, vis-à-vis the revenue targets in the 2016/17 financial year. There is also poor quality service delivery, which is coupled with poor performance of employees who do not meet deadlines or timelines in
terms of meeting targets, since the county lacked qualified personnel, as most qualified personnel opt to work in other areas where there is good working conditions and security, hence the need to improve staff capacity building to boost quality service delivery (Yussuf, 2016). These issues have been of concern to the human resource management. Besides these challenges, Mandera County has had rampant insecurity issues which make a lot of personnel shy away from working in the area hence there is high turnover of employees. There is an also poor environmental condition such as lack of good accommodation, access to transport and emergency services (Aburo, 2016).

There is job dissatisfaction by employees of the county government which can be detrimental to both employees and County Assembly at large. Since devolution is still a new concept in Kenya and that the employees working in the devolved functions have already shown resentment on devolution, it is important to motivate the employees (Alande, 2014). Mandera County needs to understand and implement motivational strategies that will enhance the performance of employees in order to get desired results from them.

A review of the existing literature shows that Mwangi (2014) conducted a study on the effect of compensation on employee motivation in Chloride Exide. This study was however conducted on a profit making corporate as compared to the proposed study which will be conducted in the county government. In addition, the study only looked at compensation of employees while the proposed study will be looking at more diverse employee motivation variables (both monetary and non-monetary). Omollo and Oloko (2015) also conducted a study on effect of motivation on employee performance of commercial banks in Kenya while Waiyaki (2017) conducted a study effect of motivation on employee performance, with a focus on Pam Golding properties limited, Nairobi. These two studies were conducted on employees of profit making companies, and not on county governments. The variables studies in these two studies were also different from the ones of the proposed study. The findings therefore cannot be generalised to this study since there are conceptual and contextual gaps. From the review of the above studies, none has looked at motivation of employees in the county assemblies. It is against this
backdrop therefore that the study sought to examine the effects of motivation on performance of employees in county assembly in Mandera County.

1.3. Objectives of the Study

1.3.1 General Objective

The general objective was to determine the effect of motivation on employee performance in county assembly of Mandera, Kenya.

1.3.2 Specific Objectives

The study was guided by the following specific objectives:

i. To examine the effect of compensation package on performance of employees in Mandera County.

ii. To establish the effect of working environment on performance of employees in Mandera County.

iii. To assess the effect of job security on performance of employees in Mandera County.

iv. To assess the effect of employee promotions on performance of employees in Mandera County.

1.4. Research Questions

The study sought to answer the following specific objectives:

i. What is the effect of compensation package on performance of employees in Mandera County?

ii. What is the effect of working environment on performance of employees in Mandera County?

iii. What is the effect of job security on performance of employees in Mandera County?

iv. What is the effect of employee’s promotions on performance of employee in Mandera County?
1.5 Significance of the Study

It is hoped that this study would generate knowledge of importance to the Mandera County Assembly as they will get enlightened management on the key aspects that motivate the employees in the County. This may inform future decisions in the County in regard to strategies taken to motivate their employees in a bid to enhance their performance.

With staffing and human resource management being a cardinal part of the management process, the findings of this research will contribute to better management even in Mandera County as well as other Counties in the country by providing critical information and guideline on motivation and performance of County Assembly employees.

The study will also be of value to the academicians and future researchers as it will add knowledge to the field of employee motivation and employee performance and give a better understanding on the relationship between these concepts. Other than adding value to the body of knowledge, the study will be a source of reference and act as a basis for further research.

1.6 Scope of the Study

The study was conducted in Mandera County Assembly. Mandera County is a County in the former North Eastern Province of Kenya. The study targeted the employees in county assembly in Mandera County. The study collected primary data from the respondents through use of a questionnaire. This research study was completed in six months.

1.7 Limitations of the Study

The study anticipated a few limitations. First, the respondents of the study were reluctant to provide the necessary data because the research study dealt with some sensitive human resource management matters in the County Assembly which the management would not like to be shared widely to avoid provoking emotions of employees who might not be motivated. To overcome this challenge the researcher first explained the purpose of the
study, secondly the respondents were assured that the information collected was to be kept very confidential and only used for academic purposes.

Employees feared to give information about human resource management in the County, as some were not sure whether they were allowed to give such information to the public and did not want to be associated with such mistakes because they may be victimized by management. In order to ensure that such occurrences were not experienced, the researcher sought permission to collect data from the relevant authorities in the County Assembly. Secondly, all identities of each respondent were concealed. This entailed using questionnaires that did not prompt the disclosure of one’s’ identity.

1.8 Organization of the Study
The study was organized in five chapters. Chapter one lays out the background of the study, the problem statement, the research objectives and questions, significance of the study, the limitations of the study, and lastly the layout of the study and what was covered in each chapter.

Chapter two covers the literature review; it contains the theoretical review, the empirical review based on the objectives/variables of the study. The chapter ends with a conceptual framework which is a hypothesized model that shows the dependent and independent variables and relationships among them.

Chapter three presents the research methodology adopted. It describes the research design, size, the target population, sampling technique and sample size, instrument used in the data collection, data collection methods and finally the data analysis technique.

Chapter four covered the data presentation, analysis and interpretation of the results and findings of the study, and lastly chapter five covered the summary of the findings, conclusions, policy recommendations as well as recommendations for further research.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction
This chapter presents the literature review. It covers the theoretical review, empirical review and conceptual framework. Theoretical review section discusses theories attributed by other authors and which inform the study. Empirical review section discusses past studies findings as per the study research objectives. The conceptual illustrates the underlying variables in the study.

2.2 Theoretical Review
This section discusses the theories that were critical in guiding the study. The study was informed by the equity theory, goal setting and the expectancy theory.

2.2.1 Equity Theory
This theory was first developed in 1963 by Stacy Adams. Equity theory attempts to explain relational satisfaction in terms of perceptions of fair/unfair distributions of resources within interpersonal relationships. Adams (1965) asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others. Griffin and Moorhead (2012), also state that employees seek to be fairly treated. Employee perception on fairness and equity is based on a comparison between themselves (Griffin & Moorhead, 2012). In addition, employees compare the remuneration and rewards they receive with those offered in other institutions. Based on the results from comparisons, employees can either be motivated or de-motivated when performing tasks (Pride et al., 2012; Griffin & Moorhead, 2012). This can be attributed to the fact that employees will compare their input and their compensation.

On the other hand, Dubrin (2008) states that employees will put in the greatest effort in their tasks if they expect the effort to lead to performance that in turn will lead to a reward. These employees are motivated by what they expect will be the positive consequences of their efforts. The consequences of employees efforts are realized
through assessments of their tasks through performance appraisals. Griffin and Moorhead (2012) highlight the following as managerial lessons from equity theory: it is necessary for all employees to understand the reward system; employees perceive rewards differently, and employees will always conduct equity analysis.

Leete (2000) highlights the utilization of equity theory through a study conducted on motivation measures utilized by both profit and non-profit making institutions. Wage and reward equity is positively related with employee motivation and satisfaction (Leete, 2000; Tortia, 2008). The lack of employee equity and fairness leads to absenteeism and high turnover rate (Geurts, Schaufeli & Rutte, 1999). Ryan (2012) describes one limitation of equity theory as it does not highlight how institutions should handle equity inconsistencies.

The equity theory will help understand how employees perceive their inputs that they bring to a job and the outcomes that they receive from it. They also compare these against the perceived inputs and outcomes of others. For instance, the employees in County Assembly of Mandera will compare their compensation package against their inputs, and may also compare these packages with what is offered to employees of other County Assemblies. Employees who feel they are being treated inequitably may put less effort into their jobs; ask for better treatment and/or rewards; find ways to make their work seem better by comparison; transfer or quit their jobs. The equity theory makes a good point that people behave according to their perceptions. This means that employees will put effort into their jobs based on how good they are motivated.

2.2.2 Goal-Setting Theory

The Goal Setting Theory was developed by Edwin A. Locke in 1968, in order to explain human actions in specific work situations. This theory states that goal setting is essentially linked to task performance. It states that specific and challenging goals along with appropriate feedback contribute to higher and better task performance (Locke & Latham, 1979; Locke & Latham, 2006). According to this theory, motivation and performance are higher when individuals are giving specific goals, when goals are difficult but accepted and when there is feedback on performance. Goals have a pervasive
influence on employee behavior and performance in organizations and management practice (Locke & Latham, 2002).

According to Locke and Latham (2002, 2006) there are five goal setting principles that can improve our chances of success, these are: Clarity, challenge, commitment, feedback and task complexity. In setting clear goals, Locke and Latham (2002) argue that when one goals are clear, they know what they're trying to achieve. They can also measure results accurately, and know which behaviors to reward.

Motivation and performance will improve if people have challenging but agreed goals and receive feedback (Armstrong, 2006). The performance benefits of challenging, specific goals have been demonstrated in hundreds of laboratory and field studies (Locke & Latham, 1990, 2002). Such goals positively affect the performance of individuals (Baum & Locke, 2004), groups (O’LearyKelly, Martocchio, & Frink, 1994), organizational units (Rogers & Hunter, 1991), as well as entire organizations (Baum, Locke, & Smith, 2001); and over periods as long as 25 years (Locke & Latham, 2002).

Locke and Latham (2002) further argues that by providing direction and a standard against which progress can be monitored, challenging goals can enable people to guide and refine their performance. Latham (2004) asserts that specific goals can boost motivation and performance by leading people to focus their attention on specific objectives, increase their effort to achieve these objectives (Bandura & Cervone, 1983), persist in the face of setbacks (Latham & Locke, 1975), and develop new strategies to better deal with complex challenges to goal attainment (Wood & Locke, 1990). Through such motivational processes, challenging goals often lead to valuable rewards such as recognition, promotions, and/or increases in income from one’s work (Latham & Locke, 2006). This provides self-satisfaction, achieving goals often also increases organizational commitment (Tziner & Latham, 1989), which in turn positively affects organizational citizenship behavior (Organ, Podsakoff, & Mackenzie, 2006), negatively affects turnover (Wagner, 2007), and increases the strength of the relationship between difficult goals and performance (Locke & Latham, 2002).
Goal setting theory is critical in informing this study since it explains how organizations can improve employees performance by not only enhancing motivation, but also through increasing and improving the feedback quality. The goals indicate and give direction to an employee about what needs to be done and how much effort are required to be put in; which provides self-satisfaction and commitment which in turn positively affects the performance of employees.

2.2.3 Expectancy Theory

The expectancy theory was proposed by Victor Vroom in 1964. Vroom (1964) stresses and focuses on outcomes, and not on needs unlike Maslow and Herzberg. The theory states that the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance will be followed by a definite outcome and on the appeal of the outcome to the individual (Vroom, 1964; Lawler, Porter & Vroom, 2009).

The Expectancy theory states that employee’s motivation is an outcome of how much an individual wants a reward (Valence), the assessment that the likelihood that the effort will lead to expected performance (Expectancy) and the belief that the performance will lead to reward (Instrumentality) (Vroom, 1964). In short, Valence is the significance associated by an individual about the expected outcome. It is an expected and not the actual satisfaction that an employee expects to receive after achieving the goals. Expectancy is the faith that better efforts will result in better performance. Expectancy is influenced by factors such as possession of appropriate skills for performing the job, availability of right resources, availability of crucial information and getting the required support for completing the job (Scholl, 2002).

Expectancy Theory is based on self-interest individual who want to achieve maximum satisfaction and who wants to minimize dissatisfaction. This theory stresses upon the expectations and perception; what is real and actual is immaterial. It emphasizes on rewards or pay-offs. It focuses on psychological extravagance where final objective of
2.2.4 Theory of Constraints

Theory of constraints was postulated by Eliyahu Goldratt and first published in the 1984 book The Goal. The theory focused on philosophy used in managing the constraints involved in any operations for maximizing the output of operations (Goldratt, 1984). The theory was developed to assist organizations that are faced by various constraints that hinder performance. The theory interlinks all the processes that influence organization performance by focusing on weakest points which are bottlenecks in the organization. The theory is composed of two concepts which are related namely human resource, performance measurement process.

The theory has been criticized by various authors who find it only applicable in the manufacturing sector which is more cyclic in nature as compared to county Assembly and therefore to manage these constraints is more predictable. Additionally, the theory was criticized by being too complicated and just a logical framework because it’s too detailed and rigid which can act as a distractor from more embedded learning (Trietsch, 2005). Moreover, the theory has not been empirically developed and tested and therefore it is just a general theory (Patrick, 200). Theory of constraints consists of five steps that are sequential and concentrates efforts towards achieving required performance. The first step is process of continuous improvements involving the identification system constraints which can be related to this study as contracting risks. The second step is decision on how to exploit the system constraint while the third step is subordinate everything else in foresaid decision. The fourth step is increasing productivity of a constraint towards achievement of project objective if the constraint is overcome as a result of continuous improvement the loop starts again (Trojanowska & Dostatni, 2017). The concept of performance measurement process in this theory was utilized to show how the constraints of contracting risks influenced by employer, and employees satisfaction. The theory was relevant to this study in understanding and managing constraints referred in this study as contracting risks which positively affects performance of county employees.
2.3 Review of Empirical Literature

2.3.1 Compensation Package and Performance of Employees

A review of the empirical evidence shows that Nawab (2011) in their study revealed that compensation management can affect job satisfaction and employees organizational commitment. Organizations can use employee compensation as a method for enhancing employee’s motivation and their commitment with the organization. Both financial and non-financial compensation are significant in fostering overall organizational commitment which when realized helps maximize employee contribution. Tsai et al. (2005) in their study demonstrated that employee benefits offer advantage in organization productivity through improvement of labor efficiency. Benefits also help increase employee motivation which is a sign of good management and happy environment in any organization. Ismail et al. (2010) note that performance based pay acts as a precursor to job satisfaction. When employees perceive that they receive adequate pay from their employer and that they are actively involved in the pay systems this leads to greater job satisfaction.

Osibanjo et al. (2014) conducted a study to examine the effect of compensation packages on employees’ job performance and retention in a selected private University in Ogun State, South-West Nigeria. The results showed strong relationship between compensation packages and employees’ performance and retention. The summary of the findings indicates that there is strong correlation between the tested dependent and independent variables (salary, bonus, incentives, allowances, and fringe benefits). However, management and decision makers should endeavour to review compensation packages at various levels in order to earn employees’ satisfaction and prevention of high labour turnover among the members of staff.

Ibojo and Asabi (2014) examined the effect of compensation management on employees performance in the manufacturing sector, a case study of a reputable food and beverage industry. The objectives were to: determine the extent at which compensation management affect employees performance, evaluate the relationship between working condition and employee performance, access the rate at which welfare services affect
employees performances, explore relationship between compensation management and improved productivity and explore the relationship between compensation management and retainment of staff. The study findings show that there is a significant relationship between good welfare service and employees performance. The study also shows that there is a significant relationship between compensation management and improved productivity. It was established that there is a significant relationship between compensation management and employees performance. From the results of the study, it can be concluded that there is a significant relationship between good welfare service and employees performance. More so, there is a significant relationship between compensation management and improved productivity.

Mwangi (2014) conducted a study on the effect of compensation on employee motivation in Chloride Exide. The study found that many of the respondents were not very conversant with the methods used to determine employee compensation at Chloride Exide. In particular they were not familiar with the compensation plan used in the organization. The level of motivation was relatively low and the respondents felt that their motivation levels would be boosted if their basic pay was to be increased. In conclusion the study demonstrated that a proper compensation plan was lacking and employees lacked some of the key information in employee compensation determination. The study also concluded that although the employees were highly motivated by basic pay and were well aware of their compensation entitlements, the motivation was not driven by the basic employee motivators. The study also concluded that most of the employees were knowledgeable of their benefits. The study recommends that a proper system of compensation plan be developed. The system should have all the fundamentals of a good compensation plan. The organization should ensure that key information on staff and compensation is deliberately communicated to them.

### 2.3.2 Working Environment and Performance of Employees

Oswald (2012) conducted a study to determine the effect of working environment on the performance of reproductive and child health care providers in Tarime district. The study found out that the working environment elements have a significant effect on the
performance of health providers in the Reproductive and Child Health unit. The study concluded that the work environment has effect on the performance level of employees. The study recommended that the management should provide good working environment to its employees, so as to enable them to perform better.

Bushiri (2014) conducted a study to assess the impact of working environment on employees’ performance at Institute of Finance Management in Dares Salaam Region. The study found out that, organization working environment had an impact on members as far as respondents are concerned. The study also revealed that employees’ will improve their performance if the problems identified during the research are tackled by the management. The problems are flexibility of working environment, work noise distraction, supervisor’s interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the organization so that to motivate employees to perform their job. The study recommended that, the organization needs to have periodic meetings with employees to air their grievances to management and serve as a motivating factor to the employees. Management should find ways and means of communicating their goals and strategies to their employees in order to achieve what the organization is in business for, its mission and vision.

2.3.3 Job Security and Performance of Employees

Job security is defined as the assurance in an employee’s job continuity due to the general economic conditions in the country (James, 2012). It is concerned with the possibility or probability of an individual keeping his/her job (Adebayo & Lucky, 2012). It deals with the chances of employees keeping their jobs in order not be unemployed (Simon, 2011). Jobs which are not backed by indefinite contract or cannot be guaranteed for reasonable period are deemed to lack job security. It is also seen as the employees free from the fear of being dismissed from his/her present employment or job loss. Some professions and employment activities have greater job security than others. Job security is an employee's assurance or confidence that they will keep their current job for a longer period as they so wish (businessdictionary.com). It is the assurance from the company or organization that
their employees will remain with them for a reasonable period of time without being wrongly dismissed (Adebayo & Lucky, 2012).

A review of existing literature shows that, Chirumbolo (2005) conducted a study on the influence of job insecurity on job performance and absenteeism. Four-hundred and twenty five workers were interviewed with a structured questionnaire. The study found out that job insecurity was negatively correlated with job performance and positively with absenteeism. However, work related attitudes moderated only the effect of job insecurity on job performance but not on absenteeism.

Awan and Asghar (2014) conducted a study to investigate the link between job satisfaction with the job salary package, job security, and reward system, and impact of this satisfaction on employees’ job performance in banking sector. Data is gathered randomly from sample of 150 employees selected from 10 branches of different banks situated in Muzaffargarh District. The study results of study indicate that the relationship between job satisfaction and job pay package, job security, and reward system is positively correlated. And the impact of this satisfaction is direct and significant on employees’ job performance.

The above findings are in agreement with those of Awana and Salamb (2014), who conducted a study to identifying the relationship between job insecurity and employee performance. The study established that there is a negative relationship between employee performance and job insecurity.

2.3.4 Employee Promotions and Performance of Employees

Nanzushi (2015) conducted study on the effect of workplace environment on employee performance in the mobile telecommunication firms in Nairobi City County. The target population was all the employees at Airtel Networks Kenya Limited, Safaricom Limited and Telkom Kenya Limited based at the headquarters. Descriptive research design was adopted for the study. The study found out that work environmental factors that influenced employee performance were physical environment factors, reward, management / leadership style, training and development and work-life balance. The
study recommended that working conditions of employees should also be improved to motivate employees to work.

Bushiri (2014) conducted a study on the impact of working environment on employees performance in Institute of Finance Management in Dar Es Salaam Region. The study adopted descriptive research design. Simple random sampling technique was respectively used to select the respondents for the study. Respondents for this study were fifty made up of twenty-five senior staff and twenty-five junior staff. Structured questionnaires were used for data collection. The study findings indicate that, organization working environment had an impact on members as far as respondents are concerned. The study also revealed that employees’ will improve their performance if the problems identified during the research are tackled by the management.

Al-Omari and Okashe (2017) conducted a study to investigate the influence of work environment on job performance. A quantitative methodology implying a cross-sectional survey was used to achieve the study objectives in addition to the literature review. Different dimensions were examined in relation to the work environment factors, including noise; temperature; air; light and colour; space and employers’ satisfaction. Findings revealed that the situational constrains constituted of factors such as noise, office furniture, ventilation and light, are the major work environment conditions that have negative impact on job performance and should gain more attention. It is suggested that employers should take initiatives to motivate employees by improving their work environment. As employees are motivated, their job performance will increase, and they will achieve the desired outcomes and goals of the job.

2.4 Summary of Empirical Review and Study Gaps

A review of the existing literature shows that a number of studies have been conducted globally, regionally and locally; however, there little research done to conclusively show the effect of motivation on performance of employee in county assembly in Kenya. It was against this background therefore that this study sought to fill the gap by the examining
the effect of motivation on performance of employee in county assembly in Mandera County, Kenya.
## Table 2.1: Summary of Empirical Review and Study Gaps

<table>
<thead>
<tr>
<th>Author</th>
<th>Study Objective</th>
<th>Findings</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Osibanjo et al. (2014)</td>
<td>Effect of compensation packages on employees’ job performance and retention in a selected private University in Ogun State, South-West Nigeria.</td>
<td>There is a strong relationship between compensation packages and employees’ performance.</td>
<td>This study only looked at compensation packages and employees’ performance but did not study the other variables outlined on this proposed study, hence the conceptual gap. In addition, the study was conducted on a private university in Nigeria, which makes the context different, hence the contextual gap.</td>
</tr>
<tr>
<td>Ibojo and Asabi (2014)</td>
<td>Effect of compensation management on employees’ performance in the manufacturing sector, a case study of a reputable food and beverage industry.</td>
<td>The study findings show that there is a significant relationship between good welfare service and employees performance.</td>
<td>The study was limited to compensation and employees’ performance. It did not examine other variables that the proposed study seeks to study.</td>
</tr>
<tr>
<td>Mwangi (2014)</td>
<td>Effect of compensation on employee motivation in Chloride Exide.</td>
<td>The level of motivation of employees would be boosted if their basic pay was to be increased.</td>
<td>This just like the others above did not address all the variables being addressed by this proposed study. The study was also conducted on a private, profit making company whose operations are different from that of a county assembly/government. Hence there are conceptual and contextual gaps.</td>
</tr>
<tr>
<td>Oswald (2012)</td>
<td>Effect of working environment on the performance of reproductive and child health care providers</td>
<td>Study found that the work environment has effect on the performance level of employees.</td>
<td>This study did not research on all the variables being addressed by this proposed study. The context in which this study was conducted (population,</td>
</tr>
<tr>
<td>Author/Year</td>
<td>Title</td>
<td>Summary</td>
<td>Contextual/Conceptual Gaps</td>
</tr>
<tr>
<td>-------------</td>
<td>-------</td>
<td>---------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Bushiri (2014)</td>
<td>Impact of working environment on employees’ performance at Institute of Finance Management in Dares Salaam Region.</td>
<td>Study found out that organization working environment had an impact on employees’ performance. Employees’ will improve their performance if their problems are tackled by the management.</td>
<td>This study only looked at working environment and employees’ performance. It did not examine other variables that the proposed study seeks to study. The context of the study is also different hence the findings cannot be generalised in Kenyan context.</td>
</tr>
<tr>
<td>Chirumbolo (2005)</td>
<td>The influence of job insecurity on job performance and absenteeism: The moderating effect of work attitudes.</td>
<td>Study found out that job insecurity was negatively correlated with job performance.</td>
<td>The scope of this study is different in terms of the variables studied, the area of study and the study population. Hence there are conceptual and contextual gaps.</td>
</tr>
<tr>
<td>Awan and Asghar (2014)</td>
<td>Impact of employee job satisfaction on their performance: a case study of banking sector in Muzaffargarh district, Pakistan.</td>
<td>Results show that job pay package, job security, and reward system is positively correlated with job satisfaction. This satisfaction has a significant contribution on employees’ job performance.</td>
<td>The study did not examine all the variables that the proposed study seeks to study. Hence there are conceptual gaps. In addition, the study was conducted in banking sector in Pakistan, hence the context is different.</td>
</tr>
<tr>
<td>Nanzushi (2015)</td>
<td>The effect of workplace environment on employee performance in the mobile telecommunication firms in Nairobi City County.</td>
<td>Found that work environmental factors (physical environment factors, reward, management/leadership style, training and development and work-life balance) influenced employee performance.</td>
<td>This study was conducted on a profit making companies as compared to the proposed study which will be conducted in a county government. In addition, the study only looked at work environment while the proposed study looks at other variables other than workplace environment.</td>
</tr>
</tbody>
</table>
2.5 Conceptual Framework

The conceptual framework represents and interprets the underlying concepts/variables of the research study. It diagrammatically shows the relationship between variables in the study. In this study the independent variables were: compensation package, working environment, job security and employee promotions while the dependent variable was employee performance. The conceptual framework is presented in the Figure 2.1 below.

Independent Variables

<table>
<thead>
<tr>
<th>Compensation Package</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Employee Pay Package</td>
</tr>
<tr>
<td>• Financial Benefits</td>
</tr>
<tr>
<td>• Non-financial Benefits</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Working Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Working Conditions</td>
</tr>
<tr>
<td>• Work-life balance</td>
</tr>
<tr>
<td>• Employees wellbeing</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Security</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Employment contract</td>
</tr>
<tr>
<td>• Job Contract</td>
</tr>
<tr>
<td>• Termination terms and conditions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employee Promotions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Recognition</td>
</tr>
<tr>
<td>• Pay Increase</td>
</tr>
<tr>
<td>• Job position advancement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Performance</td>
</tr>
<tr>
<td>• Employee productivity</td>
</tr>
<tr>
<td>• Quality of work performed</td>
</tr>
<tr>
<td>• Timeliness to complete a task</td>
</tr>
</tbody>
</table>

Figure 2.1: Conceptual Framework

Source (Researcher, 2019)
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter looked at the research methods that were employed in the study in order to achieve the objectives of the study. This chapter covers the research design adopted, population of study, sample size and sampling technique, data collection instrument, pilot testing and data analysis procedures.

3.2 Research Design

Research design is the blueprint that enables the investigator to come up with solutions to problems and guides her/him in the various stages of the research (Nachmias & Nachamias, 2004). The study adopted descriptive research design. Robson (2002) points out that descriptive study portrays an accurate profile of persons, events or situation. Chandran (2004) also states descriptive study describes the existing conditions and attitudes through observation and interpretation techniques. These researchers indicate that the descriptive research design is one of the best methods for conducting research in human contexts because of portraying accurate current facts through data collection for testing hypothesis or answering questions to conclude the study.

The descriptive design was appropriate for this study since it would help in collecting data in order to answer the questions of the current status and describe the nature of existing conditions of the subject under study. Descriptive research design also facilitated the use of a questionnaire to collect both quantitative and qualitative data for the study. Its advantage was that it was used extensively to describe behavior, attitude, characteristic and values (Mugenda & Mugenda, 2003).

3.3 Target Population

A population is the entire group of individuals, events or objects having common observable characteristics (Mugenda & Mugenda, 2003). The study targeted the
employees of County Assembly of Mandera. There were 150 employees in the county Assembly of Mandera, according to the records in the human resource department. The population was grouped into departments of employees in the County Assembly.

Table 3.2: Target Population

<table>
<thead>
<tr>
<th>County Assembly</th>
<th>Staff</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR department</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>Hansard, ICT &amp; p/comm</td>
<td>10</td>
<td>14</td>
</tr>
<tr>
<td>Clerk’s department</td>
<td>38</td>
<td>52</td>
</tr>
<tr>
<td>Finance department</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>73</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.4 Sampling Design

Mugenda (2004) also defines a sample as a small proportion of an entire population; a selection from the population. Sampling frame provides a list of elements from which the sample is actually drawn. Sampling is a procedure, process or technique of choosing a sub-group from a population to participate in the study. It is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected (Mugenda & Mugenda, 2003).

3.4.1 Sample Size determination

Kothari (2004) defines a sample as a collection unit from the universe to represent it. In order to determine sample size of small population of 73 county staff the study utilized a statistical formula as shown below:

\[ n = n'(1+(n'/N)) \]

Where;

N is the total number of population

n is the sample size from finite population
n’ is the sample size from population = $S^2 / V^2$; where S is the variance of the population elements and V is a standard error of sampling population (usually $S = 0.5$ and $V = 0.06$).

Therefore;

\[ n = \frac{69.44}{1 + \frac{69.44}{73}} \]

\[ n = 36 \]

Therefore the sample size for this study was 36 technical staff

**Table 3.3: Sample size**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Technical Staff</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR department</td>
<td>5</td>
<td>14</td>
</tr>
<tr>
<td>Hansard, ICT &amp; p/comm</td>
<td>5</td>
<td>14</td>
</tr>
<tr>
<td>Clerk’s department</td>
<td>19</td>
<td>52</td>
</tr>
<tr>
<td>Finance department</td>
<td>7</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>36</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

### 3.5 Data Collection Instrument

The study collected primary data through use of a questionnaire. The questionnaire had both closed and open-ended questions. The closed ended questions enabled the researcher to collect quantitative data while open-ended questions enabled the researcher to collect qualitative data. The questionnaire was divided into six sections. Section one was concerned with the general information about respondents, while section two to six collect information on the variables under study. Data was collected from the County Assembly employees in Mandera County. The questionnaires were administered though drop and pick later method.

Questionnaires were considered for the study since they provided a high degree of data standardization, they are relatively quick to collect information from people in a non-threatening way and they are cheap to administer. According to Kombo and Tromp (2006), a self-administered questionnaire is the only way to elicit self-report on people’s
opinion, attitudes, beliefs and values. Mugenda and Mugenda (2003) acknowledge that questionnaires give a detailed answer to complex problems.

### 3.6 Pilot study

Pilot test was conducted to detect weakness in design and instrumentation and to provide alternative data for selection of a probability sample (Mugenda, 2008). A pre-test of the questionnaire was done prior to the actual data collection. The developed questionnaire was checked for its validity and reliability through pilot testing. According to Mugenda and Mugenda (2003) a successful pilot study would use 1% to 10% of the actual sample size. The study was conducted on 10 County Assembly Staff in Mandera County. The ten staff were exempted in the final research study.

#### 3.6.1. Reliability of the Instrument

Mugenda and Mugenda (2003) defined reliability as a measure of the degree to which a research instrument yields consistent results or data after repeated trials. Reliability test measures the internal consistency of the questionnaire. An instrument is reliable when it can measure a variable accurately and obtain the same results over a period of time. A pre-test helped the researcher identify the most likely source of errors and hence modify the questionnaire before the actual study. Reliability test also helped establish the internal consistency of the instrument.

Reliability was calculated with the help of Statistical Package for Social Sciences (SPSS). Cronbach’s alpha was used whereby a co-efficient of above 0.7 implies that the instruments were sufficiently reliable for the measurement. The objectives of pre-testing allowed for modification of various questions in order to rephrase, clarify and or clear up any shortcomings in the questionnaires before administering them to the actual respondents. It helped the researcher to correct inconsistencies arising from the instruments, which ensured that they measure what was intended.
3.6.2 Validity of the Instrument

Validity involves how accurately the data obtained represents the variables of the study while reliability refers to the degree to which a research instrument yields consistent results or data after repeated trials to establish its reliability (Saunders, et.al., 2003). The term validity indicates the degree to which an instrument measures the construct under investigation. For a data collection instrument to be considered valid, the content selected and included must be relevant to the need or gap established.

Validity of the questionnaire was established by the research and supervisor reviewing the items. Before the actual study, the instruments were discussed with supervisors. The feedback from the supervisors and the experts helped in modifying the instruments. This ensured that the questionnaire collects reliable information and also improves the response rate.

3.7 Data Collection Procedure

The researcher sought to collect data from the County Assembly employees in Mandera County. An introductory letter for data collection was first obtained from the University. The researcher further made appointments with the respective respondents in respective departments. The researcher personally administered the questionnaire to the respondents. However, where the respondents were busy or unable to fill the questionnaires at that moment drop and pick later method was adopted. A deadline was set by which the completed questionnaires were ready. To ensure high response rates, the researcher interpreted each of the sections of the questionnaires to the respondents to ensure that they fully understood the questions before answering.

3.8 Data Analysis and Presentation

The data collected by the questionnaire was edited, coded, entered into Statistical Package for Social Sciences (SPSS) which also aided in the data analysis. This study was expected to generate qualitative and quantitative data. The quantitative data was analyzed using descriptive and inferential statistics. Qualitative data was analyzed based on the content matter of the responses. The qualitative data was generated from the open ended
questions and was categorized in themes in accordance with research objectives and reported in narrative form along with quantitative presentation. Responses with common themes or patterns were grouped together into coherent categories.

Both descriptive and inferential statistics were adopted for the study. The quantitative data was analyzed by using descriptive statistics which included frequency distribution tables and measures of central tendency (the mean), measures of variability (standard deviation) and measures of relative frequencies. The inferential statistics included a Spearman correlation and regression model which established the relationship between variables. Pearson r was used in this study since the data measured in the Likert scale and Pearson’s correlation coefficient technique is recommended as being the most appropriate for determining relationships. Data was presented using tables, charts and graphs. The model took the form:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \]

Where: \( Y \) is Employee performance, \( X_1 \) is compensation package, \( X_2 \) is working environment, \( X_3 \) is Job Security, \( X_4 \) is Employee Promotions, \( \beta_0 \) is the constant coefficient in the model, \( \beta_1, \beta_4 \) are the regression coefficient or change included in \( Y \) by each \( X \) and \( \epsilon \) is error term.

3.9 Ethical Considerations

The study observed a number of ethical practices in the study. One, the researcher sought permission and approval from the relevant institutions and participants. Clearance and permit to conduct the study was obtained from Kenyatta University graduate school and from National Commission for Science, Technology and Innovation (NACOSTI).

The study respondents were allowed to make an informed decision on whether to participate in the study or not after getting a brief overview about the purpose of the study. This was in line with Pickard (2012) observation about participant consent, noting that participants must understand the objectives of the study before agreeing to participate. In this regard, no respondent was forced or enticed to participate in the study.
They had to make their own informed decision. Another critical aspect was the confidentiality of respondents especially on data obtained from the interview. To ensure confidentiality, the respondents were requested not to indicate their names on the questionnaire. The information given by the respondents was treated confidential and was used for the purpose of this study only.
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter covers the researcher findings and discussion relating to the study objectives. The chapter presents the findings on the response rate, demographic characteristics, descriptive statistics and inferential statistics covering the study objectives.

4.2 Response Rate

The number of questionnaires that were administered for this study was 45. A total of 35 questionnaires were properly filled and returned. This represented an overall successful response rate of 78% as shown on Table 4.1.

Table 4.4: Response Rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returned</td>
<td>35</td>
<td>78%</td>
</tr>
<tr>
<td>Unreturned</td>
<td>10</td>
<td>22%</td>
</tr>
<tr>
<td>Total</td>
<td>45</td>
<td>100%</td>
</tr>
</tbody>
</table>

Survey results (2019)

According to Kothari (2004) and Mugenda and Mugenda (2012) a response rate that is above 50% is adequate for a descriptive study. This was also supported by Kombo and Tromp (2006) who asserted that any return rate above 50% are acceptable for analysis, 60% and above is good, 70% is very good whereas anything above 80% is excellent. Based on these assertions 78% response rate is very good for this study therefore allows for further analysis.

4.3 Demographic Characteristics
4.3.1 Age of Respondents

The respondents were asked to indicate their age. This is illustrated in Table 4.2.

Table 4.5: Age of the Respondents

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>below 25 years</td>
<td>5</td>
<td>14.3</td>
<td>14.3</td>
</tr>
<tr>
<td>25-35 years</td>
<td>12</td>
<td>34.3</td>
<td>48.6</td>
</tr>
<tr>
<td>36-45 years</td>
<td>12</td>
<td>34.3</td>
<td>82.9</td>
</tr>
<tr>
<td>over 45 years</td>
<td>6</td>
<td>17.1</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>35</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Survey results (2019)

As shown in Table 4.2, majority of the respondents were between the ages of 25-35 years as well as between the ages of 36-45 years representing 34.3% in each these categories. The study findings also shows that those with 45 years and above respresented 17.1% while those who were below 25 years were represented by 14.3%. These results shows that majority of employees at Mandera County Assembly were above 30 years but all the age groups were represented. Age is seen as a motivating factor in the performance of employees.

4.3.2 Respondents’ Highest Level of Education

The study sought to establish the respondents’ highest level of education. The study findings are as illustrated in Figure 4.1.
Figure 4.2: Respondents’ Highest Level of Education

Survey results (2019)

As shown in the findings in Figure 4.1, most of the respondents had bachelors degree representing 66% followed by those who had certificate/diploma at 17%. The results also show that 14% of employees in Mandera County Assembly had masters degree while one of the respondents at the Assembly indicated that he had a PhD. Based on the findings on highest level of education, it can be deduced that participants in this study were in position to comprehend the study objectives and provide reliable responses. The inference drawn from the results is that staff Mandera County Assembly have the right skills.

4.3.3 Respondents’ Work Experience

The respondents were asked to indicate how many years they had worked in the County Assembly of Mandera. The study findings are as shown in Table 4.3.
Table 4.6: Number of years worked

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid less than 1 year</td>
<td>1</td>
<td>2.9</td>
<td>2.9</td>
</tr>
<tr>
<td>1-3 years</td>
<td>2</td>
<td>5.7</td>
<td>8.6</td>
</tr>
<tr>
<td>3-5 years</td>
<td>8</td>
<td>22.9</td>
<td>31.4</td>
</tr>
<tr>
<td>more than 5 years</td>
<td>24</td>
<td>68.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>35</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Survey result (2019)

From the findings shown in Table 4.3, most of the respondents had worked in the County Assembly of Mandera for a period of more than 5 years representing 68.6% while 22.9% had worked with Assembly for a period between 3-5 years. The study findings show that 5.7% of the respondents had worked for a period of 1-3 years while 2.9% had worked for a period which was less than one year. From the study results there was a diverse distribution of employees in regards to the number of years worked at the Assembly therefore provision of reliable response by the participants as well as continuity and job security in the Assembly.

4.4 Descriptive Statistics
4.4.1 Compensation Package and Performance of Employees

The first objective of the study was to examine the effect of compensation package on performance of employees in Mandera County. The respondents were asked to indicate their the extent to which they agree with statements on compensation package and employee performance in the County Assembly using a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is Strongly agree. The findings are as illustrated in Table 4.4

Table 4.7: Compensation Package and Performance of Employees
<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The salary structure of the county assembly is competitive.</td>
<td>3.8571</td>
<td>.77242</td>
</tr>
<tr>
<td>The employee receive adequate pay package (salary, allowances) that commensurate their job description/responsibilities.</td>
<td>4.0286</td>
<td>.66358</td>
</tr>
<tr>
<td>The employees in the county assembly are offered other financial benefits such as insurance, pension plans among others.</td>
<td>3.9429</td>
<td>.33806</td>
</tr>
<tr>
<td>The employees in the county assembly receive non-financial incentives for example recognition, reward, career advancement opportunities to inspire and motivate them.</td>
<td>4.4286</td>
<td>.50210</td>
</tr>
<tr>
<td>The compensation package that the county assembly employees receive is motivating enough.</td>
<td>3.8571</td>
<td>.49366</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>4.0228</td>
<td>.55396</td>
</tr>
</tbody>
</table>

**Survey result (2019)**

As shown in Table 4.4, the respondents agreed that the salary structure of the county assembly is competitive with a mean value of 3.85 and std deviation of 0.77, the employee receive adequate pay package (salary, allowances) that commensurate their job description/responsibilities with a mean value of 4.03 and std deviation of 0.66, the employees in the county assembly are offered other financial benefits such as insurance, pension plans among others with a mean value of 3.94 and std deviation of 0.34. The findings established that the employees in the county assembly receive non-financial incentives for example recognition, reward, career advancement opportunities to inspire and motivate them with a mean value of 4.43 and std deviation of 0.50 and the compensation package that the county assembly employees receive is motivating enough with a mean value of 3.86 and std deviation of 0.49. On a five point scale, the average mean of the responses was 4.02 which mean that majority respondents agree with
statements on compensation package has a having an influence on employee performance; however the answers were varied as shown by a standard deviation of 0.55.

The study sought to establish from the respondents the extent to which compensation package influences employee performance in the County Assembly. The results are as illustrated in Figure 4.2.

![Compensation package influences employee performance](image)

**Figure 4.3: Compensation package influences employee performance**

**Survey result (2019)**

As shown in Figure 4.2 most of the respondents representing 65% were of the opinion that compensation package influences employee performance to a very large extent followed by those who were of the opinion that compensation package influences employee performance to a great extent represented by 17%. The findings show that 9% of the participants were of the opinion that compensation package influences employee performance to a small extent.

The current study findings are in agreement with the findings of Nawab (2011) who in their study revealed that compensation management can affect job satisfaction and employees organizational commitment. Organizations can use employee compensation as
a method for enhancing employee’s motivation and their commitment with the organization. Both financial and non-financial compensation are significant in fostering overall organizational commitment which when realized helps maximize employee contribution.

4.4.2 Working Environment on Performance of Employees

The second objective was to establish the effect of working environment on performance of employees in Mandera County. The respondents were asked to describe the working environment in Mandera County Assembly. According to the respondents the workplace environment impacts employee morale, productivity and engagement both positively and negatively. The workplace environment in Mandera County Assembly includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment.

Respondents were asked to indicate in the extent they agreed with statements on working environment and employee performance in the County Assembly using a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is Strongly agree. Table 4.5 shows the findings.

Table 4.8: Working Environment and Performance of Employees

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>My work environment allows me to be highly productive.</td>
<td>4.2000</td>
<td>.58410</td>
</tr>
<tr>
<td>The county assembly has a good work-life balance policy for its employees.</td>
<td>4.1714</td>
<td>.45282</td>
</tr>
<tr>
<td>I am satisfied with the culture of my work place</td>
<td>4.1714</td>
<td>.78537</td>
</tr>
<tr>
<td>I am satisfied with the safety of my work environment</td>
<td>3.7714</td>
<td>.49024</td>
</tr>
</tbody>
</table>
The county assembly ensures the well-being of employees by providing a conducive working environment with a mean score of 3.77 and std deviation of 0.43.

The County assembly provides opportunities for career advancement with a mean score of 4.29 and std deviation of 0.62.

My work is psychologically exhausting with a mean score of 3.89 and std deviation of 0.47.

### Survey results (2019)

The results in Table 4.5 show that the respondents agree that work environment allows me to be highly productivity with a mean score of 4.20 and std deviation of 0.58, the county assembly has a good work-life balance policy for its employees with a mean score of 4.17 and std deviation of 0.45, I am satisfied with the culture of my work place with a mean score of 4.17 and std deviation of 0.79, I am satisfied with the safety of my work environment with a mean score of 3.77 and std deviation of 0.49. This is in addition to stating that the county assembly ensures the well-being of employees by providing a conducive working environment with a mean score of 3.77 and std deviation of 0.43, the County assembly provides opportunities for career advancement with a mean score of 4.29 and std deviation of 0.62 and my work is psychologically exhausting with a mean score of 3.89 and std deviation of 0.47. On a five point scale, the average mean of the responses was 4.09 which mean that majority respondents agree with statements on working environment has a having an influence on employee performance; however the answers were varied as shown by a standard deviation of 0.55.

The study sought to find out from the respondents to what extent they thought work environment influence employee performance in the County Assembly. The study results are as shown in Figure 4.3
Survey results(2019)

Figure 4.4: Work environment influence on employee performance

The study results as shown in Figure 4.3 indicate that most of the respondents thought work environment influences employee performance to a very great extent at 68% while 14% of the respondents stated that they thought work environment influences employee performance to a great extent. Other participants stated that work environment influences employee performance to a moderate extent representing 9% of the respondents. These findings concur with the findings of Bushiri (2014) who conducted a study to assess the impact of working environment on employees’ performance at Institute of Finance Management in Dares Salaam Region. The study found out that, organization working environment had an impact on members as far as respondents are concerned. The study also revealed that employees’ will improve their performance if the problems identified during the research are tackled by the management. The problems are flexibility of working environment, work noise distraction, supervisor’s interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the organization so that to motivate employees to perform their job.
The respondents were required to state what they feel needs to be improved on the working environment in the County Assembly. The respondents stated that improving the lighting, encouraging open communication, routinely checking to make sure the workplace is clean and in good repair and making the office comfortable.

### 4.4.3 Job Security and Performance

The third objective was to assess the effect of job security on performance of employees in Mandera County. Respondents were asked to indicate in the extent they agreed with statements on job security and employee performance in the County Assembly using a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is Strongly agree. The findings are as shown in Table 4.6.

#### Table 4.9: Job Security and Performance of Employees

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with the overall job security in the County Assembly.</td>
<td>3.9714</td>
<td>.38239</td>
</tr>
<tr>
<td>I have an employment contract with the County Assembly that outlines the job information and terms.</td>
<td>4.6286</td>
<td>.49024</td>
</tr>
<tr>
<td>My job contract guarantees my job security.</td>
<td>3.9143</td>
<td>.65849</td>
</tr>
<tr>
<td>The county assembly has a policy that outlines job termination terms and conditions.</td>
<td>4.7429</td>
<td>.44344</td>
</tr>
<tr>
<td>Average</td>
<td>4.3143</td>
<td>.49364</td>
</tr>
</tbody>
</table>

#### Survey result (2019)

As shown from Table 4.5 the results indicate that the respondents agree with they are satisfied with the overall job security in the County Assembly with a mean score of 3.97 and std deviation of 0.38, have an employment contract with the County Assembly that outlines the job information and terms with a mean score of 4.63 and std deviation of
The respondents were asked their opinion on the extent to which job security influences employee performance in the County Assembly. The findings are as illustrated in Figure 4.4.

![Job security influence on employee performance](image_url)

**Figure 4.5: Job security influence on employee performance**

**Survey result(2019)**

As shown in the results in Figure 4.4 most of the respondents representing 68% were of the opinion that job security influences employee performance to a very great extent while 14% of the respondents were of the opinion that job security influences employee performance to a great extent. The findings indicate that 9% of the respondents argued that job security influence on employee performance was to a moderate extent.
These findings are in agreement with the findings of Chirumbolo (2005) who conducted a study on the influence of job insecurity on job performance and absenteeism. Four-hundred and twenty five workers were interviewed with a structured questionnaire. The study found out that job insecurity was negatively correlated with job performance and positively with absenteeism. However, work related attitudes moderated only the effect of job insecurity on job performance but not on absenteeism.

### 4.4.4 Employee Promotions on Performance of Employees

The fourth objective was to assess the effect of employee promotions on performance of employees in Mandera County. The study sought to find out from the respondents the factors they thought determine or play a role in determining promotion of an employee in the county assembly. According to the study findings the respondents stated that the following as the factors; recognition of a job well done by an employee, a device to retain and reward an employee for his years of service to the organization and to build loyalty, morale and a sense of belongingness in the employee and a mechanism to improve upon other employees that opportunities are also open to them if they perform well.

Respondents were asked to indicate in the extent they agree with statements on employee promotions and employee performance in the County Assembly using a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is Strongly agree. The findings are as shown in Table 4.7.

#### Table 4.10: Employee Promotions and Performance of Employees

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The county assembly provides promotional opportunities for employees without any bias.</td>
<td>3.6286</td>
<td>.68966</td>
</tr>
<tr>
<td>The employees with exemplary contribution or excellent work performance in the county assembly are recognised</td>
<td>3.74</td>
<td>.443</td>
</tr>
<tr>
<td>Promotion is county assembly is based on merit,</td>
<td>3.5714</td>
<td>.97877</td>
</tr>
</tbody>
</table>
knowledge and skills attained by an employee.

<table>
<thead>
<tr>
<th>Promotion exercise in the County assembly is held regularly</th>
<th>3.6000</th>
<th>1.14275</th>
</tr>
</thead>
<tbody>
<tr>
<td>The County assembly provides opportunities for job position advancement to the employees.</td>
<td>4.2000</td>
<td>.53137</td>
</tr>
<tr>
<td>Average</td>
<td>3.748</td>
<td>.75711</td>
</tr>
</tbody>
</table>

The study findings as shown in Table 4.7 show that, the respondents felt that the following factors have an influence on employee performance; the county assembly provides promotional opportunities for employees without any bias with a mean score of 3.63 and std deviation of 0.69, the employees with exemplary contribution or excellent work performance in the county assembly are recognised with a mean score of 3.74 and std deviation of 0.44, promotion is county assembly is based on merit, knowledge and skills attained by an employee with a mean score of 3.57 and std deviation of 0.98, promotion exercise in the County assembly is held regularly with a mean score of 3.60 and std deviation of 1.14 and the County assembly provides opportunities for job position advancement to the employees with a mean score of 4.20 and std deviation of 0.53. On a five point scale, the average mean of the responses was 3.75 which mean that majority of the employee promotion factors have an influence on performance of employees; however the answers were varied as shown by a standard deviation of 0.76.

The study sought to find out from the respondents the extent to which employee promotion influences employee performance in the County Assembly. The results are as shown in Figure 4.5.
Figure 4.6: Employee promotion influence on employee performance

**Survey result (2019)**

The study findings as shown in Figure 4.5 show that majority of the respondents were of the opinion that employee promotion influences employee performance in the County Assembly to a very great extent representing 68%. This was followed by those who stated that employee promotion influences employee performance in the County Assembly to a great extent represented by 14%. The findings indicate that 9% of the respondents were of the opinion that employee promotion influences employee performance in the County Assembly to a moderate extent.

The study findings are in agreement with Al-Omari and Okashe (2017) who conducted a study to investigate the influence of work environment on job performance. A quantitative methodology implying a cross-sectional survey was used to achieve the study objectives in addition to the literature review. Different dimensions were examined in relation to the work environment factors, including noise; temperature; air; light and colour; space and employers’ satisfaction. Findings revealed that the situational constrains constituted of factors such as noise, office furniture, ventilation and light, are
the major work environment conditions that have negative impact on job performance and should gain more attention.

4.4.5 Employee Performance

Employee performance was the dependent variable in the study. The respondents were asked to indicate their facts on the extent of employee performance. A likert scale of 1-5 was used where: 1 to 5 where 1 is no extent, 2 is small extent, 3 is Moderate extent, 4 is Great extent and 5 is Very great extent. This is shown in Table 4.8.

**Table 4.11: Employees Performance**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee productivity</td>
<td>3.6571</td>
<td>.48159</td>
</tr>
<tr>
<td>Quality of work performed or done by an employee</td>
<td>3.4286</td>
<td>.65465</td>
</tr>
<tr>
<td>Time taken to complete a task</td>
<td>3.7714</td>
<td>.42604</td>
</tr>
<tr>
<td>Employee satisfaction with his/her job responsibilities</td>
<td>4.3429</td>
<td>.48159</td>
</tr>
<tr>
<td>Average</td>
<td>3.80</td>
<td>.49596</td>
</tr>
</tbody>
</table>

The study findings as shown in Table 4.8 show that, the respondents stated the following as the extent of influence among employee performance measures; employee productivity with a mean score of 3.66 and std deviation of 0.48, quality of work performed or done by an employee with a mean value of 3.43 and std deviation of 0.65, time taken to complete a task with a mean score of 3.77 and std deviation of 0.43 and employee satisfaction with his/her job responsibilities with a mean of 4.34 and std deviation of 0.48. On a five point scale, the average mean of the responses was 3.80 which mean employee performance is influenced; however the answers were varied as shown by a standard deviation of 0.49.
4.5 Inferential Statistics

Inferential statistics in this study were used to describe and make inferences about the population under study through the use of a random sample of the larger population.

4.5.1 Correlation Analysis

This study used the correlation analysis to measure the strength of the association between the independent and dependent variables as well as determine the direction of the relationship if any.

**Table 4.12: Correlation Analysis**

<table>
<thead>
<tr>
<th>Performance</th>
<th>Compensation Package</th>
<th>Working Environment</th>
<th>Job Security</th>
<th>Promotional Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compensation Package</td>
<td>0.73</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working Environment</td>
<td>0.82</td>
<td>0.895</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Job Security</td>
<td>0.74</td>
<td>0.49</td>
<td>0.347</td>
<td>1</td>
</tr>
<tr>
<td>Promotional Activities</td>
<td>0.72</td>
<td>0.75</td>
<td>0.66</td>
<td>0.241</td>
</tr>
</tbody>
</table>

**Survey result (2019)**

From the correlation analysis table above, there is a high positive correlation between performance of employees and the motivational strategies employed by the Mandera county assembly management. The compensation package offered and performance has a person correlation of 0.73, the nature of the working environment showed a positive relationship with performance (r=0.82) as well as job security and nature of promotional activities offered to staff members (r=0.74, 0.72).

4.5.2 Regression Analysis

Regression analysis is a way of mathematically sorting out which of those variables does indeed have an impact. Regression analysis was used to assess the relationship between
an outcome or dependent variable and one or more risk factors or confounding variables in this case the independent variables.

Table 4.13: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R Square</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>.79</td>
<td>.636</td>
<td>-.628</td>
<td>.18279</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.089</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.730</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.578</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), composite promotion, composite job security, composite work environment, composite compensation

Table 4.14: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Regression</td>
<td>4</td>
<td>.033</td>
<td>7.30</td>
<td>.00578b</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>30</td>
<td>.0024</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>34</td>
<td>1.1000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: composite employee performance
b. Predictors: (Constant), composite promotion, composite job security, composite work environment, composite compensation

Table 4.15: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>95.0% Confidence Interval for B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>3.925</td>
<td>.561</td>
</tr>
<tr>
<td></td>
<td>Composite</td>
<td>.237</td>
<td>.196</td>
</tr>
</tbody>
</table>
From the regression Table 4.12 the regression model is significant as the coefficient of determination R-square is 0.636 depicting that most of the variations about 64% are explained by the model. This shows that the level of performance of the employees is highly dependent on the level of motivational strategies employed.

To show this the F (4, 30) =7.0, p<0.05, indicating the model is a good fit to the data set. The regression model to this relationship is given by the following equation.

\[ F(X) = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \epsilon \]

From the regression Table 4.12 the model representing the relationship between performance of employees and the motivational strategies employed namely compensation package, nature of working environment, job security and the level of promotions offered will be given as below.

\[ F(X) = 3.925 + 0.37(\text{Compensation package}) - 0.237(\text{Working Environment conditions}) - 0.050(\text{Job Security}) + 0.026(\text{Promotional Activities}) \]

Further from the Table 4.12 all the independent variables are statistically significant since all the coefficients are not equal to zero. The t statistics with the sig value of less than 0.005 in all cases signify this statistical significance.
CHAPTER FIVE:
SUMMARY OF FINDINGS CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
The purpose of this study was to determine the effect of motivation on employee performance in county assembly of Mandera, Kenya. This chapter provides the summary of the findings from the analysis, the conclusions drawn and the presentation of the recommendations and suggestions for further research. This was done in line with the objectives and hypotheses of the study.

5.2 Summary
This section provided a summary of the findings from the analysis. This was done in line with the objectives of the study. The first objective of the study was to examine the effect of compensation package on performance of employees in Mandera County. The findings revealed that majority the respondents agreed that the employees in the county assembly receive non-financial incentives for example recognition, reward, career advancement opportunities to inspire and motivate them and the employee receive adequate pay package such as salary and allowances that commensurate their job description/responsibilities. According to the study results respondents agreed that the employees in the county assembly are offered other financial benefits such as insurance, pension plans among others and the salary structure of the county assembly is competitive. The results show tha most of the respondents were of the opinion that compensation package influences employee performance to a very large extent followed
by those who were of the opinion that compensation package influences employee performance to a great extent.

The second objective was to establish the effect of working environment on performance of employees in Mandera County. The results show that most of the respondents agree that the County assembly provides opportunities for career advancement, work environment allows me to be highly productivity and I am satisfied with the culture of my work place. The results show that other respondents agree that the county assembly has a good work-life balance policy for its employees and my work is psychologically exhausting. Most of the respondents were of the opinion that compensation package influences employee performance to a very large extent followed by those who were of the opinion that compensation package influences employee performance to a great extent.

The third objective was to assess the effect of job security on performance of employees in Mandera County. The results indicate that most of the respondents agree with with the statements that the county assembly has a policy that outlines job termination terms and conditions, I have an employment contract with the County Assembly that outlines the job information and terms and I am satisfied with the overall job security in the County Assembly. The results show that most of the respondents were of the opinion that job security influences employee performance to a very great extent while some of the respondents were of the opinion that job security influences employee performance to a great extent.

The fourth objective was to assess the effect of employee promotions on performance of employees in Mandera County. The study findings show that, most of the respondents felt that the following factors have an influence on employee performance; the County assembly provides opportunities for job position advancement to the employees, the county assembly provides promotional opportunities for employees without any bias and promotion exercise in the County assembly is held regularly. The study findings show that majority of the respondents were of the opinion that employee promotion influences
employee performance in the County Assembly to a very great extent. This was followed by those who stated that employee promotion influences employee performance in the County Assembly to a great extent. Regression model is significant as the coefficient of determination R-square is 0.636 depicting that most of the variations about 64% are explained by the model. This shows that the level of performance of the employees is highly dependent on the level of motivational strategies employed. From the study findings all the independent variables are statistically significant since all the coefficients are not equal to zero. The t statistics with the sig value of less than 0.005 in all cases signify this statistical significance.

5.3 Conclusions

Based on the findings above the study concluded that:

The study concludes that compensation package has an effect on performance of employees. Compensation management can affect job satisfaction and employees organizational commitment and that Organizations can use employee compensation as a method for enhancing employee’s motivation and their commitment with the organization, working environment has an effect on performance of employees in Mandera County. Employees’ will improve their performance if the problems identified during the research are tackled by the management.

It was concluded that job security has an influence on performance of employees. Insecurity was negatively correlated with job performance and positively with absenteeism. However, work related attitudes moderated only the effect of job insecurity on job performance but not on absenteeism.

The study concludes that employee promotions have an effect on performance of employees. Work environmental factors that influenced employee performance were physical environment factors, reward, management / leadership style, training and development and work-life balance.
5.4 Recommendations

Based on the research conclusions, the study recommended the following:

This study recommends that management and decision makers should endeavour to review compensation packages at various levels in order to earn employees’ satisfaction and prevention of high labour turnover among the members of staff.

Based on the research findings, the study recommended that organizations should enhance flexibility of working environment, reduce work noise distraction, enhance supervisor’s interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the organization so that to motivate employees to perform their job.

The study recommended that organizations should have well recognized job pay package, job security, and reward system for their employees since this is thought to improve on performance and productivity.

The study also recommended that organizations should be able to recognise employee who have done well at work, device mechanisms to retain and reward an employee for his years of service to the organization and to build loyalty, enhance morale and a sense of belongingness in the employee.

5.5 Areas for Further Studies

The study sought to determine the effect of motivation on employee performance in county assembly of Mandera, Kenya. This study, therefore, focused on county assembly of Mandera, thus area for further studies could consider other Counties for the purpose of making a comparison of the findings with those of the current study. The same study should also be considered thus effect of motivation on employee performance in county assembly of Mandera, Kenya but with focusing on more employees so as to compare the results. Another study to examine the effect of employee relationship on performance of employees in Mandera County should also be considered.
In addition, the study examined only four factors affecting employee performance. Further studies should expand the scope and consider the effect of other factors on employee performance. This is in addition to having moderating variables.

REFERENCES


Bushiri, C. P (2014). *The Impact of Working Environment on Employees’ Performance: The Case of Institute of Finance Management in Dar Es Salaam Region*. Available at: http://repository.out.ac.tz/608/1/MHRM-DISSERTATION.pdf


Dechev, Z. (2010). *Effective Performance Appraisal – a study into the relation between employer satisfaction and optimizing business results*. Faculty of Economics of Business Department of Economics


Tsai K., Yu Kung-Don, & Fu Shih-Yi (2005). *Do employee benefits really offer no advantage on firm productivity? An examination of Taiwans shipping industry*, National Taiwan Ocean University, Taiwan.


Dear Sir/Madam,

**RE: REQUEST FOR DATA COLLECTION**

I am a postgraduate student at Kenyatta University, pursuing a Master of Business Administration degree in Human Resource Management. I am carrying out a research on the effect of motivation on performance of employee in county assembly of Mandera County, Kenya. The results of this study will be useful for the County Assembly as it will inform and guide how employee motivation can be enhanced in the Assembly.

The data will be used for academic purposes only and will be treated with confidentiality it deserves. The respondents are highly encouraged and persuaded to respond to the questions in this questionnaire in the most truthful and objective way possible. Your participation in facilitating this study is highly appreciated

Thank you for your participation.

Yours faithfully,

Hussein Adan Hassan
Appendix II: Questionnaire

Kindly fill your response in the space provided or Tick (  ) where appropriate. All the information provided here will be considered private and confidential for the purpose of this research.

Section A: Demographic Information

1. Kindly indicate your age?
   a) Below 25 years [   ]
   b) 25-35 years [   ]
   c) 36-45 years [   ]
   d) Over 45 years [   ]

2. Kindly indicate your highest level of academic qualification.
   a) Certificate/Diploma [   ]
   b) Bachelor’s Degree [   ]
   c) Masters [   ]
   d) PhD. [   ]
   d) Other (specify)……………………………………………………………………

3. How many years have you worked in the County Assembly of Mandera?
   a) Less than 1 Year [   ]
   b) 1-3 Years [   ]
   c) 3-5 Years [   ]
   d) More than 5 years [   ]

4. What is your position/Job description in the County Assembly? ..................................
   ..........................................................................................................................

Section B: Compensation Package and Employee Performance

5. To what extent do you agree with the following statements on compensation package and employee performance in the County Assembly? Use a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is Strongly agree
The salary structure of the county assembly is competitive.
The employee receive adequate pay package (salary, allowances) that commensurate their job description/responsibilities.
The employees in the county assembly are offered other financial benefits such as insurance, pension plans, etc.
The employees in the county assembly receive non-financial incentives (e.g. recognition, reward, career advancement opportunities) to inspire and motivate them.
The compensation package that the county assembly employees receive is motivating enough.

6. To what extent does compensation package influence employee performance in the County Assembly?

To a Very great extent [ ]
To a Great extent [ ]
To a Moderate extent [ ]
To a Small extent [ ]
Not at all [ ]

**Section C: Working Environment and Employee Performance**

7. How would you describe the working environment in Mandera County Assembly?

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

8. To what extent do you agree with the following statements on working environment and employee performance in the County Assembly? Use a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is Strongly agree

<table>
<thead>
<tr>
<th>Statements on Work environment</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>My work environment allows me to be highly productivity.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>The county assembly has a good work-life balance policy for its employees.</td>
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</tr>
</tbody>
</table>
I am satisfied with the culture of my work place
I am satisfied with the safety of my work environment
The county assembly ensures the well being of employees by providing a conducive working environment
The County assembly provides opportunities for career advancement.
My work is psychologically exhausting.

9. To what extent does the work environment influence employee performance in the County Assembly?

   To a Very great extent [ ] To a Great extent [ ]
   To a Moderate extent [ ] To a Small extent [ ] Not at all [ ]

10. What do you feel needs to be improved on the working environment in the County Assembly? .................................................................
     ........................................................................................................
     ........................................................................................................
     ........................................................................................................

Section D: Job security and Employee Performance

11. To what extent do you agree with the following statements on job security and employee performance in the County Assembly? Use a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is Strongly agree

<table>
<thead>
<tr>
<th>Statements on Job security</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with the overall job security in the County Assembly.</td>
<td></td>
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<tr>
<td>I have an employment contract with the County Assembly that outlines the job information and terms.</td>
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<tr>
<td>My job contract guarantees my job security.</td>
<td></td>
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<tr>
<td>The county assembly has a policy that outlines job termination terms and conditions.</td>
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</tbody>
</table>
12. To what extent does job security influence employee performance in the County Assembly?

To a Very great extent  [  ]       To a Great extent  [  ]
To a Moderate extent [  ]     To a Small extent     [  ]     Not at all  [  ]
Section E: Employee Promotion and Employee Performance

13. In your opinion what factor(s) determine or play a role in determining promotion of an employee in the county assembly? 

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

14. To what extent do you agree with the following statements on employee promotion and employee performance in the County Assembly? Use a scale of 1 to 5 where 1 is strongly disagree, 2 is disagree, 3 is Neutral, 4 is agree and 5 is Strongly agree

<table>
<thead>
<tr>
<th>Statements on Employee Promotion</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The county assembly provides promotional opportunities for employees without any bias.</td>
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<tr>
<td>The employees with exemplary contribution or excellent work performance in the county assembly are recognised</td>
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<tr>
<td>Promotion is county assembly is based on merit, knowledge and skills attained by an employee.</td>
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<tr>
<td>Promotion exercise in the County assembly is held regularly</td>
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<tr>
<td>The County assembly provides opportunities for job position advancement to the employees.</td>
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</table>

15. To what extent does employee promotion influence employee performance in the County Assembly?

    To a Very great extent [ ]    To a Great extent [ ]
    To a Moderate extent [ ]    To a Small extent [ ]    Not at all [ ]

Section F: Employee Performance
16. To what extent does the employee motivation strategies employed by the County Assembly enhanced the following employee performance aspects? Use a scale of 1 to 5 where 1 is no extent, 2 is small extent, 3 is Moderate extent, 4 is Great extent and 5 is Very great extent

<table>
<thead>
<tr>
<th>Employee Performance Aspects</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
<td>Employee productivity</td>
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<tr>
<td>Quality of work performed or done by an employee</td>
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<tr>
<td>Time taken to complete a task</td>
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<tr>
<td>Employee satisfaction with his/her job responsibilities</td>
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</table>

THANK YOU FOR YOUR PARTICIPATION
### Appendix III: Work Plan

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</thead>
<tbody>
<tr>
<td>Proposal Development</td>
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<tr>
<td>Working on Proposal Amendments</td>
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<tr>
<td>Proposal Defense</td>
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<tr>
<td>Data collection</td>
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<tr>
<td>Data analysis and Report Writing</td>
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<tr>
<td>Working on Amendments</td>
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<tr>
<td>Final Presentation and Final Copy Submission</td>
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</table>
## Appendix IV: Research Budget

<table>
<thead>
<tr>
<th>Budget Items</th>
<th>Cost (Kenya Shillings)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal development- Printing, stationery, internet costs</td>
<td>40,000</td>
</tr>
<tr>
<td>Data collection a) Research assistant fees</td>
<td>20,000</td>
</tr>
<tr>
<td>b) Stationery and printing</td>
<td>20,000</td>
</tr>
<tr>
<td>Data analysis and report a) Printing and stationery</td>
<td>10,000</td>
</tr>
<tr>
<td>b) Hard cover Binding</td>
<td>10,000</td>
</tr>
<tr>
<td>Transport Fuel to Campus, airtime</td>
<td>40,000</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>TOTAL BUDGET</strong></td>
<td><strong>KES 145,000</strong></td>
</tr>
</tbody>
</table>