

Effect of Rewards and Job Design on Employee Performance at the Kenya Bureau of Standards

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Abstract:-The study focused on determining the effect of employee motivation on their performance, using Kenya Bureau of Standards Headquarters, Nairobi as a case study. Motivation is a catalyst of behavior and as such, to cultivate a behavior of success in an organization it is imperative to ensure that employees have the relevant motivating factors in place. The objectives for the study were; to establish the effect of employee reward and recognition and job design on their motivation. The study was supported by the Maslow's Theory of Motivation and the Herzberg's Two-Factor Theory. The research design used for the project was descriptive design. The population consisted of all the employees at KEBS Headquarters, Nairobi which comprises of 220 employees. The study adopted the census approach; therefore, all the 220 employees were included. Primary data was collected with the aid of questionnaires and a descriptive analysis carried out to interpret and analyze the variables. Data analysis was carried out using statistical tools such as SPSS and through Descriptive Analysis. Correlation and regression analysis was conducted to establish the effects of the independent variables on the dependent variables. Analyzed data was presented in tables, figures, and charts. From the analysis the co-efficient value for reward was 0.506, which was statistically significant. The co-efficient value for job design was 0.060, which was statistically insignificant.

Keywords: Rewards, Job design, Employee Performance

I. INTRODUCTION

Performance is imperative for any organization especially in a highly competitive environment (Noe, Hollenbeck, Gerhart and Wright, 2017). The performance of any organization or company highly depends on individual employee performance. Motivation helps employees achieve organizational demands effectively and thus allows for efficient continuity of work. According to Temminck, Mearns and Fruhen (2015), motivation towards performance can be done by propelling employees towards task fulfillment to ensure that the organization's goals and objectives are met. In the pursuit of success, many organizations fail to realize the vital role that human capital plays in the achievement of goals. Employees who are satisfied tend to be more productive and therefore motivation of these employees translates to the great performance of the organization and achievement of overall success (Cook and Artino, 2016).

Motivation is derived from the word 'motive' which means a desire, need, drive or want within an individual. It can also be described as an incentive given to an individual to encourage performance. There are two types of motivation, extrinsic and

intrinsic motivation. Intrinsic motivation is inherent and stems from the job one does since the employee feels a level of satisfaction (Kuvaas, Buch, Weibel, Dysvik and Nerstad, 2017). Intrinsic motivation is driven by the completion of work and attainment of set goals. Extrinsic motivation is influenced by external factors other than the job; they are more inclined to benefits an individual derives from working, for instance, pay, security, working environment, promotion, benefits and working conditions among others (Kuvaaset al., 2017).

Performance is considered as job-related activities that an organization is expected to execute. It focuses more on the ability of an organization to accomplish its goals and objectives. Some of the factors that determine organizational performance include presence at work, timeliness of output, quality, and quantity of output and usefulness output. Lack of employee motivation has dire effects on an organization's level of performance. An organization that does not motivate its employees is bound to face challenges such as excessive staff turnover, frequent absenteeism, reduction in performance and productivity, negative morale of colleagues and increased expenses. Managers should bear in mind that for any organization to succeed, irrespective of the industry they are in it needs the full support of the workforce. Motivation has been a key factor for exemplary performance in most research, and it has been responsible for increased performance and overall organization success if applied correctly. KEBS is a government agency that was established by an Act of Parliament and started its operations in 1974, for creation of standards related to products, processes, measurements, materials, etc. and promotion at different levels, assistance in producing quality goods, certification of industrial goods, inspection of imports, provision of information regarding quality and improvement of accuracies during measurements.

Employee motivation translates to higher job satisfaction and, therefore, employees will be more inclined towards goal attainment thus leading to organizational performance (Kiruja and Makuru, 2018). As such, motivation of employees is a determinant of whether they will be productive or not. Monetary incentives have been cited as one of the motivations for employee performance. Employees who are not motivated tend to be less productive since they do not have the drive to achieve objectives and goals set by the organization and thus jeopardize high organization performance (Kiruja and Makuru, 2018). At KEBS employee motivation has been done mainly through lucrative financial benefit packages. However, the

organization still experiences high staff turnover and low performance. Therefore, this study sought to explore motivation among employees at KEBS and show how it influences their individual performance in order to help explain how motivation affects organizational performance and success.

The objectives of this study were to establish the effect of employee reward on their individual performance, and to determine the effect of job design on employees, and their individual performance at Kenya Bureau of Standard Headquarters, Nairobi. The hypothesis of this study was employee performance is influenced by the level of motivation the employees have in the form of rewards and job design. Many studies have been done to investigate employee motivation and employee performance but few have focused on organizational performance and how different motivational techniques affect it. Kiruja and Makuru (2018) found that motivated employees are a great asset to an organization. Omolo and Oloko (2015) carried out a study on the effect of motivation on employee performance of commercial banks in Kenya, a case study of Migori County and found that motivating employees leads to an increase in their skill sets and their ability to meet organizational demand. The empirical studies above have all mainly focused on employee motivation and its effect on employee performance in organizations in Kenya. However, there is still more that needs to be studied in terms of the effect of employee motivation and their performance.

II. LITERATURE REVIEW

Theoretical Literature Review

Organizational theory lists job satisfaction, reward systems and motivation in its area of study. Motivation overlaps with the other two and as such comes out as a stronger influence to exemplary high organization performance. Motivation theories provide a framework that assists employers to understand the core behind the behavior and performance of employees. They are divided into content theories and process theories. Maslow (1943) and Herzberg (1968) have developed theories that try to explain the need to satisfy personal needs. They focused their study on what triggers one to form a goal-oriented tendency and sustain it until they achieve great performance. On the other hand process theorists placed their emphasis on the role played by reward in process of motivation. The theories formulated were centered towards explaining the process that employees need to undergo in order to be motivated. It describes how individuals cultivate and sustain behaviors that drive them to perform better and be more productive. The process theories also take a look at the role that rewards and punishment play in motivating individuals.

Maslow states that human beings have needs that are hierarchical in nature and need to be fulfilled from the bottom to the top. The needs he discusses are deficiency needs, that are essential and if not satisfied will undercut the development of other needs and the growth needs that can be satisfied with time

after the primary needs have resolved (Maslow, 1943). According to Maslow (1943), the lower needs in the hierarchy (physiological, safety and social needs) are the needs that an individual is predominantly inclined to fulfilling first. The physiological needs include need for food, shelter, clothing, water, air, and other needs that directly affect the human body. Organization can take advantage of the knowledge of physiological needs and motivate their employees through the introduction of housing facilities, child care programs and subsidize food in the work place (Acevedo, 2018). In the second tier of Maslow's hierarchy of motivation is the safety needs. The safety needs ensure that individuals are protected either physically or emotionally from anything that might cause harm. The needs also have a direct impact on an individual since they play a major role in how an individual thinks and acts. The satisfaction of physiological needs pushes one to seek to satisfy their safety needs. According to Maslow the manifestation of the safety needs are due to the fact that individuals need more to be motivated and the satisfaction of one set of needs triggers the next set of needs in order to ensure survival and growth (Acevedo, 2018). The next tier of needs cover belonging or love needs as a factor in human motivation according to Maslow. As a social need, the need covers affection, love, acceptance, friendship and belongingness. The next tier covers esteem needs which are also referred to as ego needs. Lastly, Maslow introduces the highest need which is the self-actualization need. Unlike the needs that precede it, self-actualization is weak. It is propelled by a constant betterment of self in order to actualize into what one is capable of being (D'Souza and Gurin, 2016).

Herzberg formulated a Two-Factor theory to understand what causes employees to be motivated in the workplace. In his study he found that employee motivation was based on two factors; motivating factors and hygiene factors. The most important aspect to note about the theory is the fact that major motivating factors have their root within an individual and the need to derive satisfaction out of one's job, and not merely the environment he or she is in (Alshmemri, Shahwan-Akland Maude, 2017). As such, for an individual to be motivated to work harder, he or she must be exposed to work that is challenging and one that enriches the employee. The drivers of motivation according to the theory are factors that ensure that employees gain a certain level of satisfaction from the work they undertake.

Effect of reward on motivation

Motivation is an important aspect in the growth and performance of an individual. Motivation can rise from within (intrinsic motivation) or can be triggered from without (extrinsic motivation). Either way motivation is required for maximum effectiveness. Motivation has had varied definitions ranging from an inner energy that propels one to perform a task, a clear image or vision that pushes one to seek achievement or even a psychological feature that pushes an individual towards achieving a desired goal. Having highly motivated employees does not always translate to higher levels of productivity since

work dynamics differ. It is important that an organization assesses the variable that affect performance beforehand. Therefore, the use of performance management systems to gauge the type of motivational environment to set for employees in order to achieve productivity should be employed.

Rewards can be defined as “all forms of financial return, tangible services, and benefits an employee receives as part of an employment relationship” (Bratton and Gold, 1994). Organizations are charged with the responsibility to deliver rewards to employees after the successful completion of a task. While the organization ensures that employees execute and deliver their designated tasks employees expect them to generously compensate using agreed upon rewards that include salaries or wages. However, rewards can take a variety of forms. Intrinsic rewards are the less tangible form of reward and are in the content of the job (Singh, 2016). Employees experience intrinsic reward when they have skill variety, feedback and autonomy in the work place. Additionally when they are asked to participate in decision making and given clear roles they feel rewarded. Extrinsic rewards which are more effective include factors such as relationship, progress and competence (Singh, 2016). Different organization adopt different reward systems depending on the size and nature of operations. Employees expect more than the pay that is offered to them either as wages or salaries, they expect considerations that will positively impact their lives i.e. benefits (De Gieterand Hofmans, 2015). Rewards link organization’s goals to the interest of the employees improving their effort and performance and therefore leading to the great performance within the organization.

Effect of job design on motivation

Job design refers to the integration of processes and contents that are dynamic into the description of a job to make it more desirable to employees (Morrison, Ross, Morrison and Kalman, 2019). Employees may feel underutilized in their jobs and as such they become dissatisfied and their motivation is lowered. Job design seeks to explore the extent to which an employee is involved in the task assigned to them. An employee should have a job design that is in line with the organization’s goals as well as their personal goals (Siengthaiand Pila-Ngarm, 2016). Employee’s engagement and understanding of job design contributes to their effectiveness since it contributes to a feeling of participation which motivates them. Job design contributes to intrinsic motivation that drives employees towards the achievement of organization success. The motivation triggered by job design plays a major role in establishing an organizational culture that can be passed on.

Some of the ways of implementing job design includes job rotation, job enlargement, and job enrichment. Job rotation is considered a beneficial form of job design since it exposes employees to other skills sets. It also allows employees to interact with one another, learn from each other and empower each other. It provides employees with a chance to gain better

perspective of organization goals from a different work environment while also reducing monotony which is demotivating (Van Wingerden, Derksand Bakker, 2017).

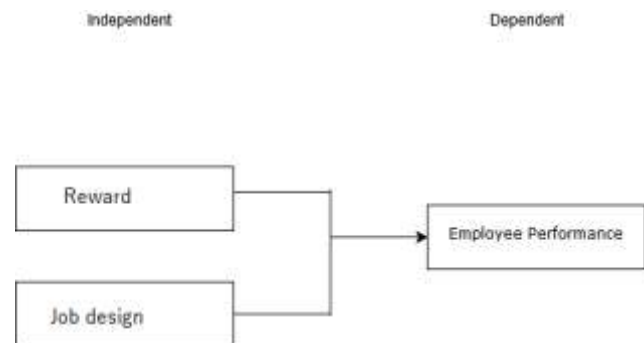
Study gaps

The theories discussed above each link to the factors that influence organization success. The study and application of the theories will go a long way in ensuring that organizations are able to understand what motivates their employees to be more effective and as such manipulate those findings in their favor. The empirical literature has provided a relationship between employee performance and their level of motivation. The studies that have been previously carried out highlight all concur that motivation influences performance and success. Motivation however varies among different individuals and as such it is the responsibility of respective organizations to understand what motivates their employees.

The presence of a functional reward system that tends to the respective needs of each employee is imperative in ensuring that these employees remain motivated. The study has seen that there is a deficit in literature that provides a guideline how organizations can manipulate reward and recognition, and job design to lead to high organization performance. In the same way, most of the available literature is fixated on public sector or profit based organization. A research gap that has been utilized in the study is that it seeks to explore the parastatals therefore greatly contributing to the scarce literature.

Conceptual Framework

The conceptual framework below shows the relationship between the dependent and independent variables used in the study. The two key variables in the study were employee motivation and organizational performance. Motivation whether intrinsic or extrinsic contributes to organizational performance. The variables captured in the conceptual framework have been drawn from the extensive study of the literature reviewed on motivation and how they affect the effectiveness of employees.



Source: Author (2019)

III. METHODOLOGY

The general objective of this study was to establish the effect of employee motivation on their individual performance with a case study of Kenya Bureau of Standards Headquarters, Nairobi. The target population for the study was the total number of employees at the Kenya Bureau of Standards headquarters since they represent the population about whose data is required. They represent the group that seeks to generate the conclusion required to answer the research questions. Therefore the research consisted of a target employees of 220 employees. The study was carried out as a census, such that information was collected from the individual participants, and the information compiled into a conclusion of the situation.

The research utilized the use of questionnaires as data collection instrument. The choice of using questionnaires was mainly driven by the fact that the employees would be busy most for the time for personal interviews and organized focus groups. The use of questionnaires would give them ample time to study the questions and answer them truthfully. The use of the instrument also allowed for coverage of a wider variety of component under study since it involves formulation of questions covering a larger scope. Therefore, it provided a more comprehensive collection and interpretation of data. The structured questionnaires provided for an economical way of collecting data and it was easy to administer and so was the analysis process.

The pilot test was conducted to test the instrument before the beginning of the actual research among professionals and practitioners to ensure that the data provided is reliable and the instrument is feasible. The pilot test for the particular study utilized six employees each chosen from the respective departments. The six employees were expected from the final data collection since they were used in pretesting. The study utilized the use of primary data and as such used questionnaires to collect data. The questionnaires were administered to 220 employees at Kenya Bureau of Standards, Headquarters. A questionnaire was developed to tackle the specific objectives of the study through the use of structured questions and it was self-administered to ensure the employees felt comfortable being honest. The questionnaires were pilot tested before they were used for the research and as such any errors or challenges noted was adjusted to ensure that the instrument was efficient in the data collection process. The procedure for distributing the questionnaires was drop and pick method and follow-ups were made physically, via email, or through phone calls.

Data analysis refers to the process of synthesis and organization of information gathered through research and testing formulated hypothesis using the information obtained (Hancock and Algozzine, 2016). It integrates aspects of inspecting, arranging, manipulating and summarizing information in a manner that makes sense. Data analysis allows researchers to compress large amounts of data into a size that is concise and understandable mainly by applying statistical methods. The data collected from the questionnaires was

recorded in the computer and analyzed using statistical tools like Microsoft Excel and Statistical Package for Social Science (SPSS) version 21. Descriptive analysis provided information on the frequency and proportions of the variables.

Each and every respondent was provided with a letter permission which clearly illustrated what the research entailed and some the risks that could be involved. The researcher also made it clear what the research was about and that the participation of the respondent was voluntary. The researcher made it clear what the research was about and that the participation of the respondent was voluntary and there would be no repercussion in case they did not want to participate in the process. The respondents were reassured that the information they provide would be used for the purpose of the research only and was not be shared to any other person or organization. The questionnaires did not require any specific personal information about the respondents and as such ensured that they remained anonymous while providing necessary data for the research.

IV. FINDINGS

Data was collected between the months of July 2019 and August from 220 participants spread across all the departments at KEBS. A questionnaire was used to collect the data. All the questionnaires were fully filled and returned, therefore, achieving 100% response rate. This was majorly attributed to the fact that the period of collecting the data was during an annual employees' workshop, meaning that most employees were within the workplace. The response rate was good for analysis as it surpassed the recommended rate of 50%, according to Mugenda and Mugenda, 2003, and, therefore, analysis was done to investigate the effect of motivation on employee performance as per the study's objectives. When the responses to the question on the gender of the respondents were analyzed, it was found that the male population was more than the female population, representing 72 % being male, and 28% were female. This shows that there existed a great gender disparity in the organization to the favor of the male gender. 25% of the respondents were within the age group of 26 to 35 years, 23.33% were within 36 - 45 years, 20% were within the age group of 25 years and below, 11% were aged 56 years and above and 8% were between 46 and 55%.

When it came to the service period at KEBS, the highest cluster was made up of the employees who had served between 6 and 10 years at 35%, 32% had served for less than 5 years, 22% had served between 11 and 15 years, 8% had served 21 years and above, and 3% had served between 16 and 20 years.

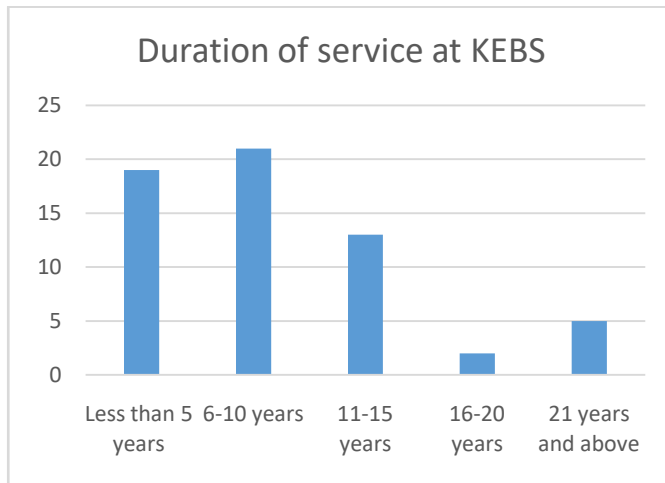


Figure 1 Duration of service at KEBS

From the analysis, 48% were motivated by their salary, 20% were not sure whether they are motivated by their salary, 12% did not agree to the assumption that they were motivated by their salary, while another 12% strongly agreed that they were motivated by their salary. On the other hand, 8% of the people strongly disagreed to the assumption that they were motivated by their salary. From the analysis, 37% were motivated by the reward, 23% of the respondents strongly agreed the fact that the reward they get was the motivation, 18% of the people were not sure whether the reward was the motivation while 17% strongly refuted the fact that the reward they get was the motivation, 5% of the people disagreed to the fact that the reward was the motivation. From the analysis of whether they were driven by a desire to achieve goals they had set for themselves at work more than by monetary incentives, 30% agreed that they were motivated more by their objectives than the money, 27% strongly agreed that they put their objectives before their monetary incentives, 22% did not agree with the assumption that they valued their objectives more than the money they get from it, while 12% strongly disagreed, and 10% were not sure about it. From the analysis, 45% agreed that being appreciated motivated them to work, 25% disagreed, 25% strongly agreed, 12% strongly disagreed while 3% were not sure about it. From the analysis of the data showed that 33% of the respondents felt that financial incentives were moderately applied, while 20% felt that the incentives were used to a large extent, 20% felt that financial incentives were used to a small extent while 18% felt that the financial incentives were used to a very small extent, and 10% felt that the incentives were used to a very large extent.

To the question as to the extent the employees get recognition for tasks they complete or challenges they achieve, 27% felt it was small, 22% felt the extent was large, 20% felt the application was moderate while 20% felt that the extent was very small and 12% felt the application was very large. When asked about the existence and use of the organization's reward system to reward exceptional performance, 30% felt that the application was moderate, 25% felt the application was small,

18% felt it was large, 20% felt the extent was very small while 7% felt the application was very large. From the analysis of the effect on monetary and non-monetary incentives on their performance, 58% agreed that they are motivated by these incentives, 22 percent strongly agreed, 12% disagreed, 5% were not sure while 3% strongly disagreed. From the analysis of whether they derive job satisfaction from the impact they create rather than the monetary value, 38% agreed, 30% strongly agreed, 20% disagreed and 12% strongly disagreed. From the analysis of the effect of existence of a reward system on the performance, 53% agreed, 27% strongly agreed, 8% were not sure, 8% disagreed, while 3% strongly disagreed. From the overall analysis, 65% of the respondents agreed that they were motivated by rewarding.

From the analysis of the effect of the nature of work on the employees' motivations, 30% agreed that there was a correlation between the two, 20% strongly agreed, 20% strongly disagreed, 18% disagreed, while 12% were not sure about it. From the analysis, 30% were not sure whether there is any correlation between their job design and their qualifications, skill set and expertise, 22% agreed that this factor is actually applied, 22% believed the factor is applied, but to a very small extent while 17% felt job design was used in a large extent and 10 percent felt the application was in effect, but to a small extent. When asked to what extent the organization utilizes job rotation to enhance independence and increase knowledge, 33% reported that this was done to a large extent, 23% felt the factor was used in a small extent, 18% felt the factor was utilized to a very small extent, 17% reported that there was moderation in its use, while 8 percent felt the technique was used to a very large extent. From the analysis of the extent the organization value and practice open communication, 28% felt the extent was small, 23% felt the extent was moderate, 20% felt the application was very small while 15% felt it was large extent, and 13% felt the extent was large. When asked to what extent the job design revised to promote changes in the industry 25% felt that the extent was moderate, 25% felt the application was very small, 22% felt the application was large, 17% felt the application was small while 12% felt the application was very large.

From the analysis of whether the respondents were satisfied with their jobs as provided them with the freedom and autonomy they require and that pushes them to perform better, 42% strongly agreed, 35% agreed, 20% disagreed and 3% strongly disagreed. When asked whether they understood the organization goals and were motivated to work towards achieving them, 47% agreed, 42% strongly agreed, 8% disagreed, and 3% strongly disagreed. From the analysis of the effect of job rotation on their individual performance, 48% agreed, 32% strongly agreed, 10% disagreed, 5% were not sure, while 5% strongly disagreed. When asked whether a clear appraisal system promoted performance, 53% agreed, 27% strongly agreed, 7% were not sure, 7% strongly disagreed while 7% disagreed. This shows that majority of the

respondents were in (80%) agreement that job design affects their individual performance.

From the analysis the co-efficient value for reward was 0.506. An interpretation of this implies that all factors remaining constant, such as the rest of the independent variables, organizational performance would increase by 50.6% if there is 100% improvement in reward. This was statistically significant ($0.00 < 0.05$), showing that reward makes a significant contribution to the prediction of the employees' performance. The co-efficient value for job design was 0.060. This was statistically insignificant ($0.00 < 0.05$), showing that job design did not make a significant contribution to the prediction of the employees' performance at KEBS, but it was a major factor affecting performance.

From the analysis, 48% were motivated by their salary, 20% were not sure whether they are motivated by their salary, 12% did not agree to the assumption that they were motivated by their salary, while another 12% strongly agreed that they were motivated by their salary. On the other hand, 8% of the people strongly disagreed to the assumption that they were motivated by their salary. These results were consistent with the results reported by other researchers such as Omolo and Oloko (2015) and White (2003), that when employees are rewarded, in monetary and non-monetary forms, they tend to show much more interest and dedication to their work. The results were also consistent with the results reported by Wilson and Wilson (2003), stating that an effective reward system goes a long way to determine the manner in which employees work, and the overall performance level of each individual, and hence, the success of the organization. Job design is another important factor that can either motivate or demotivate employees. From the study at KEBS, 50 percent of the respondents agreed that there was correlation between the job design and the performance of each individual employee. According to Parker and Wall (1998), one of the ways to promote employee performance is by introducing a simplified job design where the flow of work, the management structure and all other factors that directly impart of the working conditions of the employees are well laid out.

V. CONCLUSION AND RECOMMENDATIONS

Conclusion

The rewards assessed were both monetary and non-monetary, either meeting economic or psychological needs of the employees. It was found that there was a relatively high relationship between the reward that employees get, and their individual performance, which translates into overall enhancement of performance at KEBS as an organization. It was further found that many employees did not believe that job design put in place by the employer at the workplace, greatly influenced their level of performance.

Recommendations

The study has revealed that rewarding was a major motivation factor, hence KEBS should invest more in monetary and

non-monetary incentives in order to ensure much more motivation to its employees. This may include increase in allowances or the basic salary among others. Job design was identified to be a crucial factor in determining the employee performance rate. One of the best ways through which this can be addressed and enhanced includes fully integrating employees or their representatives in key decision-making roles. It was, therefore, recommended that KEBS revisits its job design to make it more inclusive and engaging in order to motivate employees at all levels of work, as a matter of urgency.

Areas of further research

Some of the areas for further research include studying the impact of using non-monetary compensation package for enhanced employees performance.

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APPENDICES (optional)

APPENDICES

APPENDIX 2: QUESTIONNAIRE

The general objectives of this study is to determine the effect of employee motivation on high organization performance. The case study is Kenya Bureau of Standards Headquarters, Nairobi. The questionnaire below has been formulated to assist the researcher to collect data to help answer the study’s research questions. Kindly fill it appropriately.

Section A: Demographic Data

Please choose a suitable answer

1. Gender Orientation:

Male [] Female []

2. Age Bracket

25 Years and below [] 26-35 [] 36-45 [] 46-55 [] 56 and above []

3. Department

Food and Agriculture Department [] Chemical Department [] Service Standards Department [] Engineering Department []

Standards Information and Resource Section [] Publishing Section []

4. Tenure: Duration of service at the Kenya Bureau of Standards

Less than 5 years [] 6-10 years [] 11-15 years [] 16-20 years [] 21 years and above []

Section B: Factors that Motivate Employee Performance

5. Using the following key (1= Strongly Disagree 2= Disagree 3=Neutral 4=Agree 5=Strongly Agree) to complete the degree to which you agree to the statements provided

Statement	1	2	3	4	5
I am motivated by the salary I get at the end of the month					
My performance at work is motivated by a reward after completion					
I am driven by a desire to achieve goals I have set for myself at work more than I am by monetary incentives					
I am motivated to perform better when my work is appreciated					
The nature of work I do motivates me to work better and more hours					
My work environment and relationships determine how well I work towards achieving organization success					
I am motivated by opportunity for advancement in the work place					
I perform better knowing that I have job security					
The company culture motivates my performance					
Learning and development opportunities provide motivation to work more efficiently					

Section C: Motivational Techniques Applied by Kenya Bureau of Standards

1. Choose very small extent = 1, small extent = 2, Moderate extent = 3, large extent = 4, very large extent = 5 to the questions provided below

Motivational techniques	very small extent	small extent	Moderate extent	large extent	very large extent
To what extent does the organization use financial incentives to motivate employees?					
To what extent does the organization provide employees with training through conferences?					
To what extent does the organization offer a job design that reflects your qualifications, skill set and expertise?					
To what extent does the organization utilize job rotation to enhance independence and increase knowledge					
To what extent does the organization offer challenges or increase responsibilities to ensure that it builds on employee independence and self-drive?					
To what extent does the organization provide a comfortable work environment that ensures transparency and honesty?					
To what extent does the organization make you feel valued, acknowledged or respected?					
To what extent does the organization value and practice open communication?					
To what extent do you get recognition for tasks you complete or challenges you achieve?					
To what extent does the organization have a reward system to reward exceptional performance?					
To what extent does the organization offer a stimulating environment by encouraging teamwork?					
To what extent does the organization provide induction for new employees?					
To what extent is the job design revised to promote changes in the industry?					

Section D: Effect of Motivation on Employee Performance

6. Using the following key (1= Strongly Disagree 2= Disagree 3=Neutral 4=Agree 5=Strongly Agree) to complete the degree to which you agree to the statements provided

Effect of Motivation on Employee Performance	1	2	3	4	5
Non-monetary rewards such as recognition, promotion, work-life balance and a feeling of satisfaction push me to perform better					
I derive my satisfaction from the impact it has on my life rather than on the monetary value it adds					
I am satisfied with my job as I believe it provides me with the freedom and autonomy I require and that pushes me to perform better					
I understand the organization goals and I am motivated to work towards achieving them					
Job rotation and enlargement allows me to feel a level of job satisfaction that pushes me to work harder					
Job security provides me with motivation to better myself by achieving set goals					
A reward system motivates me towards taking up new challenges and performing exceptionally					
Bosses who give feedback and encourage open communication motivate me to perform better					
Understanding my job description and having all the resources required to excel in it motivates me to work more efficiently					
Having a good work-life balance with flexible working hours increases my performance					
The organization has a clear system for promotions that is transparent and fair					