Motivation as A Catalyst for Employee Performance
Case of Civil Aviation Authority in Kenya

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Abstract
Employees are the heartbeat of organizations. For organizations to operate smoothly and without any interruption, employee cooperation is the only major ingredient. It is of utmost importance that the employees of an organization not only have a good relationship with the top management, but also, maintain a healthy and professional relationship with their co-workers. This study was a self-sponsored academic research that sought to evaluate whether motivation stimulates the performance of employee. The researcher focused on rewards management, training & development, employee resourcing and employee relations as the factors of motivation igniting employee performance. The researcher dived in to this research because in this modern competitive 21st Century, business organizations are faced with ever-growing challenges regarding commitment, engagement, belief, recruitment and retention of their employees. Indeed, multiple studies in different countries and across industries show that employees who are passionate about their jobs and the organizations in which they work are in the minority. Descriptive research design was adopted for this research. The researcher further used the two main methods of investigating and collecting data i.e. quantitative and qualitative. The target population of this study composed of all employees at the Kenya Civil Aviation Authority Headquarters in Nairobi City County of Kenya. Probabilistic sampling was used to determine the sample size. This study further adopted simple random sampling because the method is free of sampling error or classification error and it requires minimum advance knowledge of the population. Data in this study was collected from the two main sources namely; primary and secondary. Secondary data or desk research is the data from the internationally recognized news press, reports and periodicals. Primary sources were the major data sources. A questionnaire consisting of a number of questions was developed in a definite order on a form or set of forms. Further interviews were also conducted as source of primary data. For data organization the raw data collected was keyed into a spreadsheet and then copied in to Minitab. Analysis was done by use of statistical techniques; coefficient of correlation (r) or simple correlation method which is the most widely used for measuring the degree of relationship between two variables qualitatively. Spreadsheets and Minitab 8 were used to facilitate analysis as they have in-built formulas.
Keywords: Promotion, Reward Management, Employee Relation.

Introduction

Motivation has been a major managerial issue for decades. Since the second world war many researchers have explored the area – Abraham Maslow (1943), Frederick Herzberg (1959), Douglas McGregor (1960) and Clayton Alderfer (1969) to name but a few. Much of what they found remains applicable and important today. However, there have been changes in both individual and organizational working practices, processes and principles that have an effect upon the needs and views of the 21st Century employee. These include the focus on work-life balance, virtual working, home workers and the increased focus on formal performance management processes.

Motivational theories help us to consider the different investments which can be made in people or the labour resource. Investment in workers through motivational measures are made today with the hope of future benefits for an organization. In a world characterized by competition, customer focus and the need for speed and flexibility, in order to get the results, you want, you still have to depend on your people to carry the day. This therefore makes it a necessity to employ talented individuals, who need to be developed, motivated, rewarded and provided with the organizational cultures and work processes that will make them to be successful (Storey, 2010).

Currently economic recession waves experienced globally and locally have led to organizations refocusing on employee motivation as they struggle to survive the recessional drifts since their success depends on hard work and dedication from their workforce. Organizations are thus focusing on developing processes, programs and solutions including a stellar human resource team. The survey further asserts that for best employees to stick around for a while organization should focus on employee engagement and happiness so as to cultivate satisfied and motivated employees hence building a strong and experienced work team (AoN, 2016).

With at least three generations of employees co-existing in most workplaces, managing differing and often conflicting needs is a major organizational challenge. In the 2014 HR Reflections survey ORC International found that 74% of HR professionals believe Millennials are different to the generations that precede them and 62% report difficulty in retaining them. Understanding the views different generations have of the employee

experience and what motivates each group is a first step to making that challenge a little easier. This trend prevails across perceptions of leadership, innovation, learning and development, pay, health and wellbeing policies and performance management. Millennial employees however hold a lower perception of job related issues than their older colleagues, particularly around clarity of what they are expected to achieve in their job and how their work contributes to the success of their organization (ORC International, 2016).

Problem Statement

In this modern competitive 21st Century, business organizations are facing ever-growing challenges regarding commitment, engagement, recruitment and retention of their employees. Multiple studies in different countries and across industries show that employees who are passionate about their jobs and the organizations in which they work are in the minority. (DDI, 2017) own research reveals that only 19 percent of employees are highly engaged within their organization. The number of employer's experiencing retention difficulties has climbed from 69% in last year's (2016) survey to 78% in this year's (2017) survey. Private sector firms claim to be struggling more to hold on to employees than any of the other sectors (83%) in the economy globally these is mostly attributed to lack of motivated workforce.

With workplaces evolving in line with advances in technology and in response to the competing needs of different generations, engagement as a concept has had to evolve too. It is no longer always sufficient to have a workforce that just says, stays and strives. Firms need to take into account the sustainability of that workforce; ensure our workplaces are representative of the wider marketplace profile and that these diverse views, experiences and skills are respected and considered; and we need to have confidence employees are motivated and empowered to think creatively and constantly look for new and better ways of working. With these needs comes an enhanced model of engagement that incorporates sustainability, creativity and inclusivity (Humanity, 2016)

Motivation is about giving your staff the right mixture of guidance, direction, and resources and rewards so that they are inspired and keen to work in the way that you want them to**.** So, a large portion behind these difficulties can easily be solved by imparting proper motivation. In the fierce era of competition, organizations nowadays are emphasizing on the development and management of their human resources. A manager capable of managing and developing his employee effectively is a successful one. Motivational tools and strategies are the most effective in this context (Holti, 2014). Organization in the current economic dispensation are facing the challenges of employee retention, high cost of recruitment, training, rising competition, amendments of Laws & regulation and high rate of technological growth. Lack of closely monitored appraisal of employee make them feel de-motivated and overworked (ORC International, 2016).

The object and purpose for which the Authority was established is to plan, develop, manage, regulate and operate a safe, economical, and efficient civil aviation system in Kenya in accordance with the provisions of the Civil Aviation Act. With this delicate mandate satisfied and motivated employees would be critical to help build a strong experienced team. The researcher conducted the research at KCAA to establish whether motivation is a catalyst for employee performance. KCAA was chosen as the organization for study because its core mandate is quite delicate and a lapse of employee performance could cause calamities in both short and long-term for the economic wellness of the country. The Authority has experienced staff turnover, longevity in promotion of experienced employees due for promotions or working in acting capacity and lack of employee clear future employee growth policy. The following recruitments against staff turnover were realized within the period 2012/13-2016/17 within the same period, number of staff recruited (304), staff turnover (149) and staff promoted during the period (281) (KCAA, 2016).

Conceptual Framework
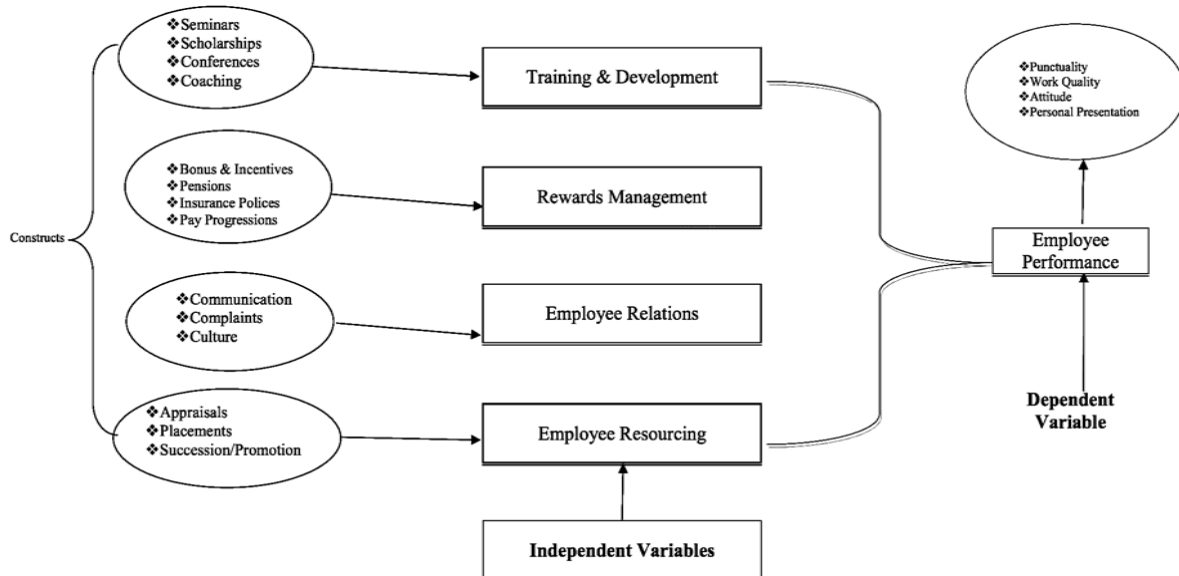
Research Methodology

Descriptive research design was adopted. According to (Cooper & Schindler, 2008), a descriptive study is concerned with finding out the what, where and how of a phenomenon. (Saunders, Lewis & Thornhill, 2012) further assert that descriptive research is used principally to gain a deeper understanding of something. The descriptive research collects data in order to answer questions concerning the current status of the subject under study (Mugenda &Mugenda, 2009). Studies on motivation had stagnated since the 1970's and this thus justifies the use of this research design so as to explore and explain the phenomena while providing additional information. The target population of this study composed of all employees at the Kenya Civil Aviation Authority Headquarters in Nairobi City County of Kenya.

This study adopted simple random sampling because the method is free of sampling error or classification error and it requires minimum advance knowledge of the population. For these reasons, simple random sampling best suits situations where not much information is available about the population and data collection can be efficiently conducted on randomly distributed items, or where the cost of sampling is small. Further Stratified sampling was used because the population of interest is heterogeneous. There should be an adequate proportion as a representative sample of at least be 10% of the total target population for adequate results to be achieved (Mugenda & Mugenda, 2009).

Sample Size

Scales/Grades	Category	Population	Sample Size	Percentage %
1,2,3	Directors & Deputies	6	2	33%
4,5	Managers	24	9	37.50%
6,7,8	Chiefs, Senior & Officer 1	70	25	35.70%
9	Officer II	100	35	35%
10	Officer III	150	45	30%
11,12,13,14	Clerical & Support Staff	350	125	35.70%
		700	**241**	**34.40%**

Data in this study was collected from the two main sources namely; primary and secondary. The primary data was obtained through self-administered questionnaires which were both structured and unstructured. The questionnaires were constructed to cover the key research queries of this study. The advantages of a questionnaire over other instruments include, information can be collected from large samples, no opportunity for bias since it is presented in paper form, confidentiality is upheld, and it saves on time.

According to (Pennearselvan, 2006) pilot testing refers to mini versions of a full-scale study, as well as the specific pre-testing of a particular research instrument such as a questionnaire or interview schedule. Pilot studies are a crucial element of a good study design. The pilot study was carried out for one weeks on within three departments of the Kenya Civil Aviation Authority.

Reliability is meant to measure the internal validity of the questionnaire which to examine the degree to which these instruments would measure the constraints that are under investigation (Bohrnstedt, 2003). Reliability testing helps design a research protocol, assess whether the research protocol is realistic and workable

and establish whether the sampling design and techniques are effective.

Validity is defined as the articulation of correct inferences, which are based on the research results. It is the degree to which results obtained from the analysis of the data actually represent the variables of the study. To ensure validity, the researcher will share the details and structure of the research instruments with the supervisor for further analysis and guidance.

Data was keyed into spreadsheets and then copied in to Minitab for organization. After data organization, analysis was done by using statistical techniques; coefficient of correlation (r) method which is the most widely used for measuring the degree of relationship between two variables qualitatively. Spreadsheets and Minitab 8 were used to facilitate analysis as they have in-built formulas. Minitab is a comprehensive system for data analysis and can take data from any type of file and use it to generate tabulated reports, charts, compare means, correlation and many other techniques of data analysis (Microsoft, 2010).

Results and Discussions

The research had targeted to gather information from 241 respondents out of the total 700 employees of the KCAA. However, of the total 241 targeted respondents, 191 employees responded representing 79% of the total sample size. According to (Mugenda & Mugenda, 2009) this response rate was excellent since a response rate of 50% is what is deemed as adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. All questionnaires responded to were valid

Scales/Grades	Designations	Sample Size	Responsive	Non- Responsive
1,2,3	Directors & Deputies	2	1	1
4,5	Managers	9	5	4
6,7,8	Chiefs, Senior & Officer 1	25	19	6
9	Officer II	35	25	10
10	Officer III	45	36	9
11,12,13,14	Clerical & Support Staff	125	105	20
		241	**191**	**50**
			79%	**21%**

When respondents were asked which benefit would make them feel adequately motivated so as to perform their responses were as shown on above table where 62% of the respondents felt that they needed both the monetary and non-monetary rewards for them to be adequately motivated, 25% of the respondents required non-monetary rewards while 14 % required monetary rewards only. This implies that management of the authority should consider a combined adjustment of both the monetary and non-monetary incentives to attract and retain new and existing employees and get better performance.

Age Group (Years)	Monetary	Non- Monetary	Both Rewards
18-30	4	25	31
31-50	9	15	70
50 & Above	13	5	19
	26	**45**	**120**

It was observed that out of the 14% of respondents who choose monetary rewards 50 % of them are between the age of 51 years and above which can be attributed to the fact that employees at this category known as baby boomers (born 1958-1967) have vast experience and at the edge of employment hence required more monetary rewarding for motivation. Generation X (born 1968-1977) falling under the age groups of 31-50 in this study can be observed to have a preference of both monetary and non-monetary rewards, this is because it's the generation that is seeking to succeed the baby boomers as they exit and so require both the learning and pay. Generation Y (born 1978-1999) falling under age group of 18-30 years in this study can be observed to prefer more of non –monetary rewards such as training and coaching as they are mostly in the entry positions and lack expertise and experience.

When the respondents were asked to range how bonuses and incentives offered by KCAA help keep them motivated them to perform it was noted that 14% felt that the bonuses and incentives had minimal effect to help keep them motivated, 51% of the respondents felt that bonuses had an average effect while 35 % had a feeling that the bonuses had strong effect on them.

Summary and Conclusions

This study sought to examine whether motivation was a catalyst for employee performance. It focus study organization was the civil aviation authority of Kenya. This was achieved via answering the specific objectives; to examine if reward management influence employee performance, to assess if training and development is an enhancer of employee performance, to explore the extent to which employee relations stimulate employee

performance and to examine if employee resourcing is a catalyst for employee performance. The data analysis multiple regression analysis guided by the research questions that were in reference to study objectives. From the study it emerged majorly that 63% respondents were male, 58% were of ages between 31-50Years, had served the company for six to ten years 32%. It was further noted that majority of respondents 41% had a college diploma /certificate. The minority of the respondents were female at 37%.

The aim of this research was to examine whether motivation indeed is a catalyst for employee performance. The results proved that some organizational variables e.g. good reward management are more statistically significant with the performance of the employees. The researcher further notes that motivation at workplace played significant role in predicting the variance of employee performance. In a nutshell well motivated employees showed higher levels performance at the Authority. In a distinguishing way, if employees are comfortable about their rewards at work, relation with co-workers and management, succession planning, promotion and placement chances they are likely to have achieved their needs, or feel that their needs are met. They also develop the right drives that make them remain committed worker for the organization. This positivity on work motivation is likely to arouse, energize, direct, and sustain behavior and better performance which is positively reflect-able on employees' work results and outcomes.

Recommendations

Based on the findings of this study the researcher can suggest some recommendations for both practitioners and researchers. Managers in the Kenyan firms need to find ways to motivate and retain employees and increase their performance. Otherwise, they will discover they are losing their talented and creative workers to other organizations who are more prepared and willing to meet their needs and demands.

The psychological contract/undeclared expectations of both parties' employees and organization need to be explored through surveys and interview. Moreover, organizations must understand that employees' work outcomes are influenced by their levels of motivation and satisfaction. And that motivated and satisfied employee's are the right people that they need to get the things done right and efficiently. Opening dialogue is very essential to bridge gaps in expectations through developing and conducting satisfaction and motivation surveys routinely

Future research may be carried out to examine the role of perceived work motivation in mediating the link between workforce satisfaction and performance. Unlike previous studies, the current study suggests that satisfied employees are likely to be more motivated to produce. Further research is needed also needed to explore the role of work force/employee satisfaction in predicting work motivation in order to reach more general understanding across cultures about the links between motivation and performance.

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