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**AN ASSESSMENT OF MOTIVATIONAL FACTORS INFLUENCING EMPLOYEE
PERFORMANCE IN DEVOLVED GOVERNMENTS IN KENYA: A CASE OF WAJIR
COUNTY**

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A hand is pointing at the word "Strategy" which is displayed on a glowing, circular screen. The background is dark blue with abstract, glowing lines and a large, curved red and white border. The word "Strategy" is written in a large, bold, black font.

Strategy

AN ASSESSMENT OF MOTIVATIONAL FACTORS INFLUENCING EMPLOYEE PERFORMANCE IN DEVOLVED GOVERNMENTS IN KENYA: A CASE OF WAJIR COUNTY

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Abstract

Purpose: The main purpose of this study was to examine the motivational factors influencing employee's performance in Wajir County, Kenya.

Methodology: The study employed descriptive survey design and the target population of the study was 153 senior, middle and lower level managers at Wajir county Government. The stratified random sampling method was used in selecting the respondents in all the thirteen departments. The sample size was 111. The study used questionnaires to collect the required data. Descriptive statistics was used mainly to summarize the data. SPSS was used for analysing complex data. Data presentation was through the use of pie charts, bar charts, graphs and frequency tables. Regression and Correlation analysis was used to establish the relationship between the independent and dependent variables.

Results: The study found out that staff motivation at Wajir County was at moderate level and among the strategies that the county had on staff motivation included: promotions training and performance appraisal; allowances (overtime allowances); advisory services and certificate of performance and special recognition during meetings. the study established that training and development improved employees' skills and knowledge hence more production; it created job satisfaction and the county would be able to retain the qualified employees it employed and it improved performance thus achievement of targets.

Policy recommendation: The study recommended that the County Government of Wajir should create and execute clear workers training and advancement programs that are worker headed to permit staff procure the essential aptitudes and map out their vocation improvement plan which thus positively affects worker performance. The County ought to likewise guarantee that worker inspiration is natured in an association by making a favorable workplace, arrangement of clear sets of responsibilities, and additionally guaranteeing convenient input is given to representatives on issues addressing work Performance.

Keywords: *Remuneration, Training, Motivational factors, leadership skills, and employee performance*

1.0 INTRODUCTION

1.1 Background to the Study

The accomplishment of the Public Service in conveying its operational and formative objectives depends basically on the viability and productivity with which public staff completes their obligations. Overseeing performance is in this way a key human asset administration apparatus to guarantee that: workers realize what is anticipated from them; administrators know whether representative's performance is delivering the required targets; poor execution is distinguished and enhanced; and great execution is perceived and compensated (van der Wildt, 2004).

1.1.1 Motivational Factors

The expression "motivation" is gotten from the Latin word "movere", signifying "to move" (Tansky, 2003). Kelly (1974) says motivation has to do with the powers that keep up and modify the bearing, quality and force of conduct. Dessler (2001) characterizes motivation as the force of a man's want to participate in some movement. From the above definitions, a few issues are inferred that arrangement with what begins and stimulates human conduct, how those powers are coordinated and maintained and additionally the results they realize (execution).

In like manner, motivation, in the present setting, represents the procedure that excites, invigorates, coordinates and supports conduct and performance (Luthans, 1998). It can be viewed as a procedure of fortifying individuals to perform and accomplish a coveted undertaking. A comprehension of the elements that drive workers can help directors to set occupation assignments and prizes to fortify those elements. Subsequently, motivation can be utilized as an administration apparatus in associations (Sulaiman et al., 2014).

Enhancing inspiration of the workforce has dependably been a noteworthy area of focus for professionals and academicians. Workers with a low level of motivation are likely to focus less on their work, evade their obligations and duties, swindle their administrators and leave the association if furnished with another open door. Be that as it may, workers who are motivated are more faithful, creative and profitable, and they yield astounding outcomes for work that they promptly take part in (Bhatti, Aslam, Hassan and Sulaiman, 2016).

1.1.2 Employee Performance

Workers' performance is the job related exercises expected of staff and how well those exercises are executed. This includes all angles that specifically or in indirect way influence and identify with the work of workers (Kuria and Nzuve, 2015). Representative's execution relies upon various elements. There are workers who perform better because of their levels of natural inspiration. Different workers perform well in light of the fact that the working conditions and the advantages are great. Much of the time, it relies upon the necessities and needs of workers and the present status of business that they are getting a charge out of. These variables may influence their execution in their work spots and this very impacts maintenance of representatives in a specific employment (Adsit, London, Crom, and Jones, 1996).

As a rule, worker performance relies upon an expansive number of variables, but this study concentrates just on staff motivation, as it has been seen to impact to a great extent the organization performance (Dobre, 2013). As Kalimullah (2010) suggested, a motivated

employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. Performance must be directed towards organizational goals that are relevant to the job or role assigned to the workers (Slocum, 2007).

Performance is attained when an employee achieves organizational goals in a highly effective and efficient manner. This goal is closely aligned with achieving the overall goals of the organization (Kuria & Nzuve, 2015). Therefore, understanding the factors that influence employee performance is vital because the organization will reinforce those factors to improve performance. As such, organizational psychologists have sought to establish the relationship between motivation and job performance for at least five decades (Buchanan, 2006).

1.2 Statement of the Problem

Kenyan promulgated a new Constitution in August 2010 which ushered in a new system of governance with two levels of government that are distinct and inter-dependent. The system of devolved governance has been under implementation since the general elections of March 2013 (Transparency International-Kenya, 2014). At the core of this transformation was the concept of devolution of economic and political powers to the newly established 47 semi-autonomous counties (KPMG International., 2013). At inception, these governments inherited the employees of now defunct local authorities in addition to other staff who were initially under the national government. However, despite receiving considerable financing from the National Treasury and alleged exorbitant taxes from the local citizens, there have been claims of under-performance by the County Governments and its employees.

For Wajir County Government, the poor performance by its employees has been a major concern. The problem indicators include: absenteeism from work, lateness, corruption, theft of County government property, high rate of complaints, low quality work output and high turnover of professional staff. It is generally accepted that the County government workers are highly qualified and experienced and that they have the ability to perform. This is attested to by the curriculum vitae they possess. The major problem in the service is that employees are not motivated to work.

Therefore, employee performance in County Governments is very likely to be negated unless the current situation changes. The implications will be far reaching in that citizens will perpetually lament about poor service delivery. Also the Counties may fail to attract the most competent employees to their workforce due to unattractive terms of service. In addition, the citizens may fail to enjoy the so-called fruits of devolution in Kenya. Ultimately, poor employee performance is bound to derail not only County development, but also the national development.

Therefore, understanding the motivational factors that influence employee performance is vital because the organization will reinforce those factors to improve performance. Organizational psychologists have sought to establish the relationship between motivation and job performance for the last decades. However, of these studies have investigated the link between motivation and employee performance in the newly established County Governments in Kenya. Despite its relevance of aforementioned gap.

2.0 LITERATURE REVIEW

Workers need to procure sensible pay rates, as cash speaks to the most essential motivator, when discussing its persuasive esteem (Sara et. al., 2004). So as to utilize pay as a help, directors need to create compensation structures, as per the significance of each activity, singular execution and uncommon remittances (Dobre, 2013). Curiously, impression of pay levels, instead of without a doubt the level of pay, is the thing that issues most to workers. It is in this manner imperative that workers get a level of pay and conditions that they see to be reasonable and satisfactory for their part (Corporate Leadership Council, 2004). In spite of the fact that impression of pay and conditions isn't viewed as a critical driver of improved worker execution, poor observation has clear negative outcomes (Sanderson, Harshak and Bain, 2009).

Informal training assumes an indispensable part in training workers and keeping them from flopping, because of an absence of capacities. Consequently, chiefs ought to give representatives however much preparing as could be expected keeping in mind the end goal to build their capabilities and odds of making a fruitful showing with regards to. Preparing can be formal, i.e. at a class, or casual, i.e. at work. Casual preparing is likely the most essential preparing representative can get and it incorporates the entirety of encounters he/she experiences at work. Casual preparing relates for the most part to watching: observing how peers play out an errand, following the activities of an allotted coach, and even firmly taking a gander at the deeds of the manager. Casual preparing is likewise the consequence of each venture a worker performs, in this way it is vital to have a lesson learning process in the wake of achieving an undertaking (Re'em, 2011).

Working condition in some few books and articles is viewed as a worker's whole encompassing in the working environment (Perry and Porter, 1982). Re'em (2011) partitioned working condition into three in light of (I) physical conditions in the association, for example, the accessibility of clean restrooms; (ii) relational connections, which alludes to the air in the association, e.g. individual fellowships; and (iii) reasonableness, which manages forms in the association, i.e. how individuals are being dealt with and authoritative standards of direct are controlled.

Workers can likewise be inspired through proper administration, as initiative is tied in with completing things in the correct way (Dobre, 2013). The part of administration in association execution is exceptionally basic in the present consistently changing and dynamic association condition (Arvonen, 2002). With a specific end goal to accomplish these objectives, the pioneer should pick up the workers' trust and influence them to tail him. The pioneer should influence them to believe him and inspire them finish their assignments legitimately for the association (Baldoni, 2005). The pioneers and the workers help each other to accomplish abnormal amounts of profound quality and inspiration (Dobre, 2013).

3.0 METHODOLOGY

The study employed descriptive survey design and the target population of the study was 153 senior, middle and lower level managers at Wajir county Government. The stratified random sampling method was used in selecting the respondents in all the thirteen departments. The

sample size was 111. The study used questionnaires to collect the required data. Descriptive statistics was used mainly to summarize the data. SPSS was used for analysing complex data. Data presentation was through the use of pie charts, bar charts, graphs and frequency tables. Regression and Correlation analysis was used to establish the relationship between the independent and dependent variables.

4.0 RESEARCH FINDINGS AND DISCUSSION

4.1 Demographic characteristics

The feedback regarding the demographic characteristics of the respondents was organized into four categories based on Section A of the questionnaire: (i) Gender; (ii) Age; (iii) Level of Education and (iv) Job Designation. This is revealed in table 1.

Table 1: Characteristics of the informants

Variable	Category	Frequency	Percentage
Gender	Male	53	73.6
	Female	19	26.4
	Total	72	100.0
Age	18 – 25	3	4.1
	26 – 35	19	26.4
	36 – 45	11	15.3
	46 – 55	24	33.3
	Above 55	15	20.8
	Total	72	100.0
Level of Education	Doctorate	2	2.8
	Masters	39	54.2
	Degree	31	43.0
	Diploma	0	0
	Total	72	100.0
Job Designation	Junior Manager	55	76.4
	Mid-Level Manager	12	16.7
	Senior Manager	5	6.9
	Total	72	Total

4.1.1 Gender of the Respondents

As observed from Table 1, the findings indicate that fifty-three respondents (73.6 %) were male, as opposed to only nineteen females (26.4%). This disparity presupposes that most of the senior positions in the County government are held by men, thereby implying that there is gender imbalance between ratio of male and female employees. .

4.1.2 Age of Respondents

With regards to the age of the respondents, the findings of study reveal that the majority of managers 24 (33.3 %) were between 46–45 years of age, followed by 19 managers (26.4 %) who were aged 26 – 35 years. Only 3 managers (4.1 %) were between aged between 18–25 years. This depicts that most of the respondents were relatively older and arguably experienced.

4.1.3 Highest Level of Education

The study also assessed the highest level of the academic qualification that the respondents held. The results in table 1 revealed that 39 respondents, or slightly more than half (54.2%), had a Master's degree, followed by 31 respondents (43.0 %) who held an undergraduate degree. In contrast, only 2 respondents (2.8 %) held a doctorate as their highest level of education. This delineates the vast majority of the staff working at Wajir County Government are probably qualified and henceforth are fit for carrying out their obligations by ensuring efficient delivery of service.

4.1.4 Job Designation

The final demographic question regarded the job designation of the respondents. In this case researcher has three categories: junior manager, mid-level manager and/or senior manager. Based on the results shown in table 1, 55 or three-quarters of the respondents (76.4 %) were junior managers. The second largest group was the mid-level manager with 12 (44.4 %) respondents, while 5 respondents (6.9 %) held senior manager positions. This depicts that most of the staff working at Wajir County Government are presumably experienced.

4.2 Descriptive Statistics

4.2.1 Employees Motivation Factors

4.2.1.1 Importance of staff motivation in the County

The study sought to find out the importance of staff motivation in the County. From the findings of the study, most (42.1%) of the respondent indicated that staff motivation in the County was at moderate level, 36.9% indicated that it was very high while 11% indicated that staff motivation in the County was low and high respectively. This implies that staff motivation at Wajir County was at moderate level.

4.2.1.2 Staff Motivation Strategies

The study sought to establish whether Wajir County had put any staff motivation strategies in place. From the findings of the study, majority (58%) of the respondents indicated that the County lacked staff motivation strategies while 42% were of the opinion that the County had staff motivation strategies. Among the strategies that the county had on staff motivation included: Promotions training and performance appraisal; allowances (overtime allowances); advisory services and certificate of performance and special recognition during meetings. The findings are illustrated by figure 1 below.

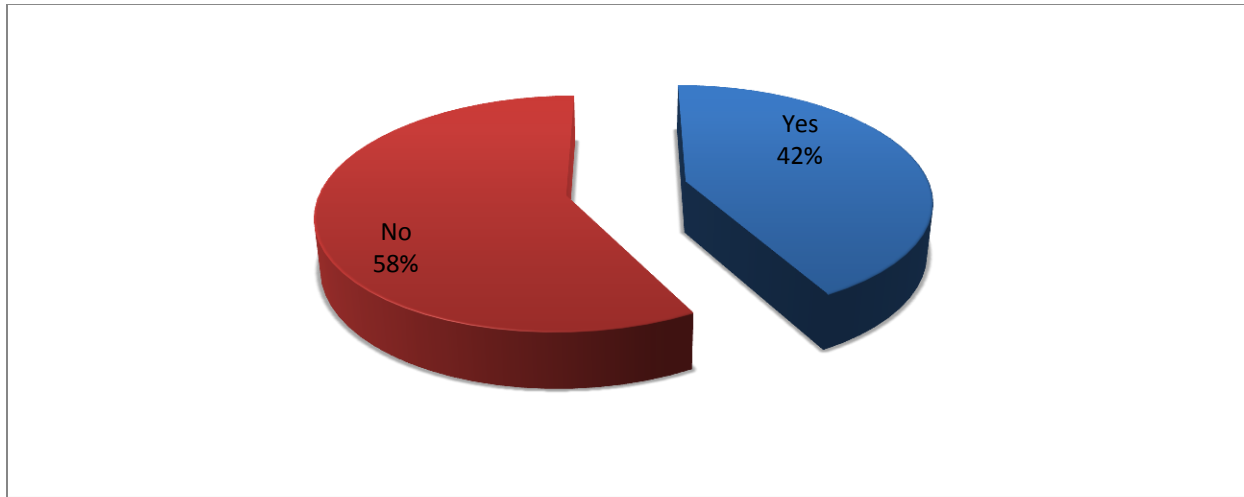


Figure 1 Staff Motivation Strategies

4.2.1.3 Factors affecting employee’s motivation

The study asked the respondents to rate their level of agreement on several aspects relating to employee motivation. From the study findings in the table 2, majority of the respondents indicated that delegation of duties; personal interest; drive to achieve targets; duties assigned and desire fulfillment were the factors that affected employee motivation at Wajir County to a very high extent as indicated by the mean scores of 4.71, 4.66, 4.47, 4.29 and 4.11 respectively.

Table 2 Factors affecting employee’s motivation

	Mean	STD. v
Personal interest	4.66	0.542
Desire fulfillment	4.11	0.057
Achievement	3.48	0.626
Responsibility	3.89	1.015
Delegation of duties	4.71	0.182
Duties assigned	4.29	0.017
Drive to achieve targets	4.47	0.506

On the other hand, most of the respondents indicated that Responsibility and Achievement were the factors that affected employee motivation at Wajir County to a very high extent as indicated by the mean scores of 3.89 and 3.48 respectively. This illustrates that delegation of duties; personal interest; drive to achieve targets; duties assigned and desire fulfillment were the factors that affected employee motivation at Wajir County.

4.2.2 Training

4.2.2.1 Importance of Staff Training

From the study findings, training and development improved employees' skills and knowledge hence more production; it created job satisfaction and the county would be able to retain the qualified employees it employed and it improved performance thus achievement of targets. Training and development also boosted employee career growth; it helped employees to realize their goals by giving them the skills & knowledge they need not only to carry out their tasks but also to learn new aspects on achieving their goals. Further, training and development created self confidence among the employees and it allowed the employees to acquire technical skills to expand their efficiency.

4.2.2.2 Roles of training in motivating employee performance

From the study findings in the table below, majority of the respondents strongly agreed that the training prepared workers towards higher positions and offers skills to performs duties well; training can increase staff involvement in the County; training enabled peers to help each other in their progress towards a common goals; training enhanced career development and training facilitated a change in performance as shown by the mean scores of 4.63, 4.51, 4.47 4.21 and 4.13 respectively. On the other hand, most of the respondents moderately agreed that training was part of a performance appraisal scheme (3.76)

Table 3 Role of training in staff motivation

	Mean	STDev
Training can increase staff performance in the County,	4.51	0.482
Training facilitate change in staff performance	4.13	0.621
Training is part of a performance appraisal scheme	3.76	0.542
Training enhances employee career development	4.21	0.078
Training Needs Analysis help to respond to skills gaps of our staff	2.90	1.901
Training enable peers to help each other in their progress towards common departmental and organizational goals.	4.47	0.506
Training prepare workers towards higher positions and offers skills to performs duties well	4.63	0.506

4.2.3 Remuneration

4.2.3.1 Reward systems employed by the County to enhance staff performance

The study also sought to find out the reward systems strategies that were employed by the County Government of Wajir to enhance employee performance. From the study findings,

exchange tours & trips and developing responsibility at work were the reward systems strategies employed by the County Government of Wajir to enhance staff performance.

4.2.3.2 Statement on reward

The study further asked the respondents to rate the extent to which they agreed with the following statements on reward. From the findings of the study, most (47%) of the respondents agreed with the statement that the only dependable way to keep people focused on performance objectives and achieving them throughout the organization was to reward individuals who achieved targets and deny rewards to those who do not. 21% of the respondents agreed with this statement while 16% strongly disagreed and strongly agreed respectively.

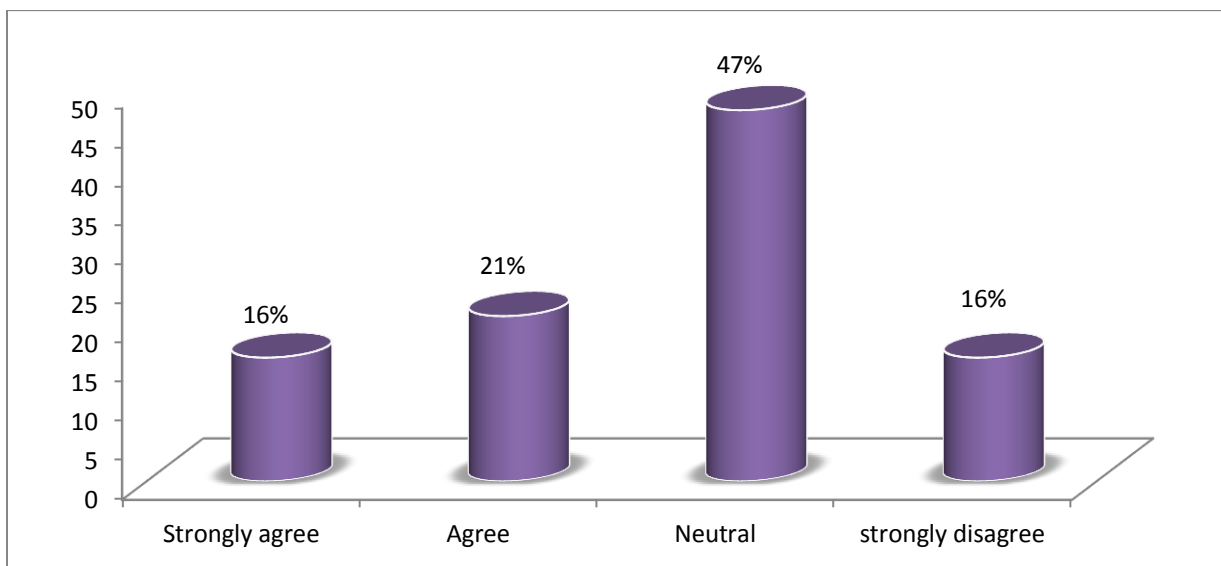


Figure 2: Responses on reward

4.2.3.4 Agreement with statement on reward

The study asked the respondents to rate the extent to which they agreed with the following statements on the role of reward vis-a-vis staff performance. The responses were rated on a five point Likert scale where: 1- strongly disagree, 2- disagree, 3- moderately agree, 4- agree and 5- strongly agree. The mean and standard deviations were generated from SPSS and are as illustrated in table below.

From the study findings in the table below, majority of the respondents strongly agreed that acknowledging achievement encouraged further endeavors; the incentive plan extend to all managers and workers and that the performance pay off must be a major, not minor, piece of the total compensation package; as shown by the mean scores of 4.57, 4.47 and 4.21 respectively.

Table 4. Response to statement on reward

	Mean	Std. Dev.
Acknowledging achievement encourages further performance	4.57	0.500
The performance pay off must be a major, not minor, piece of the total compensation package;	4.21	0.413
The incentive plan extend to all managers and workers	4.47	0.506

4.2.3.5 Monetary Related Benefits

The study further sought to find out how monetary related benefits affected staff performance at Wajir County Government. From the study findings, most (37%) of the respondents agreed that monetary related benefits affected staff performance to a high and very high extent respectively while 21% and 5% indicated that monetary related benefits affected staff performance to a moderate and negligible extents respectively. This implies that the monetary related benefits affect staff performance at Wajir County Government to very high extent. This way attributed to the fact that monetary related benefits enhanced staff performance and fostered team spirit; employees looked forward to working everyday as they were well compensated; it gave them value for their work and monetary related benefits increase the employee’s performance. The findings are stipulated in the figure below.

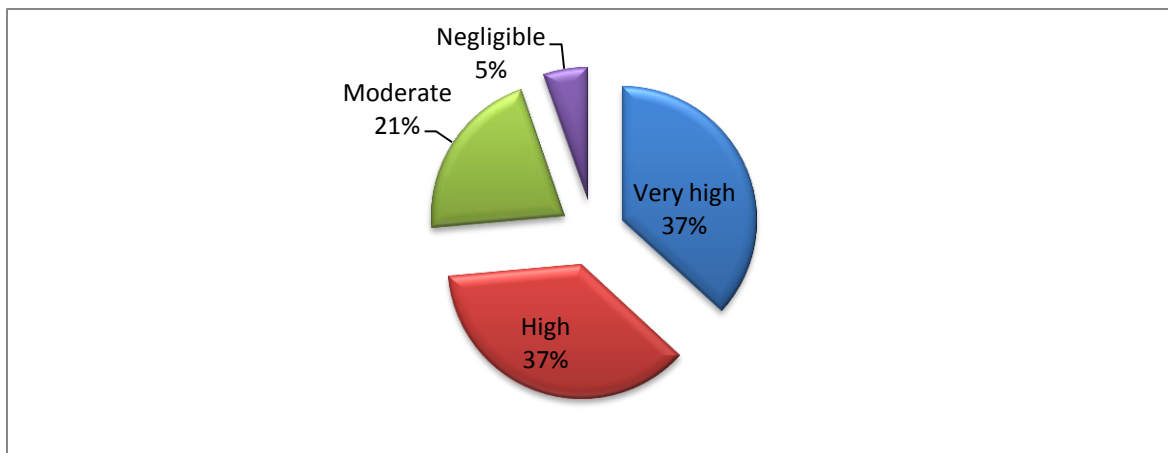


Figure 3 Monetary-Related Benefits

4.2.3.5 Non-monetary benefits

The study further sought to find out how non-monetary related benefits affected staff performance at Wajir County Government. From the study findings, about a third (37%) of the respondents agreed that they affected staff performance to a moderate extent, 26% to high and very high extent while 11% indicated it affected staff performance to a low extent. This implies that the non-monetary related benefits affect performance to moderate extent.

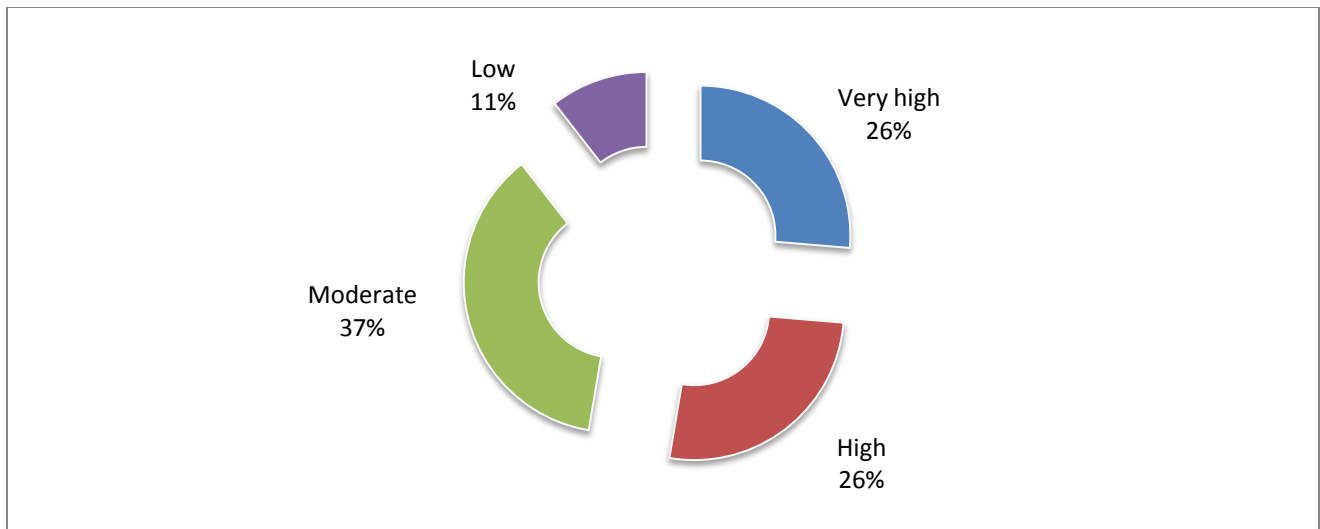


Figure 4 Non-Monetary Benefits

4.2.4 Working Conditions

4.2.4.1 Working condition and employee’s motivation

The study further sought to find out how the quality of working conditions affected staff performance at Wajir County Government. From the study findings, majority of the respondents indicated that a conducive working environment motivated them to perform well, encouraged effectiveness & good employee’s health. On the other hand, they reported that a poor working environment demoralized the employee; reduced output and affected the achievement of organisational goals.

4.2.4.2 Aspects of the working conditions at the County

The study sought to find out how the following aspects of the working condition at the County. From the study findings in the table below, majority of the respondents agreed to a very great extent that relations between peers; team work spirit; number of hours worked and group training and briefing sessions and effective staff meetings that allowed opportunities for discussion and interaction as shown by the mean scores of 4.29, 4.27, 4.11, 4.10 and 4.00 respectively. On the other hand most of the respondents were moderately agreed that attitude towards work, social outings and celebrations, teamwork and shared lunches and breaks were aspects of the working condition to a moderate extent as indicated by the mean scores of 3.89, 3.88, 3.76 and 3.48 respectively.

Table 5: Aspect of working condition at the County

	Mean	StdDev
Relations between peers	4.29	0.469
Effective staff meetings that allow discussion and interaction.	4.00	0.500
Teamwork	3.88	1.576
Group training and briefing sessions	4.10	1.224
shared lunches and breaks where possible,	3.76	1.521
Creation of social spaces	4.27	0.834
Social outings and celebrations	3.88	1.576
Number of hours worked	4.10	1.224
Team work spirit	4.11	0.057
Clearly set and communicated deadlines	3.48	0.626
Attitude towards work	3.89	1.015

Source: Research data (2015)

4.2.5 Leadership skills

4.2.5.1 Importance of Supervisory skills of managers/supervisors

The study sought to find out how the supervisory skills of managers/supervisors affected employee performance at Wajir County. From the study findings, majority (54%) of the respondents indicated that supervisory skills of managers/supervisors affected employee performance at Wajir County positively while 46% indicated that it affected employee performance at the County negatively. The respondents further indicated that it affected them depending on the skills and knowledge of the supervisor; most of the supervisors of the county were not interactive that means they don't get involved in their staff issues and this demotivated or encouraged laziness at work. Further, good leadership skills build good team where employees worked well with others therefore improving the performance of the county hence efficient service delivery. The responses are stipulated in the figure below.

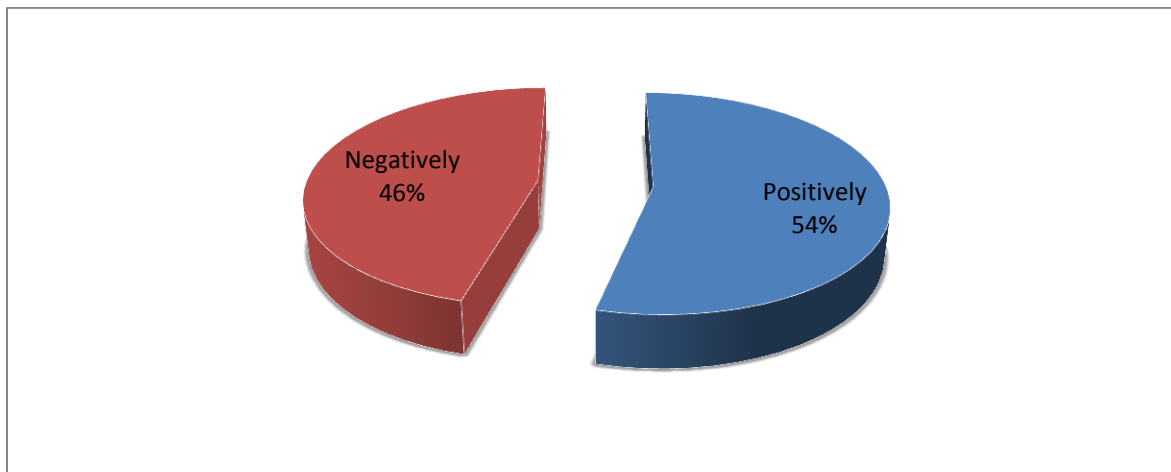


Figure 5: Supervisory skills of managers/supervisors

4.2.5.2 Statements on Supervisory skills of managers/supervisors

The study asked the respondents to rate the extent to which they agreed with several statements regarding the leadership skills of managers/supervisors. From the study findings in the table below, majority of the respondents strongly agreed that the good behaviour of managers was a key determinant in motivating employee performance. Many also agreed that managers should develop rapport with their subordinates and where necessary, help individual workers to develop their skills and knowledge by improving their performance through coaching. The findings also showed that to a large extent, the managers/supervisors should not completely eliminate tension, pressure for performance and anxiety from the implementation and that motivation could be improved by managers/supervisors implementing strategies which promoted mutual trust enabling employees to hear, understand and respond to the strategic vision as indicated by the mean scores of 4.4, 4.3 and 4.2 respectively.

Table 6 Supervisory skills of managers/supervisors

	Mean	Std. Dev
County managers lead by example and embrace change	4.4	1.29
County managers are encouraged to maintain a balance between doing and managing, and aligning activities to the county’s strategy	4.3	1.16
Managers are expected to coach, know individual team players and help them develop their skills and knowledge	4.0	1.11
The managers/supervisors should not completely eliminate tension, pressure for performance and anxiety from the implementation	4.2	1.23
Motivation can be improved by managers/supervisors implementing strategies which promote mutual trust enabling employees to hear, understand and respond to the strategic vision	4.2	1.12

Source: Research data (2015)

4.2.6 Employee Performance

4.2.6.1 Level of Staff Performance

From the study findings study, majority of the respondents (57 %) strongly agreed that the level of staff performance was high, followed by 20% who felt that it was moderate. On the other hand, about 18% of the respondents agreed that staff performance was at a low level.

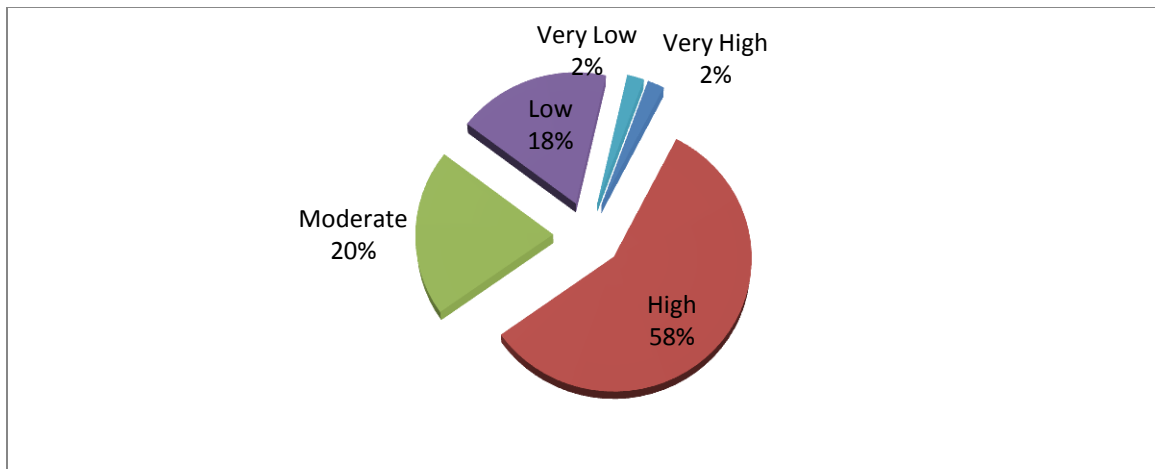


Figure 6 Level of Staff Performance

4.2.6.2 Responses on Employee Performance at the County

The study also sought to establish various sentiments regarding staff performance at the County. Majority of the respondents indicated that the performance measurement with reward system in place motivated employees; the county lacked performance measurement and this could have led to less tangible outcomes; performance measurement challenged the employees to improve themselves & through this they would need feedback & appreciation from bosses. On the other hand, most of the respondents indicated that performance measurement enhanced efficiency & effectiveness and it fostered production by allowing the employees to reach their targets. It also affected employee commitment and dedication to the work situation.

Table 7: Responses on Employee Performance

Questionnaire Items	Mean	Std. Dev.
Performance Monitoring and evaluation is conducted regularly	3.21	1.121
There are clear performance terms for all staff	2.57	0.937
Evaluation reviews are well communicated to all employees.	2.78	1.12
Methods of evaluation on performance contracting are well understood	2.71	1.266
Evaluation system in performance contracting is fair to all	4.50	1.091

4.3 Inferential Statistics

4.3.1 Regression Analysis

Table 8 shows the output measures regarding the “goodness of fit”, i.e. how well the model fits the data. The table presents the coefficient of determination (R Square) which is used to test the goodness-of-fit of the model. The coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.913	0.834	0.751	0.4538

If the R-Square value is 1, then there is a perfect fit, whereas R-Square value 0 indicates that there is no relationship between IV & DV. According to Table 4.6, the R-Square value = 0.834. This therefore means that the four motivation variables (Remuneration, Training, Working condition and Leadership skills) explain 83.4% of the variation in employees' performance.

4.3.2 ANOVA Results

Table 9 reveals the SPSS output for the analysis of variance (ANOVA). The ANOVA table tells us whether or not the model can predict Y using X. It contains the output for determining the significance of the model.

Table 9 ANOVA (Analysis of Variance)

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2105.304	3	701.768	310.51	.002 ^a
	Residual	153.696	68	2.260		
	Total	2259.000	71			

a. Predictors: (Constant), (Remuneration, Training, Working condition and Leadership skills)

b. Dependent Variable: employee's performance in Wajir County

Analysis of Variance (ANOVA) consists of calculations that provide information about levels of variability within a regression model and form a basis for tests of significance. The "F" column provides a statistic for testing the hypothesis that all $\beta \neq 0$ against the null hypothesis that $\beta = 0$ (Weisberg, 2005). From the findings the significance value is .002 which is less than 0.05 thus the model is statistically significant in predicting how Remuneration, Training, Working condition and Leadership skills affect employee's performance in Wajir County. The F critical at 5% level of significance was 3.23. Since F calculated is greater than the F critical (value = 2.21), this shows that the overall model was significant.

4.3.3 Test of Hypotheses

After establishing that the model fits (is useful), the researcher conducted multiple regression analysis so as to determine the relationship between the four motivation variables and employee's performance. Table 10 shows the regression coefficients and the output data.

Table 10 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.308	1.342		0.974	0.357
Remuneration	0.558	0.310	0.172	0.18	.0276
Training	0.731	0.156	0.210	0.469	.0285
Working condition	0.785	0.322	0.097	0.243	.0202
Leadership skills	0.620	0.285	0.148	0.218	.0249

5.0 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The study found out that staff motivation at Wajir County was at moderate level and among the strategies that the county had on staff motivation included: promotions training and performance appraisal; allowances (overtime allowances); advisory services and certificate of performance and special recognition during meetings.

On remuneration, exchange tours & trips and developing responsibility at work were the reward systems strategies employed by the County Government of Wajir to motivate its employees.

On training, the study established that training and development improved employees' skills and knowledge leading to better performance; it created job satisfaction and the county would be able to retain the qualified employees it employed and it improved performance thus achievement of targets.

On working conditions, the study found out that conducive environment motivated them to perform well while a poor working condition demoralized the employee; encouraged efficiency & good employee's health; good working conditions reduced output and affected the achievement of goals.

On leadership skills, the study found out those supervisory skills of managers/supervisors affected employee motivation at Wajir County positively and that performance measurement was seen as a primary means of inducing consistency of decision making and action and also as a means of motivating employees; performance measurement helped staff focus on the issues of importance to the County as a whole, increasing their commitment and motivation.

5.2 Conclusion

From the study it can be concluded that there are several motivational factors that influence employees' performance in the County such as training, remuneration, Work Environment and leadership skills and when managed and implemented well, they would result in highly motivated employees and lead to high performance by way of effectiveness and efficiency in the services provided by the employees.

The study also concluded that employees' motivation factors in Wajir County such as the leadership skills, remuneration, working condition and training are well practiced in the County. Since majority of the respondents strongly agreed to the motivational factors influencing employee's performance, it was clear indication that they are very critical in their overall performance of employees at the county.

The findings proved that the four independent variables assessed in the study showed significant level of association with employee performance in the county. These variables therefore need to be looked at keenly in any organization that has a desire to improve on performance.

The study concludes that there are several main factors realized to have influence in the performance of employees at Wajir County. First, most of the respondents are quite satisfied with the working conditions. Majority of the respondents concurred that the County did not offer promotions on experience. Some of the employees also noted that they were not satisfied with the rewarding process and procedures by the County Government. They argued that special recognition in the County was not given special attention, this demotivated employees in working extra harder to boost performance. Training has its importance at County. Although the majority of respondents expressed satisfaction with the training, a few of the respondents indicated that staff training did not translate to improved performance. There are all indications that majority of the employees were satisfied to work in the County.

5.3 Recommendations of the Study

The Research prescribes that the County Government of Wajir should create and execute clear worker preparing and improvement programs that is representative headed to permit workers gain the essential aptitudes and guide out their profession advancement designs which thus positively affects worker execution. Similarly there is have to upgrade administrators' initiative and administration aptitudes to guarantee that directors grasp positive authority and administration styles, for example, majority rule initiative and permit workers feel that they are bolstered and natured by their bosses. This is imperative since the investigation has plainly demonstrated that administration styles significantly affect representative execution.

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