

“Influence of Motivation on Tea Factory Employee Performance in Kenya. A Case of Kisii County, Kenya”

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Abstract: *The current state of affairs in Kisii County in general as relating to the motivation of tea factory workers makes it necessary to speculate on the extent of achieving the goals of the tea factories. The purpose of this study was to establish the influence of motivation on tea factory employee performance in Kisii County, Kenya. The specific objectives were to establish the influence of promotions, to examine the influence of reward system and to determine the influence of bonuses on tea factory employee performance in tea factories of Kisii County. The study made use of a conceptual framework to explain the relationship between the independent variable and dependent variable. This study employed a descriptive survey research design. The target population for this study consisted of twenty managers, 200 permanent employees and 300 temporary employees from the tea factories in Kisii County. Purposive sampling was used to sample key informants who in this case are the twenty managers. In this study, 30% of permanent and temporary employees comprised the sample size. Simple random sampling was used to select the permanent and semi-permanent employees. The sample size therefore comprised of 20 managers, 60 permanent employees and 90 temporary employees. This study used questionnaires, interview schedules and document analysis as data collection instruments. The reliability and validity of research instruments was conducted before embarking in data collection. In this, study data was organized, presented, analyzed and interpreted using descriptive statistical techniques. The findings of the study may enable the management of tea factories in Kisii County in general to establish the motivational structures responsible for motivation of the employees in the factory.*

Key words: *Motivation, Employee Performance*

I. Introduction

The Kenya Tea Industry usually reflects the most challenging issues that face the tea industry in their meetings and conferences. Some of these challenges include a shortage of labour skills and retaining top performance employees. Ibrahim (1989) argues that motivation is important for enhancing high level of performance of workers, which invariably leads to a higher productivity of the workers. It is then necessary for motivation of the workers in organization to be enhanced in order to increase productivity. Through employee motivation, the employer can encourage the employees by enhancing their skills and also by improving their morale. Incentives, perks, cash prizes are good motivators to motivate the employees. Low productivity is a problem that thrives in many societies particularly in the developing countries irrespective of constant efforts. A lot of money, energy and time are wasted, which if properly utilized will yield higher productivity for the societies involved. Man is the factor that utilizes other resources available within the society for the production of goods and services in order to satisfy individual needs. Thus, when human resources are minimally utilized and a maximum output is realized, it leads to the realization of the goals of the systems associated with these productive activities. The extent to which these human resources are utilized effectively depends on a number of factors, among which are the skills which they possess, their level of knowledge, working equipments and motivation (Kamla-Raj, 2009).

According to Tealdi and Bruni (2005), retention cannot be achieved without motivation; in order to retain an employee one needs to be motivated. A key ingredient in both performance and retention is motivation. Retention is not only important just to reduce the turnover costs or the cost incurred by a company to recruit and train other workers but the need to retain talented employees from getting poached. Ryan and Deci (2000) consider intrinsic motivation to be the most important and pervasive motivation. Because it is through this kind of natural motivational tendency that humans develop cognitive, social, and physical abilities. This ingredient should be part of the managers as it is expected to come from self and within. Nicholson (2003) asserts that motivation is not about forcing people to do something but it is about creating the environment where employees will be motivated. Managers have to internalize that employee performance, productivity and retention are all dependent on their ability to motivate.

Aborisade and Obioha (2009) contend that organizations, no matter their nature, always aim at achieving their corporate goals; otherwise, the survival of such enterprise will be more of a dream than a reality. The success of any organization is often measured by the degree of its productivity. Although, this can however be said to be independent on the attitude and morale of the workers in form of their level of job commitment, no company can therefore afford to ignore any of the many factors that may contribute to the boosting of the

commitment levels of its workers, which is motivation. In all productive activities, the basic elements and factors include land, capital, labour and the entrepreneur. The labourers and the entrepreneurs are human and as such very important in any productive organization. They utilize the other factors of production for the realization of the goal of the organization. It can then be adduced that human beings play a very important role within any system and in particular industrial organizations. For this reason, they should be given a high consideration so that they can contribute effectively and efficiently during productive activities.

II. Statement of the Problem

Recent exploratory findings have indicated that the factories in Kisii County have a larger potential of producing tea if the potential are properly harnessed due to the number of registered tea growers in Kisii County (Republic of Kenya, 2012). The ROK (2012) further indicates there is low productivity, sales and employee morale in the tea factories in the county. The current state of affairs in the county in general as relates to the motivation of workers makes it necessary to speculate on the extent of achieving the factories' goals. According to Ehiorobo (2004), to achieve the desired efficiency and productivity levels, business establishments rely on a highly motivated workforce that shares the vision and aspirations of the establishment. This study therefore found out if workers, given the right incentives can put in their best to contribute to the productivity and growth of the tea factory to achieve the following, among others: reduce labour turnover, increase and create the workers productivity culture, eliminate or reduce industrial unrest and improve management and staff relation in the factory.

III. General Objective of the study

The general objective of this study was to establish the influence of motivation on tea factory employee performance in tea factories of Kisii County, Kenya.

Objectives of the Study

The study used the following specific objectives:

1. To establish the influence of promotions on tea factory employee performance in tea factories of Kisii County.
2. To examine the influence of reward system on tea factory employee performance in tea factories of Kisii County.
3. To determine the influence of bonuses on tea factory employee performance in tea factories of Kisii County.

IV. Justification of the study

The findings of the study will enable the management of tea factories in Kisii County to establish the motivational structures responsible for motivation of the employees in the factory. It will enable the unit to provide motivational services such as reward systems, encourage employees with self-competition, awards, prizes, honours, training and development needed by the institutions' personnel to attain the goals and the objectives of the factory.

This study will also assist policy makers to identify weakness in the existing motivational program and develop clear strategies to enhance and implement the same needs and provide guidelines on maintaining quality and sustainable performance in the factory.

The findings of this study will further be useful to policy makers in decision making with regard to provision of quality working environment that enhances health and safety of the employees and other stakeholders. It will help to assess current programs and activities in the institution, to identify practices and programs that might be considered to supplement existing programs, and to prioritize actions needed.

The information obtained can be adopted in other tea factories in Kenya and more particularly the surrounding tea growing counties to improve performance of factory employees.

V. Scope of the Study

The study covered all the departments of tea factories in Kisii County. The study took place as from January and February 2013. The respondents of the study were the unit manager, factory manager, Human Resource manager, field operations officer and the employees. The areas of concern were; to establish the influence of promotions, to examine the influence of reward system and to determine the influence of bonuses on tea factory employee performance in tea factories of Kisii County.

VI. Historical Background on Tea Industry in Kenya

The tea industry has historically been one of the greatest success stories in Kenyan agriculture, with growth in both acreage and production. Nyangito (2000) observes that the remarkable growth is attributed to the supportive role of two key institutions in the industry. First is the conducive investment policy for estates, particularly the non-interference policy of the Tea Board of Kenya (TBK) on producing, processing and marketing. Second is the involvement of the Kenya Tea Development Authority (KTDA) in providing

production, processing and marketing services to smallholder farmers. However, successes in developing the smallholder subsector began to slow down in the 1990s. This is attributed partly to the effects of liberalizing the industry.

Nyangito (2000) further notes that the major concern in liberalizing the tea subsector is the need to harmonize the legal framework with the policy reforms. In particular, it is necessary to change the legal framework to alter the roles of institutions previously involved both in controlling and regulating the tea trade and in providing it with services to fit well with the new policies. Therefore, with this scenario, the study seeks to establish the role of motivation on tea industry performance in the liberalized economy.

VII. Influence of Employee Motivation on Performance

Among financial, economic and human resources, the latest are more essential and have the capability to endow a company with competitive edge as compared to others (Rukhmani, Ramesh & Jayakrishnan, 2010). Employee Performance fundamentally depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job security and organizational structure, but the area of study is focused only on employee motivation as this factor highly influences the performance of employees. Motivation can generally be equated with action and the understanding of motivation unfolds to be key to the success of any private or public organization. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Oluseyi & Ayo, 2009). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Further, motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees (Kamalian, Yaghoubi, & Moloudi, 2010). Getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them.

VIII. Theories of Motivation Used in the Study

The following theories of motivation were found to be suitable for this study:

The Herzberg’s two-factor Theory

Frederick Herzberg’s two-factor theory, aka intrinsic/extrinsic motivation, concludes that certain factors in the workplace result in job satisfaction, but if absent, lead to dissatisfaction. The factors that motivate people can change over their lifetime, but "respect for me as a person" is one of the top motivating factors at any stage of life. He distinguished between motivators; for example challenging work, recognition and responsibility which give positive satisfaction, and hygiene factors; for example status, job security, salary and fringe benefits that do motivate if present, but, if absent, result in demotivation. The name Hygiene factors is used because, like hygiene, the presence will not make you healthier, but absence can cause health deterioration. This theory is still valid in the contemporary world for instance; Duening and Ivancevich (2003) observe that hygiene factors are those that result in dissatisfaction of employees which also include salary, working conditions, policies and administration of companies and interpersonal relation. On motivation and wages as stated by Herzberg (1959), high payment of salaries makes employees to develop interest in their work and stop absenting themselves from duty. This is because money is a motivator to the employees. Therefore, this study determined the influence of recognition on tea factory employee performance in tea factories of Kisii County as stipulated in the Herzberg’s two-factor theory.

The Maslow Hierarchy of Needs

The Maslow (1954) in his hierarchy of needs stated that human beings including employees have five hierarchies of need for them to survive. These needs are: Physiological needs which are basic like food, water, shelter, fresh air and sex. Self-needs which are needs for protection against danger, job protection and social needs for love, affection and acceptance of belonging to the group. Esteem needs which help to have a stable firmly based and high evaluation of oneself to have respect for others. Finally, self-actualization (self-fulfillment) which is the need to develop potentials and skills. Substantial remuneration in terms of salaries satisfy all the above human needs. If the salaries are low, then the employees become discouraged and may lead to laxity resulting to absenteeism and low productivity. Therefore, this study examined the influence of empowerment policy and recognition on tea factory employee performance in tea factories of Kisii County as enshrined in the Maslow Hierarchy of Needs.

The McGregor’s Theory X and Y on Motivation

According to McGregor (1985) basing his study on theory X argued that workers are assumed to possess the following characteristics: Employees are naturally lazy and dislike work and whenever possible

would attempt to avoid it, Since employees dislike work they should be controlled and threatened with punishment to achieve the organization objectives or goals. Employees who display the above characteristics, end-up abandoning their work by absenting themselves and go out doing other activities. Employees should avoid absenting themselves from duty and concentrate on their work as doing so would lead them to unnecessary disciplinary action. The impact of employees’ absenteeism is reflected in low tea productivity which in impacts negatively on sales and performance of the tea factories in the Kisii County.

IX. Research Methodology

Research Design

This study employed a descriptive survey research design. Descriptive survey research designs are used in preliminary and exploratory studies to allow researchers to gather information, summarize, present and interpret data for the purpose of clarification (Orodho, 2005). The descriptive survey research is intended to produce statistical information about aspects of motivation that interest policy makers and other stakeholders. The descriptive survey research design was suitable because the researcher collected data and reported the way the situation was without manipulating any variables.

Population sample

Target population is defined as all the members of a real or hypothetical set of people, events or objects to which a researcher wishes to generalize the results of the research study (Borg & Gall, 1989). The target population for this study consisted of twenty managers, 200 permanent employees and 300 temporary employees from the tea factories performance in Kisii County. This translated to 520 respondents.

Sample Size and Sampling Procedures

Sampling is a process of selecting a number of individuals from a population such that the selected group contains elements representative of the characteristics found in the entire group (Orodho, 2005). This study employed purposive sampling and simple random sampling techniques to select sample. In purposive sampling, the researcher will decide which respondent to include in the sample based on their typicality and it is used to collect focused information (Oso & Onen, 2009). Purposive sampling was used to sample key informants who in this case are the twenty managers. Purposive sampling is deemed appropriate in this study because it makes it possible for the selection of subjects on the basis of their expertise in the subject of investigation. In this study, 30% of permanent and temporary employees comprised the sample size (Mugenda & Mugenda, 2003). Simple random sampling was used to select the permanent and temporary employees. The sample size therefore comprised 20 managers, 60 permanent employees and 90 temporary employees. Table 1 shows the sample size distribution.

Table 1: Sample size distribution

Description	Population	Sample size
Managers	20	20
Permanent	200	60
Temporary	300	90
Total	520	170

Research Instruments

Research Instruments

This study used questionnaires, interview schedules and document analysis as data collection instruments.

A questionnaire is a research instrument that gathers data over a large sample (Kombo & Tromp, 2006). The questionnaires that was used in this research consisted of structured and unstructured questions. Structured questions are easier to analyze, easier to administer because each item is followed by possible answers. They are also economical to use in terms of time and money. However, the responses are limited and respondents are compelled to answer questions according to the researcher’s choice. Unstructured or open-ended questions on the other hand refer to those questions that give the respondent complete freedom of response. This permits a respondent to respond in his / her own way. Respondents’ responses will be given insight into their feelings, background, hidden motivation, interest and decisions (Mugenda and Mugenda, 2003). However, there is a tendency to provide information that did not answer the stipulated research questions or objectives. There is also difficulty in categorizing responses and hence difficult in analyzing quantitatively. The permanent and temporary employees were served with a questionnaire.

An interview schedule is an oral administration of a questionnaire, which involves a face-to-face interaction. The interview schedules were administered to the managers.

Document analysis is systematic assessment of communication for purposes of identifying specified characteristics of message (Ogula, 1998). Contents of documents on motivation of employees in tea factories in Kisii County were analyzed to establish the state of affairs.

Reliability of research instruments

Reliability refers to the consistency of the scores obtained for each individual from one administration of instrument to another and from one set of item to another (Kothari 2005). In order to establish the reliability of the instrument the researcher conducted a pilot study in the neighbouring tea factories in Nyamira County. The split half procedure was used which involves scoring 2 halves (usually odd and even items) of a test separately for each person and then calculating correlation coefficient for the two sets of scores this coefficient to indicate the degree to which the 2 halves provide the same results, hence will describe the internal consistency of the test.

Validity of Research Instrument

The validity of a test is a measure of how well a test measures what it is supposed to measure (Kombo, 2006). The validity of research instruments was established before data collection by research expert in the field of Human Resource Management, School of Human Resource Development, Jomo Kenyatta University of Agriculture and Technology. They assessed them and gave the required feedback for implementation. Through this, the researcher was able to identify loopholes in them and make the necessary adjustments. The suggestions and clarifications by the experts were used to improve the instruments designed.

Data Collection Procedures

Data collection in this study will comprise sources of data and data collection procedures. The nature of the study necessitates the use of primary and secondary research instruments. This study used questionnaires, interview and observation schedules as primary data collection instruments. The documents analysis was used the only secondary research instrument for data collection for the study. Before the data collection, the researcher sought permission from Jomo Kenyatta University of Agriculture and Technology to be allowed to conduct research in the Tea factories in Kisii County. The introductory letter sought from the University was used for introduction purposes. This was done before the day of administering the questionnaires. The questionnaires were administered by the researcher himself to the respondents. This was in the effort of minimizing biasness. The questionnaires were used to collect quantitative data from the employees.

Data Analysis and Presentation

Data analysis refers to the examination of the coded data critically and making inferences (Kombo and Tromp, 2006). In this, study data was organized, presented, analyzed and interpreted using descriptive statistical techniques. Descriptive statistics according to Mugenda and Mugenda (2003) includes the statistical procedures that produce indices that summarize data and describes the sample. The descriptive statistics that were used to summarize data include frequencies, percentages, tables and means for visual impression.

X. Results and Conclusions

One of the concerns of this study was to establish the influence of bonuses on tea factory employee performance in tea factories of Kisii County. It was established that bonuses in the tea factories in the county is not effective and efficient. This could be due the fact there is no standard motivation policy on bonuses for tea factories. Therefore there is need for the factory HR management to effect bonuses to motivate the employees to enhance performance. It was also established that the HR managers of the tea factories in Kisii County do not motivate the workers to enhance performance and consequently this is likely to lower productivity and an increase in the rate of labour turn over which may lead to the loss of skilled and experienced employees. It was further established that the motivation policy in the tea factories is not satisfactory; therefore the tea factory HR managers should enhance standard motivation policy to motivate employees for effective and efficient performance.

Another concern of this study was to examine the influence of promotions on tea factory employee performance in tea factories of Kisii County. It was established that most of the tea factories lacked a structured promotion policy system in place. This aspect could be a de-motivating factor in the tea factories in the county. The managers should therefore put in place structured promotion policy systems and measures for career advancement and promotions to motivate the employees. It is important to determine the minimum criteria for advancement and make employees aware of the standards they need to meet to earn promotions. For example, employees may need to work with the factory for at least two years before they are eligible for any type of promotion, or meet certain quotas to advance within the factory. Managers can bolster motivation among employees by encouraging the advancement of qualified workers to higher positions before hiring from outside the factory to fill such jobs. Another consideration that factory managers should put into account is assessing all qualified employees for promotion in the same manner to avoid the appearance of favoritism or discrimination. They should keep the application review process consistent by determining the importance of various qualifications and judging all candidates on those factors. For instance, consider whether candidates' job-related experience is more important than their educational background. It was further established that the level of training and development in the tea factories in the county is wanting.

The respective line managers should make posting of all job openings in the workplace part of the promotion policy so that advancement opportunities are open to all qualified candidates. The respective line managers should also accord opportunities for training and development which will motivate them to perform effectively and efficiently. In addition, possible rewards like study leaves should be addressed adequately to provide room for employees to advance in their skills for effective performance. Workshops and seminars which are important for gaining special skills are should be availed for workers to gain relevant and current knowledge.

Finally the study sought to determine the influence of recognitions on tea factory employee performance in tea factories of Kisii County. It was established that rewards (recognitions) are minimally used in the tea factories in the county. However, to some extent rewards and remuneration are commonly given as a form of motivation in the tea factories in spite of some resentment among some tea factory employees in the county. The criteria for a suitable reward system should include clarity, that is, to communicate to employees the type of achievements that will lead to additional rewards; fairness meaning explaining that workers will not receive preferential treatment; and transparency to ensure that the manner in which rewards are calculated and allotted are clear. It was further established that recognitions and honours are not commonly used for motivation of employees in the tea factories which could be contributing to the de-motivation of the employees. Consequently, the employees' performance is likely to be influenced negatively. In addition, the working conditions in the factories are quite de-motivating to enhance performance, leading to low productivity and returns. All these are bonuses that need to be used by managers and other stake holders in the tea factories to enhance motivation of the workers. The HR managers should make sure that appropriate reward system is installed that is considered being fair and equitable by workers. Further, an effective reward system should be consistent with the organization's mission and allow employees to work together to achieve factory goals and expectations.

It can therefore be concluded that motivation of employees is not adequately addressed in tea factories to equip them with what is expected of them in the field to perform effectively. Also the findings revealed that poorly motivated employees perform minimally. This study found out that if workers are given the right incentives, they can put in their best to contribute to the productivity and growth of the tea factory to achieve the following, among others: reduce labour turnover, increase and create the workers productivity culture, eliminate or reduce industrial unrest and improve management and staff relation in the factory. While reward systems for employees may not be linked to higher organizational performance, potential bonuses should be attainable, and workers should feel that the measures they are evaluated on are within their control or their day-to-day job responsibilities which will in turn enhance their motivation to perform.

XI. Recommendations

Based on the findings, the following recommendations have been made: There need for the tea factory HR management to enhance motivation through bonuses in the factories to improve employee performance. The government through the Ministry of labor and trade should also change its motivation policies in public institutions in order to address some of the inadequacies in employee motivation and performance.

Concerning promotions, the Ministry of Labour should establish a standard promotion policy to be used by the tea factory management to enhance motivation of their employees through legal enactments. Rewards (bonuses, recognitions and honors) should also be standardized and be clearly spelt for the employees to enhance their productivity. There is need for the ministry to look into its motivation policies and make necessary changes to improve on performance of the public service. This will in effect among others, reduce labour turn over in all sectors of the economy, reduce industrial unrest and improve employee relations in the general public sector.

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