

# Effect of Employee Motivation Strategies on Organizational Performance: A Case of Electricity Generating and Distribution Firms in Kenya

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## Abstract

With increasing globalization and greater competitive pressures facing organizations across the globe, companies have paid greater attention to the Human Resource function. Consequently, Motivation as a key aspect of HR has gained prominence in both the academic field and industry. Quite often the link between employee motivation and performance seems to be quite obvious. However, the relationship between the two is a lot more complex if not handled in a fair and goal oriented manner. This study seeks to find out the effect of motivation strategies on organizational performance in electricity generating firms in the Energy sector. The study was guided by three specific objectives, namely: to determine the effect of Reward and recognition on organizational performance, to determine the effect of training and development on organizational performance in Electricity generating firms in the energy sector and to determine the effect of employee benefits on organizational performance in electricity generating firms. Both theoretical and empirical literature was used looking at various past motivational theories and studies carried out. The study adopted a descriptive survey research design. With a target population of four electricity generating and distribution firms based in Nairobi. Comprising of management level, middle level and the lower level in the organizations. The study used frequency tables, charts, percentages and graphical illustration to provide information on key variables as well as the means and standard deviations for the responses on the effect of motivation on organizational performance questionnaires. Upon collecting data from the said questionnaires, careful analysis was done both manually and by utilizing SPSS version 21 software. the study concludes that electricity generating and distribution firms lacked clear policies governing training and development, the electricity distribution firms had failed to match their reward and recognition benefits with current economic status and that there lacked an adequate employee benefits package which all had a negative effect on organizational performance in electricity generating and distribution firms.

**Keywords:** Motivation and Organizational Performance

## 1. Introduction

The power sector has various electricity generating and distribution firms that have been established under an act of Parliament (The Energy Act of Kenya, 2006) as body corporates. This includes, Kenya power, KETRACO, GDC and Kengen. These firms have been established in line with the countries vision 2030 to ensure that Kenyans have access to affordable, quality and accessible electricity within a specified period of time. In ensuring that electricity generating and distribution organizations effectively carry out their mandate, investment in employees has been key through employee motivation strategies that are geared to organizational performance. The strategies have been put in place to ensure that employees are viewed as assets and an investment to ensure that employees remain committed and productive in order to guarantee efficient service delivery to customers.

The research communicates the need to evaluate the employees' motivation within the context of a business organization. It is easier for an organization to perform well when its employees are motivated towards their professional, personal and organizational goals and objectives. An attempt to study this very issue is to focus on evaluating the various strategies that impact the motivation of employees and the extent of this impact on the organizational performance. It is prudent for organizations to establish motivational strategies that will enhance overall organizational performance and effectiveness.

The psychological contract is now different to what once was; for many employees. There is no longer job for life, and indeed employee separation, absenteeism and frequent job advertisements in the daily newspapers and on their websites to replace those who have separated with the organizations has become common in the recent past. There is also evidence that expectations of employers and employees differ from those of the past (IES, 2009). Motivation is a topic that is extensively researched. Halfway the twentieth century the first important motivational theories arose, namely Maslow's hierarchy of needs (1943), Herzberg's two-factor theory (1959) and Vroom's expectancy theory (1964). Those researchers focused on motivation in general and employee motivation more specifically. In the past years various definitions of motivation were defined, e.g. Herzberg (1959) defined employee motivation once as performing a work related action because you want to.

It is commonly agreed that employee motivation can be separated in intrinsic and extrinsic motivation

(Staw, 1976). Staw argues that one of the first attempts to make that distinction was in Herzberg's Two-Factor Theory (1959). However, the discussion about intrinsic and extrinsic motivation is more from latter years (e.g. Amabile, 1993 and Deci & Ryan, 2000). Especially important is the discussion about how intrinsic and extrinsic motivation can contribute to employees' performances (Ramlall, 2008). The relationship between employee motivation and job performance has been studied in the past (Vroom, 1964). But high correlations between the two were not established. Employees' opinions, attitudes and beliefs have a direct bearing on organizational performance and also determine the organization's image/brand. Motivated employees lead to greater organizational performance hence more customer satisfaction due to quality products and effective services.

The four electricity generating and distribution firms put in place employee motivation strategies to enhance organizational performance in terms of efficiency and productivity. Employee motivation is taken as a practice through staff appraisals involving staff at all levels in anticipation of rewards and recognition. The rewarding and recognition scheme entails promotions, good wages, cash rewards, growth in the organization, bonuses, Training for staff short term and long term, scholarships abroad to improve on skills and cash rewards in form of gift vouchers. To ensure that employees are valued retained and appreciated for meeting their set target goals. Employee benefits entails pension schemes, medical cover, fitness/wellness programs and leave policy. Despite all these programs being in place these organizations continue experiencing high levels of staff turnovers and absenteeism as evidenced in the employee satisfaction surveys carried out by these organizations, sick off sheets and the several exit interviews carried out. In the year 2011, twenty members of staff resigned from the four organizations. In 2012 twenty five members of staff resigned. The number continued to increase considerably year after year to 2013 at all levels to join other organizations. This research will try to find out the relationship between employee motivation strategies being implemented and their impact on organizational performance in electricity generating and distributions in the energy sector. The main objective was to determine the effect of employee motivation strategies on organizational performance. The specific objective of the study were

- i. To determine the effect of Reward and recognition on organizational performance in electricity generating and distribution firms
- ii. To determine the effect of training and development on organizational performance in electricity generating and distribution firms.
- iii .To determine the effect of employee benefits on organizational performance in electricity generating and distribution firms.

## **2. Theoretical perspective**

Bartol and Martin (1998) consider motivation a powerful tool that reinforces behaviour and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a performance set by an objective. As compared to financial resources, human resources have the capability to create competitive advantage for their organizations. Generally speaking, employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development and so on, but this paper focuses only on employee motivation, as it has been shown to influence to a significant degree the organizational performance. 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. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them.

In relation to this study, people, including employees at organizations, are motivated by the desire to achieve or maintain the various conditions upon which these basic satisfactions rest and by certain more intellectual desires. Humans are a perpetually wanting group. Ordinarily the satisfaction of these wants is not altogether mutually exclusive, but only tends to be. When applied to work situations, it implies that managers have the responsibility, firstly, to make sure the deficiency needs are met. This means, in broad terms, a safe environment and proper wages. Secondly, it implies creating a proper climate in which employees can develop their fullest potential. Failures to do so would theoretically increase employee frustration and could result in poorer performance, lower job satisfaction, and increased withdrawal from the organization.

Wages are part of the deficiency needs. That means that they serve as a measure of security, and that people will feel unfulfilled in their need for safety until they have it. Drucker as cited in Meyer & Kirsten, (2005). Today where every organization has to meet its obligations; the performance of employees has a very crucial impact on overall organizational achievement. In a demotivated environment, low or courage less employees cannot practice their skills, abilities, innovation and full commitment to the extent an organization needs. Freedman (1978) is of the view that when effective rewards and recognition are implemented within an organization, favourable working environment is produced which motivates employees to excel in their

performance. Employees take recognition as their feelings of value and appreciation and as a result it boosts up morale of employee which ultimately increases productivity of organizations. Csikszentmihalyi (1990) posits a view that the state of satisfaction and happiness is achieved by the employees only when they maximally put their abilities in performing the activities and functions at work. In this way motivated employees are retained with the organizations thus reducing extra costs of hiring. Meyer (2005).

In relation to the study there is need for commitment, responsibility and maturity. There is need for a common challenge. Here MBO becomes a process by which the objectives of an organization are agreed to and decided between the management and the employees, this way the employees understand what is expected of them and help set their own individual goals. Therefore they attain both their personal goals and the organization's targets. Greenberg & Baron (2000, p. 190) have defined motivation as a three dimensional process wherein there is a drive in an individual that leads to action; then there are choices that individuals make and the changes in behaviour that occur and lastly maintenance of behaviour in order to persist until the desired goals or targets are reached and the needs are fulfilled. Halepota (2005) has defined motivation as active participation and commitment towards achievement of specific goals to attain the desired results. According to Halepota, the concept of motivation is contingent upon the different situations because no one particular strategy can be effective in all the situations. In relation to this study, the suggestion is that motivation can be defined in a variety of ways, depending on who you ask. Therefore employee motivation is the force within an individual that counts for the level, direction and persistence of effort to perform

### *2.1 Reward and recognition*

According to Mason (2001), recognition in various forms is a powerful retention strategy and that it does not have to be expensive. A study conducted by the US Department of Labour found that 46% of people leave their jobs because they feel unappreciated. Amabile (1996); Eisenberger and Rhoades, (2001), results have been largely inconsistent, with studies showing positive, negative, and neutral effects of rewards on creativity (Eisenberger & Rhoades, 2001; Hennessey, 1989; Kruglanski et al., (1971). Studies to address these inconsistent findings by examining the possibility that two conditions suggested by earlier theory and research Amabile, (1996); Calder & Staw, (1975) employee job complexity and cognitive style might moderate the extrinsic reward-creativity relation. In general, their results suggested that many of the inconsistent results obtained in previous investigations might be a function of the job complexity and cognitive style variables. Specifically, results showed that contingent, extrinsic rewards were positively related to creativity for employees occupying simple jobs and negatively related for employees holding jobs that were complex and challenging in nature. In relation to the study appreciated employees are likely to be retained in an organization as they feel a belonging. They become more creative, productive and result oriented. Reward and recognition may also alter behaviour towards work.

### *2.2 Training and Development*

Training effects on performance may be subtle (though measurable). In a qualitative study involving mechanics in Northern India Barber (2004) found that on-the-job training led to greater innovation and tacit skills. Tacit skills are behaviours acquired through informal learning that are useful for effective performance. Regarding innovation, trained mechanics learned to build two Jeep bodies using only a homemade hammer, chisel, and oxyacetylene welder. Regarding tacit skills, Barber noted that the job of a mechanic requires "feel" to be successful. Specifically, trained mechanics developed an intuitive feel when removing dents—a complex process particularly when the fender is badly crumpled. As a result of informal training, one of the mechanics had a "good feeling of how to hit the metal at the exact spot so the work progresses in a systematic fashion" (Barber 2004). This type of tacit skill was particularly useful in the Indian context because, although most shops in developed nations would not even attempt to repair a fender that was damaged so badly, this type of repair is common practice in the developing world.

Barrett and O'Connell (2001) clearly portrayed the idea of reciprocity in their empirical research of organizations in Ireland. The researchers found that because of the transferability of skills that general training offers, employees devoted greater effort and energy to general training. Barrett and O'Connell found that the outcome of training depends on the effort that the participants put into it. The greater the sense of debt incurred with the training program, the more of a return on the investment that organizations will secure from the employee. From an employee perspective general training was found to be more valuable to employees than specific. Since a great deal of research indicates that general and specific training are many times enmeshed and intertwined in each other, it may best serve organizations to promote and encourage participation in general training programs.

In relation to this study, the knowledge and skills of workers acquired through training are important in the face of the increasingly rapid changes in technology, products, and systems. Most organisations invest in training because they believe that higher performance will result. Although there are many advocates of training

and its important role in improving firm performance, it has been criticized as faddish, or too expensive and not transferring to the job. In fact, some studies have failed to find the impacts of training on firm performance. This article aims to advance understanding of the effects of training on firm performance by reviewing theory and previous empirical studies on the relationship between training and firm performance

### *2.3 Employee benefits*

Ichino and Riphahn (2005) used data from 545 men and 313 women white collared workers and showed that the number of days of absence per week increases significantly once employment protection is granted. One explanation of this can indeed be that job security results in more elusion. However, Ichino and Riphahn suggested two alternatives as well. One theory is that absenteeism increases over the first months because the worker has to learn what is acceptable in the firm. If work results in disutility, the worker will gradually learn how to work as little as possible. Another explanation is that in earlier months, the workers ability is unobservable and his individual output is the gauge that a supervisor uses to learn

Ashford et. al (1989); Davy et al, (1991) in their study established important factors like low job security, working conditions and the nature of work, low wages and lack of promotion, low job autonomy have adverse effect on the level of job satisfaction of employees (Guest, 2004; Silla et al., 2005). Abegglen (1958) found during the study of Japanese workers that employment arrangement like lifetime employment and seniority system, job security leads to high commitment. Bolt (1983), Mooney (1984), Rosow and Zager (1985) concluded that the job performance decreases due to insecurity of job. Iverson (1996) argued that job security has significant impact on the organizational commitment. Morris et al. (1993) concluded the same. The research on the job insecurity was conducted and it was found that job performance and organizational commitment are negatively correlated with job insecurity, (Rosenblatt, 1996).

In relation to the study, employment protection systems are known to generate significant distortions in firms' hiring and firing decisions. We know much less about the impact of these regulations on worker effort. The goal of this paper is to fill in this gap and in particular to assess whether the provision of employment protection induces less effort among workers in the form of absenteeism. Berry (2005) in his study on the construction firm ISG Interior Exterior was running a series of on-site pilot schemes to try and improve the work-life balance of its employees, as managers were responding to staff concerns over the construction industry's long-hours culture and pressurised work environment, which had made it difficult to balance personal and working lives. It was found out that that there is a very strong business case for this, and that it was vital for commercial success in a very competitive market, as the construction industry had the highest suicide rate of any industry and also lost many people due to injury and burnout. Berry indicated that such schemes would help retention rates and attracted new people. In areas such as work-life balance and flexible working, the United Kingdom had some of the most generous provisions in Europe. In the UK, maternity leave extends to six months, compared to the 14-week EU requirement. The UK also offers paternity leave where other countries, including Austria, Germany and Ireland have none (Millar, 2005).

### *2.4 Organizational Performance*

Houldsworth & Jirasinghe (2006) measured organisational performance in terms of productivity. Organisational performance generates high a breeding ground for productivity, which in turn attracts new talent and creates the means to reward it. Talent drives improvements in productivity, quality, innovation and customer satisfaction, which in turn feed into the bottom line results. The key elements of a complete talent-management system will include an employer brand, recruitment and selection process, a training and development process, a performance management system that is tied effectively to a reward system and an information system that includes data on satisfaction, motivation, talent development, talent utilization and performance. There should also be a process to assess an organization's competencies and capabilities. The literature and various studies concluded that factors: empowerment and recognition have positive effect on employee motivation. More the empowerment and recognition of employees in an organization is increased, more will their motivation to work will enhance. Also there exists a positive relationship between employee motivation and organizational effectiveness. The more the employees are motive to tasks accomplishment higher will the organizational performance and success.

According to Doyle (1994), there was no single measure or best measure of organizational performance. Organization adopts different objectives and measurements for organizational performance. Hamel and Prahalad (1989) and Doyle (1994), however, argued that profitability was the most common measurement used for organizational performance in business organizations. This view is supported by Nash (1993) who stressed that profitability was the best indicator to identify whether an organization met its objectives or not. Other researchers such as Galbraith and Schendel (1983) supported the use of return on assets (ROA), return on equity (ROE), and profit margin as the most common measures of performance. Return on Assets (ROA) is derived by dividing net income of the fiscal year with total assets. Return on Equity (ROE) means the amount of

net income returned as a percentage of shareholders equity. It measures a corporation's profitability by revealing how much profit a company generates with the money shareholders have invested. Sink and Tuttle (1989), looked at the organizational performance measures that relate to the input and output flow of productivity namely; efficiency measure.

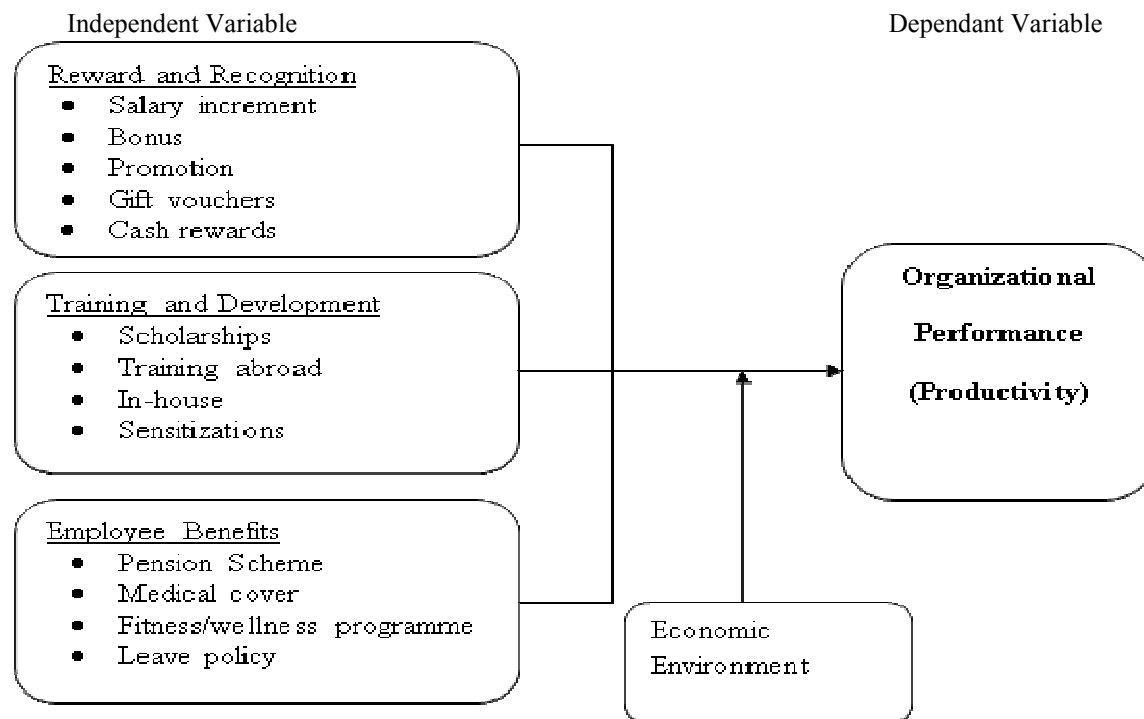


Figure 2.1. Conceptual framework

### 3. Methodology

The research seeks to establish the effect of employee motivation strategies and how they impact on organizational performance. The study adopted a descriptive survey research design. The research was carried out on employees of electricity generating and distribution firms. Target population 400 permanent employees of the selected firms based at the head office. Gay (1992) suggests that at least 10% of the population is a good representation where the population is large and 20% where the population is small. In this case the sample size is 40 employees which is 10% of the target population of 400 employees. Sample of responding staff will be drawn from 40 employees comprising of management level, senior staff level, officers and other lower level staff working in this organizations both at the head office and the regional offices.

Table 3.1: Electricity generating and distribution companies in Kenya

NO.	SUB-GROUP	Population Size	Sample size	%
1	KETRACO	50	5	25
2	KENYA POWER	200	20	30
3	KENGEN	100	10	20
4	GDC	50	5	25
<b>TOTAL</b>		<b>400</b>	<b>40</b>	<b>100%</b>

The population sub groups are based on employees of the four firms in the electricity generating and distribution firms. The method was the most appropriate to answer such questions as; How many employees have received training on-the-job training, Are the efforts of staff recognized in the institution, How many staff have received training on career development? Is there a reward scheme that caters for staff, and how the strategies have impacted organizational productivity? The reliability of the questionnaires was tested using Cronbach's alpha (Cronbach, 1970). The tool that was used for data collection are questionnaires, Most of the data was gathered through questionnaires. The questionnaires was delivered to three electricity generating and distribution firms and distributed with the aid of the human resource departments through their main Registries.

Upon collecting the data derived from said questionnaires careful analysis shall be done by with the

help of software program SPSS version 21 which is the most current version in the market and Microsoft excel to generate quantitative reports. Method of Analysis involved coding and keying data into a database in Number Cruncher Statistical System (NCSS), the data analysis was conducted in stages involving descriptive statistics including computations of means, standard deviations, reliability and factor analysis to indicate the extent to which items measure the distinct variables to establish the discriminant validity Straub, (1989). Data analysis of descriptive responses according to percentages and frequency distributions to summarise data.

#### 4. Data Analysis, Interpretations and Presentation

Descriptive statistics were used in the study to discuss the findings of the study. The study targeted a sample size of 40 respondents from which 38 filled in and returned the questionnaires making a response rate of 95%. This response rate was satisfactory to make conclusions for the study. The response rate was representative of all the responses given by the banks employees. According to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on this assertion, the response rate was considered to be excellent.

##### 4.1 Reliability Analysis

Table 4.1 Reliability Coefficients

Scale	Cronbach's Alpha	Number of Items
Reward and recognition	0.801	11
Training and development	0.717	10
Employee benefits	0.818	10

A pilot study was carried out to determine reliability of the questionnaires. The pilot study involved the sample respondents. Reliability of the questionnaire was evaluated through Cronbach's Alpha which measures the internal consistency. Cronbach's alpha was calculated by application of SPSS for reliability analysis. The value of the alpha coefficient ranges from 0-1 and may be used to describe the reliability of factors extracted from dichotomous and or multi-point formatted questionnaires or scales. A higher value shows a more reliable generated scale. Cooper & Schindler (2008) has indicated 0.7 to be an acceptable reliability coefficient. Table 4.2 shows that employee benefit had the highest reliability ( $\alpha=0.818$ ) followed by reward and recognition ( $\alpha=0.801$ ) and training and development ( $\alpha=0.717$ ). This illustrates that all the three scales were reliable as their reliability values exceeded the prescribed threshold of 0.7

##### 4.2 Reward and Recognition

Table 4.2: Extent to which the organisation exercised the various aspects of reward and recognition at work place

Reward And Recognition	Mean	Std deviation
Salary Increments	1.89	0.28
Promotions	1.89	0.28
Bonuses	1.92	0.31
Cash rewards	1.89	0.27
Salary increment is merit based	1.97	0.26
Commendation for hard work is fair and free	1.97	0.28
Bonuses are awarded for achieved goals	2.00	0.24
Credit is given for every achievement	1.92	0.30
Promotions are free, fair and on merit	1.76	0.27
Overtime allowance is paid when working hours are extended	1.82	0.28
Staff are given cash rewards/vouchers annually	1.79	0.30

The study sought to determine the extent to which the organisation applied the above aspect relating to reward and recognition, from the study findings, majority of the respondents disagreed that employees were of perception that promotions within the organisation were conducted in un fair manner and that they were not based on merit as shown by a mean of 1.76, the organisation staff are given cash rewards/vouchers annually as shown by a mean of 1.79, the organisation paid overtime allowance when working hours are extended as shown by a mean of 1.82, the organisation provided cash rewards to employees on job well done, employee promotions were based on merit, salary increments were in respect to current economic status as shown by a mean of 1.89 in

each case, the organisation provided bonuses to its employees , credit is given for every achievement as shown by a mean of 1.92, employees were of the perception that commendation for hard work was done on unfair and free manner, salary increment to employees was not based on merit shown by a mean of 1.97 in each case, bonuses are awarded for achieved goals as shown by a mean of 2.00, the above findings concurs with Amabile, (1996); the appreciated employees are likely to be retained in an organization as they feel a belonging. They become more creative, productive and result oriented. Reward and recognition may also alter behaviour towards work.

#### 4.3 Training and Development

Table 4.3: Extent to which the organisation exercised the various aspects of reward and recognition at work place

Aspects of training and development	Mean	Std deviation
Scholarships/training abroad	1.82	0.23
In-house/Sensitization	1.79	0.25
Scholarships are awarded on merit	1.89	0.28
Sensitizations are regularly done	1.76	0.27
Training is given on a fair and merit basis	1.92	0.26
The training and development policy applies at all levels	2.03	0.25
In-house training has improved skills and competency	1.79	0.26
Employees are mentored in house to improve on their skills and competency	1.92	0.27
Quarterly sensitizations are carried out to all staff	2.11	0.28
There is equal opportunity for training outside the country	1.84	0.27

The study sought to determine the extent to which the organisation applied the above aspect relating to employee training and development at work place, from the research findings, majority of the employees disagreed that sensitizations within the organisation was done on regular basis as shown by a mean of 1.76, there was in house sensitisation in the organisation, in-house training has improved skills and competency as shown by a mean of 1.79 in each case, the organisation offered scholarships/training abroad to its employees as shown by a mean of 1.82, there existed equal opportunity for training outside the country as shown by a mean of 1.84, scholarships are awarded on merit as shown by a mean of 1.89, employees are mentored in house to improve on their skills and competency, training is given on a fair and merit basis as shown by a mean of 1.92 in each case, the training and development policy applies at all levels as shown by a mean of 2.03 and that quarterly sensitizations are carried out to all staff as shown by a mean of 2.11. The findings above call for actions as established by Barber (2004) that on-the-job training led to greater innovation and tacit skills.

#### 4.4 Employee Benefits

Table 4.4: Extent to which the organisation exercised the various aspects relating to Employee Benefits at the work place

Aspects relating to Employee Benefits	Mean	Std deviation
Pension scheme	1.82	0.23
Medical cover	4.08	0.24
Fitness/wellness programmes	4.50	0.28
Leave Policy	1.76	0.27
The retirement savings programme is sufficient	1.76	0.31
Medical cover for staff and family is sufficient	1.84	0.28
Long term and short term disability programmes are in place	1.87	0.32
Fitness/wellness programmes are paid for	1.74	0.30
There is equal opportunity for leave (paternity/maternity/annual)	2.00	0.27
Employees feel safe and secure with the benefits provided	2.00	0.29

The study sought to determine the extent to which the organisation applied the above aspect relating to employee

benefits at work place, from the study findings, majority of the respondents disagreed that; the organisation catered for fitness/wellness programmes as shown by a mean of 1.74, the organisational policies governing issuance of leave to employees was clear between the parties, the retirement savings programme is sufficient as shown by a mean of 1.76 in each case, employees were of the perception that the pension scheme provided was insufficient as shown by a mean of 1.82, employees disagreed that the medical cover provided by the organisation to its staff and family was not sufficient as shown by a mean of 1.84 in each case, the organisation had put in place both long term and short term disability programmes as shown by a mean of 1.87, employees feel safe and secure with the benefits provided, there is equal opportunity for leave (paternity/maternity/annual) as shown by a mean of 2.00 in each case, the study also established that there the organisation provided medical cover as shown by a mean of 4.08 and that there was fitness/wellness programmes in the organisation as shown by a mean of 4.50. The above findings concur with Rosow and Zager (1985) concluded that the job performance decreases due to insecurity of job. Further Iverson (1996) argued that job security has significant impact on the organizational commitment. Morris et al. (1993) concluded the same.

#### 4.5 Organizational Performance

Table 4.5: Extent to which the organisation applied the following aspects relating to organizational performance

##### Measure of Organizational Performance

	Mean	Std deviation
Connectivity to social amenities has increased	1.92	0.28
Met individual targets	1.82	0.25
Number of completed projects has increased this year	1.92	0.26
Targets fully met for the year	1.97	0.24
Increased number of group applications for connectivity	1.89	0.23
Organizational annual targets are normally surpassed	1.89	0.29
Projects are completed in time	1.79	0.28
Motivated to achieve targets	2.08	0.26

The study sought to determine the general performance of the organisation, from the findings, majority of the respondents disagreed that; most of the projects initiated by the organisation were completed in time as show by a mean of 1.79, employees met their individual set targets as show by a mean of 1.82, organizational annual targets are normally surpassed, the number of group applications for connectivity has increased as show by a mean of 1.89 in each case, number of completed projects has increased in the year; connectivity to social amenities has increased as show by a mean of 1.92 in each case, motivated to achieve targets as show by a mean of 2.08.

#### 5. Conclusions

From the findings the study revealed that organisation did not provide cash rewards to employees on job well done, employee promotions within the organisation were not based on merit and that salary increment was not in respect to current economic status. From the study concludes failure by the organization to match reward and recognition benefits with current economic status had negative effects on organizational performance.

The study revealed that there lacked equal employee training opportunities; the training and development policy did not apply at all levels. From the finding the study concludes that lack of clear policies governing training and development had negative effects on organizational performance in electricity generating and distribution firms.

The study established that the pension scheme provided was insufficient, medical cover provided by the organisation to its staff and family was not sufficient and that the organisation had not put in place long term and short term disability programmes. From the finding the study concludes that failure by the organization to provide adequate employee benefits package had a negative effect on organizational performance in electricity generating and distribution firms.

#### 5.1 Recommendations

The study recommends the management of electricity generating and distribution firms should consider developing reward and recognition packages which are in line with the current economic trends, this will help to build an atmosphere in which employees feel more appreciated, this is likely to reduce employee turnover, increase employee sense of belonging with the organisation and finally enhance employee creativity.

The study recommends the management of electricity generating and distribution firms should



consider investing in employee training because; this will help to increase employee competency, efficiency, as well as the performance of the organisation.

The study recommends the human resource managers of electricity generating and distribution firms should consider developing an employee benefits package relative with current economic status as this will help to guarantee employees of their job security.

### 5.2 Areas for Further Research

The study sought to determine the effect of employee motivation strategies on organizational performance. Thus study recommends that a study should be done on the challenges facing implementation of motivation strategies of electricity generating and distribution firms. Future research on current economic trends to align motivation strategies that will increase organizational performance in terms of its productivity and efficiency.

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