



EMPLOYEE MOTIVATION ON THE PERFORMANCE AT THE CENTRAL ORGANIZATION OF TRADE UNIONS IN KENYA

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Abstract

The study determined the effect of reward systems, training and employee participation in decision making affects employee on performance of Central Organization of Trade Unions, Kenya. The study adopted descriptive survey research design. Data was collected using questionnaire. A target population of 78 members from COTU (K) and Affiliate Trade Unions was considered and a sample of 78 respondents was purposively sampled to be used in the study. The respondents were COTU (K) staff in administration, accounting, communication and registry department as well as a representative from each Affiliate Union. Data was collected and analyzed using descriptive and inferential statistics using SPSS software. Data was presented using tables, charts and graphs. Results showed that reward systems, employee training and employee participation explained 63.8% of organizational performance of COTU (K). Additionally, bonuses and medical insurance were key financial and non-financial rewards respectively, on job training and off job training methods affected organizational performance. Moreover, respondents agreed to a large extent that employee participation in decision making influences the organizational performance of COTU in Kenya and preferred direct participation in decision making. Results further showed that there was a positive and statistically significant relationship between reward systems and employee participation and organizational performance. Further, the relationship between organizational performance and employee training was positive and not statistically significant at the 95% confidence level. The

management of COTU (K) should therefore consider policies, structures and frameworks which form their reward systems and ensure that the employees fully participate in decision making so that the corporate image is improved and the membership increased thereby enhancing organizational performance.

Keywords: Reward systems, training, employee participation, motivation, COTU (K)

INTRODUCTION

In today's competitive business environment and constant changes in the world, the success of organizations is not only determined by technological innovations but also employees' performance who contribute greatly towards achieving organizational goals. A study by Lazaroiu (2015) showed that there is positive relationship between motivated employees and their performance at work therefore it is critical for managers to come up with motivational strategies to ensure employees are motivated to improve performance and achieve organizational goals.

In America, organizations like Microsoft a multinational technology company that manufacturers, develops and licenses sell of computer software whose headquarters is based in Washington is one of the best organization in the world that has survived today's competitive market environment and technological changes as a result of good strategies they use in motivating its employees hence high productivity which translates to high profits according to Cusumano and Kentaro (1998).

Motivated employees produce better results and tend to be goal-oriented, proactive and this leads to increased productivity and maximization of profits (Mathew *et al.*, 2009). There are varieties of methods or techniques of motivating employees. Employees are highly motivated by things that change or improve their lifestyles. It is worth noting that different employees are motivated by different motivational methods (Gleeson, 2016). Back in the day, money was seen as the best method to motivate employees in the workplace (Arnulf, 2014). However, this is not always the case in all organizations as different methods of motivation may not have the same level of satisfaction (George & Jones, 2013). A 2014 survey on TINY pulse on over 200,000 employees in 500 organizations, money came seventh on the list of motivators. In addition, not all employees share the same satisfaction as each employee has different need to reach their satisfaction (Lipman, 2014).

Organizations' performance is linked with personal performance, skills and knowledge development (Covey, 2004). However, it is increasingly becoming challenging for managers to achieve increased performance and productivity in their firms. Organizational performance is the aptitude and proficiency of a firm to effectively utilize the available

resources in the achievement of its goals (Peterson *et al.*, 2003). In order to identify the indicators of how an organization is performing to achieve its goals, performance has to be measured. Assessing and measuring organizational performance is vital strategic management and managers should try and understand their organization's performance so as to know which strategies are applicable to achievement of organizational aims and purposes (Aracioglu *et al.*, 2013).

The process of evaluation of the organizational performance in short, medium or long term aims and giving the findings to the management is referred to as performance measurement (Rose, 1995). It is a continuous process towards establishing goals and identifying barriers of achieving the set goals (Gunasekaran *et al.*, 2001). Fareed Siddiqui a member of Institute of Management Consultants in India in his study on organizational performance listed the following advantages of carrying out performance measurement. Performance measurement helps organization by reducing costs; it helps to align the activities of the organization with its objectives; allows managers to implement best practices at place of work; understand, manage and improve functioning of the organization and also drive an organization to its success (Aracioglu *et al.*, 2013).

In Kenya, the history of the labour movement is complex and fascinating. Its structure is surprising; during the short period in which the Unions have evolved in Kenya, intriguing and disconcerting challenges have arisen, which have depended to a large extent on functional realities (Anyango *et al.*, 2013). The Central Organization of Trade Unions, COTU (K) was formed in 1965 after disbanding the Kenya Federation of Labour and the African Workers' Congress (KFL-AWC). It was registered under Labour Relations Act, 2007 of the Laws of Kenya and today boasts of over 1.5 million workers working for the public and private sectors across the country. COTU (K) has molded employers and employees' relationship through betterment of wages and employment terms negotiations or taking tough measures. COTU (K) remains the center of excellence in Trade Union issues in Kenya and beyond (COTU Kenya, 2017). It impacts positively in the social and economic outcomes following its worthy contributions to policy. As the most representative and outgoing Trade Union center in Africa, COTU (K) remains committed to upholding internationally recognized labour standards, recommendations, conventions and procedures that are critical in delivering the ILO agenda and the United Nations global dream coupled with Kenya's social and economic aspirations. From its inception, COTU (K) has attempted creation, development and maintenance of an all-inclusive social work, in settings of liberty, fairness security and self-worth (COTU Kenya, 2017).

Statement of the Problem

In a highly aggressive, global setting, organizations are continually under pressure to retain their employees (Deci, 2013). Highly competent, dependable and proficient employees are a significant advantage for any company. Evidently, highly motivated employees have a more likelihood of having high productivity (Waiyaki, 2017). According to Aguinis (2012), there are some organizations that have been experiencing a high staff turnover even though they offer above average salaries. In addition, various individuals are motivated by diverse factors and therefore managers and supervisors need to have an understanding of the motivation behind specific employees and without assuming a one-size-fits-all approach (George & Jones, 2013).

Motivation has been highly researched. By mid twentieth century, the initial significant motivational theories arose; Maslow's hierarchy of needs (2003), Herzberg's two-factor theory (2009) and Vroom's expectancy theory (2004). Past studies have investigated the relationship between employee motivation and organization performance (Vroom, 2004) but without establishing high correlations between the two. Nonetheless, advanced studies concluded that there is a positive correlation between employee motivation and organization performance (Petty, McGee & Cavender, 2004). Zahid (2013) did a study on the relationship between training and its impacts on performance while Amir and Imran (2013) studied the effects of training and performance. Managers all over the world including those of COTU (K) are increasingly becoming aware of the need to motivate employees to improve employee performance which translates to achieving organizational goals and staying relevant in the business world. However, despite this reality there is no research done or conclusive studies on employee motivation and organizational performance of COTU, Kenya or any Trade Unions in the country therefore this study sought to that fill that gap and examined the influence of motivation on employees' performance at COTU (K) which past studies have not done.

Objectives of the Study

General Objective

To investigate the influence of employee motivation on the performance of the Central Organization of Trade Unions, Kenya.

Specific Objectives

- i. To determine the influence of reward systems on the performance of the Central Organization of Trade Unions, Kenya.
- ii. To analyze the influence of employee training on the performance of the Central Organization of Trade Unions, Kenya.

- iii. To establish the influence of employee participation in decision making on the performance of the Central Organization of Trade Unions, Kenya.

Research Questions

- i. What is the influence of reward systems on the performance of the Central Organization of Trade Unions in Kenya?
- ii. What is the influence of employee training on the performance of the Central Organization of Trade Unions in Kenya?
- iii. What is the effect of employee participation in decision making on the performance of the Central Organization of Trade Unions, Kenya?

THEORETICAL REVIEW

Maslow Hierarchy of Needs Theory

Maslow Hierarchy of Needs Theory is a human motivation theory developed by an American Psychologist Abraham Maslow in 1943 (Maslow, 1954). Maslow in 1943 reasoned that humans have five levels of needs that influence their behavior in different stages of life. These five levels are; Psychological, safety, love and belongingness, esteemed and self- actualization needs respectively. According to Maslow these levels of needs act as motivators in different stages of employees' lives and one cannot move to the next level if the current level of need is not fulfilled (Maslow, 1954).

Psychological needs are the basic level of needs in Maslow's hierarchy of needs they include air, food, clothing, shelter etc. They are the most important needs for any human being and without meeting them first the rest of the needs don't matter (Silberstein, 2017). Once psychological needs are met, humans desire the second level of needs which is safety needs (Skemp – Arlt *et al.*, 2007). Personal securities, job security, financial security among others are examples of safety needs. In a workplace it is the work of the employer to ensure job security for the staff (Silberstain, 2017).

Love and belongingness is the third level of needs in Maslow's hierarchy of needs. According to Maslow, there is a need for one to build relationship with family, friends and colleagues to avoid loneliness and depression. Managers should come up with strategies to ensure that employees work in teams and bond with others. The fourth level of needs is esteem needs. Needs in this level include achievement, responsibility, status and good reputation. These needs are brought up by the need to feel respected and valued by others (Maslow, 1954).

Self-actualization is the highest level of needs in Maslow's hierarchy of needs. These needs can only be achieved if the first four levels of needs are fulfilled fully. On this level, individuals focus on personal growth like furthering education, learning new skills or looking for new challenges (Hagerty, 1999). Maslow further grouped the five levels of needs into two i.e higher order needs and lower order needs. Physiological and safety needs constitute lower order needs and are generally satisfied externally while social needs, esteem needs and self-actualization needs constitute higher order needs and satisfaction of these needs comes from within an individual (Silberstein, 2017). This theory helps managers to understand how human needs are organized and how different level of personal needs influence motivation differently for different people. For instance in this study employees will not be interested in training or then inclusion in decision making if their financial needs are not met first.

Expectancy Theory

Expectancy Theory was established by Vroom in 1964 when he studied on motivation. The theory is more concerned with the cognitive antecedents which go into motivation and their relationship with each other (Vroom, 2004). This theory is a cognitive process theory of motivation which is grounded on the idea that individuals suppose that there are relationships between the effort they put forth at work, the performance achieved from that effort and the rewards received from their effort and performance (Porter & Lawler, 2008).

Individuals will be motivated if they suppose that strong effort will lead to good performance and the good performance leading to rewards that are desired which can be financial or non-financial. Vroom (2004) was the initial person to establish expectancy theory with direct relevance to work settings. Expansion and refining was later done by Porter and Lawler (2008) and Pinder (2007).

This theory is grounded on four assumptions; one assumption is that individuals join organizations with expectations about their needs, motivations and past experiences. This impacts their reaction to the organization. Secondly, people's behavior is a consequence of conscious decision and therefore they have freedom to decide those behaviors insinuated by their own expectancy calculations. Thirdly, individuals want varied things from the organization which includes a good salary, job security, advancement and challenge and finally is that individuals will choose among options for the optimization of outcomes for them individually (Pinder, 2007).

This theory gives a process of cognitive variables reflecting personal variations in work motivation. In this model, employees do not act due to their strong internal drives, unmet needs or the application of rewards, but they are rational individuals whose opinions, views and

likelihood assessments impact their behavior (Porter & Lawler, 2008). Expectancy Theory is significant to managers as it identifies various key issues that can be done in the motivation of employees where the individual's effort-to-performance expectancy, performance-to-reward expectancy and reward valences can be altered.

EMPIRICAL LITERATURE REVIEW

Reward Systems and Performance

According to Armstrong (2002) reward systems are policies, structures and frameworks set for rewarding employees in relation to employees' skills and competences. Reward systems consist of financial rewards, nonfinancial rewards and employees' benefits. Despite the size and nature of an organization, it is important for managers to come up with effective reward systems that will increase organization's productivity and performance (Carragher *et al.*, 2006). According to Breadwell and Holden (1997) this is the most effective method of encouraging employees to work in certain ways leading them to achieve organizational objectives.

Employees who feel they are well rewarded tend to stick with the organization as they feel appreciated and belonging to the organization therefore it is an easier way to retain productive employees (Abadi, 2011). Whether financial or non-financial, effective reward systems helps to motivate employees resulting to self-driven attitude at work place thus increasing performance. With the right reward systems in place, managers are able to create cordial working relationship between them and employees and both parties become comfortable and satisfied to perform therefore building a healthy working environment (Waiyaki, 2017).

Employees want to work in an organization where they have a sense of belonging and are recognized therefore, attractive rewards makes employees want to stay and encourage themselves to give their best towards achieving organizational goals (Aguinis, 2012). Secondly is performance of an organization, this means that rewards systems should be tailored in such a way that they fit employees' performance (Abadi, 2011). This is one of the reason why managers seek to motivate their employees is to encourage them to work hard and as a result managers have come up with better reward system that benefit employees to achieve higher performance (Deci, 2013).

Employees Training and Performance

A study by Zahid (2013) on the relationship between training and its influence on performance in banks in India showed that performance of a firm was dependent on the level of staff commitment to work and staff were committed if there was effective training and development policies in place. The study found out that the more training programs were introduced the more

staff became interested to get knowledge and sharpen their skills as it led to promotions and in turn better performance. The study further reveals that managers played a key role in employee training because they were responsible for deciding whether to increase or decrease training programs. Zahid advised that apart from training there were other factors that influenced performance such as compensations and both factors influenced performance.

Infande (2015) in his book “The four basic steps in training process” highlighted the five steps that need to be followed to achieve effective training program. Step one is identifying the training needs of the employees and it involves assessing the needs of employees by identifying both present and future challenges blocking the way of achieving the set goals. Training needs can be identified individually or as a group. Step two is setting organizational objectives in line with the training needs. Step three is designing training programs that will assist to achieve the set goals. The training programs will state the people going to be trained, methods to be used and duration of the training. Step four involves implementation of the training programs once they are designed. It is the actual training. Step five is evaluation. The training process will not be completed if the training programs are not evaluated to see if the training worked and if the resources invested in training was worthy investing.

Maaly *et al.* (2015) carried out a study on training and its impacts on performance at Jordanian universities and the findings indicated that the suitable training was during working hours i.e on job training as opposed to off- job training. On-job training is training done at workplace while employees are doing the actual job under supervision of the instructor to familiarize employees with actual situation and challenges encountered during work while off-job training is done away from work for a period of time. It helps trainees achieve maximum concentration and reduce distractions while learning (Saqib, 2015).

Employee participation in decision making and Performance

Lusk and Raymond (2002) conducted a study to investigate employee participation and quality of work environment in hotels, schools, aged care facilities industries in New Zealand and found out that both direct and indirect employee participation in decision making was used across the industries and had an influence on the work quality in an organization. The findings discovered that organizations with strong employee participation showed high quality of work environment however this was dependent on which form employee participation and the characteristics of a particular organization. In addition, the study found out that in some industries use of direct participation was stronger while in others indirect participation also known as representative participation proved to be the best.

Addai (2013) studied employee involvement in decision making and workers motivation in two banks in Ghana. The study discovered that public bank workers in Ghana were more involved in decision making than their colleagues in private banks. Existence of union representation in public sector was seen as result of employee in public banks being included in decision making and as a result dictatorship was reduced and employees were committed to the organization thus increasing performance.

Findings by Gyawali (2017) after conducting a research to measure the influence of staff participation on productivity, teamwork effectiveness and firm commitment showed that employee participation lead to higher productivity by creating employee satisfaction and rewarding work environment to produce better performance. Employee participation was seen as a room for improvement where workers changed their behaviours and became more cooperative and committed to work and this reduced cost of supervision.

Conceptual Framework

The conceptual is a framework showing the relationship between the dependent and the independent variable. The framework is used in research to show probable approaches or actions to the research subject (Mugenda & Mugenda, 2003).

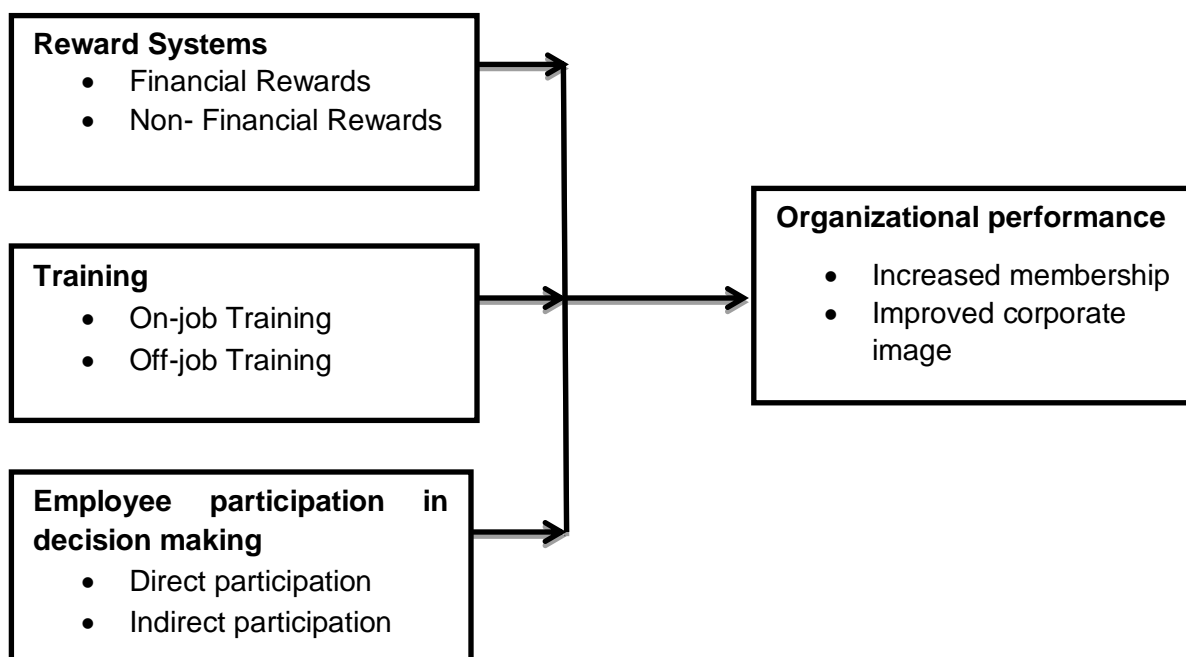


Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

Research Design

This study adopted descriptive survey research. This design has been chosen because the researcher aimed at building a profile about the factors influencing employee motivation and performance at the Central Organization of Trade Unions, Kenya. Lee (2007) stated that descriptive survey research intends to produce statistical information important in the information researched. The design was preferred in this study because it allowed for analysis of the variables and thus enabled the researcher in the identification of the factors influencing employee motivation and employee performance on the Central Organization of Trade Unions, Kenya. The use of the design also aided in a better understanding of the phenomenon being studied and assisted in viewing concerns and setbacks from the perspective of what is being studied. Further, Chandaran (2004) denoted that this research design is appropriate for describing and portraying characteristics of an event, situation and a group of people, community or a population.

Population of the Study

The target population of this study was the COTU, Kenya staff based at the headquarters in Gikomba and General Secretaries of Affiliate Trade Unions. There are four departments at COTU (K) headquarters with a total staff of 35; they include Accounts, Administration, Registry and Communication. There is also 43 Affiliate Trade Unions headed by a General Secretary.

The following table showed the summary of the target population size.

Table 1: Target Population size

Division	Population
1) Accounts	9
2) Administration	11
3) Registry	6
4) Communication	9
5) Affiliate Trade Unions	43
Total	78

Source: Central Organization of Trade Unions (2018)

Sampling Technique and Sample Size

Since the total population was manageable, the researcher used census. The researcher got data from a subset of the total population such that the knowledge gained represents the total

population under study. The study used a census sampling technique and a total of 78 respondents formed the sample size.

Data Collection Instruments

Questionnaires were prepared and were the data collection tools. Permission from the management of the sampled organizations was sought and questionnaires were distributed and collected later through drop and pick method.

Pre-testing

This study used both valid and reliable questions. Orodho (2004) denoted that for a questionnaire to give worthwhile results, valid and reliable questions are needed. Reliability determines the significance of the questionnaire questions. Pretesting is done to ensure that the research instrument to be used is clear which ensures that the information collected is accurate and that correction of any imperfections denoted during pre-testing exercise is done (Mugenda & Mugenda, 2003). Pretesting was done using 1% of the sample size on employees at COTU (K) and the pretested respondents did not form part of the main data collection.

Validity of the Research Instruments

Validity is the ability of the instrument to test what it is intended to be tested. It is concerned with whether the instrument measures what it is intended to measure or the extent to which findings gotten from data analysis essentially represent the phenomenon under study. Mugenda and Mugenda (2003) noted that validity deals with accuracy of the data obtained in the study, representation of the study variables and whether it's a true reflection of the variables. It ensures accurate and consequential inferences are done on the data collected.

In this study, validity was ascertained through content validity whereby consultations by a statistician were done whose criticism and comments helped in improving the questionnaire before administering it to the respondents. Also, free interactions with the respondents when pretesting helped the researcher to note some short-comings in the research instruments enabling making adjustments before actual data collection.

Reliability of the Research Instruments

Reliability ensures that there is precision with which data is collected. If the same results are gained time after time, no matter how many times you conduct a piece of research, this suggests that the data collected is reliable (Mugenda & Mugenda, 2003). To ensure the reliability of the questionnaire, a test was carried out in a division which was outside the

sampled population in COTU (K) headquarters. The research instrument was administered to the test group twice after a given interval and the results were compared. A Cronbach's Alpha coefficient of 0.7 or above was adequate for the assessment of the reliability of the questionnaire (Nachmias & Nachmias, 2004). In this study, reward systems had a coefficient of 0.745, employee training, a coefficient of 0.733, employee participation, a coefficient of 0.714 and organizational performance, a coefficient of 0.824.

Data Analysis and Presentation

Data analysis involves examination of the collected data where deductions and inferences are made (Kombo & Tromp, 2006). Descriptive and inferential statistics were employed in data analysis where mean and standard deviation and multiple regression equation were used to establish the relationship between independent and dependent variable. Data presentation was done in form of tables, charts and graphs.

The regression model was presented as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where;

Y - Dependent variable (organization performance)

X₁ - reward systems

X₂ - training

X₃ - employee participation in decision making

β₀ - regression constant

β₁, β₂, β₃ and β₄ - coefficients of independent variables

ε – Error term

RESULTS AND DISCUSSION

Descriptive Statistics

Descriptive statistics provides simple summaries about variables and their measures and forms the basis of nearly every quantitative data analysis. Respondents were to denote their level of agreement on different aspects of reward systems, employee training, employee participation and organizational performance as very small extent, small extent, moderate extent, large extent and very large extent. Minimum, maximum, means and standard deviations were the measures of analysis used in the study.

Reward Systems

Financial Rewards

The study determined the influence of reward systems on the performance of the Central Organization of Trade Unions, Kenya. The research asked respondents to denote the extent of their agreement on the various aspects of financial rewards which were conceptualized to constitute basic pay/salary, contingent pay, commissions and bonuses and the results are shown in Table 2.

Table 2: Descriptive Statistics for Financial Rewards

Financial Rewards					
Indicators	N	Min	Max	Mean	Std. Deviation
Basic pay/salary	66	1.00	5.00	3.77	1.16
Contingent pay	66	1.00	5.00	3.82	0.98
Commissions	66	2.00	5.00	4.02	0.85
Bonuses	66	2.00	5.00	4.38	0.82
Composite mean	66			4.00	0.95

A look at the mean summaries in Table 2 showed that bonuses had the highest mean of 4.38 (large extent) with standard deviation (SD) of 0.82. This was followed by commissions which had a mean of 4.02 (large extent) with SD of 0.85. Contingent pay had a mean of 3.82 (large extent) with SD of 0.98 while basic pay/salary had a mean of 3.77 (large extent) with SD of 1.16. Standard deviation values of bonuses, commissions and contingent pay showed a small variation thus the data values were close to the mean while basic pay/salary SD was 1.16 (high SD) indicating that the data values were spread over a wide range of values. The composite mean was 4.00 which showed that the respondents agreed to a large extent that financial rewards influence the organizational performance of COTU Kenya.

Non-financial Rewards

The study determined the influence of reward systems on the performance of the Central Organization of Trade Unions, Kenya. The research asked respondents to denote the extent of their agreement on the various aspects of non-financial rewards which were conceptualized to constitute medical insurance, retirement benefits, pension and social services, life insurance and legal services and the results are shown in Table 3.

Table 3: Descriptive Statistics for Non-financial Rewards

Non-Financial Rewards					
Indicators	N	Min	Max	Mean	Std. Deviation
Medical insurance	66	2.00	5.00	4.32	0.86
Retirement benefits	66	1.00	5.00	2.39	1.61
Pension and social services	66	1.00	5.00	2.26	1.61
Life insurance	66	2.00	5.00	4.09	0.92
Legal services	66	2.00	5.00	3.85	0.98
Composite mean	66			3.38	1.196

Looking at the mean summaries in Table 3 showed that medical insurance had the highest mean of 4.32 (large extent) and SD of 0.86. This was followed by life insurance which had a mean of 4.09 (large extent) and SD of 0.92. Legal services had a mean of 3.85 (large extent) and SD of 0.98. Retirement benefits had a mean of 2.39 (small extent) and SD of 1.61 while pension and social services had the lowest mean of 2.26 (small extent) and SD of 1.61. Standard deviation values of medical insurance, life insurance and legal services showed a small variation thus the data values were close to the mean while retirement benefits and pension and social services had SD was 1.16 (high SD) indicating that the data values were spread over a wide range of values. The composite mean was 3.38 indicating the respondents agreed to a moderate extent that non-financial rewards influence the organizational performance of COTU Kenya.

Training

Training Methods

The study analyzed the influence of employee training methods on the performance of the Central Organization of Trade Unions, Kenya. The research asked respondents to denote the extent of their agreement on the various aspects of training methods which were conceptualized to include on job training and off job training and the results are shown in Table 4.

Table 4: Descriptive Statistics for Training Methods

Training Methods Indicators	N	Min	Max	Mean	Std. Deviation
On job training	66	3.00	5.00	4.41	0.70
Off job training	66	3.00	5.00	4.36	0.74
Composite mean	66			4.39	0.72

Results showed in Table 4 indicated that on job training had a mean of 4.41 (large extent) and SD of 0.70 while off job training had a mean of 4.36 (large extent) and SD of 0.74. The standard deviations of 0.70 and 0.74 were low indicating that the data values were close to the mean. The composite mean was 4.39 indicating that the respondents agreed to a large extent that training methods influence the organizational performance of COTU in Kenya.

Level of Training

The study analyzed the influence of employees' level of training on the performance of the Central Organization of Trade Unions, Kenya. The research asked respondents to denote the extent of their agreement on the level of training which was conceptualized to include on job training and the results are shown in Table 5.

Table 5: Descriptive Statistics for Level of Training

Level of Training	N	Min	Max	Mean	Std. Deviation
On job training	66	2.00	5.00	4.02	0.87
Composite mean	66			4.02	0.87

Results showed in Table 5 indicated that on job training had a mean of 4.02 (large extent) and SD of 0.87 (low SD) which showed that the respondents agreed to a large extent that the level of training influence the organizational performance of COTU in Kenya.

Employee Participation

The study established the influence of employee participation in decision making on the performance of the Central Organization of Trade Unions, Kenya. The research asked respondents to rate the extent of their satisfaction on employee participation in decision making and performance at COTU (K) and the results are shown in Table 6.

Table 6: Descriptive Statistics for Level of Employee Participation

Employee Participation	N	Min	Max	Mean	Std. Deviation
Employee participation in decision making	66	3.00	5.00	4.35	0.73
Composite mean	66			4.35	0.73

Results in Table 6 showed that employee participation in decision making had a mean of 4.35 (large extent) and SD of 0.73 (low SD) which denoted that respondents agreed to a large extent

that employee participation in decision making influences the organizational performance of COTU in Kenya.

Preferred Form of Employee Participation

The study established the influence of employee participation in decision making on the performance of the Central Organization of Trade Unions, Kenya. The respondents were also asked to indicate their preferred form of employee participation in decision making and performance at COTU (K) and the results are shown in Table 7.

Table 7: Descriptive for Preferred Form of Employee Participation

Forms of participation	Frequency	Percentage
Direct participation	60	90.9
Indirect participation	6	9.1
Total	66	100

Results in Table 7 showed that 90.9% of the respondents preferred direct participation while only 9.1% preferred indirect participation.

Organizational Performance

Increasing Membership

The research asked respondents to denote the extent of their agreement on how the motivational factors increase membership at COTU (K). The factors included financial rewards, non-financial rewards, training and employee participation in decision making and the results are shown in Table 8.

Table 8: Descriptive Statistics for Increasing Membership

Financial Rewards					
Indicators	N	Min	Max	Mean	Std. Deviation
Financial rewards	66	3.00	5.00	4.44	0.66
Non-financial rewards	66	2.00	5.00	4.27	0.81
Training	66	3.00	5.00	4.14	0.76
Employee participation in decision making	66	3.00	5.00	4.41	0.72
Composite mean	66			4.32	0.74

Results in Table 8 showed that financial rewards had the highest mean of 4.44 (large extent) and SD of 0.66 (low SD). Employee participation in decision making had a mean of 4.41 (large extent) and SD of 0.72 (low SD) while non-financial rewards had a mean of 4.27 (large extent) and SD of 0.81 (low SD). Training had the lowest mean of 4.14 (large extent) and SD of 0.76 (low SD). Low SD indicates that the data values were close to the mean. Results indicated that the composite mean was 4.32 indicating that the respondents agreed to a large extent that motivational factors increase membership thereby influencing the organizational performance of COTU (K).

Image Improvement

The research asked respondents to denote the extent of their agreement on how the motivational factors improve the image of COTU (K). The factors included financial rewards, non-financial rewards, training and employee participation in decision making and the results are shown in Table 9.

Table 9: Descriptive Statistics for Image Improvement

Financial Rewards					
Indicators	N	Min	Max	Mean	Std. Deviation
Financial rewards	66	1.00	5.00	4.00	1.18
Non-financial rewards	66	1.00	5.00	3.71	1.43
Training	66	3.00	5.00	4.50	0.71
Employee participation in decision making	66	1.00	5.00	4.12	1.05
Composite mean	66			4.08	1.09

Results in Table 9 showed that training had the highest mean of 4.50 (very large extent) and SD of 0.71 (low SD). Employee participation in decision making followed with a mean of 4.12 (large extent) and SD of 1.05 (high SD). Financial rewards had a mean of 4.00 (large extent) and SD of 1.18 (high SD) while non-financial rewards had the lowest mean of 3.71 (large extent) and SD of 1.43 (high SD). Training had a low SD indicating that the data values were close to the mean. Standard deviation values of financial rewards, non-financial rewards and employee participation in decision making had SD was >1 (high SD) indicating that the data values were spread over a wide range of values. The composite mean was 4.08 indicating that the respondents agreed to a large extent that the motivational factors improve the image thereby influencing the organizational performance of COTU (K).

Inferential Statistics

The researcher did a linear regression analysis where SPSS software was used to code, enter and compute the measurements of the linear regressions. Coefficient of determination explains the extent to which changes in dependent variable can be explained by the change in the independent variables (organizational performance) that is explained by all the three independent variables (reward systems, employee training and employee participation)

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.739 (a)	0.638	0.558	0.39062

a. Predictors: (Constant), Reward systems, employee training, employee participation

Results in Table 10 show the summary of the regression model applied in this study. The correlation coefficient (r) of 0.739 indicates a very positive influence of reward systems, employee training and employee participation on organizational performance of COTU (K). The coefficient of determination (adjusted R-Square) statistics of 0.638 implied reward systems, employee training and employee participation explained 63.8% of organizational performance of COTU (K) while 36.2% of organizational performance is explained by other factors other than reward systems, employee training and employee participation.

To test for the level of significance of the regression model, ANOVA was used and the results are shown in Table 11.

Table 11: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.508	3	0.503	3.293	0.002
	Residual	9.460	62	0.153		
	Total	10.968	65			

a. Predictors: (Constant), Reward systems, employee training, employee participation

b. Dependent Variable: Organizational performance

The ANOVA results gave a significance of 0.002 showing that the study's regression model was significant at 95% level of significance. The overall F-statistic was (3, 65) = 3.293 with $p=0.000 < 0.05$ suggesting that there existed a statistically significant relationship between

reward systems, employee training, employee participation and organizational performance of the Central Organization of Trade Unions, Kenya.

The linear equation used in this study was

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon_0$$

Where:

Y = Organizational Performance

β_0 = Constant

β_1 - β_3 = Coefficients

X_1 - X_3 = Independent Variables

ε_0 = Error term

Table 12: Table of Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.722	0.810		2.127	0.037
Reward systems	0.217	0.098	0.270	2.206	0.031
Employee training	0.205	0.105	0.250	1.953	0.055
Employee participation	0.186	0.073	0.332	2.532	0.014

a. Dependent Variable: Organizational performance

As per the SPSS results generated, the equation translated to;

$$\text{Organizational performance} = 1.722 + 0.217 (0.098) + 0.205 (0.105) + 0.186 (0.073)$$

Where; Organizational performance = Constant + Reward systems + Employee training + Employee participation

The results in Table 12 indicated that the relationship between organizational performance and reward systems was positive and statistically significant at the 95% confidence level ($\beta=0.217$, $p=0.031$); The relationship between organizational performance and employee training was positive and not statistically significant at the 95% confidence level ($\beta= 0.205$, $p=0.055$) while employee participation and organizational performance' relationship was positive and statistically significant at 95% level of confidence ($\beta=0.186$, $p=0.014$).

SUMMARY OF FINDINGS

The first objective of the study was to determine the influence of reward systems on the performance of the Central Organization of Trade Unions, Kenya. Results showed that bonuses

had the highest mean while basic pay/salary had the lowest mean considering the financial rewards. Medical insurance had the highest mean while pension and social services had the lowest mean when the non-financial rewards were evaluated. Results also indicated that organizational performance and reward systems had a positive and statistically significant relationship at the 95% confidence level.

The second objective was to analyze the influence of employee training on the performance of the Central Organization of Trade Unions, Kenya. Results indicated that on job training and off job training on the training methods while on job training on the level of training had means above 4.00 indicating that respondents agreed to a large extent that they influence organizational performance. However, the relationship between organizational performance and employee training was positive and not statistically significant at the 95% confidence level.

The third objective of the study was to establish the influence of employee participation in decision making on the performance of the Central Organization of Trade Unions, Kenya. Results showed that respondents agreed to a large extent that employee participation in decision making influences the organizational performance of COTU in Kenya. Further, most respondents preferred direct participation in decision making. Employee participation and organizational performance's relationship was positive and statistically significant at 95% level of confidence.

CONCLUSION

On the influence of reward systems on the performance of the Central Organization of Trade Unions, Kenya, the study concluded that reward systems are significant employee motivation factors as they were found to positively and statistically influence the organizational performance of COTU (K). This means that financial and non-financial rewards lead to increased membership and improved corporate image. On the influence of employee training on the performance of the Central Organization of Trade Unions, Kenya, the study concluded that training is an insignificant employee motivation factor as it was found to positively and insignificantly influence the organizational performance of COTU (K). This denoted that on-job and off-job training are not key in increasing membership and improving corporate image. On the influence of employee participation in decision making on the performance of the Central Organization of Trade Unions, Kenya, the study concluded that employee participation is a significant employee motivation factor as they were found to positively and statistically influence the organizational performance of COTU (K). There is therefore need for managers to involve employees both directly and indirectly so that the corporate image is improved and the membership increased thereby enhancing organizational performance.

RECOMMENDATIONS

Bonuses and medical insurance were found to be critical financial and non-financial reward systems in COTU (K), there is need for the management to capitalize on them to ensure that employees are motivated to work so that organizational objectives are met. There is also need for COTU (K) to invest in on job training and off job training so that the skills of the employees are enhanced. Employee participation in decision making was found to significantly affect organizational performance of COTU (K) and therefore there is need for joint consultation between management and employees in order to come up with decisions that will help both parties work harmoniously to achieve organizational goals.

AREAS FOR FURTHER RESEARCH

The research findings of this study indicated that the variables under study elucidated 63.8% of organizational performance of COTU (K) indicating that there are other performance variables that should be determined. Further, a study should be carried out in other organizations since this study was specific to COTU (K).

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