

**MAXIMIZING ORGANIZATIONAL PRODUCTIVITY THROUGH STAFF  
MOTIVATION: A CASE STUDY OF KENYA RELIEF ORGANIZATION, MIGORI  
COUNTY, KENYA**

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**J23M02/210**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT  
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**UGANDA CHRISTIAN  
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## STUDENT DECLARATION

I, Noreen Nanjala Wafula, declare that this is my original work and has not been submitted to any other college, institution or university other than the Uganda Christian University in Uganda for academic credit.

Signed:  \_\_\_\_\_

Date: 12/03/26

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## APPROVAL

I certify that this Field Research Project, entitled “Maximising organisational productivity through staff motivation: A Case Study of Kenya Relief Organisation in Migori County, Kenya has been under my supervision and is now ready for submission to the School of Postgraduate Studies for external examination.



Signed: \_\_\_\_\_

Date: \_\_16/3/2026\_\_

**Dr Henry Mugisha**

## DEDICATION

I dedicate this project to the Almighty God for guiding me through my journey in pursuing MAOL Course at UCU. This journey has been transformative and I truly grateful of his blessings that have allowed me to reach these significant milestones in my academic career.

I also will dedicate this project to my Mum Jane Were, my Hero and pillar of our family, my son Jacob Were, sisters, my late Dad and sister Clarice, my niece and nephews for their prayers and endless support. May God bless them and thank you.

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Lastly, I extend my heartfelt thanks to all those who, in various capacities, contributed to the successful completion of this dissertation and may not have been explicitly mentioned herein.

## ABSTRACT

The purpose of this study was to determine how to maximize organizational productivity through staff motivation at Kenya Relief Organization, a humanitarian non-governmental organization operating in Migori County, Kenya.

Guided by Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, the research examined three main objectives: the level of employee motivation, its influence on employee productivity and the motivational factors most valued by employees to boost engagement.

A mixed-methods approach was employed, combining quantitative data collected via Likert-scale questionnaires with qualitative insights from open-ended responses. Quantitative analysis utilized descriptive statistics, correlation, and multiple regression to assess the relationship between employee motivation and organizational productivity, while qualitative responses were analyzed thematically to identify preferred motivational factors. SPSS software was used for the analysis. significant level was set at 0.05.

The results indicated that employee motivation at Kenya Relief Organization is moderate but significantly influences productivity, with factors positively associated with productivity. Qualitative results revealed that Kenya Relief Organization staff prioritized non-financial incentives such as recognition, career development, job security, and welfare benefits, while financial rewards were supportive but less prominent. These findings reflect the organization's humanitarian mission and donor-dependent funding model, which necessitates balancing resources between program delivery and employee engagement.

The study concludes that enhancing staff motivation in innovative, context-sensitive ways can strengthen staff performance, honor the founders' vision, and advance Kenya Relief Organization's mission of transforming the lives of children and communities. The study contributes to organizational leadership and management by providing empirical evidence on how motivation can be enhanced in resource-constrained, mission-driven contexts, demonstrating that leaders can improve productivity through context-sensitive strategies without compromising core program objectives.

It is recommended that the Kenya Relief Organization management prioritize more of non-financial motivational aspects like employee recognition programs, professional development, job stability, and targeted financial incentives. While this study while future research could explore leadership influences, longitudinal motivation trends, and the link between staff motivation and beneficiary outcomes.

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## DEFINITION OF TERMS AND ACRONYMS

NPO - Not for profit organizations

FPO- For profit organizations

KRO - Kenya Relief Organization

HODs - Heads of Department

CET - Cognitive Education Theory

NACOSTI - National Commission for Science, Technology and Innovation

SPSS - Statistical Package for Social Sciences

SDT - Self-Determination Theory

## CHAPTER ONE: INTRODUCTION

### 1.1 Background to the study

According to Gallup's State of the Global Workplace: 2022 Report, employees who are either not engaged or actively disengaged contribute to a loss of productivity totaling \$7.8 trillion globally, which represents approximately 11% of the world's GDP. This lack of engagement also adversely affects employee retention. In the United States, organizations incur an annual loss of one trillion dollars due to voluntary turnover.

Numerous challenges hinder the retention of high-performing employees, including dissatisfaction with compensation, ineffective leadership, limited opportunities for advancement, insufficient recognition, unclear job expectations, a desire for increased autonomy, and toxic workplace environments. When employee engagement is low and turnover rates are high, it can initiate a detrimental domino effect that severely undermines productivity and significantly diminishes an organization's profitability.

Numerous global studies show that employee motivation positively impacts organizational performance. For example, a 2009 McKinsey Quarterly survey of over 1,000 executives and employees in the UK highlights the effectiveness of non-financial incentives in boosting productivity (Vrancic, 2010).

Research by Singh, Bhandarker, and Rai (2012) indicates that young employees prioritize career advancement, good relationships with colleagues, and training opportunities over pay and benefits. In Pakistan, Tausif (2012), as cited in Haider et

al., 2015) found that non-financial rewards significantly enhance job satisfaction among public school teachers. Additionally, Bull (2015) noted that challenging roles improve employee satisfaction.

In the U.S., institutions like MIT and the University of California promote productivity through employee recognition programs. Banjoko (2010) found that individual incentives enhance performance, aligning with equity theory, which emphasizes fairness in remuneration. Akerele (2011) supported this by noting that poor remuneration and wage differentials harm morale and productivity. Egwurudi (2008) found no intrinsic motivation in low-income workers, highlighting the need for employers to choose rewards that benefit both employees and the organization.

Organizations in China operate in a highly competitive and dynamic environment, which necessitates that they adopt various strategies to gain a competitive edge and market leverage. A primary focus is on the quality and status of human resources, as these are crucial for improving performance and ensuring organizational success. This emphasis has led to ongoing studies, research, and investigations into the best ways to motivate employees.

Employee motivation within organizations can be achieved by enhancing working conditions, improving remuneration, and creating a better working environment. These areas are essential for boosting employee morale in the workplace. Organizations strive to control or minimize other expenses so that they can allocate more resources to motivate employees, thereby improving their overall performance Mohamud (2017).

Sajuyigbe et al. (2013) studied 100 employees in Ibadan, Nigeria, concluding that pay, bonuses, and recognition significantly relate to organizational performance, echoing Herzberg's motivation-hygiene theory. Beran (2005) noted that many companies utilize non-financial rewards to enhance productivity. Rose (1998) found that firms favoring non-financial rewards often have high customer contact.

Renard and Snelgar (2017) explored motivation in non-profit organizations in South Africa and Belgium, identifying three key dimensions: personal connection to work, the desire to help and make a difference, and the intrinsic drive to perform. This approach suggests that aligning employees' values with the organization's mission fosters high performance.

In Kenya, industrial unrest may impact the economy, necessitating attention to employee grievances regarding pay and conditions. Wanjihia (2016) affirmed that motivation influences performance, particularly in organizations like the Kenya Bankers Sacco Society. Future strategies will focus on fulfilling employees' internal drives, with studies by Velu (2015), Hamid (2017), and Yazici (2018) highlighting the importance of motivation for morale and productivity.

In the future, employers are expected to adopt strategies that respond to employees' internal drives and motivational needs, particularly regarding their independence in decision-making (Ochola, 2018). As organizations strive for sustained high performance, management will increasingly focus on meeting psychosocial needs through effective motivation. Research by Velu (2015) and Hamid (2017) will likely emphasize the essential role of motivation in enhancing employee morale and

organizational productivity. Additionally, Yazici (2018) highlights how low self-drive can negatively affect team dynamics and overall productivity.

Employee motivation drives each team member to put forth their best effort, commitment, and enthusiasm in the workplace. It is the internal desire and energy that inspires them to achieve their goals, contribute to their organization's success, and continuously improve their performance. Employee motivation is more than just doing the job; it is about doing it with passion and a sense of purpose.

Motivated employees are often more focused, dedicated, and efficient, often leading to higher productivity and employee morale. The combination of dedication and a motivating atmosphere creates a more engaging and harmonious work environment for your team.

Productivity is the efficiency of production of goods or services expressed by some measure. Measurements of productivity are often expressed as a ratio of an aggregate output to a single input or an aggregate input used in a production process, i.e. output per unit of input, typically over a specific period of time.

## **1.2 Statement of the problem**

In today's competitive business environment, employee motivation is crucial for an organization's efficiency and productivity. Low morale can lead to decreased motivation, higher turnover, diminished performance. Experienced employees are especially important in the NGO sector for improving service quality and managing donor finances (Riyanto, 2021). Kenyarelieve.org, established in 2002, provides holistic

care for orphaned children, focusing on physical, spiritual, educational, and social development.

The organization operates Brittney's Home of Grace orphanage and the Kenya Relief Academy, where children receive education and medical care. Serving the citizens of Migori County, Kenya Relief offers employment, affordable medical services, and community outreach. However, recent challenges, particularly a decline in donor revenues due to the COVID-19 pandemic, have forced the organization to cut costs.

Currently, less than 30% of its budget comes from revenue generation, leading to significant reductions in employee benefits and issues such as low morale, high turnover rates, and a lack of motivation. This study aims to explore how to maximize organizational productivity through staff motivation.

### **1.3 Purpose and Study objectives**

The main purpose was to determine how to maximize organizational productivity through staff motivation at Kenya Relief Organization in Migori County, Kenya.

#### **1.3.1 Specific Objectives**

- i. To determine the level of employee motivation at Kenya Relief Organization.
- ii. To evaluate the influence of motivation on employee productivity at Kenya Relief Organization.

- iii. To identify the motivation factors most valued by employees of Kenya Relief Organization.

#### **1.4 Research question/Hypothesis**

- i. What is the overall level of employee motivation at Kenya Relief Organization?
- ii. How does motivation influence employee productivity at Kenya Relief Organization?
- iii. Which motivation factors are most valued by employees of Kenya Relief Organization?

#### **1.5 Scope of the Study**

This study examined the Executive Leadership, Management, Heads of Departments (HODs), and general staff of the KRO in Migori County. Conducted over two months, the research utilized surveys and interviews with key stakeholders to evaluate the effectiveness of employee motivation strategies and their impact on organizational productivity.

#### **1.6 Justification**

Every organization's performance is fundamentally reliant on the strength of individual employee contributions and the surrounding business environment, whether in the public or non-governmental sectors. Employee performance is profoundly influenced by a range of motivating factors, including commitment and innovation. A study conducted by Oroni, Iravo, and Elijah (2014) underscores the adverse effects of

a demotivated workforce, that reduces productivity and strain interpersonal relationships, resulting in industrial unrest and high attrition rates.

## **1.7 Significance**

This study contributes to the wealth of knowledge by focusing on key employee motivational incentives implementation on sustaining a productive and healthy organization in order to attract and retain skillful employees in KRO. The research of this study is useful to the following stakeholders.

### **1.7.1 Kenya Relief Organization and Management**

KRO and management will benefit from this study because they will be able to critically evaluate appropriate motivational incentives to retain highly skilled employees that influence organizational performance. The evaluation will ensure that staff are rewarded and recognized appropriately in the organization. The management will further develop sustainability strategies to ensure that its staff morale does not stall in a scenario where donor funding ceases or is reduced due to unforeseen circumstances.

### **1.7.2 Policy makers**

This study will help and aid the HR professionals and other policy makers in both Private and NGO sectors to take appropriate measures to ensure that the sustainability of organization and employees with quality service are in place and focus on the challenges of lack of employee motivation strategies in place.

### **1.7.3 Future scholars**

The study findings and the literature used in the study will provide rich materials for future researchers carrying out studies on a similar theme. They will be in a position to critically analyze the findings and critique the theories used in the present research.

### **1.7.4 Contribution to body of knowledge**

The present research will be able to provide new knowledge and insights on how management can enhance morale to maximize employee productivity in Kenya.

## **1.8 Definition of Terms**

**Motivation:** The term motivation describes why a person does something. It is the driving force behind human actions. Motivation is the process that initiates, guides, and maintains goal-oriented behaviors.

**Productivity:** a measure of the efficiency of a person, machine, factory, system, etc., in converting inputs into useful outputs. It is also a hot topic these days. The Bureau of labor Statistics defines productivity as “a measure of economic performance that compares the amount of goods and services produced (output) with the number of inputs used to produce those goods and services.”

**Employee motivation:** Employee motivation is the amount of energy, dedication, and creativity that employees bring to work every day. When employees are motivated, they're more likely to bring their best selves to work and achieve great things.

## 1.9 Chapter Summary

This chapter introduces the background of the problem to give an understanding of the topic of study as well as the problem statement. It highlights the general objective and specific objectives of the study. It also highlights the significance of the study, the scope of the study and defined the terms.

The next chapter will focus on the literature review. Chapter three has described the methodology and procedures that will be used to carry out the study. It starts with a brief introduction highlighting the general methodology and structure, the method to be used to conduct the research and its application justified.

The population is defined, and the sampling technique and sample size are described. Finally, the data collection techniques and research procedures are discussed.

## CHAPTER TWO: LITERATURE REVIEW

### 2.0 Introduction

This chapter provides an overview of information pertinent to three study objectives. We will address key issues, practical challenges, and compile information that connects this study with both past and future research. Specifically, we will explore how management can improve morale to maximize employee productivity. Additionally, we will review the existing literature on fostering resilient employee motivation within the Kenya Relief Organization in Migori County.

### 2.1 Theoretical Framework

This study was anchored on three complementary theories that explain employee motivation and its relationship with organizational productivity: Herzberg's Two-Factor Theory, Self-Determination Theory, and Maslow's Hierarchy of Needs. Each theory provides unique insights into motivational dynamics while their integration offers a comprehensive framework for understanding staff motivation at Kenya Relief Organization.

#### 2.1.1 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, was developed by Frederick Herzberg in 1959. The theory posits that employee satisfaction and dissatisfaction are influenced by two distinct sets of factors: motivators (intrinsic factors) and hygiene factors (extrinsic factors). Motivators, such as achievement, recognition, responsibility, and growth opportunities, lead to job satisfaction and higher performance when present. Hygiene factors, including salary,

working conditions, organizational policies, and job security, do not necessarily motivate employees when adequate but cause dissatisfaction when absent or inadequate.

This theory directly informed the study's framework for categorizing motivational factors into intrinsic motivators (such as recognition programs, employee participation, and professional growth) and extrinsic hygiene factors (including compensation reviews, permanent contracts, retirement benefits, and organizational support). Herzberg's distinction between factors that prevent dissatisfaction (hygiene) and those that create satisfaction and drive performance (motivators) provided the conceptual foundation for examining how different motivational elements influence organizational productivity at Kenya Relief Organization.

While Herzberg's theory effectively distinguishes between satisfiers and dissatisfiers, it has been criticized for its limited explanatory power regarding individual differences in motivational responses. The theory assumes universal application of motivator and hygiene categories without accounting for personal values, psychological needs, or hierarchical progression of needs. Additionally, the theory does not adequately explain why certain factors motivate some employees but not others, nor does it address the psychological mechanisms underlying intrinsic motivation. These limitations necessitate complementary theoretical perspectives to provide a more nuanced understanding of employee motivation.

### 2.1.2 Self-Determination Theory

Self-Determination Theory (SDT) was developed by Edward Deci and Richard Ryan in the 1980s. The theory proposes that human motivation exists on a continuum from amotivation through extrinsic motivation to intrinsic motivation, driven by three innate psychological needs: autonomy (the need to feel self-directed), competence (the need to feel effective), and relatedness (the need to feel connected to others).

SDT posits that when these psychological needs are satisfied, individuals experience enhanced motivation, performance, and well-being. The theory distinguishes between controlled motivation (driven by external pressures or rewards) and autonomous motivation (driven by personal interest and values), with autonomous motivation leading to superior performance and persistence.

Self-Determination Theory provided the theoretical foundation for examining how employee participation (autonomy), professional growth and development (competence), and team building activities (relatedness) serve as motivational factors at Kenya Relief Organization. SDT's emphasis on psychological need satisfaction offers insights into why intrinsic motivators may be more effective in driving sustained organizational productivity than extrinsic rewards alone. The theory guided the investigation of how satisfying employees' needs for autonomy, competence, and relatedness translates into enhanced work motivation and organizational performance.

While SDT effectively explains the psychological mechanisms underlying intrinsic motivation, it gives less attention to the role of basic extrinsic needs such as

fair compensation, job security, and health benefits. The theory's focus on psychological need satisfaction does not adequately account for the fundamental importance of tangible resources and security, which may be particularly critical in resource-constrained contexts like humanitarian organizations. SDT alone cannot fully explain how material and security needs interact with psychological needs in shaping employee motivation. Furthermore, the theory does not provide a hierarchical framework for understanding how different needs interact or take priority, necessitating integration with other theoretical perspectives.

### **2.1.3 Maslow's Hierarchy of Needs Theory**

Abraham Maslow's Hierarchy of Needs, proposed in 1943, presents a five-tier hierarchical model of human needs arranged in ascending order: physiological needs (food, shelter, health), safety needs (security, stability), belongingness and love need (relationships, team membership), esteem needs (recognition, status, achievement), and self-actualization needs (personal growth, fulfilling potential). Maslow theorized that lower-level needs must be substantially satisfied before higher-level needs become motivating forces. Individuals progress up the hierarchy as each level of needs is adequately met, though regression to lower levels can occur when basic needs are threatened.

Maslow's hierarchy provided a framework for understanding the relative priority of different motivational factors at Kenya Relief Organization. The theory guided the examination of how basic needs (medical benefits, financial security, job stability) and higher-order needs (recognition, career development, self-actualization through

meaningful humanitarian work) interact to influence employee motivation and productivity. This hierarchical perspective is particularly relevant in humanitarian organizations where employees may be motivated by mission-driven work (self-actualization) while simultaneously facing challenges in meeting lower-level security and physiological needs due to resource constraints.

Maslow's hierarchy has been criticized for its rigid sequential structure, which does not account for cultural variations or individual differences in need prioritization. Research has shown that individuals can simultaneously pursue multiple levels of needs and that the hierarchy is not universal across cultures. Additionally, Maslow's theory does not distinguish between factors that prevent dissatisfaction and those that create satisfaction, nor does it explain the psychological mechanisms underlying motivation—gaps addressed by Herzberg's and Self-Determination theories respectively. The theory also lacks specificity in explaining how organizational practices can be designed to address different levels of needs systematically.

The three theories were integrated to provide a comprehensive analytical framework for this study. Maslow's Hierarchy of Needs offers a broad understanding of the range and relative priority of employee needs, explaining how basic and higher-order needs interact in shaping motivation. Herzberg's Two-Factor Theory enables systematic categorization and measurement of motivational factors, distinguishing between hygiene factors (which prevent dissatisfaction) and motivators (which create satisfaction and drive performance). Self-Determination Theory explains the

psychological mechanisms through which intrinsic factors, translate into enhanced motivation and performance.

This triangulated theoretical approach is necessary because no single theory adequately captures the multidimensional nature of employee motivation in humanitarian organizations. The humanitarian context, characterized by mission-driven work alongside resource constraints, creates unique motivational dynamics where employees simultaneously seek meaningful work (SDT's autonomous motivation and Maslow's self-actualization) while potentially struggling with basic provisions (Maslow's lower-level needs and Herzberg's hygiene factors).

The integration of these theories allows examination of both the "what" (which factors matter—addressed by all three theories), the "why" (psychological mechanisms, addressed by SDT), the "how much" (relative importance and sequencing, addressed by Maslow), and the "effects" (satisfaction versus performance outcomes, addressed by Herzberg).

## **2.2 Empirical Literature review**

This section presents an empirical review of studies examining employee motivation and its influence on productivity, with emphasis on research conducted in Kenya and similar developing-country contexts. It synthesizes evidence on intrinsic and extrinsic motivational factors and how they shape employee performance and organizational effectiveness. The literature is organized thematically around motivation levels, the effects of different motivational drivers. A systematic search of major databases mainly Google Scholar, using terms such as “employee motivation,”

“motivation level,” “East Africa,” and “productivity” guided the selection. Reviewing this evidence provides a benchmark for contextualizing the findings at KRO and assessing how the organization aligns with broader regional and global trends.

## **2.3 Review of literature per study objectives**

### **2.3.1 Motivation level at Kenya Relief Organization**

Past studies on the level of motivation were reviewed mostly in East Africa, specifically focusing on findings from East African region, to establish the current state of empirical knowledge concerning employee motivation levels. This section systematically analyzes research published within the last decade (2015-2025) that directly quantifies or clearly implies the motivation status of employees across various organizational settings, including government, non-governmental organizations (NGOs), and corporate entities. The primary objective of this review is to synthesize existing empirical evidence regarding the prevailing level of motivation (i.e., low, moderate, or high) reported in the region.

In Kenya county government sector, Jehow, Gikandi, and Mwencha (2018), assessed the motivational factors at Wajir County Government, employing a descriptive survey design using a quantitative approach. The motivation level was determined using descriptive statistics (means, standard deviations). The key finding relevant to the level of employee motivation was that the overall level among staff in this devolved government setting was reported as moderate, indicating employees were neither highly motivated nor completely demotivated.

A major limitation of this work is its exclusive reliance on quantitative data from a single county government, which restricts the generalizability of findings to different sectors or organizational cultures. A current study, utilizing both quantitative and qualitative (interviews/focus groups) methods, can address this gap by exploring the *reasons why* employees in a different organization like KRO feel moderately or lowly motivated and identifying the specific contextual distinctions of a private or non-governmental organization compared to a devolved government entity.

In the corporate sector in Kenya, Wanyama and Nambuswa (2019) examined the effect of employee motivation on performance among workers at the Kenya Cooperative Creameries (KCC) Kitale Branch. This research used a descriptive research design and a predominantly quantitative approach. Data were analyzed using descriptive statistics (percentages, frequencies) and correlation/regression analysis.

The findings indicated an implicitly low level of overall employee motivation at the KCC branch, citing specific issues such as low salaries, lack of allowances, and poor leadership as contributing factors to low performance. A significant limitation is the study's primary focus on the effect of motivation on performance (the outcome variable) rather than an in-depth exploration of the motivation level itself, which results in a surface-level diagnosis of problem factors.

A current mixed-methods study can fill this gap by using its design to first quantitatively measure the precise motivation level at KRO, and then leverage qualitative interviews to deeply explore the perceived causes of low or moderate

motivation from the employees' perspective, providing rich context that simple percentages cannot capture.

In the Non-Governmental Organization (NGO) sector in Kenya,. Caroli (2015), investigated factors influencing employee motivation and its impact on performance at Amref Health Africa. The study utilized a descriptive and correlational research design, adopting a quantitative method through self-administered questionnaires. Data analysis involved descriptive statistics (means, standard deviations) and regression analysis. The main finding was that both extrinsic factors (work conditions, pay) and intrinsic factors (promotion opportunities, job nature) significantly influenced motivation, implying that the overall motivation level was below optimal since the research aimed to identify factors for improvement.

The core limitation is the study's reliance on a single NGO (Amref), which may not be fully representative of all non-governmental organizations or those like KRO. A current study will fill this gap by providing new quantitative data on the motivation level in a different organizational context (KRO), and the qualitative component will allow for a comparative analysis of motivational factors and levels between the two contexts, showing if the challenges faced by KRO are sector-wide or organization-specific.

In the Healthcare Sector, Legesse et al. (2025) studied on healthcare professionals in Kenya and Ethiopia. The data originate from surveys and use a quantitative approach to measure the prevalence of demotivation. The finding was that 35.4% of healthcare professionals in Kenya and 41.7% in Ethiopia were

demotivated, which corresponds to 64.6% and 58.3% motivation levels, placing the motivation status firmly in the Low to Moderate range.

A key limitation of studies focused on healthcare professionals is their highly specialized nature and the unique ethical and workload pressures of this sector, which may not be transferable to a general non-governmental organization context like KRO. The current study addresses this gap by applying the mixed-methods approach to a different, non-clinical organizational environment, which will isolate whether the prevalence of low-to-moderate motivation is a cross-sectoral trend in East Africa or if it is primarily driven by sector-specific stressors.

Finally, the review includes a recent mixed-methods study from the wider East African public sector, specifically the Guchi Woreda public sector in Ethiopia, by Tesfaye (2025). This research employed a mixed-methods approach with a strong quantitative emphasis, utilizing questionnaires analyzed through descriptive statistics, correlation, and regression analysis. The findings suggested that the current level of motivation is below optimal and needs significant improvement, based on the identified necessity to enhance incentives and the working environment.

A limitation of this study, despite using mixed methods, is the lack of transparency regarding the depth of the qualitative analysis and its strong focus on the public sector (Ethiopian Woreda), which operates under different bureaucracy and budgetary constraints than KRO. A current mixed-methods study can fill this gap by applying a balanced and explicit integration of quantitative and qualitative data to a

non-governmental context, which will reveal sector-specific dynamics and provide a richer comparison to the public sector's "below optimal" findings.

### **2.3.2 The influence of motivation on employee productivity**

This section extends the preceding analysis of employee motivation levels by reviewing empirical evidence on the relationship between motivation and employee productivity. Focusing exclusively on studies published by reputable scholars in high-quality, peer-reviewed journals, the review synthesizes current knowledge on how motivational drivers translate into employee productivity outcomes across organizational contexts.

This was necessary to so as to establish a solid foundation for interpreting the motivation-productivity nexus within Kenya Relief Organization. Moreover, this evaluation also identifies methodological gaps, contextual limitations, and areas of conceptual divergence in existing research, thereby reinforcing the significance and contribution of the present study.

One of the most recent and comprehensive examinations of intrinsic motivation is presented by Sulistamtama, Setiawan, and Yuniawan (2024) who reviewed the influence of intrinsic motivation indicators on employee performance across multiple sectors. Their review demonstrated that intrinsic motivation plays a crucial role in improving employee performance, work engagement, and innovation. Key factors fostering this effect include autonomy, positive interpersonal support and a supportive work environment.

While this study provides a comprehensive synthesis of employee motivation's influence, it is limited to secondary data and lacks empirical, sector-specific evidence.

For the current study, which focuses on the Kenya Relief Organization, primary data collection through both qualitative thematic analysis and quantitative regression will allow for testing these relationships directly within a unique organizational and cultural context, including the simultaneous effects of intrinsic and extrinsic motivation.

Moreover, Forson, Lee, et al. (2021/2022, cited in 2023) employed a qualitative content analysis (QCA) approach to examine both literature and employee experiences regarding motivational drivers. Their findings indicated that employees motivated intrinsically (e.g., by interest or enjoyment) tend to be more productive, creative, and satisfied, but extrinsic motivators such as rewards and compensation are necessary to ensure task completion when intrinsic interest is low.

This study highlights the interdependent nature of employee motivation. However, it is limited by its qualitative design, which does not provide statistical evidence for predictive relationships. The current study will address this gap by combining qualitative insights from thematic analysis with quantitative regression to measure the distinct and combined effects of intrinsic and extrinsic motivation on productivity at Kenya Relief Organization.

Earlier on, Triswanto (2020) conducted a quantitative, cross-sectional survey of 139 employees at PT. Weigh Deli Indonesia, analyzing data using multiple regression techniques. The study found that intrinsic motivation had a significant positive effect on employee performance, while extrinsic motivation had no significant partial effect; however, both variables together significantly influenced productivity.

This finding suggests that motivation is the primary driver of productivity. The study provides valuable quantitative evidence but is limited by its organizational and cultural context, which may differ from Kenyan nonprofit settings. The current study can extend this work by using regression analysis on data from Kenya Relief Organization to explore whether extrinsic motivation has a significant partial effect in this context and to clarify the combined influence of both motivation types.

On the other hand, Hutauruk et al. (2022, cited in 2024) examined leadership's role in enhancing employee motivation and productivity. Their findings indicate that the effectiveness of motivational strategies is influenced by managerial practices and the work environment, highlighting the active role of leadership in shaping employee outcomes. This perspective suggests that motivation cannot be fully understood in isolation from organizational systems. The current study will focus primarily on motivational factors as direct predictors of productivity, providing a baseline that future research could expand upon by including organizational moderators such as leadership style and work environment.

The reviewed literature consistently demonstrates a positive relationship between motivation, particularly intrinsic motivation, and employee productivity, while also highlighting the complementary role of motivation. However, gaps remain in the availability of primary, sector-specific empirical data, the combined effects of intrinsic and extrinsic motivation, and their measurement in a Kenyan nonprofit context.

The current study on Maximizing Organizational Productivity through Staff Motivation: A Case Study of Kenya Relief Organization addresses these gaps by

employing a mixed-methods approach, combining thematic analysis to explore employees' experiences and perspectives, and quantitative regression analysis to empirically quantify the distinct and combined impact of intrinsic and extrinsic motivation on organizational productivity. This approach enables a comprehensive understanding of how motivation drives performance within the organization, while also resolving ambiguities from previous studies regarding the role of extrinsic motivation.

### **2.3.3 Motivational factors most valued by employees of Kenya Relief Organization**

There are many ways to motivate employees in today's working environment Naz, S. et al. (2020). Companies around the world have implemented various strategies to enhance employee motivation. These motivational strategies can help organizations improve profitability by increasing productivity, reducing absenteeism and turnover, and retaining talented employees.

Common motivational techniques, such as incentives, rewards, and recognition, are often used together to encourage employees. However, the most effective motivator tends to be something that holds personal significance for individuals.

Moreover, different people have varying values and needs. Therefore, understanding these needs and applying the appropriate motivational methods can significantly enhance employee motivation (Gleeson, 2016). In Jan Ketil Arnulf's article, "Money as a Motivator," published by the Fudan University School of

Management in 2014, it is suggested that money is perceived as the primary motivator for individuals.

Historically, money played a crucial role in highlighting the stark contrasts between employees working in harsh conditions during the early industrial revolution and those laboring in slave-like conditions in rural areas. For those in the “paid employee” system, money represents more than just a means of exchange; it symbolizes freedom and prosperity. This is why many individuals seek to move to industrial regions in hopes of improving their lives and working conditions.

Today, many young people aspire to improve their living conditions and gain higher education, believing this is the only path to a prosperous future (Arnulf, 2014). However, is money truly the best and only motivator? Are there other factors that could be more motivating than financial rewards? From another perspective, as human beings, we work not only for money but also for achievement, recognition, advancement, growth, responsibility, and the intrinsic value of the work itself (Herzberg, 1987). Understanding organizational rewards can be framed through the classification of incentives.

#### **2.3.3.1. Work-Life Balance**

Employees who can balance their professional and personal lives well are more likely to be motivated Figuroa, D. S. (2022), (Ludwig, 2020). Supervisors may encourage employees to strike a better work-life balance by allowing them to work from home or adjusting their hours as needed.

As a result, stress and burnout may be reduced, and employees can better balance their personal and professional lives. Telecommuting and adaptable schedules are only two examples of the flexible work options provided by companies like American Express (Ludwig, 2020). A healthy work-life balance is encouraged, and employees can enjoy their time better.

### **2.3.3.2 Recognition and Rewards**

Motivators such as rewards and acknowledgment play a significant role in enhancing productivity and satisfaction in the workplace, Ndungu, D. N. (2017), Hassan, Z. et al. (2020). Recognizing and rewarding employees can encourage them to sustain high levels of productivity. Examples of effective rewards include bonuses, promotions, and recognitions like "Employee of the Month" awards, Hussain, S. D. et al. (2019).

A notable example of innovative reward strategies is Google's "peer bonuses" initiative, which allows employees to publicly acknowledge and reward their colleagues for exceptional performance with cash bonuses (Tran, 2017). This program fosters collaboration among employees and helps them feel valued.

### **2.3.3.3 Employee Empowerment and Engagement**

Giving employees more job autonomy may increase their motivation and engagement. Employees are more likely to be motivated and dedicated when they believe they have some say in their jobs and can make a real difference, Gird Wichai L, Sriviboon C. (2020). One company that takes a novel approach to employee autonomy is Zappos, an online shoe and clothing shop. The "happy culture" promotes

independence and responsibility among workers (Harrison et al., 2023). Zappos fosters a culture of trust and cooperation among its staff by providing them with the tools they need to do their jobs well.

#### **2.3.3.4 Career advancement and Development**

Possibilities for advancement and learning are a great way to boost employee morale. Employees may develop their talents and progress in their professions if their employers provide training and development opportunities. This has the potential to boost confidence and enthusiasm in the workplace.

One example of Marriott International's many training and development programs is the Marriott Leadership Development Program, a two-year course to groom the company's future leaders (Hotel Management, 2010). Participants get instruction in management, leadership, and business administration. Employees at Marriott may take advantage of the initiative to help them develop professionally and remain enthusiastic about their jobs.

#### **2.3.3.5 Timely Communication and Feedback**

Employee motivation greatly depends on effective communication and consistent feedback. When supervisors provide clear expectations and performance feedback, it becomes easier for employees to understand their goals and make progress towards them (Scantlebury & Ross, 2021). Moreover, open and honest communication in the workplace leads to a positive working environment, high morale, and motivated employees.

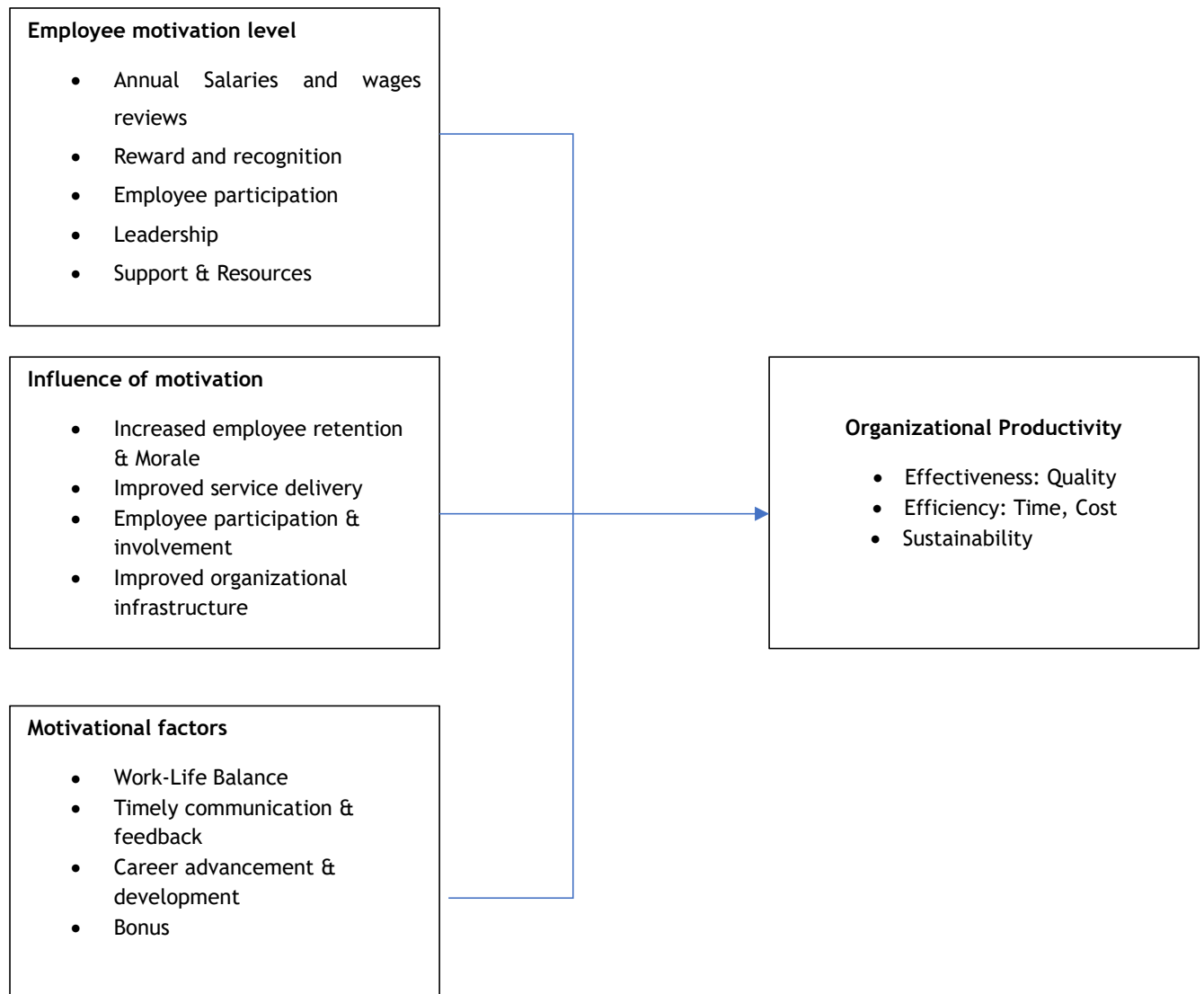
For instance, Salesforce, a cloud computing company, uses a tool called "V2MOM" to communicate the company's vision effectively, ensuring that everyone is aligned and working towards the same objectives. V2MOM stands for Vision, Values, Methods, Obstacles, and Measures (Scantlebury & Ross, 2021). With this framework in place, all employees share a common understanding of the company's mission, values, and expectations.

## **2.4 The Conceptual framework**

The conceptual framework illustrates a relationship between the internal drivers of human performance and the tangible output of an organization. It operates on a straightforward input-output logic where specific motivational variables act as the primary catalysts for business results.

**Independent variables**

**Dependable Variables**



Source: Researcher 2025

**Figure 2.1 Conceptual Framework of the Study**

The Employee Motivation Level captures the raw intensity of an individual’s drive, reflecting how much energy they are willing to commit to their role. This is complemented by the Motivation Factors, which represent the underlying specific intrinsic and extrinsic rewards, such as career growth or financial incentives, that spark that drive in the first place. Finally, the Influence of Motivation factors bridges

the gap between feeling motivated and acting on it, focusing on how that internal energy actually manifests in workplace behavior and decision-making.

The structural flow of the diagram, indicated by the converging arrows, suggests that these three elements do not exist in isolation but rather synergize to create a singular momentum. This path leads directly to Productivity, which serves as the ultimate dependent variable. The framework posits that any increase in organizational output is a direct consequence of how effectively these motivational inputs are managed. Essentially, the model serves as a diagnostic tool suggesting that if productivity is the goal, the solution lies in optimizing the levels, factors, and influences of employee motivation.

## **2.5 Research Gap**

Recent studies have presented differing perspectives on the factors that influence strategy implementation and organizational performance. For example, scholars are divided on whether human resources, strategic direction, and technology should be viewed as direct or indirect contributors. Employees in both the public and NGO sectors worldwide rely on motivation as a key source of inspiration to work harder and more effectively in their respective roles.

However, department heads and managers sometimes overlook these motivational factors, whether intentionally or unintentionally, which leads to a lack of encouragement for their workers. Previous research has shown that high turnover rates are a common challenge among NGO employees. As a result, retaining skilled

human capital has become a significant challenge for organizations in the 21st century (Ohunakin et al., 2018).

It provides insights into best practices, potential risks, and the conditions under which staff motivation enhances organizational productivity. Finally, a study conducted by Kuranchie-Mensah and Amponsah-Tawiah (2016) found that employees are motivated by factors, with a strong emphasis on pay or remuneration. Among the factors examined, attractive remuneration was identified as the most significant motivator for employees in the sample organizations.

## **2.6 Chapter Summary**

This chapter explores the literature review, focusing on the theoretical framework that encompasses key theories, including the Theory of Equity, Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Cognitive Education Theory. The main objectives of this review are to examine the primary factors that motivate employees within an organization, assess the impact of low staff morale on employee productivity, and evaluate the strategies that management should implement to effectively motivate employees.

The next chapter will discuss the methodology, which includes research design, target population, sample size, sampling procedures, development of questionnaires, data collection methods, and analysis techniques.

## CHAPTER THREE

### RESEARCH DESIGN AND METHODOLOGY

#### 3.0 Introduction

This chapter outlines the research design, methodology, target population, sample size, sampling design, data collection methods, research procedures, and data analysis techniques. The study employs both quantitative and qualitative approaches to examine how employee motivation can enhance employee productivity at Kenya Relief Organization in Migori County.

#### 3.1 Study area/Organization

Kenya Relief Organization is a humanitarian nonprofit that operates in both the United States and Kenya, with its largest programs based in Migori County. Although Kenya Relief as having four employees in its U.S. office, broader data indicates a much larger operational workforce in Kenya, with growing estimating about forty-five employees. During the COVID-19 period, one published case documented that the organization's Migori campus employed 136 Kenyan staff members, underscoring the substantial scale of its on-the-ground operations.

Financially, Kenya Relief Organization is sustained by grants and charitable donations. In 2023, the organization reported revenues of approximately USD 1.7 million and expenses of about USD 1.68 million, reflecting steady donor-supported activity. During the height of the COVID-19 crisis, the organization demonstrated strong adaptability when its CEO mobilized USD 60,000 within weeks to sustain

salaries and essential operations, ensuring program continuity despite global disruptions.

Kenya Relief Organization's programs span healthcare, education, and social support. Its sixty-acre Migori campus houses a K-9 academy serving approximately 900 children and an orphanage caring for 380 children, while its medical division historically hosted around twenty-five surgical mission teams per year. In 2022, the organization expanded its health services by launching construction of a 65-bed maternal and child health unit to respond to high maternal mortality in the region. These activities illustrate the multifaceted nature of Kenya Relief Organization's service model and the diverse skill demands placed on its workforce.

Kenya Relief Organization is also recognized for its resilience and improvisational capacity in crisis situations. When international missions halted during the pandemic, the organization retained a core essential team onsite—such as dorm parents, security personnel, and cooks—while sending others home with pay. It also implemented safety innovations including touchless hand-washing stations and collaborated with the county Ministry of Health to safely reopen its medical clinic.

Kenya Relief Organization is well suited for this study because it operates a diverse, mission-driven workforce across education, healthcare, and child welfare services, creating a setting where motivation strongly influence productivity. Its reliance on donor-funded operations, combined with emotionally demanding work, makes employee motivation especially critical for performance.

Kenya Relief Organization's demonstrated resilience during the COVID-19 period highlights the central role of effective motivation strategies in sustaining productivity. Because nonprofit settings in Kenya remain understudied, examining motivation within KRO provides valuable context-specific insights while addressing a significant gap in existing motivation research.

### **3.2 Research Design**

A research design, as defined by Kothari (2016), provides an appropriate framework for any study or research effort. Choosing the correct research design ensures that the information collected is relevant to the study topic. This research adopted descriptive research design (Leavy, 2017) which was utilized to gather data on the current status of a person or object (Akhtar, 2016). The information was collected without altering the environment, a method commonly referred to as observational studies. This design can be either quantitative or qualitative.

It is particularly suitable for this study because it allows the researcher to conduct a wide range of observations on the phenomenon being investigated. Furthermore, it offers an accurate descriptive analysis of the characteristics of the population from which the study sample is drawn, enabling inferences to be made. The study aims to determine how employee motivation enhances productivity at the Kenya Relief Organization in Migori County.

### **3.3 Population and Sampling Design**

#### **3.3.1 Population**

According to Cooper and Schindler (2016), the target population refers to the group of interest from which individual participants or objects are selected for measurement. This group represents the entire population to which the results of the study was generalized. Michael (2023) defines a target population as a clearly defined set of individuals, groups, households, firms, services, elements, or events that are being investigated.

The target population should meet specific criteria relevant to the research and should be homogeneous. In this study, the target population consisted of current employees of the Kenya Relief Organization. This organization is divided into three main business entities: the BHOG Orphanage, the Kenya Relief Academy School, and the Brase Health Centre Hospital, all of which are operating at their intended capacity. There is a total of 136 employees, and the organization is based in its main office in Migori County. All these individuals make up the target population for the study.

#### **3.3.2 Sampling Design**

The process of selecting objects or cases for study from the target population is known as sampling. According to Creswell (2018), several factors influence sample size, including population size, research methods, and analysis methods. In this study, the sampling will focus on household heads. The sample size is a critical concern for researchers, as it aims to minimize bias in the selection process (Kumar, 2021).

To determine the sample representative of the population, Mugenda and Mugenda (2010) recommend using Yamane (1973) formula: 
$$n = \frac{N}{1 + N e^2}$$

Where: -  $n$  = Sample size -  $N$  = Population size -  $e$  = Confidence level (0.05)

This formula helps ensure that the sample chosen accurately represents the target population.

### 3.3.3 Sampling Technique

Sampling techniques provide a method for specialists to logically choose the components to be examined. It is a process of selecting representative components from the entire population to summarize the outcomes (Saunders et al., 2016). Purposive sampling was used to select the executive management, head of departments and Middle Level Managers as the sample size for the research. The selected participants were relevant to the research questions being asked, and were chosen based on their positions within the organizations.

This sampling technique was suitable for the research as it involved choosing a sample with a specific purpose in mind and enhances learning by exploring the constraints or limitations of a situation or phenomenon. Additionally, the study also employed stratified random sampling to distribute questionnaires to the general staff, as the population was heterogeneous but exhibited homogeneity within groups. Samples were randomly selected from three business units of Kenya Relief Organization: The School, Hospital and Orphanage.

### 3.3.4 Sampling size

The process of selecting objects or cases for study from a designated target population is called sampling. According to Creswell (2018), several factors influence sample size determination, including population size, research methodologies, and analytical approaches. This study focused on sampling three business units of Kenya Relief Org: The School, Hospital and Orphanage (Management, HODs, Middle Level Managers & General staff).

The sample size is of significant concern to the researcher, as it was to eliminate bias in the selection process. As articulated by Mugenda and Mugenda (2010), the sample selected to represent the population can be determined using the following formula, commonly known as Yamane's formula: Where: -  $n = \frac{N}{1 + Ne^2}$  sample size -  $N =$  population size -  $e =$  margin of error (5%) Utilizing this formula, the sample size is calculated as follows:  $[n = \frac{N}{1 + Ne^2}]$  This results in an approximate sample size of 100, which is rounded to 100. Consequently, the total sample size for this study was established at 100 participants.

**Table 3.1 Target Population**

Level	Target Population	Sample Size
Top Management	10	3
Head of Departments	7	6
Middle/Junior Managers	19	19
Former Employees	10	10
General Staff	96	63

<b>Total</b>	<b>136</b>	<b>100</b>
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**Source: Researcher (2025)**

### **3.4 Data Collection Methods**

The study used a structured questionnaire with closed-ended items rated on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) to collect quantitative data, reducing subjectivity and enabling statistical analysis. The quantitative data collected through this instrument specifically addressed Research Question One, which focused on the level of motivation at Kenya Relief Organization, and Objective Two, which examined the influence of motivation on employee productivity

An open-ended question was incorporated to collect qualitative data, enabling deeper insight into employees' perspectives beyond structured survey responses. One of the core qualitative items asked participants to describe the additional motivational incentives or programs they believed management should adopt and implement at Kenya Relief Organization. This question served as the primary qualitative measure for addressing Objective Three, which sought to identify employee-driven recommendations for strengthening motivation within the organization.

#### **Reliability and Validity**

This process was to identify any ambiguities, misunderstandings, or misinterpretations in the questionnaire. To ensure reliability, Cronbach's Alpha was to measure internal consistency, with a score of 0.7 or higher indicated acceptable reliability. Questions that lowered this score were refined. Validity tests confirmed

that the questionnaire was accurately measured with the intended variables. Content validity was to ensure all research objectives were covered, while construct validity was to assess the measurement of motivational factors, staff morale, management strategies, and employee productivity.

Experts was to evaluate face validity to ensure question appropriateness. Testing the questionnaire was crucial for ensuring clarity, consistency, and eliminating biases in wording. Proper testing guaranteed reliable and comparable responses, enhancing the quality of data collected. After completing the pilot study and reliability testing, necessary adjustments were made before final data collection to ensure the questionnaire effectively assessed the impact of employee motivation on productivity.–

### **3.5 Research Procedures**

The research procedures involved a step-by-step approach to ensure the study's objectives were adequately addressed (Hamlin, 2013). The researcher obtained an introduction letter from the University and a research permit from NACOSTI. Likert-scale questionnaires were administered to the sampled population via email.

Content validity of the instrument was ensured by having experts and supervisors review the research questions and questionnaire to identify ambiguities and suggest corrections. Reliability of the questionnaire was evaluated using Cronbach's alpha in SPSS to assess internal consistency. Data collected was securely stored and analysed in aggregate form to maintain confidentiality. This systematic procedure facilitated a comprehensive understanding of how employee motivation influenced productivity at Kenya Relief Organisation in Migori County.

### 3.6 Data Analysis Methods

Descriptive statistics were computed to summarize the demographic characteristics of respondents and the distribution of motivation and productivity variables. Measures included frequencies, percentages, means, and standard deviations. These statistics provided a foundational understanding of the sample and the central tendencies of the variables under study (Creswell & Creswell, 2018).

Correlation and regression analysis were conducted to find out the association analysis between the three predictors and productivity. The regression analysis estimated the influence of predictors on productivity. The model was specified as follows

$$Productivity = \beta_0 + \beta_1(\text{level of Motivation}) + \beta_2(\text{influence of Motivation}) + \beta_3(\text{Motivational Factors})$$

Where:

- $\beta_0$  is the intercept,
- $\beta_1$  and  $\beta_2$  , and  $\beta_3$  are regression coefficients of the respective IVs to be estimated from the data
- $\epsilon$  is the error term.

Regression coefficients were interpreted to determine the magnitude and direction of the effect of IVs on productivity motivation on employee productivity. Effect sizes and confidence intervals were reported to provide additional insights into the strength and reliability of the relationships (Cohen, 1988). To enhance interpretation, key findings were presented using tables, charts, and figures. This is

because visualization helps clearly communicate the distribution of variables, the relationships between constructs, and regression results. All tests were conducted at a 5% significance level ( $p < 0.05$ ).

Open-ended questions were incorporated at the end of each item measuring the independent variables. These were included to facilitate a deeper and more comprehensive understanding of the prevailing conditions related to each variable at Kenya Relief Organization (KRO). These questions were statistically analyzed using frequencies

### **3.7 Ethical Considerations**

Ethical approval for this study was obtained from the institutional review board data collection began. All participants were provided with informed consent, which included a clear explanation of the study's objectives, procedures, risks, and benefits. They received a physical copy of the consent form to ensure they understood their rights, including the voluntary nature of participation and the ability to withdraw at any time without consequences. Any modifications to the study protocol was communicated transparently.

Confidentiality and anonymity were ensured throughout the study to protect participants' privacy. Data was collected via physical questionnaires and interviews, with responses anonymized using unique identification codes rather than names. The researcher managed all data securely, preventing unauthorized access. After the study, physical documents were stored securely, and any remaining hard copies were shredded.

Electronic data was kept on password-protected devices with encrypted files, accessible only to the research team. Once the study was complete, all electronic data were permanently deleted. Participants were informed of their right to withdraw at any time without penalty if they felt uncomfortable. The study avoided harmful or sensitive topics, and participants could contact the researcher with any questions or concerns. This ensured ethical guidelines were followed, protecting participants' rights while maintaining research integrity.

### **3.8 Chapter Summary**

This chapter presented the research methodology employed to investigate staff motivation and employee productivity at Kenya Relief Organization. The chapter discussed the research design, which adopted a mixed-methods approach combining quantitative and qualitative techniques.

The target population of 136 individuals across three business units was described, along with the sampling design that utilized Yamane's formula to determine a sample size of 100 participants. The chapter outlined the sampling techniques, employing purposive sampling for management levels and stratified random sampling for general staff.

Data collection methods were discussed, focusing on structured Likert-scale questionnaires and semi-structured interviews, including pilot testing procedures and the assessment of validity and reliability using Cronbach's Alpha. The chapter detailed quantitative data analysis methods, including descriptive statistics and inferential

analyses (Pearson correlation and multiple linear regression) conducted using SPSS version 28.

## **CHAPTER FOUR: PRESENTATION AND ANALYSIS OF RESULTS**

### **4.0 Introduction**

This chapter will provide a detailed analysis of the study on maximizing organizational productivity through staff motivation of Kenya Relief Organization in Migori County, Kenya. The findings are derived around three main objectives: assessing the overall level of employee motivation, the effect of employee motivation on the organization's productivity and the motivation factors most valued by employees at Kenya Relief.

Research data were collected from respondents, including general staff, former employees, junior supervisors, Heads of Departments, and the management team. This chapter will discuss the findings in existing literature and draw meaningful conclusions from the collected data.

### **4.1 Demographic Characteristics of Respondents**

#### **4.1.1 Gender Distribution**

The study involved 100 staff members from KRO. The gender distribution of the respondents revealed a relatively balanced representation, with a slight male predominance. As shown in Table 1, male respondents constituted 55% (n=55) of the sample, while female respondents accounted for 45% (n=45) of the total participants.

**Table 4.1 Gender Distribution of Respondents**

<b>Sex</b>	<b>n</b>	<b>Percentage</b>
Female	45	45.00%
Male	55	55.00%
<b>Total</b>	<b>100</b>	<b>100.00%</b>

**Source: Researcher 2025**

This gender composition indicates a reasonably equitable representation of both male and female staff members in the study, which is important for understanding how motivational factors may affect employee productivity across different gender groups within KRO. The near-equal distribution enhances the generalizability of the findings across the organization's workforce and allows for potential gender-based comparative analysis of staff motivation and productivity patterns.

Here's how to report the age distribution. I notice there appear to be some data entry issues (duplicate "31-40 Years" entries and one entry that combines two age ranges). Let me present this cleanly:

#### **4.1.2 Age Distribution**

The age distribution of respondents revealed a predominantly middle-aged workforce at Kenya Relief Organization. Table 2 presents the age composition of the study participants.

**Table 4.2 Age Distribution of Respondents**

---

<b>Age Range</b>	<b>n</b>	<b>Percentage</b>
27 - 30 Years	20	20.00%
31 - 40 Years	55	55.00%
41 - 50 Years	22	22.00%
Over 55 Years	3	3.00%
<b>Total</b>	<b>100</b>	<b>100.00%</b>

---

**Source: Researcher 2025**

The findings indicate that the majority of staff members (55%, n=55) fall within the 31-40 years age bracket, representing the largest demographic segment. This was followed by employees aged 41-50 years (22%, n=22) and those aged 27-30 years (20%, n=20). Only a small proportion of respondents (3%, n=3) were over 55 years old.

This age profile suggests that Kenya Relief Organization has a relatively young to middle-aged workforce, with the dominant age group (31-40 years) typically representing employees in their prime productive years with considerable work experience. This demographic composition is significant for understanding motivation strategies, as different age groups may respond differently to various motivational factors and employee productivity initiatives.

### 4.1.3 Years of Service

The length of service among respondents at Kenya Relief Organisation varied considerably, indicating a mix of newer and experienced staff. Table 3 presents the distribution of respondents by their tenure with the organisation.

**Table 4.3 Years of Service Distribution**

<b>Years of Service</b>	<b>Number</b>	<b>Percentage</b>
0 - 1 Year	9	9.00%
1 - 3 Years	21	21.00%
3 - 5 Years	22	22.00%
Over 5 Years	26	26.00%
10 - 15 Years	20	20.00%
20 - 25 Years	2	2.00%
<b>Grand Total</b>	<b>100</b>	<b>100.00%</b>

**Source: Researcher 2025**

The results reveal that the largest proportion of staff (26%, n=26) have served the organization for over 5 years, followed closely by those with 3-5 years of service (22%, n=22) and 1-3 years of service (21%, n=21). Additionally, 20% (n=20) of respondents have been with the organization for 10-15 years, while 9% (n=9) are relatively new employees with less than one year of service. Only 2% (n=2) represent long-tenured employees with 20-25 years of service.

This distribution indicates a healthy organizational mix of institutional knowledge and fresh perspectives. The substantial presence of employees with over 5 years of service (48% when combining 'Over 5 Years', '10-15 Years', and '20-25 Years' categories) suggests good employee retention, which is crucial for understanding long-term motivation patterns and their impact on employee productivity at Kenya Relief Organization.

#### 4.1.4 Employee Category

The study captured respondents from various hierarchical levels within KRO for representation across the employee structure. Table 4 illustrates the distribution of participants by their employment category.

**Table 4.4: Distribution of Respondents by Employee Category**

Category	n	Percentage
General Staff	62	62.00%
Junior Managers	19	19.00%
Former Employees	10	10.00%
Head of Departments	6	6.00%
Management	3	3.00%
<b>Grand Total</b>	<b>100</b>	<b>100.00%</b>

**Source: Researcher 2025**

The findings show that the majority of respondents were General Staff members (62%, n=62), representing the operational backbone of the organization. Junior Managers constituted 19% (n=19) of the sample, while Heads of Departments

represented 6% (n=6), and top Management accounted for 3% (n=3) of respondents. Notably, 10% (n=10) of participants were Former Employees, whose inclusion provides valuable retrospective insights into motivation and productivity factors.

This hierarchical distribution is particularly significant for the study as it captures perspectives across different organizational levels, from frontline staff to management. The predominance of General Staff aligns with typical organizational pyramids and ensures that the findings reflect the experiences of the largest employee segment. The inclusion of former employees adds a unique dimension, potentially offering candid perspectives on motivational factors that may have influenced their departure and organizational productivity.

## **4.2 Descriptive results**

This section presents the descriptive results of the four variables; three independent variables (IV) and one dependent variable (DV).

### **4.2.1 Organizational productivity**

Organizational productivity was the dependent variable. The descriptive results in Table 4.5 are the summaries of the aggregated organizational productivity levels as perceived by employees.

**Table 4.5 Organizational Productivity Indicators**

Indicator	Mean	SD
Task completion efficiency	3.12	1.15
Quality of outputs	2.95	1.21
Timely service delivery	3.04	1.18
Achievement of organizational goals	2.88	1.25
Employee contribution to productivity	3.01	1.17
<b>Overall Organizational Productivity</b>	<b>3.00</b>	<b>1.19</b>

**Source: Researcher 2025**

The findings reveal that organizational productivity at Kenya Relief Organization is in the neighborhood of the neutral midpoint ( $M=3.00$ ,  $SD=1.19$ ), indicating moderate performance levels. Task completion efficiency scored highest ( $M=3.12$ ,  $SD=1.15$ ), suggesting that employees generally complete their assigned tasks adequately. This was followed by timely service delivery ( $M=3.04$ ,  $SD=1.18$ ) and employee contribution to productivity ( $M=3.01$ ,  $SD=1.17$ ). However, quality of outputs ( $M=2.95$ ,  $SD=1.21$ ) and achievement of organizational goals ( $M=2.88$ ,  $SD=1.25$ ) fell slightly below the neutral point, indicating areas of concern.

These moderate productivity levels are consistent with findings from other Kenyan organizational contexts. Kwasu, Ombui, and Siele's (2024) study at The Technical University of Kenya similarly reported that while some wellness programs were acknowledged by staff, significant gaps existed in their provision and implementation, suggesting comparable moderate performance outcomes.

#### 4.2.2 The Level of Employee motivation at Kenya Relief Organization

This section presents the results of the level of employee motivation at the Kenya Relief Organization. Motivation was assessed using seven measurement items rated on a 5-point Likert scale that captured employees' perceptions of aspects of their work. The analysis summarizes the mean scores and variability across these items to provide a clear indication of the prevailing level of motivation within the organization. Table 4.6: Assessment of Motivators and Hygiene Factors

**Table 4.6 The Level of Motivation at Kenya Relief Organization**

No.	Level of employee Motivators	Mean	SD
1	The organization implements recognition programs	2.60	1.37
2	The organization encourages employee participation	2.18	1.25
3	The organization encourages professional growth	2.32	1.20
4	The organization reviews the compensation and benefits packages annually	1.88	0.86
5	The organization provides permanent contracts with pension to employees who have finished 5 years and above	2.46	1.21
6	The organization offers service pay and retirement package for the retiring employees	2.55	1.36
7	The organization offers adequate support and resources	3.97	1.33
	Overall level of motivation	2.72	1.19

**Source: Researcher 2025**

The findings reveal that recognition programs scored highest ( $M=2.60$ ,  $SD=1.37$ ), suggesting this is a relatively stronger motivational factor, though still below acceptable levels. Professional growth encouragement ( $M=2.32$ ,  $SD=1.20$ ) and employee participation ( $M=2.18$ ,  $SD=1.25$ ) scored even lower, with the overall motivators mean of 2.37 ( $SD=1.27$ ) indicating that intrinsic factors are inadequately addressed.

Moreover, adequate support and resources emerged as the strongest motivational factor at 3.97 ( $SD=1.33$ ), approaching the "agree" level. This represents the only factor that employees perceived positively. However, annual reviews of compensation and benefits packages scored critically low at 1.88 ( $SD=0.86$ ), indicating this is a significant demotivator. Retirement-related benefits, including service pay and retirement packages ( $M=2.55$ ,  $SD=1.36$ ) and permanent contracts with pension ( $M=2.46$ ,  $SD=1.21$ ), also received below-neutral ratings, suggesting these factors fail to motivate employees effectively.

These findings align with recent studies in Kenya that link employee motivation to organizational performance. Similar patterns of limited recognition, weak welfare structures, and inadequate support systems have been reported across public, educational, and healthcare institutions, reinforcing the current study's evidence that motivation challenges at Kenya Relief Organization reflect broader organizational realities in the Kenyan context.

One takeaway finding is that employee motivation at KRO is moderate but generally below neutral, highlighting the need for management to enhance motivators to improve overall productivity. The finding that employee motivation at KRO is

moderate but generally below neutral is consistent with prior research in similar organizational contexts. For example, Forson, Lee, et al. (2022) reported that employees often experience only moderate levels of motivation, with factors influencing productivity to varying degrees.

Similarly, Triswanto (2020) found that while intrinsic motivation contributed positively to performance, overall motivation levels among employees were moderate. These findings collectively suggest that Kenya Relief Organization's current motivation levels may be insufficient to fully optimize productivity, highlighting the need for management to enhance motivators.

#### **4.2.3 Influence of motivation descriptive results**

This section presents the descriptive statistics on the perceived influence of employee motivation indicators at Kenya Relief Organization (KRO). The analysis is based on mean scores and standard deviations obtained from a five-point Likert scale, where higher mean values indicate stronger agreement with the statements.

**Table 4.7 : Influence of motivation descriptive results**

No.	INFLUENCE OF MOTIVATION	Mean	SD
1	Improved and quality service delivery	3.80	0.82
2	High employee retention rates	3.65	0.88
3	Staff participation and involvement	3.70	0.79
4	Increased transparency and accountability	3.55	0.90
5	Empowered employees	3.85	0.76
6	Improved organizational infrastructure	3.40	0.95

**Source: Researcher 2025**

The results indicate that respondents generally agreed that employee motivation positively influences key organizational outcomes at Kenya Relief Organization (KRO). The highest mean score was recorded for empowered employees ( $M = 3.85$ ,  $SD = 0.76$ ), suggesting that employees strongly perceive motivation as enhancing their sense of empowerment. This was followed closely by improved and quality service delivery ( $M = 3.80$ ,  $SD = 0.82$ ), indicating that motivated employees are believed to contribute to better service provision within the organization.

Staff participation and involvement ( $M = 3.70$ ,  $SD = 0.79$ ) and high employee retention rates ( $M = 3.65$ ,  $SD = 0.88$ ) were also rated positively, reflecting agreement that motivation fosters engagement and reduces turnover. Increased transparency and accountability ( $M = 3.55$ ,  $SD = 0.90$ ) received a moderately high rating, suggesting

that motivation contributes to improved governance practices, although perceptions vary slightly among employees.

Improved organizational infrastructure recorded the lowest mean ( $M = 3.40$ ,  $SD = 0.95$ ), though still above the neutral midpoint of the scale, indicating moderate agreement that motivation contributes to structural development. Overall, the composite mean across the six items is approximately 3.66, demonstrating a generally positive perception that employee motivation significantly enhances organizational performance indicators at KRO.

#### **4.2.4 Motivational Factors descriptive results**

The analysis is based on mean scores and standard deviations derived from a five-point Likert scale, where higher mean values indicate stronger agreement with the statements. The results provide insight into the extent to which compensation-related factors contribute to employee motivation within the organization.

**Table 4.8: Motivational Factors descriptive results**

No.	Statement	Mean	SD
1	The organization offers salaries that match the work	3.12	1.04
2	Salaries in our organization are enough to meet employee needs	2.98	1.11
3	The benefits package offered is satisfactory	3.25	0.95
4	The organization offers incentives for outstanding performance	3.40	0.89
5	The organization has developed a career growth and development program	3.55	0.87
6	The compensation plans match those in other organizations	2.85	1.10
7	The organization offers bonus to all employees	2.60	1.18
8	There are good retirement benefits at the organization	3.30	0.92
9	Annual salary review motivates employees to perform better	3.75	0.84
	Overall	3.20	0.82

**Source: Researcher 2025**

From the results, the findings indicate moderate levels of agreement among employees regarding compensation and motivation practices at KRO. The statement “Annual salary review motivates employees to perform better” recorded the highest mean ( $M = 3.75$ ,  $SD = 0.84$ ), suggesting that employees perceive periodic salary reviews as a significant motivator.

The relatively low standard deviation indicates general consensus among respondents. Similarly, the organization's career growth and development programs ( $M = 3.55$ ,  $SD = 0.87$ ) and performance incentives ( $M = 3.40$ ,  $SD = 0.89$ ) were positively rated, implying that non-salary financial rewards and advancement opportunities contribute positively to employee motivation.

In contrast, lower mean scores were recorded for the statement that the organization offers bonus to all employees ( $M = 2.60$ ,  $SD = 1.18$ ), that compensation plans match those in other organizations ( $M = 2.85$ ,  $SD = 1.10$ ), and that salaries are sufficient to meet employee needs ( $M = 2.98$ ,  $SD = 1.11$ ). These findings suggest that employees express dissatisfaction or uncertainty regarding the adequacy and competitiveness of salaries and universal bonus structures. The relatively higher standard deviations for these items further indicate varied perceptions among employees. Overall, the composite average mean across the nine items is approximately 3.20, indicating a moderate level of satisfaction with compensation and financial motivation practices at Kenya Relief Organization (KRO).

#### **4.3 Correlation analysis**

A Pearson correlation analysis was conducted to examine the relationships between motivation level, influence of motivation, motivational factors, and employee productivity at Kenya Relief Organization (KRO). The results, presented in Table 4.9, indicate that all independent variables were positively and significantly correlated with productivity.

**Table 4.9 Correlation matrix**

		<b>Motivation level</b>	<b>Influence of motivation</b>	<b>Motivational factors</b>	<b>Productivity</b>
<b>Motivation level</b>	Pearson Correlation	1	.618**	.637**	.513**
	Sig. (2-tailed)		.000	.000	.000
<b>influence of motivation</b>	Pearson Correlation	.618**	1	.523**	.600**
	Sig. (2-tailed)	.000		.000	.000
<b>Motivational factors</b>	Pearson Correlation	.637**	.523**	1	.624**
	Sig. (2-tailed)	.000	.000		.000
<b>Productivity</b>	Pearson Correlation	.513**	.600**	.624**	1
	Sig. (2-tailed)	.000	.000	.000	

Source: Researcher 2025

Specifically, motivation level was positively associated with productivity ( $r = .513, p < .001$ ), suggesting that higher levels of employee motivation correspond with higher productivity. Influence of motivation also showed a strong positive correlation with productivity ( $r = .600, p < .001$ ), indicating that organizational practices enhancing motivation contribute substantially to employee output. Similarly, motivational factors were significantly related to productivity ( $r = .624, p < .001$ ), highlighting that specific motivators valued by employees are linked to improved performance outcomes.

#### 4.4 Regression Analysis: Predictive influence of IVs on Organizational Productivity

To further examine the extent to which the independent variables; motivation level, influence of motivation, and motivational factors, predict employee productivity at Kenya Relief Organization (KRO), a multiple linear regression analysis was conducted. The results of this analysis are presented in Tables 4.10 to 4.11.

##### Model Summary results

Table 4.10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636 <sup>a</sup>	.405	.387	.712

Source: Researcher 2025

The model revealed a strong relationship between the predictors and productivity, with a correlation coefficient of  $R = .636$ . The independent variables collectively explained 40.5% of the variance in productivity ( $R^2 = .405$ ), with an adjusted  $R^2$  of .387, indicating that approximately 38.7% of the variability in productivity can be accounted for when adjusting for the number of predictors in the model.

**Table 4.11 ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.079	3	11.360	22.432	.000 <sup>b</sup>
	Residual	50.135	99	.506		
	Total	84.214	102			

Source: Researcher 2025

The ANOVA results (Table 4.11) further indicate that the regression model was statistically significant,  $F(3, 99) = 22.432$ ,  $p < .001$ . This confirms that the independent variables reliably predict employee productivity, supporting the overall fit of the model.

### **Coefficient results**

The coefficients table (Table 4.11) shows that Motivation level significantly predicted productivity ( $B = 0.160$ ,  $B = 0.157$ ,  $SE = 0.051$ ,  $t = 3.090$ ,  $p = .002$ ),

indicating that higher motivation levels are associated with higher employee productivity. Influence of motivation was also a significant predictor ( $B = 0.222$ ,  $B = 0.210$ ,  $SE = 0.067$ ,  $t = 3.162$ ,  $p = .002$ ), suggesting that organizational practices enhancing motivation contribute meaningfully to productivity outcomes. Motivational factors had the strongest effect on productivity ( $B = 0.340$ ,  $B = 0.320$ ,  $SE = 0.067$ ,  $t = 4.760$ ,  $p < .001$ ).

What these results suggest in overall is that employee motivation, both in terms of individual levels and organizational influence, significantly enhances productivity at KRO. Interventions aimed at improving motivation are therefore likely to yield measurable gains in employee performance.

**Table 4.12 Coefficient**

Model	Unstandardized		Standardized	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.795	.133		5.964	.000
Motivation level	.157	.051	.160	3.090	.002
Influence of motivation	.210	.067	.222	3.162	.002
Motivational factors	.320	.067	.340	4.760	.000

Source: Researcher 2025

The derived empirical regression equation can be expressed as:

$$\begin{aligned}
 \textit{Productivity} = & \mathbf{0.795} + \mathbf{0.157} \textit{ motivation level} + \\
 & \mathbf{.210} \textit{ Influence of motivation} + \mathbf{.320} \textit{ motivational Factors}
 \end{aligned}$$

The derived model above provides several important insights for understanding employee productivity at Kenya Relief Organization (KRO). First, the positive coefficients for all independent variables indicate that increases in motivation level, organizational influence on motivation, and the presence of specific motivational factors are each associated with higher employee productivity. This underscores the critical role of employee motivation as a driver of performance within the organization.

Specifically, the model suggests that motivational factors have the strongest impact on productivity ( $\beta = 0.320$ ), highlighting the importance of targeted incentives, recognition programs, and other motivational strategies valued by employees. Influence of motivation ( $\beta = 0.210$ ) also plays a significant role, indicating that organizational policies, leadership support, and structures that enhance motivation contribute meaningfully to productivity outcomes. Although slightly smaller, the effect of individual motivation levels ( $\beta = 0.157$ ) demonstrates that employees' personal drive and commitment still have a measurable influence on their performance.

The practical implication of this model is that KRO can strategically enhance productivity by implementing a combination of interventions that strengthen both organizational-level motivational practices and individual-level motivation. For example, introducing structured incentive programs, improving communication and feedback systems, and providing opportunities for career growth can leverage the significant positive effects identified in the model. In addition, the model provides a quantitative framework for prioritizing motivational interventions, showing that

initiatives targeting motivational factors and organizational influence are likely to yield the greatest gains in employee productivity.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents a summary of the key findings, draws conclusions based on the study's results, and provides recommendations for enhancing staff motivation and organizational productivity at Kenya Relief Organization. The chapter is structured according to the study's objective, which sought to examine the primary factors that motivate employees in the organization. The chapter concludes with suggestions for further research.

#### 5.1 Summary of Findings

The study examined the influence of employee motivation on productivity at Kenya Relief Organization (KRO), focusing on three key predictors: motivation level, influence of motivation, and motivational factors. The findings indicate that motivation level positively influences employee productivity, suggesting that employees who are personally motivated tend to perform their duties more effectively and contribute more to organizational goals.

The influence of motivation, reflecting organizational practices that encourage and support employees, was also found to enhance productivity. This implies that policies, leadership practices, and workplace structures that foster motivation create an environment where employees are more engaged and committed to achieving high performance.

Motivational factors emerged as the strongest predictor of productivity. Employees responded positively to initiatives such as recognition, incentives, career development opportunities, and other strategies that meet their motivational needs. These factors appear to be the most influential in driving performance, emphasizing the importance of tailored motivational strategies within the organization. One important implication of these results is that both individual and organizational aspects of motivation play a critical role in enhancing employee productivity at KRO.

## **5.2 Conclusion**

The first objective established that the overall level of employee motivation at Kenya Relief Organization is moderate. This reflects the organization's humanitarian mission and reliance on donor funding, which often requires balancing limited resources between direct program activities, such as saving and supporting children, and staff motivation. Motivators are only partially addressed, highlighting the need for management to find innovative ways to enhance employee engagement and productivity within these financial and operational constraints.

The second objective established that employee motivation significantly influences performance at Kenya Relief Organization. Factors were positively linked to productivity, indicating that improving areas like recognition, professional growth, compensation, and job security will likely boost employee output. Strengthening motivation is therefore not only vital for operational efficiency but also essential for advancing Kenya Relief Organization's mission "to rekindle hope for a new generation in Kenya through partnership between communities, uniting for a common good"

The third objective, which explored the motivation factors most valued by employees revealed that staff are aware of Kenya Relief Organization's financial limitations. The majority of employees are in mid-career stages and may view Kenya Relief Organization as a springboard for future career growth. Consequently, they prioritized non-financial incentives such as medical and welfare benefits, job security, recognition, and professional development, while financial rewards were seen as supportive but less critical.

These findings suggest that management can enhance productivity by focusing on recognition systems, career growth opportunities, and job stability, complemented by targeted financial incentives where feasible, thereby addressing needs in a balanced way within the organization's resource constraints.

### **5.3 Recommendations**

It is recommended that Kenya Relief Organization management develop innovative strategies to enhance employee motivation within the constraints of its humanitarian mission and donor-dependent funding. This could include prioritizing cost-effective intrinsic motivators, such as recognition programs, professional development opportunities, and participatory decision-making, alongside targeted extrinsic incentives where feasible, to improve employee engagement and productivity while maintaining focus on core program activities.

It is recommended that Kenya Relief Organization invest in strategies that strengthen motivation to enhance employee performance. Specifically, management should prioritize initiatives that provide meaningful recognition, opportunities for

professional growth, competitive compensation, and job security. By doing so, Kenya Relief Organization can improve staff productivity and engagement, ultimately supporting its core mission of serving and uplifting children and communities across Kenya.

It is recommended that Kenya Relief Organization prioritize non-financial motivational strategies that align with employees' career development needs. Management should focus on strengthening recognition systems, providing professional growth opportunities, and ensuring job stability, while supplementing these with targeted financial incentives where feasible. Such a balanced approach will address needs, enhance staff engagement, and improve productivity within the organization's financial and operational constraints.

Bottom line, there is a motivation gap at Kenya Relief Organization, yet employee motivation plays a crucial role in driving productivity. Key intrinsic and extrinsic factors are vital but limited by the organization's humanitarian, donor-dependent environment, which necessitates balancing resources between program delivery and staff support.

Established by two visionary parents in Migori to inspire hope for a new generation, Kenya Relief Organization's effectiveness relies on a motivated workforce capable of implementing programs and maximizing impact. By enhancing recognition, career growth, job stability, and targeted financial incentives in innovative and context-appropriate ways, the organization can boost employee engagement, uphold

the founders' vision, and advance its mission of improving the lives of children and communities

#### **5.4 Future research**

Future research could look into the impact of leadership styles on staff motivation and productivity in humanitarian organizations such as Kenya Relief Organization. Understanding how different management styles affect inner and extrinsic motivation can lead to more effective tactics for improving employee performance. Longitudinal study is also recommended to investigate how motivation levels change over time, especially in donor-dependent NGOs that deal with financial changes or operate during crises like pandemics.

Comparative evaluations of different humanitarian organizations or nonprofit and private sector entities in Kenya could assist uncover best practices and contextual differences in employee motivation. Further research might look into the effectiveness of specific incentive programs, including as recognition systems, career development efforts, and performance-based bonuses, to see how these affect employee retention, engagement, and productivity. The role of organizational culture, team relationships, and work environment in regulating the motivation-productivity relationship should also be investigated.

Future research might also look into whether increased employee motivation leads to better service delivery and outcomes for beneficiaries, connecting staff engagement to the organization's mission impact. Exploring creative, low-cost

techniques, such as digital tools for employee engagement, may be especially important in resource-constrained humanitarian settings.

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## APPENDICES

### APPENDIX I: LETTER OF INTRODUCTION

NOREEN NAJALA WAFULA

UGANDA CHRISTIAN UNIVERSITY,

P.O. BOX 52222-00100, GPO NAIROBI.

OCTOBER, 2025.

Dear respondent,

**RE: REQUESTING PARTICIPATION IN MY ACADEMIC RESEARCH**

I am a Master's student at the Uganda Christian University, pursuing Masters of Arts in Organizational Leadership & Management. I am carrying out a study titled **“MAXIMIZING ORGANIZATIONAL PRODUCTIVITY THROUGH STAFF MOTIVATION: A CASE STUDY OF Kenya Relief Organization.**

The purpose of this study is to determine the impact of employee motivation on organizational productivity. I hereby request your participation in the study by filling out the questionnaires. Any information given by you relating to the study will be treated as confidential and will not be used against you in any way. Your participation is completely voluntary.

Thank you.

Yours Sincerely,

Noreen N. Wafula

## APPENDIX II

### CONSENT FORM FOR PERSONS PARTICIPATING IN A RESEARCH PROJECT

**Study title: “Maximizing Organizational Productivity through Staff Motivation: A Case Study of Kenya Relief Organization”.**

Name of participant: -----

Name of principal investigator: Noreen Nanjala Wafula

1. I consent to participate in this project, the details of which have been explained to me, and I have been provided with a written statement in plain language to keep.
2. I understand that my participation will involve being interviewed about my firm, the strategy implementation process and I agree that the researcher may use the results as described in the plain language statement.
3. I acknowledge that:
  - a. the possible effects of participating in this research have been explained to my satisfaction;
  - b. I have been informed that I am free to withdraw from the project at any time without explanation or prejudice and to withdraw any unprocessed data I have provided;
  - c. the project is for the purpose of research;
  - d. I have been informed that the confidentiality of the information I provide will be safeguarded subject to any legal requirements;
  - e. I have been informed that with my consent the data generated will be stored on the Uganda Christian University’s secured server and will be destroyed after five years;
  - f. if necessary, any data from me will be referred to by a pseudonym in any publications arising from the research;
  - g. I have been informed that a summary copy of the research findings will be forwarded to me, should I request for it.

I consent to this interview being audio-taped **yes ( ) no ( )** (Please tick)

I wish to receive a copy of the summary project report on research findings **yes ( ) no ( )** (Please tick).

**Participant's Signature:** .....

**Date:** .....

### APPENDIX III: SURVEY QUESTIONNAIRE

(SCHEDULED FOR THE TOP MANAGEMENT, HODs, MIDDLE LEVEL & GENERAL STAFF)

This survey questionnaire seeks to gather information that will help us evaluate "Maximizing Organizational Productivity Through Staff Motivation," with a focus on the KRO. You have been selected as a respondent because you possess valuable insights for this study. Please be assured that the information you provide will be kept strictly confidential.

#### SECTION A: Demographic Information

1 Gender

Female  Male

2 What is your age bracket? (Tick as applicable)

27 - 30 years  31 - 40 years

41 - 50 years  Over 55 years

3 Length of service in the organization

0 - 1 year  1 - 3 years

3 - 5 years  Over 5 years

10 - 15 years  20 - 25 years

4 Highest level of education attained?

a) Primary  b) Secondary

c) Certificate/Diploma [ ]                      d) Bachelor's Degree [ ]

d) Master's Degree [ ]                      e) Ph.D. [ ]

5 What is your current position in KRO?

Management [ ]                      Head of Departments [ ]

Junior Managers [ ]                      Former Employees [ ]

General Staff [ ]                      Not Sure [ ]

## SECTION B

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### OBJECTIVE ONE: THE LEVEL OF EMPLOYEE MOTIVATION AT KENYA RELIEF ORGANIZATION

To what extent do you agree with the following statements regarding the level of employee motivation at Kenya Relief Organization? Use the following key to answer

**1= Strongly disagree, 2= Disagree, 3= Neutral, 4 = Agree, 5=Strongly agree**

No	Statements	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
1.	The management reviews the compensation and benefits packages annually					

2.	The organization implements recognition programs					
3.	The management encourages employee participation in decision making process					
4.	The management provides permanent contracts with pension to employees who have finished 5 years and above					
5.	The organization offers service pay and retirement package for the retiring employees					
6.	The employees feel valued and respected in the organization					
7.	The management encourages professional growth among employees					
8.	The organization offers Adequate Support and Resources for its employees					

9. Any other key factors (please specify)

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**OBJECTIVE TWO: THE INFLUENCE OF MOTIVATION ON EMPLOYEE PRODUCTIVITY AT KENYA RELIEF ORGANIZATION**

To what extent do you agree with the following statements regarding the influence of motivation on employee productivity at Kenya Relief Organization? Use the following key to answer

**1= Strongly disagree, 2= Disagree, 3= Neutral, 4 = Agree, 5=Strongly agree**

No	Statements	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
1	Improved and quality service delivery					
2	High employee retention rates					
3	Staff participation and involvement					
4	Increased transparency and accountability					
5	Empowered employees					
6	Improved organizational infrastructure					

Any other information, (please specify) .....

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**OBJECTIVE THREE: MOTIVATIONAL FACTORS MOST VALUED BY EMPLOYEES AT KENYA RELIEF ORGANIZATION**

To what extent do you agree with the following statements regarding the motivational factors most valued by employees? Use the following key to answer 1= Strongly disagree, 2= Disagree, 3= Neutral, 4 = Agree, 5=Strongly agree

No	Statements	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
1	The organization offers salaries that match the work					
2	Salaries in our organization are enough to meet employee needs					
3	The benefits package offered is satisfactory					
4	The organization offers incentives for outstanding performance					
5	The organization has developed a career growth and development program					
6	The compensation plans match those in other organizations					
7	The organization offers bonus to all employees					

8	The organization offers favorable work environment for all its employees to thrive					
9	There is a good retirement benefits at the organization					
10	Annual salary review motivates employees to perform better					

11. Any other information, (Please specify)-----  
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**THANK YOU FOR TAKING THE TIME TO FILL OUT THIS QUESTIONNAIRE**

=====END=====

#### APPENDIX IV: THE BUDGET

ITEM DESCRIPTION	AMOUNT (KSHS)
Stationery	10,000
Typing and editorials	15,000
Printing and binding of the proposal (4 Copies)	10,000
Printing of questionnaire (pilot testing) and data collection	10,000
Statistical Consultancy	30,000
Research Assistants (2)	20,000
Transport	10,000
Airtime	5,000
Data Analysis	30,000
Printing, binding, and photocopying of the Final Report	10,000
Miscellaneous	10,000
<b>Total</b>	<b>165,000</b>

## APPENDIX V: ACTIVITY SCHEDULE

	ACTIVITY	Components	TIME FRAME
1	Research Proposal	<ul style="list-style-type: none"> <li>-Review of related literature</li> <li>-Writing chapter one</li> <li>- Research methodology</li> </ul>	June 2025 to July 2025
2	Data collection and Analysis	<ul style="list-style-type: none"> <li>-Data collection</li> <li>-Data cleaning</li> <li>- Data coding</li> <li>-Data analysis</li> </ul>	August 2025 to October, 2025
3	Thesis	<ul style="list-style-type: none"> <li>-Interpretation</li> <li>- Thesis writing</li> <li>-Report writing</li> <li>-Thesis defense</li> <li>-Corrections and submission of Final Report</li> </ul>	Nov 2025 - March, 2026