

Employee Motivation on Organizational Effectiveness in Ministries and State Corporations, Kenya

Mahiri Esther¹, Dr. Wanyoike Rosemarie²

¹Ph.D. Student, Department of Business Studies, School of Business, Economics and Tourism, Kenyatta University, P. O. Box 19225-00100, Nairobi, Kenya

²Lecturer, Department of Business Studies, School of Business, Economics and Tourism, Kenyatta University, P. O. Box 43844-00100, Nairobi, Kenya

Abstract: *Across the globe, employee motivation focus has been increased to aidan efficient, effective and accountable public sector. Employee motivation is a key success pillar of any organizations, including that of Ministries and State corporations. The level of employee motivation can have a significant impact on organizational effectiveness, including productivity, efficiency, and profitability. In Kenya, there was a need to explore the relationship between employee motivation and organizational effectiveness in Ministries and State corporations. The study encompassed several objectives, including determining the effect of job satisfaction, examining the effect of career growth opportunities, and examining the effect of financial incentives on organizational effectiveness in State corporations in the public sector. The study used empirical literature review as the research design. The empirical literature review findings revealed that job satisfaction, career growth opportunities and financial incentives that have had a positive effect on organizational effectiveness. The study recommended Ministries and State corporations to prioritize creating a positive work environment that fosters employee motivation. Secondly, Ministries and State corporations to align individual employee goals with the overall objectives of the organization. Likewise, they should establish clear communication channels that allow employees to understand how their work contributes to the larger organizational goals. The study also recommended Ministries and State corporations to promote leadership and employee career growth. Lastly, Ministries and State corporations to establish performance management systems that focus on recognizing and rewarding employee efforts. This includes setting clear performance expectations, providing regular feedback, coaching, and offering performance-based incentives by acknowledging and rewarding high performers, organizations can create a culture of excellence and motivation.*

Keywords: Incentive, Satisfaction, Career, Organizational Effectiveness

1. Introduction

Globally, there has been increased pressure and demands for a more efficient, effective and accountable Public Service. This makes the need for a motivated public servant more pertinent. Ministries and State Corporations are vital institutions in the public sector that offer essential services to citizens and play a critical role in the economy. [10] noted that for the public sector to achieve its objectives, it needs to be manned by motivated employees who can execute their duties effectively. The concept of employee motivation has been an on-going subject of deliberation among scholars. It has been studied as a thematic area in Human Resource Management. For instance, a study conducted by [8] in Vietnam found that employee motivation was a significant predictor of organizational effectiveness in the public sector.

Employee motivation encompasses a combination of individual and organizational factors. In government state corporations, employee motivation is critical because it directly affects the organization's performance and overall effectiveness. According to research, motivated employees are more productive, committed, and have a higher level of job satisfaction, which results in improved performance which has a direct correlation to efficiency and effectiveness in attainment organizational objectives.

In Ministries and State corporations, employee motivation can have a significant impact on organizational

effectiveness. When employees are motivated, they are more likely to be productive, efficient, and innovative, which can lead to improved organizational performance. However, low motivation levels can lead to reduced productivity, high turnover rates, and decreased job satisfaction which can negatively impact the effectiveness of the organization.

In Africa, there have been several studies on the topic of employee motivation in the public sector. A study by [1] in Nigeria found a positive relationship between employee motivation and organizational performance in the public sector. Similarly, a study by [7] in Kenya found that motivation was positively related to job satisfaction and employee performance in the public sector. Another study by [3] in South Africa found that employee motivation was positively related to organizational commitment and job performance.

In Kenya, there have also been a number of studies on the topic of employee motivation in the public sector. A study by [4] found that financial incentives were the most significant motivator for employees in the Kenyan public sector. Another study by [6] found that job satisfaction was positively co-related to employee motivation in the public sector in Kenya.

Volume 12 Issue 6, June 2023

www.ijsr.net

Licensed Under Creative Commons Attribution CC BY

1.1 Statement of the problem

Employee motivation is a critical factor in the success of organizations, including government and state corporations. The level of employee motivation can have a significant impact on organizational effectiveness, including productivity, efficiency, and profitability. In Kenya, there was a need to explore the relationship between employee motivation and organizational effectiveness in Ministries and State corporations [5]. Specifically, there was need to investigate the extent to which variables such as job satisfaction, recognition, career growth opportunities, and financial incentives impact the effectiveness of these organizations.

It was important to study employee motivation and organizational effectiveness in Ministries and State corporations in Kenya for a number of reasons. Firstly, the public sector is a significant employer in the country, and the effectiveness of these organizations has a direct impact on the delivery of public services to citizens. Secondly, there was a need to address the issue of low morale and motivation among employees in the public sector, which has been a persistent problem in the country. Finally, there was need to identify strategies and interventions that can be used to improve employee motivation and organizational effectiveness in ministries and state corporations in Kenya.

1.2 Objectives of the Study

- 1) To determine the effect of job satisfaction on organizational effectiveness in State corporations in the Kenyan public sector.
- 2) To examine the effect of career growth opportunities on organizational effectiveness in State corporations in the Kenyan public sector.
- 3) To examine the effect of financial incentives on organizational effectiveness in State corporations in the Kenyan public sector.

1.3 Significance of the Study

The study on employee motivation and organizational effectiveness in Ministries and State corporations will hold significant importance for multiple reasons. Firstly, understanding the factors that drive employee motivation in these contexts will have a direct impact on improving performance and productivity. Motivated employees are more likely to be engaged, committed, and dedicated to their work, leading to enhanced organizational efficiency and effectiveness. By identifying the specific motivational factors that influence employees in Public Sector organizations will design targeted interventions, such as recognition programs, career development initiatives, or performance incentives, to foster motivation and drive positive outcomes.

Secondly, the study's findings will contribute to improving employee retention and job satisfaction in Public Sector. High employee turnover hinder organizational effectiveness and continuity. By examining the relationship between motivation and satisfaction, the study will identify strategies to create a positive work environment and address the needs

and expectations of employees. This, in turn, can promote higher levels of job satisfaction, increased employee loyalty, and reduce turnover rates. Ultimately, organizations that prioritize employee motivation and satisfaction are more likely to attract and retain talented individuals, leading to a more effective and stable workforce.

2. Overview of the Literature

The impact of employee motivation on organizational effectiveness has been extensively studied in the field of human resource management. Recent studies have continued to explore this relationship, focusing on the specific mechanisms and factors that drive motivation and its impact on effectiveness.

A study by [2] found that employee motivation had a positive impact on organizational effectiveness through its effect on job satisfaction, commitment, and employee engagement. The study also found that a supportive organizational culture and clear performance goals have a positive effect on employee motivation, which in turn enhances organizational effectiveness.

Another study by [10] examined the impact of employee motivation on organizational effectiveness in the context of the Chinese manufacturing industry. The study found that employee motivation had a significant positive effect on organizational effectiveness, as measured by customer satisfaction, employee satisfaction, and productivity. The study also found that recognition and growth opportunities had a positive effect on employee motivation, which in turn positively influenced organizational effectiveness.

A meta-analysis by [9] synthesized the results of numerous studies on the relationship between employee motivation and organizational effectiveness. The meta-analysis found a strong, positive relationship between employee motivation and organizational effectiveness, with intrinsic motivation having a stronger effect compared to extrinsic motivation. The meta-analysis also found that the relationship between motivation and effectiveness was influenced by a number of contextual factors, including organizational culture, leadership, and job design. Overall, these studies suggest that employee motivation plays a critical role in determining organizational effectiveness, and that organizations can enhance motivation and effectiveness by creating a supportive culture, providing clear performance goals, and offering recognition and growth opportunities to employees.

2.1 Theoretical Conceptual Framework

The conceptual framework for 'Employee Motivation on Organizational Effectiveness in Ministries and State Corporations' can be described as follows:

Independent Variable: Employee Motivation

This variable refers to the various factors that influence the motivation levels of employees in the state corporations. This will include factors such as job satisfaction, recognition, career growth opportunities, and financial incentives.

Dependent Variable: Organizational Effectiveness

This variable refers to the overall performance and success of the State corporations. This will include factors such as productivity, efficiency, and profitability.

Mediating Variable: Job Performance

This variable refers to the specific job-related outcomes that are influenced by employee motivation levels, such as task completion, quality of work, and creativity.

Moderating Factor: Organizational Culture

This variable refers to the shared values, beliefs, and norms that exist within the Public Sector. A positive organizational culture can enhance the impact of employee motivation on organizational effectiveness, while a negative culture can weaken the relationship. The moderating factor of organizational culture highlights the importance of creating a supportive and positive work environment that aligns with the goals of Ministries and State corporations. By promoting a culture that values employee motivation and job performance, the overall organizational effectiveness can be enhanced.

2.2 Proposed research Design

The methodology utilized in the study involved conducting a desk review of both empirical and theoretical literature. Through this approach, a summary of the literature was produced by synthesizing the key concepts, theories, and findings. Ultimately, this process enabled the researchers to draw recommendation and conclusion based on the analysis of the literature.

3. Recommendations

Ministries and State corporations should prioritize creating a positive work environment that fosters employee job satisfaction. This can be achieved by implementing employee recognition programs, financial incentives, providing opportunities for professional development and career advancement, and promoting work-life balance. Creating a culture of appreciation and support can go a long way in boosting employee morale and motivation, ultimately leading to improved organizational effectiveness. It is crucial to align individual employee goals with the overall objectives of the organization. This should be done by establishing clear communication channels that allow employees to understand how their work contributes to the larger organizational goals. By providing employees with a sense of purpose and meaningful work, organizations can enhance employee motivation and increase their commitment to achieving organizational effectiveness.

Ministries and State Corporation should establish performance management systems that focus on recognizing and rewarding employee efforts. This can include setting clear performance expectations, providing regular feedback and coaching, and offering performance-based incentives. By acknowledging and rewarding high performers, organizations can create a culture of excellence and motivation, inspiring other employees to strive for success. Ministries and State Corporation should promote employee career growth. Management should introduce subsidized

courses that inspires and empowers employees to be innovative to take ownership of their work. Also, by involving employees in decision-making processes, delegating responsibility, and providing opportunities for professional growth, organizations can foster a sense of empowerment, and job satisfaction among their workforce.

4. Conclusion

Employee motivation and organizational effectiveness in Ministries and State corporations is vital for driving performance, enhancing employee retention, and fostering job satisfaction. The insights gained from such research can inform the development of targeted interventions, improve the work environment, and contribute to the overall effectiveness and success of these organizations.

References

- [1] Adeoye, A.O., Okunbanjo, O.A., & Salau, O.P. (2018). The impact of employee motivation on organizational performance in the public sector. *Journal of Business and Management*, 20(4), 1-10.
- [2] Chen, T.Y., & Lee, C.Y. (2019). The relationship between employee motivation and organizational effectiveness. *Journal of Human Resource Management*, 20(2), 1-22.
- [3] Jazia, R.A., Mpinganjira, M., & Roberts-Lombard, M. (2019). Employee motivation in the South African public sector: The role of organizational commitment and job performance. *Journal of Public Administration*, 54(3), 490-503.
- [4] Kinyua, A.W. (2018). The influence of financial incentives on employee motivation in the Kenyan public sector. *Journal of Public Administration and Governance*, 8(2), 53-70.
- [5] Kipkoech, P.M., Kiprop, C.K., & Kiptoo, K.C. (2019). Effect of employee motivation on organizational performance in the public sector: A case study of Kenya Forest Service. *International Journal of Management and Commerce Innovations*, 7(1), 60-72.
- [6] Makori, E.O., & Ogutu, M. (2019). Relationship between job satisfaction and employee motivation in the public sector in Kenya. *International Journal of Research and Innovation in Social Science*, 3(2), 29-36.
- [7] Nyandema, G.W., & Okoth, O.M. (2018). Motivation, job satisfaction, and employee performance in the public sector: A case of Kenya Forest Service. *International Journal of Humanities and Social Science*, 8(6), 1-8.
- [8] Tuan, N.A., Tien, L.P., & Van, N.H. (2020). Employee motivation and organizational effectiveness in the public sector: A study of Vietnam. *Journal of Public Administration and Governance*, 10(1), 1-14.
- [9] Wu, C.H., Parker, S.K., & de Jong, J.P. (2021). Employee motivation and organizational effectiveness: A quantitative synthesis of over 50 years of research. *Journal of Management*, 47(1), 237-264.
- [10] Zhang, X., Fang, L., Jiang, Y., & Wang, M. (2020). The relationship between employee motivation and organizational effectiveness in the Chinese manufacturing industry. *Sustainability*, 12(21), 8821.