











**Table 8: Collinearity Diagnostics**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Worker's motivation
1	1	1.987	1.000	.01	.01
	2	.013	12.326	.99	.99

a. Dependent Variable: Employee performance

Table of coefficients below presents the unstandardized and standardized coefficients of the model, the t statistic for each coefficient and the associated p-values. The predictor

variable had significant positive relationship with Employee performance.

The findings confirm that there is a statistically significant influence of Worker's motivation on Employee performance. This implies that an increase in Worker's motivation leads to an increase in Employee performance as demonstrated by the equation below.

$$\text{Employee performance} = 2.358 + .277 \text{Worker's motivation}$$

**Table 9: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.358	.161		14.658	.000		
	Worker's motivation	.277	.042	.334	6.647	.000	1.000	1.000

a. Dependent Variable: Employee performance

The above findings postulate that lack of motivation among employees may lead to stress that is negatively related to performance. However provision of motivation will come a long way in minimising stress and improving performance of the employees. These results are similar to previous studies which indicated that motivation of employees in an organisation which largely emanates from access to financial rewards, good pay and incentives will reduce stress and improve workers performance. White (2006) found out that when employees think that they are not rewarded according to the efforts they are putting in; it creates stress among them and therefore their work performance decreases. Additionally, Giga (2011) also found out that effective motivation can create a productive work force, but a lack of motivating factors can leave employees searching for reasons to give their maximum effort.

appreciated when they put extra effort at work; departments often holding social activities for motivation of staff members; and, promotion being based on performance, motivation among public university workers is still a major source of stress that undermines their performance.

## 5. Conclusion and Recommendations

### 5.1 Conclusion

In a university work environment, employees will feel motivated to do their work effectively and efficiently if they are rewarded accordingly and are given an opportunity to participate in decision making. The reward however needs to be fair or at least employees need to perceive the reward to be fair. The stress 'salary not as good as other people doing similar work' is connected to two key expectations that employees have when they begin employment with an organization; that they will be treated fairly and that they will be recognized for the work they do. The results also indicate that when public university workers are able to ascertain that within the organization there are financial incentives, involvement in decision making, and a career path that leads to management, the cases of stress and subsequently poor performance are minimized. Finally, results of the study indicate that while workers in public universities perceive the organizations as offering them motivation by: being

### 5.2 Recommendations

This study has some limitations. It confined its focus to three universities only. Hence, future research should examine the contributions of motivation to stress and performance of employees incorporating most of the universities in Kenya. The management of public universities should strive to ensure that the employees are motivated to minimize their exposure to occupational stress and consequently enhance their performance.

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### Author Profile

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