

*Factors Influencing  
Employee Motivation  
In Catholic Church  
Owned Institutions In  
Nairobi City County*

**Mathew Njuguna Swala**

*Department Of Social Sciences And Business,  
Jomo Kenyatta University Of Agriculture And  
Technology, Kenya*

**Joanes Kyongo**

*Department Of Social Sciences And Business,  
Jomo Kenyatta University Of Agriculture And  
Technology, Kenya*

**ABSTRACT**

Motivation is a critical tool in Human Resource Management as it is about stimulating people to action in order to achieve a desired task. For an organization to be efficient, effective and successful, all stakeholders' drives must be stimulated and satisfied to ensure effective work performance. Creating efficient motivation system is the answer to what really attracts and retains potential employees in organizations. There are a number of studies involving factors influencing employee motivation but there is none that zeros in on Catholic Church owned institutions this is the gap that the study sought to fill. The purpose of the study was to establish the factors influencing employee motivation in Catholic Church owned institutions with a focus on remuneration, training, work environment and communication, by using employee satisfaction as the measure of the motivation levels of employees. The researcher reviewed the relevant literature on employee motivation guided by motivation theories. The researcher used questionnaires to collect data from the organizations' employees. A correlational research design was employed in the study examining the relationship between independent variables, intervening variable and the dependent variable. The study established statistically significant relationships between employee motivation and work environment, as well as between motivation and existing communication methods. Specifically availability of tools, space and equipment when taken as a measure of work environment, was found to influence satisfaction, and by extension motivation negatively. The study also found that when employees are well informed on issues in their department and the entire organization, it has a positive influence on their satisfaction and hence motivation. It is clear from the findings across all the four independent variables used that there is still need to involve employees and their employers in discussions on decision making for the respective departments and the organization as a whole. It is therefore recommended that Catholic Church owned institutions in Nairobi City County look for options to ensure this is applied in running their institutions for better employee motivation.

**1. INTRODUCTION**

Organizations experience continuous change in the way they are managed and the way they operate. Most of the changes are as a result of such factors as new ways of management, leadership styles and technological development. Organizations have to adapt to these changes in order to remain competitive and successful in the market. Adapting to the changes shapes the way organizations operate. These changes have both advantages and impact on employees. In today's world, the biggest challenge of human resource management is the motivation and retention of employees (Agrawal, 2010).

However, few studies in Kenya have dealt with the role of the Catholic Church organizations in the development of workers' careers. This study showed the need for crucial changes in institutions' and a

modification of the balance of power between employers and workers' structure and workforce management (Rynes, Gerhart & Minette, 2004).

The study sought to find out how organizations and in particular Catholic Church owned institutions should adopt various human resource management (HRM) practices such as teamwork, communication, training, promotion, among others to enhance employee skills as well as motivating employees to work harder towards achieving the intended set targets. This means organizations can improve the quality of human capital by providing comprehensive employee motivation. This will enable the Church to remain competitive in the market today by retaining its employees and increasing productivity. By doing this, the institutions will address the problem of productivity and morale as well as increase the skill base of the workforce.

### **1.1 EMPLOYEE MOTIVATION**

Motivation is first and foremost concerned with why people behave in a certain way. This may be extended to explain as to why employees move from one employer to another. The term "motive" means desires, needs, emotions or impulses that make someone do something (Kreitner 1986). Therefore, motivation is a state of being enthused to take an action. In a work environment motivation therefore refers to employees' desire to perform, stay and commit themselves in an organization through cooperation, leading and helping customers (Bailey & Clegg, 2008). Armstrong (2007) points out people who are well motivated take action that they expect will help them achieve their clear and defined goals. Therefore, motivation is a drive that makes a person to carry out a particular task. Pinder (1998) defines work motivation as a set of energetic forces that originate both within and beyond an individual's being, to instigate work-related behavior, and to determine the efforts', form, way, strength, and period. This definition associates motivation with work and careers and it is more applicable for an individual decision to join and leave the organization and invent ways of performing in a job. Motivation is related to an effort put by an individual in order to get the best results. Therefore in work motivation goal achieving is the expected outcome of job behaviour. For the purpose of this study, definition by Pinder (1998) will be used.

### **1.2 STATEMENT OF THE PROBLEM**

Employee motivation is a major determinant factor of performance in an organization. Gullatt and Bennet (1995) argue that motivated and dedicated staff is considered a cornerstone for the effectiveness of an organization in facing the various challenges and issues it comes across. It is therefore important to study the factors affecting employee motivation in order to enhance organizational effectiveness through a motivated work force. According to Bratton (1999), lack of motivation among the employees both in public and private sectors have manifested in employees unwillingness to work, unexpected absence, late coming, lack of additional training, lack of interest in meetings and hold-ups because the deadlines are not kept and industrial action.

As a researcher working with Catholic Church owned institutions, the issues of employee motivation are pertinent in day to day operations. In order to be successful, Catholic Church owned institutions must endeavor to acquire and retain highly qualified and motivated employees. The cases of high turnover and absenteeism rate by employees are as a result of detachment and low drive to work, (Navarro and Bass, 2006). There are other indicators of employee dissatisfaction such as making regular excuses to be absent from work due to poor pay and poor working environment which adversely affects service delivery, (Baur, 1990). There are some studies done on motivation but none inquired on the factors influencing employee motivation in Catholic Church owned institutions with the focus on compensation, working environment, communication methods and training. This study sought to fill the existing knowledge gap by determining the factors that influence motivation of employees in the Catholic Church owned institutions within Nairobi City County

### **1.3 JUSTIFICATION OF THE STUDY**

The purpose of the study was to test the importance of motivational factors in relation to management of Catholic institutions in Nairobi City County and to employee motivation. The study identified the influence of compensation, working environment, communication methods and training on motivation of employees.

### **1.4 OBJECTIVES**

#### **1.4.1 MAIN OBJECTIVE**

To identify the influence of compensation, work environment, communication methods and training on motivation of employees in the Catholic Church owned institutions within Nairobi City County.

#### **1.4.2 SPECIFIC OBJECTIVES**

The following were specific objectives of the study:

- To determine the influence of compensation on employee motivation in the Catholic Church owned institutions
- To establish the influence of the working environment on employee motivation in the Catholic Church owned institutions
- To determine the effect of existing communication methods on employee motivation in the Catholic Church owned institutions
- To establish the influence of training on employee motivation in the Catholic Church owned institutions

## **2. LITERATURE REVIEW**

In this chapter, the researcher ventured into looking for already existing views by earlier scholars on the topic of study. The researcher acknowledged the views from such publications and eventually made his contribution by finding out how such views would apply in the organization of this study the Catholic Church owned institutions. There are certainly many publications in the areas of motivation theories, compensation,

working environment, communication in the organizations and training. The researcher established how these have been known to influence employee motivation as individual factors, and as well as how the administration of all of them helps to optimize the morale of employees. The researcher sought to find out how the Catholic Church in Kenya just like other organizations responds to the issues of motivation of employees.

## **2.1 THEORETICAL FRAMEWORK**

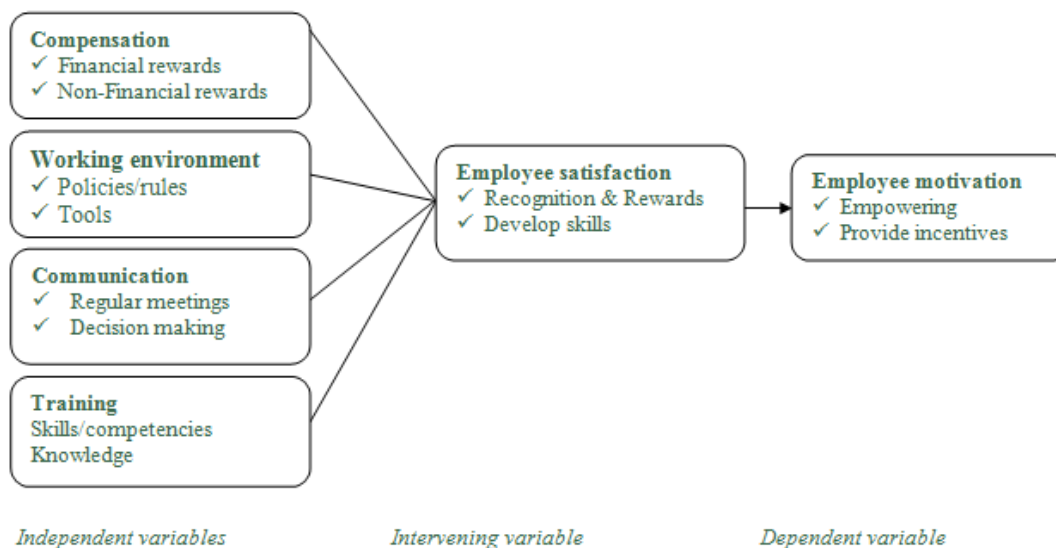
Throughout time, many authors have attempted to develop detailed theories and studies on motivation, satisfaction, and self-awareness. Each of those theories at some point has been applied and tested as to its effects on people's lives, jobs, and personal goals in life and in the work place. It would be very difficult to try to pinpoint one theory or even one technique that seems to work better or is more effective for a certain organization. Before settling on the theories that the researcher used in this study, the researcher got a better understanding of some of the most familiar motivational theories. The researcher found that motivational theories have been categorized into two main groups: content theories and process theories. The content theories focus on the individual needs explaining different factors that contribute to either encouraging or halting a behavior of an individual. Some of the more famous theories within this category include Maslow's Hierarchy of Needs Theory (1954), McClelland's Needs Theory (1961), and Herzberg's Two-Factor Theory (1959). The process theories seem to be much more complex and delve deeply into the thinking process of the individual trying to explain the "why" or "how" of motivation, these theories explain "why workers select behaviors and how they determine whether their choices were successful" (Hunsaker, 2005). They also seem to have more interest in the personal factors within the individual and the psychology involved in their decisions and motivations. Some of the notable process theories include Vroom's Expectancy Theory (1964) and Adam's Equity Theory (1965) (Ruthankoon, 2003).

In this study Maslow's - hierarchy of needs (1954), Herzberg (1959) two-factor theory and Vroom's - expectancy (1964) guided the researcher in discussing and understanding of the factors influencing employee motivation in the Catholic Church owned institutions in Nairobi City County. These theories essentially portrayed the employer-employee relationships.

## **2.2 CONCEPTUAL FRAMEWORK**

The conceptual framework is defined as a result of the researcher conceptualization of the relationship between variables of the study highlighting the relationship between dependent and independent variables (Mugenda and Mugenda, 2003). The model comprises of independent variables which include compensation, working environment, training and communication. The intervening variable is employee satisfaction while the dependent variable is employee motivation. The intervening variable will facilitate a better understanding

of the relationship between the independent and dependent variables. The relationship between dependent, intervening and independent variables is shown below.



### 2.3 EMPIRICAL LITERATURE REVIEW

The researcher discussed the relationship between independent variables, intervening variable and dependent variable. The independent variables comprised compensation, working environment, communication and training, whereas intervening variable was employee satisfaction and dependent variable was employee motivation.

#### 2.3.1 COMPENSATION AND MOTIVATION

Armstrong (2009) divides compensation into performance based pay such as commissions, bonuses and non performance based pay such as monthly salary and weekly salary. Compensation is also divided into fixed pay such as basic pay, promotion, merit increase, cost of living increase, and flexible pay for example commissions, bonuses and benefits for instance, vacations, sick leave, organization car, organization house and medical insurance benefit.

This study sought to find out the role of compensation as a primary motivator for employees. Job seekers seek employment that will suit their competence and also expect to be compensated in terms of salary and other benefits therein. When an organization, Church based institutions included, is setting the level of employees' financial compensation, it is important to set wages that can motivate and attract good and qualified employees.

#### 2.3.2 WORKING ENVIRONMENT AND MOTIVATION

Environment is the immediate surroundings that influence one's day to day living. Work environment means those processes, systems, structures tools or conditions in the work place that impact favorably or unfavorably

to individual performance. These include policies, rules, culture, resources, working relationships, work location as well as internal and external environmental factors, all of which influence the way employees perform their job functions. Therefore, the workplace entails an environment that is conducive for an employee to perform the work (Chapins, 1995) while an effective workplace is an environment where results can be achieved by the organization (Mike, 2010).

Amar (2004) observed that organizations today including the Catholic Church have to create and focus on a healthy environment consistent with employee motivation. Failure to create a good working environment could result to high rate of turnover and affect drastically the performance of the organization. Therefore the management of the organization must come up with the kind of environment where the employees will feel motivated and encouraged in every opportunity they come across. When the employees are well motivated, they increase productivity and are satisfied hence no room for complaining or excuses to avoid work. Good working environment will attract and retain highly qualified employees.

### **2.3.3 COMMUNICATION AND MOTIVATION**

Flora (2003) defines communication as an act or process, signals or messages as by talk, gestures or writing. All activities in an organization require human beings to interact, exchange information, ideas, plan among other activities which require communication. Tunner (2004) asserts that communication is an important function in an organization because the way the organization communicates with its employees is reflected in the employees' morale, motivation and performance. Communication in the workplace can take many forms and has a lasting effect on employee motivation. Effective communication can lead to job satisfaction and commitment to the organization and increase trust. Communicating openly with the employees is a reliable way of motivating them and creates a team spirit which is very essential in smooth functioning of the organization (Tunner, 2004). The management team of the organization should communicate with the employees quite regularly, have meetings, and discuss issues openly and in a friendly manner. The employer has to look for ways of dealing with grievances to eradicate communication barriers. Once the employer starts communicating, he/she will understand what needs to be adjusted for effective communication (Tunner, 2004). The way the organization even the Catholic Church communicates with its employees is reflected in morale, motivation and performance.

### **2.3.4 TRAINING AND MOTIVATION**

Staff training is an essential and indispensable part of human resource management. With a scrutiny of the business climate and the growth in technology and how they affect the economy and the society, there is a need for vigorous training for employees across organization (Khanfar, 2011). Training helps in forming work-related behavior of employees which have a positive influence on their performance. Committed employees are expected to perform better and have less intention to leave the organization (Watson, 2008). The goal of training is improving employees' efficiency and motivation leading to productivity and job

satisfaction. The entire process of training is to be planned in advance by respective organizations in line with the organization goals.

## **2.4 RESEARCH GAPS**

Studies have been undertaken on motivation in general a majority of which have focused on financial rewards and motivation. Musomba (1993) studied “those motivational factors that affect performance among employees of the Kenya Railways” and found out that performance-related scheme could motivate employees and help them increase performance. The researcher recommended that further research to be done on different compensation approaches that can motivate employees.

Mutuku, (2003) researched on “work motivation among secondary school teachers in Kilome division of Makueni District” and found that a majority of the factors of compensation given to teachers do not adequately motivate them. The researcher suggested that TSC and schools Board of Management (BOM) could increase motivational programs of the teachers through salary increment, allowances, promotions and sponsorship for further studies. The researcher recommended further research to be done on working environment and measures to be taken in order to improve the performance of the teachers.

Wanjau, (2013) researched on “contribution of motivational management to employment performance, Vehicle Body Building industry in Kenya” and found out that communication has significant influence on employee retention and employee performance in an organization. The researcher suggested that further research to be done on the influence of employee motivation and communication on employee performance. This study sought to fill the existing knowledge gap by establishing factors that influence employee motivation in Catholic Church owned institutions.

## **3. RESEARCH METHODOLOGY**

The researcher applied both quantitative and qualitative approaches. The research design was developed to evaluate the relationship between independent variables and the dependent variable. Correlational research aims to ascertain if there are significant associations between two or more variables (Zigmund, 2003). This research design was deemed appropriate as it involved the description of the factors that influence motivation of staff in Catholic Church owned institutions and also establish factors that correlate with staff motivation. The research design for this research is descriptive survey design as the study is a social science whereby the researcher has no control of variables. The descriptive survey design is appropriate in studies that are set to determine given situation.

The population of the study was all Catholic Church owned institutions in Kenya. The target population of this study was strictly Catholic Church owned secondary schools, Catholic Church owned universities, University colleges and Hospitals within Nairobi City County. Gay (1992) postulates that for small



populations, a sample size of at least 20% of the population is a good representation while for a large population a sample of 10% is representative enough. The researcher used stratified random and simple random sampling technique. In this study 20% of the population of each stratum was sampled which is an appropriate size of the accessible population for descriptive studies (Mugenda and Mugenda, 2003).

The simple random sampling technique is recommended to select respondents from the entire population, as this method ensures all employees are given an equal chance of being selected into the study sample. In order to arrive at the sample of the institutions for this study stratified random sampling was carried out taking 20% of the secondary schools, universities and university colleges as well as hospitals from the population under study. From the outcome of stratified random sampling, simple random sampling was used to establish the sample of respondents.

The data was collected through the use of questionnaire which had a Likert-type scale and open ended questions. The questionnaire was designed to accomplish the objectives of the study. The researcher used the Statistical Package for the Social Sciences (SPSS) software (version 17) to process and analyzes the data.

Inferential statistics consisting correlation analysis was used to establish the relationship of variables. The data was presented using bar graphs, pie charts and cross tabulations. Tables were used to present responses and facilitate comparison, while percentages were used to simplify data by reducing all the numbers and translate the data into standard form (Copper & Schindler 2003). Content analysis was used to analyze qualitative data collected.

**4. RESEARCH FINDINGS AND DISCUSSION**

The data is presented in the form of graphs, charts and tables. The data has been analyzed using descriptive statistics to generate frequencies of responses and inferential statistics to determine the relationship of the variables under study.

**4.1 ANALYSIS OF DATA**

The researcher in this section explores all the variables used in the study. There is one dependent variable that is, employee motivation and one intervening variable employee satisfaction. There are four main independent variables namely; compensation, working environment, communication and training. The findings were summarized in tables followed by discussions and the interpretation of the tables.

**4.1.1 MOTIVATION**

*Table 4.1 motivation*

<i>Variable label awareness</i>	<i>Mean</i>	<i>Std. Deviation</i>
Organization aware of valued rewards	3.92	1.23
Organization growth and performance motivation	3.85	1.23
Clear feedback from top, for improvement	3.78	1.25

Current appraisal system motivation level	3.70	1.45
Presence of recognition from supervisor	3.20	1.50
Current supervisor allows individual decisions	3.13	1.56
Available promotion opportunities	3.12	1.37
Salary is market related	3.10	1.41
Rotation of employees for new skills	3.07	1.36
Current salary motivates performance	2.70	1.42

From the table, it is clear that as regards motivation of employees in Catholic Church owned institutions in Nairobi City County, on average it is agreed that current incentives motivate performance. Employees also agreed that their institutions are aware of the rewards that they value or consider to be important. From the analysis it is established that the responses on motivation had very small dispersion as indicated by the small values of the respective standard deviations.

On the other hand, employees are uncertain on whether they get recognition from their supervisors for their achievements. They are also not certain if their supervisors allow them to make their own decisions on how to perform tasks in order to achieve goals.

The responses on what employees in the Catholic Church owned institutions suggested as expectations for motivation were diverse and have been summarized in the following section. Some respondents reported that the greatest motivator is a feeling of being valued according to them, when an employee believes that he/she is valued by his/her employer, the employee values the employer in return.

Other respondents reported that rewarding employees is a good motivator. They stated that rewarding money serves as a motivator as well as telling employees how much they were valued. These views are shared by Armstrong (2007), who observes that money motivates because it satisfies a variety of needs and is indispensable for life. Further, these respondents are of the pinion that fair wages, appropriate raises and an occasional unexpected treat can go a long way in building loyal employees.

*Respondents observed that was motivating for them when they voiced their opinions and ideas. According to the respondents, seeking the opinions and ideas of one's workers with the goal of implementing them makes employees feel truly valued as an integral part of shaping the success and future of an organization. The respondents suggested that suggestion boxes, meetings and group discussions are a few ways in which employees can contribute their ideas. Employees should be made to feel that their feedback was welcome at any time.*

*Some respondents observed that for them to feel motivated the employer should share the business mission statement with them. According to the respondents the employer should articulate and share the mission, purpose, and goals of the business with the employees. This they explained would give them a sense of belonging and a connection to the big picture, as it was much more exciting to be sharing in a mission as*

opposed to just accomplishing an unrelated work task. Tunner (2004) agrees that when employers meet their employees to discuss the goals of the organization, it helps the employee focus on performance that achieves such goals. The respondents maintained that a sense of contribution to the purpose and success of a business would make a job feel more important and make employees feel that they own contributed to the success of the organization.

The respondents said that sincere, timely and frequent word of thanks is always motivating. Others were of the opinion that they should be part of the team when celebrating success of the organization and whenever possible be praised in such public forums. From the suggestions above it is clear that motivation of employees is as varied as the employees themselves.

**4.1.2 SATISFACTION OF EMPLOYEES**

*Table 4.2 Satisfaction of employees*

Variable label	Mean	Std. Deviation
Working condition is satisfactory	3.93	1.23
Training programs are satisfactory	3.72	1.43
Good management of information on company progress	3.72	1.39
Compensation is satisfactory	3.52	1.52

On average, majority of the employees responded that they were satisfied as indicated by the small value of standard deviation. *Further respondents said that employers should give employees opportunity to maximize their talents, based on their strengths and weakness,* and as the employee grows in the organization, look to continually encourage the development of their strengths with meaningful goals, challenges and advancements. Since satisfaction is the intervening variable and a pointer to the level of employee motivation, as each dependent variable is discussed below, the influence on satisfaction will be pointed out and further discussed for a clearer picture.

**4.1.3 COMPENSATION AND SATISFACTION OF EMPLOYEES**

*Table 4.3 Compensation and satisfaction of employees*

Satisfaction with compensation considering duties and responsibilities	Mean	Std. Deviation	Pearson correlation coefficient
Compensation is reviewed from time to time	3.77	1.39	-0.134
Hard work and results are rewarded	4.03	1.12	0.119
Compensation is satisfactory as per work assigned	3.83	1.34	0.175
Compensation is aligned to work performance	4.15	1.09	0.075
Increase in compensation will improve performance	3.98	1.14	-0.440
Current compensation is motivating	3.70	1.43	0.096

The findings indicate that with regards satisfaction and compensation, there are weak relationships. This implies that compensation influences satisfaction to a small extent in Catholic Church owned institutions. Of the relationship explored, compensation that is reviewed from time to time and increasing compensation to improve performance had negative influences on satisfaction. Rewarding hard work and results,

compensation that is commensurate to work assigned and compensation to motivate were found to influence satisfaction positively. However none of the above relationship was statistically significant.

**4.1.4 WORK ENVIRONMENT**

*Table 4.4 working environment*

Satisfied with physical working conditions	Mean	Std. Deviation	Pearson correlation co-efficient
Work environment encourages improvement	3.52	1.52	-0.135
Discussions on improvement of work environment involves supervisors	3.45	1.49	-0.002
Work place is safe, healthy and comfortable	3.58	1.48	-0.109
Tools, space and equipment are available	3.68	1.37	-0.263*

\* means relationship is significant at 0.05% level

On average, respondents agree that their current work environment encourages improvement, is safe, healthy and comfortable, and has the tools, space and equipment needed to work effectively. They are however not certain if discussions on improvement of work involve their heads of department. The diversity of these responses is moderate implying that an average is a good representation of all respondents.

The correlation results of work and satisfaction show that work environment was found to be a significant factor influencing satisfaction. Specifically availability of tools, space and equipment was found to significantly influence satisfaction in the negative direction.

**4.1.5 COMMUNICATION**

*Table 4.5 Communication*

Satisfied with information from management on company progress	Mean	Std. Deviation	Pearson correlation co-efficient
Decisions are arrived at by departmental discussion	3.08	1.43	0.2
Well informed employees on departmental issues	3.98	1.31	0.370**
Reward system well communicated	3.53	1.37	-0.115
Freedom of expression exercised	3.83	1.33	-0.173
Information is frequent often and on time	4.03	1.11	-0.06

\*\* means the relationship is significant at 0.01% level

Respondents generally agree that they are well informed on issues in their department and the entire organization. They also agree that reward system is well communicated, and that there is freedom of expression of ideas in their work place. The study also established that information flow from management to other employees in Catholic Church owned institutions is always timely. The respondents were on average not certain whether they actively participated in making decisions within their department. The small values for standard deviations imply that the means speak for the majority of the respondents.

Correlation analysis reveal that communication is a significant factor influencing satisfaction of employees in Catholic Church owned institutions in Nairobi City County. When employees are well informed of what is happening in their department and in their entire organization, they are more satisfied. This concurs with

Tunner, (2004) who says when employers meet the employees and discusses the day to day running of the organization, the employees feel valued. Further, when decisions for the departmental issues are discussed at department level it has a positive influence on employee satisfaction. On the other hand, timely communication, proper knowledge on the applicable reward system, and freedom of expression were all found to influence satisfaction of employees negatively.

Table 4.6 Training

Satisfied with training in the organization	Mean	Std. Deviation	Pearson's correlation coefficient
Threats of punishment aids training	1.45	0.50	0.015
Training increases productivity	4.67	0.48	0.058
Training for efficiency and effectiveness	4.75	0.44	-0.088
New technology used for training	3.25	1.49	0.022
Training is for independence and better results	3.97	1.30	-0.169

The research established that on average respondents strongly agree that training increases productivity, efficiency and effectiveness of their work. Generally also respondents agree that training programs help them work independently and have better results. They were however uncertain that new technology is used in training of employees. On the other hand, respondents strongly disagree that threats of punishment is a better way of training. These findings have small values for standard deviations, meaning that the averages are a reflection of majority of the responses. Correlation analysis indicates that these relationships are not statistically significant.

The study found out that respondents agreed that the workforce needs to have relevant knowledge, skills and right attitude in order to perform their duties to acceptable standards. In other words employees questioned associate quality in their deliverables to training offered to them. According to the respondents, training employees gives them the will to stay longer in their organization because they feel that they improve themselves while working there thus there is no need to look for such personal improvement from elsewhere.

Respondents were also of the opinion that a well trained employee helps their organization to save on time, money and material. Time, because workers who are well acquainted with their roles will concentrate on getting the job done rate instead of waiting to be instructed on what to do. According to some respondents staff training is the key task to help employees in the company to be more united.

## 5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 SUMMARY

The main focus for the researcher was factors influencing motivation of employees in Catholic Church owned institutions within Nairobi City County. There are a number of studies done earlier concerned with factors influencing employee motivation but none has concentrated specifically in Catholic Church owned

institutions in Kenya. The study therefore sought to fill this gap. The study established that workers are motivated with their current compensation, work environment, communication, and training. Motivation in itself cannot be directly observed hence an intervening variable, satisfaction, was used to indicate how the factors influence motivation.

Compensation was found to significantly influence motivation of employees in Catholic Church owned institutions in Nairobi City County. The study revealed that increasing total compensation for employees would improve their work performance.

Work environment was found to be a factor influencing motivation. The study found out that Catholic Church owned institutions in Nairobi City County are doing well in ensuring suitable environment for work. Respondents agreed that the aspects of work measured indeed had an influence on their motivation at work. However, there is need to involve employees in discussions with their supervisors on ways to improve the work environment, since the study found out that currently workers are uncertain that such discussions involve them.

The study established communication as a factor that influenced motivation. Employees generally agreed that they were well informed on what was going on in their departments and in the entire organization. The study found out that flow of information in Catholic Church owned institutions in Nairobi City County is quite timely. The findings indicated that there is an association between employee training and motivation. The study findings indicate that training of workers increases their productivity, efficiency and effectiveness.

## **5.2 CONCLUSIONS**

Motivation is a concept used to explain why a person performs their duties in the manner and on the level that he/she does and therefore it is important for the managers in the organizations to provide insight for the employees to perform effectively and efficiently. From the findings we conclude that compensation, work environment, communication and training of employees, indeed influence employee satisfaction and by extension employee motivation in Catholic Church owned institutions in Nairobi City County. The study established that unlike the popular belief the influence of these factors isn't linear hence need by managers to establish the best combination that increases motivation and thus job satisfaction.

The study proposes that Catholic Church owned institutions in Nairobi City County seek to put in place mechanisms that will encourage employee participation in decision making. Further it is recommended that studies need to be undertaken to establish how the independent variables work environment, training of employees, communication, and compensation interact with each other.

The researcher recommends further research on applicability in the work place particularly in Catholic Church owned institutions. Further research could also consider other factors that might be motivators for

employees in Catholic Church owned institutions such as fringe benefits as well as fit of personal values and company values.

## 6. REFERENCES

- Agrawal, S. (2010). Motivation and Executive Compensation. *The IUP Journal*, Philadelphia: Kogan Page.
- Amar, A. D. (2004). Motivating Knowledge workers to innovate: A Model Integrating Motivation Dynamics and Antecedents. *European Journal of Innovation Management*, 7 (2), pp. 89-10.
- Armstrong, M. (2007). *Employee Reward Management and Practice*. London: Kogan Page.
- Armstrong, M. (2009). *Armstrong's Handbook of Human Resource Management Practice*, London: Prentice Hall.
- Barzegar, N. & Shahroz, F. (2011). A Study on the Impact of on the job training Courses on the Staff Performance (A Case Study). *Social and Behavioral Sciences.*, 29 (2011) : 1942 – 1949.
- Baur, J., (1990), *The Catholic Church in Kenya: A centenary history*, Nairobi: St. Paul's publications.
- Bratton, J. (1999). *Human resource management: Theory and Practice*, New York: McMillan press Limited.
- Cooper, D.R. & Schindler, P.S (2008). *Business Research Methods*, International Edition, 10th Edition. New York. McGraw-Hill/Irwin.
- Chapins, A. (1995). *Workplace and the performance of workers*. Reston: USA.
- Flora, A.G. (2003). *Introduction to Development Communication*, San Francisco: Jossey-Bass Publishers.
- Gay, L.R. (1992). *Educational Research: Competencies for analysis and application*. New York: Macmillan Publishing Company.
- Hunsaker, P.L. (2005). *Management: A Skills Approach*. (2<sup>nd</sup> ed.) Upper Saddle River, NJ: Pearson Prentice Hall.
- Khanfar, S. M. (2011). Impact of Training on Improving Hotelling Service Quality. *Journal of Business Studies Quarterly*, 2(3): 84-93.
- Kreitner R. (1986). 'Motivating Job Performance'. In Kreitner R. , 'Management', (3<sup>rd</sup> ed.), Houghton Mifflin Organization.
- Mike, A. (2010). Visual workplace: How you see performance in the planet and in the office. *International Journal of Financial Trade*, 11(3), 250-260.
- Mugenda, O.M. & Mugenda, A.G. (2003). *Research Methods. Quantitative & Qualitative Approaches*, Nairobi: Acts Press.
- Musomba, J. M. (1993). *The Different Motivational Factors that Affect Performance. A Case of Kenya Railways Corporation*. Unpublished MBA Thesis.
- Mutuku, J, T. M. (2003). *A Study of Work Motivation Among Secondary School Teachers in Kilome Division of Makueni District*. Unpublished Med Thesis Kenyatta University.
- Navarro, C. & Bass, C. (2006). The cost of employee absenteeism. *Compensation Benefits Review*, 38, 26-30.
- Pinder, C. (1998). *Work Motivation in Organizational Behavior*. New Jersey: Prentice Hall
- Rynes, S., Gerhart, B., & Minette, K. (2004). The importance of pay in employee motivation: discrepancies in what people say and what they do. *Human Resource Management*, Vol.43, No.4, 381-394.
- Ruthankoon, R., Ogunlana, S.O. (2003). *Testing Herzberg's Two-Factor Theory in the Thai Construction Industry. Engineering, Construction and Architectural Management*. Vol.10, I. 5; pg. 333-342.
- Turner, P.(2004). *Organisational Communication*, Mumbai: Jaico House.
- Wanjau M.N., (2013), *Contribution of Motivational Management to Employee Performance, Vehicle Body Building industry in Kenya*, International Journal of Humanities and Social Science Vol. 3 No. 14.
- Zigmund, W.G. (2003). *Business research methods*, Sidney: Thomson Publishers.