

Influence of Employee Motivation on Performance of Public Universities in Kenya: A Case Study of Moi University, Nairobi Campus

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Abstract: Every organization exists to achieve certain goals. These goals are achieved through the efforts of employees. It is therefore, vital for every organization to know the factors that can possibly affect performance and work towards improving these factors so that performance is enhanced. The general objective of the study was to examine the influence of employee motivation on performance of public universities in Kenya, a case study of Moi University, Nairobi Campus. Specifically the study sought to determine the effect of staff training, employee remuneration and career development on performance of Moi University, Nairobi Campus. The study used a descriptive case study research design. The study population was 200 staff from Moi University; Nairobi Campus. A representative sample of 70 staff was drawn from this population using stratified random sampling. The study used questionnaire as a tool to collect the required data. The research used statistics package for social sciences (SPSS) computer package software for analysis. The data was interpreted using descriptive statistics through frequencies, percentages and regression analysis. The findings revealed that staff training offered was relevant to developing employee skills, and this was ultimately aimed at improving organizational performance. The findings also revealed that remuneration significantly influences employees' attitude that ultimately influences their performance which also improves organizational performance. The study findings also established that career development was relevant to ensure employees are advance in their careers, and this ultimately led to improved organizational performance. The study recommends that Moi University should embark on continuous training programme for the staff, provide better terms of compensation and provide an avenue for career progression.

Keywords: Career Development, Employee Remuneration, Organizational Performance, Staff Training.

I. INTRODUCTION

Performance is greatly reliant on employee skills. Therefore, if an employee does not have the skills and abilities to accomplish a particular task their performance will be low. In a situation in which the employee is motivated and has proper training, job performance will definitely be at optimal level. Performance is measured through increased productivity, higher generation of revenue, maximized profits and customer satisfaction (Menz, 2012). Robbins and Decenzo, (2015) described motivation as the willingness to influence a high level of effort to attain organizational goals, stigmatized by the efforts and abilities to satisfy. They

emphasized that motivation is a task of three key elements which are organizational goals, needs and efforts.

The higher education sector globally is undergoing a period of significant change. This has been driven by political, economic, technological and cultural factors which affect every aspect of university education. The trends are global and far reaching in their impact. The higher education sector will keep on expanding at a rapid pace due to a number of converging issues such as; increased enrollment, increased capacity in public institutions, a growing private sector, more government investment in research and diversified student loan program and increasing income generating projects (Kulik & Perry, 2012). Shaheen, Naqvi and Khan, (2013) as cited in Githinji, (2014) sought to establish the relationship between training and performance of Academic Staff in University of Karachi in Pakistan. The study established that training contribute to performance. Many Universities in Africa especially public universities are facing serious staff training, remuneration and career advancement problems, thus performance is affected. Mohammad and Al-Momany, (2015) did a study to investigate the relationship between remuneration and employees' performance in selected Universities based in Abuja, Nigeria. The findings showed that there was a considerable relationship between the remuneration and the performance of the employee in these Universities. The study indicated that employee remuneration have an effect on the ability of employees to achieve organizational goals. The study recommended that for greater performance to be attained, a good reward system must be put in place. The study concluded that management can have a significant impact on work output and the progress of the organization. Mwashila, (2017) did a research to assess the influence of career development on academic staff performance in Kenyan public universities in Coast Region. The study found out that career planning had a significant influence on academic staff performance in Kenyan public universities in Coast Region. The study recommended that universities should provide adequate career advisory services to its academic staff and develop career development plans for their academic staff. However, a number of public universities in Kenya are gaining competitive advantage through establishing effective training, compensation strategies on overall business performance (Mukokho, 2010). In most

Kenya Universities, the current leaders are aware that there is much to be done to ensure that they have a focused and highly competitive workforce. Encouraging the staff to perform highly requires considerable effort and top management focus to a large degree in motivating staff (Chege, 2009). In order for these universities to compete effectively, leaders need to motivate the employees to give their best as part of the valuable resource unavailable in the Institution (Berman, Bowman, West & Wart (2010). While Moi University, Nairobi Campus see a clear need to improve employees' and organizational performance, many have yet to train, reward, and ensure career progression of their employees to achieve this goal.

Statement of the Problem

A people centered strategy is an important source of competitive advantage to an organization because, unlike technology, cost or new product development, people are difficult to imitate (Armstrong, 2016). The Kenyan public universities therefore need to attract and retain staff who are a critical resource, that can provide competitive advantage. According to Kitonga, (2013), management of human resources in public universities in Kenya is wanting especially in regard to remuneration, training and career progression of these staff. The inability of these universities to offer good salaries, career growth and effective training has led to exodus of lecturers to other countries and to Kenyan private universities. Ogunade, (2011) highlighted factors such as poor institutional governance and training, poor remuneration, heavy workload and lack of promotional opportunities as causes of staff attrition and poor performance of public universities. Wasyonju *et al.*, (2012) explained that mobility of teaching staff in Kenyan universities has grown over the last few years and notes that it is becoming a challenge. The industrial strike called by Universities Academic Staff Union (UASU) almost each year, in demand of better remuneration and terms of service, is an indicator of their disillusionment and this may impact on performance of these Universities. This brings about dissatisfied staff and lack of motivation. Numerous studies have been carried out globally and regionally to determine the effect of employee motivation on performance of Public Universities. For example, Chowdhury, Alam and Ahmed, (2014) carried out a research to try and understand what motivates academic staff in public Universities in Bangladesh. The findings showed that good working conditions and a good work policy leads to healthier employee performance. Public Universities in Kenya are gradually becoming more sensitive that motivation has a direct consequence on employee and organizational performance. Consequently continued search for ways to motivate their employees with the aim of improving performance. Lack of motivation in an organization can lead to poor employee performance, absenteeism, low output, low profits and employee turnover which may have repercussion to the organization and may also lead to loss of customers to other competitors. This study explores the effect of

employees' motivation on performance of Moi University, Nairobi Campus.

Research Objective

The general objective of this study was to investigate the influence of employees' motivation on performance of Moi University, Nairobi Campus

The Specific Objectives were

- i. To evaluate the influence of Staff Training on performance of Moi University, Nairobi Campus.
- ii. To establish the influence of Employee Remuneration on performance of Moi University, Nairobi Campus.
- iii. To examine the influence of Career Development on performance of Moi University, Nairobi Campus.

II. LITERATURE REVIEW

Theoretical Literature Review

The study is anchored by Herzberg's two factor theory and Maslow's hierarchy of needs theory which are concerned with peoples need and their goals.

Fredrick Hertzberg Two Factor Theory

Frederick Herzberg in the 1950s did an analysis on 200 accountants and engineers with an aim of finding out what are their positive and negative feelings about their work. Two factors from the study stood out to be influencing the satisfaction and motivation of the employees thus propelling them to performance. The factors included motivator factors which were considered to lead employees to job satisfaction and make them work harder with examples such as staff training and recognition at work. Hygiene factors were also considered by the theory and were factors that could lead to dissatisfaction and lack of motivation if they are not provided in the life of an employee. Herzberg theoretical perspectives of the hygiene and motivators factors can be embraced by organizations through an understanding of the needs of the employees for them to articulate the factors that will be reduced and the one that will be increased for the employees to be motivated to perform the tasks assigned.

Workers need to be motivated wholly for them to execute their tasks effectively. Therefore, financial incentives have to be supplemented by non-financial motivators like training for increased organizational performance. The workers always give back in relation to what they have been offered as well as how the organization treats them while performing the organization mandates. Critics of this theory argue that it does not give sufficient attention to individual characteristics which are very important in understanding human behavior (Marchington and Wilkinson, 2015). However, the Two Factor Theory recognizes the fact that motivation comes from within the individual as opposed to any external factors, and provides practical solutions for organizations.

Maslow's Hierarchy of Needs Theory

The development of this theory was based on human needs by Abraham Maslow's, an American psychologist. Maslow, in his theory of motivation, classified human needs into five hierarchical classifications; physiological needs, safety needs, social needs, esteem needs and self-actualization needs. The theory assumes human needs follow in sequence and when one need is satisfied it decreases in strength and the higher need dominates. Employees must have their lower level needs met by for example, adequate pay, employee training opportunities, career development opportunities before they will be motivated by increased job responsibilities, challenging assignments and status. Maslow's theory influences all employees regardless of the age, gender, and qualification and so on; they choose the occupation that they like to be satisfied. For maximum productivity, the management must set a platform for identifying and rewarding employees at their different stages of their needs (Muogbo, 2013 as cited in Alalade & Oguntodu, 2015). The fundamental flaws of Maslow's Needs Theory, stems from his claim that, human needs patterned systematically from one stage to another. In reality, human needs, though revolve around the stages identified by him, but in some situations do not necessarily move progressively from one stage to another as he would have us believe. However, the greatest value of Maslow's need theory lies in the practical implications it has for every management of organizations (Baron, 2016). The rationale behind the theory lies on the fact that it's able to suggest to managers how they can make their employees or subordinates become self-actualized. This is because self-actualized employees are likely to work at their maximum creative potentials.

Empirical Literature Review

Staff Training and Organizational Performance

Mohammad and Al-Momany, (2015) carried out a research on the impact of training on the performance of Jordanian Universities employees, a case study of Yarmouk University. The study used two questionnaires; one to capture attitudes towards the components of the training programs whereas the second was concerned with the connection between training and performance of employees. The purpose of the study was to explore administrative leaders' attitudes with regard to training programs for employees and their impact on performance at Yarmouk University. The findings of the study revealed that training had positive effect on the performance of employees at the university.

Odinga, (2010) conducted a research on whether staff development programs have effects on the job performance of lecturers at Moi University. From the study she concluded that staff development has positive effect on job performance. Establishment of training opportunities is likely to improve the job performance of lecturers of Moi University. The researcher used interviews for data collection. This helped in obtaining clear and detailed information that could have

certainly been left out in the questionnaires. However the study was constrained by the fact that interviews can be vulnerable to prejudice and interference hence leading to missing out on vital information.

Remuneration and Organizational Performance

Muchai, Makokha and Namusonge, (2018) did a study to establish the effects of remuneration system on organizational performance in public organizations with reference to Teachers Service Commission using a sample size of 316 respondents drawn from a target population of 1,500 employees. The result of using Multiple Linear Regression model showed that employees who are highly contented with their work are highly motivated and this affected organizational performance.

Rasowo, (2011) in the study on the effects of remuneration on worker performance at Kenya Pipeline company, Kisumu, found that there was low performance because employees were poorly compensated and that managers never valued or gave response to their employees on their performance. This implied that the employees were discouraged and did not have shared goals and objectives as their efforts were not recognized. A structured closed ended questionnaire was the main tool for collecting data from a sample obtained through stratified random sampling method. The questionnaire was administered to respondents to fill in their offices or places of work while the researcher waited. "This helped to test attitudes, knowledge and other related information influenced by the respondents". In the current study, the researcher did not wait while the questionnaires were being filled in but instead allowed the respondents to fill in the questionnaires during their free time and return them within two weeks, thus giving enough time for filling of questionnaires by the respondents.

Career Development and Organizational Performance

Kakama, (2015) in a study on analysis of factors affecting motivation of workers, found out that supervisor needs to develop the workers abilities thereby laying a favorable working environment for them to exercise their work rights. The human resource managers are involved in designing training calendars to suit the employees training needs, thereby equipping them with the requisite skills amid changes in the work environment. Onukwufor, Umoh and Amah, (2018) using a cross-sectional survey design and a sample of 270 respondents did a study on the relationship between Career Development and Organizational Success of Government Parastatals in Rivers State, Nigeria. Spearman's Rank Order Correlation Coefficient was used to analyze the data through the use of the Statistical Package for Social Sciences (SPSS) version 21. From the study it was found that Career Identification, Career Planning and Career Commitment have positive association with organizational effectiveness and efficiency. Foong-ming, (2008) cited in Onukwuforet al., (2018) carried out a study on career

development practices and turnover intentions, using perceived organizational support as a moderator.

Mark and Nzulwa, (2018) did a study to determine the effect of career development programs on employee performance in National Hospital Insurance Fund headquarters Nairobi a using a sample of 120 respondents drawn from a population of 402. Results of regression analysis show that career development programs contributed to 34.9% of worker performance. The study findings also revealed that there was statistically significant positive relationship between employees training; career counseling, employee mentoring and career development on employee performance.

Mwashila (2017) did a research to assess the influence of career development on academic staff performance in Kenyan public universities in Coast Region. The study found out that career planning had a significant influence on academic staff performance in Kenyan public universities in Coast Region. The study recommends that universities should provide adequate career advisory services to its academic staff and develop career development plans for their academic staff.

Conceptual Framework

The conceptual framework shows the relationship between the independent variables and dependent variable.

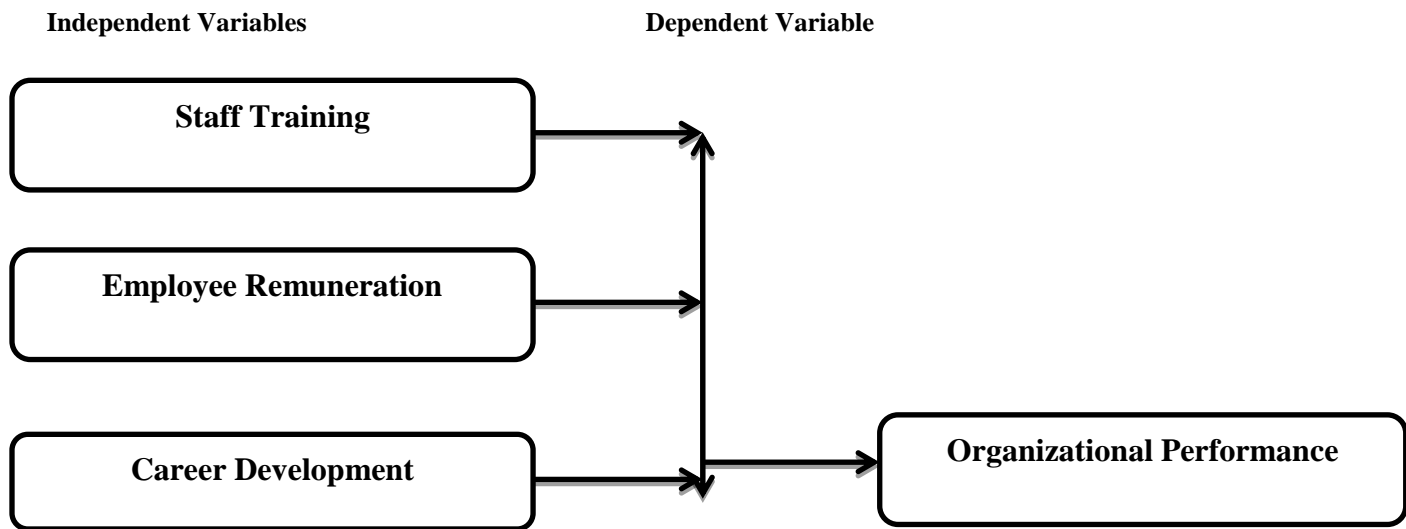


Figure 1 Conceptual framework

III. RESEARCH DESIGN AND METHODOLOGY

Research Design

This study used a descriptive research design as the variables in the study require both qualitative and quantitative analysis. Descriptive research design determines and describes the way things are and seeks to describe a unit in detail, in context and holistically (Kothari, 2004). This research design is selected as it enables descriptions of views beliefs and perceptions of employees (Mugenda & Mugenda, 2003). Raw data was collected through questionnaires which were administered to the respondents.

Target Population

The target population for this study is 200 employees. The data obtained from the employees was analyzed and the results generalized to draw conclusions. The informants of the research were drawn from the academic and administrative staff as shown in Table 1.

Table 1 Target Population

Category	Population
Administrative Staff	123
Academic Staff	77
TOTAL	200

Sample Size and Sampling Technique

In this study stratified random sampling was used in order to ensure that the sample is representative of the population. The members of the category have similar characteristics as their tasks are related and hence are unique in their setting. The researcher took samples from the employees in each category. According to Mugenda and Mugenda, (2003) a sample size of between 10% and 30% is appropriate for a descriptive study. Thirty five percent(35%) of the employees (0.35 of the population became the sample in each category) was drawn randomly as representative of the rest. Therefore, stratified random sampling method was used to obtain the sample of 70

respondents. The sample size was adequate to represent the rest of the population as shown in Table 2.

Table 2 Sample Size

Category	Population	Sample Size
Administrative Staff	123	43
Academic Staff	77	27
Total	200	70

Data Collection Instruments and Procedures

The study used both primary data and secondary data in achieving the research objectives. Secondary data were retrieved from the past studies while primary data was collected from the university staff. The research used questionnaires as the tools for primary data collection. Questionnaires are preferred because according to Kothari, (2004) can be carried out by the researcher or by any number of people with minimal effect to its reliability and validity. The researcher administered the questionnaires by dropping them in the respective office and collect after five working days.

Pilot Study

A pilot study helps a researcher identify areas for improvement especially in the research instrument before embarking the main study (Fielding, 2010). According to Singh, (2014) the outcomes of the pre-checking of the questionnaire using a small section of employees helped in identifying the problems inherent to the research apparatus, diagnosed the errors and the mistakes which needed to be avoided as well as confirmed the probable response rate for the main research process. The pilot study was done on 20 employees selected from 10% of the target population Kothari, (2004). Those who participated in the pilot study were excluded from the final study.

Validity and Reliability Test

According to Mugenda and Mugenda, (2003) validity of the research instruments is the extent to which particular research apparatus (questionnaire) measures what it was meant to measure and this is done regularly to confirm its accuracy. According to Singh, (2014) reliability of the research instruments entails the consistency in the measurement of the items of study and producing the same results even when the tests are done repeatedly. The Cronbach's Alpha was used to test the reliability of the data collection instrument and an alpha of between 0.6-0.7 is normally accepted. Validity was tested by discussing the questionnaire with experts and the supervisor. A coefficient of 0.8 was obtained. This implies that there is high reliability of data (Mugenda & Mugenda, 2003).

Data Analysis and Presentation Techniques

The collected data was analyzed using quantitative methods as well as qualitative techniques. Descriptive statistics including

mean and standard deviation was used to help the researcher describe the data. The finding was presented in the form of tables and figures. To determine the relationship between the variables the multiple regression analysis models was used.

IV. RESEARCH FINDINGS AND DISCUSSIONS

Response Rate

A total of 70 questionnaires were distributed, 12 questionnaires were incomplete and 58 questionnaires were returned fully filled, representing 93%. The response rate of 93% was considered acceptable as supported by Mugenda and Mugenda, (2003) who posit that a response rate of 70% and above is excellent. As seen in Figure 2.

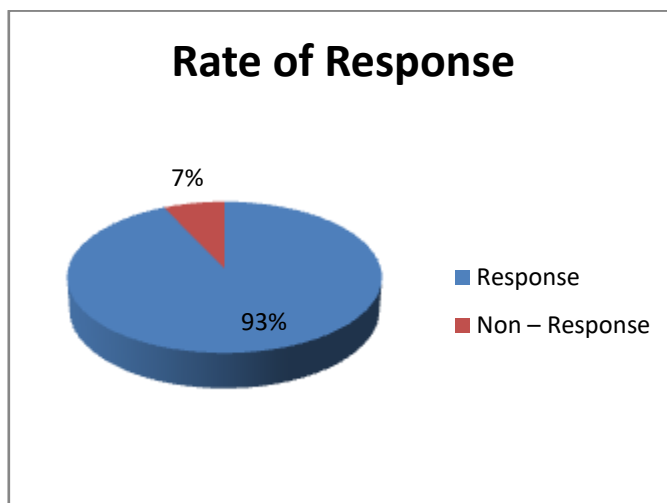


Figure 2 Response rate of Respondents

Gender Distribution

The gender of the respondents was analyzed. It was found that more than half of the respondents at 62.1% were male while 37.9% were female. This implies that Moi University, Nairobi Campus were gender sensitive in employment since the disparity was not very wide between the male and the female. The results are shown in Table 3.

Table 3 Gender Distribution of Respondents

Class	Frequency	Percentage
Male	36	62.1%
Female	22	37.9%
Total	58	100%

The influence of Staff Training on performance of Moi University, Nairobi Campus

The study sought to investigate the influence of Staff Training on performance of Moi University, Nairobi Campus. Regression analysis was done with organizational performance as the dependent variable and staff training as the predictor factor. The regression analysis revealed a relationship $R = 0.788$ which showed a strong positive

correlation and revealed that staff training and organizational performance are fundamentally related, and $R^2 = 0.621$ which meant that 62.1% of variation in organizational performance can be explained by a unit change in employee training. The results are shown in Table 4.

Table 4 Model Fitness for Staff Training

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788a	0.621	0.614	0.29856
Predictors: (Constant), Staff Training				

The study outcome indicated that addition of staff training to Moi University, Nairobi Campus has a significant positive

impact on organizational performance. The results indicate that there is significant relationship between employee training and organizational performance; $p < 0.05$ ($P = 0.01$). Thus, the values of employee training are statistically significant ($t = 9.570$, $p < .05$) which means an increase in mean index of employee training will increase organizational performance by a positive unit mean index value of .778 (77.8 percent). The regression model explaining the results as depicted in Table 5 is given by: Organizational Performance = $0.935 + 0.778$ (Staff Training). The model shows that employee training positively affects organizational performance at Moi University, Nairobi Campus.

Table 5 Regression Coefficients for Staff Training

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Constant	0.935	0.332		2.814	0.007	0.269	1.601
Staff Training	0.778	0.081	0.788	9.57	0	0.615	0.941
a. Dependent Variable: Organizational Performance							

Influence of Employee Remuneration on performance of Moi University, Nairobi Campus

The study sought to investigate the influence of Employee Remuneration on performance of Moi University, Nairobi Campus. Regression analysis was done with organizational performance as the dependent variable and employee remuneration as the predictor factor. The regression analysis

revealed a relationship $R = 0.772$ which showed a strong positive correlation and revealed that employee remuneration and organizational performance are fundamentally related, and $R^2 = 0.596$ which meant that 59.6% of variation in organizational performance can be explained by a unit change in employee remuneration. The results were enumerated as seen in Table 6.

Table 6 Model Fitness for Employee Remuneration

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.772a	0.596	0.589	0.30815
a. Predictors: (Constant), Employee Remuneration				

The study outcome indicated that addition of employee remuneration to Moi, University, Nairobi Campus has a significant positive impact on organizational performance. The results indicate that there is significant relationship between employee remuneration and organizational performance; $p < 0.05$ ($P = 0.01$). Thus, the values of employee remuneration are statistically significant ($t = 9.085$, $p < .05$) which means an increase in mean index of employee

remuneration will increase organizational performance by a positive unit mean index value of 0.763 (76.3 percent). The regression model explaining the results as shown in Table 7 is given by: Organizational Performance = $1.020 + 0.763$ (Employee Remuneration). The model shows that employee remuneration positively affects organizational performance at Moi, University, Nairobi Campus

Table 7 Regression Coefficients for Employee Remuneration

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Constant	1.02	0.341		2.993	0.004	0.337	1.703
Employee Remuneration	0.763	0.084	0.772	9.085	0	0.594	0.931
a. Dependent Variable: Organizational Performance							

Influence of Career Development on performance of Moi University, Nairobi Campus

The study sought to investigate the influence of career development on performance of Moi University, Nairobi Campus. Regression analysis was done with organizational performance as the dependent variable and career

development as the predictor factor. The regression analysis revealed a relationship $R = 0.776$ which showed a strong positive correlation and revealed that career development and organizational performance are fundamentally related, and $R^2 = 0.602$ which meant that 60.2% of variation in organizational performance can be explained by a unit change in career development. The results were enumerated as seen in Table 8.

Table 8 Model Fitness for Career Development

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776a	0.602	0.595	0.30571
a. Predictors: (Constant), Career Development				

The study outcome indicated that addition of career development to Moi, University, Nairobi Campus has a significant positive impact on organizational performance. The results indicate that there is significant relationship between career development and organizational performance; $p < 0.05$ ($P = 0.01$). Thus, the values of career development are statistically significant ($t = 9.207$, $p < .05$) which means an increase in mean index of career development will increase

organizational performance by a positive unit mean index value of 0.754 (75.4 percent). The regression model explaining the results as shown in Table 9 is given by: Organizational Performance = 1.042 + 0.754 (Career Development). The model shows that career development positively affects organizational performance at Moi, University, Nairobi Campus.

Table 9 Regression Coefficients for Career Development

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Constant	1.042	0.334		3.12	0.003	0.373	1.711
Career Development	0.754	0.082	0.776	9.207	0	0.59	0.918
a. Dependent Variable: Organizational Performance							

V. SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

Summary of Findings

The first objective was to establish the influence of staff training on organizational performance. The findings revealed the overall aggregate mean score for the objective is 4.10 and the standard deviation is 0.714. This on average affirmed that the respondents acknowledged that the training offered was relevant to developing employee skills, and this was ultimately aimed at improving organizational performance.

The second objective was to establish the Influence of employee remuneration on organizational performance. The study findings revealed the overall aggregate mean score for the objective is 4.03 and the standard deviation is 0.751. This on average affirmed that the respondents acknowledged that that remuneration significantly influences employees' attitude that ultimately influences their performance which is aimed at improving organizational performance

The third objective was to establish the Influence of career development on organizational performance. The study findings established the overall aggregate mean score for the objective is 4.05 and the standard deviation is 0.739. This on

average affirmed that the respondents acknowledged that career development was relevant to ensure employees are advance in their careers, and this was ultimately aimed at improving organizational performance.

Conclusions

From the study findings there is a presence of direct relationship between the employee motivation and organizational performance. It is evident that an organization needs to set up an attractive motivational strategy that would enable them to attract, retain and improve the workforce. The study concludes that there is a positive relationship between staff training and organization performance. Staff training remains an investment for the organization.

From study it is concluded that there is a positive relationship between remuneration and organization performance. Employee remuneration in terms of salary, bonuses, and allowances remains pivotal in making employees to remain on the job and to expend their energies optimally. Monetary compensation provides the basis upon which certain levels of employees are founded and employee enthusiasm is initially anchored on the pay package.

From the study results it is concluded that there is a positive relationship between career development and organizational performance. Career progressions in the university provide a linkage of the employee's upward mobility with the morale due to the ability of the employee being in a position to handle challenging tasks. Career advancement opportunities increase the employee morale to exert more effort in their job thereby boosting organization performance.

Recommendations

Based on the findings of this research, in line with employee motivation, the study recommends that Moi University, Nairobi Campus and other public Universities organizations needs to embark on continuous training programme for its new and old employees on the recent skills in the market.

The study also recommends better terms of compensation which remains the thrust for many staff in the University to address the discontent that may arise from the remuneration corner. The study recommends that Moi University, Nairobi Campus should provide an avenue for career progression the will motivate the employees as they are always engaged.

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