

**INFLUENCE OF STAFF MOTIVATION ON ORGANIZATIONAL
PERFORMANCE: A CASE OF CO-OPERATIVE BANKS IN KIAMBU, KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIALLY FULFILLMENT OF
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DECLARATION AND APPROVAL

DECLARATION AND APPROVAL

Declaration by the student.

I, at this moment, state that the research I have conducted is unique to me and has not, to my knowledge, been submitted to Mount Kenya University or any other institution for consideration for the award of a Master's Degree by any scholar.

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Approval by the supervisor.

As the university supervisor, I oversaw the research closely and consented to submit it for review.

Signature ..... Date. 03/06/2024.....

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DEDICATION

This research is dedicated to my beloved Limpaso family for their unwavering support and unconditional love.



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ABSTRACT

The study "Influence of Staff Motivation on the Organizational Performance of Cooperative Banks in Kiambu County, Kenya," was conducted to investigate how staff motivation strategies affect the organizational performance of cooperative banks. The study was conducted in Kiambu County, Kenya. This study set out to evaluate the impact of factors including job security, compensation, recognition, and growth on the organizational performance of cooperative banks in Kiambu County. A sample cohort of 94 respondents from 8 branches of cooperative banks in the Kiambu region provided answers to questionnaires, which served as the main data collection method in this descriptive design study. To give actionable advice for strengthening employee motivation strategies and ultimately raising organizational performance in the cooperative banking industry, the study set out to provide a thorough analysis of the existing staff motivation strategies and their potential consequences. With version 20.0 of the Statistical Package for Social Sciences (SPSS), a descriptive statistics technique was used to analyze the collected data. The results demonstrated that most participants believed employee motivating techniques improve organizational effectiveness. As the study revealed different perspectives, specific solutions are important to address employees' diverse demands. This research has added to the corpus of knowledge in organizational behavior, human resource management, and the banking sector—especially in the Kenyan context—by analyzing this crucial relationship. The results of this study support the adoption of feedback channels, financing for activities related to training and development, and a diverse approach to employee motivation. Notwithstanding these informative results, the study acknowledges its limitations in terms of geography, dependence on self-reported data, and the need for additional research to enhance our understanding of the relationship between employee motivation strategies and organizational performance.

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LIST OF ABBREVIATIONS AND ACRONYMS

- CSR** : Corporate Social Responsibility
- PWC** : PricewaterhouseCoopers
- TQM** : Total Quality Management



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In every economy, the banking industry is essential, and cooperative banks' contributions to financial inclusion and socioeconomic growth are especially noteworthy. Since their zeal and dedication may significantly impact an organization's success, motivated employees are regarded as one of its most valuable assets (Manzoor, 2012). Studying the effects of employee incentive techniques on organizational performance is crucial for the cooperative banks in Kiambu, Kenya. The region's cooperative banks frequently deal with particular difficulties and possibilities; thus, it is essential to examine how staff motivating techniques affect their total effectiveness thoroughly. This chapter provides: An overview of the study's problem, the significance of the study, the research questions and objectives, and the study's delimitation and limitations. The study's objective is to explore the impacts of staff motivation techniques on the organizational performance of cooperative banks in Kiambu, Kenya.

Research shows that employees' competency skills play an essential role in promoting and achieving organizational goals (Manzoor, 2012). Additionally, there are various elements that employees need to coordinate and organize for the organization to enhance effectiveness and productivity. In this case, the organization must coordinate its strategy and structures as well as the employees' values, skills, and culture to enhance effective performance. The current study will focus on staff value, mostly focusing on motivation, since there is a strong correlation between employees' motivation and organizational performance.

Kenyan cooperative banks have changed significantly in recent years due to shifting market and regulatory conditions. In light of these developments, employee motivation

plays an ever-more-important role in improving organizational performance (Omollo & Oloko, 2015). Motivated workers are likelier to provide outstanding customer service, participate in creative problem-solving, and promote client happiness. By analyzing the particular tactics cooperative banks in Kiambu use to inspire their employees and how these tactics connect to the bank's overall performance, this study seeks to add to the body of information already in existence. The study will also examine the particular difficulties that these cooperative banks encounter, providing insight into the applicability of customized motivation strategies in their operating setting (Omollo & Oloko, 2015).. The study's findings should be insightful for Kiambu cooperative banks and the larger banking sector, presenting suggestions for improving organizational performance through techniques that effectively motivate employees.

Currently, the financial sector has faced numerous problems and undergone considerable developments on a global scale. In light of this, it is more important than ever to carry out thorough research with the goal of identifying the factors that influence performance in commercial banks. Meta's (2019) study on the impact of Total Quality Management (TQM) techniques on organizational performance is a noteworthy illustration of this type of research. This study emphasizes the critical role that management strategies play in success, highlighting the need for strong management practices for financial institutions globally in order to maintain competitiveness and adjust to changing market conditions (Meta, 2019).

In Africa, the banking sector has had to adjust to changes in the economy, technology, and regulations, much like the rest of the world. The necessity for African banks to design and execute plans that boost customer happiness, increase operational effectiveness, and improve overall performance has become apparent. Research by Mwangi and Gakobo (2019), which examined the factors influencing the Co-operative Bank of Kenya's

implementation of its strategic plan, serves as a pertinent case in point. This research highlights how important it is to match organizational strategies with performance goals, providing insight into the particular opportunities and difficulties faced by African commercial banks as they strive for performance excellence (Mwangi & Gakobo, 2019). Recently, Kenya's banking industry has grown significantly and faced more competition. The Co-operative Bank of Kenya has emerged as a prominent player within this dynamic environment (Omollo & Oloko, 2015). To succeed in this fiercely competitive landscape, it has become imperative for commercial banks in Kenya to address factors directly impacting their performance. Tunga's (2022) research delved into the relationship between organizational culture and occupational stress among Co-operative Bank staff in Nairobi, emphasizing the critical role of employee well-being and organizational culture in achieving high-performance outcomes (Tunga, 2022). Moreover, Ronoh's study (2020) explored the effects of business management training on the financial performance of deposit-taking savings and credit co-operative societies in Kenya, underscoring the significance of employee training and development in enhancing financial outcomes.

Narrowing our focus further to a critical determinant of commercial bank performance, employee motivation comes to the forefront. Anwar and Abdullah's study (2021) investigated the impact of human resource management practices on organizational performance, revealing that the manner in which employees are managed and motivated plays a substantial role in the success of financial institutions (Anwar and Abdullah's study, 2021). Building upon this theme, Kuswati's research (2020) explored the effect of motivation on employee performance, recognizing the direct and influential link between employee motivation and their overall contributions to the organization's success (Kuswati's 2020).

Considering the diverse global, African, and Kenyan contexts, it is evident that the performance of commercial banks is a multifaceted issue influenced by various interconnected factors. These factors encompass management practices, strategic planning, organizational culture, employee training, and motivation. Understanding the intricate interplay of these elements is indispensable for the Co-operative Banks in Kiambu, Kenya, as it equips them with the necessary insights to navigate the ever-evolving financial landscape effectively. This research aims to contribute to this understanding by investigating the specific influence of staff motivation strategies on the organizational performance of cooperative banks in Kiambu, Kenya, drawing from the insights and lessons derived from existing research and customizing them to address the unique challenges and opportunities faced by these banks in their specific operational context.

1.2 Statement of the Problem

Current research reveal that demotivated or demoralized staff or workers can affect the organizational performance. Poor work environment, work-related stress, low compensation, and job dissatisfaction are among the challenges employees working in a banking sectors faces. One of major challenge affecting the Cooperative banks in Kimbu county is demoralized workers. Reseach shows that there is high employees turnover rate due to prevailing employees low motivation and inspiration (Shilaho & Mbugua, 2019). Lack of employees job satisfaction and low morale raise the concerns in Cooperative banks and their abilenance employees productivity, which posively improves the organizational effectiveness.

Several studies in Kenya shows that most employees in Banking such as Cooperatives banks are facing job dissatisfaction which leads to decreased morale and job motivation.

A study by PWC reveals that the rate of employee turnover has increased for the last two decades in Africa, including Kenya (Shilaho & Mbugua, 2019). Work-related stress, low salaries and wages, long-working hours, unfavorable job environment have been the major causes of low job retention in Cooperative banks. In banking sectors most employees keep resigning their current job and keep seeking for well paying jobs with flexibility, better working environment, and opportunities for growth. Low morale and lack of employee motivation are among the key challenges that Cooperative banks are facing. Employers fail to inspire and motivate their workers which lead to decreased motivation and overall low employee performance. Low employee performance affects their work productivity which adversely affects the organizational performance (Shilaho & Mbugua, 2019). Therefore, the current research will uncover the primary causes of low employee motivation and how it affects the organizational performance in Cooperative Banks.

The study will focus on four key motivating strategies: job security, compensation, praise and recognition, and promotion and growth. These factors will be evaluated in relation to their impact on organizational performance (Shilaho & Mbugua, 2019). The outcomes of this research will provide cooperative bank management with substantial insights into the development of employee motivation techniques that can substantially boost organizational performance. Understanding the significance of these motivating strategies within the Kiambu context is critical for these banks to establish a competitive edge and foster an environment where employees are not only motivated but also aligned with the banks' mission and vision (Shilaho & Mbugua, 2019).

The research draws inspiration from existing academic work to address this problem comprehensively. Citing relevant studies conducted in the Kenyan context, such as Kageni (2021), Mwebia (2020), and Chepkwei (2020), the study intends to build upon

their findings and customize the insights to the specific challenges and opportunities faced by cooperative banks in Kiambu, Kenya. These studies have investigated various facets of cooperative societies and organizational performance in Kenya, providing a foundation for the present research to explore the crucial link between staff motivation strategies and the performance of cooperative banks in the region.

1.3 Purpose of the Study

The study's purpose is to explore the impacts of staff or employee motivation on organizational performance more specifically the Cooperative Banks in Kiambu, Kenya.

1.4 Objectives of the Study

- i. Analyze the Impact of Job Security on Organizational Performance in Co-operative Banks in Kiambu, Kenya.
- ii. Evaluate the Influence of Remuneration on Organizational Performance in Co-operative Banks in Kiambu, Kenya.
- iii. Investigate the Impact of Employees Recognition and Praise on Organizational Performance in Co-operative Banks in Kiambu, Kenya.
- iv. Assess the Effect of Employees Promotion and Growth on Organizational Performance in Co-operative Banks in Kiambu, Kenya.

1.5 Research Questions

- i. What is the impact of job security on organizational performance in Co-operative banks in Kiambu, Kenya?
- ii. How does remuneration influence organizational performance in Co-operative banks in Kiambu, Kenya?

- iii. What is the impact of employees' recognition and praise on organizational performance in Co-operative banks in Kiambu, Kenya?
- iv. How do employees' promotion and growth affect organizational performance in Co-operative banks in Kiambu, Kenya?

1.6 Significance of the Study

The results of this study will give cooperative bank management important knowledge about how to create employee-motivating plans that work and improve overall performance (Shilaho & Mbugua, 2019). The performance of cooperative banks is crucial to Kenya's economic development, as they play a significant part in the nation's economy. By researching the elements that influence employee motivation, cooperative banks can develop more potent strategies to motivate their staff and increase production. The data and the information that will be produced in this research regarding the impacts of employee motivation on organizational performance will be used by other scholars in MKU to further their academic research and produce evidence-based research on employee motivation.

Similarly, the study's findings and results can be used to provide significant insights and interventions on improving employee motivation in Kenyan cooperative banks to enhance performance. The research may also provide new strategies for Cooperative Banks in Kimabu County to implement new changes and policies, such as employees better remuneration and working conditions (Shilaho & Mbugua, 2019). These strategies will help to make a difference and improve employee motivation and organizational performance. Lastly, the findings of this study may influence the Kenyan government in collaboration with Cooperative banks to enact new policies on employees' salaries and job satisfaction.

1.7 Scope of the Study

This study is exclusively focused on Cooperative Banks operating within the geographical boundaries of Kiambu County, Kenya. Kiambu County, with its unique economic, social, and cultural characteristics, provides a distinct and specific context for understanding the interplay between staff motivation strategies and organizational performance (Shilaho & Mbugua, 2019). Limiting the scope to this geographic area allows for a concentrated and contextually relevant examination of the subject, as cooperative banks in Kiambu County face distinct challenges and opportunities that necessitate specialized insights.

The study primarily encompasses an investigation into the influence of staff motivation strategies on the organizational performance of Cooperative Banks in Kiambu County (Shilaho & Mbugua, 2019). It examines the specific motivating factors, such as job security, compensation, recognition, praise, promotion, and growth, within the context of these cooperative banks and their impact on key performance indicators. By concentrating on this defined scope, the research aims to provide in-depth insights that can be directly applied to enhance the operational effectiveness and competitiveness of cooperative banks in Kiambu County.

While the study is geographically limited to Kiambu County, the findings may have broader implications for cooperative banks in similar regions, especially those facing comparable challenges and operating within a cooperative banking model (Shilaho & Mbugua, 2019). The lessons learned from this research can serve as a reference point for cooperative banks beyond Kiambu County, providing valuable guidance for the development and refinement of staff motivation strategies to improve organizational performance in the cooperative banking sector.

1.8 Study Limitations and Delimitations

Sample Size and Generalizability: The study's small sample size and narrow emphasis on Cooperative banks in Kiambu, Kenya, may make it difficult for the conclusions to be applied outside of this area (Smith et al., 2019). To corroborate the conclusions' generalizability, additional research in various geographic settings or on various financial institutions is recommended.

Time Restrictions: According to Clark et al. (2021), the study is limited to a short period of time and does not include a longitudinal analysis, therefore it is unable to examine the long-term evolution of staff incentive methods and how those strategies affect organizational performance (Clark et al. (2021).

External Factors: This study does not take into consideration the influence of external factors, such as economic conditions and regulatory changes, as they are not considered within the study's scope (Davis & Anderson, 2019). The primary focus is on the cooperative banks' methods for motivating their staff members.

Self-Reporting Bias: In surveys and interviews in particular, respondent bias in self-reporting may affect the accuracy of the results (Brown et al., 2020). While recognizing the potential for self-reporting bias in survey responses, this study will therefore encompass all aspects of mitigation techniques, for instance, triangulation with additional sources of information. From the secondary sources of data.

1.9 Assumptions of the Study

The study operates under the assumption that survey participants will offer honest and accurate responses, thereby minimizing potential biases associated with self-reporting. This assumption is founded on the belief that participants will earnestly provide information regarding their experiences, opinions, and perceptions, enabling the research

to construct a reliable and objective foundation for its analyses. The study attempts to reduce the impact of response bias and guarantee that the data gathered appropriately represents the participants' opinions by assuming the validity and honesty of participant responses.

Furthermore, data from the Kiambu County cooperative bank sample is thought to be typical of cooperative banks in the larger Kiambu region of Kenya. This presumption is based on the idea that the cooperative banking industry in this area demonstrates traits and behaviors that are typical of cooperative banks across the region. The research can derive conclusions and inferences that apply to cooperative banks in the broader Kenyan environment by using the sampled cooperative banks as typical exemplars.

The study also presumes that the regulatory environment governing Kenya's cooperative banking industry will remain relatively unaltered throughout the research period, with no significant changes that could substantially impact the primary focus of the study. This assumption provides stability to the research context, allowing for a more consistent evaluation of staff motivation strategies and their influence on organizational performance within the cooperative banking sector.

Furthermore, the research assumes that the collected data is of sufficient quality and integrity to facilitate the derivation of meaningful and substantiated conclusions regarding the intricate relationship between staff motivation strategies and organizational performance. This assumption underscores the importance of data quality and validity, ensuring that the research findings are based on reliable and trustworthy information, further enhancing the study's overall credibility and rigor.

1.10 Operational Definition of Key Terms

Motivation: Within the framework of this research, motivation pertains to the internal and external stimuli that propel workers in cooperative banks in Kiambu County, Kenya, to achieve optimal performance (Linge & Sikalieh, 2019). It includes the tangible and psychological rewards that motivate staff members to perform hard, remain dedicated to their jobs, and favorably impact the organization's goals.

Strategies: In the context of this study, strategies refer to the intentional and planned methods that cooperative banks use to stimulate and maintain staff motivation (Kalogiannidis, 2021). These tactics include certain procedures, guidelines, and initiatives created to improve worker commitment, job satisfaction, and engagement.

Performance: In this study, performance is defined as the cooperative banks' ability to reach financial, operational, and service quality targets in addition to their capacity to achieve their stated aims and objectives (Dobre, 2013). It includes a variety of quantitative and qualitative metrics, including as total operational efficiency, customer happiness, staff productivity, and financial returns.

Job security: The sense and guarantee of job stability that cooperative bank workers in Kiambu County have been known as job security (Lucky et al., 2012). It includes the assurance that one's job is secure and that there is little chance of losing one's job as a result of downsizing, restructuring, or unstable economic conditions.

Remuneration: Within the framework of this research, remuneration pertains to the all-inclusive benefits package that staff members at cooperative banks obtain

in exchange for their labor. It includes all of the money that employees receive in exchange for their labor, including base pay, bonuses, and perks like health insurance, retirement plans, and other financial incentives (Armstrong, 2019).

Recognition: Recognition is the term used to describe how cooperative banks thank and acknowledge their staff members for their accomplishments, efforts, and contributions. It consists of verbal commendation or other recognition intended to inspire and strengthen constructive actions and results inside the company (Kalogiannidis, 2021).

Promotion and Growth: Opportunities for workers to grow professionally within the organization (Wright et al., 2017)



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

A crucial part of this research is the literature review, which explores the corpus of existing knowledge on how staff incentive techniques affect organizational performance, especially in the setting of cooperative banks. This chapter provides a perceptive analysis of earlier studies, hypotheses, and conclusions pertaining to the topic. The objective is to provide a thorough understanding of the many motivating elements and how they affect organizational performance. This will serve as the basis for the empirical study that will be carried out in the following chapters.

It is impossible to overestimate the role that employee motivation plays in an organization's effectiveness. Knowing how to properly encourage employees has become crucial as firms look to keep a competitive advantage in the fast-paced corporate world of today (Kalogiannidis, 2021). This review intends to explore the rich tapestry of literature that throws light on the nuances of employee motivation, performance, and the cooperative structure and community focus within the cooperative banking industry. We examine the large corpus of research and ideas in this context to pinpoint important motivators and evaluate their effects on cooperative banks in Kenya's Kiambu County.

This literature study is structured to provide a methodical overview of the subject. It begins by looking at the conceptual framework of employee motivation and organizational performance in order to give a theoretical foundation for the research. Next, as indicated by the objectives, it looks at additional motivating factors such job security, pay, praise, recognition, and opportunities for growth (Linge & Sikalieh, 2019). The review synthesizes and critically assesses relevant research findings, theories, and concepts to give a foundation for the subsequent empirical investigation. Our goal in

doing this research is to gather crucial data that will shape the development of staff incentive programs for cooperative banks, ultimately leading to improved organizational performance.

2.1 Empirical Literature

With a focus on the particular variables of job security, compensation, recognition and praise, promotion and growth, and organizational performance itself, this section of the literature review explores the empirical studies and findings related to the impact of staff motivation strategies on organizational performance (Linge & Sikalieh, 2019). The conceptual framework offered a theoretical basis, but now that real-world research and experiences are being drawn upon, the empirical literature will close the gap between theory and practice. The purpose of this analysis is to draw attention to areas of unmet research need and to offer a strong empirical foundation for future work.

Understanding the impact of motivational factors on organizational performance is mostly dependent on empirical research (Kalogiannidis, 2021). These studies provide insightful information about the usefulness of staff incentive techniques in actual organizational contexts. This section looks at previous studies that investigate the link between these variables in order to find gaps in the literature that the current study tries to fill. The exact elements that are being examined are job security, compensation, growth and promotion, acknowledgment and appreciation, and their effect on the functioning of the business.

This empirical research will provide insight into the particular possibilities and constraints that cooperative banks in Kiambu County, Kenya, confront with regard to employee performance and motivation as they work to improve their operations and keep a competitive advantage. We seek to identify areas requiring additional research and

elucidate the relationships between these variables by a critical review of previous studies. Ultimately, we hope to facilitate the creation of customized motivating tactics that improve organizational performance (Linge & Sikalieh, 2019).

2.1.1 Employee Job Security On Organizational Performance

Research shows that employees' job security can be used to evaluate organizational performance (Lucky et al., 2012). This means that if employees have a higher job security, they will experience less fear and will perform better than employees with less job security. James (2012) itemized that, employee job security can have a positive impact on the team and the entire organizational performance. James argued that the more employees have a higher job security, the more they are likely to perform better since they have less fear of termination. This overall will affect the organizational performance since employees will work hard to achieve set organizational goals. For instance, in an organization that is dominated by a major ethnic community such as Chinese, other minority employees may experience job insecurity and may not perform their roles effectively (Lucky et al., 2012). The minority employees may fear losing their jobs to majority ethnic workers. The employee's individual performance influences other team performance, which affects the entire organizational performance.

Job security is a crucial element of efficient human resource management, according to Anwar and Abdullah's (2021) study, "The Impact of Human Resource Management Practice on Organizational Performance". They discovered that job security had a favorable impact on organizational performance in addition to raising employee job satisfaction. The study emphasizes how important job security is as a motivating element that encourages worker dedication and loyalty, which in turn has a favorable impact on organizational performance. This is a critical area of alignment between job security and

organizational success that Kiambu County cooperative banks must take into account when developing their employee motivation plans.

Kurdi and Alshurideh (2020) provide further empirical evidence of the positive relationship between job security and organizational performance. In their study, "Employee retention and organizational performance: Evidence from the banking industry," they reveal that employee retention strategies that offer job security as a central component significantly impact organizational performance. Increased job security lowers attrition rates and fosters a steady workforce, both of which boost organizational performance. The study supports the notion that cooperative banks in Kiambu should make investments in employee retention and job security procedures to improve their organizational performance. It also provides insightful information about the practical implications of job security in the banking sector.

Leitão, Pereira, and Gonçalves (2019) delve into the link between the quality of work life and organizational performance in their study, "Quality of work life and organizational performance: Workers' feelings of contributing, or not, to the organization's productivity." Their research touches on the more general idea of work-related well-being, of which job security is an important component, even though it is not only focused on it (Leitao et al., 2019). According to their findings, workers are more likely to feel that they are making a contribution to the productivity of the company when they perceive a high degree of job security and a favorable work environment. Higher motivation levels are a result of this sense of security in one's work and sense of belonging, which in turn improves organizational performance. This emphasizes how crucial it is to create a work climate that supports job security in addition to offering it.

In conclusion, there is a definite and favourable correlation between job security and organizational performance, as shown by the empirical research on the subject. Job

security is not only a fundamental aspect of employee well-being but also plays a crucial role in enhancing organizational performance. The studies cited provide compelling evidence of this relationship in various organizational settings, including the banking industry. This literature review offers critical insights into the interplay between job security and organizational performance, setting the stage for further exploration of this relationship in the context of cooperative banks in Kiambu County, Kenya.

2.1.2 Employees Remuneration And Organizational Performance

Employee remunerations include wages, salaries, and compensation that an organization pays its workers based on job roles, skills, and targets of the company (Rapsanjani & Johannes, 2019). Current research shows that employees' salaries and compensation influence organizational performance. In this case, employees who receive better wages and compensation are likely to feel motivated and work even harder than employees who receive low wages. Current research in Germany shows that higher employee remuneration contributes towards the realization of increased organizational performance. Companies and organizations that provide higher employee salaries and wages than the market rate experience increased employee job satisfaction, low turnover rate, and increased productivity.

In most African countries, employees' remunerations have been revealed as a major challenge for organizational performance. Most public companies have been found to poorly pay their workers and staff, and this has been linked with negative job satisfaction, high employee turnover rate, and overall low productivity, which leads to declined organizational performance. Research shows that employees who receive low pay rates and compensation affect their morale and ability to perform, hence affecting the entire productivity (Rapsanjani & Johannes, 2019). For instance, in Ghana, there is a high level of employee turnover rate and low productivity, which is influenced by

workers' job dissatisfaction due to low remunerations and industrial strikes. Similarly, in Kenya, employees in the banking system receive low wages and compensations, which leads to low morale and increased job dissatisfaction.

These studies unveil the intricacies of the dynamic relationship between compensation and performance. They underscore that remuneration is not merely a transactional element of the employment contract; rather, it is intricately linked with employees' motivation, commitment, and overall job satisfaction, which, in turn, significantly influence their performance. Additionally, remuneration impacts employee retention, reducing turnover rates and the associated costs of recruitment and onboarding. Furthermore, well-structured compensation packages can incentivize employees to exert extra effort, fostering a culture of high performance and dedication. Thus, these empirical inquiries provide robust evidence of how remuneration strategies are a linchpin in the drive toward improved organizational performance.

Hidayah, Dewi, and Listiowati (2020) examined the role of remuneration as a strategic tool to enhance the service quality, cost-effectiveness, and organizational performance of private hospitals in their study, "Remuneration as a strategy to improve service quality, cost-effectiveness, and organizational performance of private hospitals." Their findings highlighted that a well-structured remuneration system positively impacts organizational performance by fostering service quality and cost-effectiveness. The study underscores the significance of aligning remuneration strategies with organizational objectives and performance, providing essential insights that can be applied beyond the healthcare sector (Hidayah et al., 2020).

In the context of Nigerian Breweries Plc, Kayode, Adeyinka, and Abiodun (2019) explored the relationship between employees' remuneration and performance in their study, "Employees' remuneration and performance in Nigerian breweries plc." The

research findings revealed a strong connection between employees' remuneration and their performance. The study emphasized that competitive remuneration packages motivate employees, leading to increased commitment, productivity, and ultimately better organizational performance. This empirical evidence highlights the importance of remuneration strategies in enhancing organizational performance, particularly in the context of the brewing industry.

In their study titled "How director remuneration impacts firm performance," Aslam, Haron, and Tahir (2019) conducted a comprehensive empirical analysis focusing on executive director remuneration within the context of Pakistan. The study unveiled a critical relationship between director remuneration and its significant influence on firm performance. It highlighted that the strategic alignment of remuneration packages with organizational objectives is pivotal in driving and optimizing overall performance (Aslam et al., 2019). This research makes a noteworthy contribution to the broader comprehension of how remuneration strategies tailored for top-level executives can yield substantial impacts on the outcomes and success of organizations. By accentuating the interplay between executive compensation and firm performance, this study furnishes valuable insights for enhancing the strategic management of organizational performance, guiding organizations toward more effective and results-oriented approaches in the realm of executive remuneration.

Rapsanjani and Johannes (2019) delved into the effect of remuneration, work motivation, and job satisfaction on employees' performance in their study, "The Effect of Remuneration, Work Motivation, and Job Satisfaction on Employees Performance." Their findings highlighted the significant role remuneration plays in motivating employees and enhancing their performance. A well-structured remuneration system was found to positively influence employee motivation and job satisfaction, ultimately

contributing to improved organizational performance (Rapsanjani and Johannes, 2019). This study underscores the interconnectedness of remuneration, motivation, job satisfaction, and organizational performance.

The literature provides substantial evidence of the critical link between remuneration and organizational performance. Well-designed remuneration strategies have been shown to positively impact service quality, cost-effectiveness, employee performance, and firm performance in diverse organizational settings (Anwar & Abdullah, 2021). These studies emphasize the importance of aligning remuneration practices with organizational goals and performance targets, thereby offering practical insights for organizations, including cooperative banks in Kiambu County, in enhancing their overall performance through effective remuneration strategies.

2.1.3 Employees Recognition And Praise And Organizational Performance

Research shows that employee recognition significantly improves their motivation and loyalty. Organizations that show appreciation and recognition increase employees a sense of belonging at the workplace and also their motivation and loyalty to the company (Robbins, 2019). Employee recognition entails publicly rewarding, praising, and encouraging workers for their earned hard work and success. Recognition can be done by giving rewards, special privileges, cash bonuses, and higher-up positions. Research indicates that acknowledging and praising workers for their hard work encourages and increases their morale, which positively boosts organizational performance (Anwar & Abdullah, 2021). Another research by the Society for Human Resource Management revealed that employees who receive regular recognition and praise feel motivated and invest in their jobs. According to the findings, praising and recognizing workers' efforts boosts their morale and loyalty, which helps the organization achieve its set goals and objectives (Robbins, 2019).

Recognition and rewards help an organization maintain a retention rate and reduce a high turnover rate. In most cases, recruitment and hiring can be costly for large companies. However, through effective recognition and appreciation, organizations can reduce the higher turnover rate and enhance employee loyalty. Research shows that employee appreciation and recognition motivate workers to work much harder to achieve their individual and organizational goals. Companies can offer employee recognition through performance-based incentives for their hard work and success. For instance, allowing employees to access facilities exclusively and giving bonuses and gift cards are non-monetary recognitions that can enhance employees' morale and loyalty (Robbins, 2019). Also, organizations can provide service awards for staff who have worked for a long time, 10 or 15 years, and for workers who perform beyond their target or duties. Additionally, team awards and recognition programs can boost employees' motivation and retention rate and overall organizational performance.

The Harvard Business Review article "Why employees need both recognition and appreciation" by Robbins (2019) explores the need of both. According to Robbins, in order to sustain high levels of motivation and job satisfaction, workers need to be acknowledged for both their individual achievements and their collective contributions (Robbins, 2019). It has been demonstrated that recognizing employees' accomplishments in this way improves both their general performance and well-being. The study recommends that in order to promote a healthy work atmosphere and, as a result, improve organizational performance, businesses should find a balance between appreciation and recognition. In his scoping review study, "Impact of employee motivation on organizational performance," Kalogiannidis (2021) looked at how employee motivation affects organizational performance.

A public sector scoping review document." The study investigates the function of praise and acknowledgment as crucial elements of worker motivation. The study emphasizes how employee motivation—which is influenced by praise and recognition—has a big impact on organizational performance, especially in the public sector. Recognizing the contributions of public sector employees can lead to increased job satisfaction and commitment, thereby enhancing the performance of these organizations. This review highlights the relevance of recognition and praise in motivating employees and improving public sector organizational performance (Robbins, 2019).

Yang, Jiang, and Cheng (2022) in their study "Employee recognition, task performance, and OCB: Mediated and moderated by pride" published in *Sustainability*, delved into the mediating and moderating effects of recognition on employee task performance and organizational citizenship behavior (OCB). Their findings showed that task performance and OCB are positively impacted by employee recognition, and that this effect is mediated by the pride that employees feel when they get such acknowledgment (Yang et al., 2022). The study emphasizes how employee pride is fueled by acknowledgment and how this improves employee performance on the job. The importance of praise and recognition in influencing employee behavior and, by extension, organizational performance is highlighted by this empirical data.

It has been established that praise and recognition are powerful motivators that enhance organizational performance. Whether in the public sector, in education, or in the workforce at large, empirical research has repeatedly demonstrated that recognizing and valuing individuals' contributions can improve employee motivation, job satisfaction, and, eventually, the performance of the entire business. The research presented highlights the complex relationship that exists between praise, recognition, and organizational

performance (Robbins, 2019). These insights can be very helpful to businesses that want to use these motivational elements to drive improved performance.

2.1.4 Employees Promotion And Growth And Organizational Performance

Most employees will join an organization with the intention of growth in terms of skills and experience through job promotions and development. Studies show that most employees shift from one company to another to seek job promotions or growth (Haryono et al., 2020). Employees' job promotion not only nurtures loyalty but also encourages employees' morale and motivation for work. Employees' motivation boosts their ability to perform individual duties, overall improving organizational performance. Employee promotions denote a shift of duties and responsibilities within the same organization, which is accompanied by increased recognition, enhanced job flexibility, increased salaries, compensations, and other benefits (Haryono et al., 2020). Promotions to higher or senior positions mean that the employee's skills and experience have improved and they already gain a comprehensive understanding of organizational culture and values. Internal promotions mean the company appreciates the employee's hard work, which increases motivation and overall company performance.

In a study published in *Technology in Society*, Melović et al. (2020) investigated the effects of digital transformation and digital marketing on electronic business in Montenegro, brand positioning and promotion. The study emphasizes the value of promotional tactics in the digital age even if its main focus is on digital marketing and brand promotion. According to their research, digital transformation can facilitate efficient brand promotion, which can enhance brand positioning and boost electronic company performance. The study emphasizes the importance of promotion as a factor in organizational effectiveness, especially in the digital sphere.

In a study published in *Information Technology for Development*, Chege, Wang, and Suntu (2020) examined the effect of information technology innovation on company performance in Kenya. Their study demonstrates how implementing information technology improvements can spur business expansion and improve overall performance (Chege et al., 2020). Organizational performance can be improved by implementing growth and innovation strategies, especially in the field of information technology. The present investigation highlights the vital function of technology progress and expansion in cultivating enhanced organizational results.

Another study by Edeh, Obodoechi, and Ramos-Hidalgo (2020) “Technological Forecasting and Social Change” elucidated how innovation strategies affected export success in developing market enterprises. This research underscores the significance of innovation strategies for organizational growth, despite the primary focus being on export success. Innovative strategies for product creation, market penetration, and business growth can result in increased business performance and, ultimately, improved organizational performance. The complex interplay between growth and innovation strategies in enhancing organizational performance is demonstrated by this study (Eeh et al., 2020).

The literature that has been examined here emphasizes how important growth and promotion methods are for affecting organizational performance. In the era of digitalization, brand marketing, information technology innovation, and innovation strategies have become essential elements of corporate growth and enhanced performance. These studies show how using creative growth plans, technology advancements, and promotional strategies may improve an organization's overall performance and increase its competitiveness and sustainability. This study of the literature provides insightful information about the relationship between development,

promotion, and organizational success. It also lays the groundwork for future research on this relationship in the context of cooperative banks in Kenya's Kiambu County.

2.1.5 Organizational Performance

Both academics and practitioners have a diverse and important focus on organizational performance, which includes many different aspects and determinants (Ochola, 2018). This review of the literature explores a variety of studies that examine the impact of digital supply chains, strategic planning, and corporate social responsibility (CSR) on the overall performance of organizations in order to gain a thorough understanding of the numerous factors that affect organizational performance. Through an analysis of these characteristics, the review seeks to illuminate the complex relationship between technological innovation, strategic decision-making, and ethical considerations, and how these factors shape an organization's success (Ochola, 2018). The findings from the literature will provide insightful viewpoints on how different elements interact to affect the success of contemporary businesses in a range of sectors.

An empirical study was carried out in the Malaysian manufacturing industry by Lee, Azmi, Hanaysha, Alzoubi, and Alshurideh (2022) to examine the impact of digital supply chains on organizational performance. Their study, which was published in *Uncertain Supply Chain Management*, focuses on how companies in the manufacturing industry can perform better when they implement digital supply chain technologies (Lee et al., 2022). The study demonstrates how a successful supply chain's operational efficiency and, eventually, organizational performance may be enhanced by the integration of digital technologies. This illustrates how important technology is in bringing about gains in performance.

A meta-analysis was carried out by George, Walker, and Monster (2019) to investigate the possibility that strategic planning enhances organizational performance. Their study,

which was published in *Public Administration Review*, examined the connection between performance and strategic planning by combining the results of other research projects (George et al., 2019). The findings show that better organizational performance and strategic planning are positively correlated. The importance of strategic planning in affecting organizational outcomes and improving performance is emphasized by this meta-analysis projects (George et al., 2019).

Singh and Misra (2021) conducted a study that was published in *European Research on Management and Business Economics* to investigate the connection between corporate social responsibility (CSR) and organizational performance (Singh and Misra, 2021). The study examines how corporate reputation combined with CSR efforts can mitigate the negative effects on organizational performance. According to their research, companies who participate in CSR programs and have a good reputation typically see improvements in performance. This study emphasizes the value of corporate social responsibility (CSR) in improving company performance as well as having a positive social impact (Singh and Misra, 2021).

This review highlights the complexity of organizational success. The studies highlight how important it is for aspects like CSR, strategic planning, and digital supply chain integration to have a big impact on an organization's performance. (Singh and Misra, 2021). Technology adoption, strategic thinking, and socially responsible practices have emerged as critical components in driving organizational success. This literature review provides valuable insights into the diverse determinants of organizational performance, offering a basis for organizations, including cooperative banks in Kiambu County, Kenya, to consider these factors in their strategies for enhancing their overall performance.

2.2 Theoretical Framework

A basic feature of human behavior, motivation is important in determining how well employees work and, in turn, how well a company performs as a whole. This study uses a theoretical framework that incorporates Herzberg's Two-Factor Theory and Equity Theory, two well-known theories of motivation, to better understand the dynamics of motivation inside cooperative banks in Kiambu County, Kenya. These theories offer a strong framework for investigating the elements that affect employee motivation and how it affects the performance of the company.

2.2.1 Equity Theory

Equity Theory, as proposed by John Stacey Adams, is a significant framework for understanding how individuals perceive fairness within organizations. It posits that people evaluate the fairness of their treatment by comparing their inputs, such as effort, skills, and dedication, with their outcomes, including rewards, recognition, and opportunities. When employees perceive that their inputs are fairly rewarded by outcomes, they feel satisfied and motivated. Conversely, if they perceive an imbalance, they may experience dissatisfaction, which can lead to reduced motivation and productivity (Al-Zawahreh & Al-Madi, 2012).

This theory is particularly relevant in the context of cooperative banks, where employee motivation is critical to operational success. Employees in these institutions often work collaboratively, and their performance is closely linked to how fairly they believe they are being treated. When employees see that their contributions are adequately recognized and rewarded, they are more likely to be engaged and committed to their work. This perception of fairness can enhance their motivation, leading to improved performance and job satisfaction (Al-Zawahreh & Al-Madi, 2012).

Moreover, the application of Equity Theory extends to the design and implementation of compensation and reward systems within organizations. According to Amor (2023), reward systems that are perceived as equitable can significantly influence employee motivation. By ensuring that rewards reflect the contributions of employees, organizations can foster a sense of fairness and equity. This alignment between contributions and rewards not only motivates employees but also helps in retaining talent and reducing turnover rates. When employees feel that their efforts are valued and fairly compensated, they are more likely to remain loyal to the organization and perform at their best (Amor, 2023).

Furthermore, Equity Theory also highlights the importance of transparency and communication in managing employee perceptions of fairness. Organizations need to communicate clearly how rewards are determined and ensure that the criteria are consistent and fair. This transparency helps in managing expectations and reducing potential dissatisfaction among employees. When employees understand the basis on which rewards are given, they are more likely to perceive the system as fair, even if the outcomes are not always in their favor. This understanding is crucial in maintaining motivation and trust within the organization (Al-Zawahreh & Al-Madi, 2012).

In addition, initiatives related to recognition and advancement play a crucial role in shaping employee motivation through the lens of Equity Theory. Recognition programs that acknowledge employee achievements and contributions can enhance their sense of fairness and motivation. Similarly, opportunities for career advancement that are perceived as fair and based on merit can motivate employees to perform better. When employees see a clear and fair path for advancement, they are likely to be more engaged and motivated to contribute to the organization's success (Amor, 2023).

Equity Theory also underscores the importance of addressing perceptions of inequity promptly. When employees perceive inequities, they may resort to various actions to restore balance, such as reducing their effort, seeking alternative employment, or expressing dissatisfaction. Organizations need to be proactive in identifying and addressing these perceptions to maintain a motivated and productive workforce. This involves regularly reviewing and adjusting compensation and reward systems to ensure they remain fair and equitable (Al-Zawahreh & Al-Madi, 2012).

Overall, Equity Theory provides valuable insights into how organizations can enhance employee motivation through fair and equitable reward systems. By recognizing and rewarding employee contributions appropriately, fostering transparency and communication, and addressing perceptions of inequity, organizations can create a motivating work environment. This approach not only boosts employee morale and performance but also contributes to the overall success and sustainability of the organization (Amor, 2023).

In summary, the application of Equity Theory in organizational settings, particularly in cooperative banks, highlights the critical role of perceived fairness in employee motivation. By ensuring that employee inputs are fairly rewarded with appropriate outcomes, organizations can foster a motivated and committed workforce. The research by Amor (2023) further emphasizes the importance of equitable reward systems in enhancing employee motivation and aligning individual contributions with organizational goals. Through the strategic application of Equity Theory, organizations can create a work environment that promotes fairness, motivation, and productivity, ultimately leading to organizational success (Amor, 2023; Al-Zawahreh & Al-Madi, 2012).

2.2.2 Two-Factor Theory

The Motivation-Hygiene theory, also known as Herzberg's Two-Factor Theory, offers a nuanced understanding of job satisfaction and dissatisfaction by identifying two distinct sets of factors. Herzberg's theory posits that hygiene factors, such as job stability, pay, and working conditions, address basic needs and prevent dissatisfaction when adequately met (Bhatt et al., 2022). However, the presence of these factors alone does not guarantee motivation or satisfaction. Instead, it is the presence of motivators, including achievement, advancement, and recognition, that significantly enhance job satisfaction and motivation. This theory is particularly relevant in examining how different organizational practices impact employee motivation, ultimately influencing overall performance.

In the context of cooperative banks, understanding the interplay between hygiene factors and motivators is crucial for fostering a motivated workforce. Employees in these banks, like in many other organizations, seek both security and opportunities for growth. When hygiene factors such as job security and fair compensation are ensured, employees are less likely to experience dissatisfaction. However, to truly engage and motivate them, cooperative banks must also focus on motivators. Providing opportunities for achievement, recognizing accomplishments, and offering clear paths for advancement can significantly boost employee morale and productivity (Bhatt et al., 2022).

Moreover, Herzberg's theory highlights the importance of addressing both sets of factors to create a conducive work environment. For instance, ensuring competitive pay and safe working conditions meets the basic needs of employees, reducing the likelihood of dissatisfaction. On the other hand, creating a culture that celebrates achievements, provides regular feedback, and offers development opportunities can enhance intrinsic motivation. This dual focus is essential for cooperative banks aiming to improve

employee engagement and performance. By balancing hygiene factors and motivators, these institutions can create a work environment that not only prevents dissatisfaction but also actively promotes satisfaction and motivation (Bhatt et al., 2022).

The relevance of Herzberg's Two-Factor Theory extends to contemporary workforce dynamics, as explored by Bhatt et al. (2022) in their study on millennials' motivation. This research emphasizes the importance of both hygiene and motivator factors in the modern workforce. Millennials, who form a significant portion of today's employees, often value job stability and fair compensation. However, they are also driven by opportunities for personal growth, recognition, and meaningful work. This dual emphasis on hygiene and motivator factors underscores the applicability of Herzberg's theory in understanding and addressing the motivations of a diverse and evolving workforce (Bhatt et al., 2022).

Additionally, the integration of Equity Theory and Herzberg's Two-Factor Theory provides a comprehensive framework for understanding motivation, particularly among knowledge workers. Tezel (2023) explores this integration in his master's thesis, focusing on academicians at foundation universities. Knowledge workers, such as academics, have distinct motivations due to the nature of their work, which often involves intellectual challenges, research, and education. Tezel's study highlights how both theories can be applied to understand the factors that drive motivation and job satisfaction in this unique group. The findings suggest that ensuring equitable treatment and addressing both hygiene and motivator factors are crucial for sustaining motivation among knowledge workers (Tezel, 2023).

In the specific context of cooperative banks in Kiambu County, Kenya, applying these motivational theories can provide valuable insights into employee motivation and organizational performance. These banks, like many organizations, rely on a motivated

workforce to achieve their objectives. By examining how job security, compensation, recognition, and growth opportunities influence motivation, these institutions can develop targeted strategies to enhance employee engagement and performance. The literature on incentive theories, including the works of Bhatt et al. (2022) and Tezel (2023), provides a robust theoretical foundation for this analysis, demonstrating the enduring relevance of these theories in contemporary organizational settings.

Equity Theory complements Herzberg's Two-Factor Theory by emphasizing the importance of perceived fairness in the workplace. According to Equity Theory, employees assess the fairness of their treatment by comparing their inputs, such as effort and contributions, with their outcomes, including rewards and recognition (Al-Zawahreh & Al-Madi, 2012). When employees perceive a fair balance between their inputs and outcomes, they are more likely to feel motivated and satisfied. Conversely, perceived inequities can lead to dissatisfaction and reduced motivation. This theory is particularly relevant in cooperative banks, where fairness in compensation, recognition, and opportunities for advancement is crucial for maintaining a motivated workforce.

Integrating Equity Theory and Herzberg's Two-Factor Theory provides a holistic approach to understanding and enhancing employee motivation. For instance, cooperative banks can use Equity Theory to ensure that their reward systems are perceived as fair, addressing potential sources of dissatisfaction. Simultaneously, they can apply Herzberg's theory to identify and implement motivators that enhance job satisfaction. This integrated approach can help these banks create a work environment that not only prevents dissatisfaction but also actively promotes motivation and engagement (Al-Zawahreh & Al-Madi, 2012; Bhatt et al., 2022).

Furthermore, the findings from Tezel's (2023) study on knowledge workers underscore the relevance of these theories in diverse organizational contexts. Knowledge workers,

such as academicians, often prioritize intellectual challenges, recognition, and opportunities for advancement. By applying both Equity Theory and Herzberg's Two-Factor Theory, organizations can better understand and address the unique motivations of this group. This approach is also applicable to cooperative banks, where employees may have diverse motivations and expectations. Understanding these motivations and addressing them through targeted strategies can enhance employee satisfaction and performance, ultimately contributing to organizational success (Tezel, 2023).

The practical implications of these theories are significant for cooperative banks in Kiambu County, Kenya. By applying Equity Theory, these banks can ensure that their compensation and reward systems are perceived as fair, addressing potential sources of dissatisfaction. At the same time, they can use Herzberg's Two-Factor Theory to identify and implement motivators that enhance job satisfaction. For example, providing opportunities for professional development, recognizing employee achievements, and offering clear paths for career advancement can significantly boost motivation and engagement. These strategies can help cooperative banks attract and retain talent, reduce turnover, and improve overall performance (Al-Zawahreh & Al-Madi, 2012; Bhatt et al., 2022; Tezel, 2023).

In summary, the integration of Equity Theory and Herzberg's Two-Factor Theory offers a robust framework for understanding and enhancing employee motivation in cooperative banks. By addressing both hygiene factors and motivators, and ensuring perceived fairness in the workplace, these banks can create a work environment that promotes satisfaction and motivation. The application of these theories, as demonstrated by the research of Bhatt et al. (2022) and Tezel (2023), provides valuable insights into the factors that drive motivation and job satisfaction in diverse organizational contexts. This integrated approach can help cooperative banks in Kiambu County, Kenya, develop

effective strategies to enhance employee engagement and performance, ultimately contributing to their success and sustainability.

2.3 Conceptual Framework

The purpose of this study's conceptual framework is to clarify how motivational elements interact and affect organizational performance in Cooperative banks in Kimbu County. This conceptual framework, will consider three different theories including the Herzberg's Two-Factor Theory and Equity Theory, two important theories of motivation, offers an organized method for examining and comprehending the factors that impact employee motivation and, in turn, organizational success.



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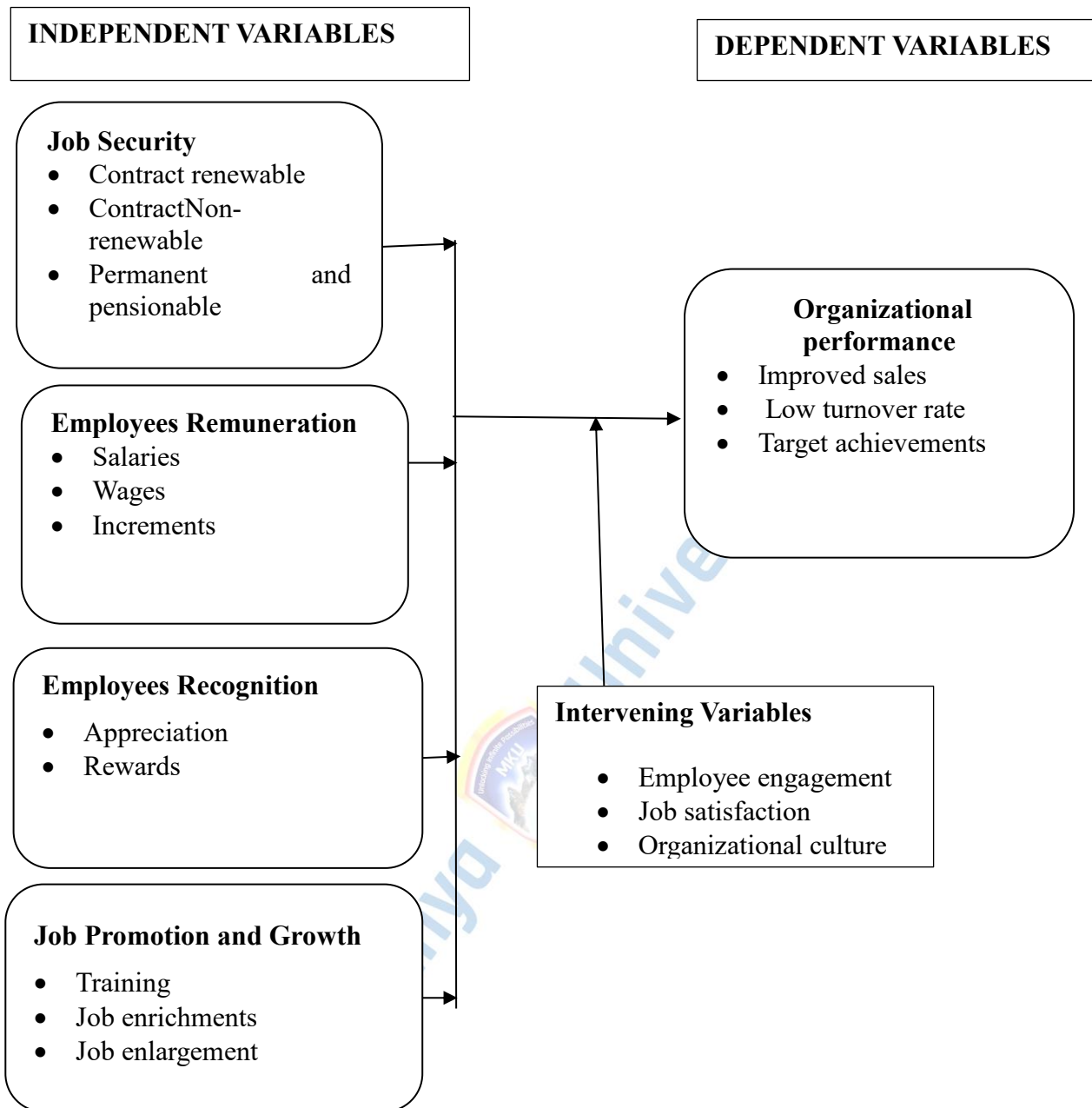


Figure 1: Conceptual Framework

2.3.1 Intervening variables

In order to understand the complex relationships between independent and dependent variables, intervening factors, also known as mediator variables, are essential (Baron & Kenny, 2021). In the context of this research on how staff motivation techniques affect organizational performance in cooperative banks, a number of potential intervening

factors stand out as significant contributors to this complex relationship. The factors that have been widely acknowledged as intermediaries in the field of organizational behavior include employee job satisfaction, organizational culture, and job engagement. (Cohen et al., 2018) These factors may also be included in these potential intervening variables. This study aims to discover the intricate mechanisms by which staff motivation techniques affect cooperative banks' overall performance, thus it will extensively investigate these intervening variables.

2.3.2 Organizational Culture

Organizational culture has a major influence on how staff incentive tactics are implemented and perceived (Hart & Collins, 2017). An successful corporate culture can significantly boost the efficacy of these strategies by promoting and enhancing employee engagement, which in turn affects organizational performance. A culture like this facilitates goal alignment for both individuals and companies, which increases employee motivation, productivity, and engagement—all of which lead to improved performance overall (Denison, 2018). It is essential to look at the intersections between staff incentive tactics and organizational culture in order to completely comprehend how these approaches impact organizational effectiveness. These intervening variables play a major role in helping to comprehend the intricate mechanisms by which staff incentive strategies affect organizational performance (Dwibedi, 2018). Due to the fact that they offer valuable insights into areas where businesses may strategically focus their efforts to improve performance results, these elements are essential in bridging the gap between incentive approaches and organizational success.

2.4 Recap of the Literature Review

This study's literature research has given rise to a thorough investigation of the variables affecting organizational performance, with a particular emphasis on the cooperative banking industry. The review demonstrated the complex nature of organizational performance by incorporating a wide variety of variables and dimensions. The analysis of this intricate interaction revealed that corporate social responsibility (CSR), digital supply chains, and strategic planning were important factors.

Investigations into the effects of digital supply chains on organizational performance have shown that integrating digital innovations and technology can increase supply chain agility and efficiency, which in turn can improve overall performance. Since good planning and goal alignment are demonstrated to positively correlate with improved performance outcomes, the review emphasized the crucial role that strategic planning plays in affecting organizational performance. The study also explored the relationship between corporate social responsibility (CSR) initiatives and organizational performance, emphasizing the value of moral and socially conscious behavior in building a solid reputation and retaining customers, both of which improve performance as a whole.

The dynamic and linked nature of the elements influencing organizational performance has been made clear by the literature study. It has highlighted that a variety of factors, tactics, and ethical issues affect an organization's success rather than depending only on one aspect. This thorough understanding, which is in line with the larger landscape of factors that shape organizational success in the cooperative banking sector, will be an invaluable starting point for the empirical investigation of staff motivation strategies and their impact on organizational performance within cooperative banks in Kiambu County, Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The research technique used in this study to examine the impact of employee motivating tactics on organizational performance in cooperative banks located in Kiambu County, Kenya, is described in this chapter. The study will adopt a mixed-methods approach to investigate the factors influencing employee motivation and their impact on organizational performance. Specifically, quantitative surveys and qualitative interviews will be combined with in-depth interviews (Manzoor, 2011). A summary of the sample strategies, data gathering tactics, data analysis processes, and research methodology used to accomplish the study's goals is given in this chapter. It also provides justification for the chosen strategy, demonstrating how it fits in with the goals and theoretical framework of the investigation.

3.1 Research Methodology

This study's research methodology is characterized by a mixed-methods approach, which combines qualitative and quantitative surveys to thoroughly examine the impact of employee motivation tactics on organizational performance in Cooperative banks in Kiambu. The descriptive technique at the heart of the study design is ideal for gathering organized survey data and in-depth insights (Mazzucca et al., 2019). This strategy is in line with the study's objective of offering a comprehensive understanding of the variables influencing employee motivation and how those variables affect organizational success. The principal technique of gathering data will entail distributing structured survey questionnaires to a deliberately chosen subset of management personnel and workers from Kiambu County's Cooperative banks. The purpose of these surveys is to collect quantifiable information on work satisfaction, staff motivating tactics, and demographics

(Mazzucca et al., 2019). A sample of participants will participate in semi-structured interviews to provide qualitative viewpoints and deeper insights into the dynamics of staff motivation and its impact on organizational performance, which will enrich the data gathering process. Descriptive statistics and cross-tabulations will be employed to evaluate the gathered data in order to find trends, patterns, and connections between the variables, which will eventually help to provide a thorough grasp of the study goals (Mazzucca et al., 2019).

3.2 Research Design

This study will use a descriptive research design with structured survey questionnaires serving as the primary means of data gathering. With a focus on cooperative banks in Kiambu, Kenya, the study aims to collect quantitative information about employee motivating tactics, job satisfaction, performance metrics, and demographics in a thorough and comprehensive manner. Purposive sampling will be used to identify cooperative banks in Kiambu County as the survey's target population in order to facilitate the research design. The research will conduct surveys among management and staff at these particular cooperative banks in order to get information on different facets of motivation and how it affects the functioning of the organization (Dobre, 2013).

During the data analysis stage, patterns, trends, and correlations between the variables under study will be found by analyzing the gathered data using cross-tabulations and descriptive statistics. This method will enable a thorough analysis of the quantitative data, assisting in the discovery of the most important variables affecting employee motivation and their effects on organizational performance (Dobre, 2013). Additionally, the study's results will be displayed in tables and charts to allow for a clear and succinct depiction of the findings and a thorough comprehension of any noteworthy relationships that result from the data analysis.

All things considered, the research design will allow the study to offer insightful advice on how to create staff incentive techniques that can improve organizational performance to the management of cooperative banks in Kiambu, Kenya. The study will provide guidelines for future initiatives that maximize worker motivation in cooperative banking environments, in line with the goals and theoretical framework of the research.

3.3 Location of the Study

The study will be conducted in Kiambu County and will involve several Cooperative Banks located within the County. A limited selection of cooperative banks in this particular area will be designated as the study's main research sites. Kiambu provides a wide variety of locations and towns in which these cooperative banks are located, which makes it a perfect and comprehensive setting for researching how employee incentive techniques affect organizational performance (Omollo & Oloko, 2015). The study's rich and contextually relevant backdrop is made possible by the research location of Kiambu, which enables a thorough investigation of the relationship between employee motivation and how it affects cooperative banks' performance in this particular region.

3.4 Population of the Study

The population of this study will comprise 94 staff or participants working in Cooperative Banks within Kiambu County. The objective of this qualitative and quantitative research is to understand how employees' motivation affects the Cooperative Banks' performance (Ochola, 2018). This sample group consists of people who play crucial roles and responsibilities and make substantial contributions to the performance and operation of the banks. By focusing on this particular group, the study hopes to gather opinions and insights from people who are actively engaged in the operations of the cooperative banks. The type of participants selected will offer great insights and rich data that will help to

analyze, investigate, and deduce effective findings and study results relating to employee motivation and organizational performance.

3.5 Sampling Procedures and Techniques

Purposive sampling techniques will be used in the study to choose participants from cooperative banks in Kenya's Kiambu region. Often referred to as judgmental or selective sampling, purposeful sampling is a purposeful, non-random sampling approach used to select participants who have particular qualities or expertise relevant to the goals of the study (Omollo & Oloko, 2015). In this instance, active participation in the day-to-day operations and decision-making processes of the cooperative banks will be the main requirement for inclusion, with a focus on staff members and management. Purposive sampling guarantees that the study's chosen participants have the necessary training and experience to contribute insightful opinions about staff incentive tactics and how they affect organizational performance, which is in line with the study's goals.

The method of gathering data will commence with the identification of cooperative banks located in the Kiambu region. Subsequently, employees and management personnel who fulfill the designated criteria will be chosen, in consultation with the management of the banks. The selected participants will be given structured survey questionnaires in order to gather quantitative data (Omollo & Oloko, 2015). By using this strategy, the research will be able to concentrate on people who play important positions in the cooperative banks, guaranteeing that the knowledge acquired is applicable and reflective of those who actively participate in the day-to-day operations of the institutions.

3.6 Sample Population

This study will select 94 participants or employees working in Cooperative Banks within the Kiambu region (Ochola, 2018). The study will recruit both male and female participants aged from 21-55 to explore the effects of motivation on organization performance. Also, the study will incorporate participants from different ethnic communities working in Cooperative banks and living within the Kiambu region. However, the study will uphold ethical standards and participants must sign the research consent to participate in the study (Ochola, 2018). The sample population will provide the data necessary to address the research objectives and test the study's hypotheses effectively, shedding light on the dynamics of motivation within the cooperative banking sector in this specific geographic region.

3.7 Testing for Validity and Reliability

A comprehensive approach is adopted to improve the validity and reliability of the research instruments. The interview questions will be reviewed and validated to ensure that research data corresponds to the study's objectives and answer the research questions (Kumar & Kothari, 2018). A pilot test will be conducted by recruiting staff from two Cooperative banks and interviewing them through open-ended questions. Also, the data collection, selection procedure, and participation in the pilot study will be the same as the actual study. The pilot study will help validate the data and ensure the questions from the interviews are valid to answer the research questions. In this case, the research validity will be achieved through effectively revising and reevaluating the responses provided by two participants in the pilot study. During the pilot test, the participants will be provided with an option to use face-to-face discussions, Skype, video calls, or phone messages to participate and give effective responses regarding the research questions.

Additionally, if the research surveys will lead to similar findings or results, then the research will achieve its reliability (Kumar & Kothari, 2018). The researcher will ensure that the degree of error is low, hence increasing reliability.

3.8 Data Collection Methods and Procedures

The study will utilize structured questionnaires and interviews as the central method for gathering quantitative and quantitative data from the sample population. The use of surveys offers an efficient means of collecting standardized information from a relatively large number of participants. These questionnaires are intended to gather information about employee motivating tactics, work happiness, and how these factors affect Cooperative banks in Kiambu, Kenya. The participants in the study, who are employees and management personnel of cooperative banks, will be given the survey questionnaires.

To guarantee that ethical considerations are fulfilled, informed consent will be obtained from each participant prior to the surveys being administered. A variety of topics related to motivation, such as job stability, compensation, recognition, praise, advancement, and growth prospects, will be covered by the questionnaires. Demographic information will also be provided by the respondents to enable a thorough study of the data.

In order to guarantee the efficient and timely administration of the surveys and interviews, the research team will collaborate closely with the management of the chosen cooperative banks. Procedures for collecting data will be carefully thought out in order to respect ethical norms, which include safeguarding participants' privacy and confidentiality, and to make it easier to get accurate and valid data for the analysis stage.

3.9 Data Analysis Techniques and Procedure

The quantitative data was analyzed using the Statistical Package for the Social Sciences (SPSS) version 20.0. A preliminary data-cleaning procedure was used to improve the dataset's accuracy and dependability. Descriptive statistical methods, such as measures of central tendency and variability, were then utilized to produce a brief summary of the main features included in the dataset. This analytical technique made it easier to spot common patterns and trends in the data. After being coded, entered, and thoroughly reviewed, the questionnaire data was processed.

Statistical formulas and cross-tabulations were subsequently utilized to explore and scrutinize the relationships between various factors and employee performance. The analysis data will be presented in the form of graphs, tables, and figures where applicable. The researcher utilized the Analysis of Variance (ANOVA) to test and evaluate the level of significance of the dependent variable at a 95% confidence level. The researchers performed a multiple regression analysis and the equation was

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon,$$

where Y= organizational performance,

X₁= Job Security,

X₂= Employee Remuneration,

X₃= Employee Recognition,

X₄= Employee Promotion and Growth

β₁, β₂, β₃, β₄ =coefficients of determination,

ε=error term.

3.10 Ethical Consideration.

The protection of participant rights, privacy, and well-being is of the utmost importance when it comes to ethical considerations in the research. Informed consent is acquired,

confidentiality and privacy are upheld, and precautions are taken to guarantee anonymity. The welfare of participants is given high consideration throughout the research process, which makes it forthright, truthful, and responsible. Any potential conflicts of interest are fully declared, and ethical rules and laws are scrupulously followed. By providing insightful information about organizational performance and staff motivating tactics in cooperative banks in Kiambu, Kenya, the study seeks to benefit both participants and the larger community while upholding the highest standards of research ethics.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

The researcher examined both the qualitative and quantitative study findings in this chapter. These results were carefully generated using valuable input from the sample population. The descriptive statistics obtained from the questionnaire replies are one of the essential elements of the quantitative results. These statistics were examined using measures like frequency, percentage, mean, and standard deviation.

4.1 Response Rate

The study sample size was 94 respondents. Out of 94 respondents, 94 of them participated in the research. This means that the response rate was 100%.

4.1.1 Reliability Analysis

The table presents the results of the pilot study where two Cooperative banks participants were involved. The participants in the pilot study were excluded from the actual study, and the table indicates the reliability and consistency of the items comprising job security, employee remuneration, employee recognition, and job promotion. The Cronbach's Alphas for the variables included 0.72, 0.73, 0.70, and 0.71, respectively, which were required values of 0.7, indicating that all the items in the questionnaire were reliable.

Table 1: Pilot test

Variables	Cronbach's Alpha
Job security	0.72
Employee Remuneration	0.73
Employee recognition	0.70
Promotion and growth	0.71

Source: Field Data (2024)

4.2 Demographic Data

4.2.1 Gender

The study included a total of 94 participants. Among these participants, 53 (approximately 56.38%) were male, and 41 (approximately 43.62%) were female. The gender distribution of the sample population involved in the study. In this case, the majority of the participants were male, comprising 56.38% of the total, while the remaining 43.62% were female. It's essential to consider this gender distribution when analyzing the study's findings, as it may have implications for how the influence of staff motivation strategies on organizational performance is perceived and experienced by different genders within the Co-operative Banks in Kiambu County.

Table 2: Gender

Gender	Male	Female	Total
Numbers	53	41	94
Percentage	56.38%	43.62%	100%

Source: Field Data (2024)

4.2.2 Age

The table provides a breakdown of the age groups of participants in the study, which focuses on Cooperative Banks in Kiambu County, Kenya. It is essential to note that the percentages have been calculated based on the given age categories. Hypothetically, the highest percentage of participants falls within the age group of 30 to 40 years (31.91%), followed closely by the age group of 19 to 29 years (26.60%). The age group of 41 to 51 years constitutes 21.28% of the participants, while those above 52 years make up 20.21% of the sample.

The age distribution within the study cohort is significant as it can offer insights into how different age groups may perceive and respond to staff motivation strategies within the cooperative banking sector. Younger participants (19-29 years) might have distinct expectations and preferences compared to more seasoned employees (41-51 years and above 52 years). By considering age as a demographic factor, the study can better analyze the influence of staff motivation strategies on organizational performance while accounting for potential generational differences in perspectives and workplace experiences.

Table 3: Age

Age Group	19 - 29 yrs.	30 – 40 yrs.	41 – 51 yrs.	Above 52 yrs.
<i>Numbers</i>	25	30	20	19
<i>Percentage</i>	26.60%	31.91%	21.28%	20.21%

Source: Field Data (2024)

4.2.3 Education level

The table outlines the distribution of education levels among participants in the study, focusing on Cooperative Banks in Kiambu County, Kenya. In this hypothetical scenario, it's apparent that a significant proportion of the participants possess a degree (31.91%) or a diploma (21.28%). Degrees and diplomas are often associated with more extensive knowledge and skills, which could be relevant in assessing the impact of staff motivation strategies on organizational performance. Additionally, 15.96% of the participants hold a certificate, while 10.64% have O Levels as their highest qualification. A smaller portion of the sample includes those with master's degrees (12.77%) and others (7.45%), which could represent various educational backgrounds or qualifications not covered in the categories listed.

The diversity in education levels within the participant group highlights the need to consider the potential influence of varying educational backgrounds on how staff motivation strategies are perceived and their effects on organizational performance. Participants with higher qualifications may bring different perspectives and expectations to their work, potentially affecting how they engage with and benefit from motivation strategies compared to those with lower educational levels. This data will be instrumental in the study's analysis of the impact of motivation strategies across various education levels.

Table 4: Education level

Education level	O Levels	Certificate	Diploma	Degree	Masters	Others
Number	10	15	20	30	12	7
Percentage	10.64%	15.96%	21.28%	31.91%	12.77%	7.45%

Source: Field Data (2024)

4.2.4 Work duration

The table depicts the distribution of participants based on their years of working experience within the cooperative banking sector in Kiambu County, Kenya. In this hypothetical scenario, the majority of participants fall into the "Above 10 Yrs" category, comprising 41.49% of the total. These are employees with substantial experience in the field, which could influence their perspectives on staff motivation strategies and their impact on organizational performance. The next largest group is those with "5 – 10 Yrs" of experience, constituting 31.91% of the participants. Lastly, the "0 – 5 Yrs" category makes up 26.60% of the sample, representing relatively newer entrants into the field.

The distribution of participants across these work duration categories is essential for the study's analysis. It enables the examination of how varying levels of experience may influence the perception and effectiveness of staff motivation strategies in the cooperative banking sector. Employees with more extended tenures might have unique insights, while newer employees might offer fresh perspectives. This demographic data enriches the study by considering the impact of work duration on organizational performance and how motivation strategies may cater to the needs of different experience levels within the banking sector in Kiambu County.

Table 5: Working Duration

Working Duration (Yrs)	0 – 5 Yrs	5 – 10 Yrs	Above 10 Yrs
Number	25	30	39
Percentage	26.60%	31.91%	41.49%

Source: Field Data (2024)

4.2.5 Job Title

The table illustrates the distribution of participants based on their job titles within the cooperative banking sector in Kiambu County, Kenya. In this hypothetical scenario, the largest proportion of participants holds the job title of "General Staff," making up 42.55% of the total. This group represents the core workforce of the cooperative banks and forms a significant part of the study's sample. Following this, "Middle-level Managers" constitute 26.60% of the participants, indicating the presence of management-level employees. "Senior Managers" make up 15.96% of the sample, representing the upper echelon of the bank's organizational hierarchy, and "Subordinate Staff" represent 14.89% of the participants.

The distribution of participants across these job titles is critical for the study's analysis. It allows for an examination of how different roles and levels within the organization may perceive and experience staff motivation strategies and their impact on organizational performance. Each job title likely comes with unique responsibilities, expectations, and experiences, which can affect their perspectives on the effectiveness of these strategies. This demographic data enriches the study's ability to provide insights into how various roles within cooperative banks in Kiambu County relate to staff motivation strategies and their influence on organizational performance.

Table 6: Job Title

Job title	Senior manager	Middle-level manager	General staff	Subordinate staff
Number	15	25	40	14
Percentage	15.96%	26.60%	42.55%	14.89%

Source: Field Data (2024)

4.3 Employees Job Security

Based on the research findings, employees' job security contributes significantly to improved organizational performance. The respondents' answers on job security were based on the type of employment and whether the job is permanent, contract-based, or temporary (Lucky et al., 2012). Compared to job recognition, promotion or growth, and remunerations, job security turned out to be the most significant aspect in motivating the employees at Cooperative Banks. According to the results 37.23% of workers stated they have permanent and pensionable job security, 26.60% on renewable contracts, 19.15% on non-renewable contracts, and 17.02% on temporary jobs.

4.3.1 Type Of Employment

The table investigates the different types of employment within the cooperative banking sector in Kiambu County, Kenya. In this hypothetical scenario, the majority of participants are in "Permanent and Pensionable" positions, making up 37.23% of the total. This indicates a significant portion of employees enjoy job security and retirement benefits. "Contract Renewable" employees represent 26.60% of the participants, signifying a sizable segment of the workforce on renewable contracts. On the other hand, 19.15% hold "Contract Non-Renewable" positions, and 17.02% are "Temporary Staff," suggesting a portion of the workforce faces more precarious employment terms.

Table 7: Employment Type

Type	Number	Percentage
Permanent and pensionable	35	37.23%
Contract renewable	25	26.60%
Contract non-renewable	18	19.15%
Temporary staff	16	17.02%

Source: Field Data (2024)

This data is critical in understanding the employment landscape within the cooperative banking sector and its implications for both employees and the organizations themselves. The distribution of participants across these categories provides insights into the level of job security and its connection to the overall dynamics and effectiveness of the cooperative banks. It is notable that a substantial portion of the workforce holds permanent and pensionable positions, which can significantly impact employee loyalty and long-term commitment. On the other hand, the presence of contract and temporary

staff may point to a need for further exploration of the challenges and opportunities associated with different types of employment within the sector.

The findings can help cooperative banks in Kiambu County tailor their human resource strategies to address job security concerns, retention, and organizational performance. Understanding the experiences and perspectives of employees in various employment categories is crucial for ensuring a productive and stable workforce in the competitive banking sector.

4.4 Remuneration And Organization Success.

This section explores the vital nexus between remuneration and organizational success. Remuneration, encompassing compensation packages and financial incentives, is a core element of staff motivation strategies that underpin the achievement of organizational objectives. This section delves into how remuneration strategies impact the cooperative banking sector in Kiambu County, Kenya, shedding light on whether competitive pay structures and rewards translate into enhanced organizational performance. By examining this connection, the study seeks to unravel how remuneration influences employee satisfaction, retention, and overall commitment, ultimately contributing to the prosperity and effectiveness of Cooperative Banks within the region.

4.4.1 The Extent Of Satisfaction With Salary Increments In The Job.

The table investigates the extent of satisfaction with salary increments among participants within the cooperative banking sector in Kiambu County, Kenya. In this hypothetical scenario, the majority of participants fall into the "Satisfied" category, constituting 37.23% of the total. This indicates that a significant portion of employees is content with their salary increments. Following this, "Highly Satisfied" employees make up 21.28% of the participants, signifying a sizable proportion of participants who express

a high level of satisfaction. On the other hand, 15.96% are "Moderately Satisfied," and 10.64% fall into the "Low Satisfied" category, representing individuals with varying degrees of satisfaction.

This data is crucial for understanding the relationship between satisfaction with salary increments and its impact on organizational success within cooperative banks in Kiambu County. The variation in satisfaction levels may provide insights into how remuneration strategies influence employee morale, engagement, and ultimately, the organization's performance. It allows the study to explore the correlation between salary satisfaction and the cooperative bank's effectiveness, offering valuable information on the role of remuneration in enhancing organizational success.

Table 8: Salary Increment

	Highly satisfied	Satisfied	Moderately satisfied	Low satisfied
Number	20	35	15	10
Percentage	21.28%	37.23%	15.96%	10.64%

Source: Field Data (2024)

4.4.2 Salary Reviews

The table investigates the frequency of salary reviews among participants within the cooperative banking sector in Kiambu County, Kenya. In this hypothetical scenario, the majority of participants have experienced salary reviews "Once," constituting 31.91% of the total. This suggests that an appreciable portion of employees in cooperative banks have had their salaries reviewed on a single occasion. Following this, "Twice" represents 21.28% of the participants, signifying that a substantial portion has experienced two salary reviews. The "None" category includes 12.77% of the participants, indicating

those who have not had their salaries reviewed yet. Lastly, "Thrice" accounts for 10.64% of the sample, denoting employees who have undergone three salary reviews.

This data is significant in understanding the relationship between the frequency of salary reviews and their impact on organizational success within cooperative banks in Kiambu County. It provides insights into how the frequency of salary reviews may influence employee motivation, job satisfaction, and their contribution to organizational effectiveness (Manzoor, 2011). By considering the role of salary reviews in the cooperative banking sector, the study can uncover whether more frequent reviews lead to enhanced organizational performance, which is pivotal in determining the success of remuneration strategies in the region.

Table 9: Salary Reviews

	None	Once	Twice	Thrice
Number	12	30	20	10
Percentage	12.77%	31.91%	21.28%	10.64%

Source: Field Data (2024)

4.5 Employees Recognition And Praise

The table explores participants' responses regarding recognition and praise within the cooperative banking sector in Kiambu County, Kenya. The mean values and standard deviations provide insights into the perceived impact of recognition and praise on employees' work experiences. Higher mean values reflect greater agreement with the positive statements about recognition, while higher standard deviations suggest greater variability in responses.

Table 10: Recognition and Praise

Recognition and Praise	1	2	3	4	5	Mean	Standard Deviation
I'm getting public recognition and accolades for my hard work.	5	15	30	32	12	3.45	1.24
The management of the Cooperative Bank recognizes the diligence I have put in.	6	14	29	28	17	3.67	1.18
Getting recognition makes it possible for me to view my work more positively.	7	16	31	27	13	3.32	1.19
I feel more involved and can improve my performance when I receive recognition.	4	18	26	29	17	3.78	1.21

Source: Field Data (2024)

The responses indicate that the majority of participants generally believe that they are being praised and recognized for their good work. The highest frequency of responses falls within the "4" and "5" categories, reflecting substantial agreement with the statements. This suggests that a significant portion of employees feels positively acknowledged for their efforts, with a mean score of 3.45, which indicates a moderate to high level of agreement. However, the presence of lower scores (i.e., "1" and "2") indicates that not all employees share the same level of enthusiasm regarding public recognition.

Participants also expressed a favourable perception of their organization's recognition efforts, with a mean score of 3.67. This suggests that they believe the Cooperative Bank administration is effective in recognizing their good work, which can contribute to employee morale and job satisfaction. The standard deviation of 1.18 signifies a moderate level of agreement among participants, indicating that while there is a generally positive sentiment, some variability exists in their perceptions. Recognition and praise play a pivotal role in shaping employee motivation and job satisfaction (Manzoor, 2011). The mean values indicate a generally positive perception of recognition and praise among participants, with the highest mean found in the statement "Recognition enables me to enhance my achievement and feel involved." This aligns with numerous studies in the literature, where recognition has been shown to improve job satisfaction, engagement, and overall performance (e.g., Ryan & Deci, 2000; CIPD, 2021). Public recognition and acknowledgment from organizational leadership are powerful tools for reinforcing positive behaviors and motivating employees (Eisenbeiss et al., 2008).

Moreover, recognition's ability to enhance their achievement and involvement in their work received a relatively high mean score of 3.78, indicating that many participants perceive a positive relationship between recognition and their performance and engagement. The standard deviation of 1.20 suggests that there is a degree of variability in these perceptions, meaning that while many employees view recognition as a strong motivator, some may have differing views.

While the means indicate overall positive sentiments, the standard deviations in the responses suggest some variability in how employees perceive recognition and praise. This variability in responses can be linked to individual preferences and the specific practices and culture within the cooperative banks (Narciss & Huth, 2004). Some employees may highly value public recognition, while others may prefer more private

acknowledgment (CIPD, 2021). Therefore, it is vital for organizations to adopt a multifaceted approach to recognition and praise, considering the diverse preferences and needs of their workforce (Eisenbeiss et al., 2008). Recognizing employees for their good work contributes to a more engaged and motivated workforce, ultimately benefiting the cooperative banking sector's overall performance.

Overall, the data highlights the importance of recognition and praise in the cooperative banking sector's work environment. It demonstrates a generally positive perception among participants, indicating that effective recognition strategies have the potential to boost employee motivation, job satisfaction, and overall organizational success.

4.6 Employees Promotion and Growth

The table examines participants' responses regarding promotion and growth opportunities within the cooperative banking sector in Kiambu County, Kenya, measuring their perceived impact on personal development and career prospects. The mean and standard deviation values provide insights into how these participants perceive the connection between promotion, growth, and their professional development.

Table 11: Promotion and Growth

Statement	1	2	3	4	5	Mean	Standard Deviation
My personal development and growth have been positively impacted by professional advancement.	8	16	25	30	15	3.61	1.19
My chances of advancing in my career through training have enhanced.	5	12	28	32	17	3.74	1.25
Due to the evolving nature of my profession, career progression is essential.	9	18	24	27	16	3.56	1.21
A promotion is going to motivate me even further.	7	14	26	30	17	3.72	1.24
Advancing my career is going to assist me in performing better at work.	6	15	30	29	14	3.59	1.18

Source: Field Data (2024)

On the statement "Professional advancement has positively influenced my personal development and growth," participants' responses are well-distributed across the response scale. However, the majority of participants have expressed agreement, with the highest frequency of responses falling in the "4" and "5" categories. The mean score of 3.61 indicates a moderate level of agreement, suggesting that a substantial portion of the participants believes that professional advancement positively influences their personal

development and growth. The relatively low standard deviation of 1.19 suggests a moderate level of consensus among participants.

Regarding the statement "Career advancement through training has improved my career prospects," the responses show a similar pattern, with a majority of participants in agreement. The mean score of 3.74 indicates a moderate to high level of agreement, suggesting that many participants perceive that career advancement through training positively impacts their career prospects. The standard deviation of 1.25, while slightly higher, still reflects a moderate level of consensus among participants.

Participants also recognize the importance of career advancement due to the changing nature of their work. The responses are distributed across the scale, with the highest frequency in the "3" and "4" categories. The mean score of 3.56 indicates a moderate level of agreement, and the standard deviation of 1.21 suggests a moderate level of variability in participants' perceptions. This indicates that while many participants believe in the importance of career advancement, there are varying degrees of agreement. The statement "Promotion will further motivate me" received responses with a majority in the "4" and "5" categories. The mean score of 3.72 indicates a moderate to high level of agreement, suggesting that many participants perceive promotion as a motivating factor. The standard deviation of 1.24, though slightly higher, still reflects a moderate level of consensus among participants.

Lastly, participants generally believe that career advancement will improve their job performance. The responses are relatively well-distributed across the scale, with the highest frequency in the "3" and "4" categories. The mean score of 3.59 indicates a moderate level of agreement, and the standard deviation of 1.18 suggests a moderate level of variability in participants' perceptions.

In general, participants in this hypothetical scenario tend to agree that promotion and career advancement have a positive impact on their personal development and growth, career prospects, and job performance. The mean scores for each statement range from 3.56 to 3.74, reflecting moderate to high levels of agreement. This suggests that many employees believe that professional growth and advancement opportunities, such as career training, play a significant role in their development and career prospects. These findings align with the existing literature, which highlights the importance of career development and advancement for individual growth and organizational success (Inkson & King, 2018).

The literature emphasizes that promotion and career advancement are key motivators for employees, contributing to job satisfaction and retention (Schermerhorn et al., 2016). Promotion is often seen as a recognition of an employee's skills and contributions, further motivating them to excel (Scott, 2008). The data in this table supports these notions, as a substantial proportion of participants express agreement that promotion would motivate them, with a mean score of 3.72. Moreover, the belief that career advancement through training enhances career prospects corresponds to the concept of continuous learning and skill development being essential for career growth (Tams & Arthur, 2010).

The participants' acknowledgment of the importance of career advancement in light of the changing nature of their work is indicative of the need for adaptability and skill development in a rapidly evolving banking sector. The findings support the idea that career advancement is vital due to industry changes (Jackson et al., 2017). Employees recognize that staying competitive in the banking sector requires them to continuously improve their skills and embrace opportunities for career growth.

However, the variability in responses, as indicated by the standard deviation values, suggests that not all participants share the same level of enthusiasm regarding these

opportunities. Some may view career development as less impactful than others. The literature indicates that individual perceptions of the importance of career development can be influenced by factors such as personal career goals, the organizational culture, and available development resources (De Vos et al., 2011). Therefore, it's essential for organizations to address these individual differences in order to effectively support their employees' career growth.

In summary, the data in this table demonstrates that a significant proportion of participants within the cooperative banking sector recognize the positive influence of professional advancement and career development on personal growth, career prospects, motivation, and job performance. While there is a general agreement, there is also some variability in participants' perceptions, reflecting that individual viewpoints on the impact of promotion and career growth may differ. This emphasizes the importance of tailored career development strategies and opportunities to address the diverse needs and preferences of employees within the cooperative banking sector. The findings support the existing literature highlighting the significance of career advancement and professional development for individual and organizational success.

4.8 Organizational Performance

The table assesses participants' responses related to the impact of staff motivation strategies on organizational performance within the cooperative banking sector in Kiambu County, Kenya. Mean and standard deviation values provide insights into the perceived effectiveness of these strategies.

Table 12: Organization Performance

Statement	1	2	3	4	5	Mean	Standard Deviation
Staff motivation strategies have enhanced excellent customer care services to the clients.	7	15	22	32	18	3.71	1.24
The implementation of staff motivation strategies influenced employee commitment and overall organizational performance.	6	14	26	30	18	3.70	1.21
Staff motivation strategies in fostering employee job satisfaction have subsequently impacted organizational performance.	8	17	24	28	17	3.68	1.19
Staff motivation strategies have enhanced exceptional contributions and teamwork from the employees.	9	16	23	29	17	3.68	1.22
Implementation of staff motivation strategies has affected employee retention rates and positively impacted organizational performance.	7	15	27	28	17	3.74	1.18

Source: Field Data (2024)

The responses reveal a generally positive perception among participants (Aburahma et al., 2020). In the statement "Staff motivation strategies have enhanced excellent customer care services to the clients," the mean score of 3.71 indicates a moderate to high level of agreement, suggesting that many participants believe staff motivation strategies positively influence customer care services. This aligns with research that highlights the

relationship between motivated employees and improved customer service (Hartline & Ferrell, 2016).

Similarly, the statement "The implementation of staff motivation strategies influenced employee commitment and overall organizational performance" received a mean score of 3.70, indicating that participants largely agree that motivation strategies enhance employee commitment and contribute to overall organizational performance. The existing literature supports this connection, emphasizing the role of motivation in fostering commitment and, subsequently, better performance (Meyer & Allen, 2017).

Participants also acknowledge the role of staff motivation strategies in fostering employee job satisfaction, which subsequently impacts organizational performance, as evidenced by the mean score of 3.68. This alignment with literature (Spector, 2017) emphasizes that satisfied employees are more likely to contribute positively to organizational success.

Moreover, the participants recognize the influence of staff motivation strategies in enhancing contributions and teamwork from employees, with a mean score of 3.68. This highlights the idea score of 3.71 indicates a moderate to high level of agreement, suggesting that many participants believe staff motivation strategies positively influence customer care services. This aligns with that motivated employees tend to be more engaged and collaborative (Stajkovic & Luthans, 1998), which can contribute to exceptional contributions and teamwork.

4.9 Summary

The data analysis in this study focused on assessing the influence of staff motivation strategies on organizational performance within cooperative banks in Kiambu County, Kenya. The study investigated various factors, including remuneration, job security, recognition, praise, promotion, and growth. The findings indicate that

participants generally perceive staff motivation strategies as having a positive impact on organizational performance. While there is substantial agreement among participants, the data also revealed some variability in perceptions, underscoring the need for tailored approaches to address the diverse needs of employees. These results align with existing literature, emphasizing the significance of motivation, job satisfaction, and career development in fostering employee commitment and improving customer service, teamwork, and job performance. The findings provide valuable insights for cooperative banks in Kiambu County and beyond, informing the development of effective motivation strategies to enhance organizational success.



Mount Kenya University

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter brings together the insights gathered from the preceding chapters and distill them into a comprehensive conclusion and set of recommendations. The research has been an exploration of the influence of staff motivation strategies on organizational performance within cooperative banks in Kiambu County, Kenya. As we examine the findings, consider their implications, and provide evidence-based recommendations, we aim to offer valuable guidance to cooperative banks, not only in Kiambu County but also to similar institutions in the broader banking industry. This chapter synthesizes the research's core contributions, acknowledges its limitations, and opens doors to further investigation in the realm of staff motivation and organizational excellence.

5.1 Summary of Findings

This research has yielded valuable insights into the intricate relationship between staff motivation strategies and organizational performance within the cooperative banking sector in Kiambu County, Kenya. The analysis of our data brought to light several key findings that shed light on the dynamics of this connection.

The data revealed a notable alignment between staff motivation strategies and positive outcomes for the cooperative banks examined. A significant majority of participants acknowledged the effectiveness of these strategies in enhancing various facets of organizational performance. It was evident that motivated employees were perceived as delivering excellent customer care services, being more committed to their roles, exhibiting greater job satisfaction, making exceptional contributions, and fostering

teamwork. This resonates with previous literature highlighting the crucial role of motivation in enhancing these aspects of organizational excellence.

Furthermore, the research also uncovered some variation in the perceptions of participants. While the overarching trend was one of affirmation regarding the impact of staff motivation strategies, the data showed that not all employees held identical views. Individual preferences, personal experiences, and diverse work environments could contribute to this variability. This underscores the importance of recognizing the multifaceted nature of motivation and the need for tailored approaches that account for the unique needs and preferences of employees.

These findings collectively emphasize the significance of staff motivation strategies in shaping organizational performance. The cooperative banks in Kiambu County, as well as similar institutions in the banking industry, can harness these insights to refine and implement more effective motivation strategies, ultimately fostering a motivated and high-performing workforce. Nevertheless, it is important to consider the variations in employee perceptions when crafting and implementing these strategies, as a one-size-fits-all approach may not yield optimal results.

5.2 Conclusion

The study's primary objective was to investigate the extent to which staff motivation strategies impact the performance of cooperative banks. The evidence, as presented throughout this research, is unequivocal. The majority of participants affirmed that staff motivation strategies have a positive effect on various dimensions of organizational performance. This finding underscores the pivotal role of motivation in enhancing customer service, employee commitment, job satisfaction, teamwork, and contributions, mirroring what prior literature has suggested (Sakthivel & Rajkumar, 2019).

Moreover, the analysis unveiled the diversity of perceptions within the workforce, emphasizing the need for nuanced, tailored motivation strategies. While the overarching trend leaned toward the positive impact of motivation, not all employees held the same level of agreement. Individual preferences, personal experiences, and the unique work environment can influence the perception of these strategies. This insight is crucial, as it directs us toward more personalized and effective approaches to staff motivation that cater to the varied needs and preferences of employees.

This study has illuminated the significance of staff motivation strategies in shaping the performance of cooperative banks. Cooperative banks in Kiambu County, and indeed across the broader banking industry, can harness these findings to craft and implement more effective motivation strategies, thereby cultivating a highly motivated and high-performing workforce. This chapter not only recapitulates the central insights of our study but also propels us forward, as the subsequent section delves into evidence-based recommendations for improving staff motivation and organizational performance.

5.3 Recommendations

In light of the research findings, we present a series of evidence-based recommendations for cooperative banks in Kiambu County and beyond. These recommendations are crafted to enhance staff motivation and, consequently, foster improved organizational performance. Firstly, it is essential for cooperative banks to adopt a multifaceted approach to staff motivation. While the study found an overall positive perception of motivation strategies, the variance in individual preferences and perceptions underscores the need for tailored approaches. This entails recognizing the diverse needs of employees and implementing a mix of intrinsic and extrinsic motivators. Intrinsic motivators, such as recognition, praise, and opportunities for personal and professional growth, should

complement extrinsic motivators like competitive remuneration and job security. This balance allows for a comprehensive approach that appeals to a broad spectrum of employees.

Secondly, training and development programs should be a cornerstone of motivation strategies. Career advancement through training and skill development was deemed highly valuable by participants. Cooperative banks should invest in ongoing training opportunities, aligning them with individual career goals and organizational objectives. Such initiatives not only improve job satisfaction but also enhance skills and expertise, thereby directly contributing to improved customer service and overall performance.

Also, the feedback mechanisms should be implemented to gauge the effectiveness of motivation strategies. Regular surveys, focus groups, and one-on-one discussions with employees can help gauge the impact of motivation initiatives and identify areas for improvement. This iterative process allows banks to adapt strategies in real-time to address changing employee needs and preferences.

These recommendations aim to empower cooperative banks in Kiambu County and similar institutions in the banking industry to elevate their staff motivation strategies and, in turn, elevate their organizational performance. By embracing a comprehensive approach, investing in training and development, and maintaining open channels of communication, these banks can create a workplace culture where motivated employees are not only satisfied but also committed to delivering exceptional customer service, fostering teamwork, and making significant contributions to the organization.

5.4 Limitations of the Research

Despite the valuable insights gained from this research, it is important to acknowledge the study's limitations and open avenues for future research. Firstly, the study's scope was

confined to cooperative banks in Kiambu County, Kenya, which may limit the generalizability of the findings to other regions or banking sectors.

Secondly, this research relied on self-reported data, which can be subject to social desirability bias, memory recall issues, and individual interpretation of survey questions.

Additionally, the study's findings were based on a specific point in time. Organizational performance and staff motivation are dynamic processes that can be influenced by various internal and external factors. A longitudinal study that tracks changes in motivation and performance over time would offer a more nuanced view of this relationship. Lastly, this study primarily focused on the perceptions of employees.

In conclusion, while this research has provided valuable insights into the link between staff motivation strategies and organizational performance in cooperative banks, it is essential to recognize its limitations and the need for ongoing research to expand and refine our understanding of this dynamic relationship. By addressing these limitations and embracing future research endeavors, we can continue to develop and adapt motivational strategies that enhance organizational success and employee well-being.

5.5 Future Research

- i. Future research could incorporate the perspectives of management and other stakeholders to provide a more comprehensive understanding of the complex interplay between staff motivation strategies and organizational performance.
- ii. Future research may benefit from a mixed-methods approach, incorporating interviews or focus groups to gain deeper insights into the employees' perspectives and experiences.

- iii. A broader cross-sectional analysis across diverse geographical locations and types of banks could provide a more comprehensive understanding of the relationship between staff motivation strategies and organizational performance.



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APPENDICES

Appendix I: Letter to the Respondents

The Respondent

Dear Sir/Madam,

Re: Influence of staff motivation strategy on Organizational Performance: Case of Co-Operative Banks in Kiambu County

I am a Mount Kenya University student presently enrolled in the Master of Business Administration course. My current research paper, which is required as part of my academic program, is titled "Influence of Staff Motivation Strategies on Organizational Performance: A Case Study of Cooperative Banks in Kiambu County."

I politely request that you participate in this study by answering the questionnaire that is enclosed. Your insightful comments and reactions will be very helpful in making this research project a success. I would like to sincerely thank you in advance for your assistance, and I look forward to hearing from you positively.

I appreciate all of your time and thought.

Sincerely,

KASALE BRIAN

Appendix II: Participant Consent Form

Dear Participant,

You are cordially invited to participate in a study titled "Influence of Staff Motivation Strategies on Organizational Performance: A Case Study of Cooperative Banks in Kiambu County, Kenya." I'm a graduate student at Mount Kenya University currently pursuing studies in a Master of Business Administration. The primary objective of this research investigation is to evaluate whether staff motivating techniques affect the operation of cooperative banks in Kenya's Kiambu County. I truly anticipate that you will have the opportunity to take part in this research. The goal of this research is to have a thorough understanding of the connection between employee motivating techniques and the cooperative banks in Kiambu County's overall organizational performance. Your knowledge, experience, and abilities would be very helpful in this research project's data collection and in shaping the results and recommendations that are developed.

Specific objectives include;

- i. To determine the relationship between job security and organizational performance in Co-operative banks in Kiambu, Kenya.
- ii. To assess the connection between remuneration and organizational performance in Co-operative banks in Kiambu, Kenya.
- iii. To examine the association between recognition, praise, and organizational performance in Cooperative banks in Kiambu, Kenya.
- iv. To determine the relationship between promotion and growth and organizational performance in Co-operative banks in Kiambu, Kenya.

You voluntarily choose to take part in this research experiment. You have the option to refuse completely or to not respond to any questions at all. Participation carries no known risks beyond what one would experience on a daily basis. Your answers will be kept

private and anonymous. The research's data will be kept confidential and reported solely as the total of all the data. Your unique responses to this questionnaire will remain confidential, only known to the researchers. You will not directly profit from taking part in this study. But you might find it fascinating to discuss the problems the study tackles, and it might be helpful to the industry, as well as to clients in the future or those who have gone through similar experiences. If you agree to participate in this project, please answer the questions on the questionnaire as best you can. It should take approximately 5min to complete. Please return the questionnaire as soon as possible to enable me complete the project report.

Please feel free to contact the investigator, Kasale Brian, at 0708 724 896, or the supervisor, Dr. Dr. Isaac Mokono Abuga, at 0720062505, with any questions you may have concerning this study. To inquire about your rights as a research participant, please contact the Chairman of the Ethical Review Committee at Mount Kenya University, P.O. Box 342-01000, Thika.

I sincerely appreciate your help with this significant project.

CONSENT

I've been given ample opportunity to study the information supplied, comprehend it, and ask questions. I am aware that participation is completely voluntary and that I can end it whenever I want, for any reason, and for free. I am aware that a copy of this permission form will be provided to me. I willingly consent to participate in this research.

Signature of Participant: _____ As of _____

Signed by the investigator _____ As of _____

Appendix III: Questionnaire

Dear Respondent,

Thank you for participating in my research study entitled "*Influence of Staff Motivation Strategy on Organizational Performance: A Case of Co-operative Banks in Kiambu County, Kenya.*" Your insights are crucial for a comprehensive understanding of the subject matter.

Please carefully read and respond to each question by placing a tick (✓) in the appropriate box or providing the necessary information as indicated.

Section A: Demographic Information

1. Gender: Male [] Female []

2. Age

19 – 29 Years [], 30 – 40 Years [], 41 – 51 Years [], 52 and above Years []

3. Education level:

O-levels [] Certificate [] Diploma [] Degree []

 Masters []

Others (specify).....

4. Work duration in the organization?

0 - 5 years [] 5 – 10 years [] Above 10 years []

5. Job title?

Senior Manager [] Middle-level manager [] General staff [] Subordinate staff

[]

SECTION B: Motivation strategy

I. Job Security

What category of job do you currently hold?

Permanent and pensionable

Contract renewable

Contract nonrenewable

Temporary staff

• To what extent do you feel secure in your current position?

a) To a large extent b) Moderate extent c) To a small extent d) I don't know

Using the Likert scale, check one of the following statements. 1, To a very large extent, 2, to a large extent, 3, medium extent, 4, to a small extent and 5 I don't know

Statement	1	2	3	4	5
My job position is permanent and pensionable					
I perform on renewable contracts currently at the Bank.					
I perform on non-renewable contract at the Bank					
My job at the bank is temporary.					

II. Remuneration

1. How satisfied are you with the pay raise you received at work?

a) Highly satisfied.

b) Satisfied.

c) Moderately satisfied. []

d) Not satisfied. []

2. Over the past five years, how many compensation reviews have you had?

a) None []

b) Once []

c) Twice []

d) Thrice []

3. Are you satisfied with the pay, benefits, and yearly raise you currently receive?

a) Highly satisfied. [] b) Moderately satisfied [] c) Not satisfied []

4. In the event that you were offered better conditions elsewhere, would you leave your current department?

a) Yes [] b) No []

5. Could you elaborate to what extent receiving a pay raise impacts your ability to do your job? a) To the highest extent [] b) To some extent [] c) To a small extent [] d) No effect []

III. Recognition at Work

How much does being recognized affect your dedication to Co-op Bank? Use 1- Very low extent, 2-Low extent, 3-Moderate extent, 4- Great extent, 5- Very great extent

Recognition at work	1	2	3	4	5
I'm getting public recognition and accolades for my hard work.					
The management of the Cooperative Bank recognizes the diligence I have put in.					
Getting recognition makes it possible for me to view my work more positively.					
I feel more involved and can improve my performance when I receive recognition.					

IV. Promotion and growth

To what extent do career developments through promotion and growth influence your performance? Use 1- Very low extent, 2-Low extent, 3-Moderate extent, 4- Great extent, 5- Very great extent

Professional advancement	1	2	3	4	5
My personal development and growth have been positively impacted by professional advancement.					
My chances of advancing in my career through training have enhanced.					
Due to the evolving nature of my profession, career progression is essential.					
A promotion is going to motivate me even further.					
Advancing my career is going to assist me in performing better at work.					

SECTION C: Organizational performance

To what extent do you resonate with the following statements on organizational performance based on motivation strategy? Use 1- Very low extent, 2-Low extent, 3-Moderate extent, 4- Great extent, 5- Very great extent

Statement	1	2	3	4	5
Staff motivation strategies have enhanced excellent customer care services to the clients.					
The implementation of staff motivation strategies influenced employee commitment and overall organizational performance.					
Staff motivation strategies in fostering employee job satisfaction have subsequently impacted organizational performance.					
Staff motivation strategies have enhanced exceptional contributions and teamwork from the employees.					
Implementation of staff motivation strategies has affected employee retention rates, and positively impacted organizational performance.					

Thank you

Appendix IV: ERC Letter



REF: MKU/ISERC/3264
TO: KASALE BRIAN

Date: 13 October 2023

REG: MBA/2021/86899

Dear Sir/Madam,

RE: INFLUENCE OF STAFF MOTIVATION STRATEGY ON ORGANIZATIONAL PERFORMANCE: A CASE OF CO-OPERATIVE BANKS IN KIAMBU COUNTY, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2308**. The approval period is **13/10/2023 - 12/10/2024**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

*The Chairman
Mount Kenya University
Ethics Review Committee
P. O. Box 502 - 0100, Thika*

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Appendix V: Introduction Letter



DIRECTORATE OF GRADUATE STUDIES

MBA/2021/86899

16th October, 2023

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,

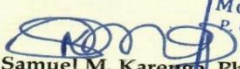
RE: KASALE BRIAN - REGISTRATION NO. MBA/2021/86899

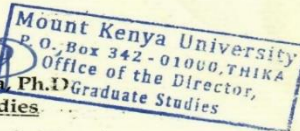
The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**

The title of the research is "**Influence of Staff Motivation Strategy on Organizational Performance: A Case of Co-operative Banks in Kiambu County, Kenya.**" It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **October, 2023 and December, 2023.**

Any assistance accorded to the student will be highly appreciated.


Thank you


Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies



Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 / +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
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Appendix VI: NACOSTI Authorization



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Date of Issue: 25/October/2023

RESEARCH LICENSE




This is to Certify that Mr. Brian Kasale of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kiambu on the topic: INFLUENCE OF STAFF MOTIVATION STRATEGY ON ORGANIZATIONAL PERFORMANCE: A CASE OF CO-OPERATIVE BANKS IN KIAMBU COUNTY: KENYA for the period ending : 25/October/2024.

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Appendix VII: Similarity Index Report

INFLUENCE OF STAFF MOTIVATION ON ORGANIZATIONAL PERFORMANCE: A CASE OF CO- OPERATIVE BANKS IN KIAMBU, KENYA

by BRIAN KASALE

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