EFFECT OF MOTIVATIONAL SYSTEM ON PRODUCTIVITY OF EMPLOYEES IN PRIVATE UNIVERSITIES. A CASE STUDY OF MARIST INTERNATIONAL UNIVERSITY COLLEGE (MIUC)

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ABSTRACT

Employees are a company's livelihood. How they feel about the work they are doing and the results received from that work directly impact an organization's performance and, ultimately, its stability. An unstable organization ultimately underperforms. The study was conducted with the main objective of establishing the effect of motivational system on employees' productivity in private universities of Kenya. A case study of Marist International University College (MIUC) a constituent of CUEA. MIUC has been over the years put in place the motivational system plans to improve employees' productivity. However, the effect of these plans had to be investigated. A questionnaire was designed based on the objectives. The completed questionnaires were processed and analyzed using the SPSS. The study targeted the top management team, teaching and non-teaching staff of MIUC. The study adopted a descriptive research design. The population of 78 was stratified into three strata: Management staff, teaching staff and non-teaching staff. The study used the census method to reach to the entire population of the study. The researcher administered the questionnaire to each respondent, and the return of questionnaire was 100%. The employees' productivity was measured under the high production, lower absenteeism, more cooperation and more innovation. The information was therefore, available to the respondents. Quantitative data was collected and analyzed using SPSS and presented through percentage, mean, frequencies. Pearson correlation was used to assess if the relationship between the independent variables, and dependent variable which is employees productivity, was significant or not. The information was displayed by use of bar charts, graphs and pie charts. The findings of this study were that employees' productivity depended on motivational system. Rewards would be given according to the individual performance. There was a significant correlation between independent variables and dependent variables. Money was not the only tool for motivation; other tools were effective communication, leadership, rewards system and recognition. The major recommendation of this study is that private universities should design the rewards system which is based on personal performance, in order to maintain employees and to achieve the goals and vision of the organization.

Key Words: *Rewards System, Recognition Leadership Style, Communication, Employees   Productivity*

Background of the Study

According to the International Journal of Managerial Studies and Research (2014), today, the biggest challenge faced by the managers of different organizations is how to get the qualitative employees who will help the organization to achieve its goals and objectives. These are employees who are committed and put in their best towards the accomplishment of organization's goals and objectives. A strong bond should be created and maintained between employees and organizations human resources to overcome these challenges between managers and employees.

All organizations are concerned with what should be done to achieve sustained high levels of performance through people. Therefore, the subject of adequate incentives for workers, as derived from the so many attempts made by management practitioners, is to look for the best way to manage so as to accomplish an objective or mission with the least inputs of materials and human resources available (Forson, 2012).

Bryans and Crouin, (2005) say that certain individuals have problems of inadequate motivation. These problems arise the concern of those individuals who come into the work situation with differences in expectation, behaviour and outlook. The problems of individual motivation inadequately may be classified into two groups: the first is the inability of certain individuals to be motivated may stem from the fact that there is a deficiency in their personality. For such people, the desire to avoid failure may be too strong while paradoxically, the motive to produce positive results may be too weak. This could produce a general resistance to achievement-oriented activity that should naturally be overcome by other extrinsic modes of motivation if there is to be any spur to achievement oriented activity at all. The second is when the achievement motive is relatively strong, the challenges before the individual worker may be proven to be inadequate or too difficult, and whichever of these that apply to the individual worker will usually manifest themselves in different ways such as lack of enthusiasm or premature surrender (Forson, 2012).

Motivation strategy should aim to increase the effective contribution of members of the organization in achieving its objective. Motivation strategy will refer to the performance of management and reward systems and in particular to the type and scale of financial incentives which are to be provided. But it will also be concerned with other process which should yield favorable attitudes including job design participation, joint objective setting career development and any other processes relating to the individual need to achieve and maintain a sense of personal wealth and importance. Motivation is also affected by the quality of leadership in an organization therefore the selection, training and development of effective leaders should be part of the strategy (Armstrong, 1997).

In an organization set up two situations are likely to happen as far as employees are concerned. The first situation is that some workers leave the organization because they are not motivated enough .The second situations is that some are not willing to leave because they are having some benefit in the organization such as promotion, which leads to increase in salaries and wages, bonus and some other incentives. The managers need to create and maintain an environment in which employees can work efficiently and realize the objectives of the organization.

Muhammad et al (2010) says that there is no doubt that efficiency suffers with demotivates personnel. It is only possible when teachers and non-teaching staff in Universities are motivated enough to accomplish their goals effectively because

Universities are a center of higher education where teachers play an important role in ensuring high quality of education by developing their students as global citizens for the outside corporate world.

In spite of the above problems of motivation, and productivity, every organization does necessarily seek means of ensuring continuous productivity, which would be geared towards the accomplishment of organization goals. The organizational system under study cannot be said to be different in any way, in terms of producing the results for which it was set up. In all these processes the private Universities have played the major role in achieving national goals of education in Kenya.

Productivity has been defined as the utilization of resources in producing a product or services (Gaissey, 1993). It has further been defined as the ratio of the output (good and services) and input (Labour, capital or management). It is common to measure the productivity of specific resources. A business may measure labour productivity, capital productivity among others. The businesses will try to increase productivity because they will lower costs and make more profit. Productivity may be increased by firms in a number of ways (Jones, 2011). Therefore, one approach is to increase labour productivity. The labour productivity is increased through the education and training, improve the motivation of workers, improve working practices and increasing labour flexibility. Above all high productivity in a business usually comes from a workforce that is motivated to work effectively and from this comes increased profits.The benefits of well-motivated employees are lower absenteeism, higher production, more innovation, pleasant working environment, more co-operation, and lower staff turnover, among others. The businesses need to recognize that the value of their employees' output, in terms of how much they produce and the quality of it, comes

from how well motivated they are to work effectively (Karen & Peter, 2013).

The Marist international University College is the constituent of Catholic University of Eastern Africa (CUEA) .The College is a Roman Catholic institution of higher learning founded in 1986.The College is committed to Marist values of simplicity, presence, family spirit and love of work. Workers in this institution are given the same bonuses at the end of the year not through their performance but because the year ends. There is also a questionable movement of workers after being trained by the institution. Therefore, it is the best case to use in this study of effect of motivational system on employees productivity. The findings from this institution assisted in generalizing to the other private universities in Kenya.

This study will examine to what extent the financial and non-financial incentives such as achievement, job security, recognition, advancement, job enrichment or the job itself, responsibility, decisional participation and management style employed to raise the morale of the worker for high productivity. The study identifies elements that promote human dignity and thus raise the morale of the worker for higher productivity. The study further investigates the effect of non-financial incentive packages here referred to as 'non-economic motivators' on the workers and the consequent output of MIUC.

Statement of the Problem
According to Karen and Peter (2013) People work for a variety of reasons. The main reason why most people work is because they need to earn money to buy food and the basic necessities for life. But some work is voluntary and does not yield any money. One of the challenges faced by private universities and other private sectors is to maintain the employees. Individuals after being trained have a

tendency to move to other organizations for better prospects. Lucrative salary, comfortable timings, better ambience, growth prospects are some of the factors which prompt an employee to look for a change. Employee Retention refers to the techniques employed by the management to help the employees stay with the organization for a longer period of time. Employee retention strategies go a long way in motivating the employees so that they stick to the organization for the maximum time and contribute effectively. Individuals work for money but they can switch off from one work to another for more money. At the same time people want recognition and also want to be proud of their company, they want very good relationships with co-workers.

According to Forson (2012), the ability of private Universities to offer a wide range of services with a high level of quality will enable them to win a niche in the higher educational sector in both Kenya and in Africa. It is, therefore, a challenge for management of private Universities to motivate their lecturers and other staff in order that quality teaching services are provided, and subsequently to satisfy the needs of their students. Motivation is one of the keys factors to performance. The general problem inherent in the organizational set up is low salaries, irregular promotional structure and lack of recognition of workers achievements. All these tend to dampen workers morale and consequently affect their productivity.

Researchers have studied employee motivation at length; the biggest misconception was that good wages were always the primary motivational factor among employees regardless of the industry by which they are employed (TsangWong.1997. This generalization or supposed knowledge has misdirected frontline supervisors of industrial workers for years (Kovach, 1987). Effective employee motivation has long been one of

management most difficult and important duties. Success in this Endeavour is becoming more challenging in light of organizational trends to downsize and in relation to the demands associated with managing a diverse workforce (Kreitner and Kinicki 1992). Employee motivation is a complex process as individuals are complex, diverse and often difficult to predict. No one theory of motivation can explain human motivation particularly across diverse cultures. The aim of this research therefore, is to determine the type of incentive package that needs to be given to workers of and whether workers, given the right incentives other than money can put in their best to contribute to the productivity and growth of the organizations to achieve the corporate objectives.

Broad Objective

The broad objective of this study was to establish the effects of motivational system on employees' productivity in private universities in Kenya.

Specific Objectives

- To establish the relationship between reward system and employees' productivity in private universities.

- To identify the relationship between recognition and employees productivity in private universities.

- To determine the influence of leadership style on employees' productivity in private Universities.

- To determine the effect of communication on employees' productivity in private universities.

LITERATURE REVIEW

Working is a very important event and an evitable fact in the life of an individual. Whichever kind of job, it brings joy and fulfillment to the individual.

Employee try to find satisfaction in what they do and as a result the manager should be able to understand the problems faced by his employees and find a way of satisfying their needs and aspiration. The general assumption is that an adequately motivated worker will in turn give in his or her best towards the attainment of a general consensus. Therefore, the motivated worker preserves the organization the issues of poor performance and inefficiency on job. Managers who are successful in motivating employees are made often providing an environment in which appropriate or adequate goals called incentives are made available for the needed satisfaction of the employee. It is the duty of the manager to create and develop an effective environment in which employee will be motivated to become productive members of the organization by striving for what will bring them reward.

Conceptual Framework
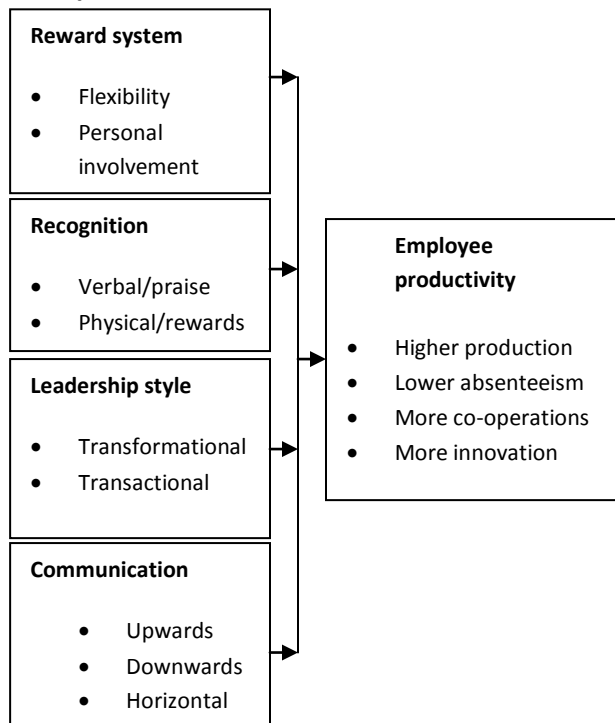
Independent Variable   Dependent Variable

Figure 1: The Conceptual framework

Empirical review of the Study

The area of employees' motivation and employees' performance are solidly grounded in the researcher of Maslow, Taylor, and Herzberg, among others. The idea of motivation and performance are built in the larger organizational behavior model. Employee motivation is linked closely to employee performance.

According to Simms, (2007) various organizations use the non-cash rewards as employee incentives. He suggests that Herzberg's view of salary as not being a motivator holds. The ability to hold up an incentive that doesn't get absorbed by the employee's monthly bills has a larger effect on employee motivation. He also suggests that it is more acceptable to boast about a special award or party rather than an employee's salary raise. He argues that it is important for employers to communicate these benefits to employees because many employees don't understand their total compensation package. By communicating the total package, the employer reinforces their commitment to the employees and helps to motivate the employee. This motivation leads to greater employee satisfaction and performance.

According to Jakobson (2007), the best way to motivate the employees, the one need to use team incentives to increase the sales. This is about the use of Merchandise Awards. He says that Merchandise Awards are even more effective than Top Seller Trips. Another way to motivate employees according to him is the use of simple employee motivation tactics such as recognition at weekly and monthly sales meetings of the top sales teams.

Whiteling (2007) states that it is very important to create a culture whereby the employees will participate actively in decisions making. This is done through a culture where employee input is valued

and utilized; the changes faced by the organization are better understood and receive the support of the employees. This also has the side effect of creating employee motivation to support and accomplish the organizations goals and change efforts (Ferson, 2012). Silverman (2006) agrees with Whiteling to involve employees in strategic plan of the organization, in order to motivate them. He suggests keeping employees engaged by working with storytelling. Employers can systematically ask employee's to tell their story for good or not-so good situations. In this way, an employee/employer relationship can be forged which can help foster mutual support and idea sharing. Similar to Whiteling, Silverman suggests that the organizations culture needs to be developed around the concept of storytelling. Employees need to feel their stories are being heard, understood, and valued by those requesting the stories. By forging these relationships, the employee feels valued by the employer, supervisor, and organization as a contributor. This value translates into higher work performance and stake within the organization (Silverman, 2006; Whiteling, 2007).

According to Sharbrough's (2006), there is a relationship between leader's use of Motivating Language (ML) and employee job satisfaction and the perception of a supervisor's effectiveness. In both cases, there was a statistically significant correlation in this study between a leader's use of ML and employee job satisfaction and the perception of a supervisor's effectiveness. This correlation can be utilized by organizations to measure a leader's use of ML and determine levels of employee satisfaction as well as determine the perceived effectiveness of a supervisor.

Kellerman (2007) show that the level of engagement of the employees in the matters of the organization is also a way of motivation. The employee continuum ranges from "feeling and

doing absolutely nothing" to "being passionately committed and deeply involved." In this way, a leader can assess their subordinates and tailor a leadership approach to maximize the effect a particular effort will have on employee motivation.

The level of communication between employers and employees emerges as a requirement for employee motivation (Simms, 2007; Jakobson, 2007; Whiteling, 2007; Silverman, 2006; &Sharbrough, 2006). This review above associates high employee motivation with increased employee performance (Simms, 2007; Jakobson, 2007; Whiteling, 2007; Silverman, 2006; &Sharbrough, 2006). By first utilizing Kellerman's "level of engagement" classification, an organization can tailor the use of ML and motivational techniques in the organization. In this way, employee motivation can be maximized to increase employee performance by focusing the use of ML and motivational techniques.

Theories of Motivation

Hertzberg's Two-Factor Theory

The Two-Factor Theory of motivation was developed by psychologist Frederick Herzberg in the 1950's. Analyzing the responses of 200 accountants and engineers who were asked about their positive and negative feelings about their work, Herzberg found two factors that influence employee motivation and satisfaction: the first is Motivator factors: these are factors that lead to satisfaction and motivate employees to work harder. Examples might include enjoying your work, feeling recognized and career progression. The second is Hygiene factors – These factors can lead to dissatisfaction and a lack of motivation if they are absent. Examples include salary, company policies, benefits, relationships with managers and co-workers. However, while

motivator and hygiene factors both influenced motivation, they appeared to work completely independently of each other.

The significance of this theory to the study is that for the happiest and most productive workforce, you need to work on improving both motivator and hygiene factors. The manager needs to, make sure that employees feel appreciated and supported. Give plenty of feedback and make sure your employees understand how they can grow and progress through the company. To prevent job dissatisfaction, make sure that your employees feel that they are treated right by offering them the best possible working conditions and fair pay. Make sure you pay attention to your team and form supportive relationships with them.

Hawthorne Effect

The Hawthorne Effect is named after a series of social experiments on the influence of physical conditions on productivity at Western Electric's factory at Hawthorne, Chicago in the 1920s and 30s. The experiments were conducted for the most part under the supervision of Elton Mayo, an Australian-born sociologist who eventually became a professor of industrial research at Harvard.The researchers changed a number of physical conditions over the course of the experiments including lighting, working hours and breaks. In all cases, employee productivity increased when a change was made. The researchers concluded that employees became motivated to work harder as a response to the attention being paid to them, rather than the actual physical changes themselves.

The significance of this theory to the study is that The Hawthorne Effect studies suggest that employees will work harder if they know they're being observed. While I don't recommend hovering over your employees watching them all day, you

could try providing regular feedback, letting your team know that you know what they're up to and how they're doing. Showing your employees that you care about them and their working conditions may also motivate them to work harder. Encourage your team to give you feedback and suggestions about their workspace and development.

Maslow's Hierarchy of Needs

The Hierarchy of Needs theory was coined by psychologist Abraham Maslow in 1943 as a Theory of Human Motivation". The crux of the theory is that individuals' most basic needs must be met before they become motivated to achieve higher level needs. However, as more attention began to be focused on the role of motivation at work, Maslow's need matching theory emerged in the early 1960's as an appealing model of human behaviour in organizations. And as a result of its popularization by Douglas McGregor (1960, 1967), the model became widely discussed and used not only by organizational psychologists but also by managers.

The hierarchy of needs has 5 levels: the first is the Physiological. These needs must be met in order for a person to survive, such as food, water and shelter. The second is the Safety: including personal and financial security and health and wellbeing. The third is Love/belonging: the need for friendships, relationships and family. The fourth is the Esteem: the need to feel confident and be respected by others. The fifth is Self-actualization – the desire to achieve everything you possibly can and become the most that you can be.

According to Chip (2014), many managers struggle with the abstract concept of self-actualization and so focus on lower levels of the pyramid instead. Conley found one way of helping with higher levels was to help his employees understand the meaning

of their roles during a staff retreat. Conley's team was able to realize the importance of their job to the company and to the people they were helping. By showing them the value of their roles, the team was able to feel respected and motivated to work harder.

In order to get the most out of your team, you should also make sure you support them in other aspects of their lives outside work. Perhaps you could offer flexible working hours to give employees time to focus on their families and make sure they are paid fairly to help them feel financially stable.

Reward system

According to Lawrence and Jordan, (2009) different people have very different interpretation of the incentive theory of motivation and the kind of motivational strategies that their employees are wanting. The employers and other senior management officials did employ a rather crude way of giving incentives to their workers. It is highlighted of their behaviours at the workplaces where employees were in reality spanked while at the workplaces in the name of Motivational purposes (Houts L., Keppler, M., and Kalfayan, G. 2010).

According to Levoy, (2009), to reward a person has some short – term effect on the motivation of the individual in the organization. Emery (2009) identifies two sources of the motivation drive. One of the drives is brought out by the fact that there is an internal need to gain resources as supported by the need theory (Lawrence and Jordan, 2009).The second source of motivation is the commitment by an individual to external problems or might be the opportunities that are available elsewhere (Emery, 2009). The most important of all the factors is the fact that the employees share the same goals as their management as this would be a true measure of the strength of the organization (Emery, 2009). A

good reward system is one that has accountability as well as rewards being based on the performance as measured using the cross functional integrations. The effectiveness of a system is ordinarily judged as per the levels in which there is resolution of the individual in the event there is a conflict as well as the extent to which the individual is willing to go to have collaboration for equity. Reward system in the work places include having appraisals for employees as well as integration that is targeted at making improvements by making sure that there is clear flow of information to and from the employees in the organization(Emery, 2009).

According to Aubrey C Daniels, James Daniels, & Bill Abernathy (2006), to have an effective reward system, the focus should be turned from financial (money – focused) to behavioral focused reward system. A reward system is meant to bring positive reinforcement to the individuals and this should be addressed, as it ought to, for it to be termed as successful. For positive reinforcement, there should be a number of factors that should be considered in the design process of a good and effective reward system.

According to Daniel, 2006) the following rewards systems can be used in the organization context. Bonuses that are given at the end of every season (Year) should instead be replaced with pay for performance reward system, as bonuses have been perceived to be very discretional payments that are made to employees for their well done jobs. The performance measures should be done monthly if possible as they help to tell which employee is deteriorating and why. Minimize group measurement strategies, as they do not reflect on individual efforts within the group. Personal performance strategies should be employed so as to get more accountability from the individuals rather from a large group. Actionable measures like the pay per performance should be employed in

place of the broad financial measures that are usually done in many of the organizations and due to the different natures of the performance of the organization, unbalanced performance measures ought to be replaced with plans that can be able to account for the performance of the individuals like sales commissions.

Creating flexibility

According to Ketkar and Sett (2009) inherent flexibility that is demonstrated by the resources which are available in the organization has a great impact on the firms' performance as proposed. The issue is not much of the availability of the resources in the firm as much of how applicable is the resources to the firm. The ability of a firm to put into use the different resources that are at the disposal of the organization is very important. The human resources should be flexible enough especially in their relationship with the employees which can be translated into firm's performance if properly managed (Ketkar & Sett, 2009). This flexibility, especially in the human resources department does help to express the need for variety in information distribution and synthesis offers better situational analysis (Ketkar & Sett, 2009). This also does offer the modalities in which the information that is on offer can be reconfigured or redeveloped so as to be easily synthesized and assimilated in the organization without much complications going into it (Ketkar & Sett, 2009).

The management should also put in place good communication channels that are meant to converse information both ways, from the employees to the management as well as from the management to the employees. The channels should remain open so that communication can be done at any moment when there is information that might be needed. Employees should be empowered by having more participatory forums and avenues

opened up within the organization. This will encourage more employees to stay active in their duties and roles while within the organization as well as raise enthusiasm of the individual employees (Ketkar and Sett, 2009).

Personal involvement

According to Mishra, A., Mishra, K., and Spreitzer, G. (2009), in the event where downsizing an organization seems impossible, after all possible avenues have been considered, then it is prudent enough for the management to look for the more opportunities that would enable for more flexibility within the organization This approach, together with innovation and well – established and improved internal communication set in place, improves the level of trust between the employees and the management as things are not done in the dark. Several factors are important that foster personal involvement. The Innovation as well as creativity enhanced commitment by the organization's management does help in explaining the noticeable change in the organization. Improved communication channel, which incorporates all the stakeholders, is also important as well as having developments that are more flexible to the organization's needs (Mishra, A., Mishra, K., & Spreitzer, G. 2009).

Recognition

Cook and Hunsaker (2001) define reward systems as programs set up by a company to reward employee performance and motivate employees on individual, and /or group levels. There are basically two types of rewards: intrinsic and extrinsic rewards. Extrinsic rewards are those tangible benefits such as pay (salary), fringe benefits, pensions, conditions of work and security that individuals receive in return for their efforts. On the other hand intrinsic rewards

are the psychological rewards that come from the experience of work, or from being part of an organization, for example, having an opportunity to use skills and abilities, having a sense of challenge or achievement or having one's efforts recognized and appreciated (Rollinson, 2002).

The online dictionary (2009) defines recognition as the acknowledgment of achievement, service, or merit. It goes on to define reward as something given or received in return or recompense for service, merit, hardship, among others. Recognition in this context has been used to refer to both the acknowledgement by the organization of the efforts put in by the employee as they carry out their day-to-day roles and responsibilities, while rewards used to refer to the tangible payments or benefits accorded to the employees in recognition of their performance, also called extrinsic rewards. Workers need rewards and recognition to motivate them to give their best to the organization and thus help the organization to achieve its goals and objectives (Kinicki, 2007).

According to Deci, Koestner and Ryan (1999), there are two main types of extrinsic rewards that an organization can adopt. The first is Completion contingent rewards, where rewards are given to employees for completing given tasks and also in order to motivate them to aim for higher targets and to comply with the organizational goals and norms. The second is performance contingent rewards given for performance, usually based on a normative value, for example doing better than 80% of other workers. Rewards for completion of tasks (like meeting of targets) and recognition for exemplary performance at work, would go a long way in improving extension workers' performance. Unfortunately, the trend is that no one is recognized or rewarded for exemplary work, but the officers are promptly punished for any misdemeanors.

One of the most effective ways to increase companywide productivity is to help your employees understand what they're working toward. Share your company's goals and visions with employees and inspire and encourage each and every one of them to help your company achieve those goals. This will not only push employees to be more productive in their day-to-day tasks, but will give them a sense of meaning and value in their work by knowing that they're a part of something greater.

According to Harrison Kim (2013) to be really effective in your job, you need to understand the psychology of praising others for their good work, to apply the principles of employee recognition yourself and to encourage others to initiate it in their working relationships. Appreciation is a fundamental human need. Employees respond to appreciation expressed through recognition of their good work because it confirms their work is valued. When employees and their work are valued, their satisfaction and productivity rises, and they are motivated to maintain or improve their good work. Praise and recognition are essential to an outstanding workplace. People want to be respected and valued for their contribution. Everyone feels the need to be recognized as an individual or member of a group and to feel a sense of achievement for work well done or even for a valiant effort. Everyone wants a 'pat on the back' to make them feel good.

There are two aspects to employee recognition. The first aspect is to actually see, identify or realize an opportunity to praise someone. If you are not in a receptive frame of mind you can easily pass over many such opportunities. This happens all too frequently. The other aspect of employee recognition is, of course, the physical act of doing something to acknowledge and praise people for their good work (Harrisson, 2013). Managers need

spontaneously to praise people. This is highly effective. To many employees, receiving sincere thanks is more important than receiving something tangible. Employees enjoy recognition through personal, written, electronic and public praise from those they respect at work, given in a timely, specific and sincere way. Day-to-day recognition brings the benefit of immediate and powerful reinforcement of desired behavior and sets an example to other employees of desired behavior that aligns with organizational objectives. It gives individuals and teams at all levels the opportunity to recognize good work by other employees and teams, and it also gives the opportunity for them to be recognized on the spot for their own good work.

A study by Mahazril et al. (2012) organizations had the duty to appreciate the employee from time to time and offer other form of benefits such as payment, which will help in employee motivation. Likewise, Kingira and Mescib (2010) define appreciation as the abstract of immaterial incentives; ''employees giving immaterial\incentives (appreciation, respect etc.) as much as materiel incentives with working department'' shows employees do not agree with this behavioral statement. With this result, it can be stated that employees being employed in different parts can take their different opinions at different levels. Among the variable of responsibility and being appreciated, it is understood that ''success of employers always be appreciated with education.'' The more effective quality and practicality of education employees had, the more the contribution they will have to organization.

According to Hrebiniak (2005) recognition is a key success factor even at higher levels of management. Those who perform must have their behavior recognized and their results reinforced. The best formula for recognizing an individual for their efforts is to thank the person by name, specifically state what they did that is being recognized. It is vital to be specific because it identifies and reinforces the desired behavior, explain how the behavior made you feel (assuming you felt some pride or respect for their accomplishment), point out the value added to the team or organization by the behavior, thank the person again by name for their contribution.

Communication
According to Banerji and Dayal, (2005), communication is a process that contains expressing, listening and understanding. Organizational communication is the degree to which information about the job is transmitted by an organization to its members and among members of the organization (Price, 1997). Ayatse (2005) observed that communication is needed to establish and disseminate the goals of the enterprise. This is because the competencies and skills they possess will enable them to exhibit work behaviours appropriate and relevant to the performance of the job.

Communication is a very important element in organizations because it has a vital role in the failure or accomplishment of any organization. It is used for the purpose of resolving the contradictions in work organization in other that such organization may progress (Orpen1997). According to Altinöz (2008) communication is a means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results are made known to the subordinates. Therefore, communication is the transfer of information (a message) from one person to another. Communication is said to be the foundation for sound management, communication helps greater coordination and interaction among workers, good communication helps in motivating the workers, and communication helps in establishing links between different hierarchies and functions of management, communication clears

confusion, misunderstanding and delays in administration, it helps in achieving maximum productivity with minimum cost, it helps in building genuine human relation.

According to Jones (2011) inside a business message can be passed vertically that is upwards or downwards and horizontally. Downwards communication usually involves managers giving information or instructions to their subordinates. Downwards communication is important because subordinates look to their managers for leadership and guidance. It allows the decisions made by management to be carried out by employees and it allows managers to command, control and organize. On the other hand upward communication often involves workers giving the feedback to managers. Upwards communication is helpful because it helps managers to understand the views and needs of subordinates. It may alert managers to problem and helps the staff to feel that they are valued. Horizontal communication occurs when workers on the same level in the hierarchy exchange information. Horizontal communication is common within a department. For example operatives are likely to discuss their work with each other.

Foong (2001) says that managers use leadership behaviours to influence employees. Lee and Chuang (2009) explain that an excellent leader not only inspires subordinates, giving them the potential to enhance efficiency, but also meets their requirements in the process of achieving organizational goals. How a leader communicates is as important as to how he leads. The leader is the guiding force within a group and organization. A leadership style that resonates with followers will allow the leader to achieve greater employee productivity. Conversely, poor leadership styles lead to poor communication and can have negative effects on workers performance and in turn

productivity. Productivity increases when your employees are satisfied with their jobs and with the level of communication they receive from management. Effective communication has a direct impact on morale as well, which ultimately affects productivity. When employees receive regular feedback on their performance, and are told what's going on in the company and what role they play in the overall success of the business, they will reward you by working harder and more efficiently.

Effective communication is needed for management to develop and sustain a competitive advantage for organizational performance and improvement (Rowe, 2001). Effective communication between leaders and employees is critically important for the potential success of a company. Effective communication succeeds when employees support the leader and the organization if there is a belief that employees' efforts will be rewarded. Leadership succeeds when initiating response or responding to change and leadership is inextricably linked to the credibility of those leading. Poor communication can lead to the mistakes, wasted resources and confusion. It can lead to workers not understanding what they have to do, poor motivation and a duplication of effort (Jones, 2011).

Leadership Style
According to Yukl (1994), leadership is the process of influencing followers. Leaders play an important role in the attainment of organizational goals by creating a climate that would influence employees' attitudes, motivation, and behavior. There are many forms of leadership but current leadership theories indicate that leadership behaviors can be categorized into two main styles: transformational leadership and transactional leadership (Bass & Avolio, 1997; 2000).

Transformational leaders are charismatic. This is the most studied leadership style across discipline. They

motivate employees and appeal to their ideals and moral values by creating and representing an inspiring vision of the future (Bass & Avolio, 1997). The transformation of leadership involves the creation of an emotional attachment between leaders and employees. Transformational leaders take a real interest in the well-being of their employees. According to Jin (2010), transformational leadership integrates the elements of empathy, compassion, sensitivity, relationship building, and innovation. It brings out a climate of trust, nurtures employees' confidence, and encourages their individual development. In addition to that, transformational leadership includes the elements of participative decision making and sharing of power, (Aldoory and Toth, 2004).

Transactional leadership is an exchange process. It is a matter of contingent reinforcement of employees based on performances. It motivates subordinates by appealing to their personal desires, based on instrumental economic transactions. Transactional leaders generally use organizational bureaucracy, policy, power, and authority to maintain control; this style of leadership is occasionally referred to as authoritative (Bennet, 2009). The transactions or exchanges included in contingent reward may include tangible (e.g., pay increases) or intangible (e.g., recognition) commodities.

According to Vera and Crossan (2004), good leaders know how to switch between a transformational and transactional leadership style in accordance with the situation (e.g., the environment, strategy). Effective leaders can maximize their influence by employing both leadership styles. Transformational leadership builds on the transactional base in contributing to the extra effort and performance of followers, which is referred to as the argumentation effect (Bass, 1998). Therefore, a positive

relationship is expected between transformational and transactional leadership styles. Researchers suggest that effective leaders exhibit a higher level of transformational leadership than transactional leadership (Hetland & Sandal, 2003; Laohavichien, Fredendall, & Cantrell, 2009), because, transformational leadership was found to be associated with superior work performance and employee attitudes (Rowold & Rohman, 2009).

Transformational leadership is more associated with positive emotions experienced by employees, whereas transactional leadership is more associated with negative emotions (Rowold and Rohman, 2009). Transformational leaders inspire and motivate employees by clearly articulating a promising and compelling vision for the future. They provide support to employees, encourage employees to learn and develop, and build good relationships with employees, which then nurture employees' favorable perception of the company. Transactional leadership offers rewards (or threatens punishments) for the performance of desired behaviors and exerts more control. This type of leadership results in compliance and can be effective in some circumstances, but is less likely to generate trust and commitment to work and positive evaluation of the company (Zagoršek et al., 2008).

Kotter (1990) says leadership is about coping with changes. This is because it has become so important in recent years that the business world has become more competitive and more volatile. Organizational leadership as the process and the practices by key executives of guiding and shepherding people in an organization toward vision overtime and developing that organization's future leadership and organization culture (Pearce and Robinson, 2007) therefore, organizational leadership involves guiding the organization to deal with constant changes and providing the management skills to

cope with ramifications of constant change. Organization needs to deal with constant changes by clarifying strategic intent. Strategic intent is leaders' clear sense of where they want to lead their company and what results they expect to achieve. This requires the CEO's who embrace change and who do so to build their organization and shape their culture to fit with opportunities and challenges change affords.

Organizational leadership provides the management skill to cope with constant change. This means identifying and supplying the organization with operating managers prepared to provide operational leadership and vision of the companies. Leader's vision is an articulation of a simple criterion or characterization of what a leader sees the company must become in order to establish and sustain global leadership (Pearce and Robinson, 2007).

METHODOLOGY

This chapter sets out various stages and phases that were followed in the collection, measurement and analysis of data.

Research design
This study used the descriptive survey design which is a way of collecting information through interviews and administering questionnaire to a sample of individuals.

Target population
The population of this study consists of Management Staff, teaching and non-teaching staff of Marist International University College (MIUC). The total population is 78 people.

Sampling frame
Sampling frame consisted of workers teaching and non-teaching staff of Marist International University College (MIUC) found in Human Resource office,

(2014).Through this list the researcher was able to get workers of MIUC.

Data Collection Instruments
This study used questionnaires to get the necessary information. The researcher used both open-ended and close-ended questionnaires. The researcher administered questionnaires to the teaching and non-teaching staff of MIUC. The researcher used this instrument due to its reliability of information.

Data collection procedures
The researcher will obtain a letter from Jomo Kenyatta University of Agriculture and Technology (JKUAT) academic office to facilitate data collection. The researcher made arrangement with the management of each department of MIUC in Karen Campus. The respondents were instructed appropriately and were given sufficient time to fill in the questionnaire.

Data Analysis and Presentation
The researcher analyzed data using Statistical Package for Social Science (SPSS) summarized it by use of frequencies, distribution tables, and percentage. The representation of data was done by use of pie charts, bar graphs and frequency tables that helped the researcher to arrive at a descriptively meaningful analysis of the results.

RESULTS AND DISCUSSION

This chapter presents the findings and analysis of the data obtained from the questionnaires administered to management, teaching staff and non-teaching staff. The information given by respondents was analyzed and the researcher extracted important variables from them.

Respondents by gender

The findings indicate 53.8% of the respondents were male while 46.2% of the respondents were

female. This shows majority of the respondents in this study comprised mostly men.

Respondents by Age

Most of the respondents 70.5% were between the age of 30-39 years. This shows that this industry had quite a number of mid career type of persons.19.2% between the age of 50 years and above and 10.3% were below 29 years. This implies that majority of the respondents were mature in age.

Respondents by the level of Education

The analysis indicates that majority of the respondents 26.9% were Bachelor's Degree, 23.1% certificate and Master's Degree and 12.8% were PhD holder. This implies that the respondents were well qualified to understand the questions asked in this study.

Job status of the respondents

The findings that 10.3% of respondents were Management team, 47.4% of the respondents were teaching staff, while 42.3% were non-teaching Staff. This corresponds to the number of questionnaires distributed based on the number of the participants in the study.

Respondents by duration of service

The findings show that 55.1% had been in service for a period of less than 5years, 25.6% had been in service for a period of 6 to 10 years, while 12.8 % had been in service for a period of 11 to 15years and 6.4% had been in service for a period of 16years and above.

Employees' productivity

The results indicated that parents were happy of the service given to their children by 76.9% agree. It also indicated that teachers and other workers were committed to their work at 88.5%. The findings show that 57.7% agree that organization had enough funds. The fact that the funds were not sufficient the stakeholders were not so much interested in this particular organization, whereby 46.2% agree that the investors were eager to invest in the school and 53.8% disagree with the statement.

Motivational systems

Relationship between reward system and employees' productivity

The study found that there is significant relationship between reward system and employee productivity which had the correlation index of (r=0.232) therefore, the study found that reward system has significant relationship to the employees productivity.

Rewards system

51.3% strongly agree that a good reward system is based on individual performance, whereas, 32.0% disagreed with the statement. This shows that above 80% of the respondents agreed that the motivational system should be based on personal performance. On the other hand 10.3% disagree with the statement, and 6.4% are undecided. 25% believed that money is very important as far as rewards system is concerned. The study showed that a big number of people had understood that money was not the only way of rewarding employees; there are other ways of rewarding them such as focusing on behavioral reward system. 46.2% strongly agreed that the resources allocation in the organization were well distributed, whereas, 19.2% agree with the statement. This showed that 65% agree that there was flexibility in resources distribution in this organization, while,9.0% strongly disagree with the statement and 23.1% agree that resources were not well distributed in this organization. One of the motivational systems was the flexibility of the resources in the organization. Above 30% in this organization found a problem on the way resources were allocated.

Effect of the salary on employees productivity

77% strongly agreed that the fat salary is the only tool to motivate workers increase of productivity. 11.5% agree with the statement. This shows that 19.2% agreed that the fat salary is the only way to motivate the workers. However, 19.2% disagree with the statement. 3.8% were undecided about the statement. The study shows that 76.4% disagree that the high salary is the only instrument to motivate workers

Allowances for the special duties and overtime on the job

The results showed that in this organization 25.7% received the allowance for the special duties and overtime on the job. While 14.1% were undecided. This shows that in this organization 14.1% cannot tell if really they get allowance for special duties performed or not. On the other hand, 23.1% disagreed with the statement and 37.2 % strongly disagree that they receive allowance for the special duties performed on the job. Therefore, 60.3% disagree with the statement.

The gift for extra efforts put in the job

3% strongly agree that they were given gifts for extra efforts put in the job, 19.2% agree with the statement, while 7.7% were undecided.42.3% strongly disagree while 20.5% disagree with the statement. This shows that 62.8% were not given gifts for the extra efforts put in the job, they do. It implies that the lack of such gifts was a result of poor performance of the organization.

The performance of workers when salary delays

7.7% agree that they can work and perform even if the salary delays, while 5.1% were undecided. The majority disagree with the statement, whereby 35.9% Disagree that workers will still perform well even if their salary is delayed, whereas, 51.3% were strongly disagreed with the statement. This shows

how much salary is very importance in performance of the workers.

Relationship between recognition and employees productivity

The online dictionary (2009) defines recognition as the acknowledgment of achievement, service, or merit. Workers need rewards and recognition to motivate them to give their best to the organization and thus help the organization to achieve its goals and objectives (Kinicki, 2007). The study found that there is significant relationship between recognition and employees productivity which have correlation index of (r=496), therefore, the study found that recognition has significant relationship to the employees productivity.

Appreciation as fundamental human need

The findings showed that 84.6% accept that each and every person needs to be appreciated. According to Harrison Kim (2013) to be really effective in your job, you need to understand the psychology of praising others for their good work, to apply the principles of employee recognition yourself and to encourage others to initiate it in their working relationships.

The workers do not need to be appreciated in the organization

3.8% agree that workers do not need to be appreciated in order to achieve the goals of the organization, while, 7.7% were undecided. Whereas, 5.1% were disagree and 83.3% were strongly disagree with the statement.

Praise and recognition are essential at the workplace

55.1% strongly agree that praise and recognition are essential to an outstanding workplace, while 33.3% agree with the statement. This shows that 88.4% agree that praise and recognition are very

important in order to perform very well in any organization.

Influence of communication on employees productivity

Ayatse (2005) observed that communication is needed to establish and disseminate the goals of the enterprise. This is because the competencies and skills they possess will enable them to exhibit work behaviours appropriate and relevant to the performance of the job. This study sought to show how communication influences employees' productivity in private University.

Communication is the transfer of information from one person to the other

88.5% agreed that communication is the transfer of information from one person to the other. This shows that communication is very important in an organization as a place where different people meet to achieve the common objectives of the organization.

Communication is used to resolve contradiction in the organization

The study established that 88.5% agreed that communication is the mean to resolve conflict in the organization. The findings concur with Orpen (1997) communication is a very important element in organizations because it has a vital role in the failure or accomplishment of any organization.

Informal communication in the organization

The study established that 93.6% agree that informal communication is useful in the organization.

The communication about the job, duties and services in the organization.

The studies establish that 80.8% feel not well given information about their job, service and duties. This

shows that the management controls the employees through the information.

The effectiveness of communication system in the organization

The study established that 10.3% agree that the communication system in this organization is highly effective, 16.7% communication system is effective, while 57.7% find that communication system is average in this organization, whereas 15.4% find the communication system not effective. Therefore, 27% feel that communication system is effective.

The improvement in communication system in the organization

Majority of the respondents said that communication was very important in the organization set up, therefore, the organization should invest in a better communication system, like having an outlook email accounts for each and every staff in the organization.

Influence of leadership style on employees productivity

According to Yukl (1994), leadership is the process of influencing followers. Leaders play an important role in the attainment of organizational goals by creating a climate that would influence employees' attitudes, motivation, and behavior. The study sought to find out if there is a relationship between leadership style and attitude to work of staff.

Organization can perform without a manager

The results showed that the organization needed a manager to succeed in its everyday activities. The importance of a manager in the organization is shown by Pearce and Robinson, (2007) that organizational leadership provides the management skill to cope with constant change.

Leadership style of the managers in the organization

26.9% agree that the leader/manager rewards the employees for good performance. While 73.1% disagree with the statement. This shows that in this organization, the leader does not reward all those who performs well in their job, although he/she is interested in the good performance which is explained by 26.9% who receives the reward for good job performed.

The leader is close to the business and has the direction of the organization.

71.8% agreed that the leader is close to the business and has a broad view of where, the organization is heading to. This shows that Leader's vision is an articulation of a simple criterion or characterization of what a leader sees the company

must become in order to establish and sustain global leadership (Pearce and Robinson, 2007).

Employees are threatens to be sacked when they fail to meet the organization's objectives.

The study showed that 85.9% agreed that they were threatened of being sacked when they fail to meet the objectives of the organization.

Relationship between the independent variables and dependent variable.

Crossman (2013) notes that correlation analysis results give a correlation coefficient which measures the linear association between two variables. Mugenda and Mugenda (2003) explain that correlation analysis tests the strength of association /relationship between the research variables.

Table 1: Relationship between variables

Independent Variables	Dependent variable		Significance
	Mean	r	
Reward System	1.1410	0.232	Weak positive linear relationship
Recognition	1.2532	0.496	Weak positive relationship
Communication	1.2436	0.641	Strong positive relationship
Leadership	1.3077	0.792	Strong significant relationship

The table above, shows that there is a weak positive linear relationship between reward system and employees productivity of r=0.232.The relationship between recognition also is weak at r= 0.496.The relationship between communication and employees productivity is strong at r=0.641, the same as leadership and employees productivity which have significant relationship of r=0.792.This means that the most important effect of

motivational system are communication and leadership. These two elements are the key of employees' productivity in the organization.

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter presents the summary and conclusions derived from the findings in the previous chapter. The main purpose of the study was to establish the effects of motivation on employees' productivity in

private universities in Kenya: a case study of Marist International University College (MIUC).A constituent of CUEA.

Summary of Research Methodology

This study was guided by four research questions that is: Is there any relationship between recognition and higher performance productivity? Is there any relationship between leadership style and attitude to work of staff? How do incentives influence workers approach to work and their performance? How does communication influence employees' productivity in private University? The research used a descriptive survey research design.

The target population was the employees of MIUC. These were Management team, teaching staff and Non-teaching staff. Questionnaires were given to the respondents and all of them were completed. The study used census sampling technique. The main research instrument that was used in this study was questionnaire. Data was presented in form of frequency distribution, percentage, tables, graphs, pie charts that facilitated description and explanation of the study findings.

Summary of the Major Findings

The study sought to establish the effect of motivational system on productivity of employees in private Universities in Kenya. The study does confirm that indeed motivational system affect the employees' productivity, therefore, motivation system must be correlated to organizational goals. Thus, the individual/employee goals must be harmonized with the organizational goals. It must be modified to the situation and to the organization and it requires modifying the nature of individual's jobs. The jobs should be redesigned or restructured according to the requirement of situation. Any of the alternatives to job specialization - job rotation, job enlargement, job enrichment, etc. could be used.

The study first sought to determine the relationship between rewards system and employees' productivity in private universities. The findings showed that there is a significant relationship between rewards system and employees productivity although the correlation index is weak positive. This means that the high salary is not the only tool to motivate workers increase of productivity, although employees need the salary to perform their daily activities. Employers should also use other means to motivate the employees such as leadership style, communication and recognition. Secondly, the study sought to identify the relationship between recognition and employees productivity in private universities. The study showed that there was significant relationship between recognition and employees productivity which have the positive correlation index. The findings of this study revealed that employees need to be appreciated in order to perform very well in their daily activities.

Thirdly the study, sought to know how does communication influence employees' productivity in private University. The findings show that communication is very important in organization set up. Informal communication is very necessary because it helps in fashioning the organizational culture and bringing out the sense of sociability in the organization. Communication of jobs, duties and services in this organization still low, therefore, there is a need to improve the channels of communication. The organization should invest in a better communication system, like having an outlook email accounts for each and every staff in the organization. The communication channels should be spelt out well and followed to avoid the secondhand information or rumors. Those in leadership of the organization should provide information openly to their juniors and some information should be in written. Poor

communication leads to the failure of the organization.

The findings of this study have shown the role of leadership style in motivating employees. The organization cannot run without a manager. This means that the organization needs a manager to succeed in its everyday activities. The importance of a manager in the organization is shown by Pearce and Robinson, (2007) that organizational leadership provides the management skill to cope with constant change. Managers have to know how to exercise their leadership. A good leader in the organization should be able to use both transformational and transitional leadership in the organization. Finally, this study had compared the relationship between independent variables and dependent variable. There is a significant relationship between recognition and employees productivity which have a positive correlation index, the same as reward system. Communication and leadership style have the strong positive correlation index. This meant that these last factors very important as far as employees' productivity was concerned. Therefore, according to this study, managers need to focus more on leadership and communication.

Conclusion

The study concludes that there is a significant relationship between variables. There is a weak positive linear relationship between reward system and employees productivity the same as between recognition and employees productivity. Communication and leadership style affect employees' productivity on strong positive correlation index. This means that the most important effect of motivational system are communication and leadership. These two elements are the key of employees' productivity in the organization.

The salary is not the only motivator for increasing the employees' productivity. There are others ways the managers can use to increase productivity in the organization. These are communication, leadership style, recognition. The incentives both intrinsic and extrinsic are very important in boasting the productivity of employees in the organization. However, the managers need to know how to distribute these incentives to the workers in order to have effect on productivity. There is also a need to design the motivational system based on individual performance and monitored it.

Communication is a key important in the organization. The top management needs to facilitate communication in order to get the feedback from the employees and also allow the formal communication to prevail. The channel of communication like face to face, written and electronic communication needs to be improved on them in order to access on information on time. The communication on duties, service, and job of the employees must be done appropriately. This is because poor communication result, poor performance in the organization.

Leadership style is needed to give direction, staffing, controlling among other duties performed by the managers in the organization. The organization cannot move ahead without the good leadership. A leader should know how to relate to the employees. The employees need to be appreciated in their small achievements at work. This encourage them and help them to feel being part and parcel of the organization. Both transformational and transitional leadership is needed in the organization to allow the effective performance. Therefore, the best manager is the one who knows how to mix both of them in his/her leadership capacity.

In general, private universities in Kenya need to improve on incentives and reward system in order

to maintain the employees. Top management should encourage both internal and external communication in order to get the feedback from internal and external environment of the organization. Information about duties, services and job should be given on time so to improve productivity of the organization.

Recommendation

The management of the organization should improve on the way of distributing the incentives and awards among the workers. An appraisal of work should be done in order to see who deserve incentives, when and how. Incentives should not always be in kind of money. There is a need to vary the types of incentives given to the workers, may be supporting the employees morally and emotional. This is because money is not the only motivational tool for employee. There is a great need to work on the behavioral side of employees. The management should encourage horizontal, downward and vertical communication in order to build organizational culture. Communication is very important in an organization set up. Therefore, the managers need to get the feedback from employees and sometimes ask questions. It is encouraged to avail the suggestion box in the organization, to allow workers to express themselves freely. The team building outings should be emphasized on more, in order to allow employees to know each other and feel free to each other. Workers need to access on information relating to their jobs, services and duties on time. The management team should be able to recognize the achievements of some workers. This can be done verbally, or through a token.

Areas for further studies

This study is focusing on the effect of motivational system on employees' productivity in private University. The same study can be carried out in the public university. Furthers studies also can be done on the factors affecting the motivational system on employees productivity.

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