

THE EFFECT OF NON-FINANCIAL MOTIVATORS ON EMPLOYEE PERFORMANCE: A CASE STUDY OF BARINGO COUNTY REFERRAL HOSPITAL IN KENYA

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ABSTRACT: *The research assessed the effects of non-financial motivators on employee performance, taking a case of Baringo County Referral Hospital. The specific objectives were to: document the non-financial motivators used; determine the role of work environment in employee motivation; assess the effect of effective communication on employee productivity, and determine the role of training on employee performance. The research gaps identified were lack of non-financial motivators in the institution to improve employees' performance. The study was prompted by the frequent strikes in public hospitals in Kenya. The study adopted a descriptive research design. The sample comprised 50 employees out of the 250 working in different departments within the Hospital. The sample was selected using the Central Limit Theorem. To collect data, questionnaires were used. The collected data was then analysed using study descriptive statistics to with the aid of computer software Statistical Package for Social Science (SPSS). From the findings of the study, there were some non-financial motivators at the hospital, namely communication, training and working environment. Most of the respondents stated that there was inadequate use of non-financial motivators and only a few were of contrary opinion. It was found that the majority of the employees felt there was no free flow of information in the hospital. In conclusion it was found that there is no free flow of information and also there are communication barriers within the institution. Concerning working environment, the health and safety policy is in existence but most of the staff are not aware. The training committee should base their recommendations on training projections and the five day training policy so that it may enhance staff performance. In recommendations the institution should enhance free flow of information. On work environment the employees should sensitized on health and safety policy. The researchers recognized the functionality of training committee. However, they should have a clear criterion of recommending employees for training to ensure equity achieved upon the staff.*

KEYWORDS: Non-Financial Motivators, Employee Performance, Baringo County Referral Hospital, Kenya

INTRODUCTION

Globally, most businesses recognize the need for non-financial methods of motivation. Many non-financial factors can and do motivate employees to improve their output. Currently, organizations need to focus more on transforming their working environment to motivate their employees in order to attain their goals and compete in the global rivalry market. Efforts made in the present-day in motivating employees are different from past years since each generation has their own preference in working environment and expectations from their contribution. Failure to satisfy these components could result in reduced work effectiveness

in the organization. However, the motivation issue is still a hidden value for most organizations (Yusoff & Kian, 2013). For instance, Giancola (2006) has found that many organizations still continue with their old methods and procedures of guiding and monitoring their diversified staff in terms of employment activities, operation process, organization criteria, appraisal methods, evaluation and remuneration.

Lack of motivation in public hospitals in the sub-Saharan Africa (SSA) has seen a decrease in the number of healthcare workers. A number of these workers have been lost through migration to other countries, movement to the private sector, urban areas or exit of the healthcare profession. Furthermore, SSA countries have the least number of healthcare worker to population ratios in the world (Okanga & Kamara, 2017). For instance, in Kenya, at least 50% of the medical officers trained by the government left the country in the second year while another 80% left by the fifth year (Ministry of Health [MoH], 2012). In Zimbabwe, more than 70% of the trained doctors migrated out of the country in search of better terms of service. Similarly, in Tanzania, the healthcare workers reduced by over 35% between 1994 and 2006 (Kireria & Ngowi, 2007).

Studies show that changes in work environment both directly and indirectly influence the performance and productivity of its employees (Mathias & Jackson, 2013). Job satisfaction and employee reward system have been reported to have positive effects on the performance of employees in Thika Level 5 Hospital. Similarly, Ahmed *et al.* (2015), in an assessment of non-financial motivation on employee productivity in the Ministry of Finance headquarters in Hargeisa Somaliland, found that working conditions, training and recognition all influence employee productivity. They recommend for the implementation of effective training opportunities for all employees at the Ministry of Finance to better their skills among other recommendations.

In Kenya the 2010 Constitution mandates that patients/clients must receive quality services at the right place and the right time. However, public hospitals face challenges due to inadequate human and material resources. In most outpatient departments, patients queue for a long time before they can receive services. Furthermore, most hospitals lack internet services and robust communication networks.

Statement of the Problem

Motivation is significant because even people with the required knowledge, skills and abilities may perform poorly if they are not motivated constantly to devote their time and effort to work (Hameed, Ramzan & Zubair, 2014). Health care workers are expected to deal with human life with utmost care; therefore, motivation is paramount for good results in the health care sector. Lack of motivation can adversely affect patients', in worst cases, resulting in morbidity and mortality (Okanga & Kamara, 2017).

However, Kenya like many other developing countries, struggles to ensure that there is quality care in all health care delivery systems. Studies in Africa have shown that employee motivation is not a factor of financial factors alone (Goetz *et al.*, 2015; Momanyi *et al.*, 2016; Peters *et al.*, 2010; Weldegebriel *et al.*, 2016). Limited opportunities for career development and education, lack of job security, poor working conditions, heavy workload, shortage of supplies, inadequate support from management, are among the other causes of low motivation (Okanga & Kamara, 2017). Both the national and county governments in Kenya strive to provide the requisite equipment, such as X-ray and Dialysis machines, to enhance

performance motivation. They also try to provide protective gear to health care practitioners, avail drugs and non-pharmaceutical requirements. However, provisions alone are not sufficient to motivate staff.

LITERATURE REVIEW

Non-financial motivators are the drivers of human behaviour related to the intrinsic nature of the work but not necessarily to the surrounding circumstances or environment. They include achievement, advancement, autonomy, personal growth, recognition, responsibility and the work itself. Motivation, on the other hand, refers to the internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal. Psychologists believe that motivation is the process that drives an individual towards achieving a goal. Moreover, motivation gives a person purpose and the drive to achieve it. It helps people to push or pull from situations that they consider to have a negative impact on their lives (Hughes, 2012).

Contemporary employers are increasingly realising the value of non-financial motivators in driving employees towards organizational goals. As such, they strive constantly to identify the best strategies to motivate their employees to improve productivity. In a study, Ahmed *et al.* (2015) indicate that working conditions, training and recognition all influence employee productivity. To elicit the best performance from employees, there is need for some sort of motivation beyond the weekly pay check. Workers have needs that a workplace ought to fulfil in order to avoid demotivation or distraction from work. Therefore, organizations need to place emphasis on non-financial motivators to retain, attract, increase workers' efforts, satisfaction and commitment.

Communication and Employee Performance

Communication is a course of action in which information is relayed from one person or group to another by use of common symbols and channels. It is also referred to as a stream of information, material, knowledge and insight between different people and various departments of any organization. Communication influences every aspect of the organization. In fact, it is a chain of perceptions which move the organization towards specific goals. As such, organizations cannot meet their goals and overcome their challenges unless they communicate well. Subsequently, good communication leads to good results and more satisfied, motivated and dedicated employees. Communication is in fact critical to the continued existence and success of any business (Navarro, 2008). Good communication between all stakeholders in an organization plays a fundamental role in the performance of the entire organization (Milapo, 2011).

Mathauer and Inhoff (2006) have studied health worker motivation in Africa, focusing specifically on the role of non-financial incentives and human resource management tools. They realized that there is a serious human resource crisis in the health sector in the continent. The findings of the study suggested that any comprehensive strategy to maximize health worker motivation in a developing country context has to involve a mix of financial and non-financial incentives. The findings upheld the starting hypothesis that non-financial incentives and HRM tools play an important role with respect to increasing motivation of

health professionals. Adequate HRM tools can strengthen the professional ethos of doctors and nurses.

Balondi (as cited in Bhatia & Balani, 2015) explains that effective internal communication keeps the employees on track and increases the financial performance of the companies. Owusu-Boateng and Jeduah (2014) have examined the effect of organizational communication on employee performance with a case of the Agricultural Development Bank, Tamale. The study revealed that formal, top-down channel of communication was predominantly used in the bank. Therefore, the researchers recommended that the banks should also use the bottom-up channel of communication. The reviewed study focused on organizational communication on employee performance to identify the effect organizational communication has on the performance of employees in the Agricultural Development Bank, Tamale. The current study assessed the effect of effective communication on employee productivity in Baringo County Referral Hospital, Kabarnet.

Otieno, Waiganjo and Njeru (2015) have carried out a study on the effect of employee communication on organization performance in Kenya's Horticultural Sector. The results of the study revealed that 65% of the respondents strongly agreed that communication facilitates exchange of information and opinion with the organization. Additionally, 63% agreed that communication helps in improving operational efficiency thus improving organizational performance. The conclusion drawn was that employee communication is a major determinant of organization performance in the horticultural sector in Kenya. It was recommended that organizations should develop effective communication strategies to facilitate passing of information both within and outside the organization in order to improve performance.

Wolter (2004) has investigated how different components of achievement goal theory were related to each other and to student's motivation, cognitive engagement, and achievement in mathematics. The results from the study indicated that the mastery structure and master orientation were related to adaptive outcomes in all areas. The patterns of relations for performance-approach goal structure, and for performance-approach and performance-avoidance goal orientations were less uniform across outcomes.

Work Environment and Employee Performance

Employee welfare is a term that describes various services, benefits and facilities offered to employees by the employers. The welfare measures need not be monetary, but can be in any kind/forms. This includes items such as allowances, housing, transportation, medical insurance and food. It also includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families. Through such generous benefits, the employer can make life worth living for employees (Ayinde, 2014).

Many scholars argue that there exists some relationship between employee performance and work environment. For instance, Sila (2014) opines that poor standards of living, bad health, lack of education and housing, poor transportation to and from work, bad conditions in the work place, all reduce workers' productivity. In a vicious cycle, low productivity, in turn, reduces the capacity of society to improve working conditions. Work environment includes certain additional activities provided by an organization like housing, transportation, medical,

recreational and cultural facilities, libraries, gym and health club among others in hope of winning the satisfaction index of an employee.

Developments in service industry have heightened the need to motivate employees by creating environments that are conducive to work. Aarabi *et al.* (2013) have examined the relationship between motivational factors and job performance of employees in Malaysian service industry. Job performance was their dependent variable and motivational factors, namely payment, job security, promotion, freedom, friendly environment and training were their independent variables. The findings of the study showed that among the motivational factors, two variables were significant predictors of job performance. Training contributed 40.4% to job performance while promotion contributed an additional 3%. The study also established that intrinsic motivational factors were more important compared to extrinsic motivational factors such as payment, job security, and friendly environment. Freedom, which is an intrinsic variable, however, was not found to be significantly related to job performance. The reviewed study was carried out in Malaysia to have a better understanding of the factors of employee motivation and their association with performance. The present study examined the effects of non-financial motivators on employee performance in Baringo County Referral Hospital in Kenya.

Keitany (2014), in a study on the perceived relationship between employee welfare programmes and employee performance at Kenya Pipeline Company, adopted a descriptive research design. His target population was all the employees of Kenya Pipeline from which 10% were sampled using stratified sampling technique. The results of the study showed that Kenya Pipeline Company provides its employees with various employee welfare programs such as sports facilities, pension scheme, rooms for meetings, leniency sick and maternity leave, exam leaves, canteens, health insurance covers, safety garments/apparatus, sanitary facilities, car loans, transportation, provision to work from remote stations among others.

The study by Keitany (2014) also showed that there was a positive impact on the employee performance at Kenya Pipeline Company by increased attributes to performance on their accountability, meeting performance targets, loyalty to the company, diligence, proper interpersonal communication and self-drive to undertake agreed tasks. The findings also established that there was a positive linear relationship between welfare programmes and employee performance. Even though the reviewed study was conducted in Kenya and the present study will be conducted in Kenya as well, the reviewed study examined the perceived relationship between employee welfare programs and employee performance at Kenya Pipeline Company while the present study will examine the role of work environment on employee motivation in Baringo County Referral Hospital – Kabarnet.

Training and Employee Performance

Training is the systematic development of the attitude and skill behaviour pattern required by an individual in order to perform adequately a given task (Torjaman, 2012). To Torjaman, training is designed to change the behaviour of the employee in the work place in order to stimulate efficiency and higher performance standards. Training of employees is equal to investing in the organizational most important asset which is the employee. It develops their skills, changes their attitude towards work and builds their loyalty to the company hence improved performance. Training also helps build the foundation for career advancement hence staff recognition through promotions further leads to job satisfaction (Dabale, Jagero & Nyauchi, 2014).

Training is designed to provide learners with the knowledge and skills needed for their present job (Fitzgerald, 1992) because few people come to the job with the complete knowledge and experience necessary to perform their assigned job. Bebhuk, Cremers and Peyer (2011) provide a systematic explanation of investment in human capital and associated productivity, wages, and mobility of workers. Such investment not only creates competitive advantages for an organization, but also provides innovations and opportunities to learn new technologies and improve employee skills, knowledge and firm performance. In fact, there is an increasing awareness in organizations that invest in training and they could improve organizational performance in terms of increased sales and productivity, enhanced quality and market share, reduced turnover, absence and conflict (Salas & Cannon-Bowers, 2013).

Ngari (2015) conducted a research to investigate the influence of in-service training on employee performance in the Judiciary's Lower Courts in Nairobi, Kenya. The aim of the study was to establish whether induction training, on-the-job training, off-job training and career development training influence employee performance. The study focused on the three courts in Nairobi, namely Milimani, Kibera and Makadara Law Courts. A descriptive survey design was adopted using both qualitative and quantitative research paradigms. The target population was all employees of the Judiciary comprising of heads of stations, magistrates and paralegal staff. The sample size was 85 employees and data was collected using questionnaires and interview guides. The results of the study showed that most of the magistrates had attended induction training while the paralegal staff had not attended induction training. The results also showed that induction training has a positive effect on employee attitude and behaviour and it positively affects performance. The conclusion drawn from this study was that induction training influences employee performance in the judiciary by increasing skill levels, productivity and affects customer satisfaction positively.

Off-job training on the other hand was found to transfer knowledge to actual job, increase interaction of employees, contribute to employee retention, boost morale and affect customer satisfaction positively. It was also found to enhance employee performance and employee loyalty to the organization. The results of the study also indicated that most of the employees have not undertaken career development training as they are mostly self-sponsored. This study investigated the influence of in-service training on employee performance in the judiciary's lower courts in Nairobi while the present study examined the role of training on employee performance in Baringo County Referral Hospital – Kabarnet.

Kennedy (2009) have investigated the impact of training and development on job performance in the Judicial Service of Ghana. The study noted that the Judicial Service of Ghana, as a public service institution was the organ responsible for the day to day administration of the courts and tribunals of the land. Therefore, part of its budgetary allocation was earmarked solely for training of judges, magistrates and judicial staff to enhance their capacity to perform their duties effectively and efficiently in order to achieve the vision and mission of the service. It was also noted that despite the huge investments, the judicial service of Ghana was still unable to achieve its vision and mission especially in reducing delays in the processing of court cases and the need to cope with new trends in efficient justice delivery. It was for this reason that the study sought to evaluate the impact of the huge investment made in training on job performance of judicial staff. The study findings revealed that the training conducted by the judicial service of Ghana for its employees was very negligible.

MATERIALS AND METHODS

The study was conducted through descriptive research design. The target population comprised all the 250 employees of Baringo County Referral Hospital which is situated in Kabarnet town – Kenya. According to the Human Resource Records held at Baringo Referral Hospital the staff capacity is 250 Employees across the cadres (Hospital data, 2017). The sample was obtained from the list of all employees at the hospital as shown in the table below. Fifty respondents were obtained through stratified random sampling. Table 1 below shows the population strata at the Hospital.

Table 1: Target Population

Strata Departments	Total Population (No. of Staff Members)
Doctors	16
Nurses	91
Clinical Officers	22
Laboratory Officers	8
Physiotherapy Officers	2
Dental Officers	4
Occupational Therapy	2
Medical Engineering	5
Pharmaceutical Officers	7
Procurement Officers	3
Other Cadres	90
Total	250

The researchers used questionnaires as their main tool for data collection. Semi-structured questionnaires were used to collect primary data from the respondents. Data analysis was done using statistical package for the social sciences (SPSS) version 20 computer software and the findings presented in tables.

RESULTS

Non-Financial Motivators

The study sought to document the non-financial motivators used by the Hospital. These results were as shown in Table 2 below.

Table 2: Non-Financial Motivators

Non-Financial Motivators	Frequency	Percent
Timely Feedback	7	15.9
Open Communication	5	11.4
Trainings	7	15.9
Sponsored seminars/workshops	8	18.2
Employee Recognition/letters of commendation	4	9.1
Job Security	9	20.5
Any Other	4	9.1
Total	44	100.0

The research findings found that 20.5% of employees at Baringo County Referral Hospital cited job security as a non-financial motivator, 18.2% cited sponsored seminars/workshops, 15.9% said that they are motivated by timely feedback and an equal measure named trainings as their non-financial motivator, 11.4% said that they are motivated by open communication while 9.1% said they are motivated by employee recognition and an equal measure cited other motivating factors. The findings revealed that majority of employees at Baringo County Referral Hospital (31.8%) strongly disagreed with the statement that most of the non-financial motivators are implemented in the hospital, 29.5% disagreed with the statement, 27.3% were neutral on the statement, 9.1% agreed with the statement while only 2.3% strongly agreed the statement that most non-financial motivators are implemented in Baringo county referral hospital-Kabarnet.

The research also assessed the state of implementation of non-financial motivators. The results were as shown in Table 3 below.

Table 3: The Implementation of Non-financial Motivators

	Frequency	Percent
Strongly Disagree	6	13.6
Disagree	10	22.7
Neutral	5	11.4
Agree	11	25.0
Strongly Agree	12	27.3
Total	44	100.0

The study found that over a quarter of the respondents (27.3%) strongly agreed with the statement that the implementation of non-motivators at Baringo County referral hospital had a positive influence on employee performance. Exactly a quarter (25%) agreed while 22.7% disagreed and 13.6% strongly disagreed with the statement.

The respondents were also asked to state whether or not there was free flow of information in their organization. From the research findings, 68.2% of employees at Baringo County Referral Hospital felt that there was no free flow of information in the hospital while 31.8% agreed that there is flow of communication in the hospital. Subsequently, the respondents were asked to indicate the influence of free flow of communication on their performance. The respondents gave a varied number of ways in which the free flow of communication influenced employee performance. From these responses, 100% respondents agreed that free flow of information could have a positive influence on employee performance.

The participants were also asked to state whether or not there were hindrances to effective communication at the Hospital. Majority of the respondents (61.4%) said that there were hindrances while 38.6% said that there was no hindrance of communication. The researchers probed the respondents further on the effect of communication on employee performance at the Hospital. Their responses were as summarized in Table 4 below.

Table 4: Influence of Communication on Employee Performance

	F	%
Valid	28	63.6
Non availability of internet services in the hospital	4	9.2
Employee performance is very poor because relevant information doesn't reach all staff in time	5	2.3
Key events are overtaken with time	2	4.6
Team work performance	1	2.3
There is no free flow of communication	4	9.2
Total	44	100.0

Table 4 above shows how hindrance of communication influenced employees' performance in Baringo County Referral Hospital. From the findings, it is clear that majority of the respondents (63.6%) felt that hindrance to communication negatively influenced employee performance at the hospital.

The study also sought to establish whether there was a health and safety policy as well as an occupational health and safety committee in place at the Referral Hospital. From the findings, 34.1% of the respondents strongly disagreed and an equal number disagreed that there was a health and safety policy in place at Baringo County Referral Hospital; 25% were neutral on this statement while 4.5% agreed and 2.3% strongly agreed with the statement. It was thus concluded that there was no health and safety policy in place at Baringo County Referral Hospital. Similarly, the study established that 29.5% of the employees at Baringo County Referral Hospital were neutral about the statement that there is an occupational health and safety committee in place, 27.3% agreed with the statement, 20.5% strongly agreed the statement while 15.9% and 6.8% disagreed and strongly disagreed with the statement, respectively. On further probing, 27.3% of the respondents disagreed with the statement that the availability of the occupational health and safety committee in the hospital has a positive influence on employee performance, 25% strongly disagreed with the statement, 20.5% were neutral while 11.4% agreed with the statement and 15.8% strongly agreed.

The study also examined whether or not there was team work at the Hospital. From the research results, 59.1% respondents were on agreement while 40.9% declined that team work existed at the Hospital. The researchers further probed the respondents to show the influence of team work on employee performance. Their views were as summarized in Table 5 below.

Table 5: Influence of Team Work on Employee Performance

	Frequency	Percent
Valid	19	43.2
Effective service delivery to the patients	11	25.3
Good cooperation amongst employees	5	11.5
It improves job satisfaction as it creates trust among employees.	7	16.1
Sponsorship	1	2.3
Total	44	100.0

The research findings revealed that 59.1% of the respondents were of the view that there team work at the hospital while 40.9% were of the contrary opinion.

The researchers also asked the respondents to indicate the extent to which they agreed on the existence of a training policy in the organization. On this issue, 38.6% of the respondents strongly disagreed, 25.0% disagreed and 15.9% was neutral about the statement while 4.6% and 15.9% agreed and strongly agreed, respectively. On further probing, 27.3% of the respondents strongly disagreed that there were training projections at Baringo County Referral Hospital, 22.7% disagreed and 20.5% were neutral. Another 20.5% Agreed while 9.0% strongly agreed. Moreover, 34.1% of the respondents strongly agreed that there were employee trainings at Baringo County Referral Hospital, 27.3% disagreed, 18.2% were neutral while 13.6% and 6.8% agreed and strongly agreed with the statement respectively. On hospital adherence to the five day training policy, 31.8% strongly disagreed, 25.0% disagreed, 20.5% were neutral, 15.9% agreed while 6.8% strongly agreed with the statement. Lastly, majority of staff at Baringo County Referral Hospital (27.3%) strongly disagreed that training at the hospital was pegged on employee performance, another 27.3% disagree, 13.6% were neutral while 15.9% agreed and an equal measure (15.9%) strongly agreed with the statement.

Lastly, the study sought to document the respondents' views on the effect of non-financial motivators on employee performance. The findings were as presented in Table 6 below.

Table 6: Effect of Non-financial Motivators on Employee Performance

	F	%
Employees are demoralized thus low performance	25	57.5
Enhances accountability and competencies among employees	7	16.1
It has led to high staff turnover at the hospital	2	4.6
It motivates employees hence improving service delivery in the hospital	8	18.4
Total	44	100.0

As shown above, 70.4% of the respondents were of the view that the non-availability of non-financial motivators at the hospital had negatively affected employee performance. Only 29.6% were of the contrary opinion.

CONCLUSION

From the findings of the study, it can be concluded that non-financial motivators are important for effective service delivery resulting to improved performance. On communication it was found that there is no free flow of information and also there is communication barrier within the institution. Concerning working environment, the health and safety policy is in existence but most of the staff are not aware. The training committee should base their recommendations on training projections and the five-day training policy so that it may enhance staff performance.

RECOMMENDATIONS

Considering the above findings, the researchers recommended that the hospital to ensure that the health and safety committee that is in place is functional and effective. It is also recommended that there should be training projections, and that the 5 day training policy should be enforced to motivate the staff and also trainings should be pegged on employee performance as a reward to the best performing employees. On communication the research recommends that the Baringo County Referral Hospital needs to establish a system that will help them improve on the free flow of information from Management to the staff and feedback from staff to the management.

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