THE EFFECTS OF ORGANIZATIONAL CULTURE ON EMPLOYEES' MOTIVATION IN CHILD-FOCUSED NGO'S WITHIN KAJIADO WEST, KENYA

JOB OKOTH MUGENYA

This Thesis is submitted in partial fulfillment of the requirements for the Award of the Degree of Master of Arts in Development Studies of St. Paul's University

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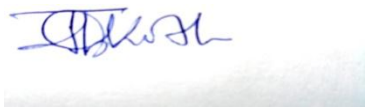
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SUPERVISORS

1. **Dr. Antony Odek**
2. **Dr. James Kuria**

DECLARATION

This thesis is my original work and has not been presented for a degree in any other university.



Job Okoth Mugenya **Date: 28th August, 2020**

MDS/NRB/9306/18

RECOMMENDATION

We confirm that the work reported in this thesis was carried out by the student under our supervision as the university supervisors.



Date: 28th August, 2020

…… ……

Dr. Antony Wando Odek

Department of Development Studies

St. Paul's University



Date: 28th **August 28, 2020**

..... ……..

Dr. James Kuria

Department of Development Studies

St. Paul's University

DEDICATION

This dissertation is dedicated to my beloved wife Rose Martha Musyoka for her encouragement and emotional support, David Jason, my son and my daughter, Marion Natalie for their love and moral support for the duration of study. May God's blessings and favour be with you.

ACKNOWLEDGEMENT

First and foremost, I wish to register my utmost gratitude to the Almighty God for enabling me to pursue my studies successfully and for giving me health and resilience to write this research. Secondly, I credit the far this work has come from to what it is now to my supervisors, Dr. Antony Odek and Dr. James Kuria. They have been key pillars and a source of inspiration in writing this work. Their honest and direct comments made with utmost care helped me to soldier on despite a few challenges here and there. Right from the time I penned my idea, they helped me in actualizing it. At the core of my studies at St. Paul's University lays my family. They not only gave me moral support, they also gave me social and financial support which enabled me to reach where I am. Their constant prayers for me to succeed coupled with their unfettered concern enabled me to continue with the painstaking activity of research. I also thank the respondents from the organizations that I conducted my studies for being cooperative and offering me the information that helped me to weld together the thesis. Last but not least, am grateful to my friend, Dave Jongeneelen for showing me the unimaginable Dream. I cannot forget all my classmates and friends for their invaluable contributions in shaping this effort. Thank you for your support and God's favour is your portion.

ABSTRACT

Organizational culture plays an immense role in the performance of any company or business. This is because it enables the organization to prioritize its goals and then structure itself to meet those goals. Presence of a well elaborate organizational culture acts as a spring board upon which employees derive the synergy to meet organizational goals. The purpose of this study was to assess the effects of organizational culture on employee's motivation in child-focused NGOs within Kajiado West Sub County. The objectives of the research entailed: To examine the effects of team-oriented culture on employee motivation in child-focused organizations in Kajiado West Sub County; to assess the influence of outcome orientation on employee motivation in child-focused organizations in Kajiado west Sub County; and to analyze the effects of innovation on employee motivation in child-focused organizations in Kajiado West Sub County. The study was guided by the theories of Goal-setting, Equity and Expectancy. The target population of the study was 319 employees of both Child Fund Kenya and Compassion International. The research relied on purposive sampling to choose the two child focused organizations in Kajiado West Sub County. The sample size of 96 respondents was chosen using simple random sampling method.

The respondents consisted of management committee, Program/ sponsorship offices, finance and registered members of NGO's in Kajiado West. The study adopted a mixed method research design and questionnaires used as tools for data collection. The quantitative data coded in SPSS was analyzed using thematic analysis while the qualitative data from interviews managed through descriptive analysis. The study established that team orientation, outcome orientation and innovation played a major role in the motivation of employees working in child focus NGOs in Kajiado West. However, it was also established that for these elements of culture to work better, these organizations need to entrench the cultures as part and parcel of their organizational culture so that they can benefit all who work in the organizations. The study is available for reference to benefit policy makers, managers of the NGOs and scholars in management.

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LIST OF ABBREVIATIONS AND ACRONYMS

HRD: Human Resource Development

NGOs: Non-Governmental Organizations

NACOSTI: National Commission for Science, Technology and Innovation

SPSS: Scientific Package for Social Science

SMART: Specific Measurable Attainable Realistic and Time-bound

WASH: Water Sanitation and Hygiene

UNICEF: United Nations Children Fund

CHAPTER ONE

INTRODUCTION

1.0 Chapter Overview

This chapter provides an introduction into the research. It gives information that jump starts the research. Specifically, the chapter outlines the background of the study, Statement of the problem, Objectives of the study, Research questions, Significance and Justification, Limitations and definition of terms.

1.1 Background of the Study

Organizational culture refers to the shared experiences that organizational members hold in common; these shared experiences merge into a whole pattern of beliefs, values, and rituals that become the "essence" of organization's culture (Schein, 2004). Culture comprises of the values and behaviors that contribute to the unique social and psychological environment of an organization (Shazhad et al., 2012). Organizational culture includes those unique traits that the organization exhibits that acts as the adhesive for a shared goal. These include innovation, outcome orientation, team orientation and innovation. Furthermore, it is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. It is an established fact that organizational performance is an essential part of any business. This is because, according to Waiyaki, (2017) questions as to why some organizations thrive and make profits while others go under and make loses find their answers in the performance measures that they have put in place. Performance revolves around how an organization achieves high returns versus how the wide array of indicators that it manifests ranging from customer satisfaction to employee utilization. At the heart of these indicators lies the issue of Strategic Management which the organization embraces.

Shazhad et al., (2012) theorize that an ideal organizational culture should contain ways that organization perform its operations, treats its employees, customers, and the wider community. They should allow autonomy in choice making, development of new ideas, and personal expression. Information flow in an organization hierarchy and employees' commitment is

towards collective objectives of organization culture. According to Schein, (2004) in order to remain competitively relevant in the market and to achieve competitive advantage, employees' motivation has to be enhanced to be innovative to achieve the organization's goal.

Motivation means giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership and importantly the work they do and the organization they carry out the work. The aim of motivation is to develop a working environment that will help to ensure that individuals deliver results in accordance with the expectation of the management (Armstrong, 2009). In relation to the research topic "the effects of organizational culture on employees' motivation in child-focused NGOs programs. Due to globalization, environmental changes and technological shifts there is a challenge to boost employees' moral to fit the international market place (Sheehan & Sparrow, 2012), 2004). Human development is a vital resource of production for any company or firm to meet its competitive advantage and to remain relevant in the market place.

Owing to stiff competition from globalization forums such as World Trade Organization (WTO), many African firms, textile factories closed down as a result of cheap Chinese goods and lack of culture of human resource management (Global Policy Forum, 2019). DESA, (2015) asserts that NGO's come in to bridge the gap that exist in the issues that trouble the lives of the community by advocating for the good governance that benefits the poor, voiceless, vulnerable and the excluded in the society.

NGOs sector in Kenya is a pillar that compliment and transform the lives of the needy, it is also a major employer to the thousands of Kenyans and foreign nationals. The organizations support the government in implementing the "Big Four" agenda namely: food, affordable housing, manufacturing and universal health, these are all in the efforts to compliment the government to achieve Sustainable development goals (SDGs) and Kenya vision 2030, (Board, 2019). NGOs not only help the government in attaining its objectives, it also brings to the attention to the government concerns that needs remedial action and also participates in the decision making and implementing. From this perspective therefore, NGOs are partners in development with the government. Many programs have been initiated by the government have been implemented and

sustained by the NGOs.

The organizations have implemented projects since independence, including relief food given to the nomadic community during drought seasons. Employees as individuals have needs, aspirations, motivations, desires and interest that can be influenced by organization culture. He also pointed out that there is a challenge in developing capable motivated and supportive workers for NGO's, Namambwe, (2012).

These organizations also are employers to many Kenyans who have qualifications in a wide array of disciplines. In so doing, they help the government in creating jobs for people and at the same time enabling them to pay taxes to the same government. Many of the employees who work in these NGOs ensure that the objectives of these organizations are attained. Sometimes they work under extreme pressure and have a high workload and this takes a toll on their welfare. That is why the issue of motivation becomes a concern among these employees. Employee motivation is a universal problem that majorly contributes to employee turnovers. Leaders and managers are under pressure to adopt the importance of integrating the effective motivation incentives to encourage good performance. Motivating employees is a challenge and keeping employees motivated is even a greater challenge as quoted by Waiyaki, (2017).

As emphasized by Schein, (2004) culture has a series of layers that consist of layers from shallow to deeper end; from artifacts, espoused values to basic underlying assumptions that form the foundation of culture. From an organizational perspective, culture is used to refer to structured and unstructured, formal and informal way of doing things in an organization that is acceptable to all who work there. Hence the researcher finds it significant to investigate the effects of organizational culture on employee motivation in child focus NGOs. Since children's holds the future and are the next generation of the world they deserve a special protection and support (Board, 2019) being organizations, NGO's in Kajiado West are under pressure to ensure that they achieve their objectives. The pressure, specifically for child focused NGOs emanates from the fact that they are endowed with the duty of protecting and empowering a very critical segment of the society. Thus, the employees who work in this organization have a high calling same to the employers who manage these employees. It is thus incumbent upon the employers to

ensure that the organizational culture in these organizations is not only sensitive to the workers, but also it trickles down to where they serve, that is children. In doing so, they are in pursuit of organizational strategies which enhance motivation among the employees; this is in realization of the fact that the success or otherwise of these organizations lie in their workers. Therefore, it is against this background that this study seeks to examine the effects of the organizational culture on employee motivation with a special focus on child focused organizations.

1.2 Statement of the Problem

Child-focused NGO's in Kajiado West are playing a vital role to supplement and compliment what the Kenya government is implementing to achieve the vision 2030. However, NGOs are operating under a highly resource competitive environment (Board, 2019). Most NGOs, despite vast differences among them, share a common challenge of unlimited needs chasing limited resources. There is significant capacity limitation among NGOs in terms of human resource and due to having insufficient staff then to pursuing appropriate funding (Sheehan 2012). These NGOs in Kajiado West Sub County address issues such as child protection, FGM campaign, early marriages ECD and WASH projects. According to Kajiado County SMART survey by UNICEF (2018) Kajiado West Sub County was identified as one of the highly affected area with a number of child health cases

It is an undisputable fact that the NGO's success is hinged on the input of the employees; based on this perspective, the motivation of the employees dictates the success or failure of these organizations. This means that they are under pressure to ensure that they not only succeed, but also pass the benefits to the employees who work in these organizations. As asserted by Skyme, (2013) organization's success in the market place is highly related to employees' inspiration. Employee creativity in relation to organizational culture received little attention. A number of researchers opined that there is no exact nature of organizational culture and staff motivation. Lack of the direct empirical evidence from the NGO's world was an issue that the research focused on. Moreover, as much as there is a lot of research on Non-Governmental Organizations, little attention has been given to NGOs that deal with children issues. This leaves a gap in research and hence the question of effects of innovation, outcome and team orientation on

employee motivation in child-focused NGO's in Kajiado West Sub-County. Therefore, it was necessary to examine the culture of the organizations with the aim of unveiling how the strategies motivated employees in child-focused organizations.

1.3 Purpose of the Study

The purpose of the study was to investigate the effects of organizational culture on the employees' motivation in child-focused Non-Governmental organizations within Kajiado West Sub County.

1.4 Research Objectives

i. To analyze the effects of innovation on employees' motivation in child-focused organizations in Kajiado west Sub County.
ii. To assess the effects of outcome orientation on employees' motivation in child focused organizations in Kajiado west Sub County.
iii. To examine the effects of team oriented culture on employees' motivation in child focused organizations in Kajiado west Sub County.

1.5 Research questions

1. What are the effects of team oriented culture on employee motivation in child focus organizations in Kajiado west Sub County?
2. In which ways does outcome orientation affect employee motivation in child focus organizations in Kajiado west Sub County?
3. How does innovation affect employee motivation in child focus organizations in Kajiado west Sub County?

1.6 Significance of the Study

Organization's achievements, outcomes objectives and goals are of high importance for their survival. The findings contribute significantly to the topic of organizational culture identified variables on the culture of innovation, team, and outcome orientation. Research findings if put into consideration would improve the capacity of NGOs in terms of human resource management and improvement of employee's efficiency. The outcome of the study adds to learning of factors to build employee motivation that leads to increased productivity as well as

improved employee satisfaction. Similarly, the government through the Non-Governmental Organizations Co-Coordinating Board as the regulator of all the Non-Governmental Organizations in Kenya will benefit significantly with the findings of this study. The research findings inform how program goal-setting, Innovation orientation and team oriented-culture can influence human resource productivity, employees' satisfaction in NGOs as well governmental institutions. Lastly, the study is a source of reference material for future researchers, management of NGOs and leaders of any other development agenda's. The study builds on understanding the concept on effects of organizational culture on employees' motivation and its significance to their organizations performance.

1.7 Scope of the Study

The study covered two child-focused organizations, ChildFund Kenya and Compassion International both working in Kajiado West Sub County. The target population consisted of the management committee, program Officers and other employees of the same organizations.

1.8 Limitations and Delimitations of the Study

The researcher intended to navigate the respondents of the two organizations in its branches in Kajiado and with its head offices in Nairobi. However, that was not possible due to the outbreak of corona virus that erupted before data collection in March 2020.To counter this, the researcher came up with an efficient data collection tool to collect data online. The Researchers sent the app containing research question, to the sampled 96 respondents. The respondents were then instructed to load the app, fill the questionnaire and submit data to the researcher. An additional limitation was the reluctance of respondents to fill and submit their data, though the researcher followed up with the assigned research assistants from both organizations. This strategy worked well and the researcher managed to get 95 filled data by the respondents established by Mugenda and Mugenda (2012), as sampled number for research. As much as some of respondents were reluctant to fill the questionnaire; they were assured that the information provided was purely meant for purposes of research.

1.9 Definition of Terms

Organizational culture - It is the pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration (Schein, 2004).

Non-Governmental Organizations–It is any non-profit, voluntary citizens group which is Organized on a local, national or international level which a range of current ideas, expectations and anxieties about social transformation are projected (Lewis, 2007).

Human Resource Development- It is defined as a strategic integrated coherent approach to employment development and wellbeing of people working in an organization, according to (Armstrong, 2009).

SMART: meaning Specific, Measurable, Attainable, and Realistic lastly Time bound, how goals should be, as quoted by Lunenberg, (2014).

Innovation Orientation: The term innovation is described as making changes to something established by introducing something new (The New Oxford Dictionary of English 1998).

Motivation: Motivation comes from the word motive meaning a reason for doing something and motivation is concerned with the factors that influence people to behave in certain ways Armstrong, (2009).

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

The purpose of this chapter is to assess the literature on influence of organizational culture on influencing the employee motivation in child focused NGOs in Kajiado West. The study will present the research gaps and the conceptual framework for the study. The theoretical review for this study will focus on the Process Theories: Goal setting theory, Equity's theory, and Expectancy Theory as well as the literature relevant to the study. On the other hand, literature will revolve around three major themes namely: Innovation orientation, outcome orientation, team orientation and their influence on organizational employee motivation.

Theoretical Review

2.2.1 Theory of Motivation

According to (Armstrong, 2009), motivation theory is classified into three parts; instrumental theory, which is about rewards or punishment, content theory which focused on taking action to satisfy needs originated by Maslow and Herzberg two factor model theory.

The researcher focused on process theory, which is on psychological processes, goals and perception of equity. (Latham & Locke, 2006) Motivation is a pleasurable or positive emotional state resulting from the appraisal of one's job experiences. Organizational culture that gives employees emotional attachment brings job satisfaction that contributes to employee's productivity.

2.2.2 Goal Setting Theory

According to Locke goal-setting theory, as quoted by Lunenberg, (2007) states that goal setting is linked to task performance. It states that specific and challenging goals along with appropriate feedback contribute to higher and better performance. For example, today before initiation of projects goals must be set to state clearly the input, outcome and objectives to be achieved.

Locke & Ladham (2006), argue that for goal setting to be successful with desired outcomes they must be specific, smart, attainable, realistic and time bound (SMART). (Nzuve & Nyaega, 2011) in addition asserts that goal setting enables people to stay focus and find meaning in what matters in their life. Culture that applies goal setting theory can motivate its employees to be innovative, outcome oriented and team focused. Planning of goal setting reports are tracked to show progress and achievements towards the goal. During implementation feedback must also be received regularly in a constructive way to review performance. Presence of feedback will boost employee motivation and productivity.

2.2.3 Equity Theory

It is the principle of balance or equity as per the motivation theory; an individual's motivation level is correlated to his perception of equity, fairness and justice practiced by the management. An employee might compare himself with his peer within the present job in the current organization or other peer organization in terms of salary, education and experience these are the variables of equity theory.

Equity should not be confused with equality but as Armstrong, (2009) puts it as giving everyone same treatment or fairness to both parties. Equity theory helps in building organizational culture whereby human resource management is fairly implemented. Furthermore, employees compare their input- outcome ratio with that of other employees and if they perceive it to be fair, they receive satisfaction (Badubi, 2017)

2.2.4 Expectancy Theory

Expectancy theory explains why individual choose one behavioral option over others it is a perception theory. People are motivated to do something because they think their action will lead to their desired outcome (Luthans, 2008). It explains why a person performs at a particular level and can also help leaders to create motivational programs at work place.

It states that employee's motivation is an outcome of how much an individual wants a reward, the assessment that there is likelihood that the effort will lead to expected performance.

The desire to satisfy the need is strong enough to make the effort worthwhile (Lawler et al, 2009). Thus, the study will be based on this theory. Organizational culture whereby employees

know they have job security, and their self-worth is valued, they tend to develop a culture of trust with their employer.

2.3 Empirical Review

Due to globalization, environmental changes and technological shifts there is a challenge to boost employees' moral to fit the international market place Skyme, (2013)). Human development is a vital resource of production for any company or firm to meet its competitive advantage and to remain relevant in the market place.

Owing to stiff competition from globalization forums such as World Trade Organization (WTO), many African firms, textile factories closed down as a result of cheap Chinese goods and lack of culture of human resource management. According to Buschgens, (2013) NGO's comes in to bridge the gap that exist in the issues that trouble the lives of the community by advocating for the good governance that benefits the poor, voiceless, vulnerable and the excluded in the society.

2.3.1 NGOS in Kenya and Organizational Employee Motivation

In Kenya, NGOs report showed that, while average performance has indeed been poor, there has been a broad range of results, from excellent to very poor performances, and majority of the organizations have managed to do well for long periods. (Abdel-Kader and Billy 2011), uses four indicators, that is, prices paid to suppliers, consumer prices, profitability and efficiency, to assess which firms performed well, which had problems, and when and why those problems developed. The study covered 1963-1988 where data provided was for seventeen organizations in the agricultural sector, four in finance, seven in transport and communications, and five in development finance. They concluded that neither privatization nor policies designed to bring organizations and their managers under control, approaches gaining popularity with African policymakers, is likely to solve the problems but the ultimate solution is the adoption of contemporary strategic management practices. However, they suggested that most of the problems are inclined to inadequate and practical reforms, and that NGOs performance can be improved (Abdel-Kader & Billy, 2011).

Performance management and improvement is at the heart of strategic management because a lot of strategic thinking is geared towards defining and measuring performance (Nzuve & Nyaega., 2011). Shazhad et al., (2012) also that asserts that for an organization to be successful it has to record high returns and identify performance drivers from the top to the bottom of the organization. The top management support and participation is also very important in organizational motivation and execution of formal strategic management in such organizations. In their study on Kenyan corporate organizations, Waiganjo et al., (2012) established that development of information systems if it is adopted by many organizations and designed to inform and empower, formative accounting control, culture approach to strategy development, participative policy making, reward, flexibility and supportive leadership enhanced organizational motivation and performance. In conclusion, the study established that two thirds of the Kenyan Non-Governmental Organizations had adopted the practices of the organization motivation.

2.3.2 Organizational Culture and Organizational Employee Motivation

Organization culture plays an important role in an organizations regarding how people feel about their work. It influences levels of motivation, commitment and job satisfaction. According to Badubi (2017), people are key factors for competitiveness and organizations can demonstrate highly complex social structure because of their cultural strength. Mutual interdependence between organizations and its employees is potential in achieving success, which in terns gives birth to relation of employees' motivation and job satisfaction. Organizational culture should be encouraged to ensure employee motivation in order to achieve organizational goals. There are several definitions of organizations culture from different authors and scholars. Some have defined it as a system of knowledge, of standards for perceiving, believing, evaluating and acting that serve to relate human communities to their environmental settings (Buschgens et al., 2013). Furthermore, he defined culture as a system of knowledge, of standards for perceiving, believing, evaluating and acting that serve to relate human communities to their environmental settings. Culture has been also described as a set of understandings or meanings shared by a group of people. They are largely implicit, unique, and relevant and are passed on to new members of the organization.

Skyrme (2013) definition of organizational culture is any social system arising from a network of shared ideologies consisting of two components: substance-the networks of meaning associated with ideologies, norms, and values; and forms-the practices whereby the meanings are expressed, affirmed, and communicated to members. Alternatively, culture is comprised of distinct observable forms, case in point: language, use of symbols, ceremonies, customs, methods of problem solving, use of tools or technology, and design of work settings that groups of people create through social interaction and use to confront the broader social environment (Skyrme, 2013). This second view of culture is most valid to the inquiry and assessment of organizational culture and to strategies of cultural that leaders can implement to improve organizational performance.

Hester (2016) defined it as the pattern of basic assumptions that a given group has invented or advanced in learning to cope with its problems of external integration and internal adaptation. He categorized culture to consist of three levels. The most visible level is behaviour and artefacts which is the observable level of culture, and consists of behavioral patterns and outward appearances of culture, for instance, the advantages provided to executives, dress codes, level of technology utilized, and the physical design of work spaces. All may be visible indicators of culture, but difficult to understand (Hester, 2016). At the next level of culture is values which inspire and to a large extent define behaviour, but they are not directly observable, as behaviors' are. Often, there may be a difference between operating and stated values whereby, people will usually attribute their behaviour to stated values. The deepest level of culture is the level of beliefs and assumptions. The underlying assumptions grow out of values, until they become taken for granted and drop out of awareness (Hester, 2016). As the definition above states, people may be oblivious to explain the assumptions and beliefs forming their deepest level of culture. The culture of an organization defines suitable behaviour, bonds and motivates individuals, and affirms solutions where there is uncertainty. Culture influences and determines the way a company processes information, its internal relations, and its values. It functions at all levels from hidden to visible (Kirwan, 2013).

Organizational cultures are usually created, maintained, or transformed by people or by organization's leadership (Singh, 2011). They further emphasized that leaders at the executive level are the principle source for the generation and re-infusion of an organization's ideology, articulation of core values and specification of norms. Organizational values express preferences for certain behaviour or certain outcomes, that is, the aspirations. Organizational norms express the culturally acceptable behaviour, for instance, ways of pursuing goals. Values and norms, once conveyed through the organization, create the organization's culture stability. Value systems tends to be reinforcing and it requires a lot of effort and time and to change them is very difficult once they are in place (Gehman et al., 2013).

According to Lee, (2014) organizational culture is the pattern of values, norms beliefs, attitudes and assumptions that may not have been expressed but shape the ways in which things get done in an organization and how people behave. It has been established that the quality of the organizational culture matters greatly for institutional performance and organizational learning (Hester et al., 2016). Learning does not necessarily take place only in the minds of individuals, but rather shoots from the individual's participation in social activities. The central concept of research into organizational learning is the concept of organizational culture, because it highlights the context within which learning occurs, and it provides the basis for understanding how the results of past learning become entrenched in organizational norms and routines. It has been stated that creating lasting organizational change is closely linked with culture change (Wanja, 2016). According to many social science scholars, behaviour is a function of the meaning of a given situation. Participants in social events bring to them defined meanings and stereotypes, which can be understood only in a historical and cultural context. Organizational climate and culture scholars have been concerned with how the sense-making process, the filtration, processing and attachment of meaning in organizations occurs (Capgemini, 2012). Sense-making is an emerging process which to some extent institutionalized. Shared cognition has been argued to play an important role in understanding organizational issues.

Hester (2016) theorizes that organizational culture is the basic assumptions and beliefs that are shared by members of an organization, that operate unconsciously, and that define in a basic 'taken for granted' approach a view of it and its environment. These assumptions and beliefs are learned responses to a group's problems of internal integration. They come to be taken for granted because they solve those problems repeatedly and consistently. This deeper level of assumptions is to be distinguished for the 'artefacts' and 'values' that are manifestations or surface levels of culture, but not the essence of the culture (Burke, 2014).

Organizational culture serves as a sense making and control mechanism that guides and shapes the attitudes and behaviour of employees (Buschgens, 2013). A dominant characteristic of organizational culture in a traditional public service is authority vested in hierarchy and bureaucracy. Initially, this form of public administration was intended to ensure clear accountability of staff for the completion of tasks. However, the downside of strict adherence to hierarchical authority is that it tends to evoke compliance in government bureaucracies rather than commitment to the work at hand. The more strongly hierarchical power is exerted; the more results are generally focused on compliance. Yet the genuine commitment of staff is usually an essential factor in fostering meaningful change in any organization (Easterby-Smith, 2011).

In today's complex and dynamic environment, it is important for the NGOs to embrace the concept of organizational motivation that allows for continual development of new staff competencies and skills in order to enhance efficiency and effectiveness in their organizations thus enhancing their performance in provision service to people Wanza, (2016). Recognition of the professionalism and knowledge of staff is central to the development of organizational motivation in the NGOs sector (Berends & Antonacopoulou, 2014). Organizations that uphold knowledge generation and sharing like universities and consulting firms, emphasize the creation of mechanisms that recognize and reward innovation and creativity, professionalism, productivity and knowledge leadership of staff (Berends & Antonacopoulou, 2014). Due to the increase in pressure from the operating environment in the NGOs, they now tend to have some similarities with private organizations therefore they are expected to build the capacity of

employees to ease the management of personnel. It is therefore important that NGOs should create an enabling environment and an organizational culture that encourages staff to acquire, share and manage their staff, to network and collaborate with colleagues and external partners, to have shared vision, goals and to build up their skills in accordance with competence based capacity development frameworks (Gehman et al., 2013).

2.3.3Organizational Team Oriented Culture and Employee Motivation

Consequently, as worldwide pressure, economic, strategic and technological imperatives drive the world transformation. There have been more compelling aspects to shift from work organized around individual jobs to team oriented structures (Lawler et al., 1995). In addition to that he elaborates that due to increasing global competition, consolidation and innovation creates pressure that only team oriented culture can manage.

As also supported by Folkestad and Gonzalez, (2010) organizational culture that supports team work in the company empowers employees to look for external ideas, technologies and innovations that are possible to adapt to current business and improves performance.

They also assert that effective team management plays key role to influence, empower, engage and motivate employees to pursue the organization goal. Singh, (2011) as well asserts that, motivating employees is a crucial management task as motivation translates to an employee's knowledge skills and ability. While the concept of management may be understood differently in different organizations and cultures, it is generally seen as a process, consisting of a series of ongoing dealings between a manager and the followers (DESA, 2015). The influence power of leadership can also be shown by their ability to motivate other people to do things, both in groups and with individuals for a common purpose. This approach makes management skills very crucial in refining team oriented culture. It is generally acknowledged that vision is an important element in successful management, helps team to focus on the goal. Nevertheless, the vision cannot be the product of one person. It needs to be a collective effort in partnership with staff and key stakeholders in any organization.

Cascio (2012) further emphasizes that what characterizes a manager is the ability to assist in the development of a common vision that expresses the aspirations of all the employees and key

stakeholders with regard to where the organization wants to be in the future. The development of a shared organizational vision can help to impart a culture of collaboration, equity, trust, and democracy as a starting point for organizational change. The role of management in building team oriented culture is very critical as it enables employees to be motivated to operate as one team with the same objective and goal. To make this happen the organizational management need to have a high-level skills combined with strong commitment and determination (Lee, 2014).

Human resource development plays a vital role as part of management in ensuring that the individual employees function as a team towards the organizational shared goal. The employees in organizations or public sector should be aimed at creating an adaptive, flexible team that has the appropriate incentives to produce, acquire process and share knowledge (Lee, 2014). As such inclusion of all NGOs in Kenya is mandatory when planning, implementing and executing as a team.

Namambwe, (2012) define human resource development as a discipline that comprises a broad range of theories and concepts. In other words, it is a subject of all human things focusing on recruitment of, management of, and providing direction for the people who work in the organization. From the perspective of organization, human resource stresses on the abilities, skills and knowledge that are benefit for the organizations focus on teamwork. Camgemini (2012) contend that the best companies continually innovate and change and that "the most innovative organizations have highly effective development systems". In order for organizations to achieve their employee motivation, managers are expected to render the right and enabling organizational environment allowing development of individuals, groups and teams to integrate and act upon information. Thus for organizational motivation to function well, organizational structure should allow systems and procedures to direct and motivate teamwork.

According to Skyrme, (2013) the key areas that should be of concern when facilitating organizational motivation and performance improvements in the NGO sector includes knowledge sharing and management, promotion of mentoring programs for staff, and

strengthening the professional development programs. A well-managed professional development program promotes greater performance-orientation among teams, which is fundamental to the organizational motivation at the individual level's working in teams, enables employees to move from their current level of competencies towards greater professional growth and development (Skyrme, 2013).

Organization management practice in Kenya must consequently rise to the occasion to help promote organization team-oriented culture to their organizations for the betterment of both their organizations and the country as a whole. It is through team orientation that the organizations can manage global competition.

2.3.4.1 Organizational Innovation Orientation on employee motivation

The term innovation is described as making changes to something established by introducing something new. The concept has been really associated by terms as invention and design of products such as ipod phones, computers and the manufacturing Industries. The term invention is defined as creating something new that has never existed before, (The New Oxford Dictionary of English, 1998). However, the researcher is focused on people development and growth in terms of having the capacity to be creative and innovative to generate new ideas in an organization. Drucker, (1988) argue that innovation can be viewed as a purpose-full and focused effort to achieve change in an organization's economics or social potential to better service quality.

As pointed out by Roddan, (2014), innovation orientation is about doing things differently, better more efficiently outcomes for evolving need of their company or organization. It is not the way most people think about innovation as groundbreaking new products.

According to Nugent, (2012) organization innovation is the process of creating new ideas and putting them into practice, it is a culture whereby people are open mindedness and have the ability to change things. Also supported by (Clutterbuck, 2014), organization innovation significantly alters the traditional ways in which management used to view workers as process of production or mechanical means to make profit.

Innovation is crucial to the success of many organizations as it serves as an essential strategic resource (Easterby-Smith, 2011). New ideas and creative thoughts are gained through sharing hence to achieve this; an individual should be able to unselfishly share their, experience, knowledge and skills with others. Organizational culture is built by having trust; communication channels and networking as a means in which employees of an organization can easily share knowledge as well as enhance management in their workplaces (Skyrme, 2013). Organizations' structures and cultures are the communication channels needed for knowledge sharing and development of new approaches to deliver results. Technology adoption as a solution aids to the advancement of the organization for it encourages knowledge sharing and collaboration amongst employees and organizational members thus enhancing creation of new ideas within the organization (Wang & Ellinger, 2011).

NGOs suffer high opportunity costs due to the low level of motivation among the employees; the employees also tend to be frustrated which could lead to the loss of talented employees to other organizations. Lee, (2014) furthermore argue that the creation of effective profession development policies and management is important because it ensures the availability of rewarding perfection which has a positive influence in the performance of NGOs and thereby improving organizational employee motivation. Secondly, it is essential for the retention of institutional memory and knowledge base because the turnover rate will be minimized.

Lee, (2014) further asserts that excellence in recruitment, induction and training is very crucial as it ensures that the right type of employees are chosen into the organization which are significant in ensuring a degree of stability and continuity to perform effectively in building on new skills and ideas in the organization. Many studies that have been conducted in the past cited that, a culture that encourages new ways of operations in an organization is a major factor affecting job satisfaction and employees' retention in the many NGO sector (DESA, 2015). Organizational culture of innovation was an interested area of study, since organizations function in highly competitive and rapidly changing environments. Therefore, the ability to effectively be innovative oriented is crucial to long tern survival. Hence organizational culture that supports innovation orientation motivates employees to be creative and creation of better results for client satisfaction. Most researchers inclined more on innovation as linked to production however in

this study as pointed out by Roddan, (2014) it is about doing things differently, better and with variable outcomes for the evolving needs of your customers. It is about ground breaking ideas behind closed door meetings as a culture that motivates employees to be innovative.

2.3.4.2 Organizational Outcome Orientation on employee motivation

Employee Outcomes: These are immediate behaviors and work attitudes that result from the management policies and practices of any organization. Examples of such employee outcomes are organizational commitment and job satisfaction. Job satisfaction refers to positive emotional perceptions resulting from the appraisal of job experiences/values. Commitment refers to a strong desire in employees to retain membership and exert considerable effort on behalf of the firm. Employees do not bring these key work attitudes and behaviors on entry; rather, they acquire them in the workplace, from a process of the exchange relationship, via relevant HRM policies, programs, processes, and practices (Luthans et al., (2008); this was also quoted by (Kirwan, 2013).

Outcome-oriented cultures hold employees as well as managers accountable for success and use systems that reward employee and group output. In these companies, it is more common to see rewards tied to performance indicators as opposed to seniority or loyalty. Research indicates that organizations that have a performance-oriented culture tend to outperform companies that are lacking such a culture Nohria et al., (2003). The outcome orientation under the organizational culture dimension includes an input that show how performance and accountability standards collaborate in the organization. Performance and accountability standards contain a standard that shows when and how employees receive evaluations, benchmark standards, rewards, and accountability for their performance. (Riggio, 2014) noted that performance and accountability standards have a profound impact on employees' work performance and behavior. The performance and accountability measure contributes to the organizational goal achievement and the organizational culture effectiveness.

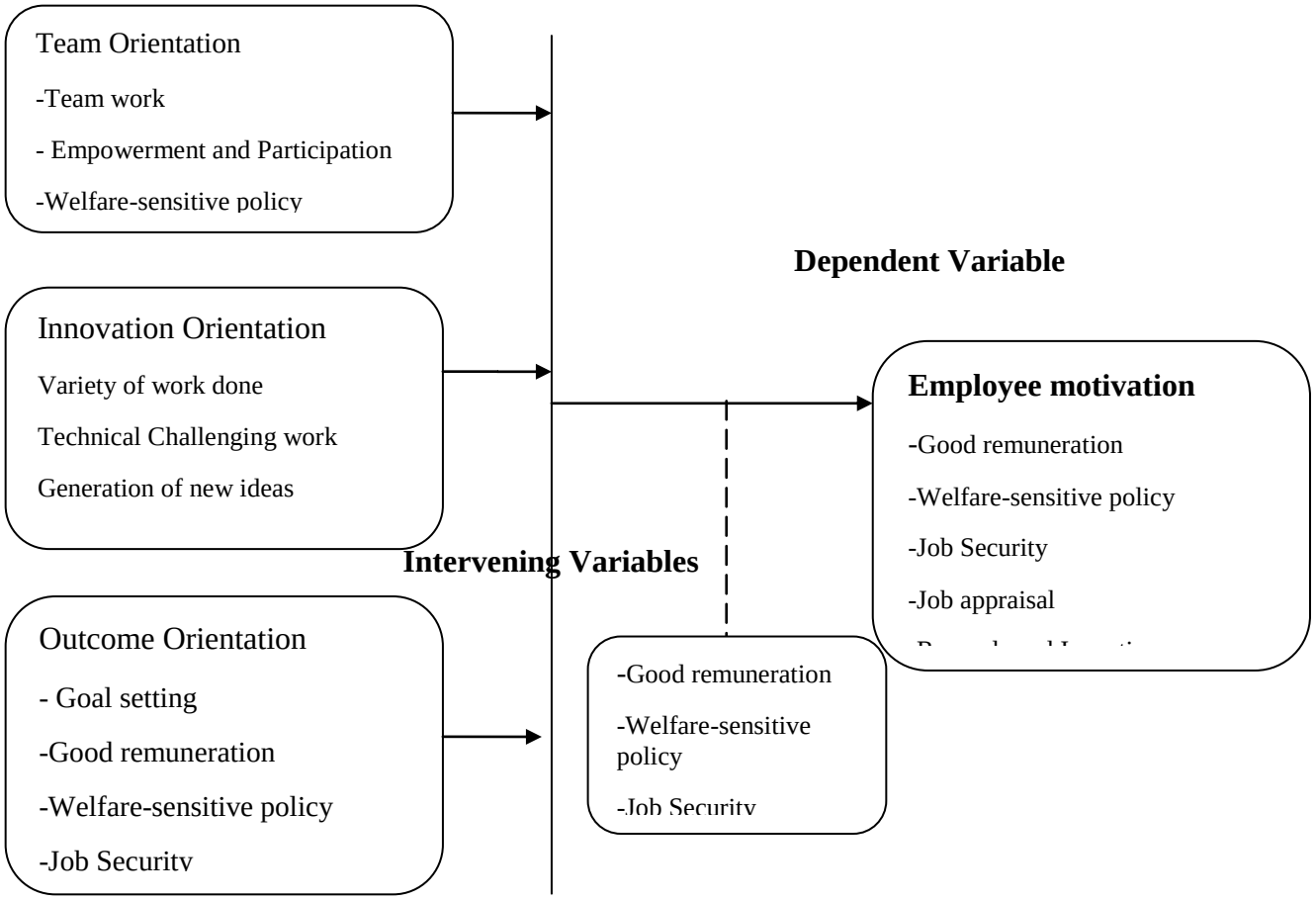
Mentoring is incorporated as the main strategy for outcome orientation and is a key concept in organizational motivation Clutterbuck, (2014). The process of guiding enhances professionalism

and better performance through knowledge transfer. It is seen as culture of partnership whereby employees work as team to deliver outcomes to better their organizations (Fletcher, 2012).

2.4 Conceptual Framework

The conceptual frame work in this study was based on the representation of an assessment of organizational learning on the Kenyan Non-Governmental Organizations. This is presented in the figure 2.1 below:

Fig. 2.1 Conceptual framework



Source 2020

From the figure above, the study will treat the organizational culture indicators as independent variables; these include team orientation, Innovation and Outcome orientation. These variables

occur in any organization that has evolved a culture. The dependent variable thus is employee motivation which is hinged on the culture. However, the moderating variables here are those activities that if an organization embraces, it will be better placed to have employees who are motivated; these include good remuneration, welfare sensitive policy and job security among the employees.

2.5 Research Gap

Having reviewed the literature on the issue of motivation of employees, it has come out clearly that most of the studies reviewed were broad and examined the issue from a general perspective. This therefore leaves a gap on the issue of employee motivation especially in child focused NGOs in Kajiado County. Therefore, this gap is what the study sought to fill.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Chapter Overview

This chapter demonstrates how the research was conducted. Specifically, it was to examine the area of study, design of the study, sampling procedures, data collection techniques, and data analysis. It was also to examine the ethical considerations that will guide the study.

3.1 Research design

This study utilized the descriptive research design. According to Creswell, (2009) Descriptive survey designs are used in order to allow researchers to gather detailed information, summarize and interpret it for the purpose of clarification. The design suits this study because it enabled the detailed explanations of the issue of Organizational Culture and how it affects employee motivation in child-focused NGOs.

3.2 Study Population and Sample Size

Mugenda and Mugenda (2012) define a sample size as a representation of a sample target group of population. They additional stated that a sample size should be at least 10% to 30% of the target population. According to the Annual NGO Sector Report (2018/19) by NGO Coordination Board, there are 11,262 NGOs in Kenya, and among them 335 in Kajiado, 5 of them focus on children in Kajiado County. Among the five, two child-focused NGOs work in Kajiado West namely, ChildFund Kenya and Compassion International Inc. Therefore, the sample size was 30/100*209 = 63 for ChildFund and 30/100*110 = 33 for Compassion employees, totaling to 96 target population in the study. Based on Mugenda formulae the study was focused on the two NGOs staff of 96 in Kajiado West.

Fig. 3.1 Sample Size

Rating	Actual Number	Sample
ChildFund Kenya	209	63
Compassion International	110	33
Total	**319**	**96**

Source 2020

3.3 Sampling Procedures

Purposive sampling was used to select the group for the research process. It was used to select the NGOs that were targeted for the stud, that deal with children. According to Bryman, (2017) purposive sampling is used when a population from which a sample is selected at the discretion of the researcher. It involves the researcher targeting the population based on the notion that the target population possesses the characteristics that are relevant for the study. That being the case, the researcher targeted the project administrators, managers and coordinators of those organizations. They have the knowledge of how the organizations operate and the organizational dynamics.

3.4 Research Instruments

The research utilized the questionnaire as the basic data collection tool. The questionnaire was constructed based on the set objectives; it was also had a section to capture the personal details of the respondents. The questionnaire had both open and closed ended questions. The closed ended questions captured specific information while the open ended question allowed the respondent to elaborate the answers given. The questionnaire was self-administered using online app thus enabled respondents ample time to respond to the questions. The advantage of online questionnaire is the convenient, saves time and cheaper method of collecting data.

3.5 Data collection

The study relied on primary data. The data was in the form of questionnaires. The data tool administered to each of the respondents in order to generate quantitative data. The questions

were derived from the objectives hence was rated using the Likert scale. Other questions were open-ended and were aimed at enabling the respondents to elaborate on their responses.

3.6 Data analysis

Data analysis, quantitative data was in the form of the closed ended questions from the questionnaire analyzed with the aid of SPSS. According to Cooper, (2014) data analysis is about the organization, interpretation and presentation of the collected data. The data was presented in form of descriptive statistics and as such, presented using graphs charts, percentages and figures. On the other hand, the quantitative data was in form of explanations from the questionnaire used to support the figures, graphs and numbers especially those in form of explanations used to buttress the quantitative data.

3.7 Validity and Reliability of Research Instruments

Validity is the degree to which the results obtained from the analysis of the data represents the phenomenon under study (Mugenda & Mugenda, 2012). Validity hence, deals with how accurately the data obtained in the study represents the variables of the study. When such data is a true reflection of the variables, then inferences based on such data would be accurate and meaningful. (Copper and Schindler 2014) suggested that the validity of the instrument is asking the right questions which are framed in the least ambiguous way. Therefore, to avoid ambiguity piloting of the questionnaire was vital. To ensure reliability, a pilot study was carried out among ten respondents and their findings were compared with the final responses. Validity, on the other hand, was enhanced by ensuring the questions in the questionnaire were derived strictly from the objectives.

3.9 Ethical considerations

The researchers first requested for authorization to conduct research from the university. The authorization was given to apply for a research permit from the NACOSTI (National Council for Science Technology and Innovation) that was presented to the NGOs that the research was conducted. The respondents assured of their anonymity and the confidentiality of their responses. The questionnaires had optional space for names or identity of the respondents and the responses were purely for research purposes. The respondents had a right to terminate their involvement in the research at any given step.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter discusses the results of the analyzed findings of the data collected from the questionnaires. The analysis was based on the SPSS to generate frequency distribution tables and charts. The study sought to determine the effects of the organizational culture on the employees' motivation in child focused Non-Governmental Organizations in Kajiado West, Kenya. Specifically, the objectives of the study entailed the following: To analyze the effects of innovation on employees' motivation in child-focused organizations in Kajiado west Sub County; to assess the effects of outcome orientation on employees' motivation in child focused organizations in Kajiado west Sub County and to examine the effects of team oriented culture on employees' motivation in child focused organizations in Kajiado West Sub County.

The questionnaires were sent online to two organizations with a total staff population of 319. A sample of 96 respondents was drawn using stratified random sampling method by departments then subjected to simple random sampling method by picking of names for selection. Out of the 96 questionnaires that were administered, 95 were duly filled and emailed back. This response rate was considered appropriate for the study. The Analysis of data was made by using descriptive and inferential statistical methods for each variable as presented below.

4.2 Demographic description

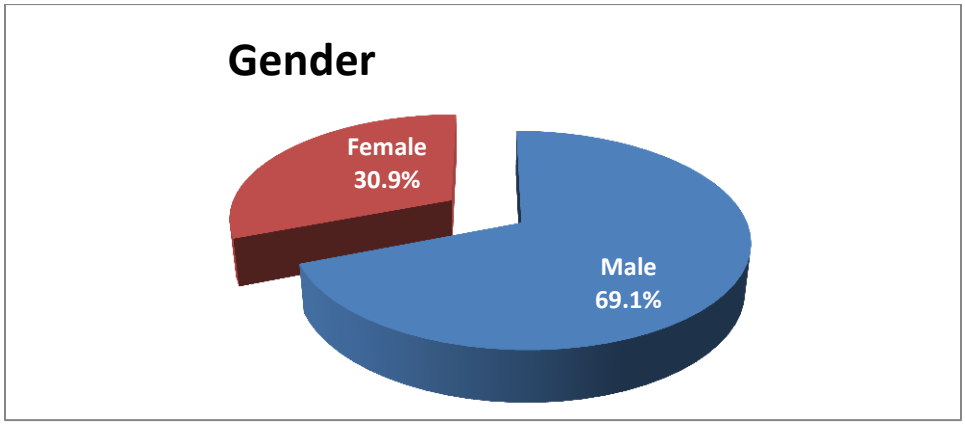
The characteristics of the respondents relevant to the study included, gender, age, years worked, respondents level of education and respondents position in the organization. The expected sample population was 96 respondents of which 95 successfully filled and submitted their data. This was a representation of 98.9% which is considered adequate and consistent with Mugenda and Mugenda (2003) as a representative for a descriptive study.

4.2.1 Gender of the respondents

The first part respondents indicated their gender, highest level of education, position, years of

service and age from the total sample of 95 respondents. This high response rate is attributed to the data collection procedures, whereby the researcher uploaded the research tool electronically to the sampled respondents.

Figure 4.1 Gender of Respondents



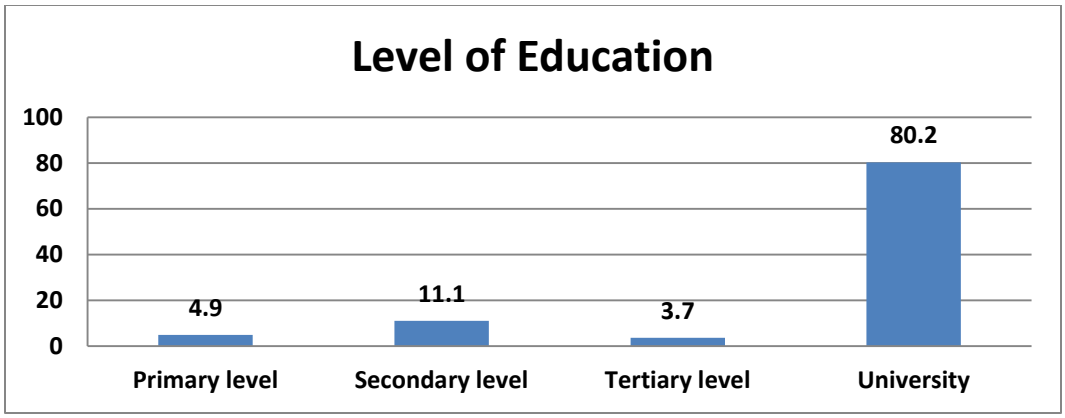
Source: Field data (2020)

The findings obtained indicate that 30.9% of respondents were female and 69.1% of respondents were male. This illustrates that most of the respondents were male from both the organizations.

4.2.2 Level of Education of the respondents

Education level was considered an important parameter of the study. The respondent's education level is indicated in the figure 4.2 below:

Figure 4.2: Education Levels of Respondents

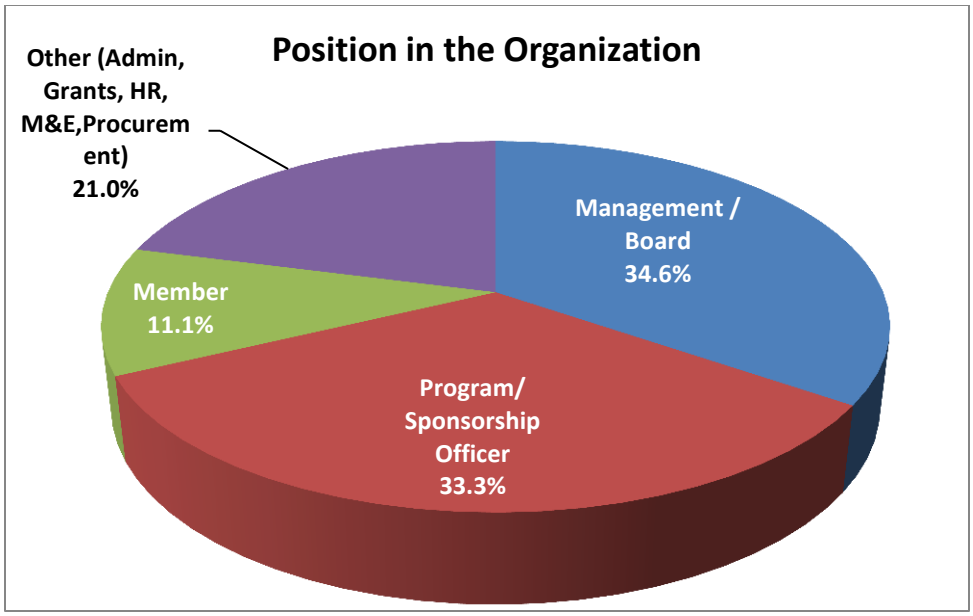


Source 2020

From the figure above, the researcher asked the respondents of their highest level of education and training in their respective organizations. This being one of the major demographic factors of the study, the findings indicate 82.2% had degree level, 3.7% had tertiary level, and 11.1% had reached secondary level and 4.9% primary level these falls under others in the category of position in the organization. These results were considered as appropriate in the sense that the study targeted the management and as such, their education level was important towards ensuring that they are able to comprehend the issues under investigation appropriately.

Figure 4.3: Respondents Positions in the Organization

To be able to establish the portfolio that one held in the organization, the researcher asked the respondents to state their position in the organization. The Responses are presented in figure 4.3 below:



Source: Field Data (2020)

On the above figure 4.2.3 the study sought to determine the positions of the respondents within their organizations based on three different categories of: Management/ Board; Program / Sponsorship Officer, Member and others. This finding was considered as an important factor that would assist the researcher in ensuring that those who had the requisite characteristics necessary for eliciting the desirable data were targeted. From the findings, 34.6% responded in the Board/ management position, 33.3% of the program/ sponsorship officers responded while 11.1% of the members responded and lastly others comprising of admin, grants officers, HR, M &E and procurement respondents were 21%. Similarly, since the study sought to investigate the issue of management; particularly strategic planning; the top managers were very important. Put together, the management board and sponsorship officers totaled 60.9% which showed a significant level of understanding and comprehension of management issues.

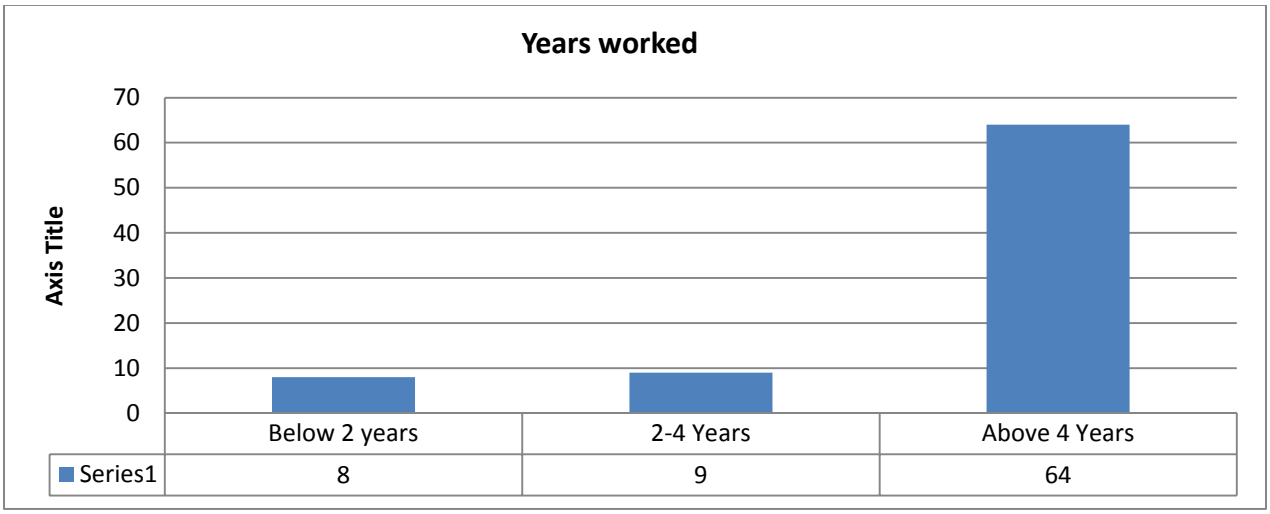
4.2.4 Years of work in the same organization

The study sought to assess the work experiences of the employees and members in their organizations. In regard to the responses collected, the presentation above shows the average work experience of current employees/ members of two organizations, Child Fund Kenya and

Compassion International. The work experience was also considered as very important particularly in ensuring that those who were targeted have the requisite work experience to understand the issues under investigation. The more years they worked, the more they were considered to be experienced and hence be in a better position to respond to the issues under investigation.

The findings, found that 64% have worked in the same organization above 4 years, 9% have been in service for more than 2 years and the last lot of 8% has been with the same organization for less than 2 years. This is an indication that the majority of respondents have retained their work in their current organizations.

Figure 4.4: Respondents years of work in the organization



Source: Field data (2020)

From the table above, it was apparent that the respondents demonstrated experience at their place of work. This was also an indication that they were experienced and as such they were capable of giving the appropriate responses. The remaining ones who had worked for less than four years still had the necessary experience in their place of work given that a majority of them were occupying managerial position in the organization; hence they were conversant with the issue of strategic management.

4.5 Age of Respondents

Age was also considered as vital in the understanding of the respondents' characteristics. The findings are presented in Figure 4.5 below:

Figure 4.5 Age of Respondents

Age Distribution	Percent
31-40 years	42
41-50 years	40.7
51-60 years	17.3
Total	100

Source: Field Data (2020)

The graph above sought to know the age of respondents of the organizations by asking their age categories. Age was also considered as an important factor in the study, especially as far as The findings indicated that 42% were 31 to 40 years, 40.7% were at 41 to 50 years and 17.3% were from age 51 to 60 years showing that the majority of employees in these both organizations were young people of ages between 41 to 50 years. This was also an indication that given the fact that a majority of them were aged 30 and above, they had a significant level of experience which made them appropriate for the study. Age signifies seniority in terms of experience and mastery of the workplace systems.

4.3 Findings on the effects of innovation on Employee motivation in Child focused Organizations

This study sought to investigate the effect of innovation strategy on the motivation in the child focused organizations. In doing so, it assessed the concept of the effects of innovation on employee motivation in child focused organizations within Kajiado west. The questionnaire consisted of five items showed that most of the respondents agree with most of the items as tabulated using aggregate response scores of 67.7% to 80.7% strongly indicating that both the

organization are applying innovation strategies in their place of work as shown in table below.

4.3.1 Responses on innovation Strategy

Table 4.6 Examining Innovation Strategy

STATEMENT	**Aggregate rating**
i) Are employees allowed to showcase their creativity and ideas	80.7%
`ii) Do the organization encourage you to participate in other organizational initiatives outside of your normal duties	79.5%
iii) Do your Organization have a system of appreciating innovative ideas	67.7%
iv) Do you apply some of the innovative ideas that help your organization grow	67.9%
v) Have you been taken for any training in the last financial year	76.0%

Source: Field Data (2020)

From the above table 4.3.1, first the respondents were asked to indicate weather in the organization that they work in; the employees are allowed to showcase their creativity and ideas. To this end, a majority of them 80.7% answered in the affirmative with the remaining 9.3% answering in the negative. Creativity is a very central element of organizational strategy; it ensures that those employees working there have the opportunity to contribute positively to the organization through meaningful ideas or strategies on how the organization can be improved. The respondents were also questioned on whether the organization that they work in encourages them to participate in other organization's activities outside the normal duties. Again, a majority of the respondents, 79.5, alluded to that they were indeed allowed by the organization to participate in activities of other organizations; only 20.5% failed to agree with this statement. Those who answered in the affirmative indicated that this was a strategy that the organization adopted to allow them to tap into the strategies that other organizations were employing and bring them for consideration.

The third part of the response was aimed at establishing whether the organizations that the respondents worked in have a system of appreciating innovative ideas. This was hinged on the belief that when the issue of innovation is encouraged by an organization, the chances of

enhancing the creation and dissemination of creative ideas among the members are usually greatly improved. Therefore, from the responses as tabulated above, it can be seen that a majority of the respondent, 67.7% concurred that the organization indeed has a system of rewarding them if they come up with innovative ideas. The remaining 32.3% insisted that the system does not allow them the latitude to present their ideas because of the perception that that will challenge status quo.

Similarly, they were also questioned about whether they indeed apply innovative ideas towards the growth of the organization that they worked for. As can be seen from the table above, a majority of them 67.9% averred that indeed they have on several occasions had the opportunity to apply innovation at the place of work. This application was in form of doing the same thing in different ways for the sake of improving the optimum performance and getting better results. The remaining, 32.1% claimed that they feared that in doing so, they would be perceived to be challenging the existing authority and the modus operandi of the organization; as such they kept their innovative ideas to themselves. It has been acknowledged that one of the ways an organization can enhance innovation in their organization is through the recognition of those that have innovative ideas and in so doing, they ought to be empowered in order to guarantee the future and stability of the organization. As such, there ought to be reward mechanisms that will enhance the recognition of employees who have innovative ideas so as there is retention capacity of these workers.

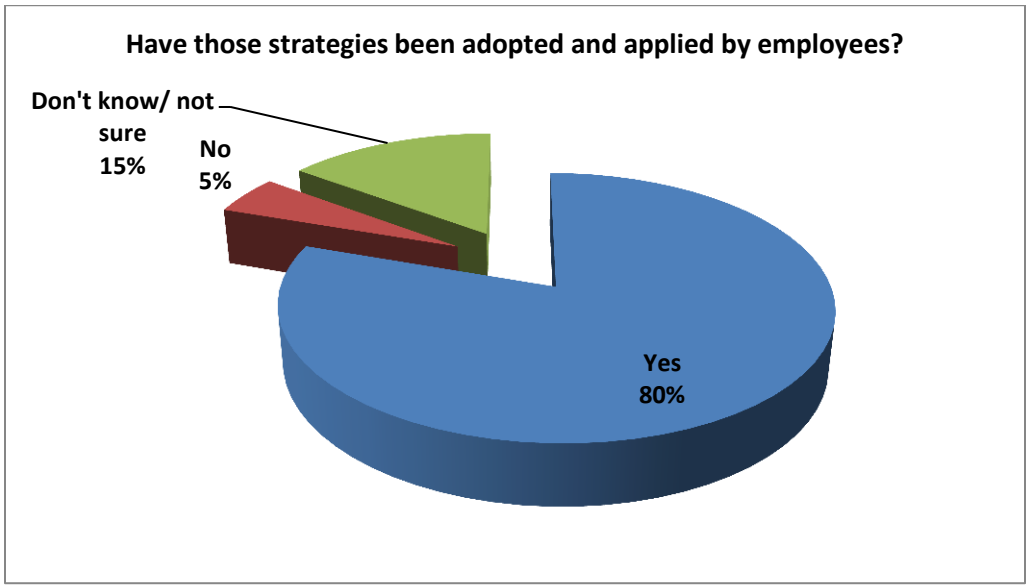
Lastly, the study also treated the in service training as a very critical component of organizational strategy. To this end, the respondents were asked to indicate if they have ever been taken for training within a period of the last one year. A majority of the respondents, 76% did indicate in the affirmative while the remaining 24% in the negative. This was an indication of the fact that the organizations took seriously the issue of in service training. However, it also inferred that there needs to be more efforts geared towards in-service training because this is what catalyzes innovation; when people go out for training, they are able to benchmark with others and in so doing, learn a lot which can be put in practice.

4.3.1 What are organizational strategies that have been put in place to encourage staff to front and promote new ideas?

The respondents were asked strategies their organizations have put in place to encourage staff to promote new ideas. Most of them agreed that their organizations have strategies such as effective employees' trainings for innovative programs, webinars and regional forums for staff sharing. Departmental meetings, special sessions sharing and employees' appraisals and sharing during tea sessions followed closely with percentage of 70% and 30% respectively.

In order to understand whether the strategies have been applied by employees in the respective departments, the respondents were asked to state whether they actually employ them. Their responses are tabulated in figure 4.7 below:

Figure 4.7 whether those strategies been adopted and applied by employees



Source: Field Data (2020)

When the respondents were asked whether the strategies mentioned above have been adopted and applied, 80% of them answered yes, 15% said they don't know whether the strategies had been adopted and lastly the 15% said no. The findings clearly demonstrate that the strategies that encourage and promote new ideas in both the organizations are adopted and applied. This was an affirmation that there was presence of strategies that these organizations put in place; these

strategies were well known to a majority of the employees. Asked further to explain the basis of their assertions, it was revealed that there was presence of evidence of the adoptions at their place of work. They have webinars from different sectors within the organization almost on weekly basis in their annual program meetings, incorporated with sessions for innovative programs and online communication where staff shares their work experiences. There is also a system that helps staff to collaborate such as office teams and Skype for business these helps staffs to generate new ideas to be innovative at their work. Strategies such as performance measurement criteria whereby quarterly objectives are met which also forms the basis of employee's performance appraisal. Lastly on strategies put was the weekly and monthly departmental that enable staff to share their work outcomes and achievements. All these strategies were found to be very critical in the enhancement of motivation because the employees developed a sense of appreciation by the organization and as such this acted as a motivating factor towards their performance.

4.3.2 What are some of the programs in your organization that helps staff to learn and generate new ideas?

In a bid to establish if there are programs in place that is geared towards assisting the staff to not only learn, but also generate new ideas, the respondents were asked to indicate these programs and how they help in motivating them at the place of work. Whereas a bulk of the respondents stated that indeed there were programs that were aimed at helping their staff to learn and generate new idea, only 20% answered in the negative. They were categorical instating that in their respective organizations; they don't have programs that help them learn and generate new ideas. They were further asked to indicate if they thought that there are programs that can be enhanced in their organizations to motivate their quest to generate new ideas. To this, they mentioned the following initiatives to be considered. First, they recommended the online learning platform and online Share Point software that would help staffs to learn and generate new ideas. Secondly the respondents suggested, exchange programs, mentorship, guidance and counseling. Similarly, the respondents stated that what they needed was to have the office pay for professional bodies' membership subscription to offer for

opportunities for employees' innovation and generation of new ideas.

4.3.3 What are some of the ways the organization uses to promote employees' creativity?

It is very pivotal for organizations to have a well laid out criteria that is used to enhance creativity among staff members. Therefore, the research sought to establish some of these measures that are used to enhance creativity in the organization. The respondents reported that in their organization, they were encouraged to take lead in refresher training courses and office trainings in terms of seminars and workshops. This, according to them, helped to expose them with not only other organizations, but also in terms of knowledge. This exposure was a motivating factor towards their efficiency since they felt a sense of self-worth. At the same time, the respondents indicated that there was a reward structure in their organization that was used by the management to ensure that those who worked well are rewarded. These rewards took the form of promotions for those staff that were considered to have excelled in their various departments or areas of jurisdiction. Promotions in these organizations are usually accompanied with financial rewards and this motivated worker to work hard.

Furthermore, the respondents stated that the other way in which employees were motivated was through coming up with the delegation of each worker with responsibility; this system allows for a rotational sharing of responsibilities where all the employees feel part of the management. At the same time, another way in which organization is vital is through allowing the employees participate in the generation of projects and policies that inform decisions on how the organizations are run. The other thing that has been done by the organizations is to encourage competition between departments which creates a spirit of working hard. Lastly, in a bid to encourage their employees to be exposed and acquainted with the trends globally, the organizations have invested in Information Communication and Technology so as they promote online learning platforms and exposure visits are encouraged by the organization**.**

These research findings are in agreement with those of Bratton et al., (2008) who established that the use of innovation such as use of email to engage in informal networking, job matching, case conferencing, training and sharing job leads to employee satisfaction.

4.4 Findings on the effects of Outcome orientation on Employee Motivation

Outcome orientation is a strategy employed by an organization to ensure that the activities that employees are engaged in are all geared towards enhancing performance, efficiency and effectiveness. For this to be attained; the organization must make a conscious effort to ensure that the systems are conducive for the attainment of the objectives of the organization. To this end, respondents were asked several questions in order to establish how it is carried out in the organizations:

Table 4.1: Outcome Orientation

OUTCOME ORIENTATION	**Aggregate rating**
i) Do your organization provides a work environment that promote optimal performance	79.3%
ii) Do your organization promote outcome oriented activities, such as meeting of report deadlines	84.7%
iii) Management in the organization encourage organizational employees achievements	81.7%
iv) The organization takes time to set the right expectations on employees performance	85.4%
v) The organizational leadership style influence employee inspiration to deliver results	76.0%

Source: Field Data (2020)

To learn the concept of outcome orientation, the above table 4.3.1 findings shows that most of the respondents, 79.3%, agreed that their organizations provides work environment that is optimal performance. This was also a demonstration that the outcome based approach found it relevant in these organizations. A paltry 21.7% of the respondents declined to state that there were such activities being promoted by their organizations. As to whether the organization promotes outcome oriented activities such as meeting and report deadlines are promoted, a majority of the respondents, 84.7%, indicated in the positive that their organizations are alive to the fact that activities such as those were critical in enhancing outcome activities; this is because

meetings are forums that allow the management and the employees sit together and discuss about how to maximally. At the same time, setting deadlines is a critical component of any organization as it ensures that the employees in that organization are kept on toes; this in itself is important is as far as enhancing an outcome based orientation is concerned. A paltry 15.6% of the respondents answered in the negative. They indicated that they rarely held meetings and they were not under pressure to beat any deadline, it was an individual's personal responsibility to ensure that the tasks bestowed upon him or her are fulfilled on time.

Similarly, the study also sought to find out if the management ensure that the organization meets its targets; therefore, they were asked to indicate if the management in their organization ensures that that happens; a majority of them, 81.7%, did indicate that indeed their organization takes time to set the right expectations on employees by ensuring that there is frequent appraisal system which identifies those employees who manifest high achievement. Furthermore, as to whether the organization takes time to set the right expectations on employees' performance, a majority of them, 85.4% indicated in the positive while the remaining 15.6% in the negative. Those who stated in the positive were of the view that setting high expectations on employees was a motivator and at the same time a catalyst to performance. Once the expectations are high, each employee wants to struggle as an individual and also collectively towards ensuring that the organization's goals are attained. Lastly, the respondents were asked to indicate if the organization's leadership style influences employee inspiration; majority of them 76% indicated in the affirmative while the remaining 24% in the negative. Asked further to elaborate how this occurs, those who agreed with the assertion stated that the leadership style was supportive, transformative and inspirational; as such, it instilled in the employees a sense of self drove which catapulted them to perform better in their duties. However, the few who answered in the negative indicated that the leadership did not inspire them to be self-driven because it was based on personality cult and the leaders expected loyalty making those who are loyal the ones that benefit at the expense of those who work hard.

These results are in tandem with Locke's (2019), view that employee goal setting theory of

motivation is based on the premise that the goal setting is linked to task performance. It states that specific and challenging goals along with appropriate feedback contribute to higher and better performance. The findings are in agreement with the Riggio, (2014), goal setting theory stating that for employees to be motivated, goals must be clear, specific, attainable and quantified. Newstrom, (2011) also asserts that goals help employees to focus attention on objectives for work to be done; the same sentiment was also supported by Waiyaki, (2017).

4.4.1 Whether the Organization has put in place rewards for employees who excel in their areas of work

Reward systems are usually an important strategy in an organization that ensures that those workers who manifest good performance are recognized appreciated. This strategy plays an important role towards entrenching a culture of hard work and merit-based recognition. Therefore, to this end, the respondents were asked to indicate whether the organizations that they work with have instituted strategies that ensure that employees who excel in their work are recognized and rewarded. Firstly, the respondents were asked to indicate various statements based on their levels of their agreement. The first was whether their organizations have considered putting in place the rewards for employees who excels in their work. Out of the respondents interviewed 38% agreed that employees who excel are considered for reward. This was in close tie to 37% who said no rewards for is put in place to consider those who excel. The last 25% of respondents said they don't know/ not sure whether such considerations exist in their organization as indicated in the figure below:

Figure 4.8 Whether Employees Are Rewarded



.***Source: Field Data (2020)***

The implication of these responses was that the concept of reward was not fully entrenched in the organizations; it was applied haphazardly with no clear rules and that demonstrates why the respondents held divergent opinions towards the issue. In fact, those who stated in the negative still indicated that as much as the reward system is there, it is yet to be fully entrenched and operationally definite as an organizational culture; it still was being done at the whims of the management. At the same time, those who disagreed with the assertion indicated that reward system was confused with the normal salary and allowances that the employees were entitled with; they indicated that their organization did not have a system that could organize and recognize apt performers and this made them to do their minimum. When employees do the minimum it trickles into the entire organization which ends up manifesting low performance. At the same time, absence of reward system has a tendency of promoting high turnover of employees who exit to search for greener pasture. In the same vein, the organization fails to attract the best workers.

Asked to suggest what they thought ought to be done to reverse the situation, those who indicated that there was no reward system in their organization stated that just like in other organizations which perform well, there were reward systems based on several parameters and

the organization they work for ought to benchmark these parameters. For example, they indicated that there were bonuses at the end of the year in which employees are rewarded by the management for their work in the ensuing year, there were also promotions pegged on performance; there was another form of motivation which entailed increments of salaries based on experience and seniority. Other strategies entailed appraisals, writing recommendation letters, preparing certificates of excellence to them to show them the appreciation of the organization and even honor those who have served in the organization for a long time; especially when retiring; yet another suggestion they gave was that they expected that the management would organize for benchmarking visits to other likeminded organizations and enable them compare notes, especially on how the management is carried out and the motivation of their employees.

As a follow up question, the respondents were expected to indicate the relationship between rewards and performance. The respondents argued that being rewarded has motivated them to give their best to improve performance in programs they implement within the community. This is because, according to them, rewards create a sense of self-worth and recognition, which enables them to work harder and in the process they end up making their organization thrive. There was also an agreement that when they are appreciated, they are able to form a strong bond and sense of recognition by the organization; these were a prerequisite for their good performance and as such, they were better poised to perform well. Secondly they also agreed that by being appreciated helps them to engage and develop trust among themselves in their organizations. Nevertheless, they still indicated that a lot more needs to be done in order to bolster their motivation and performance. This was because a majority concurred with the assertion that being recognized through rewards was a catalyst to improved performance in employees as opposed to not being recognized at the work place. The latter creates feelings of despair and lack of appreciation and such feelings are not capable of propelling a person to perform. More achievements and good performance would be experienced if the employees' rewards are well-taken care off as evidence on the high aggregate rating of 37% of respondents with no rewards.

4.4.3 Goal Achievement in the Child-based Organizations

This response was aimed at ascertaining the level of measures and strategies that organizations have engineered in order to attain their goals. Goal setting is usually a determining factor towards the attainment of organizational goals; this is because it sets the expectations that act as a driving force towards a certain direction. This stage enables the management to clarify to the employees the expectations of the organization and at the same time, goal setting enables a comparison between what was set and what was attained in the long run.

The respondents indicated that goal setting was done by the organizations they worked for and they served the following purposes. First, the management, have staff signing performance contracts; using key performance indicators (KPIs), and adhering to the set work plans. These benchmarks ensured that the performance of the employees was pegged to certain definite benchmarks. Secondly the respondents stated that their leadership always ensures that staff's work plans are aligned with the strategic business goals of the organization. This was also important in following the rule of '*round pegs in round holes and square pegs in square holes'* which ensures that people are assigned the duties that they are capable of doing and are qualified to do so; at the same time, that prevents against job overlaps and duplication of duties at the workplace. The third step towards goal achievement and attainment is that of ensuring that project implementation is done as per budget line following timelines or work schedule. Timelines are very critical because they are also hinged to the budget of the project; therefore, the implementation of a program ought to be timely and efficient while at the same time adhering to the implementation matrix. The other strategy that the respondents alluded to was that of carrying out performance appraisals and evaluation, reviews of Area Strategic Plans (AOPs), to ascertain program vision and mission is achieved. This again was applauded by the respondents as a very critical component of goal attainment; this was because of the fact that it ensured that the individual contribution towards the organizational performance if measured and appraised. This was seen also as a meaningful and objective criteria based system that allows the management to acknowledge competencies of its employees. Finally, the respondents indicated that they have to account for their work time by filling monthly timesheets to document hours

worked for in their organizations as a matter of routine; this was aimed at ensuring that there is not only accountability in the organization, but also transparency as well.

4.4.4 Measures put by Management to ensure the Attainment of goals by Employees

In order to have the organization meet its objectives in a timely manner, the management must be able to provide purposive leadership that will see to it that such goals are attained. Therefore, the respondents were asked to indicate the specific measures that the management of the child focused NGOs adopted towards ensuring that goals are attained. The responses are as follows: First, the management gives the deadline of the set target for staff to achieve within the set time lines. These deadlines are usually strictly observed and if there are reasons as top why they will not be met, a plausible explanation is given and a work plan on how to ensure that they are attained within the soonest time possible is presented to the management.

There are also monthly reviews on one on one meetings between managers and employee, to offer supervisory and mentorship role. Management ensures staffs have set goals to achieve results, thus also form a basis for staff appraisal and evaluation. By setting clear direction and objectives for all staff and having proper feedback channels and support. These results are in agreement with Locke (2019), who asserts that employee goal-setting theory of motivation, states that the goal setting is linked to task performance. It states that specific and challenging goals along with appropriate feedback contribute to higher and better performance.

4.5 Findings on the Effects of Team Orientation on Employee Motivation

Table 4.2 Responses on Team Orientation

TEAM ORIENTATION	Aggregate rating
i) Our organization encourages teamwork and social groups networking	81.2%
ii) The management allows the team to generate new ideas and solutions to challenges	77.8%
iii) Employee commitment in the organization is recognized and valued	64.6%
iv) In my organization, teamwork enhances inspiration to achieve organizational goal among employees	81.0%
v) The organization work effectively across departmental such as programs, finance, and sponsorship	78.8%

Source: Field Data (2020)

Team orientation is also a key determinant of employee's motivation in any organization; team orientation is the ability of people to work well with others and taking charge when a project comes around. This is the opposite of task oriented leadership which focused on the person and the individual tasks given. Team orientation allows for a collective and united approach in which an individual is seen within the context of the organization. Task accomplishment is not an individual affair rather it is a collective affair. This type of approach yields motivation in the sense that employees are well knit individuals who are perceived and respected by the management and without their input, the organization will not succeed; it thus creates a sense of belonging in individuals working in a certain organization. Therefore, this study sought to establish how team orientation is carried out in the child-centered nongovernmental organizations.

The above table presents the responses that were gathered from the respondents. It was apparent that the majority of the respondents, 81.2% agreed that their organizations encourage team work and social groups networking. The remaining 18.8% of respondents answered in the negative and were categorical that the organization that they work in does not encourage team work at all or to a negligible extent. This was therefore a basis to deduce that much as the organizations embraced

team work, the feelings among the few employees to the contrary means that they need to entrench team orientation as a strong culture acceptable to everyone and not just on paper but also in practice.

At the same time, 77.8% of the respondents alluded that the management allows them to generate new ideas and solutions to the challenges that face the organization and these are normally affected by the management in a timely manner. However, a paltry 22.2% of the remaining respondents differed with this notion. They averred that in most cases, ideas and strategies usually follow a top bottom approach rather than a bottom up approach. As to whether the organization values the commitment and dedication of the employees, 64.6% of the respondents concurred with this assertion and stated that this occurs in various situations; for example, yearly, after appraisals have been done, those who emerge with high ratings are usually prized and at times promoted based on that recognition. At the same time, there are instances when the employees are given a wage increase if the organization has attained its optimum objective. Similarly, the management also allows members of staff who have demonstrated exemplary service to attend in service training and workshops and they pay for the exercise. These serve to ensure that the input of the employee in the organization is recognized. Those who answered in the negative were 36.4% and they disagreed by saying that they have never experienced a semblance of organizational recognition in their work stations. This indictment means that there is absence of elaborate criteria that is all inclusive that enhances the recognition of employees. Another indicator that was measured in these organizations is the extent to which teamwork enhances the inspiration to attain the goals of the organization. To this end, a majority of the respondents, 81% stated that indeed teamwork was an essential element of organizational goal attainment. This is because of the fact that it enables the gathering of talents, energies, synergies and ideas from a wide array of people within the organization singularly to attain the objectives of the organization. In doing so, it presupposes that the individual is a building block to the entire organization and as such, the individual is inspired not to let down the organization. Lastly, as to how organizations coordinate between the various departments and sectors in the organization was a crucial indicator of employee motivation. When there is proper coordination

between the various entities of an organization, service delivery is usually enhanced and as such even the employees are sure that in case of a grievance, it will be speedily dealt with. To this end, 78.8% of the respondents agreed to the assertion that the organization works systematically and that all departments are well coordinated. It is only a paltry 17.2% who differed with the statement and said that the contrary is the case when it comes to their organization; they averred that at times, the finance department and the Human Resource department fail to agree on an issue affecting employees such as salary increment. This also can be seen when the departments seem not to agree on some issues affecting employees. This failure to coordinate properly among departments usually leads to de-motivation of employees especially if the failure is likely to occasion an act that can or likely injure the morale of the employee in question.

4.5.1 Benefits of Working in the Organization

According to Locke (2019), for motivation of employees to be attained, they must attest to having benefited from the organizations in ways other than the salary that they work for. In other words, these are not quantifiable but they are more of qualitative benefits. According to Riggio (2014), where motivation takes place, the morale of the employees is boosted and this translates to better performance of the organization in terms of attaining its objectives. To be able to establish this correlation amongst the respondents, who happened to be workers in these child cantered organizations, they were asked to indicate the benefits of working in their organization. The majority of employees agreed that through teamwork they have been able to get different and innovative ideas from different points of view. Team building and coexistence knowledge sharing edify also on a culture of trust among staff. The benefit chosen by employees was agreed that teamwork has benefitted staff to meet the set targets and deadlines in their organizations. All these benefits accrue to individual employees and they are building blocks to their professional experience. If one works in an organization that helps him or her to grow professionally, that acts as an intrinsic motivation which enables the employee be a better person professionally.

4.5.2 Ways in which Teamwork is rewarded in the Organization

Each organization has its own unique way of rewarding its employees. This depends also with

the type and category of the organization. For example, a business oriented organization may not be able to reward its employees in the same way as a service oriented organization. The reward system also differs with each organization and the fiscal ability. Furthermore, since teamwork is also a strategy an organization adopts in order to harness energies and synergies of its collective employees, it is usually promoted and enhanced differently. Therefore, the respondents were asked to indicate the different ways in which teamwork is rewarded in their organization. They offered several approaches that the organization used to reward teamwork ranging from simple things such as congratulatory messages to employees and inviting them for a tea party and at times taking those for a staff get together away from their place of work. Others included considering those who have attained in terms of their appraisal scales for salary increment and promotions.

The respondents also alluded that the organization at times usually prepares certificates of merit for employees who are outstanding in specific respects, especially in terms of uniting the employees. The organization also supports the welfare organization of the employees; they usually contribute a standing amount yearly towards the kitty. The kitty takes care of eventualities that the employees go through in the course of their lives. Lastly, it was also established that the organization that they work for has a strong medical scheme which ensures that the employees and their families are cushioned against the adverse effects of unforeseeable medical eventualities. This scheme is a motivator to the employees because they are assured that in case of anything happening to them, they will be covered.

4.5.3. Ways in which Teamwork is enhanced in the organization

For teamwork to succeed in an organization there must be deliberate measures put in place to enhance the culture of teamwork. It does not come easy to develop the culture of teamwork in the particular organization. Rather than a once off affair, the management of the organization must see to it that the culture is entrenched. This can be done through a wide array of measures. It starts with organizational positioning where the goals that will guide teamwork are laid down and everybody in the organization is made to appreciate those values. Once the culture is

entrenched, the management embarks on measures of ensuring that will ensure that the culture will become part and parcel of the organization. Once this happens, the culture of teamwork is usually appreciated by everyone. Therefore, they were asked to state some of the activities and measures that are put forward by the organization to ensure that there is team work. The respondents agreed that there is a formation of different task forces to address different pieces of work such as the development of the organization's annual operating plan. Jointly set clear goals to be met and clarify the roles and responsibilities of each member of the team. Thirdly is engaging of team – building events at least once in a year to enabled staff an opportunity to bond together as a team.

4.5.4. Ways in Which Teamwork enhances motivation of the Employees

The end goal of any strategy to enhance teamwork is usually that of ensuring that the employees working in that organization are motivated. The shared beliefs, shared responsibilities and roles that are characteristic of teamwork all gear towards making the employees have a sense of belonging in that particular organization. For this to be attained there must be deliberate measures put in place; therefore, the respondents were asked to state the ways that teamwork makes them feel motivated. The following were the respondents' responses when asked how team work had enhanced motivation among them: The first one is that they reported that teamwork has challenged low performing staff to step up their efforts; this happens when they get positive criticism in a constructive and caring way hence making them to improve in their performance at work. At the same time, the respondents stated that it also motivates staff working in teams to learn from each other. Since at the place of work there are different people with different gifts, energies, ideas and synergies, when all this is put together helps the members to complement each other and learn from their mistakes and strengths of their colleagues.

According to the respondents, the other benefit of teamwork lies in the fact that it catapults them to go an extra mile. Because of the feeling of a sense of belonging and being respected, the members have been motivated to go the extra mile to do their bit of the work so as not to let down team members. This enables the individual employee derive motivation in working together for the sake of accomplishing the same tasks and when they succeed, it also becomes a motivation to them. Similarly, teamwork has fostered an atmosphere of friendship, culture of

trust, and loyalty among staff members. This, according to respondents happens when there is self-motivation and self-drive in the accomplishment of tasks; no one feels pushed or pressured to do a certain task as it comes from within. This also helps in the reduction of negative competition and increased support to team members to meet their targets. As opposed to a capitalistic and individualistic work culture where 'everyone is for himself', here, everyone is each other's brother's keeper. If anything happens to one person it affects the other and vice versa. This culture enhances mutual trust and a culture of friendliness among the employees. At the same time, it was reported that team work enhances more staff bonding thus helps to progressively break departmental barriers resulting in higher improved performance. Lastly, they stated that through team work, there has been improved problem-solving skills, working of teams, shared responsibilities, and shared vision among employees.

4.5.5 Employee achievement indicators in the organization

Table 4.3: Responses on achievement indicators

STATEMENT	**Aggregate rating**
i) Do you have the passion and desire to continue working for the same organization	80.0%
``ii) Do the organization organize knowledge transfer sessions both within and outside the organization	71.9%
iii) Do your Organization carries out periodic job satisfaction surveys to improve on service delivery	71.6%
iv) Do you have the desire to perform and achieve objectives within set time deadlines	82.0%
v) Do you have the inspiration to perform your duties diligently to produce efficient results	79.5%

Source: Field Data (2020)

These responses in the table above were aimed at ascertaining the level of achievement by employees in the organization. To this end, they were asked several questions aimed at ascertaining this. First, they were asked to indicate whether they have passion to continue

working for the same organization; from the responses on the table above, a majority of them, 80% answered in the affirmative while the remaining 20% in the negative. Secondly, the respondents were asked to indicate if the organization they work for has an arrangement which allows the transfer of sessions both within and outside the organization. A majority of them, 71% answered in the affirmative while a paltry 29% in the negative. As to whether the organization carries out periodic job satisfaction in order to improve service delivery, 71.6% of the respondents answered in the affirmative while the remaining 29.4% in the negative. The respondents were also asked to indicate if they have a desire to perform their objectives within the set deadlines, a majority of them, 82% agreed with the assertion while 18% disagreed with it. Lastly, the respondents were asked to indicate whether they have an inspiration to perform their duties diligently and produce results. To this end, a majority, 79% answered in the affirmative.

Asked to indicate what structures they thought should be incorporated in the organization to ensure that employees were motivated, their responses ranged from having a well-structured and transparent regular reward system. Give merit-based awards and promotion to staff whose performance exceeds expectation. Open door policy and flexible working schedules like working from home, staff evaluation of job grades, performance recognition as well as clear communication. Similarly, they were asked to indicate the type of rewards that they liked to be considered by the organization, they documented things such as offering of promotion opportunities and professional developments as well as recognition of employee's achievements and consideration for team building sessions. All these activities were seen as the bedrock towards the enhancement of motivation in the child-centered organizations.

The respondents were also asked to indicate the type of working environment they expected to operate in as a way of motivating them. They indicated that expected to be appreciated for the achievements that they attained. Furthermore, they expected to have a requisite tools of trade such as computers, internet access and information technology gadgets. At the same time, they indicated that they expected to be appreciated by being given flexible time frame so which is able to allow them to have ample time to undertake their activities especially during this time

for corona pandemic as opposed to having a rigid timetable which leaves them with no extra time for themselves and their families. They also averred that they expected that the organization has a favorable leave policy especially for the mothers who conceive while at work. They also suggested that they ought to be offered with opportunities for professional development in terms of expanding the sponsorship of in service trainings and considerations for seminars and conferences. This will enable them to broaden their knowledge and at the same time expose their world view through interactions with their peers; this will also enable them to learn best practices regarding the world of work. They also stated that there be an open communication channel which allows them to relay information to the management without any bureaucratic red tapes and vice versa. Lastly, the respondents suggested that they expected to be incorporated in decision making and more so in terms of planning and setting goals as well as the real execution of projects.

4.5.8 Sources of Job Satisfaction in the Organization

Since job satisfaction is something that is more of qualitative rather than quantitative; the respondents were asked to indicate what they felt was as a result of job satisfaction at their place of work; the responses were varies. They started that the achievement of goals and community appreciating the services they receive from the organization was a very important indicator of their job satisfaction. According to them, since they were dealing with children in these organizations; what made them attain job satisfaction were the ratings they get in terms of their services. At the same time, they indicated that the fact that they could rescue children, nurture them into adults, give them education and empower them was an important indicator of their job satisfaction. This view was in tandem with Maslow's hierarchy of needs where at the top, self-actualization and satisfaction came from the achievement in the society which is more than monetary attainment.

The other indicator of job satisfaction that the respondents pointed out bordered on a competitive pay. Pay was considered important in as much as attaining job satisfaction was concerned. With better pay, the respondents indicated that they were able to comfortably meet

their needs and as such be proud of their job. This in itself gave them motivation and it also discouraged them from exiting the organization to search for better pay elsewhere. Closely related to this was job security. This was a very key element of job satisfaction; if the employees knew that they cannot be arbitrarily removed from service, which becomes a basis for their motivation. However, in an environment where there is high staff turnover, the respondents stated that they will live in perpetual fear and hence fail to be motivated.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Chapter Overview

This chapter presents a summary of the findings of the study in relation to its objectives and rationale. It makes conclusions and recommendations based on the outcomes and the suggestion from the findings.

5.1 Summary

This study sought to determine the effects of organizational culture on the employees' motivation in child focused organizations within Kajiado West, Kenya. Specifically, the objectives included the following: to analyze the effects of innovation strategy on motivation of employees; to assess the effects of outcome orientation on the motivation of employees and to examine the effects of team-oriented culture on employee motivation in child-focused organizations within Kajiado West Sub-County. The study was grounded on several theories namely theory of goal setting, Equity theory and Motivation theory.

5.1.1 Summary on the effects of Innovation Orientation as on Employees' Motivation

This study was able to establish that indeed when employees are given an opportunity to bring out their talents and synergies in terms of ideas and practical ways to improve the organization, there was a semblance of employee motivation that was noted in the organization. This was found in many of the organizations that were studies where the respondents attested that they felt motivated once they were allowed to contribute to the development of the organization and that their input is taken seriously. However, there were few of them who cultivated the view that the organization did not fully allow them to utilize the innovative ideas and actions for the improvement of the organization. Nevertheless, the study found out that whether recognized or not, innovation is a very important factor in enhancing their motivation as it has a tendency of creating of enhancing a feeling of self-worth and recognition by the organization.

In addition to that, the organizations have allowed their employees to showcase their creativity

and involvement in organizational initiates that develop their ideas. The study, lead to the conclusion that leaders have great influence in the organization hence influencing their ability to learn and improve their performance in their organizations. Management needs to take the first initiative in learning as doing is the most effective strategy for staff development and therefore a shared vision must build on the individual visions of staff in the organization (Cascio, 2012). Hence the employees need to have a clear understanding of where their organization is heading and also the challenges facing it. As stated by Senge, (1990) in his book *Fifth Discipline*, shared vision helps the staff to focus on the organization's shared vision.

5.1.2 Summary on the effects of Outcome Orientation on Employees' Motivation

Regarding employees' motivation versus outcome orientation, it was established that this played a very instrumental role; this was because when the organization prioritized the goals that it set out and expects everybody to play their role in attaining those goals, the employees become motivated to be part of the performance and as such, they do all they can towards the goal. In the research, most of the employees working in the child-focused NGOs were task oriented and as such their focus was aimed at attaining the objective, which is the success of the organization. The following are the effects of outcome orientation on employee motivation in child-focused organization in Child Fund Kenya and Compassion International. From the findings it was deduced that a majority of them were comfortable with the outcome orientation approach because it enhances optimum performance in them. As far as being encouraged to achieve in their goals and targets, it was also found out that a majority of the organizations encouraged employees to achieve their optimum. Regarding leadership style in as far as attaining the outcome orientation; it was also established that the type of leadership style that the management adopts does play a big role in ensuring that they meet the organizational targets. On this, transformative leadership was seen to be more appropriate in enhancing employee motivation and the attainment of organizational goals.

In the quantitative section, when respondents were asked if their organizations have put in place rewards for employees who excel in their work, 38% agreed while 37% disagreed and 25% said

they were not sure. The researcher found the organizations need to put in place more strategy for rewards to motivate their employees. The respondents agreed that rewards give them motivation, to do their best in improving performance and also helps them engage and develop trust among themselves. Outcome orientation strategies used the child-focused organizations to ensure that the set goals are attained in the organizations. The findings indicated that the staffs were subjected to the signing of performance contracts using key performance indicators and to adhere to the set work plan. Secondly was the aligning of plans and the strategic goal of the organization. Adherence to the budget line and timelines or schedules was also seen as a way of motivating employees. The setting of clear direction and objectives was also a strategy the management used to ensure staffs achieves their set goal. When goals are clear and unambiguous, the comprehension and implementation of the same is usually unequivocal and as such, the organization aims to achieve what it sets out. The research agrees with that of Singh, (2011), who stated that organizational culture is usually created, maintained, or transformed by people or by the organization's management. Also, employees' participation in decision making in their organizations enables employees to feel part of the organizations as well as committed to the organization's growth and development.

5.1.3 Summary on the effects of Team Orientation on employees' motivation

The next are the effects of team-oriented culture on employee motivation in child-focused organizations in Kajiado West Sub County. The findings show that the respondents overwhelmingly agreed that the organizations encourage team work and social groups networking, management allows the team to generate new ideas and solutions to challenges, that employee commitment in the organization is recognized and that teamwork enhances inspiration to achieve organizational goal among employees. Additionally, the organization works effectively across departmental such as programs, finance, and sponsorship. The respondent's aggregate ratings were ranging from 64.7% to 81.2% of respondents, indicating the organization has put much input on employee teamwork as a means of cutting edge.

The findings also generated that teamwork enabled organizations to get different and innovative ideas from different points of view. In addition, it provides coexistence knowledge sharing and

edifies on a culture of trust among staff. Furthermore, the respondents as well agreed that teamwork has benefitted staff to meet the set targets and deadlines in their organizations. The respondents also pointed out the need for recognition and appreciation of team efforts, by writing appreciation letters to the team to congratulate them. However, the importance of teamwork in the organization was to enhance team work by the involvement of individuals in teams to form different task forces to address different pieces of work in the project implementation and in their annual operating plan. Having clear goals with responsibilities brings synergy thus motivates staff to bond together as a team. As Locke, (1968), also confirmed that, there is a positive relationship that exists between goals and performance. When respondents were asked how teamwork had enhanced motivation among them, the following was the summary of their findings; First working in teams enables learning from one another, fostering an atmosphere of friendship, a culture of trust, and loyalty among staff members. Thirdly it reduced negative competition, departmental barriers resulting in teamwork and improved performance. Regarding employee motivation in child-focused organizations within Kajiado west, the respondents agreed that both the selected organization have adopted the concept of employee motivation in their organizational culture. The results of the research disclosed that the majority of respondents agreed that their organization supports employee motivation.

The desire to perform and achieve objectives within set deadlines scored the highest rating of 82.0%, followed with the passion and desire to continue working for the same organization; also rating 79.5% confirmed they have the inspiration to perform their duties diligently to produce efficient results, while similar rating 71.9% existence of organization knowledge transfer both within and outside the organizations, and last rating 71.6% of respondents agreed their organizations carries periodic job satisfaction surveys to improve on service delivery. The researcher further collected more descriptive data on strategies incorporated into the organization to motivate staff.

The majority of respondents agreed that merit-based awards, open-door policy, and flexible working schedules and inclusion of staff evaluation of job grades rated high among the employees. They also recommended rewards such as professional developments and trainings. In

addition to that apart from rewards, the respondents agreed that a suitable work environment with the right tools such as internet and computers; adoption of flexi- time particularly in this time of Corona virus motivates staff to achieve. Lastly the respondents assert that other sources of job satisfaction are the achievement of objectives and goals. The researcher agreed with Fred, (2011) who posited that goal-setting improves performance. Respondents also accepted that job security and challenging work experiences stir up their skills and innovation. The employees' benefits such as welfare and insurance benefits covering medical bills also stood out as a factor of job satisfaction.

5.2 Recommendations

The recommendation originates from the data analysis, findings, and conclusions of the study to support the management of other relevant NGOs with specific reference of the child-focused organizations in other areas on most excellent strategies to advance management. The study recommends that to successfully adopt the concept of organizational culture on employee motivation. The management needs, to evaluate their capability to enable them to understand how the components of organizational culture affect performance due to lack of inspiration. Yukl, (2013) asserts that leaders need to provide emotional, psychological and moral support to inspire their employees. Particularly now, in this period of the corona-virus pandemic as many of us adapt to working from home the lessons of organizational culture on employee motivation are timely. It is a requirement for organizations to put a commitment to workforce health and safety in every organization to create a stronger and more cohesive workplace. Brighter days ahead, (Hopkins, 2020) anticipates the Corona-virus pandemic could last 18 months; therefore, employees should be innovative and outcome-oriented by using technology tools such as working remotely to remain productive. Every crisis is an opportunity to become better prepared and more resilient for the future. It is high time management to learn organizational culture and its effects on employee motivation to stir impact on developmental initiatives in the community they serve with.

5.4 Suggestions for Further Research

Based on the study and related findings, some of the following suggestions were given that may help to expound on related areas of research. The study recommends that similar studies be carried out in other organizations especially child-focused organizations working outside Kajiado West County. Secondly, since development is entirely about people, hence development without people is bound to fail, human resource development is key to competitive advantage therefore call for more study in this area.

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APPENDIX 1

SAMPLE QUESTIONNAIRE

Dear Respondent

My name is Job Okoth Mugenya. I am a post graduate student at the St. Paul's University doing an academic research titled *"The effects of organizational culture on the employees' motivation in child focus NGOs within Kajiado west, Kenya'*.

The purpose of this letter is therefore to request that you kindly fill the attached questionnaire that provides necessary information relating to the research. The information provided in the questionnaire will be treated as strictly confidential and solely be used for academic purposes

Your assistance will be highly appreciated. Thanks for your contribution

PERSONAL INFORMATION

1a) Kindly indicate your Gender

Male ☐

Female ☐

b). Indicate your level of education (**Tick or circle**)

a. Primary level ( )
b. Secondary level ( )
c. Tertiary level ( )
d. University ( )

c) What is your position in the Organization? (Please tick [√] into one of the boxes that apply)

i) Management / Board ☐ ii) Program/ Sponsorship Officer ☐ iii) Finance ☐

iv) Member ☐

If others, please specify……..

d) Years of Service in the NGO

Below 2 years ☐ 2-4 Years ☐ Above 4 Years ☐

2. **PART B: Innovation Strategy on Employee Motivation**

The table below shows an assessment of organizational Innovation strategy. (Please tick [√] into one of the boxes that apply).

To what extend do you agree with the following statements: Where,

(5-**Strongly agree, 4-Agree, 3- Undecided, 2- Disagree, 1- Strongly disagree)**

STATEMENT	**SA**	**A**	**UN**	**D**	**SD**
INNOVATION STRATEGY	**5**	**4**	**3**	**2**	**1**
i) Do the employees allowed to showcase their creativity and ideas					
ii) Do the organization encourage you to participate in other organizational initiatives outside of your normal duties					
iii) Do your Organization have a system of appreciating innovative ideas					
iv) Do you apply some of the innovative ideas that help your organization grow					
v) Your organization encourages you to take risks in your to build on your creativity					

vi) Would you tell me strategies that have been put in place to promote staff who have promote new ideas

……

……

……

vii) How have those strategies improved the performance of your organization?

……

……

viii) How have those strategies been accepted by employees?

……

……

……

ix) Give me evidence that those strategies have been accepted by employees

……

……

x) Can you give me evidence that those strategies have not been accepted?

……

……

……

PART C: Outcome Orientation on Employee Motivation

3 a. The table below shows the influence of outcome orientation on employee motivation. (Please tick [√] into one of the boxes that apply).

To what extend do you agree with the following statements: Where,

(5-**Strongly agree, 4-Agree, 3- Undecided, 2- Disagree, 1- Strongly disagree)**

STATEMENT	**SA**	**A**	**UN**	**D**	**SD**
OUTCOME ORIENTATION	**5**	**4**	**3**	**2**	**1**
i) Do your organization provides a work environment that promotes optimal performance					
ii) Do your Organization promote Outcome Oriented activities, such as meeting of report deadlines					
iii) Management in the organization encourage organizational employees achievements					
iv) The organization takes time to set the right expectations on employees performance					
v) The organizational leadership style influence employee					

inspiration to deliver results					

vi) Has the organization put in place rewards for employees who excel in their areas of work?

……

……

……

Yes, or No

Vii a) If no, what should be your suggestion concerning rewards for employees……

……

……

Viib) If yes how has rewarding those employees assisted in enhancing service to the community……

……

……

viii) Give me evidence that shows that employees participate in setting organization goals

……

……

……

ix) Tell me how you ensure that the set goals are attained

……

……

……

x) Tell me how the management ensures that staff achieves their set goals

……

……

……

PART D: Team orientation on the Employee Motivation

4 a. The table below shows the effects of **team orientation on the employee motivation**

. (Please tick [√] into one of the boxes that apply).

To what extend do you agree with the following statements: Where,

(5**-Strongly agree, 4-Agree, 3- Undecided, 2- Disagree, 1- Strongly disagree)**

STATEMENT	**SA**	**A**	**UN**	**D**	**SD**
TEAM ORIENTATION	**5**	**4**	**3**	**2**	**1**
i) Our organization encourages team work and social groups networking					
ii) The management allows team to generate new ideas and solutions to challenges					
iii) Employee commitment in the organization is recognized and valued					
iv) In my organization, teamwork enhance inspiration to achieve organizational goal among employees					
v) The organization work effectively across departmental such as programs, finance, sponsorship					

vi)What are the benefits of team work to your organization?

……

……

……

vii)In which ways is teamwork rewarded?

……

……

……

……

viii)List ways that you use to enhance teamwork in your organization

……

……

……

ix)How has teamwork enhanced motivation among employees?

……

……

……

x) What are some of the indicators of Outcome Orientation in your organization?

……

……

……

Thank you

APPENDIX 11
RESEARCH RECOMMENDATION LETTER

Private Bag 00217 LIMURU, KENYA
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20 - 2020505/10
Mobile: +254 (0) 728 - 669000
(0) 736 - 424440

2nd March 2020

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.
Dear Sir/Madam,

Re: Recommendation for Job Okoth Mugenya- MDSNRB930618 to conduct research.

This letter confirms the above named person is a student of the Masters of Development Studies at St. Paul's University.

The second year consists of a major research work leading to a dissertation. The student's selected topic is *'The effects of organizational culture on the employees motivation in child focus NGOs within Kajiado West'.*

Kindly grant this student the required permit.

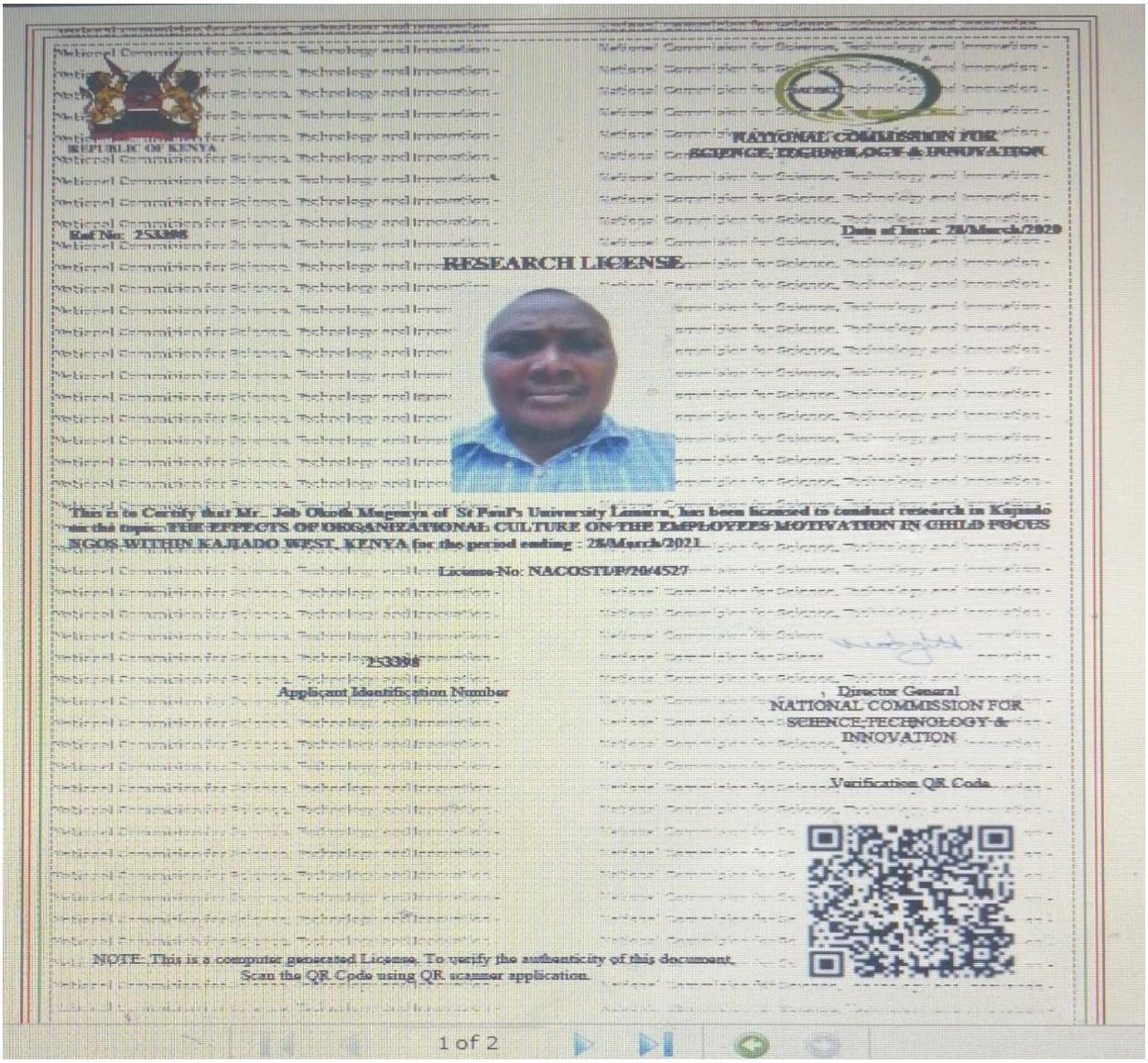
Yours Faithfully,

Dr. Sammy Githuku
Director, Postgraduate Studies

BOARD OF POSTGRADUATE STUDIES
ST. PAUL'S UNIVERSITY
02 MAR 2020
KENYA
P.O. PRIVATE BAG - 00217 LIMURU

APPENDIX 111

NACOSTI RESEARCH PERMIT



REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 253086

Date of Issue: 28/March/2020

RESEARCH LICENSE

This is to Certify that Mr., Job Okoth Magenya of St Paul's University Limuru, has been licensed to conduct research in Kajiado on the topic: THE EFFECTS OF ORGANIZATIONAL CULTURE ON THE EMPLOYEES MOTIVATION IN CHILD FOCUS NGOS WITHIN KAJIADO WEST, KENYA for the period ending : 28/March/2021.

License No: NACOSTI/P/20/4527

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1 of 2