

**An Analysis Of Extrinsic Motivation Strategies Employed At Kipchabo Tea Factory, Nandi County, Kenya**

By

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**Abstract**

The top priority of many corporate organizations currently is to enhance employee performance so as to attain the desired outcomes from them, but this is proving to be more difficult and challenging because of the competitive atmosphere of the company setting, among these key industries affected is Tea industry which is among the fast-growing industries in the Nation (Kiptum, 2024). This study examined extrinsic motivation strategies used in Kipchabo Tea factory. the research Sought to identify the types of motivation employed at Kipchabo Tea factory. This study was guided by Herzberg theory of motivation and Maslow theory of motivation. This study used descriptive research design. Reliability was tested by conducting a pilot study, this study used Cronbach analysis to determine the reliability, where each item an overall variable alpha should be 0.69 and above and this case yielded 0.709. The finding of this study yielded a mean between 2.98-3.28 on all the indicators which are recognition and awards, promotion, job security, workplace environment, training and development, team building activities, leadership and management support, compensation and benefits is a and on average and a standard deviation of 0.684-0.78 which is a low standard deviation indicating that the responses were very close to the mean. This means there is an application and implementation extrinsic motivation variables; recognition and awards, promotion, job security, workplace environment, training and development, team building activities, leadership and management support, compensation and benefits at Kipchabo tea factory in Nandi county Kenya. These factors when integrated into daily operations and employee HR strategies, getting feedback on how each of these elements could be improved, and adjustments should be made accordingly to employees' feedback to improve employee performance.

**Key words:** Kenya, Agriculture, Tea Farming, Kipchabo Tea Factory, Nandi County

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### **Introduction and Background of the Study**

Motivation is the innate psychological drive that motivates a person to behave in a particular manner. It is the induction of an individual's desire to achieve a particular objective. Human beings' express satisfaction when the objective is attained. Employees in organizations are motivated by a variety of factors, both financially and non-financial. In the field of human resource management, motivation stands as a crucial factor it influences other variables such as employee performance (Wigfield & Eccles, 2021).

Motivation is at the core of human behavior, success, and well-being. It permeates every aspect of human resource lives, influencing how human resource approach tasks, set objectives, and interact with the work place. Without motivation, human resource may lack the necessary drive and effort to reach their objectives. When motivated, human resource is more likely to put in the effort, focus on tasks, and aim for perfection (Wigfield & Eccles, 2021). A person driven by motivation is ready to put in greater effort and dedicate more time to tasks. Furthermore, motivated human resource will be more likely to persevere in the face of adversity, bounce back from failure, and look for alternative solutions to reach their goals. A motivated workforce can solve a problem or come up with a new concept, they tend to be more open to imaginative thinking and look out to non-traditional answers. Motivated employees achieve personal growth and development, as they seek to improve themselves, learn new skills, and push themselves to their fullest potential (Dirani, et al., 2020).

Mohanty and Christopher (2023) classify motivation as intrinsic and extrinsic. Van den Broeck et al. (2021) illustrates extrinsic motivation to includes: recognition, awards, promotion, compensation and benefits, job security, workplace environment, training and development opportunities, team building activities, leadership, and management support. extrinsic motivation comes from outside sources (Mohanty & Christopher, 2023). Deci (2020) defines intrinsic motivation as the innate inclination or passion to participate in an activity, its inherent value is appreciated, rather than of external rewards or inducements. Individuals driven by intrinsic motivation find fulfillment, curiosity, or gratification within the activity itself.

Managing and running is conceivably becoming the most challenging task in the world. An employee who is motivated to work is an invaluable asset that contributes significantly to the organization's ability to sustain and enhance its revenue and business growth. Many organizations around the world struggle to create and sustain great performance levels among their workforce. motivated workers are more involved and are key to outperforming competitors in today's highly competitive global market, (Ntwiga, Muchara, & Kiriri, 2021)

Employee performance encompasses a variety of elements such as employee skills, job duties, team work, and the setting in which a company function. It is a measure of the level of productivity, quality of work, and effectiveness of employees within an organization, and is a fundamental factor in the achievement of organizational objectives (Ali, & Anwar, 2021).

The effectiveness of a worker is usually assessed based on the caliber of their output. This involves assessing the completeness, timeliness, and overall quality of the tasks they carry out. Another important measure of performance is the amount of work they complete within a given period of time. This is related to employee capacity to meet deadlines and generate output effectively. The level of an employee's performance is influenced by how much they possess the required skills and knowledge related to their specific job. The successful completion of tasks and duties is an essential element of performance. The capacity to work effectively as a team is critical for the overall success of an organization. Employees who are performing well align their individual objectives and effort with the overall objectives of the organization (Dziuba, Ingaldi & Zhuravskaya,2020).

The three main leading factors that have been identified to influence performance are work discipline, remuneration, and motivation. Work discipline is essential for a successful employee performance. Motivated employees perform their duties to the fullest extent possible, resulting in a better performance (Sitopu, Sijinjak, & Marpaung, 2021).

Positively, Hughes, Kirca, & McGrath (2022) contend that external incentives significantly influence worker output, enhancing their efficiency. External elements like professional growth opportunities and the workplace atmosphere directly affect job performance, as employees gain additional skills through training, thereby improving their job performance. Organizations in Kenya are currently facing enormous challenges; although there could be many challenges, employees output or performance is salient among the rest. Due to low level of output, the Government of Kenya in 2016 estimated that the country was then experiencing 30% decline in production. This brought unexpected losses in 45% of the registered companies in Kenya (Ogachi, Ndege, Gaturu, & Zoltan, 2020).

### **Statement of the Problem**

The top priority of many corporate organizations currently is to enhance employee performance so as to attain the desired outcomes from them, but this is proving to be more difficult and challenging because of the competitive atmosphere of the company setting, among these key industries affected is Tea industry which is among the fast-growing industries in the Nation (Kiptum, 2024).

The 2020 KIPPRA report reveals that during the period from 2000 to 2019, agricultural sector drops in its overall productivity, with the largest number of workers being employed in this field at the time. During this period, the contribution of agricultural employee performance to the total factor productivity decreased from 64.0 percent in 2000 to 41.0 percent in 2019." According to Bangura and Lourens (2024) a blend of efficient HR practices, extensive welfare initiatives, ongoing training, proper initiation of motivation, and favorable working environments is likely to provide a lasting solution to employee productivity in Kenya's tea industry.

Furthermore, Bangura and Lourens (2024) observe that "establishing unattainable goals or elevating the workload of tea factory workers can demotivate them, resulting in low performance. While it is not clearly understood why there is a decline in employee performance in agricultural sector which includes Tea sector in Kenya. The researcher intends to fill this gap by exploring extrinsic motivation variables and its effect on employee performance. Simultaneously, research on the tea industry has focused primarily on particular elements like motivation, remuneration, evaluations of performance, and the leadership approach, all of which impact on employee performance. Consequently, this study aimed to

be precise regarding the specific kind of motivation and broaden the scope of variables to explore how external.

### **Objectives**

1. To identify the types of motivation employed at Kipchabo Tea factory

### **Significance of Study**

The results of the research regarding motivation will assist the factory leadership in enhancing or maintaining motivation to boost staff performance. Additionally, these results will address the issue of demotivated employee in the factory, hence shall significantly improve their performance and thus reduce employee turnover. The government is investing a lot of money and expecting returns from tea sector. Therefore, improved performance shall also improve productivity and hence higher revenue. On the other hand, scholars will benefit richly especially Human resource management professionals who will acquire understanding in motivation and employee performance.

### **Review Of Related Literature And Studies**

#### **Introduction**

This section provides an overview of the relevant literature and research on motivation and employee performance, broken down into variables of this study. The data is sourced from e-journals, books, and other review articles.

#### **The Concept of Motivation**

This study is focusing on motivation and employee performance. According to different sources, there are different types of motivation employed by various organizations. Motivation can be classified as intrinsic and extrinsic. These two make the major classification which has been unanimously agreed. It is true that various organization may some types of intrinsic and extrinsic motivation in such a way that not all types of motivation are applied at the same time. Motivation play a critical role in advancement of any organization.

It has been generally agreed that motivation is very important for an organization like tea factories to achieve their objectives. For instance, Murnieks, Klotz and Shepherd (2020) emphasizes that it is essential to comprehend the motivations of entrepreneurs in order to understand how new businesses affect the worldwide economy. Despite the quick progress in studying the characteristics, reasons, and consequences of why people start their own businesses, it has developed in distinct theoretical frameworks. This brings clearly how important motivation is to any organization.

#### **Herzberg Two Factor Theory of Motivation**

Fredrick Herzberg while explaining extrinsic motivation state that some of the examples include status, job security, salary, and fringe benefits. According Herzberg types of extrinsic

motivators can be summarized as employ achievement, recognition, responsibility, work itself, advancement and personal growth (Siruri & Cheche, 2021).

### **Maslow Theory of Motivation**

Maslow also explained the role of motivation in individual achievement. Though he did not make a clear classification of motivation like Murnieks, Klotz and Shepherd (2020), the theory states that each individual has needs that fall into a hierarchy form. These requirements include basic bodily needs, safety, social interaction, respect, and the fulfillment of one's potential. Basic bodily needs are basic needs like water, food and other things that are essential for life. Security needs are the needs that are needed to sustain a certain level of income and personal security. Social needs are concerned with the exchange of emotions, companionship and recognition. Self-esteem needs are those that deal with awareness of one's worth and recognition from others. Self-realization needs are the ones that are concerned with achieving one's full potential. Unsatisfactory needs motivate behavior toward a certain direction. Therefore, basic requirements like physiological and safety needs must be fulfilled prior to addressing more complex needs like social or self-fulfillment needs. For instance, in this research, to achieve the lower-tier needs, it was necessary to first address the basic necessities. needs like good working conditions or job security, the employees need to have lower-level needs, such as good working conditions or increased responsibilities.

### **Expectancy Theory**

Victor Vroom developed this theory in 1964 Vroom concentrated on the actions of different workers within a workplace setting. He held the view that the actions of workers within a company were driven by motivation. The basic equation for motivation is the interaction between valence and expectancy. The driving factor of an employee's work performance is the combination of their value for rewards and their belief in the likelihood of receiving those rewards. According to Vroom (1964), the rewards that appeal to individuals (those they highly value) are considered intrinsic rewards. The main variables influencing motivation were: job content; wages; promotion; hours of work; and work group. According to Vroom, motivation is driven by desire and how likely an individual thinks they are to obtain a reward. Ultimately, achievement results in different results, each linked to a value known as the valence. The importance of expectation theory in this study is that it provides various variables that are interesting in this study. Dugas, in 2018, notes that expectancy theory also suggests that workers within a company will be driven to put in extra effort if they think it will result in better job performance, resulting in organizational rewards such as salaries and promotions. This theory will help in determining employees' choice of value and the associated rewards that are associated with performance.

Herzberg's model provides useful guidance for those in charge of organizations, emphasizing the significance of both internal and external elements in driving worker motivation. This includes pinpointing particular motivators (like appreciation, success, and growth) and hygiene factors (like working environment, remuneration, and stability of employment). Both Herzberg's Two-Factor Theory and Equity Theory remain highly relevant to contemporary issues such as employee engagement, retention, and performance management. In an era where organizations

## **Research Methodology**

### **Introduction**

This chapter presents methodology to be used in the study.

### **Research Design**

This study used Descriptive research design which is the process of describing a population, situation, or phenomenon in a way that is both descriptive and systematic without any manipulation of the participants.

### **Target Population**

A study group is a collection of individuals or entities recognized for possessing comparable characteristics. All people or objects in a study population usually share a common trait or characteristic (Stratton, 2021). According to the records from the factory, there are 400 employees working in various department of Kipchabo Tea Factory.

### **Sampling Technique**

The study employed stratified sampling technique a statistical sampling technique is where the population is broken down into subgroups (or strata) that have similar characteristics.

### **Sample Size**

Since the population in total was 400, and a sample size of 200 generated using the formula  $n = N/(1+N(e)^2)$  the research then used the formula as follows to get the proportionate sample size The formula is  $Nh(\text{Sample size for strata}) = (Nh(\text{population size of strata}) \text{divided by population size}(N) \text{ times the total sample size}(n)$  Since there were 5 departments.

### **Research Instruments**

The study used questionnaire as a research instrument. This questionnaire involved rating based on modified Likert scale to a scale of 1- 4. Likert scale is a psychometric scale used to measure participants perception on certain variables. the questionnaire was issued to each department based on each department proportionate sample size.

### **Validity of Research Instrument**

Validity refers to how well a tool actually measures what it's supposed to measure and how effectively it does so. It indicates how accurately the tool measures the intended variables. There are three main types of validity that this study considers: content validities, construct validities and criterion validities (Clark & Watson, 2019).

### **Reliability of Research Instrument**

The pilot study was conducted in Chebut Tea Factory in Kapsabet Town Nandi county. Sample sizes can range from 10% to 20%, or from 30% to 50 respondents. A general guideline is to use 10-20% of the full survey sample size (Kang, 2021). Hence this study used 20% of the total population, meaning that 20 Chebut Tea Factory workers participated in the pilot study. This study used Cronbach analysis to determine the reliability, where each item and overall variable alpha should be 0.69 and above to be considered reliable and it is shown in the table below.

### **Data Gathering Procedure**

This study involved collection of data using questionnaires. These questionnaire copies were administered to tea factory workers by the researcher. The researcher presented copies of National Commission for Science, Technology & Innovation (NACOSTI) permit, ethical clearance letter and an introductory letter to the management of Kipchabo Tea Factory

### **Ethical Considerations**

The researcher sought for National Commission for Science, Technology & Innovation (NACOSTI) permit before data collection. In addition, the research sought a permit from UEAB research ethics committee. All participants had the right to join the study and also have the option to quit at any time. The participants also signed an informed consent form to affirm that they have accepted to participate in the study.

### **Summary of Findings**

The first objective research question of this study was to identify the types of motivation employed at Kipchabo Tea factory. Respondents were therefore requested to rate their level of agreement on a scale of 1 to 4, with 1 representing strongly disagree, 2 representing disagree, 3 representing agree and 4 representing strongly agree. All the statements on recognition and awards had a mean ranging from 3.09 to 3.30. The findings yielded a mean of 3.206 on average establishing a good implementation of recognition and awards at Kipchabo tea factory (2.50 – 3.49 good implementations).

All the items on promotion had a mean ranging from 3.05 to 3.30. The findings yielded a mean of 3.178 on average establishing a good implementation of promotion at Kipchabo tea factory (2.50 – 3.49 good implementations).

Job security had a mean ranging from 3.02 to 3.44. The findings yielded a mean of 3.192 on average establishing a good implementation of job security at Kipchabo tea factory (2.50 – 3.49 good implementations).

The statements on workplace environment had a mean ranging from 3.13 to 3.24. The findings yielded a mean of 3.124 on average establishing a good implementation of workplace environment at Kipchabo tea factory (2.50 – 3.49 good implementation).

Those on training and development had a mean ranging from 3.02 to 3.16. The findings yielded a mean of 3.134 on average establishing a good implementation of training and development at Kipchabo tea factory (2.50 – 3.49 good implementation).

further the statements on team building activities had a mean ranging from 3.14 to 3.23. The findings yielded a mean of 3.188 on average establishing a good implementation of team building activities at Kipchabo tea factory (2.50 – 3.49 good implementation).

The statements on leadership and management support had a mean ranging from 3.17 to 3.28. The findings yielded a mean of 3.216 on average establishing a good leadership and management support at Kipchabo tea factory (2.50 – 3.49 good implementation).

The items on compensation and benefits had a mean ranging from 2.79 to 3.18. The findings yielded a mean of 2.988 on average establishing a good implementation of compensation and benefits at Kipchabo tea factory (2.50 – 3.49 good implementation).

## **Conclusion**

This study examined extrinsic motivation strategies employed at Kipchabo Tea factory. The researcher sought to fill the various gaps in the study that include geographical and knowledge gaps. The research questions included (1) To identify the types of motivation employed at Kipchabo Tea factory. This study was guided by Herzberg theory of motivation and Maslow theory of motivation. The results of the research regarding motivation will assist the factory leadership in enhancing or maintaining motivation to boost staff performance. Additionally, these results will address the issue of demotivated employee in the factory, hence shall significantly improve their performance and thus reduce employee turnover. With reference to the results of the study, the researcher concludes that there is a good implementation of recognition and awards, promotion, job security, workplace environment, training and development, team building activities, leadership and management support, compensation and benefits at Kipchabo tea factory.

Furthermore, study suggests that the factory has successfully established measures to protect its employees' employment stability and well-being. This likely indicates the presence of strong labor policies, such as long-term contracts, fair wages, benefits, and opportunities for career growth. Additionally, it could point to an emphasis on worker rights, providing a safe and supportive work environment that reduces the likelihood of sudden layoffs or insecurity, however Kipchabo Tea Factory should conduct a deeper analysis to identify any other underlying factors such as work-life balance and job design amongst other HR strategies. This would hint on further studies on these areas of study within this field.

## **Recommendations**

With reference to the findings from this study, the researcher recommends that, first, to maintain or enhance the high level of employee performance, Kipchabo Tea Factory should continue to support employees through consistent training, providing a motivating workplace environment, and maintaining clear performance expectations. Regular performance appraisals, as well as feedback and development opportunities, will also help to maintain this positive trend. Second, since the motivation factors are being effectively implemented, the factory should maintain or even improve these programs. Regularly reviewing and updating them based on employee feedback and industry trends will help keep them relevant and effective.

Additionally, it is important to ensure that these initiatives are communicated clearly to all employees to maintain transparency and inclusivity. Regular employee surveys could provide feedback on how each of these elements could be improved, and adjustments should be made accordingly to sustain or enhance motivation. Third, while motivation factors are essential for employee engagement and satisfaction, the prevalence of one of statistical prediction suggests that there might be other motivation strategies predicting employee performance. Kipchabo Tea Factory should conduct a deeper analysis to identify any other underlying factors such as work-life balance, job design, or personal factors that might predict employee performance.

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