
EFFECTS OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL PERFORMANCE OF ARCHITECTURAL COMPANIES IN NAIROBI CITY COUNTY, KENYA

Macharia Maureen Mukuhi ¹, Dr. Mose Thomas, PhD ²

Abstract

The general objective of the study was to establish the influence of employee motivation on organizational performance of Architectural Companies in Nairobi City County, Kenya. Specifically, the study sought to determine the effect of employee compensation on organizational performance of Architectural Companies in Nairobi City County, Kenya, to assess the effect of working condition on organizational performance of Architectural Companies in Nairobi City County, Kenya. Descriptive research design was adopted as a method of investigation under study. For this study, the unit of analysis entailed 213 companies having a population of 3500 employees across all management levels. The size of sample was 10% of the total amounting to 350 respondents. The open and closed ended questionnaires were distributed effectively to the selected sample by the researcher and the research assistants. Data analysis was done through use of descriptive and inferential statistics. The study results were presented through use of tables and figures. The study concludes that employee compensation has a significant effect on organizational performance in Architectural Companies in Nairobi City County, Kenya. In addition, the study concludes that working condition has a significant effect on organizational performance in Architectural Companies in Nairobi City County, Kenya. This study recommends that the management of Architectural Companies should ensure they offer competitive salaries to their employees to minimize chances of employee turnover hence improve organization performance. In addition, the study recommends that the management of Architectural Companies should ensure they avail conducive working condition to their employees.

Keywords

Employee motivation, employee compensation, working condition, Architectural Companies

¹ MsC, Jomo Kenyatta University Of Agriculture And Technology

² Lecturer, Jomo Kenyatta University Of Agriculture And Technology

INTRODUCTION

According to Chapman (2011) organizational performance can be defined as employees being committed to the success of organization and believing that working for his organization is their best option. Not only do they plan to remain with the organization, but they do not actively search for alternative employment and are not responsive to offers. Employees are a vital resource for nearly all organizations, especially since they represent a significant investment in terms of locating, recruiting, and training let alone salaries, healthcare plans, bonuses, etc. there is considerable expense for replacing an employee whether it is the shoe salesman who sold your last pair or the lawyer who wrote your will.

According to Stemp (2002) the economic benefits of organizational performance are real enough. They include lower recruitment and training costs, the higher productivity of experienced workers, and the positive effect that such workers have on customers and future employees. In the present economic downturn, some companies are trying to hang on to these benefits at the same time as they trim their labor costs. Perks and benefits can help attract, retain, and satisfy employees, but happy employees are not the same as loyal employees. Turning those talented, satisfied workers into loyal employees is difficult.

Employee satisfaction can influence the service quality immediately, which affects the customer satisfaction, and organizational performance has important effect to the business image and income. More and more scholars and the supervisors start to pay attention to employee satisfaction and organizational performance, their [influencing factors](#), as well as relations between them. This article found on summarizing domestic and foreign research about the organizational performance influencing factor and their relation, and applies in business industry (Stemp, 2002).

Organizational performance is one of the most important problems that employers are concerned about. The loyal employees will bring to employers loyal customers, loyal shareholders and enormous profits. They can also improve the competence of the enterprises. While the fact is that employees' loyalty nowadays is in a crisis. The decline of the economy brings the managerial changes, including merger, globalization, downsizing and outsourcing. All these changes have influenced employees' attitude to job conclusion (Stemp, 2002).

According to Oakland (2003) most of the employers improved the employees' loyalty only by rewards. They do not understand what the main factors influencing organizational performance were, and why managers should care about organizational performance. The long-term success of any company depends heavily upon the quality and loyalty of its people. Yet, when times are tough, employers often lay off employees to reduce costs, which has a direct effect on customer satisfaction and loyalty. Few corporate executives would disagree with this idea. But it is also true that most treat the economic value of employees in enhancing customer relationships and company profits as "soft" numbers, unlike the "hard" numbers they use to manage their operations, such as the cost of labor.

The ability to link each of these measures to organizational performance is relatively straight forward. The key is to aggregate employee data into groups that meaningfully link to turnover, customer loyalty, and revenue. For example, a retail chain might find store level analysis to be the most relevant unit, since customer loyalty and revenue are tracked at this level, and stores typically have semi-independent management. The correlation between employee-loyalty-related attitudes and business outcomes is always meaningful from a practical managerial relevant perspective, so it is worth effort. Employee-loyalty-related attitudes were positively linked to each of these performance drivers. Furthermore, managers can learn a great deal by studying the performance (Schipper, 2011).

It is indicated by Kaingi (205) that loyalty is not just about keeping employees. A loyal employee is willing to think like an owner of the organization, making decisions for the long-term well-being of that organization. A loyal employee works hard, uses the sum-total of their experience during difficult moments, and is generally a good team player. Building loyalty and retaining employees does not take a lot of money. In fact, money usually doesn't even show up on the list of reasons why employees leave. Building loyalty takes time and attention to issues important to employees

Statement of the Problem

The responsibility of achieving success in the implementation of a construction project largely depends on the contractor's performance. However it has become a global trend that contractors are not performing to expectations of the clients that they serve and indeed many road contractors have failed in performance. Delays in project completion and poor performance in the construction industry has been experienced and has led to failure in achieving effective time and cost performance (Aftab, 2012). The performance of the participants involved and the product output is dependent on the capability of the project teams (Ramachandra, 2013). Nyika (2012) noted in a study that only 20.8 per cent of the projects were implemented on time and budget, while 79.2 per cent exhibited some form of failure. The major causes of failures were insufficient implementing capacity, poor project management, weak project design and political interference. Therefore, factors influencing performance of contractors are very critical to any construction firm

As noted by Clifford (2018) employees in different companies have reported their dissatisfaction on their relationships with the management and the organization as a whole. Low performances among different institutions have raised the concern to understand what could be a contributing factor to the same. Siagian (2016) states that the main factors which tends to affect the employee's motivation within the organization is compensation and benefits. Mondy (2018) on the other hand states that payment tends to be employee's compensation for service rendered or for the work they provided to the firm. The amount paid to the employees can not only affect their motivation but also their job satisfaction as well as performance of their job (Permadi, 2020). This study therefore sought to establish factors affecting organizational performance of Architectural Companies in Nairobi City County, Kenya.

Objectives of the Study

- i) To determine the effect of employee compensation on organizational performance of Architectural Companies in Nairobi City County, Kenya
- ii) To assess the effect of working condition on organizational performance of Architectural Companies in Nairobi City County, Kenya

LITERATURE REVIEW

Theoretical review

Configurational Approach Theory

The Configurational Approach involves examining how the pattern of multiple independent variables is related to a dependent variable as opposed to examining individual practices and relating these to the dependent variable. The basic premise of the configurational approach is that in order to be both efficient and effective the human resource management system must achieve "horizontal and vertical fit". Horizontal fit refers to the consistency of implementation of human resource management practices and is achieved across an organization and vertical fit refers to the degree to which these human resource management

practices are aligned and integrated with other features of the organization, such as mission or organizational strategy (Delery & Doty, 2015).

The central tenet of the configurational view is the assumption that the impact of human resource planning on organizational performance is dependent on the adoption of an effective combination of human resource management bundles (MacDuffie, 2017). In this regard maximizing firm performance is dependent on the bundling together of interrelated elements of human resource management practices in an internally consistent manner.

The current study sought to fuse employee compensation to organizational performance. The essence of this is that employee compensation should be skill and performance based, and any gaps are addressed through conducting the requisite training programs.

Herzberg Two Factor Theory

The Two Factor Theory was advanced by Frederick Herzberg in 1959. This study is grounded on this theory that has been explored by various scholars to explain the relation between workplace environment and employee performance. Herzberg defined two sets of factors in deciding employees' working attitudes and levels of performance, named motivation and hygiene factors (Robbins and Judge, 2007). He stated that motivation factors are intrinsic factors that will increase employees' job satisfaction; while hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. The theory pointed out that improving the environment in which the job is performed motivates employees to perform better.

Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees. He wanted to create the opportunity for employees to take part in planning, performing and evaluating their work (Schultz et al., 2010). The content of the theory has been widely accepted as relevant in motivating employees to give their best in organizations. Further research has proved that the employee is more motivated by intrinsic factors as captured by Herzberg's motivator needs than anything else

There are however other schools of thought that share a different opinion from Herzberg's. One such scholar is King (2005) who sought to eradicate and evaluate five distinct versions of the Two Factor theory. He concluded that two versions are invalid as they are not supported by any empirical studies. However, the two factor theory can be said to be a truly outstanding specimen for it to last a long period of time without disapproval. It has been a great influence on the body knowledge about workplace motivation and performance. It has generated a great amount of further research by many scholars. It draws its thought from Maslow's famous hierarchy of needs theory and human behaviour. However due to changes in organizational environment and the advancement in technology, it is necessary to develop new methods of analysis. This will provide new ways of conducting research and reevaluating the results of existing findings. This study therefore used this theory in assessing the effect of working condition on organizational performance of Jossinne Enterprises.

Conceptual Framework

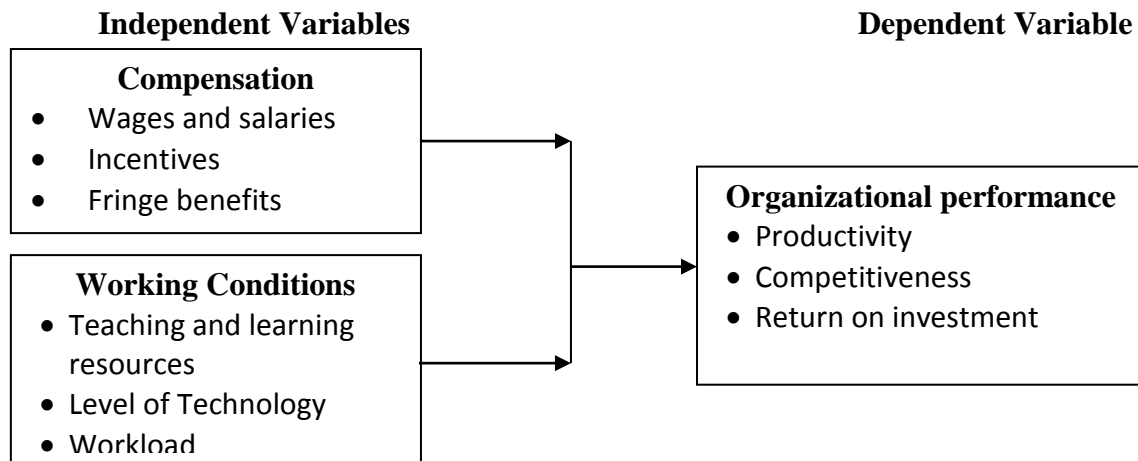


Figure 1: Conceptual Framework

Employee Compensation

Compensation may be a pay, usually financial, received by workers in exchange for their labor. Compensation in terms of wages is given to workers and compensation in terms of salary is given to employees. Compensation is a monetary benefit given to employees in return for the services provided by them. The economic causes of industrial relation will include issues relating to compensation like low wages, bonus, allowances, and conditions for work, working hours, leave and holidays without pay, unjust layoffs and retrenchments.

Working Conditions

If the conditions are good - proper lighting, proper seating or anti fatigue mats, nice lunch rooms with microwave ovens and clean roomy refrigerators, sparkling clean washrooms, good health care benefits, generous incentives to do a good job, good amount of time off for vacations, adequate parking and or car allowance, properly trained supervisors, opportunity for advancement and increased responsibilities. Poor working condition will eventually lead to dispute between the organization and employees, leading to absenteeism

Empirical Literature Review

According to Kasini (2009) compensation is a systematic approach to providing monetary value to employees in exchange for work performed. Compensation may achieve several purposes assisting in recruitment, job performance, and job satisfaction. Compensation is a tool used by management for a variety of purposes to further the existence of the company. Compensation may be adjusted according to the business needs, goals, and available resources. Compensation is perceived by employees as fair if based on systematic components. Various compensation systems have been developed to determine the value of positions. These systems utilize many similar components including job descriptions, salary ranges/structures, and written procedures.

Workers' compensation laws protect people who are injured on the job. They are designed to ensure that employees who are injured or disabled on the job are provided with fixed monetary awards, eliminating the need for litigation. These laws also provide benefits for dependents of those workers who are killed because of work-related accidents or illnesses. Some laws also protect employers and fellow workers by limiting the amount an injured employee can recover from an employer and by eliminating the liability of co-workers in most accidents. State statutes establish this framework for most employment. Federal statutes

are private to federal employees or those workers employed in some significant aspect of interstate commerce (Kasini, 2009).

According to Chapman, (2011) compensation programs and policies must be communicated clearly and thoroughly to employees. Employees naturally want to have a clear understanding of what they can reasonably expect in terms of compensation (both in terms of monetary compensation and benefits) and performance appraisal. To ensure that this takes place, consultants urge business owners to detail all aspects of their compensation programs in writing. Taking this step not only helps [reassure](#) employees, but also provides the owner with additional legal protection from unfair labor practices accusations.

Working conditions must promote a long-term sustainable working life which enables as many people as possible to enter the labor market, develop and remain in work. Working conditions must therefore be such that they do not exclude certain groups or persons from work. It is also important that the work environment is such that it prevents ill health and accidents. Good working conditions can also help to increase productivity and thus increase growth and employment. Labor legislation must guarantee fundamental security for employees and provide flexibility and the opportunity to influence matters (Reins, 2005).

If the working conditions are good, proper lighting, proper seating or anti fatigue mats, nice lunch rooms with microwave ovens and clean roomy refrigerators, sparkling clean washrooms, good health care benefits, generous incentives to do a good job, good amount of time off for vacations, adequate parking and or car allowance, education allowance, properly trained supervisors, training/education allowance, opportunity for advancement and increased responsibilities, fitness room, counseling and health and nutrition programs, weight-loss and weight management programs, compassionate leave, day care on site, scholarships for the children of employees all these are the working conditions needed for any employees (Norma, 2011).

The effect of work life policy ensures that people enjoy a good working life with well-functioning employment conditions, a good and stimulating working environment. Work life policy covers issues concerning employment terms and conditions such as the work environment, working hours and employment legislation in general. Specific issues can include the organization of work, continuing professional development, wage formation, mediation in labor disputes and government wage guarantees in the event of bankruptcies (Palin, 2003).

RESEARCH DESIGN AND METHODOLOGY

Descriptive research design was adopted as a method of investigation under study. For this study, the architectural firms in Kenya, Nairobi County which entails 220 registered firms according to the Board of registration of Architects & Quantity Surveyor (BORAQS). For this study, the unit of analysis entailed 213 companies having a population of 3500 employees across all management levels. For this study stratified random sampling was adopted in this research. The study also divided the population into three categories having a representation from each group. The size of sample was 10% of the total amounting to 350 respondents. The method of data collection instruments involved the use of primary data and secondary data. Content analysis used to analyze qualitative data and the findings were then presented in a prose form. On the other hand, Statistical Package for Social Sciences (SPSS version 25) was used to analyze quantitative data. Using this program quantitative data was analyzed using inferential and descriptive statistics. Descriptive statistics such as mean, standard deviation, frequency and percentages were used in this study. In relation to inferential statistics, the study used correlation analysis. This was used to establish the relationship between the

independent and the dependent variables. A simple regression analysis can show that the relationship between an independent variable and a dependent variable is linear, using a simple linear regression equation. Multiple regression analysis provides an equation that predicts dependent variable from two or more independent variables. Multiple regression was done to analyze the influence of independent variables on the dependent variable.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Descriptive Statistics Analysis

Employee Compensation and Organizational Performance

The first specific objective of the study was to determine the effect of compensation on organizational performance. The respondents were requested to indicate their level of agreement on various statements relating to employee compensation and organizational performance. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 1.

From the results, the respondents agreed that employee compensation influences organization performance. This is supported by a mean of 3.826 (std. dv = 0.840). In addition, as shown by a mean of 3.631 (std. dv = 0.904), the respondents agreed that their organization provides competitive salaries to its employees. Further, the respondents agreed that they are satisfied with the level of employee compensation in our organization. This is shown by a mean of 3.596 (std. dv = 0.937). The respondents also agreed that some of the employees in their organization feel they are underpaid. This is shown by a mean of 3.589 (std. dv = 0.876).

Table 1: Employee Compensation and Organizational Performance

	Mean	Std. Deviation
Employee compensation influences organization performance	3.826	0.840
Our organization provides competitive salaries to its employees	3.631	0.904
Am satisfied with the level of employee compensation in our organization	3.596	0.937
Some of the employees in our organization feel they are underpaid	3.589	0.876
Aggregate	3.621	0.873

Working Condition and Organizational Performance

The second specific objective of the study was to assess the effect of working condition on organizational performance. The respondents were requested to indicate their level of agreement on various statements relating to working condition and organizational performance. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 2.

From the results, the respondents agreed that the working condition in their organization is conducive. This is supported by a mean of 3.719 (std. dv = 0.945). In addition, as shown by a mean of 3.701 (std. dv = 0.908), the respondents agreed that improving the level of working condition in their organization can lead to improved employee productivity. Further, the respondents agreed that working condition plays a significant role on employee performance. This is shown by a mean of 3.596 (std. dv = 0.865). The respondents also agreed that they are satisfied with the working condition in our organization. This is shown by a mean of 3.508 (std. dv = 0.611).

Table 2: Working Condition and Organizational Performance

	Mean	Std. Deviation
Working condition plays a significant role on employee performance	3.596	0.865
The working condition in our organization is conducive	3.719	0.945
Am satisfied with the working condition in our organization	3.508	0.611
Improving the level of working condition in our organization can lead to improved employee productivity	3.701	0.908
Aggregate	3.622	0.841

Organizational Performance

The respondents were requested to indicate their level of agreement on various statements relating to organizational performance of Architectural Companies in Nairobi City County, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 3.

From the results, the respondents agreed that in their organization the sales are always higher than the cost of sales. This is supported by a mean of 4.001 (std. dv = 0.681). In addition, as shown by a mean of 3.900 (std. dv = 0.611), the respondents agreed that the market share of their organization has been improving over the years. Further, the respondents agreed that the performance of their organization has been improving over the years. This is shown by a mean of 3.876 (std. dv 0.805). The respondents also agreed that they are satisfied with the level of organization performance. This is shown by a mean of 3.761 (std. dv = 0.909). The respondents agreed that they are satisfied with the level of organization performance. This is supported by a mean of 3.659 (std. dv = 0.785).

Table 3: Organizational Performance

	Mean	Std. Dev.
The performance of our organization has been improving over the years	3.876	0.805
Am satisfied with the level of organization performance	3.659	0.785
The market share of our organization has been improving over the years	3.900	0.611
In our organization the sales are always higher than the cost of sales	4.001	0.681
Am satisfied with the level of organization performance	3.761	0.909
Aggregate	3.897	0.747

Inferential Statistics**Correlation Analysis****Table 4: Correlation Coefficients**

		Organizational Performance	Employee Compensation	Working Condition
Organizational Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	342		
Employee Compensation	Pearson Correlation	.807**	1	
	Sig. (2-tailed)	.002		
	N	342	342	
Working Condition	Pearson Correlation	.823**	.289	1
	Sig. (2-tailed)	.001	.061	
	N	342	342	342

From the results, there was a very strong relationship between employee compensation and organizational performance ($r = 0.807$, p value $=0.002$). The relationship was significant since the p value 0.002 was less than 0.05 (significant level). The findings are in line with the findings of Muthoni (2016) who indicated that there is a very strong relationship between employee compensation and organizational performance.

Moreover, the results revealed that there is a very strong relationship between working condition and organizational performance ($r = 0.823$, p value $=0.001$). The relationship was significant since the p value 0.001 was less than 0.05 (significant level). The findings conform to the findings of Omolo (2015) that there is a very strong relationship between working condition and organizational performance.

Regression Analysis

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.934	.872	.873	.1182

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.872 . This implied that 87.2% of the variation in the dependent variable (organizational performance) could be explained by independent variables (employee compensation, working condition, career advancement and job security).

Table 6: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	172.027	4	43.007	705.03	.002 ^b
1 Residual	20.568	337	.061		
Total	198.595	341			

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 705.03 while the F critical was 2.520 . The p value was 0.002 . Since the F -calculated was greater than the F -critical and the p value 0.002 was less than 0.05 , the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of employee compensation, working condition, career advancement and job security on organizational performance.

Table 7: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.240	0.082		2.926	0.001
Employee Compensation	0.261	0.071	0.262	3.676	0.002
Working Condition	0.374	0.078	0.375	4.795	0.000

$$Y = 0.240 + 0.261X_1 + 0.374X_2 + \varepsilon$$

According to the results, employee compensation has significant effect on organizational performance ($\beta_1=0.261$, p value $= 0.002$). The relationship was considered significant since the p value 0.002 was less than the significant level of 0.05 . The findings are in line with the results of Gacuru (2015) that there is a very strong relationship between employee compensation and organizational performance

The results also revealed that working condition has significant effect on organizational performance ($\beta_1=0.374$, p value $= 0.000$). The relationship was considered significant since the

p value 0.000 was less than the significant level of 0.05. The findings are in line with the results of Mathae & Mbura (2018) that there is a very strong relationship between working condition and organizational performance

Conclusions

The study concludes that employee compensation has a significant effect on organizational performance in Architectural Companies in Nairobi City County, Kenya. This implies that improvement in employee compensation leads to improved organization performance

In addition, the study concludes that working condition has a significant effect on organizational performance in Architectural Companies in Nairobi City County, Kenya. This implies that improvement in working condition leads to improved organization performance.

Recommendations

The study found that employee compensation has a significant effect on organizational performance of Architectural Companies in Nairobi City County, Kenya. This study therefore recommends that the management of Architectural Companies should ensure they offer competitive salaries to their employees to minimize chances of employee turnover hence improve organization performance

In addition, the study found that working condition has a significant effect on organizational performance of Architectural Companies in Nairobi City County, Kenya. This study therefore recommends that the management of Architectural Companies should ensure they avail conducive working condition to their employees.

Suggestions for Further Studies

This study focused on the factors affecting organizational performance of Architectural Companies in Nairobi City County, Kenya. Having been limited to Architectural Companies in Nairobi City County, the findings of this study cannot be generalized to other firms in Kenya. The study therefore suggests further studies on the factors affecting organizational performance in other firms in Kenya.

Further, the study found that the independent variables (employee compensation, working condition, career advancement and job security) could only explain 87.2% of the organizational performance of Architectural Companies in Nairobi City County, Kenya. This study therefore suggests research on other factors affecting organizational performance of Architectural Companies in Nairobi City County, Kenya.

REFERENCES

- Armstrong M. (2005) *The Handbook of Management Techniques*, 3rd Edition, Kogan Page Publishers, India
- Chapman J. (2011), *Employees Management*, Prentice – Hall International Publishers, New Mexico.
- Cliford F. (2008) *Human Resource Practices*, 2nd Edition published by ATB Publisher, Boston
- Collins P (2005), *Practices of management*, 4th edition, Condon Publishers, Heinman.
- Dooley D. (2005), *Social Research Methods*, 3rd Edition, Prentice Hall Publishers Ltd, India,
- Drunk M. (2011) *Human Resource Management*, 9th edition published by Ashford Colour press Hampshire in Great Britain
- Iann K. (2011) *Human Resource*, 4th edition, Ashford Colour press, Hampshire
- Kaingi S. (2005) *Enhancing Performance by Motivation*, 1st Edition, [Mvule Africa Publishers](#), Nairobi, Kenya.

- Karl S. (2003), *Human Resource Principals*, MC Graw Hill
- Karl S. (2006) *Management practice for business*, 2nd edition by Jomo Kenyatta international publishers, Nairobi
- Kasini I. (2009) *Human Resource Management Tool*, 2nd edition, [Scepter Publishers Kenya Limited](#), Nairobi, Kenya.
- Macathy S. (2011) *Management*, 2nd Edition, Jomo Kenyatta Publishers Nairobi
- Mcathy S. (2010) *Employees Motivation*, 8th edition, Pitman Publishing Company, London.
- Mcreen S. (2011), *Human Resource Management*, 1st Edition, Oxford University Press Publishers, London.
- Ndunda N. (2010) *Human Resource Practices and Practice*, 4th Edition, [East African Educational Publishers](#), Nairobi, Kenya
- Norman J. (2011) *Management Theory and Practice*, 5th Edition DP Publications New York.
- Nzangi K. (2003) *Guide to Employee Management*, 1st Edition, [Word Alive Publishers Limited](#), Nairobi, Kenya.
- Oakland S. (2003) *Human Resource Development*, 3rd Edition desktop publishers, Madrid
- Osein K. & Peters H. (2011) *Human Resource*, 7th International Edition, Library Cataloguing In Publication, Bur Ridges
- Palin G. (2011) *Management Theory and Practice*, 2nd edition, DP Publications Caracas.
- Palin L. (2003) *Human Resource Practices*, 2nd edition mc hill grew publishers Lisbon
- Paline R (2003) *Organizational Behavior*, 11th edition published by Ashford colour press Hampshire in Great Britain
- Philipo. (2011), *Human Resource*, 2nd edition Prentice Hall publishers Sydney
- Reins S. (2005) *Principles of Managerial Finance*, 11th Edition, Published by ATB Publisher, Boston.
- Richard D. (2004) *Personal Management* 2nd Edition published by ATB publisher Boston
- Salim A. (2009) *Personal Management* 2nd edition Jomo Kenyatta Publishers Nairobi
- Schipper K. (2011), *Employees Motivation*, 8th edition, [East African Educational Publishers](#), Nairobi, Kenya
- Smith R. (2007) *Organizational Behavior*, 6th edition, Library Cataloguing in publication, bur ridges
- Stemp B. (2002) *Human Resource*, 4th edition Ashford colour press, Hampshire
- Summer L. (2005) *Human Resource Practices*, 3rd edition Prentice Hall publishers
- Tulsan Y. (2000) *Production and Operations Management*, 1st edition Jaico Publishing House, New Delhi.
- Vilotey R. (2011) *Operation Management*, 1st edition, Prentice Hall publishers Sydney