THE EFFECTS OF EMPLOYEE MOTIVATION ON JOB PERFORMANCE IN LOCAL AUTHORITIES IN KENYA

(A Case of County Council of Nyeri)

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APRIL, 2008
DECLARATION

I declare that this is my original work and has not been submitted for examination in any other University.

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ABSTRACT

Motivation is the term used to describe those processes, both instinctive and rational by which people seek to satisfy the basic drives, perceived needs and personal goals, which trigger human behavior. This study intended to investigate the effects of employee motivation on job performance in local authorities in Kenya, with a special reference to Nyeri county council. The study also tried to investigate the level of service delivery by local authorities and how this has contributed to the state of affairs. It aimed to finally make recommendations and provide solutions for future action.

In Kenya, the phenomenon of local government councils relate to the need to give the diverse communities a chance to govern themselves in certain matters and to provide a method of consulting public opinion. The needs of small villages and towns are so complex that it has become necessary to get the help of able people on the spot to settle local problems according to priorities of the stakeholders.

The data collection tools were questionnaires which contained both closed ended and open ended questions. These questionnaires were administered through personal contacts, where the researcher dropped them and picked them after three days to allow the respondents' time to fill them. These questionnaires were then edited and the data collected analyzed using the SPSS computer package.
OPERATIONAL DEFINITION OF TERMS

Motivation- Used to refer to a set of processes which energizes a person’s behavior and directs him/her towards attaining a certain goal.

Job- Set of tasks allocated to a particular individual.

Policy- A statement of the manner in which work activities are to be pursued.

Human resources management- Technique for securing and improving an organization’s human resources to meet its present and future needs.

Stakeholders- These are persons and organizations that have an interest in the development of the town and are often affected by the deficiencies in service provision or infrastructure.

Sustainability- The maximization of economic efficiency in the use of developmental resources.

Standard- Is a measure of performance which management will like an employee to achieve with some degree of deliberate effort.

Performance appraisal- Is a systematic evaluation of a worker’s performance on a job in terms of its requirements and his potential for development.

Training- Is a short-term process utilizing a systematic and organized procedure by which non-managerial personnel acquire technical knowledge and skills for a definite purpose.

Development - Is a long term educational process utilizing a systematic and organized procedure by which managerial process get conceptual and theoretical knowledge.

Management- A social process consisting of planning, controlling, coordinating and motivating.
QWL - Quality of working life – A systems approach to job design and enrichment

Job Enrichment - The attempt to build into jobs a higher sense of challenge and achievement

Leadership - The ability to influence the behavior of others.

Objectives - Specific aims of a firm.

Top Management - That level of managers, which are concerned, with defining the mission and objectives of the firm, and designing strategy to achieve them.

Middle Management - The middle level of an administrative hierarchy

Performance - Results achieved against specified objectives.
LIST OF ABBREVIATIONS USED

LA's  - Local Authorities
QWL   - Quality of Working Life
LATF  - Local Authority Transfer Fund
LADP  - Local Authority Development Program
DFDP  - District Focus for Development Planning
ALGAK - Association of Local Government Authorities of Kenya
LASDAP - Local Authority Service Delivery Action Plan
RMLF  - Road Maintenance Fuel Levy
CILOR - Contribution In Lieu Of Rates
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Motivation is a set of processes that drives a person to do certain things. This is usually brought about as a result of some intrinsic (internal) and extrinsic (external) factors that influence one's action. Since motivation influences productivity, the supervisors or employers need to understand what motivates people to better performance. It is a common feature that employees of the same and equal skills can perform at different levels simply because, one may lack the morale to work. According to Gupta (1990) motivation is the process of steering a person's inner drives and actions towards certain goals and committing his energies to achieve these goals. Lack of motivation is usually expressed mainly in departure to pursue other careers that are more motivating and it is also seen in the low output in performance.

To achieve success in any organization, there is undisputed need to keep a highly productive and motivated workforce as productivity and motivation are closely linked. Motivation can be defined in two ways: first as a management strategy, which is either a management activity, or something that managers do to induce others to act in a way, producing results desired by the organization: second, it is a psychological concept, which is the internal mental state of a person, relating to the initiation, direction, persistence intensity and termination of behaviour (Tosi and Carroll 1982: 206-7). According to Steyn (1995), motivated employees are always looking for better ways of
doing their jobs, are usually concerned about quality and are more productive than lethargic ones.

Human motives are based on felt needs, whether consciously and sub- consciously. The needs vary in intensity and over time among different individuals. Hence one of the greatest problems that managers encounter is determining what employees really mean in relation to what they say and do. An individual brings into an organization certain needs that are translated into wants, which may include opportunities for growth and advancement, need for job security and good working conditions. The individuals involved in any enterprise differ in the needs and objectives that are especially important to them. The purpose of management is to help the workers see that they can satisfy their own needs and utilize their potential, while at the same time contributing to the aims of an enterprise. Within this situation, the organization must try to provide a climate where the worker is motivated in a way that serves both him/her and the organizations interests.

According to Weihrich & Koontz (1993), motivation is linked to satisfaction. Motivation is the drive and effort to satisfy a want, and satisfaction is the contentment experienced when a want is satisfied. It is possible for a person to have high job satisfaction but low level of motivation for the job, and the reverse may be true. Probably then, those with high motivation and low job satisfaction are destined to look for other positions. Likewise, people who find their positions rewarding but are not motivated will in all probability rummage around for other careers.
Local authorities occupy a strategic position as development agencies and they are best placed to leverage resources from all levels and directions towards the fulfillment of agreed public agendas. They constitute the level of government which is closest to the people, and bear the immediate impact of people’s expectations. Due to this crucial role that they play in the society, they should embrace community participation and exercise monitoring role over delegated functions.

The services they are supposed to provide include: water, health, educational facilities, burial services, garbage collection, infrastructure, planning and development among other services, which affect the lives of many people. The operation of local authorities is very significant and becomes a matter of grave concern when their employees render poor services to the communities in which they operate. The services rendered by these councils should incorporate elements for future sustainability.

In many organizations, private and public, there is increased emphasis by employers on ‘value addition’ by employees to their operations. Employee’s performance is a crucial factor in ensuring the success of any organization. According to 2003 / 2004 budget, Finance Minister in his Budget speech said local authorities played a critical role in economical growth as they provide services necessary to investors at the operational level.

One of the greatest issues of concern at local authorities is service delivery. This study brings into focus the fact that employee motivation is an issue that must urgently be
addressed. Poor job performance by council employees continues to be reported on daily newspapers and other fora. According to the East African Standard, (June 13, 2003), it is the expectation of the government that LATF resources in combination with own resources are used to increase livelihood of the people throughout the country and that a greater partnership be developed between local authorities and their communities so that they can initiate and implement local level economic and social development programmes.

These authorities also promote participatory democracy and can have a significant impact on poverty alleviation if they are efficiently run. In recognition of this rule, LATF was introduced in 1998 to facilitate transfer of revenues to civic bodies. This transfer was based on the expectation that LATF resources would enable the authorities become primary vehicles for implementing successful community-based development.

The authorities still need to improve their revenue bases. The draft constitution proposes to give local authorities enormous responsibilities as part of the devolution process. The Government is committed to strengthening of local Authorities capacity to deliver essential services aiming at developing greater partnership within local authorities and their communities so that they can initiate and implement local level economic and social development programs and to improve financial and institutional viability to make the local authorities agents of social change.
The County Council of Nyeri is located in Nyeri District in the Central Province. County Council of Nyeri was formed in 1955, by the Act of Parliament under the Local Government Act of the Laws of Kenya cap 265. The county council hosts a total of 157 employees (County Council of Nyeri, 2005).

In any organization employees are a very important resource for it to meet its set goals and objectives. These employees are determinants in fostering growth and development of the organization. Their performance is directly related to the growth of the organization and if the employees' requirements pertaining to employment terms and working conditions are met, the organization is likely to make substantial growth. (Cole, 1997)

Managing people requires the creation and maintenance of an environment in which individuals work together in groups towards the accomplishment of common objectives. This research will emphasize the importance of knowing and taking advantage of human and motivating factors, but that does not mean that managers should become amateur psychiatrists. The manager’s job is not to manipulate people but rather, recognize what motivates people. The interaction of motivation and organizational climate not only underscores the systems aspect of motivation but also emphasizes how motivation both depends on and influences leadership styles and management practice. Leaders and managers must respond to the motivation of individuals if they are to design an environment in which people will perform willingly. Likewise, they can design a climate that will arouse or reduce motivation. This study will mainly focus on the factors that
motivate employees in the workplace hence enhancing their productivity. Motivation can be defined as “as a process both instinctive and rational by which people seek to satisfy the basic drives, perceived needs, and personal goals which trigger human behavior” (Dessler, 2000)

Motivation means incitement to move or inducement to act or move. In an industrial setting, it means to make a subordinate act in a desired manner in the interest of the Organization/employer. To motivate therefore is to induce, persuade, stimulate, and even compel an employee to act in a manner, which may help in attaining organizational objectives. Motivation involves putting inputs that are considered necessary for changing the work, attitudes, and behavior.

It is complex trying to understand human motivation. Sometimes a person’s motive may be clear to him but quite puzzling to others. In other incidences, both the individuals and those affected by his behavior understand what is driving him. In some situations, especially where stress is involved the individual concerned may be totally unaware of his motives while others may see them quite clearly. It is therefore prudent for those in managerial and supervisory positions to be aware of these issues and to take into consideration their own prejudices in this area of their work. This is because our efforts to understand others are clouded by our attitudes towards them and the assumptions we make about their behavior. (Cole, 1995)

Motivation includes the things that induce an individual to perform while motivators are the identified rewards or incentives that sharpen the drive to satisfy these wants. They are
also the means by which conflicting needs may be reconciled or one need heightened so that it will be given priority over another. A business environment in which managerial performance is effective and efficient tends to breed a desire for high quality management among most, or all managers and personnel. A motivator then is something that influences an individual behavior. It makes a difference in what a person will do, obviously in any organized enterprise (Mullins, 1996).

This research was necessitated by the complex nature of the aspect of motivation and intended to fill the gap that exists in knowledge of the effects that employee motivation has on the performance of employees in the local authorities in Kenya.

1.2 Statement of the Problem

Human resource is one of the most important factors of production in any organization. Effective management of this factor of production will ensure increased productivity by an organization. An organization should be in a position to identify human resource needs that satisfy them at their places of work, and what promotes their feelings, as they are the most valuable assets in an organization without which an organization is prone to deterioration leading to lack of success (Dessler 2000).

Essentially, there is a gap between an individual’s actual state and some desired state and managers try to reduce this gap. Motivation is, in effect a means to reduce and manipulate this gap. Human nature can be very simple, yet very complex too. An
understanding and appreciation of this is a prerequisite to effective employee motivation in the workplace and therefore effective management and leadership.

In organizations where employees are motivated, there are very low incidences of industrial unrests, the morale of the employees is high and the organization realizes increased profit margins and the cost of production by the organization is reduced since no resources are used unnecessarily to arbitrate on industrial related complaints. Motivating factors do not exist in a vacuum, even individual desires and drives are conditioned by physiological needs arising from a person’s background. What people are willing to strive for is also affected by the organizational climate in which they operate.

Therefore, there is need for research on the factors that motivate employees to work so that organizations can use them as guidelines for the formulation of policies on the management of the human resource. A motivated workforce will have an increased propensity to work hence increase in productivity by the organization.

In Kenya, local authorities form the lower tier of the country’s two-tier administrative system. They constitute the level of Government which is closest to the people and bears the immediate impact of their expectations. By virtue of this strategic position, as development agencies, local authorities (LA’s) are best placed to leverage resources from more levels and directions towards fulfillment of agreed public agendas. However, local authorities in Kenya are not effective and efficient. Their current state and performance is indicative of troubling malaise that needs to be properly diagnosed and addressed.
This wanting situation has necessitated setting up of various commissions to investigate local authorities operations. The declining trend has led to frustration and reduced public confidence. The staffs of local authorities are charged with responsibility of executing policies that have been passed by the council. However, increase of expenditure over the years has not been matched by equivalent increase in output.

According to the District Development Plan (1997-2001) on Effective Management for Sustainable Growth and Poverty Reduction, the role of these councils is to support the development of basic infrastructure and marketing facilities. The performance of these roles effectively will have a great impact on the overall development of the Nyeri District. Town councils are important facets of government effort to bring services closer to people.

Accordingly, programmes and projects suggested at the local level are supposed to be peculiarly local in character thoroughly reflecting the needs and expectations of the local people giving effect to the notion of participatory leadership and development. This study will strive to investigate the disturbing scenario where these authorities fail in service delivery and tend to end up in chaos and bankruptcy. This has resulted in the public getting frustrated, losing interest/confidence and becoming indifferent. This has been of great concern to the local community and politicians alike (District Development Plan, 1997 – 2001).
1.3 Research Objectives

1.3.1 General Objective
The major objective of this study was to determine the effects of employee motivation on job performance in local authorities in Kenya, with special reference to County Council of Nyeri.

1.3.2 Specific Objectives
Specifically this study sought to achieve the following:

i. To determine the extent to which the various employee motivational factors affect job performance in local authorities in Kenya.

ii. To establish the measures that the Local Authorities Management at the County Council of Nyeri have put in place to ensure improved employee performance.

iii. To suggest and come up with possible recommendations on what should be done and to provide solutions for future action.

1.4 Research Questions

The following research questions were addressed:

i. What are the various employee motivational factors that affect job performance in local authorities in Kenya?

ii. To what extent do motivational factors such as, employee training and development, work environment, employee participation, remuneration, quality of working life and working conditions, job enrichment affect job performance in local authorities in Kenya?
iii. Which measures has the local authority's management at the County Council of Nyeri put in place to ensure improved employee performance?

iv. What are the possible recommendations on what should be done to improve performance of the local authorities in Kenya?

1.5 Significance of the Study

The study is expected to be of importance to the following groups:

The Local Authorities - This study will be used by local authority bodies to deal with the problem of poor service delivery and improvement of employee performance by the council staff and thus boost the operational efficiency. The study will also contribute immensely to the understanding of local authority administration and management for better performance.

The government especially the Local Government Ministry will use the findings of this study to develop policies and strategies that will help improve the state of affairs as far as motivation and employee performance is concerned at the local authorities in Kenya.

The general public, who are the tax payers will also benefit from the findings of this research study by getting an understanding as to the situation under which the employees of the local authorities work and how they can be assisted to improve their performance and service delivery to the public.
Future researchers and scholars will also get a source of reference from this research study as they embark on their studies and conduct research on related topics.

1.6 Scope of the Study

The study was conducted in County Council of Nyeri in Nyeri District. This District is bordered by Laikipia District to the north, Kirinyaga District to the East, Nyandarua District to the West, and Murang’a District to the South. This District covers a total area of 3046 Km$^2$. There are a total of 31 wards in the county council. The County Council was ideal for the study because the activities and operations of county councils are related countrywide and thus, the results obtained from this county council can be generalized across the board to represent other county councils in the country.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction to Literature Review

In this chapter the effects of motivation on employee performance have been given an in-depth analysis and different literature be reviewed. The research allowed for location of literature from a variety of sources. The sources of literature were texts, books, magazines, journals, previous research works, the internet and observations related to the issue at stake. This helped to clarify, strengthen and accordingly direct each stage of research from the formulation of the research topic to the dissemination and utilization of research findings.

2.1.1 Overview of Motivation

Motivation should be viewed as a continuous and dynamic process of activating and building the workforce of an organization. The foundation of this chapter gives the meaning and definition of motivation i.e. the conceptual definitions of motivation. The section also gives an overview of some special motivation techniques, as well as a theoretical framework on motivation.

Various authors have different meanings and definitions as pertains to motivations. Flippo (1984) notes that motivation is a managerial responsibility for eliciting what employees expect the organization to supply them with and at the same time the responsibility for eliciting certain types of behavior from the employees. Managers motivate by providing an environment for employees to produce to their full capacity. As
a number of motivational researchers have pointed out that wants vary with people and situations.

Research has shown that workers with few skills want such factors as job security, pay, benefits, less restrictive plant rules and more sympathetic and understanding supervisors. People like to feel that the managers are truly concerned with their welfare, they like feedback on their performance. According to Armstrong (1988), motivation is about what makes people act or behave in certain ways and take whatever steps required to ensure that they get satisfied.

Employees like to be appreciated and recognized for their work. People like to be involved, consulted, and given an opportunity to offer suggestions. In one aerospace missile plant, increased morale and productivity, as well as greatly reduced turnover and absenteeism resulted from the simple technique of having all employees’ names on placards at their workstations and having each program group work in an area in which machines & equipments were painted a different color. According to Wancevick (1994), giving people recognition is key to motivation.

According to Saleemi (1997), motivation is derived from the word motive; motives are drives or impulses within an individual, which prompt him to action. They are expressions of a persons needs or wants hence they are personal, internal and they determine the behavior of an individual. Therefore organizations need a better understanding of what it is that people want. Cole (1997) comments that motivation is a
process in which people choose between alternative forms of behavior in order to achieve personal goals. Graham and Bennet (1998) on the other hand state that motivation consists of all the drives forces and influence conscious or unconscious that causes the employees to want to achieve certain aims. Hannagan (1998) points out work motivation as a psychological concept, that is primarily concerned with increasing the strength and direction of peoples work related behaviors to influence the quality and quantity of peoples performance output.

Krant and Korman (1991) state that motivation is of two types. Self enhancing motivation involve action of making choices that match and fulfils ones personal needs, engaging in activities that foster self growth, attempting to attain high level of work performance and working for goals that legitimately enhance oneself in ones own eyes and those of others. Self-protective motivation on the other hand involves the desire to defend oneself from perceived threatening environmental and personal forces that might affect ones sense of identity.

Motivation comes in form of extrinsic motivation, that is, what is done to make people act (external) and intrinsic, that is, self generated factors, which influence people to behave in a particular way/ move in a particular direction.

Motivation answers the following questions.

Why do people behave as they do (at work)?

What conditions within people and the work situations are associated with effective job performance?
Motivation refers to the psychological process that gives behavior purpose and direction. Motivation greatly affects employee performance and the local authorities are not an exception.

2.2 The functions of the Local Authorities

Local authorities are the level of the government which is closest to the people and bears immediate impact of their expectations. According to Akivaga, (1985), local authorities exist to use local familiar talents in their respective communities in the process of self-government. The origin of local authorities, thus emanate from the desire by the central government to involve a wider spectrum of local talents in the process of leadership and development that would not be ordinarily possible within the central government set-up. In this way the government hopes to achieve national unity and development without sacrificing the local character of the areas concerned.

He further reports that policies originating from the local people end up being implemented by local authorities, thus greatly boosting the local sense of belonging to the central government and the national leadership in general. That at the qualitative level, services offered by the state made it imperative for growth of new institutions which could cope with levels of technical and management skills required. Provision of specialized services such as water, sewage, lighting, housing, fire brigades, markets, roads, schools, public health became proper governmental functions. This provided an opportunity for diversification and specialization to meet new challenging tasks resulting from technological development. However, he notes with concern that local authorities
capacities for efficient performance of public service has been declining. Increase in expenditure over the last several years has not been matched by equivalent increase in output.

2.3 Resource Management by the Local Authorities in Kenya

Local authorities constitute an important segment for leveraging resources for more levels and directions towards fulfillment of agreed local public agendas. However, local authorities have performed dismally. It is in recognition of this wanting situation that the Government of Kenya set up top level commission to investigate Kenya’s local government system and identify and recommend the reforms needed to change the scenario. The findings of this commission are yet to be made public. (Habitat Agenda, 1997). According to 2003 / 2004 budget Finance Minister in his Budget speech said, that local authorities play a critical role in economical growth as they provide services necessary to investors at the operating level. They also promote participatory democracy and can have a significant impact on poverty alleviation if they are efficiently run. In recognition of this rule LATF was introduced in 1998 to facilitate transfer of revenues to civic bodies. This transfer was based on the expectation that LATF resources would enable the authorities become primary vehicles for implementing successful community-based development.
According to Oyugi (1983) statutory allocation of functions to various local authorities in Kenya has failed to pay due regard to the capabilities of individual authorities to carry out the allocated functions. For instance, Nakuru with a population running more than one million and Kitale with a population of few thousands are supposed to carry out the same functions, for the simple reason that both are municipalities.

The majority of councils have been unable to live to the expectations. The financial demands of these councils have increased steadily. Oyugi further reports that since national governments depend on the international system for economic survival, local governments within such polities cannot be expected to be more than what they are.

The authorities still need to improve their revenue bases. The draft constitution proposes to give local authorities enormous responsibilities as part of the devolution process. The Permanent Secretary in the Ministry of Local Government is reported to have made remarks on the fact that the global trend is demanding the opening up of political and economic systems to greater citizen participation and that the public set up must be run on management principles similar to (those of) private sector for improved performance (ALGAK, February 2004).

The PS went further to remark that training and capacity building in local authorities is unsatisfactory and that most local authorities had more unskilled workers at the lower level than they need. This large workforce led to a situation where most local authorities
spent 80% of their annual budget on personnel costs, hence leaving very little or nothing for operations, maintenance and capital development (ALGAK, February 2004).

The staff of local authorities forms the executive arm of the local authority. The Kenya Government has been allocating funds to these councils to boost their performance on an annual basis although their operations have not improved proportionately.

2.4 Theories of Motivation

There are various theories of motivation. The researcher will examine some of these theories and their application in improving employee performance with a special reference to the local authorities in Kenya. These are;

2.4.1 Maslow's Hierarchy of Needs Theory

One of the most widely mentioned theories of motivation is the hierarchy of needs theory put forth by psychologist Abraham Maslow. Maslow saw human needs in the form of a hierarchy ascending from the lowest to the highest and he concluded that when one set of needs is satisfied this particular need ceases to be a motivator.

The hierarchy is illustrated by the figure 1 below:
2.4.1.1 Applications of Maslow Theory to the work situation at the Local Authorities

Physiological needs. These include homeostasis (the body’s automatic efforts to retain normal functioning) such as satisfaction of hunger and thirst, the need for oxygen and to maintain temperature regulation. Also sleep, sensory pleasures, activity, maternal behavior and arguably sexual desire. Deprivation of these basic needs causes a lot of tension to employees and lead to job dissatisfaction and eventually poor job performance.
Safety needs. These include safety and security, freedom from pain or threat of physical attack, protection from danger or deprivation, and the need for predictability and orderliness. In Kenya, recently there has been a rise in insecurity especially in urban areas. The local authority should ensure protection and security to their employees all over the country to ensure that this basic need is satisfied to ensure good performance of the employees. Job security of the employees should be enhanced by the organization honoring its employees' employment contracts, benefits after retirement and avoiding unprocedural termination of jobs.

Love needs. (Often referred to as social needs). These include affection, sense of belonging, social activities, friendships, and both the giving and receiving of love. The local government's managements should foster an environment of commonness and teamwork to ensure that employees relate well and belong to a common team and hence improve their performance. The organization should also allow for informal groupings in form of unions and employee welfare associations.

Esteem needs. (Sometimes referred to, as ego needs). These include both self-respect and the esteem of others. Self-respect involves the desire for confidence, strength, independence and freedom, and achievement. According to Maslow, once people begin to satisfy their need to belong; they need to be held in esteem both by themselves and by others. This kind of need produces such satisfaction as power, prestige, status, and self-confidence. of others involves reputation or prestige, status, recognition, attention and
appreciation. Just like other people the employees of the local authorities also have this need.

**Self – actualization needs.** This is the development and realization of one’s full potential. Maslow sees this as: ‘What humans can be, they must be’, or becoming everything that one is capable of becoming. Self – actualization needs are not necessarily a creative urge, and may take many forms, which vary, widely from one individual to another (Mullins, 1996).

Edward Lawled and J. Lloyd Suttle collected data on 187 managers in two different organizations over a period of 6-12 months. They found little evidence to support Maslow’s theory that human needs form a hierarchy. They however did note that there are two levels of needs – biological and other needs and that the other needs would emerge only when the biological needs have been reasonably satisfied. They further found that the level of strength of the need varied with individuals. In some individuals social need predominated while others, self-actualization needs were the strongest. In another study of Maslow’s hierarchy of needs theory involving a group of managers over a period of five years. Douglas T. Hale and Khahil Nougaim did not find strong evidence of hierarchy. They found that as managers advance in organizations their physiological and safety needs tend to decrease in importance and their need for affiliation esteem and self-actualization tend to increase. They insisted however that the upward movement and the need for prominence resulted from upward career changes and from the satisfaction of lower order needs (Mullins, 1996).
Alderfer (1927) argued that individual needs were better explained as being on a continuum rather than on a hierarchy. He considered that people were more likely to move up and down the continuum in satisfying needs at different levels. He concluded that there were really only three major sets of needs – existence needs (basics of life) relatedness needs (social and interpersonal) and growth needs (i.e. personal development needs.) This does provide for a more dynamic model of human needs.

Man’s behavior is seen as dominated by his unsatisfied needs and he is a perpetually wanting animal; for when one need is satisfied, he aspired for the next higher one. This therefore should be seen as an ongoing activity. What maslow’s theory seems to be silent on, is the time frame upon which this needs are satisfied making it difficult to establish at what point the individuals get satisfied and start being productive for the sake of the organization. By the time an individual reaches the self-actualization stage which seems to be the most productive stage, these individuals are almost retiring hence the organizations don’t benefit much from these individuals. Nevertheless, Maslow’s theory has provided a useful framework for the discussion of the variety of needs that people may experience at work, and the ways in which their motivation can be met by managers and this will serve as a useful guide to this research (Mullins, 1996).

2.4.2 Herzberg Motivation Hygiene Theory
Herzberg developed a model with two sets of needs namely, Hygiene and motivating factors. One set of factors are those which, if absent, cause dissatisfaction. These factors are related to job content; they are concerned with job environment and extrinsic to the job itself. These factors are the ‘hygiene’ factors (analogous to the medical term meaning
preventive and environmental) or 'maintenance' factors. They serve to prevent dissatisfaction. (Mullins, 1996)

The other set of factors are those, which, if present, serve to motivate the individual to superior effort and performance. These factors are related to job content of the work itself. They are the 'motivators' or growth factors. The strength of these factors will affect feelings of satisfaction or no satisfaction, but not dissatisfaction. (Mullins, 1996)

The hygiene factors can be related roughly to Maslow's lower level needs and the motivators to Maslow's higher level needs. Proper attention to the hygiene factors will tend to prevent dissatisfaction, but does not by itself create a positive attitude or motivation to work. It brings motivation up to a zero state. The opposite of dissatisfaction is not satisfaction but, simply, no dissatisfaction. To motivate workers to give out their best the manager must give proper attention to the motivators or growth factors. (Mullins, 1996)

Herzberg emphasizes that the hygiene factors are not a 'second class citizen system'. They are as important as the motivators, but for different reasons. Hygiene factors are necessary to avoid unpleasantness at work and to deny unfair treatment. 'Management should never deny people proper treatment at work'. The motivators relate to what people are allowed to do at work. They are the variables, which actually motivate people (Mullins, 1996).
Fig II: Herzberg Motivation Hygiene Model

Hygiene or maintenance factors

- Salary
- Job security
- Working conditions
- Level and quality of supervision
- Company policy and administration
- Interpersonal relations

THE DISSATISFIERS

- Motivation and job satisfaction

The satisfiers

- Sense of achievement
- Recognition
- Responsibility
- Nature of the work
- Personal growth and advancement

MOTIVATORS OR GROWTH FACTORS

Source: Mullins, (1996)
2.5  **Work Environment**

Work environment is a major contributor to the performance of employees. An enabling environment has to be created for a worker to discharge his or her duties well. Deprivation of environmentally friendly factors leads to serious dissatisfaction.

Much of what influences an employee's working environment includes among others shelter, commuting, office environment and employee - employer relationship. It makes sense that people that are happy with their working environment/conditions will work far more effectively and happily than those who are uncomfortable. It therefore makes sense to consider certain aspects of employee workspace quite carefully (Cole, 1997).

2.6  **Special Motivational Techniques/Factors**

A very important question in the study of motivation is; what motivational techniques can managers use to motivate their employees and increase performance? While motivation is so complex and individualized that there can be no single best answer, some of the major motivational techniques can be identified as:

2.6.1  **Money (Rewards and Remuneration)**

Whether in the form of wages, piecework, incentive pay bonuses, stock options, or any other things that may be given to employees for performance, Money is a crucial factor. Money is more than monetary value it can also mean status or power. Economist and most managers tend to place money high on the side of motivators whereas behavioral scientists tend to place it low. Probably neither view is right (Mullins, 1996).
However, if money is to be a motivator, then managers must remember certain things. Money is likely to be more important to people who are raising a family, than to people who have ‘arrived’ in the sense that their monetary needs are not so urgent. Money is an urgent means of achieving a minimum standard of living though this has a way of getting higher as people become more affluent. It is probably quite true that in most enterprises, money is used as a means of keeping an organization adequately staffed and not primarily as a motivator. Money as a motivator tends to be dulled somewhat by the practice of making sure that salaries of various managers in a company are reasonably similar. Organizations often take great care to ensure that people on comparable level are given the same or nearly the same compensation. This is understandable since people usually evaluate their compensation in light of what their equals are receiving. If money is to be an effective motivator, people in various positions even though at a similar level, must be given salaries and bonuses that reflect their individual performance (Mullins, 1996).

Even if a company is committed to the practice of comparable wages and salaries, a well managed firm need not to be bound to the same practice with respect to bonuses. Infact it appears that unless bonuses to managers are based to a major extent to individual performance, an enterprise is not buying much motivation with them. The way to ensure that money has meaning as a reward for accomplishment and as a means of giving people pleasure from accomplishment is to base compensation as much as possible on performance.
Money can motivate only when the prospective payment is large relative to a person’s income. The trouble with many wage and salary increases and even bonus payments, is that they are not large enough to motivate the receiver. They may keep the individual from being dissatisfied and from looking for another job, but unless there are large enough to be felt, they are not likely to be a strong motivator.

However, the role of money as a motivator is controversial. Usually productivity does not increase in proportion to the increase in the money provided. In some cases, people could actually work less and enjoy more leisure, if given more money. In addition, after a while they will be adjusted to the new higher pay and take it for granted and demand another pay rise (Mullins, 1996).

There are many qualified people willing to work for the government or university for the low pay and are still satisfied and committed. There are also many highly motivated members of religious orders who work for low salaries. Some other people also work with a lot of commitment and dedication for charitable organizations with little or no pay. The role of money as a motivator is therefore not very clear.

### 2.6.2 Employee Participation and Recognition

One technique that has received strong support as a result of motivation theory and research is increased awareness and participation. The right kind of participation yields both motivation and knowledge valuable for enterprise success. Participating means recognition. It appeals to the need of affiliation and acceptance and it gives people a sense of accomplishment. But encouraging participation should not mean that managers
weaken their position. Although they encourage participation of subordinate on matters with which the latter can help and although they listen carefully, on matters requiring their decisions they must decide themselves (Mullins, 1996).

2.6.3 Quality of Working Life
One of the most interesting approaches to motivation is the QWL program, which is a systems approach to job design and a promising development in the broad area of job enrichment, combined with grounding in the socio-technical systems approach to management. QWL has received enthusiastic support from a number of sources. Managers have regarded it as a means of dealing with stagnating productivity especially in the U.S. and Europe. Workers and union representatives have also seen it as a means of improving working conditions and productivity and as a means of justifying higher pay. Government agencies have been attracted to quality as a means of increasing productivity and reducing inflation and as a way of obtaining industrial democracy and minimizing labor disputes (Mullins, 1996).

2.6.4 Job Enrichment and Satisfaction
In job enrichment factors such as challenge, achievement, recognition, and responsibility are seen as the real motivators. Job enrichment is the attempt to build into jobs a higher sense of challenge and achievement. Jobs may be enriched by-

A variety and by giving workers more freedom to decide about such things as work methods, sequence and pace or the acceptance or rejection of materials. Encouraging participation of subordinate and interaction between workers. Giving the workers a feeling of personal responsibility for their task. Taking a step to make sure that worker
can see how their task contributes to a finished product and the welfare of the enterprise. Giving people a feedback on their job performance preferably before the supervisor gets it. Involving workers in the analysis and change of physical aspect of the work environment such as office layout or plant temperature, lighting and cleanliness (Mullins, 1996).

2.7 Motivation/Performance Relationship

The link between performance and motivation is a positive one; increased motivation results in more effort and improved performance. However, it can be argued that while higher motivation will produce better performance, improvements in performance will increase motivation due to resulting sense of achievement.

Figure IV: Motivation/Performance Relationship

Motivation influences performance, for example when feedback is communicated to the employees or mostly when recognition of achievement of an individual’s performance is
realized then the output of the individual is likely to increase. Motivation has that attractiveness of certain kinds of rewards, which influence performance (Miner, 1980).

Productivity expresses the relationship between output from systems and inputs, which go into their creation. Performance is related to productivity when productivity is used as a means of measuring actual operations thus used as a way of analyzing and evaluating performance. Productivity is the relationship of output to input i.e. \[ \text{productivity} = \frac{\text{output}}{\text{Input}} \]

If positive attitudes are developed then productivity will increase therefore improved motivation leads to high productivity (Miner, 1980).

2.8 Summary of literature Review and Research Gaps

Drawing from studies conducted by other researchers, the motivational factors discussed in this study are suggested as possible contributors to the poor performance of organizations in general. Ochola and Ngige (2002) portray employee satisfaction and motivation as major influences on employee performance in general. The two go further to reveal that job enrichment factors such as challenge, achievement, recognition, and responsibility are the real motivators. However, Mullins (1996) argues that, giving people a feedback on their job performance preferably before the supervisor gets it, involving workers in the analysis and change of physical aspect of the work environment such as office layout or plant temperature, lighting and cleanliness leads to positive and improved performance in organizations.
Despite the fact that many studies have been conducted on motivation, none has considered motivation in the local authorities in Kenya. This study therefore is intended to bridge this gap by the researcher embarking on this study on the effects of job motivation to employee performance in local authorities in Kenya.

2.9 Conceptual Framework

The model below illustrates some of the motivating factors which affect organizational performance. These factors formed the independent variables of the study and were manipulated to positively or negatively affect the dependent variable, which was organizational performance. These independent variables have been broadly covered in the literature review.

Figure III: The Conceptual Framework

- Employee reward and compensation (Money)
- Employee Participation/Recognition
- Employee Training
- Job Enrichment/Satisfaction
- Quality of working life

Affects

JOB PERFORMANCE

Dependent Variable

Independent Variables

Source: Researcher 2008
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter defines the target population of the study. It also focuses on the sampling designs and procedures, data collection instruments and procedures and data analysis procedures.

3.1 Research Design

In this study, the following types of procedures or methods were considered suitable due to the nature of investigation. An exploratory research study was adopted, as it was imperative to gathering important primary data. A survey design was incorporated based on a descriptive study. This method was used to describe the area of interest by bringing out the facts on the ground as they are without alterations. The descriptive study attempted to provide information on the current status of the organization and provided a description of the characteristics of County Council of Nyeri employees as far as motivation and performance were concerned. The design also had an exploratory aspect in that; the researcher collected data from a cross-section of respondents chosen to represent the entire County Council of Nyeri.

3.2 Target Population

The target population was the County Council of Nyeri employees who were approximately 157. The research was carried out at the Headquarters, The County
Council Office Headquarters due to the fact that it is the office that had all the cadres of employees from the Management Committee to the subordinates.

The population of interest was as indicated in Table 3.2.1

Table 3.2.1 Target Population

<table>
<thead>
<tr>
<th>Department</th>
<th>Population</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town Clerks</td>
<td></td>
<td>32</td>
<td>20%</td>
</tr>
<tr>
<td>Treasurer’s</td>
<td></td>
<td>74</td>
<td>47%</td>
</tr>
<tr>
<td>Engineers</td>
<td></td>
<td>51</td>
<td>33%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>157</td>
<td>100%</td>
</tr>
</tbody>
</table>

3.3 Sampling Procedure

The study adopted stratified random sampling approach whereby each employee were chosen on the basis of their departments and randomly assigned single numbers and then selected randomly. The sample gave generalized findings about County Council of Nyeri and the tentacles of the sample frame were spread over the various departments. The sample size encompassed 50% of the total population of the County Council of Nyeri employees which was 157 and therefore yielded a sample of 78 respondents.

This was as shown in the table below:
Table 3.3.1

<table>
<thead>
<tr>
<th>Department</th>
<th>Population Frequency</th>
<th>Sample Ratio</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town Clerks</td>
<td>32</td>
<td>0.5</td>
<td>16</td>
</tr>
<tr>
<td>Treasurer’s</td>
<td>74</td>
<td>0.5</td>
<td>37</td>
</tr>
<tr>
<td>Engineers</td>
<td>51</td>
<td>0.5</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>157</td>
<td>0.5</td>
<td>78</td>
</tr>
</tbody>
</table>

3.4 Methods of Data Collection

In collecting data for this research, the researcher relied on two sources i.e. primary and secondary sources. The research was conducted using quantitative and qualitative research methods. During the research, questionnaires were used to collect qualitative data. Other additional research tools that were used were face to face interviews, observation, telephone interviews, and focus group discussions.

For primary data the researcher adopted interview schedule guided by a questionnaire, which was administered to employees who were randomly selected. The questionnaire contained both open and closed ended questions. The researcher conducted face-to-face interviews with some key informants in various departments. These people gave in-depth information about the state of employee motivation in the organization. This method enabled the researcher to measure personal feelings of the employees first hand and to get
unbiased responses from the employees individually devoid of influence from their colleagues.

For secondary data, both unpublished and published sources were used to get more information about the organization on the subject matter under study. These included the scheme of service, newsletters, and bulletins on employee’s welfare from the HR department and handbooks on the County Council of Nyeri and ALGAK publications.

3.5 Data Analysis

Information collected was coded for analysis. A coding scheme was prepared based on response categories that had emerged from collected data. This was done using Statistical Package for Social Sciences. Descriptive statistics were used to analyze the information gathered. Data obtained from the open-ended questions was analyzed qualitatively. The analyzed data was then presented in tables, graphs, pie charts and cross tabulations.
CHAPTER FOUR
DATA ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter represents the analysis of the data collected and discusses the findings of the study. It consists of an overview of data collected and analyzed on the effects of employee motivation on job performance in local authorities in Kenya.

4.1 Overview of Data Collected and Analyzed

Out of the 78 questionnaires that were distributed, 71 were returned. This represents a response rate of 91.02%, which is considered highly significant to provide a basis for valid and reliable conclusions with regard to the effects of employee motivation on job performance in local authorities in Kenya, and specifically the County Council of Nyeri.

4.2 Age of respondents

Table 4.2

<table>
<thead>
<tr>
<th>Age of the respondents</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid 20-30 Years</td>
<td>12</td>
<td>16.9</td>
<td>16.9</td>
<td>16.9</td>
</tr>
<tr>
<td>31-40 Years</td>
<td>18</td>
<td>25.4</td>
<td>25.4</td>
<td>42.3</td>
</tr>
<tr>
<td>41-50 Years</td>
<td>33</td>
<td>46.5</td>
<td>46.5</td>
<td>88.7</td>
</tr>
<tr>
<td>51 Years and above</td>
<td>8</td>
<td>11.3</td>
<td>11.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>71</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>
According to the analysis above 47% of the respondents said their age bracket was between 41-50 years, 25% said 31-40 years, 17% said 20-30 years and only 11% said they were aged 51 years and above. This is an indication that the County Council of Nyeri has employees who are in their late forties and fifties. This finding also indicate that the local authorities in Kenya tend to employ people who are quite aged and also there is a tendency in the local authorities for people to work until they are quite old and thus the reason why we have a big percentage of the employees being aged between 41 to 50 years.
4.3 Marital Status

Table 4.2

The Marital status of the respondents

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single</td>
<td>8</td>
<td>11.3</td>
<td>11.3</td>
<td>11.3</td>
</tr>
<tr>
<td>Married</td>
<td>41</td>
<td>57.7</td>
<td>57.7</td>
<td>69.0</td>
</tr>
<tr>
<td>Divorced</td>
<td>8</td>
<td>11.3</td>
<td>11.3</td>
<td>80.3</td>
</tr>
<tr>
<td>Widowed</td>
<td>14</td>
<td>19.7</td>
<td>19.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>71</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.3

The analysis above reflects that 57.7% of the respondents were married, 19.7% were widowed, whereas 11.3% were both divorced and single. It therefore shows that most of the respondents are either married. A few are widowed, while only a few are divorced and/or single.
4.4 Educational level

Table 4.4

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Primary</td>
<td>8</td>
<td>11.3</td>
<td>11.3</td>
<td>11.3</td>
</tr>
<tr>
<td>Secondary</td>
<td>27</td>
<td>38.0</td>
<td>38.0</td>
<td>49.3</td>
</tr>
<tr>
<td>College</td>
<td>33</td>
<td>46.5</td>
<td>46.5</td>
<td>95.8</td>
</tr>
<tr>
<td>University</td>
<td>3</td>
<td>4.2</td>
<td>4.2</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>71</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

According to the analysis above, most of the respondents (48.5%) had attained up to College level of education, 38.0% up to Secondary level, 11.3% up to Primary level, and
lastly, only 4.2% had attained University level of education. This calls for the County Council of Nyeri and mostly the Local Authorities to employ graduates and professionally qualified staff.

4.5 The professional qualifications of the respondents

Table 4.5

<table>
<thead>
<tr>
<th>What is your professional qualification?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>Valid C.P.S</td>
</tr>
<tr>
<td>CPA</td>
</tr>
<tr>
<td>Diploma</td>
</tr>
<tr>
<td>Others</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Figure 4.5

What is your professional qualification?
The table and figure above shows the respondents' professional qualifications as 25.4% holders of a Diploma and C.P.A qualifications, 11.3% hold C.P.S qualification and lastly some other 38.0% hold other qualifications that had not been specified. The Council needs to encourage and sponsor its employees to undertake professional training.

4.6 Duration of service

Table 4.6

<table>
<thead>
<tr>
<th>Duration</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than one year</td>
<td>8</td>
<td>11.3</td>
<td>11.3</td>
<td>11.3</td>
</tr>
<tr>
<td>1-5 Years</td>
<td>14</td>
<td>19.7</td>
<td>19.7</td>
<td>31.0</td>
</tr>
<tr>
<td>6-10 Years</td>
<td>23</td>
<td>32.4</td>
<td>32.4</td>
<td>63.4</td>
</tr>
<tr>
<td>10 Years and above</td>
<td>26</td>
<td>36.6</td>
<td>36.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>71</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.6

How long have you worked for the council?
The table above shows that 36.6% of the respondents have worked with the council for 10 years and above, 32.4% for 6-10 years, and 19.7% 1-5 years while only 11.3% had worked for less than one year. This indicates that there has been some element of staff turn over in the council calling for further related studies to establish the cause.

4.7 The terms of service

Table 4.7

<table>
<thead>
<tr>
<th>What are your terms of service?</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>5</td>
<td>7.0</td>
<td>7.0</td>
<td>7.0</td>
</tr>
<tr>
<td>Probationary</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permanent and not pensionable</td>
<td>18</td>
<td>25.4</td>
<td>25.4</td>
<td>32.4</td>
</tr>
<tr>
<td>Contract</td>
<td>2</td>
<td>2.8</td>
<td>2.8</td>
<td>35.2</td>
</tr>
<tr>
<td>Permanent and Pensionable</td>
<td>46</td>
<td>64.8</td>
<td>64.8</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>71</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.7
The terms of service for the respondents as shown above is that 64.8% of the respondents are permanent and pensionable, 25.4% are permanent and not pensionable, 7.0% are on probation, while 2.8% are on contract basis.

4.8 The HR policy on motivation

Table 4.8

How can you rate your organisation’s HRM policy with regard to motivation?

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Rigid</td>
<td>42</td>
<td>59.2</td>
<td>59.2</td>
<td>59.2</td>
</tr>
<tr>
<td>Proactive</td>
<td>21</td>
<td>29.6</td>
<td>29.6</td>
<td>88.7</td>
</tr>
<tr>
<td>Not Known</td>
<td>8</td>
<td>11.3</td>
<td>11.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>71</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.8
How can you rate your organization's HRM policy with regard to motivation?

According to the table above, the 59.2% of the respondents rated their organization's HRM policy with regard to motivation as rigid, 29.6% rated it as proactive, while 11.3% rated it as not known. The organization seems to have a policy that is quite rigid although it is accepted by the small majority who termed it as proactive.

4.9 The motivators present at County Council of Nyeri

Table 4.9
What do you think are some of the motivators present in the organization?

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Material reward e.g. money</td>
<td>22</td>
<td>31.0</td>
<td>31.0</td>
<td>31.0</td>
</tr>
<tr>
<td>Symbolic rewards e.g. praise / recognition</td>
<td>22</td>
<td>31.0</td>
<td>31.0</td>
<td>62.0</td>
</tr>
<tr>
<td>Social rewards e.g. self esteem</td>
<td>10</td>
<td>14.1</td>
<td>14.1</td>
<td>76.1</td>
</tr>
<tr>
<td>Task reward e.g. feeling of accomplishment</td>
<td>17</td>
<td>23.9</td>
<td>23.9</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>71</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.9

The analysis above indicates that 31.0% of the respondents indicate that some of the motivators present in the organization are both material rewards such as money and symbolic rewards like praise/recognition, 23.9% said task rewards like feeling of accomplishment motivated them, while 14.1% indicated that they were motivated by social rewards such as self esteem. This means that the organization tries to motivate its
employee through motivators such as rewards and remuneration and symbolically as well.

4.10 How motivation affects performance at work place

Table 4.10

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Yes</td>
<td>45</td>
<td>63.4</td>
<td>63.4</td>
<td>63.4</td>
</tr>
<tr>
<td>Valid No</td>
<td>26</td>
<td>36.6</td>
<td>36.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>71</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

The analysis above shows that 63.4% of the respondents said that motivation affects performance at workplace, while only 36.6% said that it does not, highlighting the important role that motivation plays in the improvement of employee performance.

4.11 Readiness of managers to work with others and try new ideas.
Table 4.11

Do managers have ability to work with others at all levels ready to try out new ideas and methods?

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Difficult to work with because often touchy and uncooperative</td>
<td>24</td>
<td>33.8</td>
<td>33.8</td>
<td>33.8</td>
</tr>
<tr>
<td>Normally cooperative; only raise few difficulties</td>
<td>15</td>
<td>21.1</td>
<td>21.1</td>
<td>54.9</td>
</tr>
<tr>
<td>Always try hard to cooperate, easy to work with</td>
<td>14</td>
<td>19.7</td>
<td>19.7</td>
<td>74.6</td>
</tr>
<tr>
<td>Cooperative extremely well with others at all levels</td>
<td>18</td>
<td>25.4</td>
<td>25.4</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>71</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.11

Do managers have ability to work with others at all levels ready to try out new ideas and methods?

When asked whether managers have the ability to work with others at all levels and to try out new ideas and methods, the analysis above shows that 33.8% of the respondents said that managers are normally difficult to work with because they are often touchy and uncooperative, 25.4% said managers cooperate extremely well with others at all levels and 21.1% said that the managers are normally cooperative and only raise few
difficulties, lastly, 19.7% said that the managers always try hard to cooperate and are easy to work with.

4.12 Job satisfaction and performance

Table 4.12

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Yes</td>
<td>41</td>
<td>57.7</td>
<td>57.7</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>30</td>
<td>42.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>71</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The analysis above shows that 57.7% of the respondents said there was a link between job satisfaction and performance, while only 42.3% said there's no link. The link is that a motivated person or employee performs better and increases his or her productivity.
4.13 Evaluation of the organization’s HRM policy

Table 4.13

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>23</td>
<td>32.4</td>
<td>32.4</td>
<td>32.4</td>
</tr>
<tr>
<td>No</td>
<td>48</td>
<td>67.6</td>
<td>67.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>71</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.13

Does the organization regularly evaluate her HRM policy especially with regard to employee motivation?

When asked whether the organization regularly evaluates her HRM policy especially with regard to employee motivation, the table above shows that 67.6% said yes while only 32.4% said no. This shows that the County Council of Nyeri has a HR policy that is regularly evaluated.
4.14 Employee satisfaction

Table 4.14

Is it possible to satisfy the following higher needs in all employees who desire it at workplace?

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Need for belonging through employee membership and associations</th>
<th>Need for esteem and status through promotion</th>
<th>Need for self actualization through encouraging self fulfillment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>53.52113</td>
<td>88.73239</td>
<td>50.70423</td>
</tr>
<tr>
<td>Disagree</td>
<td>46.47887</td>
<td>11.26761</td>
<td>49.29577</td>
</tr>
</tbody>
</table>

Figure 4.14

When asked if it was possible to satisfy the following higher needs in all employees who desire it at the workplace, 88.7% said need for esteem and status through promotions, while 53.5% said need for belonging through employee membership and association and 50.7% said the need for self actualization through encouraging self fulfillment.
CHAPTER FIVE
FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes the major findings of the study in relation to the objectives provided in chapter one. It discusses the recommendations, limitations of the study and suggestions for further research.

5.1 Findings and Conclusion

Based on the findings of the research the researcher realized that the organization, the County Council of Nyeri has employed so many people who are in their late forties and early fifties, who form the majority of the respondents in this study. Out of these respondents, majority are married. A reasonable number is widowed and very few are single. This can reflect to an extent the level of motivation at their work place since the family background and personal life of employees is always a determinant to work performance.

Majority of the employees are not highly qualified or learned. However they have done Diploma courses and C.P.A (Certified Public Accountants). There are also some few graduates. This exposes a dire need for the organization to develop its staff by encouraging them to enroll for professional and higher degree courses. This can to an extent show some level of stress in the employees and therefore lack of motivation due to high academic requirement at work.
It is clearly indicated that majority of the employees have been with the organization for long; hence they somehow have conceptualized the organization policy to some required degree. It may also suggest that employees do leave seeking for greener pastures elsewhere due to the fact that a certain percentage has been in the organization for less than a year.

The terms of service reflect dismal motivation, as a small majority are permanent but not pensionable, a reasonable number are also under probation terms. Though a good number are permanent and pensionable. The dismal motivation inculcates a negative attitude towards work. There isn’t a feeling of “our organization”. This also distorts the synergies in the performance and hence poor teamwork.

The human resource policy is very rigid and does not enhance the employees’ welfare as it supposed to be. This highlights the need for a sound and realistic HR policy at the County Council of Nyeri to enable the employees to perform optimally.

The reward system is fairly maintained. They offer both material and symbolic rewards. These are good motivators both positively if provided and negatively, if deprived. The only question is to what extent are they providing these rewards?

Managers at the County Council of Nyeri are also fairly active and practice reasonable managerial skills; they try work through and with others in achieving their
responsibilities. This promotes employees positive attitude and boosts their morale, though the research revealed that a good number of these managers are too uncooperative. This discourages their morale in coming up with new ideas and methods hence poor performance.

The employees agreed that it is through satisfaction that performance can be favourable. That is why there is a positive tendency to evaluate the H.R.M policy in promoting motivation at work. They are rewarded and satisfied through the satisfaction of their need for belonging by encouraging social groupings and teamwork, need for esteem and status by promoting them and self actualizing them with positive promises.

5.4 Recommendations

Based on the findings and conclusions above, the researcher would like to make the following recommendations in regard to motivation and employee performance, especially for the County Council of Nyeri.

Training - The organization has to train their employees in order to retain them they should be motivated enough so as not to leave the organization. The employees who are on casual basis should be trained and thereafter be employed on permanent and pensionable terms. This can generate some positive thinking, motivation and hence high profitability.

Employee Involvement - The employees of the County Council of Nyeri should be involved more in decision-making in the organization as this directly affects their
motivation, enhances the sense of ownership and this does not necessarily take away
decision-making powers from the organization’s head. The senior managers of the
council should make every effort to reform decision making processes that genuinely
involve the energies, expertise and creativity of employees.

**HR policy** - The management should consider implementation of standardized Human
Resource Policy to act as a guideline for all human resource activities at all times.

**Recruitment** - They should employ many young graduates, who are easy to train and
highly motivated to achieve, aggressive and with vigor to change the organizations
profitability.

**Professionalism** - The qualified and professional employees with C.P.A’s, and Diplomas
should be taken for degree work and others be taken for masters courses. This enhances
their understanding and hence good performance. The management should improve the
employees’ access to educational and training through information giving in meeting and
availing policies and reports.

**Staff retention** – The organization should develop strategies to retain their key people or
general employees, since experience is the key to success.

**Reward and compensation** – The reward systems should be properly developed, taking
care of every employee to promote a good and organized culture and climate that
promotes performance. The management should recognize the efforts of the staff by
organizing for proper presentation of recognition programs in the presence of the
recipients’ peers. Awards should be accompanied by an explanation of employee’s
contribution as staff recognition increases hard work and commitment.
Need satisfaction - They should enhance employees' inner needs like need for achievement (N-Ach), need for status and belonging. This will definitely promote the feeling for belonging and hence promote productivity.

Employee monitoring and evaluation - The management should apply employee monitoring and evaluation strategies, employ performance appraisal techniques to help employees identify their weaknesses and improves satisfaction. They should deploy workers' participation systems for "our performance" strategy.

Social responsibility - They should deploy effective and efficient social responsibility to the employees. They should deploy the managerial grid of leadership and motivation to ensure the employees' welfare is taken care of as well as that of productivity of the concern.

The key to motivating employees is to make them want to do the job well for its own sake, and the reward comes from personal satisfaction, not from a firm's incentive programs. The council's senior managers especial the county clerk and chairman must learn how to transfer motivation to employees. Finally the management should take care of all the variables that affect employees' motivational levels, and thereafter apportion the rewards according to the personnel policy of the organization.
5.3 Limitations of the Study

The major constraints of this study were:

i. Time factor: Due to the fact that the time allocated for this study was short, the researcher was compelled to take a case of only one county council that is, the County Council of Nyeri. This necessitated only a small-scale study and only a few factors were considered and hence a few workers were involved in this study.

ii. Financial constraints. This restricted the scope of the study because of lack of sufficient funds. The researcher however, engaged the use of his personal savings and went for cost effective data collection tools and methods to cut on costs.

iii. Lack of cooperation. The researcher is encountered a lot of resistance while carrying out this study due to the fact that the topic under study touched on the sensitive issue of employees and what affects their performance. The management was not comfortable when their subordinates were giving information on this issue. The researcher overcame this limitation by accompanying each questionnaire with a cover letter informing the respondents that the research study was purely for academic purposes and that the responses given would be treated with utmost confidentiality between the researcher and the respondent.

5.5 Suggestions for Further Research

There is need for further studies or research to be conducted in future and the researcher would like to suggest the following areas of study:

1. To study and compare the County Council of Nyeri and any other organization in motivation and employee performance.
2. A study of motivation and leadership in the determination of performance and any other variable or factor.
REFERENCES


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Herzberg (1974), Work and the Nature of man, Granada publishing, New Jersey USA


Newsletter for ALGAK June 2003

Newsletter of ALGAK February 2004


APPENDIX 1

TRANSMITTAL LETTER

George K Wambugu
P.O Box 180
NYERI

Respondents
County Council of Nyeri
P.O BOX
NYERI

RE: REQUEST TO RESPOND TO QUESTIONS

I am an MBA student at Kenyatta University carrying out a research on the effects of employee motivation on job performance in local authorities in Kenya, (a case of County Council of Nyeri).

This is to request your co-operation in answering the questions on the attached questionnaire. Information so gotten will assist the researcher in making important conclusions about the subject matter under study. The research findings will form an important database to the management for future reference on matters relating to motivation and employee performance. Information gathered will be treated with utmost confidentiality.

Thanking you in advance.

Yours faithfully,

George K Wambugu
APPENDIX 2:

QUESTIONNAIRE

SECTION 1: BACKGROUND INFORMATION OF THE RESPONDENTS

INSTRUCTIONS: The following information pertains to your personal background. Please complete each item by ticking where appropriate.

1:1 State your department ..........................................................

1:2 Age bracket

a. 20 -30

b. 31-40

c. 41-50

d. 51 and above

1:3 Marital status

a. Single

b. Married

c. Divorced

d. Widowed

1:4 Level of education

a. Primary

b. Secondary

c. College

d. University
1:5 State your job title ..................................................

1:6 What are your professional qualifications?

i. C.P.S

ii. CPA

iii. DIPLOMA

iv. MBA

v. OTHERS (specify)  

1:7 How long have you worked with the council?

a. Less than one year  

b. 1 – 5 years  

c. 6 – 10 years  

d. 10 years and above  

1:8 What are your terms of service?

a. Probationary  

b. Permanent and not pensionable  

c. Contract  

d. Permanent and pensionable  

SECTION 2:0 MOTIVATION AND EMPLOYEE PERFORMANCE

INSTRUCTIONS: The following items pertain to motivation and employee performance. Please complete each item by either ticking as appropriate or giving a comment.

2:1 How can you rate your organization’s HRM policy with regard to motivation?

   a. Rigid
   b. Proactive
   c. Not known

2:2 What do you think are some of the motivators present in the organization?

   a. Material rewards e.g. money
   b. Symbolic rewards e.g. praise/recognition
   c. Social rewards e.g. self esteem
   d. Task reward e.g. feeling of accomplishment
   e. Other (specify)

2:3 Does motivation affect performance at place of work?

   a. Yes
   b. No

   Give reasons for your Answer

2:4 Do Managers have ability to work with others at all levels ready to try out new ideas and methods?

   a. Difficult to work with because often touchy and uncooperative
   b. Normally cooperative; only raise few difficulties
c. Always try hard to cooperate, easy to work with

---

d. Cooperate extremely well with others at all levels

---

e. Other (Specify)

---

2.5 What can you attribute to the incidences of low morale in the organization? (Please list)

a. .........................................................

b. .........................................................

c. .........................................................

d. .........................................................

---

2.6 Suggest any training that may improve employees' performance

...............................................................

...............................................................

...............................................................

...............................................................

...............................................................

2.7 Is there a link between job satisfaction and performance?

Yes

---

No

---

(Please explain if your answer is yes)

...............................................................

...............................................................

...............................................................

...............................................................

...............................................................

2.8 According to you what are the indicators of job satisfaction?

.............................................................

.............................................................

.............................................................

.............................................................

.............................................................
2:9 Does the organization regularly evaluate her HRM policy especially with regard to employee motivation?
Yes [ ]
No [ ]

(Please explain if your answer is yes)

3:0 It is possible to satisfy higher needs in all employees who desire it at workplace.
(Please tick if you agree)
Need for belonging through employee memberships and associations [ ]
Need for esteem and status through promotions [ ]
Need for self-actualization through encouraging self fulfillment [ ]

3:1 What would you suggest to the organization to do to improve her HRM policy especially on employee motivation? (Please explain)

THANK YOU