Impact of motivation on service provision by
Telkom Kenya employees in Kisii

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D53/OL/5360/03

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partial fulfillment of the requirement of Masters in Business
Administration (Human Resource Management) in the School of
Business of Kenyatta University

June 2008
DECLARATION

This research project is my own original work and has not been presented for examination in any other study program of any institution or University.

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D53 / OL / 5360 / 03

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Date...............................................

Supervisor

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ABSTRACT

The purpose of the study was to investigate the impact of motivation on the quality of service provision by Telkom Kenya employees in Kisii. The study was stimulated by the fact that a year after the expiry of Telkom Kenya's five year exclusivity period, the fixed line telephone operator was yet to improve its services. The exclusivity period that was granted by the government in 1999, and which ended in June 2004, was to enable the company discharge telecommunication obligations. However, at the lapse of the period, the intended goals of infrastructure development and service delivery to all parts of the country had not been achieved and it also failed to meet the rollout targets tied to the exclusivity period.

The study therefore investigated the impact of motivation on the quality of service provision by Telkom Kenya employees and identified the success or shortcomings of these factors in influencing service provision in the company and made appropriate recommendation or suggestions on how to apply motivation techniques effectively in order to achieve the company's objectives. The research investigated whether the level of motivation among Telkom Kenya employees determined the quality of service provided and whether the success of motivation as a management tool depended on how it was applied by the management.

The study was a survey using structured questionnaire as a data collection tool. Descriptive statistics was used to analyze the data. The findings would help managers involved in the management of human resources in Telkom Kenya in general and Nyanza south in particular.

The study found out that the company does not recognize or reward performance of the employees. While it offers training to enhance performance the same was not
rewarded in form of promotion or commendation. It was generally observed that the company handled motivation techniques poorly. This was further reinforced by the fact that performance was neither recognized nor rewarded. Job security existed in the company as exhibited by majority of the staff who had worked for between ten and thirty years. Majority of the employees were found to be form four leavers and below therefore putting into doubt their competency to provide quality service in the fast changing environment of information technology.

The researcher therefore recommended that the company should have a paradigm shift in its promotion policies by placing value on the human capital, organizational culture and professionalism in an endeavor to create and nurture value of these critical assets. The management should equally prepare a comprehensive scheme of service such that on completion of training, employees would know the grade to be promoted into as per the scheme of service.

Since a reward system was so critical to employee performance and organizational success in any company the researcher recommends further research as to why reward system used by the Telkom Kenya has failed to achieve the desired results.
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Finally my gratitude and deep appreciation to members of my family Alice, Kiprotich, Jemutai, Kiprop, Jebet, Kibiwott and Jelagat, for being very understanding and had to forego outings as I dedicated more time on the planning and implementation of the project.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>ITEM</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Declaration</td>
<td>i</td>
</tr>
<tr>
<td>Abstract</td>
<td>ii</td>
</tr>
<tr>
<td>Acknowledgement</td>
<td>iv</td>
</tr>
<tr>
<td>Table of content</td>
<td>v</td>
</tr>
<tr>
<td>List of tables</td>
<td>viii</td>
</tr>
</tbody>
</table>

## CHAPTER ONE: INTRODUCTION

1.0: Overview..........................1
1.1: Background to the study..........1
1.2: Statement of the problem........2
1.3: Research objectives...............3
1.4: Research questions................3
1.5: Significance of the study........3
1.6: Delimitation and limitation......4
1.7: Definition of terms..............5

## CHAPTER TWO: LITERATURE REVIEW

2.0: Introduction........................7
2.1: Theoretical framework............8
2.2: Major theories of motivation.....10
2.3: Maslow: Hierarchy of needs theory.10
2.4: Herzberg: Two factor motivation theory.11
2.5: McGregor: Theory X and theory Y....12
2.6: Empirical studies..................13
CHAPTER THREE: METHODOLOGY

3.0: Introduction .................................................... 20
3.1: Research design .................................................. 20
3.2: Location of study ............................................... 20
3.3: Target population .............................................. 20
3.4: Sample technique .............................................. 20
3.5: Data collection instruments .................................. 22
3.6: Data collection .................................................. 22
3.7: Data collection procedure ................................... 22

CHAPTER FOUR: DATA ANALYSIS, AND DISCUSSION

4.0: Introduction .................................................... 23
4.1: Data analysis .................................................... 23
4.2: Discussion ....................................................... 37

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0: Introduction .................................................... 40
5.1: Summary ......................................................... 40
5.2: Does job security exist in the company? ...................... 42
5.3: Is performance recognized and rewarded? .................... 42
5.4: Are employees remunerated appropriately? .................. 42
5.5: Does management provide conducive environment? .......... 42
5.6: Implication of the findings .................................... 43
5.7: Conclusion ....................................................... 44
5.8: Recommendations.................................................45
5.9: Recommendation for further research......................46

Bibliography..........................................................47

APPENDICES

Appendix i: Work plan ..............................................49
Appendix ii: Budget plan.............................................50
Appendix iii: Letter of introduction................................51
Appendix iv: Research questionnaire.............................52
LIST OF TABLES

<table>
<thead>
<tr>
<th>TABLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 - Departmental distribution</td>
<td>21</td>
</tr>
<tr>
<td>4.1 - Departments</td>
<td>24</td>
</tr>
<tr>
<td>4.2 - Ages in years</td>
<td>25</td>
</tr>
<tr>
<td>4.3 - Marital status</td>
<td>25</td>
</tr>
<tr>
<td>4.4 - Length of service</td>
<td>26</td>
</tr>
<tr>
<td>4.5 - Level of education</td>
<td>26</td>
</tr>
<tr>
<td>4.6 - Professional certificates</td>
<td>26</td>
</tr>
<tr>
<td>4.7 - Job security</td>
<td>27</td>
</tr>
<tr>
<td>4.8 - Request for bribes</td>
<td>27</td>
</tr>
<tr>
<td>4.9 - Sound disciplinary procedures</td>
<td>28</td>
</tr>
<tr>
<td>4.10 - Fairness on promotion</td>
<td>28</td>
</tr>
<tr>
<td>4.11 - Recognition of individual performance</td>
<td>28</td>
</tr>
<tr>
<td>4.12 - Appropriate deployment of employees</td>
<td>29</td>
</tr>
<tr>
<td>4.13 - Offering of training</td>
<td>29</td>
</tr>
<tr>
<td>4.14 - Recognition after training</td>
<td>30</td>
</tr>
<tr>
<td>4.15 - Appropriate remuneration</td>
<td>30</td>
</tr>
<tr>
<td>4.16 - Satisfaction of work</td>
<td>31</td>
</tr>
<tr>
<td>4.17 - Implementation of bargaining agreement</td>
<td>31</td>
</tr>
<tr>
<td>4.18 - Chances for advancement</td>
<td>32</td>
</tr>
<tr>
<td>4.19 - Consideration of healthy and safety</td>
<td>32</td>
</tr>
</tbody>
</table>
4.20 – Providing conducive working environment

4.21 – Effectiveness of current appraisal system

4.22 – Effective application of motivation by management

4.23 – Making decisions

4.24 – Indiscipline cases

4.25 – Staff involved in vandalism

4.26 – Provision of working tools and materials

4.27 – Provision medical care

4.28 – Clear channels of communication

4.29 – Conducive management style
CHAPTER ONE: INTRODUCTION

1.0: Overview

This study was concerned with the impact of employee motivation on the quality of service provision. This study was prompted by the realization that quality service provision in a given organization was dependant to a larger extent on the level of motivation of its employees. Motivation had gained prominence among managers in general and human resource managers in particular to maintain a highly motivated workforce in order to provide efficient and effective services to customers in order to realize organizational goals. Leadership styles and management practices must therefore respond to the motivation of individuals if they had to provide a climate in which people would perform willingly.

Motivation as an aspect of management required human behavior to be manipulated in order to harmonize individual’s goals with those of the organization. The appropriate behavior for management was to find out employees needs and endeavor to meet them. Either way the outcome, if successful, was a motivated workforce that was willing to associate themselves and their skills with the goals of their organization. Therefore managers need to adopt reinforcement techniques to persuade employees to behave in a desired manner. Many companies have excelled in quality service provision while others have failed depending on the level of employee’s motivation. The study therefore sought to investigate the impact of motivation on the quality of service provision by Telkom Kenya employees in Kisii.

1.1: Background to the study

Telkom Kenya Ltd was one of the three entities created from the defunct Kenya posts and Telecommunication corporation in July 1999, the others being
communication commission of Kenya and postal corporation of Kenya. Telkom Kenya was mandated to provide telecommunication services in the liberalized economy of Kenya. However, the intended goals of infrastructure development and service to all parts of the Division had not been met. The management noted with concern that the Division performed poorly since all departments had failed to meet their set targets (Divisional performance management report 04/05). According to the performance report, revenue, sale and coin box collection dropped by 20%, 10% and 12% respectively while fault clearance and service provision rate dropped to 50% and 55%. Billing disputes significantly rose by 20%.

The Divisional management were concerned that employees were unable to meet set targets, took too long to clear faults, solicit for bribes before providing services, manipulate bills for personal gains, provide substandard services and create artificial faults to necessitate payment of subsistence allowance. The Division was headed by a Divisional Manager and had twelve departments i.e. Human resource, Engineering, Finance & Accounts, Procurement and Suppliers, Workshop, Value added services, Building, Security; Anti fraud management, Management Information Systems, Coordination, Sales and Marketing.

1.2 : Statement of the problem

After the expiry of its monopoly status Telkom Kenya was yet to improve its services. It was expected that the company would offer better services in view of the competitive environment. However; employees are still increasingly being unable to meet set targets and continue to provide poor services. The question then was what makes Telkom Kenya employees not to perform? It was a reality that the company was struggling despite its infrastructure development. The study therefore
investigated whether motivation had any impact on the quality of services provided by the company.

1.3: Research objectives

Specific objectives of the study include:

(1) To investigate existence of job security in the company.
(2) To investigate if performance was recognized and rewarded accordingly.
(3) To investigate whether employees are remunerated appropriately.
(4) To investigate if management provides a conducive working environment in the company.

1.4: Research questions

To facilitate the study, research questions were formulated which included.

(1) Does job security exist in the company?
(2) Is performance recognized and rewarded accordingly?
(3) Are employees remunerated appropriately?
(4) Does the management provide conducive working environment?

1.5: Significance (importance of the study)

This study collected data that would be used to accomplish the following goals:

Assist Telkom Kenya management in the area of policy development.

Assist Divisional management to reduce employees complains

Assist Head office stakeholders in designing strategic plans.

Filling in knowledge gap on motivation.
1.6: Delimitation and limitation

Financial limitation
Financial limitation was one major factor. Due to this limitation it was not possible to visit all the workstations in the Division.

Time limit
This was another major factor. The research covered only a few months and it had no flexible room for an elaborate field research. This restricted the scope and extent of research thus extensive research was not possible.

Suspicion
Given that the researcher was an employee of the company working in human resource department, respondents were suspicious that the exercise was meant to identify employees for retrenchment. The management was also suspicious of the outcome considering that the company was being restructured.

Accuracy of records
Most records in customer care, sales and marketing, engineering coordination and Human resource departments are still manual in the Division. To obtain accurate figures on fault clearance, time taken to provide service, and staff complaints over the last three years was not easy.

Generalization
Given that employees are stationed in different geographical areas in the Division, the outcome of the research reflected the views of the other duty stations.
1.7: Definition of terms

Employees
Refers to a person who works for the company in return of wages.

Department
Refers to a distinct division or branch where a manager had authority for the performance of specified activities or results.

Duty station
Refers to a collection of buildings and work units defined as one place of work.

Idiosyncratic
Refers to a person’s peculiarity, habit or type of behavior.

Management staff
Refers to those who undertake the tasks and functions of managing, at any level in the company.

Manual exchange
Refers to a center in which telephone calls are interconnected with the assistance of an operator.

Motivation
Refers to the feeling of commitment in an individual to doing something well and being prepared to put energy and effort into it.

Telecommunication service
Refers to communication or transmission systems through electronic equipment.

Unionisable staff
Refers to employees of the company who belong to a trade union.
Workforce
Refer to the total number of TELKOM Kenya employees.

Job satisfaction
Refer to an employee’s general attitude about the job.

Service provision
Refer to the work that somebody does in an organization.
2.0: Introduction

The process of motivation could be considered as a movement towards a balance. This was a homeostatic process initiating from a need i.e. Lack or deficit of something in the individual. With the occurrence of lack or deficit, a chain of purposeful activities took place (Luthans, F. 1995:141). The individual tends to make certain activities directed towards a goal. With the attainment of the goal the need is satisfied and the process of motivation was complete. Thus as Kolasa observed motivation process began with the need and ended with a need satisfaction, with a goal directed behavior as a basic dynamic stage of the process.

Underwood observed that motivation was a hypothetical process, which was inferred from certain changes in response taking place as a consequence of certain changes in the stimulus conditions. Explicitly, when an individual was motivated, he possessed latent energy or drives potentially available for the work. When such a drive initiates towards a goal, it becomes a motive. This energy remained passive till a channel was found to release and properly directs it. This release and direction related to the efforts of management accomplished through application of incentives. We may find some employees who are not performing effectively in their positions. This does not mean that they lack motivation. They possess motivation but they are not suitably stimulated. Their energy was being directed towards external goals.

Thus as Hodge and Johnson point out employees motivation refers to willingness to react to organizational requirements in the short run. The higher
their motivation towards the organizational goals the more effectively they will perform in organizational settings. Indeed employee’s performance was a product of skill and motivation. A difference in either of the factor will cause a difference in performance. If we assume employee’s skills are constant, performance increases with increasing level of motivation.

2.1: Theoretical framework

The impact of motivation on employee performance could be observed, other things being constant, with the introduction of payment by results. However, it may be noted that enhanced performance beyond optimal level by means of incentives exerts effects on physical and mental efforts of employees. This implies that management should properly assess the optimal level of motivation while mobilizing it through the use of incentives. Moreover the nature of incentives needed was a function of the nature of needs prevailing among employees at a point of time. This necessitates that management assesses the nature of needs to provide them with proper incentives (Cole, G.A. 1998:135).

Motivation in service provision was a highly complex process that might result from within the individual or from factors operating on him from the environment. These two factors may also interact in their effect on the individual. Moreover, the behavior of the individual at a point in time was motivated by several motives such as achievement, recognition, advancement, work itself, possibility of growth and responsibility. The maintenance factors include company policy and administration, technical supervision, interpersonal relations with peers and subordinates, salary, job security, personal life, working conditions and status (Byars, L.L 1994: 323). Koontz, H. (1988: 419) stated that
actual performance in a job (the actual doing of tasks or meeting goals) was determined principally by effort expended. It was also greatly influenced by individuals’ ability (knowledge & skills) to do the job and by his perception of what the required task was. Also what the individual sees as a fair reward for effort will necessarily affect the satisfaction.

In Kenya managers have not been left behind in enhancing motivational techniques in the work place by making subordinates feel valued, providing scope for development through setting targets, recognizing achievements and providing opportunities for individuals to take greater responsibility in decision making and implementing the same (Sagimo 2002). Managers have therefore motivated their staff by recognizing individual differences and matching people’s skills with the relevant jobs, which are perceived to be attainable and ensuring, that individual rewards are linked to performance. The above measures coupled with a good salary system influence people to remain and make full use of their abilities and develop their potential.

In Telkom Kenya, the management had put in place elaborate measures of influencing service provision such as promotion to the next grade after three years, long service award, and incremental awards for outstanding performance, and sponsorship for professional courses and letters of commendation. The implementation aspect of the above was however a different story altogether. Dwindling resources due to competition thus enabling competitors to poach the most experienced staff due to their paying ability have contributed to this.
2.2: Major theories of motivation

Fortunately a number of important theories of motivation have been developed to help us better understand the complexities involved in motivating people to accomplish organizational goals willingly and effectively. In a sense managers are judged not by what they do but rather by what they cause others to do. A key part of manager's job is to motivate people to want to perform so that goals can be achieved.

2.3: Maslow: hierarchy of needs theory

Abraham H. Maslow, a psychologist, developed the hierarchy of needs theory of human motivation based on the idea that needs are ranked in order of importance. He also postulated that as one need was satisfied the need at the next higher level emerges (Luthans 1995). The Maslow's five needs are as follows.

**Physiological Needs**

The main physiological needs are to satisfy hunger, thirst, sleepiness, and sexual desire. Maslow considers physiological needs to be potent. When a person was extremely and dangerously hungry, for example, all other needs are forgotten.

**Safety Needs**

When physiological needs are gratified, safety needs emerge. Maslow noted that the "healthy, normal, fortunate adult on our culture is largely in his safe needs. Maslow goes on to note that beyond this point, safety needs in a modern society are dealt with by buying life insurance, looking for a job with tenure and in other ways seeking economic security."
Love (social) Needs

According to Maslow’s theory, when both physiological and safety needs are gratified, the need for affection, belonging, and love emerges. People yearn for friends. The love needs include needs for both giving and receiving love. Thwarting of the love need can have serious consequences and was, according to Maslow, “basic in the picture of maladjustment”.

Esteem Needs

The desire for self-respect and the respect of others was next in the hierarchy. People want to achieve and to be recognized for their achievements. Satisfaction of esteem needs leads to self-confidence and feeling of worth.

Self-Actualization Needs.

When physiological, safety, love and esteem needs are satisfied, people will become discontented unless they are doing what they want to do. Maslow observes, “A musician must make music, an artist must paint, a poet must write, if he was to be ultimately happy”. Doing what one most wants to do with one’s life was called self-actualization. According to Maslow, people differ in a degree to which they want security, but all people have this need. Knowing this, a participative – style manager can try to identify specific ways in which people in the organization can be made to provide efficient services.

2.4: Herzberg: Two factor motivation theory

Psychologist Fredrick Herzberg developed the two factor motivation theory based on extensive research. His theory explains worker motivation in terms of two types of factors (Nzuve 1999). The first are hygiene job factors (also called maintenance factors), which are necessary before an individual can be motivated.
They do not in themselves inspire or motivate a person to put forth maximum effort on a job. These factors include acceptable salary; company policy; supervision; job security; work conditions and interpersonal relationships with one's supervisor, peers and subordinates. Herzberg considers these factors to be hygienic because they are required to have a healthy organization. He noted that 'when feelings of unhappiness were reported, they were not associated with the job itself but with the conditions that surround the doing of the job. The hygiene factors need to be applied properly and effectively to prevent poor job attitudes from arising.

The other types of factors are motivator factors. These included achievement, recognition, advancement, the job itself and the possibility for growth and responsibility. Herberg believes these factors are essential to motivation. He had observed that 'man tends to actualize himself in every area of his life, and his job is one of the most important areas. The conditions that surround the doing of the job (hygiene factors) cannot give him this basic satisfaction; they do not have this potentiality. It was only from the performance of a task that the individual can get the rewards that will reinforce his aspirations.

Thus according to the Herzberg findings, an organization may have good working conditions, provide adequate compensation and offer job security but still have low motivation. Physical conditions are not as important as psychological conditions in motivating people.

2.5: McGregor: Theory X and Theory Y

Douglas McGregor had identified, at the extreme, two styles of managing: Theory X or autocratic and Theory Y or participative. Each style involved certain assumptions concerning human nature (Cole 1998: 75). A Theory X manager
assumed that: The average human being had an inherent dislike of work and would avoid it if he or she could. Because of this human characteristic of dislike of work, most people were to be coerced, controlled or threatened with punishment to get them to put forth adequate effort towards the achievement of organizational objectives. The average human being preferred to be directed, wished to avoid responsibility, had relatively little ambition and wanted security above all.

A Theory Y manager holds directly opposite views concerning people and their attitudes towards work. Assumptions made in theory Y are: Work was a source of satisfaction and was as normal as play or rest. Threat of punishment was only one-way to induce people to work, and it was not usually the best way. People who are committed to achieving the organization’s objectives depended on the rewards he or she expected to receive when goals are achieved. Under the right conditions, the average person would both accept and seek responsibility. The abilities to think creatively, to innovate and to solve problems are widely, not narrowly, distributed among people. The intellectual abilities of most people are underutilized.

2.6: Empirical studies

Researchers and theorists in management and in behavioral psychology are not in full agreement as to what motivated people and to what degree to perform work in the organization. There was a general consensus, however, that the following factors are involved in motivation (Sagimo 2002 & Nzuve 1999).

2.6.1 Challenging work

To motivate personnel to perform to their best, managers should try to make work as challenging as possible, keeping in mind that what was challenging to one person
may not excite another. Conducting an orientation session for new employees might be exciting to someone just appointed as an instructor in a training department but boring to the head of the department. Loading trucks day in day out must be challenging to someone with limited education but might prove utterly unchallenging to a young person just out of college. Because of these individual differences, managers should consider the worker’s aptitude, interest, intelligence, skills and education in making work assignments.

2.6.2 Recognition and status
The desire of recognition and the improved status it brings appears universal regardless of position, age, education, and other factors. Recognition must be sincere and based on above average performance, or it would not be appreciated by the recipient and would be resented by others. Almost anything can be a status symbol if it was recognized by a group as a badge of distinction.. A key to the executive washroom, a large office, a ten-year old pin, a reserved parking and a carpeting on the floor are just a few of the almost countless ways of recognition (Cole 1998: 135).

2.6.3 More responsibility and power
Not everyone wants more responsibility and power. Nevertheless, a significant number of individuals who are part of organized groups do in fact want more responsibility and more are motivated by the prospect of attaining it. In fact, it was probable that more people wanted to become bosses than the number of vacancies can permit. Thus management should devise a plan for using the chances of promotion, more power, and greater responsibility as a way to motivate people to perform more effectively.
2.6.4 Security

The need for security— that was the desire to be freed from fear of such things as job loss, demotion and loss of income—apparently was inherent in all of us. The degree to which individuals desired security varied considerably among people. Security was a motivator, but too little or too much security can be harmful. If too much was given, workers may develop a lackadaisical attitude and produce at low level.

2.6.5 Independence of action

Probably all of us desired at least some independence of action. The desire to be one's own boss was especially strong in some people who appear to have more self-reliance than others. Complete dictation of how a job should be performed, however simple the job might be, lowers motivation.

2.6.6 Opportunity for personal growth

Most people would like to grow in skill, professional capability, and experience. A strong motivational device was to promise—and then offer an opportunity to an individual to grow more skilful as a result of work experience. Organizations that offered training and educational programs, travel, job rotation and other job-building experiences are using personal growth as a motivator.

2.6.7 Participation in planning.

Generally employees are more strongly motivated if they are asked to help plan and shape the environment in which it was performed. A supervisor might be motivated when permitted to make decisions about scheduling work or an employee may be motivated when allowed to select the tools needed to perform the job.
2.6.8 Money and other rewards

The role of money as a motivational factor had been controversial, especially over the past two decades. Certainly for some individuals money was the strongest motivational influence. People who are very hard pressed financially might be more highly motivated by money than any other factor.

2.6.9 Good working conditions

Working conditions, which included both physical and psychological factors surrounding a job, varied in importance as a motivator. It therefore meant that the above factors must be present for effective and efficient provision of service in an organization.

Motivating people to perform in desired ways was difficult because knowledge about motivation was largely subjective. There are a few hard facts about how the mind works than about physics. It was not known precisely why some people work harder than others or why some people are prone to making mistakes than others (Sagimo 2002). Not all persons are motivated to the same motivators. Effective managers understood that people differ in cultural background, intelligence, ambition, education, ethical standards and many other respects. We know that most people want status. But a status symbol to one person might not be important to another. People also differ in their feelings concerning rewards e.g. a person might be motivated by the possibility of a promotion while another may not. As a result of such differences, managers must tailor their motivational effort to individuals. The most effective manager must be one who was aware of the special needs and desires of his or her staff members. A young employee just starting out might be motivated to succeed, win promotions, make money and acquire power.
Over the years, as his or her career settles down, he or she may gradually become more interested in security and holding on to the position already acquired. In part, changes in job expectations relate to change in responsibilities in one’s personal life. Young employees are more likely to have strong monetary needs than middle-aged people. People are better educated than in the past, employees have more rights, people are more affluent, much work had become boring and there was a tendency to reject authority. All these conditions complicate managing. Motivating factors that worked well a decade ago might be ineffective today.

Motivation was also made more complicated because numerous factors that affect it are beyond the control of managers in the work situation. All individuals have personal problems that affect their job performance but that a Manager usually cannot solve. For the most part, however, management was either unaware of an individual’s off-the-job problems or, if it was a matter of company policy, does not try to intervene. An effective organization must be carefully structured and staffed with competent personnel who can be able to adapt to the changing environment because they operate in dynamic environments. Thus the quality of life at work had a direct influence on the quality of life of employees’ way from the work place. Improved working conditions are not only necessary for improved production but are also important to the individuals well being (Nzuve, S.N.M. 1999:3) An individual’s decision concerning achievement of organizational goals would be impacted by his/her immediate surrounding therefore the satisfaction of human needs through work is an idiosyncratic affair since what was rewarding to one individual may not be to another. Therefore if an employee was to be internally motivated to achieve organizational goals there must be some latitude for employee
involvement in work design associated rewards (Kolb 10: 103). Thus management need to work hard at reviewing the workforce’s motivation while holding firmly what had already been achieved.

In summary therefore it can be said motivation that, provides a motive to act in a desired manner must have meaning within the needs of employees. Thus efforts to motivate are related to human needs because man is truly a wanting animal who shifts his emphasis while maximizing both physical and social needs as his priorities changed. Therefore organizations must have a good system of motivation with a coordinated set of inducements for selective application to elicit the best effort of employees.

2.7: Conceptual / Theoretical framework

The conceptual framework incorporates motivators that need to be manipulated by managers in order to influence service provision in an organization. An essential task of management was to create a motivational climate that enabled people to perform at high levels of efficiency and productivity. No matter how good plans are, if people do not do their work with interest and enthusiasm they would not get outstanding results.

The stated motivators below, points out some general strategies, that a manager can use in creating a proper motivational climate. Besides creating a climate for work, a good manager needed to be a counselor of workers. He has to interact with different workers who have different need patterns. He therefore have to be sensitive to these individual difference and work accordingly with them since productive output of an individual in relation to a job was primarily determined by his
motivational structure, which was based on various types of needs, which are constantly changing.

**Impact of motivation on the quality of service provision**

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<tr>
<th>Independent variable</th>
<th>Dependent variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Motivation)</td>
<td>(Service provision)</td>
</tr>
</tbody>
</table>

Rewards  
Achievement  
Work itself  
Responsibility  
Advancement  
Management style  
Recognition  
Work conditions  
Job security  
Medical care  
Performance appraisal  
Communication  
Grievance handling  
Promotion  
Decision making  

SOURCE: SAGIMO & Researcher

Fig. 1
CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

To facilitate the research, the following plan, structure and strategy of investigation was used to obtain answers to the research questions.

3.1: Research design

Survey method was used to collect primary data regarding impact of motivation on service provision in the company. Descriptive statistics was used to describe and explain the data.

3.2: Location of the study

The purpose of the research study was to determine the impact of employee motivation on the quality of service provision. This study was carried out on the employees of Telkom Kenya based at the Kisii branch. The branch has twelve departments which included Engineering, Human resource, Suppliers & Procurement, Building, Sales & Marketing, Finance and Accounts, Value added services, Workshop, Coordination, Anti fraud management, Management information systems and Security. The Division is served by, twenty two (22) automatic exchanges with a total capacity of 9500 out of which 4350 are the total line connections (Nyanza South Divisional business plan 2006/07).

3.3: Target population

The target population for this study was all the staff at the Division, which stood at 335 in number (100:335).

3.4: Sampling Technique and Sample size

The most appropriate sampling technique used was stratified sampling. This provided for a fair chance of each element of the population being covered, thereby,
increasing the validity of the results, Mugenda and Mugenda (2003). A sample of thirty percent of the target population in each of the twelve departments was selected since staff are not equally distributed in the departments. Thus a sample of one hundred (100) i.e. 30% of 335 was interviewed.

<table>
<thead>
<tr>
<th>Department</th>
<th>No of staff</th>
<th>Sample (30%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human resource</td>
<td>17</td>
<td>5</td>
</tr>
<tr>
<td>Engineering</td>
<td>115</td>
<td>35</td>
</tr>
<tr>
<td>Finance and Accounts</td>
<td>50</td>
<td>15</td>
</tr>
<tr>
<td>Supplies</td>
<td>21</td>
<td>6</td>
</tr>
<tr>
<td>Workshop</td>
<td>18</td>
<td>5</td>
</tr>
<tr>
<td>Payphone</td>
<td>43</td>
<td>13</td>
</tr>
<tr>
<td>Building</td>
<td>11</td>
<td>3</td>
</tr>
<tr>
<td>Security</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>Anti fraud mngt</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>MIS</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Sales &amp; Marketing</td>
<td>34</td>
<td>10</td>
</tr>
<tr>
<td>Coordination</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>335</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Table 3.1 departmental distribution

Source: Telkom Kenya
3.5: Data collection instruments

The researcher used both open and closed ended structured questionnaire developed along the Likert five-point scale to obtain data from the respondents.

3.6: Data collection

The research focused on both primary and secondary data. Secondary data was obtained from the reviewed literature. Primary data was obtained through structured questionnaires that the researcher administered personally with the help of a research assistant. By distributing the questionnaire personally, the researcher was able to attend to questions from individual respondents. In order to carry out the research, the researcher obtained a letter of authority from the University to spell out any doubts about the study.

3.7: Data collection procedure

The data that was generated was analyzed using descriptive statistics. The Likert type of scale was used since respondents indicated their degrees of agreements or disagreements with each item. The response was given a numerical score indicating degree of agreeing or disagreeing based on the five-response category. The numerical scale in the Likert type scale helped minimize the subjectivity and made it possible to use quantitative analysis. The data that was generated from the study was also analyzed using the special computer software package known as statistical package for the social sciences (SPSS). Percentages, frequencies and graphical methods were used where applicable in presenting the data describing the phenomena under investigation.
CHAPTER IV: DATA ANALYSIS AND DISCUSSION.

4.0: Introduction

The data that was generated from the study was analyzed using both qualitative and quantitative analysis. Descriptive statistics were used in presenting the data on the phenomena under investigation. Data was collected using a questionnaire which was divided into two sections A and B. Section A carried general information while Section B carried job satisfaction. A total of one hundred questionnaires were administered to the employees in each department at the Divisional headquarters at Kisii and sixty eight questionnaires were returned which meant sixty eight (68) percent response rate.

4.1: Data analysis

When the questionnaires were received, they were given serial numbers starting from 01 to 68 on the front sheet. There were some instances where some of the employees did not respond to some questions. This was indicated as "no response" in the analysis, where applicable. The verified data was added to produce a tally for every questionnaire item and a percentage was calculated for each tally including the non-response items. The tally and percentage analysis, where possible, were presented in tables for clarity.
Table 4.1: Departments

<table>
<thead>
<tr>
<th>Department</th>
<th>No of questionnaires issued</th>
<th>No of questionnaires returned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Engineering</td>
<td>35</td>
<td>10</td>
</tr>
<tr>
<td>Finance &amp; Accounts</td>
<td>15</td>
<td>9</td>
</tr>
<tr>
<td>Supplies</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Workshop</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Payphone</td>
<td>13</td>
<td>12</td>
</tr>
<tr>
<td>Building</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Security</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Anti Fraud mngt unit</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>MIS</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Sales &amp; Marketing</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Coordination</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
<td><strong>68</strong></td>
</tr>
</tbody>
</table>

Most of the questionnaire which were not returned was from engineering department. This could be attributed to the fact that most engineering staff are field based hence hardly report to the office.
SECTION A: GENERAL INFORMATION

Out of the sixty-eight returned questionnaires 56 (82%) were male while 12 (18%) were female.

Table 4.2: Ages in years

<table>
<thead>
<tr>
<th>Age</th>
<th>&lt;30</th>
<th>31-40</th>
<th>41-50</th>
<th>&gt;50</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>2</td>
<td>36</td>
<td>30</td>
<td>0</td>
<td>68</td>
</tr>
<tr>
<td>Percentage</td>
<td>3%</td>
<td>53%</td>
<td>44%</td>
<td>0</td>
<td>100%</td>
</tr>
</tbody>
</table>

Majority of the employees are between thirty one to fifty years. This could be due to restructuring of staff aged 50 years and above. Freezing of employment since 1998 in readiness for restructuring was reflected on the few staff under the age of 30.

Table 4.3: marital status

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Single</th>
<th>Married</th>
<th>Divorced</th>
<th>Separated</th>
<th>None response</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>2</td>
<td>61</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>68</td>
</tr>
<tr>
<td>Percentage</td>
<td>3%</td>
<td>90%</td>
<td>3%</td>
<td>3%</td>
<td>1%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Most of the employees were found to be married (90%) meaning they are stable in their homes although there is no guarantee that the same apply in the work place.
Table 4.4: Length of service

<table>
<thead>
<tr>
<th>Length of service</th>
<th>&lt;10</th>
<th>11-20</th>
<th>21-30</th>
<th>Over 30</th>
<th>None response</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>4</td>
<td>45</td>
<td>18</td>
<td>0</td>
<td>1</td>
<td>68</td>
</tr>
<tr>
<td>Percentage</td>
<td>6%</td>
<td>66%</td>
<td>27%</td>
<td>0</td>
<td>1%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Most of the workers had served between eleven to twenty years (66%). Most staff who had served longer left during the restructuring undertaken by the company.

Table 4.5: Level of education

<table>
<thead>
<tr>
<th>Education level</th>
<th>No</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPE/KCPE</td>
<td>5</td>
<td>7%</td>
</tr>
<tr>
<td>KCE/KCSE</td>
<td>42</td>
<td>62%</td>
</tr>
<tr>
<td>KACE</td>
<td>16</td>
<td>24%</td>
</tr>
<tr>
<td>DIPLOMA</td>
<td>5</td>
<td>7%</td>
</tr>
<tr>
<td>UNIVERSITY</td>
<td>0</td>
<td>0%</td>
</tr>
</tbody>
</table>

Majority of the employees are form four leavers (62%). This has a direct relationship with the quality of service provided since employees competences become obsolete over time hence require upgrading of which they are yet to do as illustrated by number of staff with professional certificates.

Table 4.6: Professional certificates

| With professional certificates | 22 | 32% |
| Without professional certificates | 46 | 68% |
The study revealed that most of the employees do not possess professional certificates (68%) whereas (32%) possess professional certificates. Management need to put in place a comprehensive training policy to reverse the above trend.

SECTION B – JOB SATISFACTION

Table 4.7: Job Security.

<table>
<thead>
<tr>
<th>Key</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Average</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
<td>7</td>
<td>9</td>
<td>19</td>
<td>17</td>
<td>16</td>
<td>68</td>
</tr>
<tr>
<td>Percentage</td>
<td>10%</td>
<td>13%</td>
<td>28%</td>
<td>25%</td>
<td>24%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Employees feel job security is on average in the company (28%), however 25% and 24% agree and strongly agree respectively that there is job security. This clearly indicates that there is no job security in the company therefore staff are likely to request for bribes when providing services.

Table 4.8: Request for bribes before or after providing services

<table>
<thead>
<tr>
<th>Key</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Average</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
<td>34</td>
<td>18</td>
<td>9</td>
<td>6</td>
<td>1</td>
<td>68</td>
</tr>
<tr>
<td>Percentage</td>
<td>50%</td>
<td>26%</td>
<td>13%</td>
<td>9%</td>
<td>1%</td>
<td>100%</td>
</tr>
</tbody>
</table>

50% of employees strongly disagreed that employees request for bribes before or after providing service while 26% disagreed. This meant that majority of the staff do not request for bribes when providing services.
Table 4.9: Sound disciplinary procedures

<table>
<thead>
<tr>
<th>Key</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Average</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
<td>3</td>
<td>3</td>
<td>19</td>
<td>32</td>
<td>11</td>
<td>68</td>
</tr>
<tr>
<td>Percentage</td>
<td>4%</td>
<td>4%</td>
<td>28%</td>
<td>47%</td>
<td>16%</td>
<td>100%</td>
</tr>
</tbody>
</table>

47% agreed that the company had sound disciplinary procedures while 26% were on average and 16% strongly agreed. The company has fair disciplinary procedures.

Table 4.10: Fairness on promotions

<table>
<thead>
<tr>
<th>Key</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Average</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
<td>24</td>
<td>16</td>
<td>21</td>
<td>7</td>
<td>0</td>
<td>68</td>
</tr>
<tr>
<td>Percentage</td>
<td>35%</td>
<td>24%</td>
<td>31%</td>
<td>10%</td>
<td>0</td>
<td>100%</td>
</tr>
</tbody>
</table>

35% strongly disagreed that promotions are done fairly in the company and 24% disagreed whereas 31% are on average. This indicated that promotions are not done fairly in the company thus it is bound to affect provision of quality service.

Table 4.11: Recognition of individual performance

<table>
<thead>
<tr>
<th>Key</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Average</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
<td>21</td>
<td>18</td>
<td>19</td>
<td>8</td>
<td>2</td>
<td>68</td>
</tr>
<tr>
<td>Percentage</td>
<td>31%</td>
<td>26%</td>
<td>28%</td>
<td>12%</td>
<td>3%</td>
<td>100%</td>
</tr>
</tbody>
</table>
31% strongly disagreed that the company recognizes individual performance and rewards it accordingly while 26% disagreed. 28% are on average. Here performance was not recognized thus confirming why promotions are not done fairly.

Table 4.12: Appropriate deployments of employees

<table>
<thead>
<tr>
<th>Key</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Average</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
<td>8</td>
<td>17</td>
<td>18</td>
<td>20</td>
<td>6</td>
<td>68</td>
</tr>
<tr>
<td>Percentage</td>
<td>12%</td>
<td>25%</td>
<td>26%</td>
<td>29%</td>
<td>9%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Employees disagreed that there is appropriate deployment of employees in the Division. It therefore meant that staff are not deployed appropriately in the company.

Table 4.13: Offering of training

<table>
<thead>
<tr>
<th>Key</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Average</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
<td>5</td>
<td>7</td>
<td>16</td>
<td>26</td>
<td>14</td>
<td>68</td>
</tr>
<tr>
<td>Percentage</td>
<td>7%</td>
<td>10%</td>
<td>24%</td>
<td>38%</td>
<td>21%</td>
<td>100%</td>
</tr>
</tbody>
</table>

38% of the respondents agreed that the company offers training to enhance individual performance while 21% strongly agree. It therefore meant that opportunities for training are available in the company. However, employees hardly took up the training opportunities in view of the few numbers of staff with professional certificates. In the current ever changing environment skills ought to be
upgraded to ensure that one remains relevant and meets the needs of the sophisticated customer.

**Table 4.14: Recognition after training**

<table>
<thead>
<tr>
<th>Key</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Average</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
<td>21</td>
<td>21</td>
<td>10</td>
<td>12</td>
<td>4</td>
<td>68</td>
</tr>
<tr>
<td>Percentage</td>
<td>31%</td>
<td>31%</td>
<td>15%</td>
<td>18%</td>
<td>5%</td>
<td>100%</td>
</tr>
</tbody>
</table>

On successful completion of training the management does not recognize the same by way of promotion or commendation as attested by 31% who strongly disagreed and 31% who disagreed with the statement. This confirms the low number of staff with professional certificates despite availability of opportunities in the company. There is no need therefore for the company to offer training that cannot be recognized.

**Table 4.15: Appropriate remuneration**

<table>
<thead>
<tr>
<th>Key</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Average</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Blank</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
<td>10</td>
<td>13</td>
<td>27</td>
<td>15</td>
<td>0</td>
<td>3</td>
<td>68</td>
</tr>
<tr>
<td>Percentage</td>
<td>15%</td>
<td>19%</td>
<td>40%</td>
<td>22%</td>
<td>0</td>
<td>4%</td>
<td>100%</td>
</tr>
</tbody>
</table>

40% of the employees felt remuneration in the company is on average. 22% agreed while 19% and 15% disagreed and strongly disagreed respectively. It thus meant that remuneration was not appropriate in the company.
Table 4.16: Satisfaction of work

<table>
<thead>
<tr>
<th>Key</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Average</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
<td>10</td>
<td>9</td>
<td>28</td>
<td>17</td>
<td>4</td>
<td>68</td>
</tr>
<tr>
<td>Percentage</td>
<td>15%</td>
<td>13%</td>
<td>41%</td>
<td>25%</td>
<td>5%</td>
<td>100%</td>
</tr>
</tbody>
</table>

41% believed employees’ satisfaction was on average. 25% agreed that employees are satisfied while 4% strongly agreed, 13% disagreed and 15% strongly disagreed.

Table 4.17: Implementation of bargaining agreements

<table>
<thead>
<tr>
<th>Key</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Average</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
<td>10</td>
<td>18</td>
<td>16</td>
<td>18</td>
<td>6</td>
<td>68</td>
</tr>
<tr>
<td>Percentage</td>
<td>15%</td>
<td>26%</td>
<td>24%</td>
<td>26%</td>
<td>9%</td>
<td>100%</td>
</tr>
</tbody>
</table>

9% strongly agree that management implements all collective bargaining agreements while 26% agree. 24% are on average while 26% and 15% disagreed and strongly disagreed respectively. This meant that the company was below average in implementation of bargaining agreements. This may have contributed to the average employees’ satisfaction in their work. Management must always built workers confidence by implementing whatever has been agreed upon with the union.
Table 4.18: Chances for advancement

<table>
<thead>
<tr>
<th>Key</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Average</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
<td>4</td>
<td>7</td>
<td>19</td>
<td>28</td>
<td>10</td>
<td>68</td>
</tr>
<tr>
<td>Percentage</td>
<td>6%</td>
<td>10%</td>
<td>28%</td>
<td>41%</td>
<td>15%</td>
<td>100%</td>
</tr>
</tbody>
</table>

41% agree that there are chances of advancement in the company while 15% strongly agreed. 28% believe chances of advancement are on average whereas 10% and 6% disagreed and strongly disagreed respectively. It meant there is room for advancement however criteria for advancement is questionable in view of none recognition of performance which has somehow led to unfairness on promotions.

Table 4.19: Consideration of health and safety

<table>
<thead>
<tr>
<th>Key</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Average</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
<td>3</td>
<td>2</td>
<td>11</td>
<td>31</td>
<td>21</td>
<td>68</td>
</tr>
<tr>
<td>Percentage</td>
<td>4%</td>
<td>3%</td>
<td>16%</td>
<td>46%</td>
<td>31%</td>
<td>100%</td>
</tr>
</tbody>
</table>

46% agreed that an employee’s health and safety have some considerable bearing on productivity. 31% strongly agreed while 16% feel it was on average. 3% and 4% disagreed and strongly disagreed.
Table 4.20: Providing conducive working environment

<table>
<thead>
<tr>
<th>Key</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Average</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses</td>
<td>0</td>
<td>5</td>
<td>35</td>
<td>23</td>
<td>4</td>
<td>68</td>
</tr>
<tr>
<td>Percentage</td>
<td>0%</td>
<td>7%</td>
<td>53%</td>
<td>34%</td>
<td>6%</td>
<td>100%</td>
</tr>
</tbody>
</table>

53% felt the company was on average in provision of conducive working environment. 34% agreed that it provided conducive working environment while 6% strongly agreed, 7% disagreed. This is an impressive gesture from the management.

Table 4.21: Effectiveness of current appraisal system

<table>
<thead>
<tr>
<th>Key</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Average</th>
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<td>22%</td>
<td>34%</td>
<td>18%</td>
<td>5%</td>
<td>100%</td>
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</table>

34% felt the effectiveness of the appraisal system being used was on average. 18% agreed that it is effective while 5% strongly agreed however 22% disagreed and 21% strongly disagreed. The current appraisal system being used was not effective.

Table 4.22: Effective application of motivation by management

<table>
<thead>
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<tr>
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<td>21%</td>
<td>29%</td>
<td>38%</td>
<td>9%</td>
<td>3%</td>
<td>100%</td>
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</table>

33
38% feel application of motivation is on average. 29% disagreed that it was applied effectively while 21% strongly disagreed. Whereas 9% agreed that it was applied effectively, 3% strongly agreed. The management do not apply motivation techniques appropriately.

**Table 4.23: Involvement in making decisions**

<table>
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<tr>
<td>Percentage</td>
<td>12%</td>
<td>29%</td>
<td>32%</td>
<td>24%</td>
<td>3%</td>
<td>100%</td>
</tr>
</tbody>
</table>

32% believed employee's involvement in decision making was on average. 29% disagreed that employees are involved in decision making while 12% strongly disagreed. 24% agreed while 3% strongly agreed. It therefore meant that staff are not involved in decision making in the company.

**Table 4.24: Indiscipline cases**

<table>
<thead>
<tr>
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<tr>
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<td>34%</td>
<td>37%</td>
<td>10%</td>
<td>1%</td>
<td>100%</td>
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</table>

37% felt indiscipline was on average in the company. 34% disagreed that there was indiscipline while 18% strongly disagreed. 10% agreed while 1% strongly agreed. This showed that Telkom Kenya employees were disciplined.
Table 4.25: Staff involvement in vandalism

<table>
<thead>
<tr>
<th>Key</th>
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<th>Disagree</th>
<th>Average</th>
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<tbody>
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<td>16</td>
<td>9</td>
<td>12</td>
<td>5</td>
<td>68</td>
</tr>
<tr>
<td>Percentage</td>
<td>38%</td>
<td>24%</td>
<td>13%</td>
<td>18%</td>
<td>7%</td>
<td>100%</td>
</tr>
</tbody>
</table>

38% strongly disagreed that employees are involved in vandalism due to low morale. 24% disagreed while 13% were on average. 18% agreed while 7% strongly agreed that they are involved in vandalism. It therefore meant that majority of staff are not involved in vandalism.

Table 4.26: Providing tools and materials for work

<table>
<thead>
<tr>
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<td>Percentage</td>
<td>15%</td>
<td>13%</td>
<td>41%</td>
<td>26%</td>
<td>1%</td>
<td>3%</td>
<td>100%</td>
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</table>

41% considered the company to be on average in providing the right tools to enable employees perform effectively. 26% agreed while 1% strongly agreed. 13% disagreed while 15% strongly disagreed. 3% was left blank. Provision of tools was found to be on average.
Table 4.27: Provision of medical care

<table>
<thead>
<tr>
<th>Key</th>
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<tr>
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<td>0%</td>
<td>9%</td>
<td>30%</td>
<td>60%</td>
<td>100%</td>
</tr>
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</table>

60% strongly agreed that the company provides good medical care to its employees while 30% agreed while 9% was on average. This implied that the company had a good medical scheme for the employees. The scheme had an exceptional rating clearly boosting the morale of the employees.

Table 4.28: Clear channels of communication

<table>
<thead>
<tr>
<th>Key</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Average</th>
<th>Agree</th>
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<td>Percentage</td>
<td>1%</td>
<td>8%</td>
<td>32%</td>
<td>43%</td>
<td>16%</td>
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</table>

43% agreed that the company has clear channels of communication, while 16% strongly agree. 32% are on average whereas 8% disagreed. It meant that there are very clear channels of communication.

Table 4.29: Conducive management style

<table>
<thead>
<tr>
<th>Key</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Average</th>
<th>Agree</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Responds</td>
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<td>6</td>
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<tr>
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<td>9%</td>
<td>47%</td>
<td>31%</td>
<td>7%</td>
<td>100%</td>
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</table>
47% felt that the management style in the company is on average in offering conducive working environment. 31% agreed and 7% strongly agreed. 9% and 6% disagreed and strongly disagreed respectively.

4.2: DISCUSSION.

28% of the employees felt that job security in the company was on average whereas 25% and 24% agreed and strongly agreed respectively. This was reinforced further by the fact that employees did not request for bribes before or after providing service. They further confirmed that the company had sound disciplinary procedures. It therefore meant that before anybody was dismissed the due process had to be followed hence minimizing chances of arbitrary dismissals. This was further reinforced by table 4.3 which showed that 66% of the employees had worked for the company for between eleven to twenty years whereas 27% had worked for over twenty one years.

The company seemed to be very unfair when promoting its employees as confirmed by a combined 59% table 4.10 who disagreed that promotions are done fairly in the company while 57% disagreed that the company recognizes individual performance and rewards it accordingly. This therefore confirmed that the company neither recognizes nor rewards performance. While the company had fair chances for advancement, the merit of advancement remained questionable in view of the unfair promotion practices. Whereas the company offered training to enhance individual performance on the job they do not recognize the same by way of promotion, incremental award or letter of commendation. It does not therefore make
any sense for the company to spend money on training when the same cannot be recognized. The company should therefore come up with a training needs analysis to guide training policy to avoid offering directionless training that serves no purpose. 40% of the employees felt remuneration was average in the company. 41% felt employees are satisfied with their work. An aggregate of 41% disagreed that the management implemented all collective bargaining agreements while 35% agreed and 24% are on average. The company needs to be tactical when handling staff issue especially implementation of bargaining agreements since partial implementation has greater impact on employee morale thereby affecting quality of services delivered. Employees however felt that health, safety and environment have some bearing on performance as confirmed by 56% who agreed.

However employees felt that the company was on average in providing conducive working environment (53%). The performance appraisal system in place was ineffective since 22% and 21% disagreed and strongly disagreed respectively. Motivation as a management tool was not being applied effectively as confirmed by 34% who felt it was on average while 29% disagreed and 21% strongly disagreed. Employees are also not involved in decision making in the company despite the fact that there are no indiscipline cases in the company.

Majority of the employees are not involved in vandalism due to low morale. The company was however found to be on average in providing the right tools and materials to enable employees perform effectively. 90% confirmed that the company provides a good medical scheme to the employees. It was further found out that the company had good channels of communication while the management style was average in creating a conducive working environment for the employees.
Majority of the employees who did not return their questionnaire are from engineering department. It is therefore important to establish their education background and their relationship with poor service provision in view of the fact that majority of them are in this department. Whereas majority of them are married meaning they are stable in their homes, its not certain that they are stable in the work place.

Most of the employees are form four leavers and below. This should be a source of concern to the management since this could be contributing to the poor service provided by the company. It was even worse that there were nil graduates in the Division. The management should therefore review its employment policy to ensure that it is in tandem with the ever changing environment. The Management should equally involve staff in decision making in order for staff to feel part and parcel of the deliberations in the company.
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0: Introduction

After the expiry of its monopoly status, it was expected that Telkom Kenya would offer better services in view of the competitive environment. The company still struggles despite its infrastructure development. The study therefore intended to investigate whether motivation had any impact on the quality of service provided.

5.1: Summary

The study found out that majority of the employees were male and many were aged between thirty to forty years. The study found two major observations in the age categories of the employees. Whereas no employee was aged over fifty years a paltry three percent were aged below thirty years. This may have been caused by temporary suspension of recruitment in the company. The absence of staff aged over fifty years may have been contributed to a major restructuring exercise undertaken by the company. Majority of the employees were married. Most of them had worked in the company for between eleven and twenty years. It therefore meant that they are experienced hence capable of providing quality services. It was however found out that no employee had worked for over thirty years which could still be linked to the massive restructuring exercise. Engineering department did not return most of the questionnaires. Staff in this department report and leave early to the field while others reported directly to the field, depending on the nature of their assignments. This may have contributed to the low response from the department.

Majority of the employees were found to be form four leavers and there was no graduate. The implication here was that these employees may deliver quality
services up to a certain level since competent employees will not be competent forever therefore considering their level of education it may be difficult for them to adapt to the fast changing environment as their skills become obsolete over time. Most of the employees do not possess professional certificates despite the company offering training to enhance individual performance. With advancement in information and communication technology it's doubtful that this calibre of staff can withstand the fast changing environment.

The findings further showed that employees are not remunerated appropriately and their performance was neither recognized nor rewarded. It further confirmed that exhaustive disciplinary procedures would be undertaken before anybody was dismissed. Promotions were found to have been done unfairly in the company while recognition and rewarding of individual performance was minimal. The company however offered training to enhance performance on the job although the same was not recognized by way of promotion or commendation. This may have contributed to the low percentage of staff with professional certificates. Employees were deployed appropriately in the company although their satisfaction was found to be average.

Employees' remuneration and satisfaction was found to be average. While health safety and environment had considerable bearing on service provision, the company was on average in providing conducive work environment. The effectiveness of appraisal system used by the company and application of motivation as a management tool were found to be on average. Employees were not found to be involved in vandalism while indiscipline was on average. The company provided the
right tools to enable employees perform effectively. The company’s medical scheme was found to be exceptionally good and with clear channels of communication.

The following section deals with the answers to the research questions.

5.2: Does job security exist in the company?

The study found out that job security was on average in the company. However an aggregate of 49% agreed and strongly agreed that job security existed. This was reinforced by availability of sound disciplinary procedures and the number of years served by majority of the employees in the organization.

5.3: Is performance recognized and rewarded accordingly?

Appropriate deployment of staff was carried out by the company, however performance was not recognized. Training was even offered to enhance individual performance but the same was not being recognized in any way. The unfairness on promotions in the company further confirmed that performance was not rewarded accordingly. This may have contributed to the average level of employee’s job satisfaction.

5.4: Are employees remunerated appropriately?

Employees felt that remuneration was on average in the organization. It therefore meant that employees would find it difficult to associate themselves and their skills with the goals of the organization. Appropriate rewards motivate employees as it recognizes them for their contribution thus communicates an organization’s value to the employees.

5.5: Does the management provide conducive working environment?

The management of Telkom Kenya was found to be on average in providing conducive working environment. Provision of tools for work by management and
involvement of staff in decision making was found to be on average. The same applied to the effectiveness of the appraisal system being used by the company and application of motivation as a management tool. Indiscipline cases and staff involvement in vandalism was found to be on average. The medical scheme provided by the company was found to be exceptionally good.

5.6: Implications of the findings

The findings clearly indicate that motivation was not being applied effectively in the company. It’s curious to note that promotion was being done unfairly in the company and yet it should have been used as a strong motivational devise for people to perform effectively. This brought to focus the proficiency of human resource policies and procedures applied by the company. It therefore implies that employees are unlikely to improve quality of service in view of being demoralized. Since positive consequences (rewards and reinforcers) are so important to employee behavior, reward systems becomes critical to employee performance and organizational success. The organization may have the latest technology, well thought-out strategic plans, detailed job description, and comprehensive training programme however unless employees are rewarded for their performance any other variables will have little impact. The company will continue to offer poor services to customers who are likely to shift to other service providers causing decline in revenue collection. The management of Telkom Kenya ought to see themselves and their employees as collaborators in a joint venture for the benefit of the company and must therefore create organizational conditions and methods of operation that will enable employees achieve their goals by applying their individual efforts towards organizational objectives.
5.7: Conclusion

The following conclusions were based on the findings of the study.

➤ Employees of the company are in their prime ages of thirty and forty years respectively and considering that majority are married means they are stable in their work place. Whereas they consider job security to be average most of them have worked for over ten years.

➤ Whereas the company had chances for advancement, the same was hampered by unfair promotion practices and while staff are deployed appropriately their performances was neither recognized nor rewarded in any way.

➤ The company’s remuneration was average and staffs were not found to request for bribes in order to provide for services although motivation techniques were not applied adequately by the company.

➤ The company created a conducive working environment by providing good medical scheme, clear channels of communication, fair disciplinary procedures and appropriate deployment of staff.

The company must therefore realize that its employees are an important asset that needs to be stimulated if their contribution was to help the company meet its objectives. A company that does not recognize nor reward performance cannot compete effectively in a liberalized environment. It is even worse when employees feel their jobs are insecure in the company since they will look for greener pastures instead of doubling their efforts. This was complicated by unfair promotion practices in the company and none recognition of training in the organization. This could explain why very few employees posses professional certificates in the company.
5.8: Recommendations

Based on the findings, it’s recommended that:

- The company should have a paradigm shift in its operations by placing value on its human capital, organizational culture and professionalism in their endeavors of creating and nurturing value of these critical assets. This should involve integrating human resource into the value-adding process of business and creating capabilities directly linked to the source of value creation.

- The company ought to have a good system of motivation with a coordinated set of inducements for selective application to elicit the best effort of employees. The motivation techniques used should be more explicit to make it more open and beneficial to all concerned parties. The management should however ensure that it was applied effectively as it’s currently noted to be unfair.

- The management should be flexible and involve staff in decision making on how to achieve company objectives. This could motivate employees as they will feel part and parcel of the company.

- The management should prepare a comprehensive scheme of service so that on completion of training employees could know the next grade they would be promoted into as per the scheme of service. This could encourage personal growth in the company.

- The management should adopt the open appraisal system as employees would get first hand information on their strengths and weaknesses and be able to correct the same promptly.
5.9: Recommendation for further research

The study revealed that there are gaps in the motivation tools used by the company. I therefore recommend the following for further research.

1. The motivation tools used by Telkom Kenya.

2. The reward system versus the desired objectives.

3. Further research could be carried out in the entire Division or if possible on a wider scale to cover the entire company to establish the opinions and attitudes of the employees.

4. Strongly recommend immediate research in the Engineering department to establish its relationship with poor service provision.
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<td>Proposal presentation</td>
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<td>Pilot testing</td>
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<td>7 &amp; 8 Week</td>
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<td>9 &amp; 10 Week</td>
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<tr>
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<td>Presentation of the findings &amp; corrections</td>
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## Appendix II

### BUDGET PLAN

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APPENDIX III

LETTER OF INTRODUCTION

KENYATTA UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION
INSTITUTE OF OPEN LEARNING
P.O BOX 43844  00100
NAIROBI
DATE:

Dear Respondents,

I am a postgraduate student pursuing MBA in Human Resource Management at Kenyatta University. I am currently conducting research with a view of finding out the factors that influence service provision. Telkom Kenya Limited has been selected for this study. I therefore request for your assistance by filling the attached questionnaire to the best of your knowledge. The completed questionnaire will be collected from your head of section. The information provided will be used purely for academic purposes and it will be treated in strict confidence.

Please do not indicate your name.

Thanks in advance

BENJAMIN CHEPTARUS
APPENDIX IV

The following research questionnaire was used to collect data from the selected sample of employees.

RESEARCH QUESTIONNAIRE

Direction
Please tick or fill in the blanks as appropriate. Please respond to all items.

SECTION A – GENERAL INFORMATION

1. Sex Male ☐ Female ☐
2. Age Below 30 ☐ 31 – 40 ☐ 41 – 50 ☐ Above 50 ☐
3. Marital status: Single ☐ Married ☐ Divorced ☐ Separated ☐
4. State length of service in the company..........................
5. Which department are you working in? ............................
6. What is your level of education? KCPE ☐ KCSE ☐ KACE ☐
   DIPLOMA ☐ UNIVERSITY ☐ POSTGRADUATE ☐
7. Do you have any professional certificate e.g. CPA, CIPS? YES ☐ NO ☐
8. What responsibilities do you perform in your present position? ..........................................................

SECTION B – JOB SATISFACTION

Please respond to the questionnaires below by ticking the box that indicates your satisfaction

1 - STRONGLY DISAGREE
2 - DISAGREE
3 - AVERAGE
4 - AGREE
5 - STRONGLY AGREE
9. There is job security in the company
10. Company employees request for bribes before or after providing service.
11. The company has sound disciplinary procedures.
12. Promotions are done fairly.
13. The company recognizes individual performance and rewards it accordingly.
14. The company deploys employees appropriately in the Division
15. The company offers training to enhance individual performance on the job
16. On successful completion of training the management recognizes the same by way of promotion, incremental award or letter of commendation
17. Employees are remunerated appropriately in the company
18. Employees are satisfied with their work
19. Management implements all collective bargaining agreements.
20. There are chances for advancement in the company
21. An employee’s health and safety have some considerable bearing on his/her productivity.
22. The company provides conducive working environment.
23. The performance appraisal system currently being used by the company is effective.
24. The company recognizes the role of union in the management of human resources.
25. Motivation as a management tool is applied effectively in the company.
26. Employees are allowed to make suggestions or decisions on how to achieve organizational goals.
27. Indiscipline cases are common in the company.
28. The company has clear grievance handling procedure.
29. Employees are involved in vandalism due to low moral.
30. The company provides the right tools and materials to enable employees perform effectively.
31. The company provides good medical care.
32. The company has clear channels of communication.
33. The management style is conducive for work.

END OF QUESTIONNAIRE