FACTORS AFFECTING THE PERFORMANCE LEVEL OF TOWN COUNCIL EMPLOYEES IN KENYA.

A CASE OF OGEMBO TOWN COUNCIL, GUCHA DISTRICT.

BY:

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DECLARATION

This research is my original work and has not been presented for a Degree in any other University.

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ABSTRACT

This study intended to investigate into the factors affecting the performance level of town council employees of OTC. The town councils have a critical role to play in the socio-economic development of Kenya. It is responsible for the implementation of policies and programs; which aim to improve the well being of local residents. It is the machinery through which the central government translates basic policy objectives into workable programmes for the benefit of society Malombe (2003). Town Councils enable Towns and Cities to provide services to residents in their areas of jurisdiction. However, concerns are raised by consumers on the uncleanliness of the Markets, Garbage collection and low revenue collections. The study was done at Ogembo Town Council of Gucha District. The focus of this study was on the factors affecting the performance level of TC employees. The research design used in the study was descriptive survey. Data was collected from the council employees using a questionnaire. There was one questionnaire for all the council employees and an interview schedule for the management. The questionnaire was self-administered to the council employees. Data collected was analyzed using descriptive statistics to assess the impact of various variables on performance level specifically data was analyzed using frequency distributions and means. The study found out that OTC employees are sensitive to all factors investigated. However, attitude was found to be the most important factor affecting performance level. This was coupled with inappropriate working tools. The employees are poorly deployed and the few who are trained sponsored themselves for the training. It was also noted that apart from salary no other motivational schemes put in place to rise the morale of employees. The employees are not satisfied with management styles used in the council and the performance was less satisfactory.
DEDICATION

This research project is dedicated to my dear loving parents Mr. Joseph Ndege Nyainya and Mrs. Keremensia Kwamboka for their care and encouragement and also to my wife Beatrice Kemuma, my children Brenda, Ephantus and Collins for their understanding and patience during my absence from home to study the MBA course in Kenyatta University.
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<td>L.A</td>
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<td>L.N.C</td>
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<td>O.T.C.S.P</td>
<td>Ogembo Town Council Strategic Plan</td>
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<td>T.Q.P.M</td>
<td>Total Quality Productivity Management</td>
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<td>H.R.D</td>
<td>Human Resource Development</td>
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<td>Kenya Local Government</td>
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<td>IDRC</td>
<td>International Development Research Centre</td>
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<td>ECDPM</td>
<td>European Centre for Development Policy Management</td>
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<td>TC</td>
<td>Town Council</td>
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DEFINITION OF TERMS

1. Training (Nzuve 1997) it is the act of increasing the knowledge and skills of an employee for doing a particular job. It is a short – term educational process and utilizing a systematic and organized procedure by which employees learn technical knowledge and skills for a definite purpose.

2. Local Authority: This is the part of administration of a country that deals with matters that concern with the inhabitants of a particular place or district.

3. Service: Donnely (1992) defines a service as an activity required by a customer or a client, or work done for another person. The Oxford English Dictionary defines a service as something done to help or benefit another or others.

4. Motivation: Chrudan (1980) defines motivation as the need or drives within employees that determine their behaviour, the goals towards which this behaviour is directed, and towards received for achieving these goals.

5. Attitude: Armstrong (2003) broadly defines an attitude as a settled mode of thinking or a relatively stable predisposition to evaluate an object (person, organization, process or issue) in a favourable or unfavourable manner. Arasa (1995) further define attitude as a metal dispositions of the human individual to act for or against a definite object. They determine one’s behaviour either in actions or in words. They provide cues to personality and to one’s needs which are important in understanding the formation of relationships.

6. Deployment: Armstrong (2003) defines deployment as matching people’s abilities and competences to positions within the organizational structure so as to make the best use of the human resource. It is an aspect of a strategic HRM, whose aim is to create an organizational culture suitable for enhancing competitive advantage.

7. Performance: Reichard (2002) Performance means the transformation of inputs into outputs for achieving certain outcomes. It informs about the relation between minimal and effective cost between effective cost and realized output and between output and achieved outcome.
INTRODUCTION
The drive for reform in the public sector worldwide has focused attention on the measurements of performance level in public sector organizations. This is particularly true in local government. Local government has traditionally been concerned with the delivery of services or the determinants of organizational performance level.

Local government performance level measurement pays much less attention to the determinants or means of achieving long-term, sustained organizational improvement in internal business processes, and innovation and learning. Whilst these issues are recognized as important, there are few measurement processes in place to manage performance level in these areas. Ayao (2007).

Public servants are expected to strive for high performance level (i.e. for positive results of their activities with regard to economy, efficiency and effectiveness) and to achieve the performance level targets set by their superiors. Appropriate concepts and tools of HRM can realize such a performance level orientation of the workforce.

Education and training concepts and instruments, including management development and leadership training, attractive motivation and incentives that motivate for performance level. Stimulating leadership behaviour of managers including adequate recognition of the performance level shown by subordinates. Promotion and career development of employees with positive performance level.

This chapter deals with the Background of study, statement of the problem, purpose of the study, objectives of the study, Research questions, significance of the study, and the scope and limitation of the study.
Owing to its strategic roles in development, especially in the local areas, the then colonial government in Kenya established the local government (LG) system in the country in 1912. A local government is that part of the administration of a country that deals mainly with such matters as concerns the inhabitants of a particular place, including those functions that the Central Government (CL) has considered desirable to be administered at a local level. Michael: (1995) the bodies entrusted with the matters are known as the local authorities (LA) and are in the main elective.

A local authority means anybody or persons empowered to spend money derived from the proceeds of a Local Tax (Michael: 1995). The Kenya Local government (KLG) derives its legitimacy and power from an Act of parliament. For all its actions, it must look to an Act of parliament for authority. Local authorities depend on legislative framework to identify specific legal power for all its actions, finances and contractual relationship.

In 1969, the Transfer of functions Act was enacted which transferred major functions such as education, health and Road maintenance from all but the seven of the large local authorities in Kenya to the Central government. This was partly because of the complexity of those services and also because of high level of capital investment involved (Malombe: 2003). It was envisaged that these functions would be well managed by the central government leaving local authorities with fewer and easier to finance functions, thereby reducing budget deficits.

The Kenya government reform program seeks to enhance the capacity, power and responsibility of locally elected councilors so as to improve service delivery, enhance economic activity and alleviate poverty (DFID: 2002). The program has succeeded in rationalizing the business licensing process thereby reducing the administrative burden on local authorities and the development of an integrated financial management system. The program has also succeeded in establishing the local authority transfer fund. This fund provides local authorities with a block grant to use for service delivery and organization improvement.

Local authorities play a significance role in their respective areas of jurisdiction. Each category of local authorities performs different roles. Among their services include linking the people with central government through their elected leaders, constructing houses for the people especially in cities, municipalities, urban and town council. In addition they mobilize
local resources and energies in carrying out projects within their areas, collect and disposal of
garbage, further they facilitate education by constructing and maintaining nursery and primary
schools. For these services to be felt there must be efficient and effective employee performance level.

Maina (2005) asserts that the improvement of local governance in terms of efficiency,
effectiveness and accountability is increasingly recognized as a primary vehicle for influencing
governance at all levels. He further adds that although citizens participate directly in electing
their councilors the performance level of local authorities as an instrument for facilitating
popular participation in local governance, development and service provisions is abysmal. The
councilors who are the key channel through which citizens express their desires and grievances
with respect to development and service provision are often unavailable. The Kenya Local
Government Reforms Program sets to enhance a capacity, power and responsibility of locally
elected councilors so as to improve service delivery. This is because performance level is one
of the key terms of modern public administration.

Melua (2003) argues that the existence of efficient and competent local authority employees is
an essential prerequisite for local democracy in general. He further adds that public servants’
efficiency can be measured by the quality of services they provide. The best assessment could
be got from the people they serve. Hence, the protection of local interests and the welfare of
local residents mostly depend on the services they provide.

Wamuyu (1999) suggests that there is increased need to improve the level of service delivery
within the local authorities in Kenya. This is why the society is not in agreement with their
services because it can better judge their performance level in service organization relating to
behaviours, promptness, speed in doing the job and accuracy. Unsurprisingly, residents and
other stakeholders have preferred to make their contributions and claims directly to the
ministry for Local government.

OGEMBO TOWN COUNCIL
OTC is found in Ogembo Division, Gucha District, and Nyanza Province. It is perched on the
highly productive Kisii highlands, about 400 kilometers West of Nairobi. It covers an area of
105.1 square kilometers.
The township of Ogembo has an administrative function by virtue of it being the headquarters of Gucha District (OTCSP-2006-2010). Ogembo Town Council derives its core functions entirely from its mandates as stipulated in the Local Government Act Cap 265 as well as the government’s priorities. It has members of staff who help it perform its functions. Senior staff members are recruited through the public service commission. Some come under some ministries of the central government for example Medical officer of Health. It also has other low cadre employees that it employs to assist in performance level. Despite having these members of staff, there is public outcry about their performance level. To perform its functions, Ogembo town council is supposed to source revenue locally from its area of jurisdiction, through fees and other charges. Fees and other charges are raised in a variety of ways, including income from car parking charges, single business permits and crop cess.

These sources are supplemented by government grants like LATF and RMLF. The grants are given where the government wishes to have a direct influence on the standard and policy direction on specific services and encourage that rapid development of particular services with its seemingly high revenue potential and government grants Ogembo town council has not been able to carry out its functions effectively and efficiently. The outcries of the poor service provided by the local authorities continue to pervade the media and efforts have not been made to redeem their images. In OTC there is uncollected garbage, poor street lighting, poor connecting roads and untidy markets among others and yet there are employees assigned to perform these tasks. Despite the frantic efforts, the factors affecting the performance level levels in Ogembo Town Council have not been known.

STATEMENT OF THE PROBLEM

Town Councils have been recognized all along as means of enabling town and cities to provide services to their areas. However, they are usually characterized by poor performance level and this has been a major concern of various stakeholders such as the urban dwellers. A Ministerial Annual Report (2004) on local authority performance level indicated that OTC was highly ineffective and inefficient in rate collection, frequent demonstrations from town dwellers and sit-ins from the employees. The council’s system of service provision is always characterized by ineffective and inefficiency (OTCSP-2006-2010). Little literature exists about Town Councils in East Africa more particularly in Kenya. However, what has been studied tend to concentrate on promoting decentralization, training needs, role of the public and municipal in
the disposal of residential solid waste, Omollo (2000), Wamuyu (1999), Rebecca (2002) and Ayao (2007). These researches already show TCs perform poorly as evidenced by delay in project implementation, salary arrears and low revenue collection. The factors affecting performance level have not been fully addressed. Thus, the main focus of this study lies in the investigation of the factors affecting performance level of TCs employees in Kenya and for Ogembo Town Council in particular.

The increment of salaries has been very low and delayed. A few of the workers have been trained and others not properly deployed. This study hence intended to investigate into the factors affecting the Performance Level of employees of Ogembo Town Council with a view of making suggestions on how to improve the situation.

PURPOSE OF THE STUDY
The main purpose of this study was to investigate the factors affecting the performance level of employees of Ogembo Town Council.

OBJECTIVES OF THE STUDY
The major objective of the study is to investigate the factors affecting the performance level of OTC employees.

To help achieve the main objective, others will include:

i. to investigate the effect of motivation on the performance level of Ogembo town council employees.

ii. to investigate the effect of training on the performance level of Ogembo Town Council employees.

iii. to investigate the effect of management styles on the performance level of Ogembo Town Council employees.

iv. to investigate the effect of deployment on the performance level of Ogembo Town Council employees.

v. to investigate the effect of attitude to work on the performance level of Ogembo Town Council employees.
RESEARCH QUESTIONS
Given the above objectives, the study would endeavor to consider the following research questions

i) How does motivation affect the performance level?
ii) How does training affect the performance level?
iii) How does a management style affect the performance level?
iv) How does deployment affect the performance level?
v) How does attitude to work affect the performance level?

SIGNIFICANCE OF THE STUDY
Since efficiency in the Town Council is imperative to today’s competitive world, the findings from this study will be significant in providing indicators to the Town Councils’ managers and policy makers for gauging the overall efficiency and productivity. The result would be to reduce inefficiency level in the Town Councils. Like improvement in garbage collection, fast service delivery, tidy markets among others. The customers will benefit by getting better services and workers will also get better pay due to better revenue collection to the council. The government will also benefit through better managed councils.

In addition, the study will contribute to a body of knowledge and help stimulate further research in related fields.

THE SCOPE AND LIMITATION OF THE STUDY
This study examined the factors affecting the performance level of Ogembo Town Council employees. In order to achieve these objectives, data was collected from all the employees of OTC.

For the research sought for the views of all employees of OTC, time was not available to pay particular attention to all of them individually due to the nature of the work that the researcher is doing. However, the researcher tried to solve this by requesting for permission from the work-station and involving the services of a research assistant. The study was limited to only OTC.
Most employees could not write and this turned the questionnaire into interview schedule and many of the items returned unanswered. Some employees were suspicious of the motive of the study and therefore were not keen in providing all inclusive information for this study.
CHAPTER TWO
LITERATURE REVIEW

INTRODUCTION

The local Government has long been recognized as a means of enabling villages, towns and countries to provide certain services to their areas. In the larger towns and cities around the world a local authority council as responsible for the provision of education, health, fire and sewerage (Heley et al: 1992). In Kenya this remained so of local authorities until 1969 when the Transfer of functions Act was enacted that transferred major functions such as education, health, road maintenance from all but seven (7) of the largest local authorities to the Central Government (Malombe: 2003).

Local Government is the key part of the democratic system in the world. Its scale and significance also means that it is an important part of national public expenditure planning and economic management comprising many formal and informal relationships with the central Government. This makes management in local authorities complex not only in this involvement with the central government, but also with the wide range of services and activities undertaken, a changing society and environment the local community and community interests and the influence of political party organizations (Michael: 1995).

A united Nation commission on Human settlement (UNCHS 2001) report on financing municipal services in East Africa noted that the pressure of the state greatly differ from one country to another, between strong states and weak states. Even in countries where the state is still strong as in France and the United Kingdom (UK), it no longer has the political and economic resources needed to carry out the traditional functions and societal governance of its own. The report further observed that in Kenya, local authorities are failing to offer basic services to many of the citizens living within their areas of Jurisdiction. It attributed this to poor management and resource base, lack of reliable funding, political interference and corruption, high staff turnover and significant inherent and inflexible bureaucracies.

A task force that was established in 1999 by the treasury to investigate indebtedness in local authorities found out that the problem is occasioned by a steady growing demand for services due to increased population against a steady decline of local authorities, revenue base. It also fund out that the problem a rises due to management and operational inefficiencies and imbalance of resources for infrastructure development.
This chapter attempts to identify the dependent variable and the independent variables under study and fits them into conceptual framework. In addition, relevant literature in motivational factors is surveyed in detail. However, not much literature on Town Council exists. Performance is the dependent variable and the independent variables include training, motivation, management styles, deployment and attitude.

**DEFINITION OF PERFORMANCE**

It is important to clarify what performance level means because if performance level cannot be defined you cannot measure it.

Performance has quite different meanings: From a process view performance level means the transformation of inputs into outputs for achieving certain outcomes. With regard to its content performance level informs about the relation between minimal and effective cost ("economy"), between effective cost and achieved outcome ("Effectiveness"). Thus performance level is equivalent to the famous "3 Es" (Economy, Efficiency and Effectiveness) of a certain activity or program. (Reichard, 2002).

On an individual basis it is a record of the person's accomplishments. Kane (1996) argues that performance level is something that the performer leaves behind and that exists a part form the purpose. Bernadin et al (1995) are concerned that: performance level should be defined as outcomes of work because they provide the strongest linkage to the strategic goals of the organizations, customer satisfaction and economic contribution. The Oxford English dictionary defines performance level as "the accomplishment, execution, carrying out, and working out of anything ordered or undertaken. This refers to the outputs/outcomes (accomplishment) but also states that performance level is about doing the work as well as being about the results achieved. Performance could therefore be regarded as the behaviour, the way in which organizations, teams and individuals get work done. Campbell (1990) believes that "Performance is behaviour and should be distinguished from the outcomes because they can be contaminated by systems factors."

A more comprehensive view of performance level is achieved if it is defined as embracing both behaviour and outcomes. This is well put by Brumbach (1988). "Performance means both behaviour and results. Behaviour emanates from the performer and transformer performance level from abstraction to action. Not just the instruments for their own right the product of mental and physical effort applied to tasks and can be judged apart from results".
This definition of performance level leads to the conclusion that when managing the performance level of teams and individuals both inputs, behaviour and output results need to be considered. This is the so-called “mixed model” (Kartle 1995) of performance level management, that covers competency levels and achievements as well as objective setting and review (Armstrong 2003). Performance management is then a continuous self-renewing cycle as illustrated in the figure below:

As shown in the diagram above, the main activities of these continuous self-renewing cycles are:

i. **Role Profile**: In which the key results areas and competency requirement are agreed.

ii. **Performance agreement or contract**. Which defines expectations- what the individual has to achieve and how performance level will be measured. It is a planning stage where even the competencies needed to achieve the set objectives are defined.

iii. **Personal development plan**: which sets out necessary knowledge and skills need to increase the competency level o as to achieve the set performance level level.

iv. **Performance**: This is the implementation stage through day – to –day work and their planned learning activities. It entails continuous process of providing
feedbacks on performance level informal progress reviews, updated objectives and handling performance level problem and counseling.

v. Performance Review: This is formal evaluation stage covering achievements, progress and problems.

PERFORMANCE MEASURES
Performance measures are agreed upon when setting work objectives and targets. It is obligatory to define not only what is to be achieved but also how those concerned will know that it has been achieved. Hence performance level measures provide evidence to whether or not the intended result have been achieved and to what intended result have been achieved and to what level have been achieved. It is the basis for generating feedback information to both the management and individual employee to monitor their own performance level.

Armstrong (2003) argues that effective performance level measures should be related to results not efforts and the results must be within the job holder's control, should be objective and observable and data must be available for measurement. He further argues that performance level agreements and plans are working documents subjected to new demands, new situations and provision therefore need to be made for updating objectives and work and personal development from time to time.

FACTORS INFLUENCING PERFORMANCE:
The aim is to enhance what Alan Mumford (1994) calls deliberate learning experiences. The premises is that every task individual undertakes present them with a learning opportunity on how well a task can be accomplished on time. Generally, the factors that influence performance level include:

TRAINING
Studies have been conducted on training as a factor that affects performance level of many workers. A report on urban policy for a democratic South Africa (1995) by IDRC demonstrated that local authorities have meagre resources with which to address an immense number of issues in the townships related to land, housing, infrastructure, transport, health and education. Many local authorities are structurally weak and starved of resources. The report recommended that if local authorities are to transform themselves from political movements to development
orientations, they will need trained and even professional staff to carry out research. Prepare projects for funding and negotiate with granting agencies for project support.

UNCHS (2001) case study of East Africa on financing cities for sustainable development noted that politics remains a factor contributing to low performance level by local authorities. Employees whose regime has been voted out are often replaced or reshuffled in disregard of their training to take care of political interests.

Wamuyu (1999) did a study on the training needs of the personnel working in the media and how they can be met. Asserted that training is as old as mankind and the ways and means of training have changed and continue changing with the times.

Further, there is an increased need to improve the level of the training of personnel. This will sensitize personnel on technological changes as they ultimately affect their service performance level. McClelland (2002) carried a study on training needs assessment for the united way of Dan county Wisconsin. She suggested that the training will make staff to work smarter if not harder productivity and effectiveness will increase. She further recommended that training was a priority for both directors and staff.

Rebecca (2002) on training evaluation in the technical training department at Company a suggested that many factors are causing an increase in the need for training. Technology is progressing rapidly and a skilled workforce enables business to compete in global market.

Melua (2002), report on training needs analysis, submitted to working group on national training strategy, and indicated that local authorities demand new skills and experiences. He stressed on the importance of training activities to help in organizational matters.

Nyamunga (1999) conducted a research on factors affecting performance level of the civil service and recommended that training policy be documented to provide proper guidance to the development and management of training programmes. He further advised for Government budgeting contributions to training be improved to avoid donor driven training. Training votes be introduced in the ministries' budgets to enable them cater for the routine and local training needs.
Kanini (1999) an assessment of the operating efficiency and profitability of income generating activities. A case of Kenyatta University asserted that employees who do not attend refreshers courses adversely affect the efficiency of the income – Generating Activities.

Peter (1996), any training must make a clear connection between inputs and outputs. It should be competence based the ability to perform the activities within an occupation to the standards expected. Competence also embodies the ability to transfer skills and knowledge to new situations and coping with non-routine activities and effectiveness in workplace.

Organizations must make efforts of converting training needs into performance level credit. It is important not to be bound to what employees have traditionally been taught but instead base ability to do a real live job. That is to stick to what it needs to be competent in real employment.

MOTIVATION

At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne studies conducted by Elton Mayo from 1924 to 1932. This study found employees are not motivated solely by money and employee behaviour is linked to their attitudes. The Hawthorne studies began the human relation approach to management, whereby the needs and motivation of employees become the primary focus of managers.

Motivated employees are need in our rapidly changing workplace. Motivated employees help organizations service. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform of all the functions a manager performs, motivating employees is arguably the most complex. This is due in part to the fact that what motivates employees change constantly Bowen & Radhakrishna (1991). For example research suggests that as employees ‘income increases money becomes less of a motivator. Also as employees get order, interesting work becomes more of a motivator.

The prime mover of every human action is motivation. Our motivation should be simple and sincere. Sincere motivation would promise greater dedication to the job a renewed interest in working together. More eagerness to collaborating and act together, as a team, and greater permission to be honest with not only with the profession but also with the co-workers.
Therefore, it can be concluded that in today’s uncertain world, it's important that employees are motivated to work hard and increase productivity.

A horse can be taken to the water but it cannot be forced to drink. It will drink only when it feels thirsty. Same is the case with us humans. They will do what they themselves desire to do or are otherwise motivated to do. When it comes to excelling on the workshop level, they must be motivated or driven to it, either by themselves or through external stimulus.

Motivation is used in the labour force not just to catch the attention of individuals to that organization but to keep them there. Motivation has to do with a set of independent/dependent variables relationship that explain the direction, amplitude, and persistence of an individual’s behaviour, holding constant the effects of aptitude, skills, and understanding of the task and the constraints operating in the environment.

Motivation can have an effect on the yield or output of businesses and concerns both quality and quantity. In other words, efficiency relies heavily on the competence and efficiency of the production staff to ensure that products are manufactured in numbers that meet demand for the week. If these employees lack the motivation to manufacture completed products to meet the demand, then lots of problems arise leading to terrible consequences. Employees in a workplace are greatest asset and no matter how efficient the knowledge, technology, and equipment, may be it no match for the effectiveness and efficiency of the team that is the workers.

Different things motivate everyone and some of these factors are not money oriented, instead they react more effectively to incentives that offer personal recognition and achievement. Motivation is based on individual needs, not external influences. When an individual himself wants to do something for his needs, motivation occurs automatically. Therefore, management should consider the relationship between the individuals’ needs and business to increase the individuals’ motivation at work. Since motivation influences production, administrators need to understand what motivates workers to reach peak performance level.

It is not an unproblematic task to increase employee motivation because employees react in difficult ways to their jobs and their organizations’ practices. Without motivation in the workplace, business world have to bear with the lack of efficiency that the workforce may fail to
apply. This is mostly because they have no incentive to execute duties to a high standard or complete them on time. It is therefore essential that they are given something to work for as a reward or an incentive for their high level of performance level, all being vital to the success of the company. When the reward system in an organization is used properly, it motivates the workplace to do three things. Firstly, the initiative behaviour are assumed and accepted. Secondly the initiative behaviours contribute to the companies’ achievements and share in its prosperity. Finally, the behaviour focuses on increased knowledge, obtained the newly required skills and improves performance level.

THEORIES OF MOTIVATION

There are many theories that have been presented by various psychologists and social scientist about the phenomenon of motivation one of the theories present by Vroom (1964) describes the outcome of effort, performance level, reward and satisfaction. It suggests that an increase in effort leads to growing performance level and then appropriate rewards with satisfaction help keep the relationship.

Another important theory, one given by Herberg. Hertzberg’s views of motivation suggest that motivators lead to individual contentment and the level of job performance level is chiefly influenced by this factor.

Maslow also discussed in details the phenomenon of motivation. Maslow (1954) has argued a hierarchy of human requirements. The hierarchical needs are set from the bottom to the top. The bottom I physical desires; next is safety and security needs: third is social and community needs; forth is self-respect and fifth is self – actualization. Maslow’s theory suggests that an individual’s motivational needs aim at the next level once the lower level needs have been accomplished. However in the modern day life, an individual prefers these needs at the same time.

Adam’s theory states that employees strive for equity between themselves and other workers. Equity is achieved when the ration of employee outcomes over inputs is equal to her employee outcomes over inputs (Adams. 1965).

Skinner’s theory: Simply states those employees’ behaviour that lead to positive outcomes will be repented and behaviour that used to negative outcomes will not be repeated (Skinner: 1953).
Managers should positively reinforce employee behaviours that lead to positive outcomes. Managers should negatively reinforce employee behaviour that leads to negative outcomes. Good service delivery to customers is dependent on the motivation level of employees. Motivated employees don’t happen by accident. One thing is clear that employee performance level is directly proportional to the motivational strategies in place.

Nyamunga (1999) Factors Affecting Performance Level of the Civil Service. A case study of the Directorate of personnel Management of the Government of Kenya asserts that performance level of the civil service has been less than satisfactory for a long period. He argues that terms and conditions of service is one of the motivating factors influencing workers’ performance level. The terms and conditions of service employees in the private sector are in a majority cases, dealt with through the collective bargaining between the employers and the representatives trade Union Organization for the workers and reviewed after every two years as provided by the law. This is to ensure that salaries and allowances compensate workers fully for the changes in the cost of living. Hence their productivity is usually sustained at higher levels.

The civil services on the other hand, review their salaries and allowances reviewed after an average of six years. This irregular and length interval between salary revisions makes it difficult for the Government to adequately compensate its employees due to the cumulative cost of compensation arising from the continuously increasing cost of living. Inadequate salaries direct public officials into unprofessional forms of behaviour and when senior jobs produce opportunities to collect bribes, ways are created to do one’s job in a manner that are inconsistent with the public interest.

Arasa (1995) Relationship between students’ achievement motivation, students’ attitudes towards school, parental education and parental involvement with their children’s school work among slum children asserts that striving to increase or keep as high as possible One’s own capability in all activities in which a standard of excellence is thought to apply and where the execution of such activities can therefore either succeed or fail. Achievement motivation refers to a striving to acquire high standards of excellence in all activities that require standards of excellence.
Kanini (1999) An assessments of the operating efficiency and profitability of income Generating Activities a case of Kenyatta University stipulates that motivation of employees is done using various ways such as better remuneration, overtime and bonus payment, training, rewards and recognition. She further asserts that poor motivation and low morale was also indicated as reason for the poor performance level of most of the income-Generating Activities.

MANAGEMENT STYLES

Management in Town Councils in Kenya is complex not only because of the wide range of services and activities undertaken but also because of the interaction with central government changing society and environment, local communities interests and influence of political party organization.

Ameringern (1995) points out that the wide interaction the local authorities have rendered then inefficiency leading to poor performance level of their crucial services. Malombe (2003) report argues that management of local authorities is greatly undermined by the very Act of parliament that establishes it. The tight control of the local authorities from the central government takes away the envisioned autonomy and make them dependent on orders from above.

Mbithi (1990) associated low productivity in the civil service to among other factors, the non-application of effective management styles. These include lack of ineffective delegation lack of effective performance level appraisal, and lack of clearly defined objectives and targets. This inefficiency in management leads to morale erosion among employees. A management which fails to set specific objectives and a target to be achieved fails to communicate their expectations to workers. It has therefore business of blaming the employees when organizational goals are not realized for the level of service delivery expected is not clear to those expected to perform.

Karanja (1999), An Investigation into the Factors that Influence the Effectiveness of the Manufacturing and Marketing of Furniture Products and possible ways of Improving their Performance Level. The case of Gikomba, Kariobangi and Mathare areas of Nairobi Province asserts the performance level of many enterprises of all sizes suggests that the scarcity of competent managers is a more serious constraint on firm growth than the shortage of finance. The fundamental importance of good management cannot be exaggerated. Poor, untrained or
inexperienced management can ruin the best business. Conversely, determination, skills experience and good judgment can make a success of many and unlikely prospects. He considered poor management as a major cause of business failure. He viewed poor management as a process that leads to mistakes in strategic planning and implementation of decisions.

The ECDPM Discussion Paper 61, on monitoring and evaluation to decentralization and good governance in Kenya (1995) found out that local authorities in Kenya are usually characterized by indebtedness. This discussion attributed the indebtedness to bad spending decisions usually over employment of lower cadre service providers. This is done to satisfy the councilors need to reward electorates. Michael (1995) gave another reason for the over employment as being for the fact that local authorities provide personal service, they tend to be labour intensive.

Chowdhurry (1974) in his study on tea industry in Bangladesh points out that management was an important factor that influences the yields very much. He argues that, farmers who took their tea to poorly managed factories had poor production levels as compared to those who are satisfied with the management of their tea factories.

The Rweria report on corruption and mismanagement at Nairobi city council noted that the internal audit section of councils cannot be relied upon as part of an effective internal control tool. The report also listed causes of poor service delivery as including conflict of interest between chief officers and councilors. In addition the report cited alarming and systematic misapplication, misappropriation, embezzlement and misuse of funds as other caused of poor performance level.

ATTITUDE TO WORK
Attitude is another vita factor that determines the performance level of any organization. Tumbo (1991) A study of the attitudes of pre-service teachers towards Mathematics in some primary teachers’ colleges. Attitudes are the pre-disposition of the individual to evaluate some symbol or object or aspect of his world in favourable or unfavourable manner. He asserts that attitudes formed early in life persist through life. Attitudes affect the response in a certain way towards a phenomenon.
Arasa (1995) stipulates that the attitudes determine one’s behaviors either in actions or in words. They provide cues to personality and to one’s needs which are important in understanding the formation of relationships. She further argues that attitudes persist over time and to change it requires substantial pressure.

Omollo (2000), The Role of the Public and the Municipal Council in the Disposal of Residential Solid Waste in Mombasa – Kenya. An examination of local authorities in Kenya indicates that they are unable to provide adequate solid waste management services to the residents. He argues that very little attention has been given on the perception or attitude of the residents towards solid waste management in Kenya. The outcries of the poor solid waste service provided by Mombasa municipal council continue to pervade the media.

DEPLOYMENT

Nyamunga (1999) suggest that in any organization deployment or redeployment should be for the purpose of placing an employee in an appropriate position to utilize his skills, knowledge and aptitudes for the accomplishment of the organization’s objectives as well as giving the employee job satisfaction. The rationale behind any deployment should be to place employees in the relevant and suitable position for optimum productivity. It benefits both the employee and organization. He further argues that good deployment yield better fruits with a good and clear scheme of work for employees. A scheme of work clearly defines career progression structures, which in turn facilitate the attraction and retention of quality staff. It also eliminates anomalies in appointment, qualification, progression in the career and thus provides equal opportunities for advancing to all based on merit.

Armstrong (2003) argues that deployment entails matching people’s abilities and competences to positions within the organizational structure so as to make the best use of the human resource. He further asserts that deployment is an aspect of strategic HRM, whose aim is to create an organizational culture suitable for enhancing competitive advantage.

Milfrani (1996) argues that, as radical charges transform work business and people, the link between businesses planning, human resource planning and individual career life cycles become more and more necessary. Putting the right people in places at the right time must now allow for the process of matching available competencies to company goals in a rapidly changing framework. Within this context the use of career path and succession planning
provides an organization with flexible tools to attract retain and motivate the people they need to achieve high performance level.

**CONCEPTUAL FRAMEWORK**

It is important to state that performance level is in itself the outcome of committed and loyal employees. The framework shown in the figure below shows how the motivational factors (dependent variable) is affected by a number of independent variables such as Training level, motivation, management styles, attitude, deployment among others.

**INDEPENDENT VARIABLES**

- Motivation
- Training
- Attitude
- Management Styles
- Deployment

**DEPENDENT VARIABLE**

Performance Level

![Diagram of the conceptual framework](image)

From the foregoing figure, if Ogembo Town Council will train its employees (both new and old) then they will acquire the technical knowledge and skills for definite purpose. As Armstrong (2003) puts it, training is the most important of human resource development for no organization can get a candidate who exactly matches with the job and organizational requirements. Hence, training is important to develop the employee and make him suitable to the job.

They should also motivate their employees for their performance level will be directly proportional to their motivational strategies in place. The management of the local authority
should take positive steps to create a work environment that will reduce causes of frustration and minimize the conflict situations that invariably arise in an organization from time to time. Knowing employee needs and developing motivation strategies for employees based on employee needs is a major challenge for Ogembo Town council management. Low productivity is associated to among other factors, the non-application of effective management styles. These include; lack of effective delegation, lack of effective performance level appraisal and lack of clearly defined work objectives and targets.

Inefficiency in management leads to morale erosion among employees. Management style involves setting performance standards and performance indicators. Satisfactory performance level does not happen automatically, it is more likely to be realized with good performance management systems.

In any organization deployment or redeployment should be for the purpose of placing an employee in an appropriate position to utilize his skills, knowledge and aptitude for the accomplishment of the organizations objectives as well as giving the employee job satisfaction. The rationale behind any deployment should be to place employees in an appropriate position to utilize his skills, knowledge and aptitude for the accomplishment of the organizations objectives as well as giving the employee job satisfaction. The rationale behind any deployment should be to place employees in the relevant and suitable position for optimum productivity. It benefits both the employee and the organization. Putting the right people in the right place at the right time will enhance the organization achieve its goals. Therefore when deployment is handled well right from recruitment to separation and successive planning taken into consideration, an organization, and retain the people they need to achieve organizational goals and by extension be able to achieve high performance level to their customers.

Performance will also be influenced by the attitudes that the employees have to their job and organization. Attitudes form a basis of strong beliefs and feelings. Any attitude contains an assessment of whether the object to which it refers is liked or disliked. They are affected by cultural factors, the behaviour of management (management styles), policies such as those concerned with pay, recognition, promotion and the quality of working life. Many employees have different attitudes towards work and this will affect their performance level.

Hence, Ogembo Town council should be aware that proper training of their employees, properly deployed and motivated coupled with good management styles will make them
develop good or positive attitudes towards their work, which will improve their performance level.

Performance Level (PL) in an organization is a function of Motivation (M), Training (T) Management Styles (MS), deployment (D) and attitudes (A).
Thus $PL = F(M, T, MS, D, A)$
CHAPTER THREE

RESEARCH METHODOLOGY
This chapter gives details of the research methodology that was used in the study. It details out the population studied, the sample strategy and the data collection procedure and analysis.

RESEARCH DESIGN
The aim of this study was to investigate into the factors affecting the Performance Level in OTC. The research design used in this study is descriptive survey. Data was collected from OTC employees. The researcher used both primary and secondary data; primary data was obtained from the employees using a questionnaire while secondary data was sourced from previous researches, journals and books.

TARGET POPULATION
The study population consisted of all Town Council employees including councilors both elected and nominated and other employees. Specifically, the elected councilors are five, nominated two and other employees are 26. The total study population will be 33 employees. Due to the small size of the population, a census investigation was taken. This will provided good coverage of the population surveyed (Saunders et al 2003). This ensured that no element of chance was left and biggest accuracy obtained.

DATA COLLECTION TOOLS
The target respondents for the study was council employees and councilors of Ogembo town council. Council employees are service providers who serve citizens in various capacities and collect charges and other rates for the council. Councilors are both elected and nominated representatives of the citizens representing various political interests.

Data was collected from primary sources. Primary data was sourced from the council employees of Ogembo town council using structured questionnaire (Appendix one). There was one questionnaire for all the council employees and interview schedule for the Chief Officers of the council. The questionnaire was self–administered where the researcher distributed them and collect them later. The researcher also involved a research assistant in identifying the workers and collecting the questionnaires. The researcher interviewed the chief officers of the council (clerk and treasurer of the Council). This was supplemented with observations to
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eliminate bias and counter the unwillingness to respond on the respondents during interviews and administration of the questionnaires. (Saunders: 282). The questions were designed to capture data and information that helped achieve the objectives of the study.

DATA ANALYSIS

Data collected from this research was coded, edited, processed and analyzed using appropriate statistical tools, which included descriptive statistics such as frequencies and percentages to assess the impact of various variables on performance level. The Statistical Package for the Social Sciences (SPSS) was also used. The result is presented in Chapter 4 and from the basis on which recommendations and suggestions shall were made.
CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION/INTERPRETATION

INTRODUCTION

This chapter gives a systematic and comprehensive analysis of the data collected during the study. The study’s major concern was to find out the factors affecting the performance level of town council employees in Kenya. The analysis of data is subdivided into two (2) parts. Section one (1) provides the overviews of the data collected and analyzed and section two (2) provided the descriptive statistics. Descriptive statistics show frequencies, cumulative frequencies and percentages.

OVERVIEW OF DATA COLLECTED AND ANALYZED

Table 4.1.1

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Questionnaires Distributed</th>
<th>Returned</th>
<th>R.P. (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>33</td>
<td>21</td>
<td>3</td>
</tr>
</tbody>
</table>

The nine (9) employees comprising 27% never returned the questionnaires distributed to them even after the researcher made visits to the council looking for them.

FACTORS AFFECTING THE PERFORMANCE LEVEL OF OTC EMPLOYEES

Training as a factor affecting the performance level of OTC employees. The responses on this factor are as shown in the table below.

Table 4.2.1

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency (f)</th>
<th>Percentage (%)</th>
<th>Cumulative Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a low extent</td>
<td>2</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>No effect</td>
<td>2</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Great extent</td>
<td>4</td>
<td>15</td>
<td>33</td>
</tr>
<tr>
<td>To a very great extent</td>
<td>16</td>
<td>67</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>24</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

The level of training affects the performance of employees in an organization. This is evidenced by the response rate about 82% of OTC employees who said that training affects the
level of performance to a great extent. These findings agrees with McClelland (2002) who found out that training makes staff work smarter if not harder making productivity and effectiveness increase.

Motivation is a factor affecting performance level at OTC. The responses of motivation as a factor affecting performance level at OTC are shown in the table below.

### Table 4.2.2

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency (f)</th>
<th>Percentage (%)</th>
<th>Cumulative Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a low extent</td>
<td>2</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>No effect</td>
<td>2</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Great extent</td>
<td>16</td>
<td>67</td>
<td>85</td>
</tr>
<tr>
<td>To a very great extent</td>
<td>4</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>24</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

About 82% of OTC employees scored that motivation is key factor affecting performance level in an organization. It was found out that other that salary, some motivational factors offered by the council are; promotion 33% and medical services 50% but lacking were recognition allowances and bonuses. Interviews conducted on senior management staff (Town Clerk and Treasurer) indicated that the council offer some token of appreciation for good work done; verbal praise and incremental credits for those who excel in their duties.

Managements styles as a factor affecting performance level at OTC. The response on management style is a factor affecting performance at OTC as shown in the table below.

### Table 4.2.3

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency (f)</th>
<th>Percentage (%)</th>
<th>Cumulative Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a low extent</td>
<td>2</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>No effect</td>
<td>2</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Great extent</td>
<td>16</td>
<td>67</td>
<td>85</td>
</tr>
<tr>
<td>To a very great extent</td>
<td>4</td>
<td>15</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>24</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>
Management styles play a great role in uplifting the performance level as 67% of the OTC observed. This concurred with Chowdhurry (1974) who espoused that management styles was an important factor that influenced yields very much. Of the responses received 25% of the employees said that at OTC management styles are non-participatory as did 42% who said it is dictatorial. Only 33% said that management styles at OTC is participatory. About 58% of the employees who responded said that they are not satisfied with the management styles at OTC.

Attitude to work as a factor affecting performance level at OTC. The responses on attitude to work as a factor affecting performance level at OTC are shown in the table below.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency (f)</th>
<th>Percentage (%)</th>
<th>Cumulative Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>No effect</td>
<td>2</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Great extent</td>
<td>18</td>
<td>75</td>
<td>84</td>
</tr>
<tr>
<td>To a very great extent</td>
<td>4</td>
<td>16</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>24</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Nearly 91% of the respondents agreed that attitude to work affect performance level to a great extent. These responses bring the fore that an employee's attitude to work real plays a great role to the performance level of an organization. These findings agrees with Tumbo's (1991) and Arasa's (1995) findings that found out that attitude affects the response in a certain way towards a phenomenon.

Deployment as a factor affecting performance level at OTC. The table below shows the responses from OTC employees as a factor affecting the performance level.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency (f)</th>
<th>Percentage (%)</th>
<th>Cumulative Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a low extent</td>
<td>4</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Great extent</td>
<td>12</td>
<td>50</td>
<td>66</td>
</tr>
<tr>
<td>To a very great extent</td>
<td>8</td>
<td>34</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>24</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>
About 84% of employees of OTe said that deployment is a key factor influencing performance level to a great extent. This view is shared by Nyamunga (1999) who also found out that an employee should be placed in appropriate position to enable him to utilize his skills, knowledge and aptitude for the accomplishment of the organization’s objectives as well as giving the employee job satisfaction. Armstrong (2003) also argued that deployment entails matching people’s abilities and competencies to positions within the organizational structure so as to make the best use of the human resources. Only 16% of the employees at OTe said that deployment does not affect performance level of an organization.

Other factors that were found to hinder performance level at OTe are insufficient working tools, poor induction of new employees on council aspects and low remuneration which does not reflect the realities of the current economic situation in the country.
CHAPTER FIVE

SUMMARY AND POLICY RECOMMENDATIONS

This chapter summarizes and describes the findings of the study, policy recommendations thereon and suggested areas of further research. Town Councils are the best means of mobilizing scarce economic resources. They usually undertake major development projects and service provision in the urban areas. Their effective and efficiency can therefore guarantee a high or improved standard of living for citizens and alleviate poverty in their areas of jurisdiction.

This study intended to investigate on the factors affecting performance level at OTC. The findings of the study revealed that OTC is sensitive to all the factors investigated. Attitude to work was found to be the most important factor affecting performance level at OTC. Employees have low attitude to their work due to low pay and inappropriate working tools. This lowers their many hours worked and hence productivity declines. It was also found out that workers are poorly deployed rendering a mismatch between skills and work tasks. The few who are trained are not deployed according to their skills due to political interests favouring certain employees to be in certain positions irrespective of their skills.

Most employees of OTC are not trained. This explains much on the quality of services offered at OTC. Even those who claim to have trained could not produce their certificates to justify this. The council does not sponsor employees even for short-term seminars or workshops. It also came up that employees need to sponsor themselves for any training intended. This is a hard task given a low pay. This demoralizes the employees as they can not acquire more skills needed for promotion. Many of the employees have stagnated on one job scale for a long time. Consequently their level of performance is affected.

It was also found out that other than salary, the TC does not provide other motivational elements. Most employees do not feel motivated to come to work. Equally, it was found out that there are insufficient working tools at OTC and poor induction of new employees. These contribute to low productivity levels for the employees. Of the employees who responded 13% were female while 87% were men. This implies that OTC is gender insensitive. Female employees consider themselves a minority which could affect their level of performance. About 95% of the female employees had completed secondary school education while about 40% of the male employees had attained only primary level of education. It was also noted that
many of the workers were not satisfied with the management styles in the council. This impacted negatively on the performance level of the employees.

POLICY RECOMMENDATIONS
The study has shown that the performance level of OTC employees is less satisfactory. Thus significant results can be achieved through improvement or an attempt to cure internal constraints that have driven service delivery to the lowest and undermined the general image of town councils in Kenya.

There should be a clear scheme of service for staff since what is being used is not really legal and clear. This will ensure that the council has the right calibre of officers as chief officers and well trained support staff. These should also be coupled with training programmes for the employees who are sponsored by the council. These will attract many employees change their attitude towards work. They should also be deployed according to their training to inspire them to work for better results.

Many employees scored that apart from salary, there is no any other motivational elements that drives them to work in OTC. Clear systems of promotion on merit, recognition of those who excel in their work, retirement benefit schemes and annual increment should be put in place to motivate the employees.

In the lengthy process, OTC should strive to make the council more transparent, more accessible and more accountable. All employees should have access to council information about planning, policy processes and assessments to allow them to participate fully in council and society. In other words, a bottom-up process that actively involves a wide range of employees must form the basis of action. This will entail participatory management system that will trigger employees into action.

Privatization efforts should be intensified in order to improve efficiency in the provision of services, yet at the same time ensuring that the poor are not excluded in terms of access to those services. For example, OTC markets, slaughter house, public toilets and Bus Park should be privatized, where a private company maintains these facilities, collects charges from users and then pass them to the council after retaining an agreed percentage. This will ensure efficient and effective service provision in the council.
As part of the on-going reforms in many sectors, serious thought should be given to minimum qualification for the councilors, suggesting that they should at least attain ordinary level of education certificate while those seeking top to head the council ought to be University or Diploma graduates. Ministry (Ministry of Local Government) to review transfer guidelines to avoid too much movements of officers and long stay of officers within a council. Besides improved service delivery it will help the council to redeem its current image.

**SUGGESTED AREAS FOR FURTHER RESEARCH**

This study looked into the factors affecting the performance level of town council employees in Kenya. It was only conducted in OTC. It is important that a comparison be made with other councils to ascertain the extent to which the factors affect performance level. It is also necessarily to explore how the relationship between the Central Government and town councils affect their performance.
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Ogemo Town Council (OTC) 2005, Strategic Plan for 2006-2010.


APPENDIX ONE

Introduction letter
The researcher is Mr. Nicholas Nyabuto Ndege, a student of Kenyatta University seeking data on the performance level of Town Council employees more specifically on Ogembo Town Council. The purpose of this questionnaire is to collect data for research project leading to the degree of Master of Business Administration (MBA), Human Resource Management (HRM) option of Kenyatta University. The researcher kindly requests you to assist in filling the questionnaire in order to help him go through his academic work and suggest ways of improving the performance level of the Town Council employees. Your honest responses will be held in strict confidence and will be used for academic purposes only.

Yours faithfully,

Mr. Nicholas Nyabuto Ndege.
QUESTIONNAIRE FOR EMPLOYEES

General Information

1. Your sex
   Male □ Female □

2. What are your terms of employment?
   Permanent □ Temporary □ Casual □

3. For how long have you worked with the council? Less than one year □ Between and 5 Yrs □ Between 6 to 10 Yrs □ More than 10 Yrs □

Specific Information

4. What is your level of education?
   Primary □ Secondary □ College □
   Others specify ..........................................................

5. How long have you served in your present grade?
   Less than 1 yr □ Between 1 to 2 yrs □ Between 2 and 3 yrs □
   Others specify ..........................................................

6. Have you undergone training? Yes □ No □

7. If Yes, what type of training? Formal □ Informal □

8. Who sponsored your training? Self □ Council □
   Others specify ..........................................................

9. What level of training did you obtain? Certificate □ Diploma □
   Degree □
   Others specify ..........................................................

10. How many times have been trained in the last five years? None □ Once □ Twice □
    Others specify ..........................................................

11. When you joined the council, were you inducted in your Job? Yes □ No □
12. If yes, which of the following aspects of the council training did you undergo?

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Tick whichever appropriate.</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) Council structure</td>
<td></td>
</tr>
<tr>
<td>ii) Task performance level</td>
<td></td>
</tr>
<tr>
<td>iii) Council objecting (target)</td>
<td></td>
</tr>
<tr>
<td>iv) Council culture</td>
<td></td>
</tr>
<tr>
<td>v) Role specification</td>
<td></td>
</tr>
<tr>
<td>vi) Tools and equipment</td>
<td></td>
</tr>
</tbody>
</table>

13. How regularly do you attend seminars on service delivery? Twice a year [ ]
   Once in 2 yrs [ ] None [ ] Others specify ..........................................

14. How would you classify the tools you use in your work? Absolute [ ]
   Appropriate [ ] Sufficient [ ] Insufficient [ ]

15. How do you rate the provision of services in OTC? Satisfactory [ ]
   Less satisfactory [ ] Insufficient [ ]

16. In your opinion, how do you rate the number of employees working for the council?
   Too many [ ] Adequate [ ] Many [ ]
   Few [ ] Too Few [ ]

17. Many Town Councils in Kenya are said to be characterized by poor service delivery.
   Agree [ ] Disagree [ ]

18. What management styles does the council apply or use?
   Participatory [ ] None Participatory [ ] Dictatorial [ ] Others specify

19. Are you satisfied with the management styles? Yes [ ] No [ ]

20. If No, what can be done?

21. What motivates you to work for the council?

22. Do you feel motivated to come to work everyday? Yes [ ] No [ ]

Give reasons .................................................................

23. Do you get your salaries/wages in time? Yes [ ] No [ ]
24. Besides your salary, what other benefits do you enjoy from your employer?
   Promotion [ ] Recognition [ ] Allowances and Bonuses [ ]
   Medical Services [ ]
   Others specify ..........................................................................................................................

25. Kindly rate the following human resources activities handled in your Town Council as either poor or satisfactorily?

<table>
<thead>
<tr>
<th>Human Resource Activity</th>
<th>Poor</th>
<th>Satisfactory</th>
<th>Good</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Promotion</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii. Recognition of those who excel</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. Retirement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv. Selection</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>v. Induction / orientation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>vi. Compensation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>vii. Staff Safety and Health.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

26. Do you sometimes feel low about your work? Yes [ ] No [ ]  
27. Are you deployed according to your training? Yes [ ] No [ ]

28. To what extent to the following factors affect the level of performance? Tick the most appropriate.

<table>
<thead>
<tr>
<th>Factor</th>
<th>To a low extent</th>
<th>No Effect</th>
<th>Great extent</th>
<th>To a very great extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Training</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii. Motivation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. Management styles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv. Attitude to work</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>v. Deployment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
29. What do you recommend to be done to improve performance level of the council?

- Training of employees
- Improve Motivation
- Change Management Styles
- Deploy Workers Properly
- Change Attitude to Work
- Others Specify

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

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1. What is your position in OTC? How long have you served OTC?

2. What is your level of education?

3. What services does OTC offer?

4. Comment on the number of employees in the council against the services provided by the council?

5. How does OTC recruit its employees?

6. Is the delivery of services in OTC satisfactory?

7. What factors contribute to poor service delivery in OTC?

8. What steps have you taken or have been taken to improve the situation in OTC of poor services delivery?

9. What challenges have been observed?

10. What management styles do you employ?

11. Do you have training programmes for the employees?

12. Do you deploy employees according to training competence?

13. What is the rate of staff turnover in OTC? Why?

14. What motivational practices do you employ in your council in exemplary performers?

15. You are a civil servant directing politicians from different political persuasions. How does politics affect your service delivery?
## APPENDIX THREE BUDGET

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>ESTIMATED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROPOSAL</strong></td>
<td></td>
</tr>
<tr>
<td>Chapter 1</td>
<td></td>
</tr>
<tr>
<td>Stationery and Traveling</td>
<td>$5,000</td>
</tr>
<tr>
<td>Computer Services and Subsistence (up keep)</td>
<td>$2,000</td>
</tr>
<tr>
<td>Chapter 2</td>
<td></td>
</tr>
<tr>
<td>Stationery and Traveling</td>
<td>$5,000</td>
</tr>
<tr>
<td>Computer Services and Subsistence (up keep)</td>
<td>$3,000</td>
</tr>
<tr>
<td>Internet</td>
<td>$2,000</td>
</tr>
<tr>
<td>Chapter 3</td>
<td></td>
</tr>
<tr>
<td>Stationery and Traveling</td>
<td>$20,000</td>
</tr>
<tr>
<td>Computer Services and Subsistence (up keep)</td>
<td>$18,000</td>
</tr>
<tr>
<td><strong>PROJECT</strong></td>
<td></td>
</tr>
<tr>
<td>Chapter 4 &amp; 5</td>
<td></td>
</tr>
<tr>
<td>Stationery And Traveling</td>
<td>$15,000</td>
</tr>
<tr>
<td>Computer Services and Subsistence (up keep)</td>
<td>$8,000</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$5,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$83,000</strong></td>
</tr>
</tbody>
</table>
**APPENDIX FOUR TIME SCHEDULE**

<table>
<thead>
<tr>
<th>DURATION</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 weeks</td>
<td>Data Collection</td>
</tr>
<tr>
<td>1 week</td>
<td>Data Preparation</td>
</tr>
<tr>
<td>1 week</td>
<td>Data Analysis</td>
</tr>
<tr>
<td>1 week</td>
<td>Data interpretation, Presentation and Recommendation</td>
</tr>
</tbody>
</table>